A conceptual instrument to measure the success of branding in the tourism industry

JW Hood
10852425
M. Com Tourism Management

Thesis submitted in fulfillment of the requirements for the degree *Philosophiae Doctor* in Tourism Management at the Potchefstroom Campus of the North-West University

Supervisor: Prof. Dr. E Slabbert

November 2015

NORTH-WEST UNIVERSITY
YUNIBESITI YA BOKONE-BOPHIRIMA
NOORDWES-UNIVERSITEIT

It all starts here ™

Financial assistance

Acknowledgements

I would like to thank the following people who played a significant role throughout the course of my studies:

- To my Heavenly Father for parents that loved and supported me from grade 1 till now. Further for a wonderful, supporting and loving wife for the past 10 years. Also for putting various people in my life that encouraged, motivated, guided and assisted me to become the person I am today.

- To my wife Dalene for her assistance, support and understanding. Thank you for putting up with me as a student for most of our married life. Thank you for putting up with a sometimes grumpy and difficult man and placing our life on hold in order for me to complete my studies!

- To my little son JW. You may not have understood what I was doing so long at work or away from home. I know that someday you will be able to look up to me and hopefully I will be able to encourage you to reach the highest qualification possible.

- To Prof. Dr. Elmarie Slabbert for her guidance, support and encouragement over the past six years. Being a lecturer myself I know that you sometimes put your family aside for me. Thanks a million!

- To Dr. Suria Ellis for her assistance and help with the statistical analysis.

- To the marketing managers of both resort groups for the opportunity provided and financial support by them to test my conceptual instrument.

- In loving memory of my mom, sister and grandparents.

Abstract

KEYWORDS: *Marketing; Tourism; Brand; Evaluation; Measure; Instrument.*

Several studies have been completed on branding within the tourism industry and it is therefore an active research field. The problem is that all of these studies made use of different measuring instruments to measure branding. These evaluation methods were mostly adopted from the manufacturing field and applied to the tourism industry. This research therefore attempts to fill the branding gap in tourism literature by developing a conceptual instrument (a questionnaire) to measure branding in the tourism industry. This will give the owner/management an overall view of the performance of the tourism brand and will allow the owner/management to identify underperforming brand categories of their overall brand. The method of research for this study is exploratory by nature and conducted in different phases. Phase A consisted of a literature analysis whereas phase B consisted of qualitative research. During phases C and D a quantitative research approach was followed. Since this research focus on developing a brand measure instrument (questionnaire) directed at the tourism industry, data was gathered from two major tourism resort groups. A high reliability and inter-item correlation was the result of a statistical analysis of the initial five brand categories identified through the literature review. An additional three brand categories were identified during this study. The measuring instrument therefore has a practical application that can assist the tourism product to compete at higher levels of branding. This may result in having a competitive edge that can draw more tourists, retain existing tourists and ultimately result in a higher turnover.

ABSTRAK

SLEUTELWOORDE: *Bemarking; Toerisme; Brandmerk; Evaluering; Meting; Instrument.*

Verskeie ondersoeke is reeds oor brandmerking in die toerismebedryf voltooi en dit is dus 'n aktiewe navorsingsveld. Die probleem is egter dat al hierdie ondersoeke verskillende meetinstrumente gebruik het om brandmerking te meet. Hierdie evalueringsmetodes is meestal uit die vervaardigingsgebied opgeneem en op die toerismebedryf toegepas. Hierdie navorsing poog dus om die brandmerkingsgaping in toerismeliteratuur aan te vul deur die ontwikkeling van 'n konseptuele instrument ('n vraelys) om brandmerking in die toerismebedryf te meet. Dit sal die eienaar/bestuur 'n algehele beskouing van die prestasie van die toerismebrandmerk gee en sal die eienaar/bestuur in staat stel om onderpresterende brandmerkkategorieë van hul algehele brandmerk te identifiseer. Die navorsingsmetode vir hierdie studie is verkennend van aard en is in verskillende fases uitgevoer. Fase A het uit 'n literatuurontleding bestaan terwyl Fase B uit kwalitatiewe navorsing bestaan het. Gedurende Fases C en D is 'n kwantitatiewe navorsingsbenadering gevolg. Aangesien hierdie navorsing op die ontwikkeling van 'n brandmerkmeetinstrument (vraelys) vir die toerismebedryf fokus, is data van twee belangrike toerisme-oordgroepe versamel. 'n Hoë betroubaarheids- en inter-itemkorrelasie was die gevolg van 'n statistiese ontleding van die aanvanklike vyf brandmerkkategorieë wat uit die literatuuroorsig geïdentifiseer is. 'n Bykomende drie brandmerkkategorieë is tydens hierdie studie geïdentifiseer. Die meetinstrument besit dus 'n praktiese toepassing wat die toerismeproduk kan steun om op hoër vlakke van brandmerking mee te ding. Dit kan tot 'n mededingende snykant lei wat meer toeriste kan lok, bestaande toeriste kan behou en uiteindelik 'n hoër omset tot gevolg kan hê.

TABLE OF CONTENT

CHAPTER 1:
INTRODUCTION, PROBLEM STATEMENT, OBJECTIVES AND METHOD OF RESEARCH

CHAPTER 2:
MARKETING IN THE TOURISM INDUSTRY

CHAPTER 3:
BRANDING IN THE TOURISM INDUSTRY

CHAPTER 4:
A REVIEW OF CURRENT BRAND
MEASURE INSTRUMENTS

CHAPTER 5:
METHOD OF RESEARCH

CHAPTER 6
EMPIRICAL RESULTS AND FINDINGS

CHAPTER 7
EMPIRICAL RESULTS AND FINDINGS

LIST OF TABLES

LIST OF FIGURES

CHAPTER 1

INTRODUCTION AND PROBLEM STATEMENT

1.1 INTRODUCTION

Traditionally brands are mostly coupled with consumer goods, but destination marketers are increasingly adopting this method to differentiate themselves from competitors (Henderson, 2000:36-44). Hankinson (2001:127) argues that creating brands as defined and discussed in traditional marketing literature is a much more difficult and complex process when applying it to tourism destinations because the tourism industry is a large, diverse, complex and vital industry that possesses certain special characteristics (Jordaan & Prinsloo, 2001:12) such as intangibility, heterogeneity, inseparability and perishability (Saayman, 2002:339). Therefore, according to Cai (2002:721), the tourist is not able to 'test' the destination with all its components, before making a choice. Cai (2002:721) further mentions that this means that the final decision of the tourist involves a greater risk and therefore leads to a more intensive information search. The result of this is that the destination brand acts as a critical stimulus to motivate tourists and assist them in their destination choice.

The difficulties in applying the principles of branding in the tourism industry also create difficulties in measuring the success of a brand in this industry. Brand measurement instruments are lacking for the tourism industry even though they can add value to the marketing process.

The aim of this chapter is to describe the research problem, identify the goals and objectives, the related method of research and to clarify important concepts.

1.2   BACKGROUND TO THE STUDY

Bergvall (2007:1) points out that it is a complex task for newcomers to branding to grasp what branding is all about. "Thanks to a huge amount of interest in branding during the 1990s, most people have grasped the fact that branding is more than a logo" (Bergvall, 2007:2). Researchers such as Czinkola and Ronkainen (1991:284–287) and Balmer and Gray (2000:256) further add that brand names are a reflection of the destination. The term '*brand',* according to these researchers, refers to a name, term, symbol, sign or design used by a destination to distinguish its offerings from those of other destinations. Brands are one of the most standard stable items in the product offering and they may allow further standardisation of other marketing elements such as promotional items. The brand mark may become invaluable when the product itself cannot be promoted but the symbol can be used. The term '*trademark'* refers to the legally protected part of the brand, indicated by the symbol (Czinkola & Ronkainen, 1991:284–287). Czinkola and Ronkainen (1991:285) further indicated that the psychological power of brands is vast and that brands are powerful marketing tools. Managing a brand can thus be an effective tool even if the brand is constructed around a memory (Bergvall, 2007:2), as is the case with many tourism products.

Choosing a brand for a destination is a vital promotional consideration owing to the fact that the brand communicates attributes and connotation to potential visitors (Balmer, 2001:2). Marketers search for brand names that can communicate destination concepts and help position the destination in the mind of the consumers (Belch & Belch, 1998:56). According to Dahringer (1992:357) and Wood (2002:226-230), destinations should develop brands only after they have considered the costs of developing a brand image relative to the benefits. Dahringer (1992:357) implies that when a destination decides to create a brand themselves, the brand name and image become part of the total tourist experience. By providing status, a brand name can even command a price premium, thus helping to insulate the marketer against low-priced competitors. Branding therefore plays an imperative role in the marketing of tourism products.

However, according to Pike (2002:2), research on the application of branding appeared

in the marketing literature only during the 1940s. The growth in the branding research was evident during the second half of the 20th century with an estimated 766 publications on general branding. According to Pike (2002:2) the first journal article was by Dosen, Vransevic and Prebezac in 1998. This article analysed the appropriateness of Croatia's brand. The same year also saw the first destination branding case study on Wales by Pritchard and Morgan. Other research was conducted but concentrated not exclusively on branding. This research included destination image (Gallarza, Saura & Garcia, 2002; Pike, 2002), destination positioning (Chacko, 1997; Reich, 1997; Woodside, 1982) and destination slogans (Klenosky & Gitelson, 1997; Pritchard, 1982; Richardson & Cohen, 1993).

The new millennium saw texts emerge on destination branding by Morgan, Pritchard and Pride during 2002 and 2004. This was followed by analysis of city branding in the context of tourism and film traditions by Donald and Gammack (2007) based on Sydney, Hong Kong and Shanghai. Baker (2007) then conducted research on the practitioner's perspective on the branding of small cities in North America. Destination marketing text that includes destination branding was only researched by Pike in 2004 and 2008. According to Pike (2009:2), the *Journal of Vacation Marketing* of 1999, volume 5, was the first journal with a special edition on destination branding only. This has since been followed by a special issue on place branding in *The Journal of Brand Management* (2002, Vol. 9) and then *Tourism Analysis* (2007, Vol. 12, 4). The study and publication of destination branding is therefore a relatively new field that still demands in-depth research.

According to Murphy, Moscardo and Benckendorff (2007:5), there has been a rapid growth in destination branding over the past few years and this branding approach is often used to promote tourism destinations. The researchers further indicated that this concept evolved from the background of general tangible consumer goods. It has since been applied to a number of national tourism destinations, but the intellectual analysis of the value and effectiveness of destination branding and its measurement is slowly developing. Murphy *et al.* (2007:5) also indicated that the tourism industry lacks an

appropriate and reliable brand measuring instrument that will allow comparative analyses and assist in effective product development.

Table 1.1 summarises some of the previous tourism-related branding research by highlighting the evaluation methods used in each study.

Table 1.1: Previous tourism brand research studies

Author(s)	Study completed	Evaluation method used	What was evaluated?
Clarke (2000:329-344)	Tourism brands: an exploratory study of the brands box model	Chernatony and McWilliam brands box model	The application of the brand box model's four-cell matrix on two dimensions of a brand
Yoo and Donthu (2001:1-14)	Developing and validating a multidimensional consumer-based brand equity scale	22 dimensions of brand equity	Evaluated dimensions of brand equity
Cai (2002:720-742)	Cooperative branding for rural destinations	Conceptual model for destination branding	Examined destination image through conceptual destination brand model
Gnoth (2002:262-179)	Leveraging export brands through a tourism destination brand	Theoretical model	Examined the development of a country as its tourism brand became international
Kim and Kim (2005:549-560)	The relationship between brand equity and firms' performance in luxury hotels and chain restaurants	Application of Aaker's perceptual brand equity components	Examined the underlying dimensions of brand equity and how they affect company performance
Yeoman, Durie, Beattie and Palmer (2005:134-147)	Capturing the essence of a brand from its history: the case of Scottish tourism marketing	Brand essence wheel	Examined how the history of Scottish tourism becomes a pattern for the future
Konecnik and Gartner (2006:400-421)	Customer-based brand equity for a destination	Exploring and evaluating brand equity using four dimensions: brand loyalty, brand awareness, brand image and perceived quality	Customer-based brand equity applied to a destination
Lee and Back (2007:331-344)	Attendee-based brand equity	Evaluating brand equity using four dimensions: brand loyalty, brand awareness, brand image and perceived quality	Investigated conference attendee behaviours from brand equity perspective
Murphy et al (2007:5-14)	Using brand personality to differentiate regional tourism destinations	Application of Aaker's personality dimension	Examined the value of destination brand personality

Tasci, Gartner and Cavusgil (2007:1529-1540)	Measurement of destination brand bias using a quasi-experimental design	Quasi-experimental design	Measured three different spaces of destination image
Konecnik and Go (2008:177-189)	Tourism destination brand identity: the case of Slovenia	Theoretical framework to analyse tourism destination identity	Explored concept of destination brand identity from supply-side
Tores and Bijmolt (2008:628-640)	Assessing brand image through communalities and asymmetries in brand-to-attribute and attribute-to-brand associations	Assessing communalities and asymmetries between brand-to-attribute and attribute-to-brand associations	Assessed communalities and asymmetries between brand-to-attribute and attribute-to-brand associations
Boo, Busser and Baloglu (2009:219-231)	A model of customer-based brand equity and its application to multiple destinations	Customer-based brand equity model	Examined empirical information to develop a destination brand model
Marzano and Scott (2009:247-267)	Power in destination branding	Australia's Golden Coast branding process (forms of power)	Examined forms of social power evident in a destination branding process

According to Table 1.1 branding consists of various elements that make the development of standardised measuring instruments more difficult. The research by Tasci, Gartner and Cavusgil (2007:1529-1540) evaluated twenty two image dimensions of a modified Gensch's methodology. The thrust of Gensch's methodology measured three different perception spaces of a brand to distil possible biases held by current and potential users. Limitations to this study indicated that the sample population was relatively young as the study was conducted only among a student population. Furthermore, a movie clip was used as a substitute for first hand experiences of the destination brand, thus the realism was influenced. Lastly, the study was conducted on only one destination brand and not tested again.

The research by Murphy *et al.* (2007:5-14) also made use of a questionnaire consisting of three components. In the first component respondents were asked to describe their perception of the destination's brand by using only three words. For the second component respondents had to indicate on a 1 to 5 likert scale their associations with the five brand dimensions and fifteen corresponding brand facets as identified by Aaker. The last component of the questionnaire explored the link between the destination

brand and the self image/ identity using Sirgy and Su's proposed measures of self-congruity. Limitations to this study indicated a low visitation to the destination and the fact that there was a strong indication that Aaker's traditional product brand personality model did not translate directly to a tourism destination brand.

Finally, the research by Boo *et al.* (2009:219-231), Kim and Kim (2005:549-560), Konecnik and Gartner (2006:400-421), Lee and Back (2007:331-344) and Yoo and Donthu (2001:1-14) all examined the underlying dimensions of brand equity and how they affect an organisation's or destination's brand performance. In all of the above mentioned studies, the measurement of brand equity consisted of five dimensions, namely brand loyalty, brand awareness, brand recognition, perceived quality and brand image. Table 1.2 summarises these four dimensions.

Table 1.2: Summary of equity dimensions tested in previous studies

Equity dimension tested	What did the study include?	Type of questions used
Brand loyalty	Measured six items	Seven-point likert scale
Brand awareness	Measured three items	Open ended questions
Brand recognition	Respondents chose from a list	Open ended question Multiple choice questions
Perceived quality	Focused on respondents' perceptions	Seven-point likert scale
Brand image	Focused on items specific to the product category	Seven-point likert scale

According to Table 1.2, the studies by Boo *et al.* (2009:219-231), Kim and Kim (2005:549-560), Konecnik and Gartner (2006:400-421), Lee and Back (2007:331-344) and Yoo and Donthu (2001:1-14) mostly employed six measurement items of brand loyalty on a seven-point Likert scale. Brand awareness that refers to "the strength of a brand presence in the respondent's minds", was evaluated based on three scale items, namely: top-of-mind brand, unaided brand recall and brand recognition. These were mostly evaluated by open-ended questions such as "Write down the name of the luxury hotel situated in Seoul that firstly comes to mind" or "List three other luxury hotels

situated in Seoul that comes to mind". Brand recognition was measured by asking respondents to choose brand names that they are familiar with from a list. The questions were mostly open-ended or multiple choice. Perceived quality was mostly measured by using a seven-point likert scale and questions focused only on the respondents' perceptions rather than their expectations. Brand image included the development of scale items specific to the product category and all items were measured on a seven-point likert scale. These researchers assumed that a high scale point of brand image indicated that the brand not only had a positive image for the respondent, but also exhibited a greater level of brand image strength in comparison with other brands.

Limitations to these studies included: not investigating every possible unrelated effect that could change or influence a brand's performance besides brand equity; most of the studies were constrained to respondents from a single country; the quality of data used in the research may be vulnerable owing to non-probability sampling methods used and problems linked to Internet coverage. It was thus clear that research should be considered to develop a questionnaire that can effectively measure the effectiveness of a brand in the tourism industry. The lack of an instrument is evident.

1.3   PROBLEM STATEMENT

It is clear from the discussion above that, firstly, several studies have been completed on branding within the tourism industry and it is therefore an active research field within the tourism industry. Secondly, these listed studies made use of different measuring instruments (as indicated above) to measure branding. These evaluation methods were mostly adopted from the manufacturing field and tweaked a little to be applied to the tourism industry. Thirdly, limited studies was done on a South African brand. Lastly, none of the evaluation methods has been standardised to measure the effectiveness of branding in the tourism industry. This creates difficulty in terms of comparative studies and hinders the development of research in this field of study.

This research therefore attempts to fill the branding gap in tourism literature by

developing a conceptual instrument (a questionnaire) to measure branding in the tourism industry. As with previous studies, this conceptual instrument also focused on brand awareness, brand recognition, brand usage, brand satisfaction, brand loyalty and brand satisfaction. The lack of measuring the brand experience, which is very relevant in a tourism context, was evident and was therefore added to this research. However, it is adapted to the needs of the tourism industry which is more focused on creating an experience. This conceptual instrument may then be used by tourism destinations or tourism product owners to determine the effectiveness of their current brand. It will also enable these tourism product owners and marketers to identify possible problem areas concerning the brand, allowing immediate action. This, in turn, can then have a positive influence on the profitability and sustainability of the evaluated tourism brand. The conceptual instrument can enable destinations to determine the weak points of their brands and correct these in future. The conceptual instrument can also enable researchers to compare different tourism brands in future and ultimately contribute to the much neglected field of tourism research. Lastly, this research was the first step in the process to develop a standardised tourism brand measure instrument.

The research question therefore remains: what are the items that need to be included in a questionnaire that focuses on measuring the success of a tourism brand?

1.4   GOAL OF STUDY

1.4.1 Goal
The goal of this study was to develop a conceptual instrument to measure the success of branding in the tourism industry. This instrument may then be used by product owners and marketers in determining the success of respective tourism brands.

1.4.2 Objectives
➢ To conduct a literature review on some of the important aspects of tourism marketing
➢ To conduct an in-depth literature review on the role of branding in tourism marketing

- To identify and analyse current models and tools used to measure brand effectiveness by means of an in-depth literature review
- To conduct a literature review to establish which brand elements should be included in the conceptual tourism brand measure instrument
- To evaluate and test the tourism brand measurement instrument on two well-known and established tourism brands in South Africa
- To draw conclusions and make recommendations regarding the application of the conceptual tourism brand measure instrument

1.5 METHOD OF RESEARCH

The method of research for this study was exploratory by nature and was conducted in different phases. Phase A refers to the literature analysis, Phase B to the qualitative research and phases C and D to the quantitative research. These are discussed in the next section.

1.5.1 Phase A: literature study

In formulating the literature study, relevant academic articles, tourism, marketing and management books as well as existing brand measurement instruments was used. Journals such as *Annals of tourism research*, *Tourism management* and the *Journal for brand management* as well as postgraduate studies were used to gather secondary information. Further information was obtained by using academic Internet search engines such as Science Direct, Ebsco-Host and Emerald. The purpose of the literature study was to establish which brand measurement tools currently exist and how these were applied to the tourism industry by previous researchers.

The following keywords were used for search purposes: brand, brand awareness, brand loyalty, destination image, brand personality, tourism marketing, tourism promotion, brand equity, experience and brand perception.

1.5.2 Phase B: qualitative research

This section highlights the first method chosen to conduct the empirical analysis.

1.5.2.1 Research design, method of collecting data and test plan

The research for this part of the study was exploratory, as the Delphi technique was used to gather and analyse the data. This technique is described by researchers as a qualitative method but with quantitative elements (Malhotra & Birks, 2006:75). The Delphi technique involves the gathering and analysis of information from a panel of experts in a particular field of interest. The experts in the field completed a questionnaire indicating their views on which brand elements to include in the conceptual brand measurement instrument. These views were then collated and circulated to panel members for further comment and repeated for a second time before final results were collated (Veal, 2006:105; Jennings, 2001:283). The Delphi technique comprised of the following steps:

Step 1: Develop the research question – A review of the literature was conducted to determine the theoretical gap. From this, fifty-seven possible elements were identified and included in the initial questionnaire.

Step 2: Design the research – The Delphi technique was selected as judgements of experts in a group decision-making setting was needed (Cant, Gerber-Nel, Nel & Kotze, 2003:27). During this research, a total of sixteen invitations were sent to domestic experts, eighteen to domestic experts from the industry and seventy to international experts to participate in this research. Those who had previous knowledge on tourism branding or who were currently working on aspects of branding were given priority placement in either the domestic or international groups. Table 1.3 indicates the criteria that were used as a guideline in selecting expert group members:

Table 1.3: Criteria for selecting expert group members

Member type	Criteria for selection
Domestic	• At least a Master's degree or equivalent qualification • Lecturing tourism marketing for at least 3 years • South African citizen

	• Track record of conference papers delivered
	• Publications in well-known marketing journals
International	• At least a Master's degree or equivalent qualification
	• Lecturing tourism marketing for at least 3 years
	• Non-South African citizen
	• Track record of conference papers delivered
	• Publications in well-known marketing journals
Industry	• At least a degree or equivalent qualification
	• Employed within the tourism industry for at least 5 years with a focus on tourism marketing
	• Actively involved in the marketing of a company

Selecting the research participants was a critical part of this exploratory study, since it was these participants' expertise on which the outcome of the Delphi technique was based (Chrisnall, 2001:34). There were four requirements for 'expertise'. Firstly, they had to have knowledge of and/ or experience with branding and its application. Secondly, they had to have the capacity and willingness to participate. Thirdly, they had to have sufficient time to participate. Fourthly, effective communication skills were needed (Chrisnal, 2001:34; Adler & Ziglio, 1996:25). Since expert opinions were sought, a purposive sample was necessary where participants were not selected to represent the general population, but rather for their expert ability to answer the research question.

During the initial contact, the potential respondents were contacted via e-mail, informed about the research process and invited to participate. They were assured of anonymity in the sense that none of their statements would be attributed to them by name. From the total of sixteen invitations sent to domestic experts, eighteen to domestic experts from industry and seventy to international experts, only sixteen indicated that they would participate in this research. After securing the participation of the respondents, the questionnaire was finalised for round one of the Delphi technique.

Step 3: Develop Delphi technique Round 1 questionnaire – The initial broad questions were developed through careful analysis and evaluation of the literature and formed the focus of the Delphi technique, the reason being that if respondents did not understand the question, they might provide inappropriate answers and/ or might become frustrated. The initial fifty-seven elements identified through the literature research were included in the draft questionnaire. This draft questionnaire utilised a 5-point Likert scale to rate each element and determine the appropriateness of each item in measuring the success of a tourism brand.

Step 4: Release and analyse Round 1 questionnaire – The draft questionnaire was then distributed via e-mail to the sixteen Delphi participants who accepted the invitation. The draft questionnaire was compiled in Excel format with a clear description on each part to be completed. The participants were given 10 days to complete the draft questionnaire and they were also allowed to add elements they considered appropriate. Each of the fifty-seven elements was rated on a 5-point Likert scale and returned to the researcher via email. The results of Round 1 were then analysed according to the research paradigm. This allowed the researcher to eliminate irrelevant elements by using the median values. Owing to the fact that 1 = extremely important and 5 = not important at all, all elements higher than 2.5 were eliminated.

Step 5: Develop Round 2 questionnaire – The responses from Round 1 formed the basis of the questions in the Round 2 questionnaire. The researcher was directed by the opinions of the sixteen participants. The purpose of Round 2 was to pare down the brand elements (Veal, 2006:107). The format of the questions remained the same.

Step 6: Release and analyse Round 2 questionnaire – The Round 2 questionnaire consisted of fifty-two elements and was released to the sixteen research participants for the second time via e-mail. They were once again requested to complete and return the questionnaire to the researcher for analysis. However, the participants were firstly given the opportunity to verify that the Round 1 responses did indeed reflect their opinions and that they were further afforded the opportunity to change or expand their Round 1

responses now that the other research participants' answers were shared with them (Veal, 2006:107). Continuous verification throughout the Delphi technique was critical to improve the reliability of the results (Chrisnall, 2001:34) and was factored into the research design. After analysis, non-valid elements were eliminated from the questionnaire by using the median values. Owing to the fact that 1 = extremely important and 5 = not important at all, all elements higher than 2.5 were eliminated.

Step 7: Round 3

In the final phase, a list of the remaining elements was e-mailed to the participants. The sixteen research participants were again given the opportunity to change their answers and to comment on the emerging and collective perspective of the research participants. The purpose of this phase was to reach consensus on the final elements to be included in the conceptual instrument. This conceptual instrument then formed the basis of Phase C of this study. This final questionnaire consisted of fifty-one elements.

1.5.2.2 Sampling framework and sampling technique

During Phase B, the potential respondents were invited via e-mail, informed about the research process and invited to participate. They were assured of anonymity in the sense that none of their statements would be attributed to them by name. A total of sixteen invitations were sent to domestic experts, eighteen to domestic experts from the industry and seventy to international experts. Purposive sampling was therefore implemented in this part of the study.

1.5.2.3 Data analysis

The data was coded on SPSS (Version 18) and analysed according to the research paradigm (statistical summarising into medians plus upper and lower quartiles). The results were then presented with descriptive tables (Field, 2005:10).

1.5.3 Quantitative research (Phase C)

1.5.3.1 Research design and method of collecting data

The research design was of an exploratory nature, since this research focused on developing a questionnaire. The questionnaire (as completed in phase B) was finalised and distributed electronically through the marketing department of a well-known resort group in South Africa (for the purpose of this study referred to as 'resort group 1') to its members. This resort group was chosen since their brand was already well established and well-known.

1.5.3.2 Sampling framework and sampling technique

Resort group 1 has been operational for 85 years and currently has approximately 70 000 members. An e-mail invitation was sent by the resort group's marketing department to all their members stating the purpose and significance of the research. A link to the brand questionnaire in Survey Monkey was included in this invitation. The sampling was therefore based on the availability and willingness of members to complete the questionnaire, but sent to the complete database. Each respondent was able to complete the questionnaire without interference from the researcher. Upon completion of the questionnaire, all respondents were automatically thanked for their participation and the completed questionnaire was available to the researcher via the Survey Monkey website. A total of 2 152 fully completed questionnaires was collected and analysed. The response rate was therefore 3% of the current member base.

1.5.3.3 Data analysis

A factor analysis was performed to synthesise the large amount of data. This was done on all of the elements identified in phase B. The results are presented with descriptive tables (Field, 2005:10) in chapter 6. Cronbach Alpha Coefficients were calculated to determine the reliability of the data before continuing to phase D.

1.5.4 Quantitative research (Phase D)

1.5.4.1 Research design and method of collecting data

Research design was of an exploratory nature, since this research focused on developing a conceptual instrument to measure the success of branding in the tourism industry. Following phase C, and once the results of the factor analysis had been obtained, changes were made to the conceptual instrument and distributed through the marketing department of a second well-known resort group in South Africa (for the purpose of this study known as 'resort group 2') to potential respondents on their database. The data and results of both groups in phases C and D were compared to determine the reliability for two different tourism products. The purpose of this phase was to validate and determine the reliability of the data.

1.5.4.2 Sampling framework and sampling technique

Resort group 2 was bought by an international company and therefore underwent a brand change a few years ago. Their brand is therefore relatively young in South Africa compared to the brand of resort group 1. Unlike resort group 1, resort group 2 did not have a membership program in place; an e-mail invitation was therefore sent by the resort group's marketing department to all possible respondents on their current database (approximately 20 000) stating the purpose and significance of the research. This database totalled a number of about twelve thousand e-mail addresses. A link to the brand questionnaire in Survey Monkey was included in this invitation. The sampling was therefore based on the availability and willingness of recipients to complete the questionnaire. Each respondent was able to complete the questionnaire without interference from the researcher. Upon completion of the questionnaire, all respondents were automatically thanked for their participation and the completed questionnaire was available to the researcher via the Survey Monkey website. A total of 599 fully completed questionnaires was collected and analysed. The response rate was therefore 2.9% of the current data base.

1.5.4.3 Data analysis

A factor analysis was performed to synthesise the large amount of data. This was done on all the elements identified in Phase B. The results are presented with descriptive tables (Field, 2005:10) in chapter 6. Confirmative Cronbach Alpha Coefficients were calculated to determine the reliability of the data.

A detailed discussion on the research methodology appears in chapter 5.

1.6   DEFINING THE CONCEPTS

The following concepts were used during this study:

1.6.1   Marketing

In comparing the descriptions of Belz and Peattie (2012:2), Kotler and Armstrong (2010:2), Morrison (2010:5), Backer (2009:4), Smith and Alexander (2006:1), Cahill (2006:4), Kotler and Armstrong (2006:5), Kotler and Keller (2006:4), West, Ford and Ibrahim (2006:6), Engelbrecht (2005:1), Bennett and George (2004:2), Bowie and Buttle (2004:8), Perreault and McCarthy (2003:10), Mawson (2000:5) and Kuzwayo (2000:2) it was found that they define marketing as a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and values with others.

1.6.2   Brand

In comparing the descriptions of Shimp (2010:34), Cheverton (2006:1), Van Auken (2005:14), Kapferer (2004:5), Kotler and Gertner (2002:4), Aaker (2002:7), Machado and Cassin (2002:81), George (2001:172) and Laws (1997:84), it was found that they define a brand as a unique name and/ or symbol (such as a logo, trademark or package design) intended to identify the goods or services of one seller, or group of sellers, and to distinguish those goods or services from one another. The brand and its use are also legally protected.

1.6.3 Tourism

According to Kotler, Bowen and Makens (2010:5), Holloway (2009:6), McCabe (2009:2), Duval (2007:6), George (2007:3), Page (2007:10), Cooper, Fletcher, Fyall, Gilbert and Wanhill (2005:6), Horner and Swartbrooke (2005:2), Robinson and Novelli (2005:3), Plog (2004:5), Middleton and Clarke (2001:3), Bennett (2000:4), Burke and Resnick (2000:3), the definition of tourism refers to the activity that occurs when tourists travel. This includes all facets from the planning of the trip, travelling to the destination, the stay at the destination, the return home and the reminiscences about it afterwards. It also includes the activities the traveller undertook as part of the trip, purchases made and the interactions that occurred between host and guest.

1.6.4 Measurement instrument/ questionnaire

According to Davis (2007:XV), a measurement instrument/ questionnaire is designed by evaluating a set of characteristics according to a pre-established scoring method.

1.7 CHAPTER CLASSIFICATION

Chapter 1 consists of the introduction, problem statement and methodology used in this study. It focuses on previous research, the different evaluation methods used and identifies the gap this research is trying to fill. It also explains how the Delphi technique is implemented during this study.

Chapter 2 concentrates on the literature review of general marketing which forms the basis of branding. This chapter highlights seven aspects. Part one explains the four evolution eras of marketing, part two indicates the definitions pertaining to marketing and tourism marketing, part three explains the basic aspects of tourism marketing, part four focuses on the scale of market entities and molecular models, part five explains the factors that influence the experience of services, part six explains consumer behaviour in services by highlighting the four main factors that influence consumer behaviour and finally the seven stages of the consumer buying decision process are discussed.

Chapter 3 concentrates on the literature review of branding in general and within the tourism industry. A background on branding and all its related aspects are discussed. This chapter then highlights five aspects. Firstly, the term branding is explained according to various authors, followed by the significance of branding. Part three of the chapter explains some basic aspects of branding. Part four of the chapter discusses how brands are created, aspects to consider during brand development and current trends in branding. Part five of this chapter indicates how consumers choose brands by explaining how equity influences consumers, the buyer decisions process and factors influencing brand selection.

Chapter 4 focuses on the evaluation of eight current brand measure instruments. This chapter firstly discusses and secondly summarises each measurement instrument to establish similarities and identify possible gaps. The elements identified from the literature review of chapters 2 and 3, together with the similarities and gaps of current brand measure instruments, are reconciled to form the bases of this conceptual instrument. As with previous studies, this conceptual instrument also focuses on brand awareness, brand recognition, brand usage, brand satisfaction and brand loyalty. Brand experience is added as a new evaluation category by this study.

Chapter 5 briefly summarises the research process in general and elaborates on the research process followed for this study. The chapter firstly explains three different research designs and a discussion on examining available secondary data. Thirdly, seven research strategies are discussed with emphasis on the survey strategy utilised for this study. Fourthly, the different phases of the research process are explained. Phase A includes a literature study to establish which brand measurement tools currently exist and how these were applied by previous researchers to the tourism industry. Phase B consists of a number of steps. Firstly, brand measurement elements are indentified through an in-depth literature review. Secondly, a process is followed to invite and finalise the participation of a panel of domestic academic, international academic and industry experts. These experts then form part of step 3 that consists of a process whereby the indentified brand measurement elements of phase A are rated and

if necessary are eliminated. The process is repeated until the brand measurement elements were finalised that need to form part of the draft questionnaire. During phase C, the questionnaire (as completed in phase B) is finalised and distributed electronically through the marketing department of a well-known resort group in South Africa (resort group 1) to its members. The purpose of phase C is to determine the reliability of the data. Following phase C, and once the results of the factor analysis are obtained, changes are made to the conceptual instrument and distributed through the marketing department of a second well-known resort group in South Africa (resort group 2) to all members on their database. The data and results of phase D are then compared to those of phase C to determine the validity and reliability of the instrument. The purpose of phase D is therefore to validate the reliability of the data.

The purpose of **Chapter 6** is twofold. Firstly, the descriptive results for the five categories identified (brand awareness, brand usage, brand satisfaction, brand loyalty, brand experience) are discussed to portray the basic features of the data collected for both resort groups 1 and 2. Secondly, the development of the conceptual instrument is discussed by explaining and providing the results of the four phases followed.

During phase A, a literature study was conducted using relevant academic articles. The goal of this phase is also twofold. The first goal is to identify and analyse current models and tools used to measure brand effectiveness by means of an in-depth literature review. The second goal is to conduct a literature review to establish which brand elements should be included in the conceptual tourism brand measurement instrument. Phase B of this study is exploratory, as the Delphi technique is used to gather and analyse data from a panel of experts. This involves a seven step process to reach consensus on the final elements to be included in the conceptual instrument. Phase C of this study is also of an exploratory nature, since this research focuses on developing a brand measurement instrument (questionnaire). The purpose of phase C is to determine the reliability of the data. This was done by conducting a factor analysis and calculating Cronbach alphas, inter-item correlations and mean values. The purpose of

the last phase (D) is to validate the results of phase C and thereby proving the reliability of the proposed brand measurement instrument.

Finally, **Chapter 7** draws conclusions and makes recommendations based on the overall goal of this study.

CHAPTER 2

MARKETING IN THE TOURISM INDUSTRY

2.1 INTRODUCTION

Marketing is generally recognised as being central to many industries including the tourism industry (George, 2008:4; Kotler, Bowen & Makens, 2006:3). Marketing also helps to direct the available tourism resources of a destination to meet the needs of current and potential tourists. The importance of marketing has increased over the past decade owing to vigorous changes in the internal and external marketing environment. These changes include increased ecological awareness, political changes, economic fluctuations and increased competition within the industry (Cant, 2010:23). Marketers must therefore focus on defining and satisfying tourists' requirements as best they can to be successful in the ever-changing marketing environment (McDaniel, Lamb & Hair, 2009:3). Kotler *et al.* (2006:10) added to this view by indicating that marketers must identify tourists' needs, develop tourism products in line with those needs, establish price, lay down distribution methods and market effectively.

In recent years, many people have associated marketing as being the same as personal selling. Others associate marketing with personal selling, advertising and even something to do with making products/ services available for future sales (McDaniel *et al.*, 2009:3). According to all the researchers mentioned, marketing includes these aspects and many more. Marketing also involves more than just the activities performed by the marketing department. It entails processes that focus on delivering value and benefits to tourists by employing communication, distribution and pricing strategies. It further provides tourists and stakeholders with goods, services, ideas, values and benefits they desire or need when and where they want. It also involves building long-

term and jointly satisfying relationships. Marketing finally entails an understanding that organisations have many connected stakeholders or partners, including employees, suppliers, distributors and society at large (Cant, 2010:23; McDaniel *et al.*, 2009:3; Page, 2007:2).

George (2001:xi) quotes the Minister of Environmental Affairs and Tourism at the time, Mr Valli Moosa, who indicated that tourism and hospitality are recognised by many countries as the world's largest and fastest growing industry owing to the foreign exchange earnings it generates. Mr Moosa added that tourism in South Africa already makes a great contribution to the development of the economy in terms of job creation and foreign exchange earnings, but that it still holds great unlocked potential. The minister finally mentioned that marketing holds the key to successfully unlocking South Africa's tourism potential, clearly emphasising the importance of this management function.

Figure 2.1 indicates the layout of the chapter. The purpose of this chapter is to unlock some of the important aspects of tourism marketing to serve as the theoretical framework of the study. This will be done by firstly explaining the evolution eras of marketing and defining what marketing and tourism marketing are. The basic aspects of tourism marketing will then be explained. This includes the unique characteristics of a tourism product/ service and the seven core principles of marketing implied on the tourism industry. Once the basic aspects of tourism marketing are understood, the focus will shift to basic aspects of service marketing. This is because of the fact that tourism products include services, and services are part of tourism products (Hoffman & Bateson, 2001:4; Smith & Allexander, 2006:247). This will be done by focusing on models to further indicate the difference between goods and services, factors that influence the experience of services, service strategies such as the service triangle, service marketing mix and how a service-oriented organisational structure functions. Lastly, consumer behaviour in services will be explained by highlighting the factors that influence consumer behaviour, how consumers develop expectations and finally explaining the consumer buying decision process.
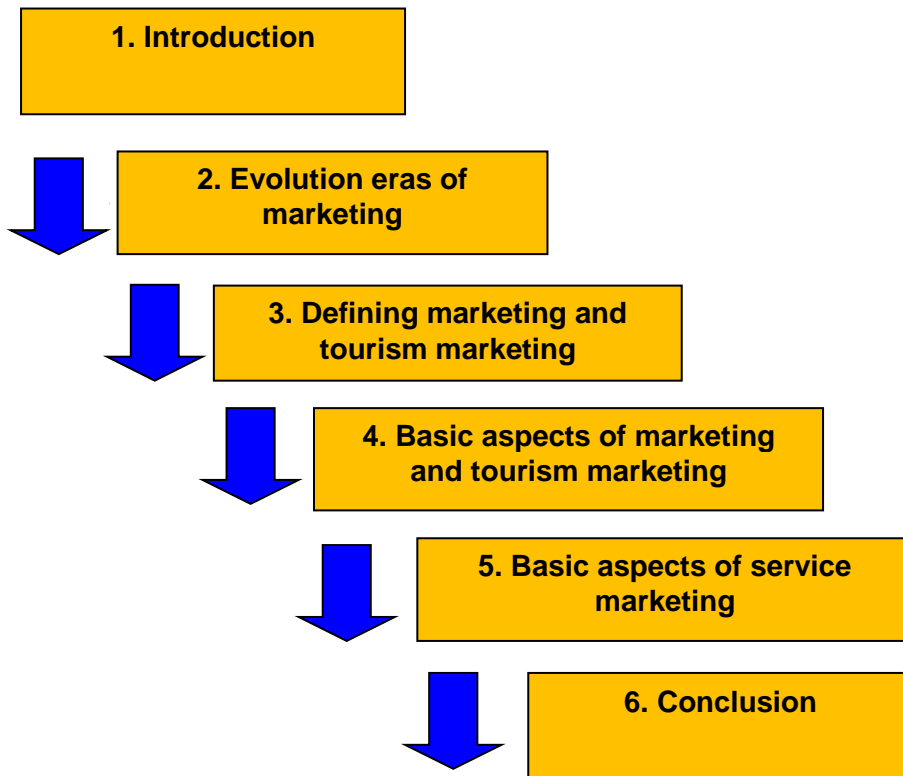
Figure 2.1:   Schematic chapter layout

2.2   EVOLUTION ERAS OF MARKETING

The evolution of marketing throughout history can be divided into five clear areas. These are known as production orientation, sales orientation, marketing orientation (department), marketing orientation (company) and societal marketing orientation as indicated in Figure 2.2.
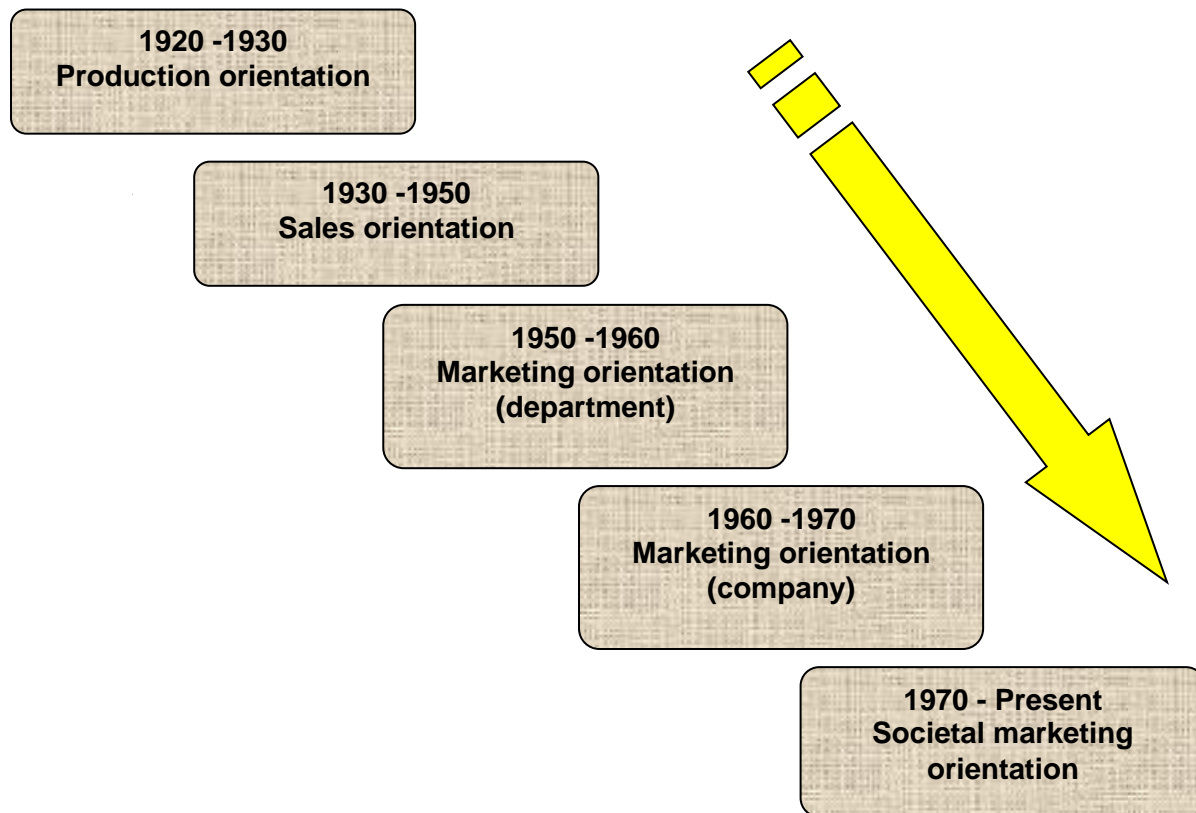
Figure 2.2:   The evolution of marketing in non-service industries

From the figure above, it is firstly important to note that there are differences in the evolution of marketing in service and non–service industries (Morrison, 2010:8-13; Morrison, 2002:4). The evolution of marketing in non-service industries may be labelled as follows:

2.2.1 Production orientation era

This era was the first evolutionary stage in the development of marketing. It began with the industrial revolution and continued into the 1920s. During this era demand was so high that factories could not keep up with supply. Every item that was produced could be sold, so management only concentrated on production. This meant that customers' needs and wants were a secondary item in management's minds (Belz & Peattie, 2012:13; McDaniel, Lamb & Hair, 2009:4; Strydom, 2004:8).

2.2.2 Sales orientation era

Technological advances in production and increased competition gradually transformed the emphasis of marketing during this era. There was enough capacity to meet demand, competition intensified and the prominence switched from production to selling. The basic idea was that people would buy more if aggressive sales techniques were used and that higher sales equal higher profits. Customers' needs and wants were to a certain extent still secondary in management's minds (Belz & Peattie, 2012:13; McDaniel *et al.*, 2009:5; Strydom, 2004:9; Morrison, 2002:5).

2.2.3 Marketing orientation era

This era resulted from even more strong competition and technological advances. Supply exceeded demand and marketing developed as an academic discipline. Organisations suddenly began to understand that focusing on selling did not guarantee satisfied customers or even higher sales. Customers now suddenly had more options to choose from than ever before and were able to select products and services that best satisfied their needs. Customers' needs were the number one priority of management (McDaniel *et al.*, 2009:5). This era had two stages, namely the marketing-department era and marketing-company era (Morrison, 2002:5). During the marketing-department era, new departments were set up and even renamed to coordinate marketing activities. A common phrase of this era was, "That's not our problem. It's the marketing department's." An organisation-wide change of attitude occurred with the start of the marketing-company era in the 1960s. A common phrase during this era was, "It's everyone's problem if our customers are not satisfied". Marketing was seen as a long-term, organisational concern (Belz & Peattie, 2012:13; Strydom, 2004:8; Morrison, 2002:6).

2.2.4 Societal marketing orientation era

This was the final evolution to date. It began in the 1970s when organisations began to recognise their societal responsibility additional to profits and customer satisfaction. Companies advertising now included the responsible use of products and services sold (Morrison, 2002:6).

The evolution of marketing in the service industries did not follow the same historical evolution as mentioned above. According to Belz and Peattie (2012:14) and Morrison (2002:10) the service industry was lagging behind some ten to twenty years. Reasons for this include aspects such as the fact that many managers have come up through the ranks while working in the company and that major technological breakthroughs came later to the service industry. Because of this, service managers have had thirty years and less to perfect their marketing skills compared to non-service managers.

These differences in the evolution of service and non-service industries highlight a very important fact, namely that marketing of tourism services differs greatly from that of the manufacturing industry. It is therefore important to firstly indicate the differences between marketing and tourism marketing.

2.3   DEFINING MARKETING AND TOURISM MARKETING

According to McDaniel, Lamb and Hair (2009:3), Kotler and Armstrong (2006:5), Drummond and Ensor (2005:2), Engelbrecht (2005:1), Lamb, Hair, McDaniel, Boshoff and Terblanche (2004:4), Strydom (2004:2) as well as Bowie and Buttle (2004:8), marketing is 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. The marketing of a tourism product/ service differs in that it applies mostly to an intangible experience (Hoffman & Bateson, 2001:3). George (2001:4) points out that many people often use the term "*marketing"* without knowing what it really entails; people see it as a way of getting other people to spend money, but that this belief is totally incorrect. George (2001:4) and Holloway (2004:7) contend that marketing is more about tourists – how to find them, how to satisfy them and how to keep them.

Hingston (2001:79) indicates that potential tourists will know nothing about a tourism product/ service unless attempts have been made to inform them. These attempts to inform them, according to Lancaster and Reynolds (2002:70), are known as marketing.

A combination of various communication tools is used in the marketing process and may include publicity and public relations, personal selling, advertising and promotions. Lancaster and Reynolds (2002:70) state that different approaches may be used to market the destination. To be able to answer the question as to what marketing really is, it is important to analyse the basic principles of marketing and indicate if, and how, it differs to that of tourism marketing.

According to Hoffman and Bateson (2001:4), the division between products and services is not always perfectly clear. The researchers indicated that a pure product would entail that the benefits received by the customer contained no elements supplied by a service. Similarly, a pure service would contain no product elements. This means that in reality many services contain some product elements and products bought offer at least a delivery service. The distinction is further obscured by the fact that most businesses within the tourism industry conduct business on both sides of the fence.

Despite the confusion, a good starting point to understand the difference between products and services, is the following: products can be defined as objects, devices or things whereas services indicate deeds, efforts or performances (Lamb, Hair & McDaniel, 2005:266). Moreover, the term "product" is often used and refers to both goods and services (Kotler & Armstrong, 2006:252; Smith & Alexander, 2006:247; Perreault & McCarthy, 2003:185; Hoffman & Bateson, 2001:4; Mawson, 2000:55). Tourism can thus be referred to as a product because tourism can include both a physical product as well as the services associated with its delivery. Furthermore, the aspects associated with marketing can therefore also apply to tourism marketing. These basic aspects of marketing that can apply to tourism marketing are discussed in the next section.

2.4   BASIC ASPECTS OF MARKETING AND TOURISM MARKETING

There are three important terms in marketing that are commonly used as interchangeable terms: buyer, consumer and customer (Rao, 2007:71). According to the researcher there is a substantial difference in the meaning of these terms and that the

understanding of such differences has strategic significance. A consumer is one who consumes goods and/ or services (products). A consumer includes human beings, animals, birds, trees and all those who have the capacity to consume. A buyer is that person who buys goods and or services (products). All buyers are human beings and also represent those consumers who cannot buy. The term "customer" finds meaning from a selling point of view. If a buyer repeatedly buys goods and/ or services (products) from a company, he/ she is known as a customer.

According to Keyser (2002:169) as well as Perrault and McCarthy (2003:208), tourism products are bought by visitors when visiting that destination. These offerings include accommodation, transport, attractions and entertainment. The marketing of tourism-related products differs from the marketing of manufactured products as the characteristics of tourism products are different.

2.4.1 Characteristics of a tourism product

Marketing a tourism product differs from marketing a manufactured product based on the following criteria (Lamb, Hair & McDaniel, 2005:267; Bowie & Buttle, 2004:22-25; Hoffman & Bateson, 2001:8-11; Perrault & McCarthy, 2003:186-187):

2.4.1.1 Intangibility

Saayman (2002:339) states that tourism products cannot be seen, tasted, felt, heard or smelled prior to purchase or consumption. Jordaan and Prinsloo (2001:12) indicate that all other characteristics emerge from intangibility and that it is the primary source of differentiation between manufactured products and tourism products. Marketing tools such as pictures are used to make the tourism product as tangible as possible to potential visitors.

2.4.1.2 Inseparability

Kerin, Hartley and Rudelius (2004:212) believe that this unique element of a tourism product means that the offerings delivered cannot, and may not, be separated from the service itself. This is also explained by George (2001:20) as instances where tourism

products are sold first, and then consumed and produced simultaneously. George (2004:20) adds that both provider and consumer are involved in the process of delivery.

2.4.1.3 Variability

Variability indicates that the quality of a tourism product is unpredictable because service delivery depends on the people who are involved in the delivery process (Kerin *et al.*, 2004:212). These researchers add that this is due to daily job performances and each individual's capabilities. Kotler and Armstrong (1999:43) aver that a service is highly variable and, according to the researchers, quality depends on when and where the service is provided and by whom it is delivered. Kotler, Bowen and Makens (2003:43) mention that a major cause of customer disappointment in the tourism industry is due to variability or lack of consistency.

2.4.1.4 Perishability

Perishability, according to George (2004:21) as well as Kotler *et al.* (2003:43) describes offerings that cannot be stored, saved, resold or returned after use. This simply means that a tourism product that is not sold today cannot be stored and added to tomorrow's offering. The product itself exists, but what is sold is the temporary use or the experience of the product. If unsold it is then lost forever (Kotler *et al.*, 2006:44).

2.4.1.5 Heterogeneity

This aspect, according to Hoffman and Bateson (2001:38), is the inability to control service quality before it reaches the consumer. According to the researchers, service encounters occur in real time and consumers are part of the delivery process (inseparability). Owing to this inseparability it is often too late to introduce quality-control measures before the service reaches the consumer.

Morrison (2002:18) notes that, apart from the unique characteristics of a tourism product, effective tourism and hospitality marketing includes the following seven core principles: the marketing concept, marketing orientation, satisfying customers' needs

and wants, market segmentation, value and the exchange process, marketing mix and the product/ service life-cycle. Each of these principles will be discussed next.

2.4.2   Core principles of marketing

2.4.2.1 Marketing concept

According to Morrison (2002:18), this concept means that a tourism product is based on those elements that satisfy buyers' needs and wants. Product owners are constantly putting themselves in buyers' shoes to establish how customers would react. This concept requires constant research on the needs of current and potential visitors (Morrison, 2010:23-25; Kotler & Armstrong, 2006:10).

2.4.2.2 Marketing orientation

Having a marketing orientation implies that the product owner has accepted the above mentioned marketing concept and acts according to it (Morrison, 2010:19; Kotler & Armstrong, 2006:10).

2.4.2.3 Satisfying customer needs and wants

Owing to survival in the current competitive business environment (Morrison, 2010:25; Morrison, 2002:19) all tourism product organisations must realise that the key to long-term existence lies in satisfying customers' or buyers' needs and wants. This often involves the identification of new buyer needs and wants and converting them into sales.

2.4.2.4 Market segmentation

Lancaster and Reynolds (2002:38) claim that segmentation means dividing the market into groups that share similar needs and wants. According to the researchers, not all buyers are alike; therefore they have different needs and desires that do not apply to a single product. Lancaster and Reynolds (2002:38) and Cahill (2006:15) mention that effective segmentation can be achieved by grouping together demand and giving a

uniform demand to specific buyers to achieve effective tourism and hospitality marketing.

McCabe (2009:147-159), Kotler and Armstrong (2006:219), Lee and Johnson (2005:91-92), Lamb *et al.* (2004:132-140), Strydom (2004:65-75) and Mawson (2000:39-40) point out that tourist markets can be segmented according to the following:

> **Behavioural segmentation**

This means that current customers and potential buyers can be divided into segments based on their knowledge, attitude towards and the use of tourism-related products.

> **Geographic segmentation**

This signifies that current customers and potential buyers can be grouped according to origin, market size, market density or climate.

> **Demographic segmentation**

Marketers often use this type of segmentation and it can be done in accordance with age, gender, income, ethnic group and family life-cycle.

> **Psychographic segmentation**

This type of segmentation incorporates demographic segmentation. This is done by segmenting current customers and potential buyers according to personality (habits), motive of visit, lifestyle and geo-demographics (combination of geographic and demographic variables).

> **Benefit sought segmentation**

This segmentation can be done by grouping current customers and potential buyers in accordance with the benefits they seek from using the tourism-related product.

➢ **Expenditure-based segmentation**

Finally, current customers and potential buyers can be segmented according to the sum of money spent on the tourism product. According to Srivastava (2000:1) this is the total consumption expenditure made by a customer/ buyer while using a tourism-related product.

2.4.2.5 Value and the exchange process

Value represents a mental estimate that current customers and potential buyers make of a tourism-related product ability to satisfy their needs and wants (Morrison, 2002:19). Some customers/ buyers equate value closely with price; others do not. It is also important to understand that price is not the only indicator of value.

2.4.2.6 Marketing mix

The traditional marketing mix consists of the four P's: product, price, place and promotion (Lamb, Hair & McDaniel, 2006:51; Middleton, 2001:90; George, 2001:9; Reid & Bojanic, 2001:13-15; Kotler, 2000:5).

Blem (2001:3) as well as Kerin *et al.* (2004:12) states that the marketing mix is one of the most basic aspects of marketing. The different components of the marketing mix can be used to communicate with customers/ buyers (Rix, 2004:9). Lancaster and Reynolds (2002:24) indicate that a marketing strategy is like a recipe to marketers. According to these researchers, the ingredients are the marketing mix; as a recipe varies according to a dish, so do different marketing mix components vary in order to market a tourism-related product successfully to consumers/ buyers. Lancaster and Reynolds (2002:24) conclude by saying that success means not miscalculating any minor ingredient of the marketing strategy used.
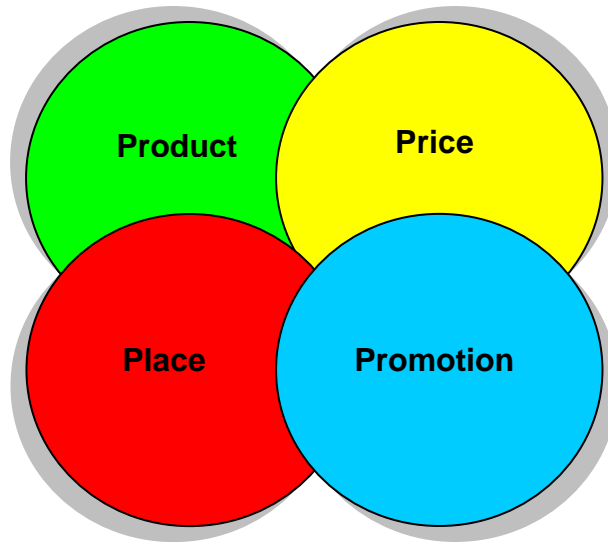
Figure 2.3:   The marketing mix
Source: George (2001:9)

Smith and Allexander (2006:2-10), Engelbrecht (2005:120-125), Bowie and Buttle (2004:26-28), Lubbe (2003:151), Seaton and Bennett (2001:137-139) and Middleton (2001:258) all explain the four P's of the marketing mix as follows:

> **Product**

This is what customers/ buyers are offered in exchange for their money. Lubbe (2003:151) mentions that customers/ buyers to a destination are exposed to various products ranging from accommodation, transportation and attractions. These are offered by the private or public sector of that destination. Lubbe (2003:151) points out that the overall image of a destination is formed by the various products available at the destination and that these products depend on one another to form a memorable experience to customers/ buyers.

> **Price**

This indicates the amount charged in exchange for the temporary use of a tourism-related product. For customers/ buyers, price is one of the most flexible and most important variables. Pricing strategies must correspond with the tenor of the times

and still be flexible to respond to changing market conditions (Lubbe, 2003:155). The researcher further mentions that competition within the tourism industry affects the prices charged and that pricing policies and strategies are determined by the target markets selected. According to Seaton and Bennett (2001:137-139), these pricing strategies can also be used to control consumer/ buyer demand. Seaton and Bennett (2001:137-139) and Allen, O'Toole, Harris and McDonnell (2008:110-11) established that pricing strategies can produce the following outcomes:

- **Maximise access**

  Public sector organisations are often judged by the levels of service they provide to local communities, who ultimately pay their salaries.

- **Restrict access**

  Discriminatory pricing may be used to restrict access to certain buyer segments to protect another segment. This is particularly common in the marketing of luxury tourism products.

- **Control demand in time**

  Price can also be used to manage tourism demand during different periods. During higher demand times, higher prices may be charged and lower prices during low demand periods. This is common in the tourism industry where high and low seasons are applicable.

- **Control demand in space**

  Price can also be used to disperse people away from certain areas. High prices may be charged for prime tourism-related products while lower prices may be charged for products not yet known to customers/ buyers.

➢ **Place**

This indicates the channels used in the tourism industry to get customers/ buyers to the destination in order to use the tourism-related products. Holloway and Robinson

(2000:128) declare that various channels or intermediaries can be used to reach customers/ buyers, and define these intermediaries as any dealer who acts as a link between the tourism-related product and the customer/ buyer. According to Lubbe (2003:155), distribution is a major consideration for any tourism-related product and must be available and accessible to the intended target market. In conclusion, the researcher mentions that the tourism industry is unique in the sense that customers/ buyers must be transported to the destination to enjoy tourism-related products and not vice versa.

➢ **Promotion**

This indicates methods that are used to inform and remind customers/ buyers of a tourism-related product and to try to persuade them to buy. This may include personal or impersonal methods. It is not enough to develop attractive tourism-related products, price them attractively and ensure that they are readily available. These products must be communicated to customers/ buyers to motivate them so that they can make use of these offerings (Lubbe, 2003:155). According to Middleton (2001:258), sales promotions are aimed at the following three main targets:

- **Individual buyers**

  Additional short-run purchases are the objective of promotions aimed at individual users. These may, for example, include pay for two nights – stay an extra night free of charge.

- **Distribution networks**

  Third party distributors, such as travel agents, are targeted by promotions if the tourism-related products receive most of their sales revenue through these distribution networks.

- **Sales force**

  A sales force is required for larger organisations to service and motivate corporate customers/ buyers and distribution networks by using incentives or reward systems.

2.4.2.7 Product life-cycle

According to Engelbrecht (2005:157), Lancaster and Reynolds (2002:181), Ferrell, Hartline and Lucas (2002:112), a tourism-related product passes through a number of stages during its existence (Figure 2.4). These researchers indicate that a number of things can happen once a tourism-related product has been launched onto the market. It may be an instant success, meaning sales growing rapidly, but it can also decline again as new opposing or revitalised old tourism products start competing strongly with it. The tourism-related product may also be moderately successful and continue to be profitable for a number of years. The last possibility may be that the tourism product fails completely. Kapferer (2008:238), Brown (2006:5), Kotler and Armstrong (2006:299), Yeshin (2006:59), Holloway (2004:146) and Perreault and McCarthy (2003:208-210) identified the stages of the product life-cycle: gestation, introduction, growth, maturity, saturation, decline and revival. According to these researchers, the aim of all tourism-related products is to avoid the decline stage and remain in the maturity stage for as long as possible. The introduction of new updated tourism-related product features can result in revived purchases.
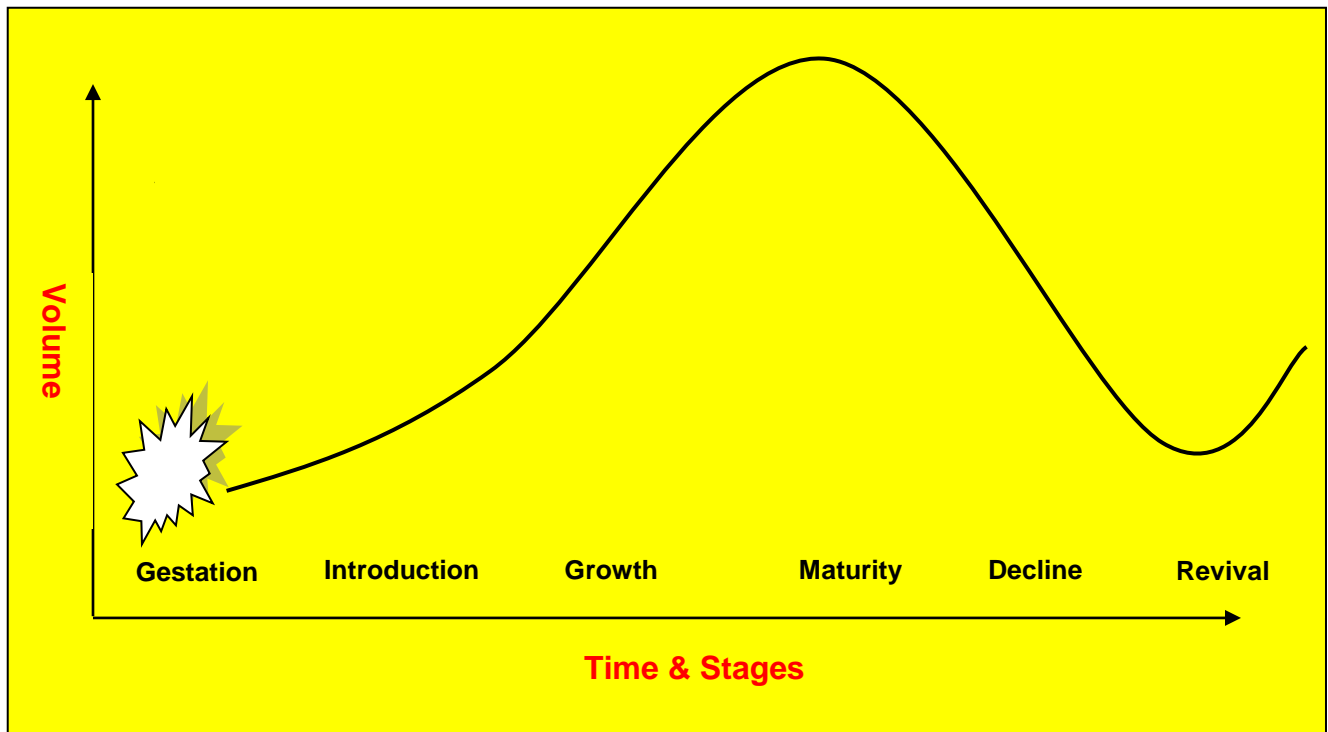
Figure 2.4:   The tourism product life-cycle

Source: Adapted from Brown (2006:5) & Holloway (2004:146)

Figure 2.4 shows the five stages. Stokes and Lomax (2008:229), Brown (2006:5-6), Holloway (2004:146-148), Perrault and McCarthy (2003:208-209), Lancaster and Reynolds (2002:181) as well as Reid and Bojanic (2001:13-15) explain these stages as follows:

➢ **Gestation**

The first stage is the period during which the new tourism-related product is developed and its future planned. At this stage financial investment is required.

➢ **Introduction stage**

This relates to the period when a new tourism-related product is launched onto the market. The researchers mention that its duration depends on the market

penetration and ends when a high awareness is achieved. It will then move into the next stage known as the growth stage.

> **Growth stage**

According to the researchers, there is still high promotional expenditure to gain market share during this stage. They also mention that brand promotion has taken over from product awareness and that distribution is important to establish dealerships and distributive outlet agreements. This stage ends as the tourism-related product becomes a brand leader and starts moving into the maturity stage.

> **Maturity stage**

According to the researchers, much marketing activity is devoted to this stage as it is characterised by competition. The researchers indicate that the following are characteristics of this stage: sales continue to grow, attempts are made to differentiate products in an effort to retain market share, prices are cut, brand and inventory validation occurs among retailers and distributors and marginal products are leaving because of severe competition and price cuts. This then leads to the decline stage.

> **Decline stage**

According to the researchers, consistent dropping of sales signifies this stage. They indicate the following characteristics associated with decline: continuous dropping of sales, escalation of price cutting and destinations abandoning the market.

> **Revival stage**

There are many different ways in which a tourism-related product can rejuvenate itself and the method chosen will depend on the reason for the initial decline. If the decline occurred through the introduction of a new competitive product, management may choose to add similar benefits or add new but different benefits. Lowering prices might also be chosen as an option. More money could also be spent on advertising and more emphasis placed on promoting the tourism-related product.

2.5   BASIC ASPECTS OF SERVICE MARKETING

As mentioned in section 2.3, services form part of and play a significant role in tourism-related products. It is therefore important firstly to define a service.

2.5.1   Defining a service

According to Rao (2007:7), services may be defined as intangible activities performed by persons or machines or even both, for the purpose of creating value perceptions among customers/ buyers. As mentioned earlier (see 2.3), services form part of and play a significant role in tourism-related products.

Various aspects in the above mentioned section 2.4 indicate the differences between products and services. Even in service marketing the difference is evident. The following models may help to understand/ indicate these differences.

2.5.2   The scale of market entities

This is a common way of indicating the difference between products and services (Hoffman & Bateson, 2001:4-5). The scale of market entities (Figure 2.5) displays a range of products based on their tangibility.
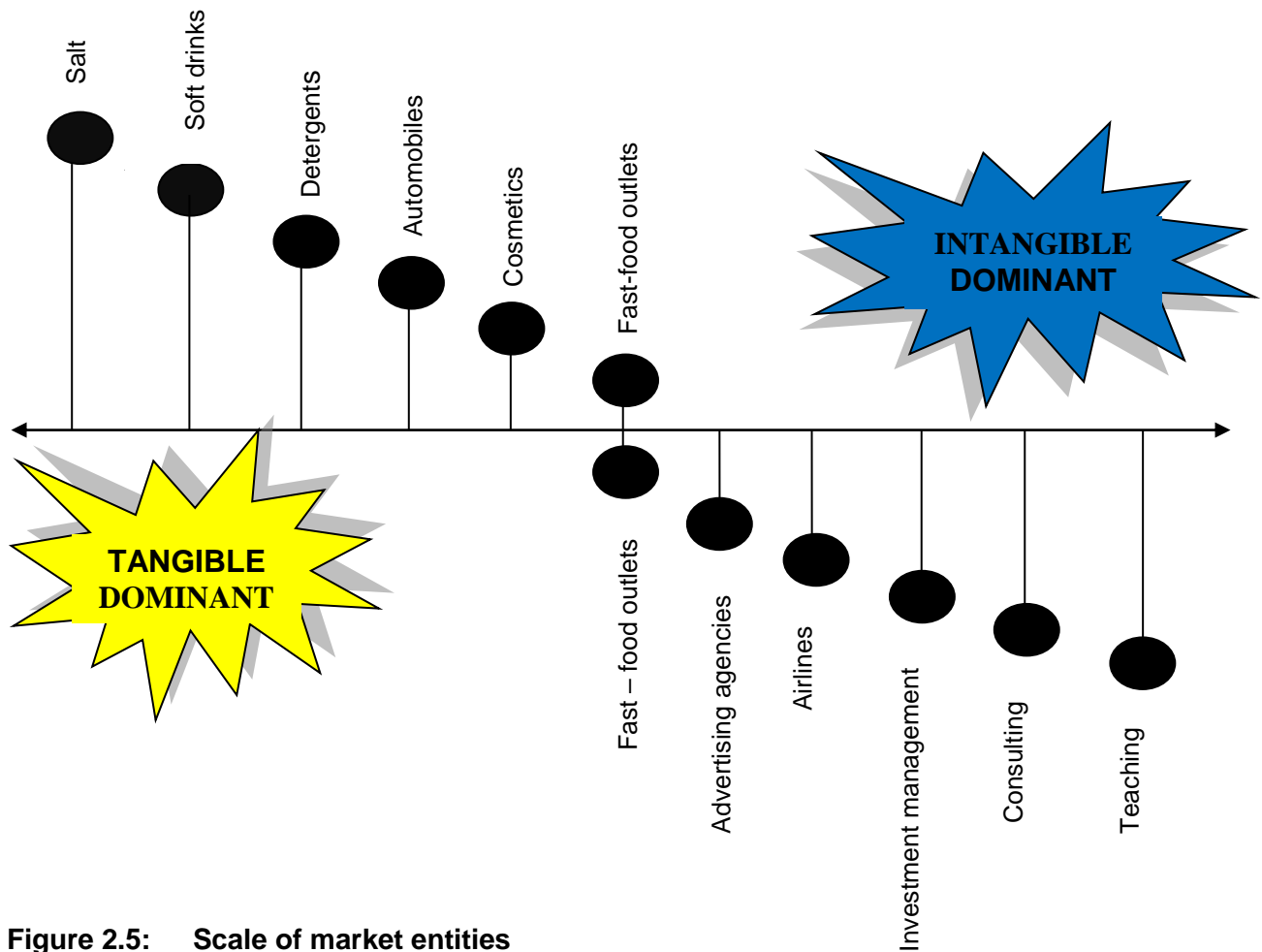
Figure 2.5: Scale of market entities
Source: Hoffman & Bateson (2001:5)

According to Figure 2.5 above, pure products are tangible dominant and pure services intangible dominant. This means that products possess physical properties that can be felt, tasted and seen prior to purchase. In contrast, services lack these physical properties and consequently the following marketing challenges become evident: the service is advertised that no one can see; the price of a service has no cost of goods sold; the service cannot be stored and individuals are needed to perform a service. By using the scale of market entities, a product can then be clearly defined according to tangible or intangible dominant. Interestingly, when service aspects are added to products that are sold, it is seen as a product and this product then transforms from a

commodity into an experience. This change can then in turn increase the revenue – producing opportunities of the product dramatically.

Hoffman and Bateson (2001:8) identified a second way to indicate differences between goods and services and are discussed next.

2.5.3 The molecular model

According to Hoffman and Bateson (2001:8), the molecular model reinforces the understanding that virtually all products have both tangible and intangible elements. This model is often used as a management tool to visualise a firm's entire product. Figure 2.6 provides an explanation according to two products, namely airlines and motor cars. All tangible elements of the product are denoted in red circles and intangible elements in green circles.

Airlines
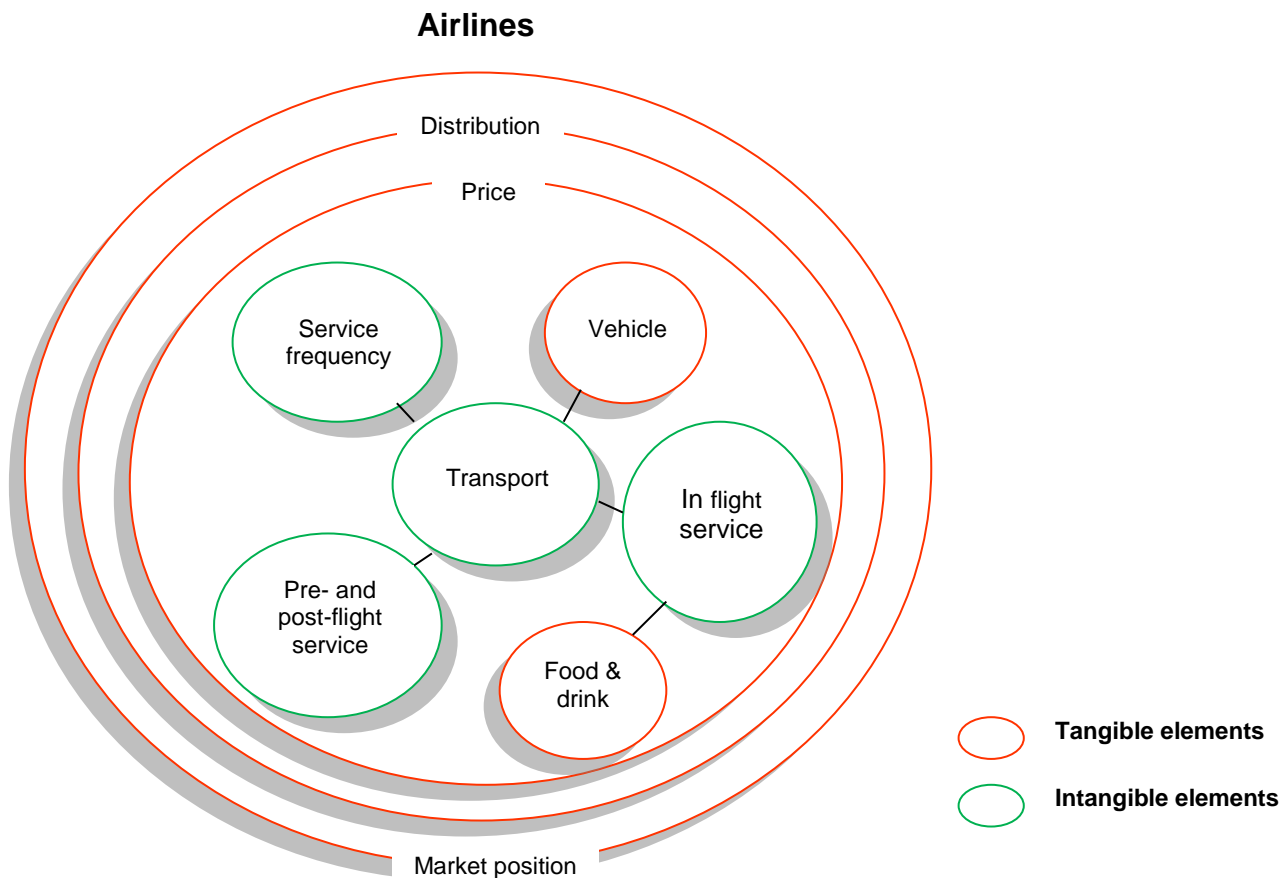
Motor cars
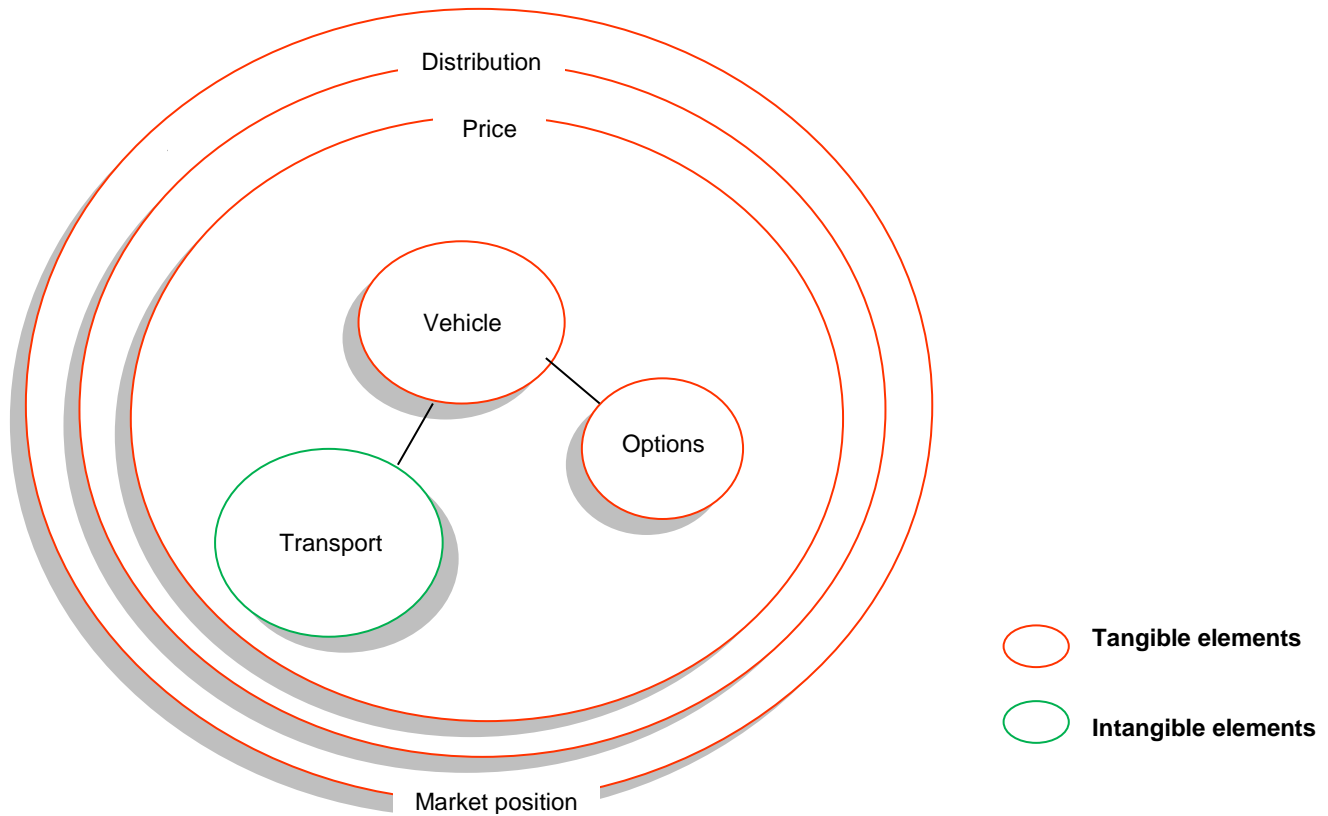
Figure 2.6:   The molecular model
Source: Hoffman & Bateson (2001:8)

The Servuction model, according to Hoffman and Bateson (2001:10-14), is an uncomplicated but powerful way to illustrate factors that influence the experience of the service part of a product. This model is discussed next.

2.5.4 The servuction model

This model consists of two parts: that which is visible to customers/ buyers and that which is not.
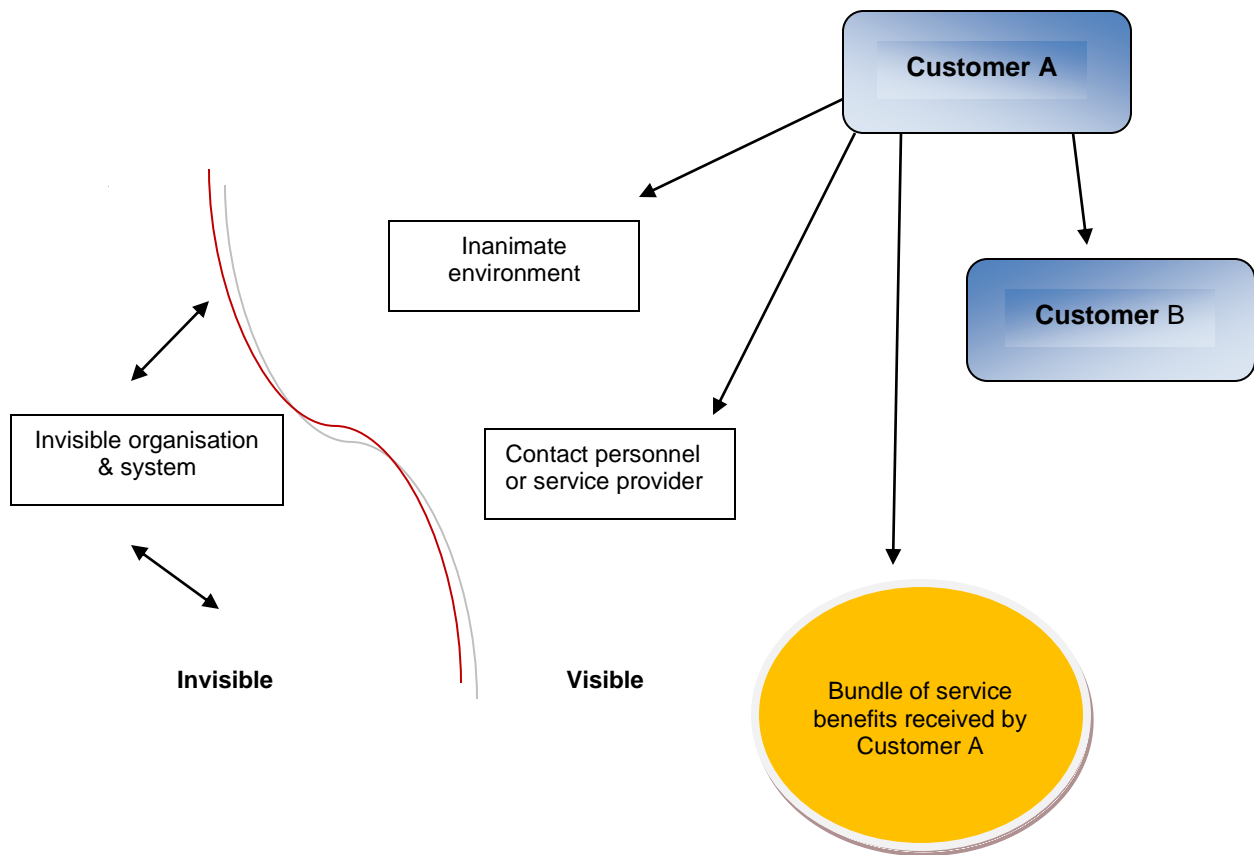
Figure 2.7:   The servuction model
Source: Hoffman & Bateson (2001:10)

According to Figure 2.7 above, the visible part consists of three sub-parts, namely the inanimate environment, contact personnel/ service providers and other customers. The invisible part consists of the invisible organisation and its systems.

2.5.4.1 The inanimate environment

This refers to all lifeless features that are presented during the service encounter. Because the service part of tourism-related products is intangible, it cannot be objectively evaluated. Customers/ buyers thus look for tangible cues that surround the service on which to base their service performance evaluation. These may include aspects such as furniture, flooring, lighting, music, odours, wall hangings and countertops.

2.5.4.2 Contact personnel/ service providers

Contact personnel are employees with whom the customer/ buyer briefly interacts such as parking attendants, receptionists or hosts. Service providers on the other hand are those employees who provide the core service such as waiters or front-desk personnel.

2.5.4.3 Other customers

The consumption of services is often described as a "shared experience" because of the fact that it often occurs in the company of other customers. This simply means that other customers can also impact on the service experience, similar to the impact of visible components previously mentioned.

The unseen organisation and systems reflects the rule, regulations and processes on which the firm's product is based. As a result they also have a profound effect on the customers'/ buyers' service experience.

The Servuction system is what creates the experience of a product and, in turn, the experience creates a bundle of benefits to customers/ buyers. The most philosophical implication of this model is that it demonstrates that customers/ buyers are a vital part of the service process. Their participation may be active or passive, but they are always involved in the service delivery process. This has a significant effect on the nature of service marketing and therefore some of the service strategies are discussed next.

2.5.5 Service strategies

According to Rao (2007:48) and Ferrell *et al.* (2002:1) a strategy is an integrated and coordinated set of commitments and actions designed to exploit core competencies and gain a competitive advantage. A strategy is also used by managers to please customers, compete successfully and to achieve set organisational goals.

One of the most popular strategic models, developed by Christian Gronross, is the service marketing triangle.

2.5.5.1 Service triangle

According to Rao (2007:58-59), three important groups play an essential function in the achievement of company goals. These groups are top management, employees and customers (Figure 2.8).

Top management

Internal marketing

External marketing

Employees

Interactive marketing

Customers
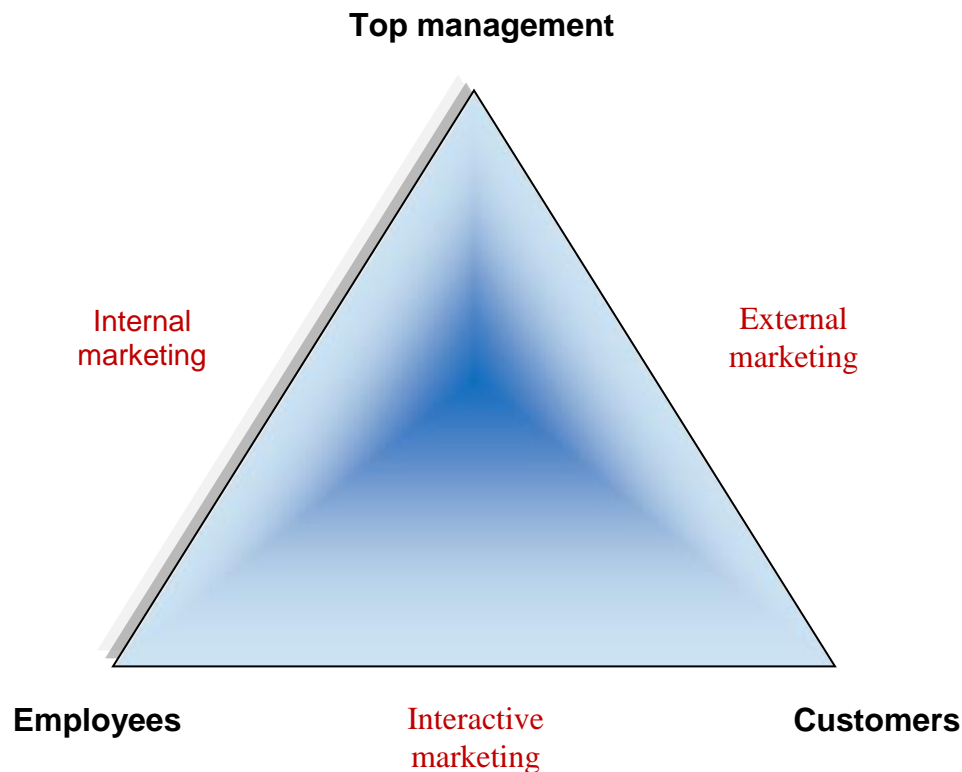
Figure 2.8:   The service triangle
Source: Rao (2007:59)

According to Kotler and Armstrong (2006:607) and George (2004:26), the left side of the triangle suggests that employees are treated the same as external consumers in order to successfully deliver promises to consumers. They therefore refer to this as internal marketing. George further mentions that in order for these promises to be kept, employees must be recruited, trained and rewarded for good service they offer.

The external marketing activities are indicated by the right side of the triangle. These activities elevate consumer expectations and promise to meet them. Besides the

employees and physical evidence of the product, traditional elements of marketing, such as advertising and promotions are included in here.

The actual service delivery takes place at the bottom side of the triangle and is known as interactive marketing. This means that the employees here interact directly with consumers and it is where promises are delivered. The researcher lastly mentions that successful product marketing depends on all three sides of the triangle.

Owing to the unique characteristics of a service and the many challenges within the market place, researchers have adapted the traditional marketing mix (see Figure 2.3) to suit a service-oriented product. This is known as the service marketing mix and is discussed next.

2.5.5.2 Service marketing mix

According to Rao (2007:62-64), the traditional 4 P's of the marketing mix were adapted to service marketing and resulted in three additional P's namely physical evidence, people and processes. Figure 2.9 indicates the 7 P's.
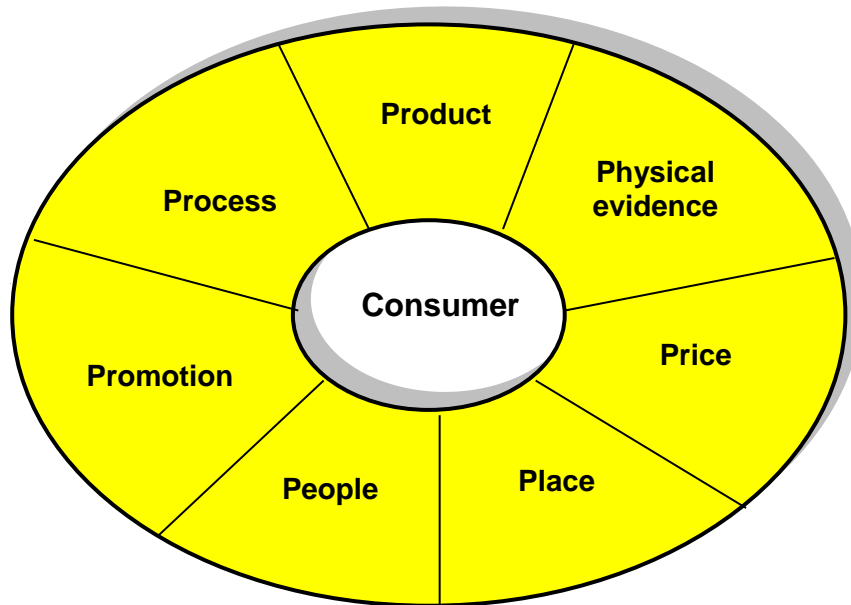
Figure 2.9: Service marketing mix
Source: Rao (2007:63)

According to Figure 2.9, three additional P's are applicable to the service industry, namely (Morrison, 2010:349; Rao 2007:63-64; Bowie & Buttle, 2004:26-28; Reid & Bojanic, 2001:13-15):

➤ **Physical evidence**

Most services cannot exist without the support of tangible aspects. Although the service is not visible to customers they use the tangible aspects of the services to form an opinion about the service. This means that an element such as furniture in a hotel can be used by the customer to evaluate good service delivery.

➤ **People**

Every employee is seen as a part-time or full-time marketing person. If an employee is visible to the consumer during service delivery, his/her behaviour, activities and performance will have a direct influence on consumers.

➢ **Process**

Process is the practical actions that enable the service to be available and ensures that a quality service is delivered. The design of the physical setting and how the functions are scheduled and routed indicate efficiency to the customers.

As previously indicated by the service triangle (Figure 2.8), top management plays a vital role to achieve company goals. Rao (2007:62) indicates that there must be a shift from the old organisational structure to a new structure that supports a service-oriented product. This service-oriented organisational structure is discussed next.

2.5.5.3 Service oriented organisational structure

According to Rao (2007:61), no service-oriented company should have a large number of hierarchical levels. The researchers further indicate that top management should not be directly involved at operational level decision making. Figure 2.10 shows the required shift in the organisational structure of a service-oriented company.
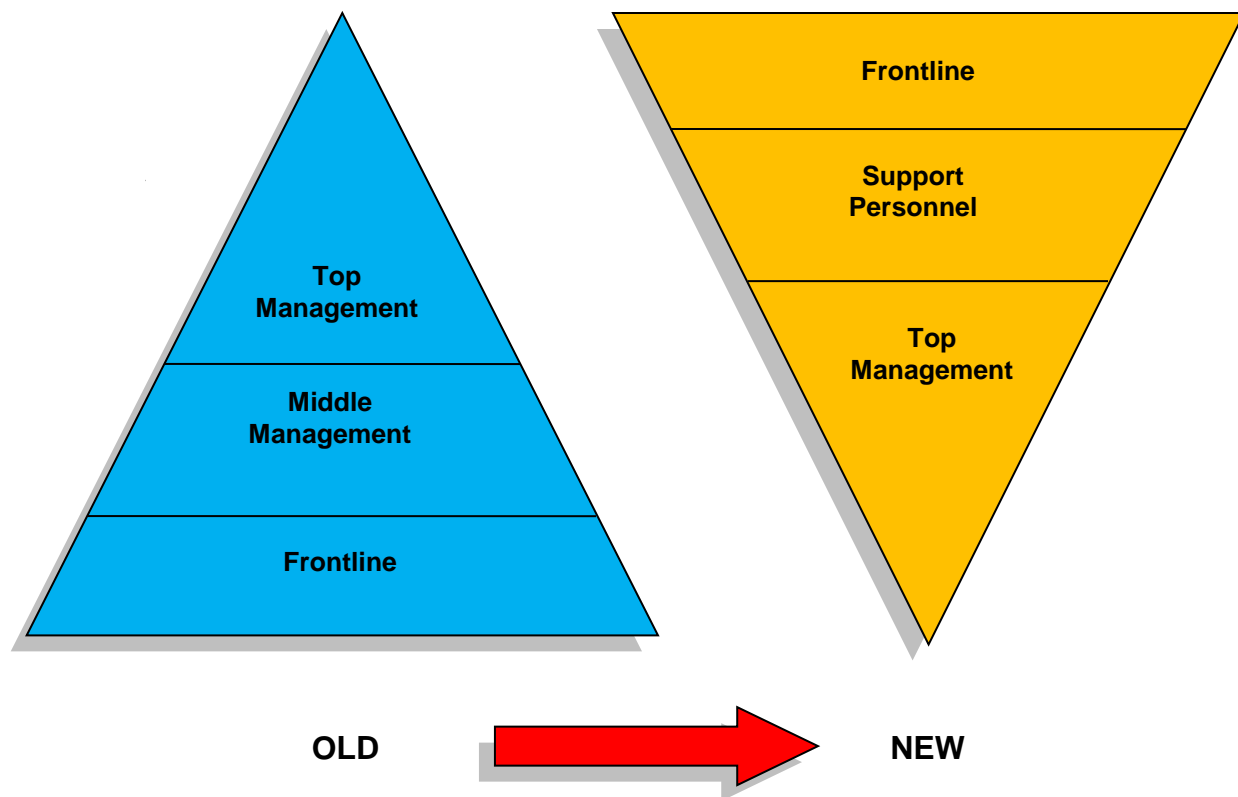
Figure 2.10:   Service oriented organisational structure
Source: Rao (2007:62)

According to Rao (2007:61-62), a traditional military structure keeps top management remote from the reality of service delivery. Although the components of the pyramids above (Figure 2.10) are almost the same, the priorities have changed. Turning the pyramid upside down demonstrates that top management is not at the apex level any longer. The frontline, which consists of personnel, physical resources and operational systems, interact with the customers. The frontline thus makes most of the decisions relating to the basic service package (BSP) delivered. The performance of frontline now influences success or failure of the organisation. The other support personnel and even top management, now facilitate the frontline in order to improve service delivery.

The above mentioned service strategies are further influenced by the behaviour of consumers. Aspects related to consumer behaviour are discussed next.

2.5.6 Consumer behaviour in services

2.5.6.1 Defining the importance of consumer behaviour

According to Lamb *et al.* (2006:152), consumer behaviour refers to how consumers make purchase decisions as well as how they use and dispose purchased goods and services (products). The researchers further mention that consumers' goods and services (products) preferences change constantly and it is therefore important for managers to understand this constant change of flux. By understanding the change, managers can then create a proper marketing mix.

The study of consumer behaviour also includes an analysis of factors that influence purchase decisions and use, and are therefore discussed next.

2.5.6.2 Factors influencing consumer behaviour

According to Lamb *et al.* (2006:162), the above mentioned decision-making process cannot be independently viewed. Figure 2.11 indicates the factors that may have an influence on consumer behaviour.
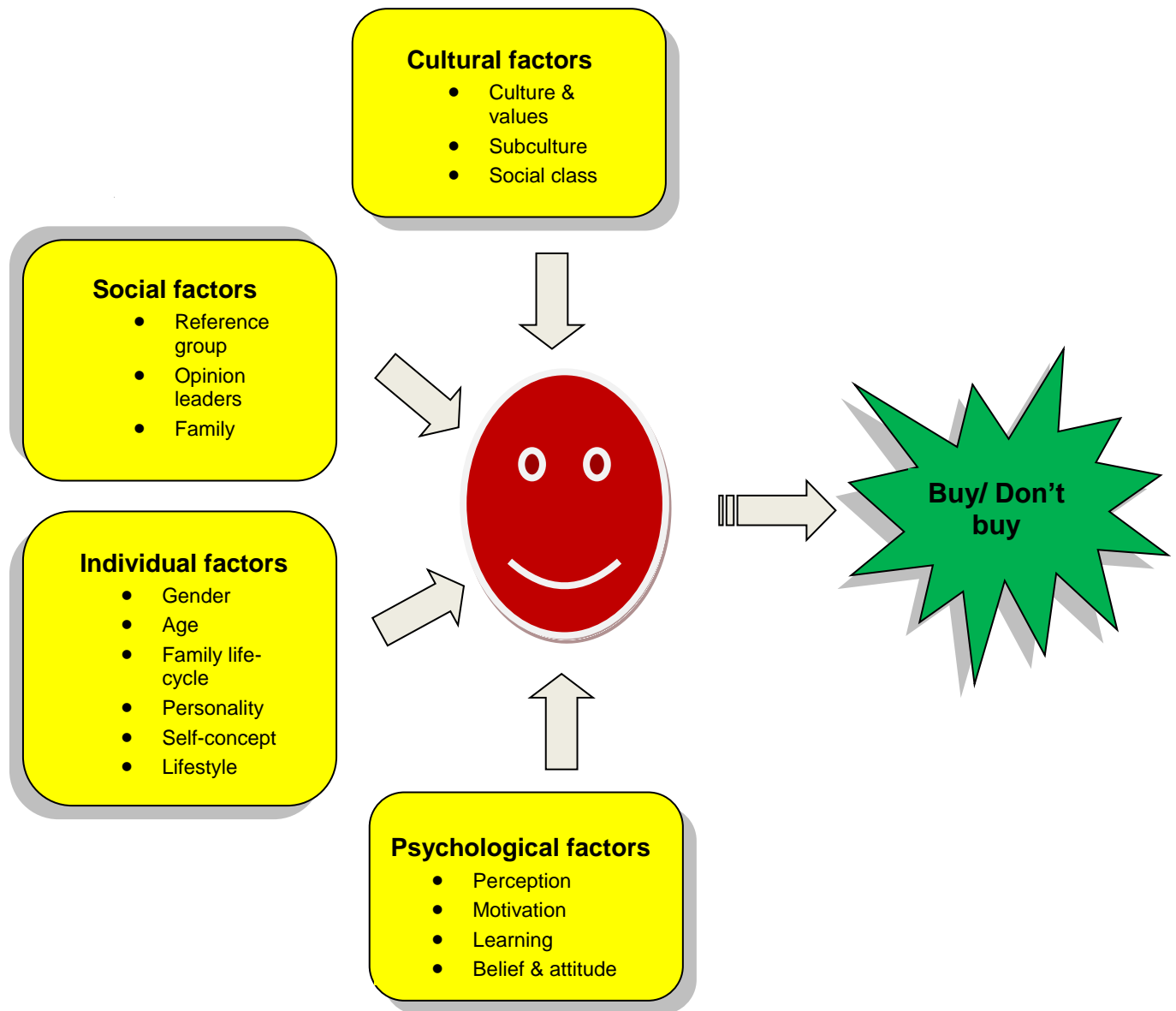
Figure 2.11:   Factors influencing consumer behaviour
Source: Lamb _et al._ (2006:162)

According to Lamb _et al._ (2006:162-163), George (2008:169-175), Kotler and Armstrong (2006:119-136), Lee and Johnson (2005: 114-121) and Bowie and Buttle (2004:54-58), the figure above underlying cultural, social, individual and psychological factors strongly influences the decision process. These aspects have an effect from the time a consumer perceives a stimulus all the way through to post purchase behaviour. The cultural factors include culture and cultural values, subcultures and social class. The

social factors sum up social interactions between a consumer and influential groups of people such as reference groups, opinion leaders and family members. Individual factors on the other hand refer to aspects such as gender, age, family life-cycle stage, personality, self-concept and lifestyle. All these aspects are unique to each individual and play a major role in types of goods and services (products) consumers want. Psychological factors include perceptions, motivation, learning, beliefs and attitudes. These factors determine how consumers perceive and interact with their environment and ultimately influence buying decisions made.

2.5.6.3 How consumers develop expectations

According to Rao (2007:77), customers will have diverse expectations about a service and further emphasises the fact that marketers need to know what the expectations of their customers are. The researcher identifies two levels of expectations, namely: maximum and minimum level. In the process of the production and consumption of a service, the following five levels of performance can be identified as indicated by Table 2.1.

Table 2.1:   Levels of service performance

Level of service performance	Customer response
Exceeding maximum expected level	Highly satisfied or delighted
Maximum level	Satisfied
Adequate level	Indifferent
Minimum level	Dissatisfied
Below minimum level	Highly dissatisfied

Source: Rao (2007:77)

According to Table 2.1, maximum service level is a blend of what customers believe can be and should be. Minimum service levels, on the other had, represent the lowest tolerable expectation or the bottom level of performance acceptable by customers. Figure 2.12 indicates the gap between the desired and adequate service, which is also known as the zone of tolerance.
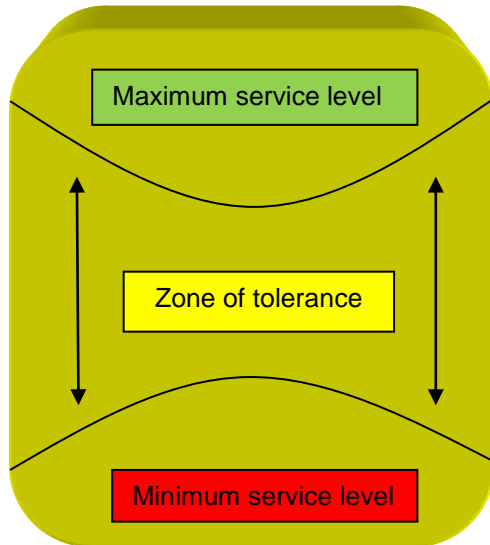
Figure 2.12:   Zone of tolerance
Source: Rao (2007:78)

The above indicated "zone of tolerance" is the extent to which customers recognise or are willing to accept the variation between maximum and minimum service expected. Customers will be frustrated and highly dissatisfied if the service is below the expected level. On the other hand, customers will be delighted if the service performance exceeds the maximum level expected. If the performance of a service falls into the tolerance zone, customers do not particularly notice the service performance. As soon as the service performance is outside the tolerance zone, the service is noticed and can then be either positive or negative as indicated under customer response in Table 2.1.

Rao (2007:79) takes this aspect further and indicates some aspects that determine the maximum and minimum level of service expectations as shown by Figure 2.13.
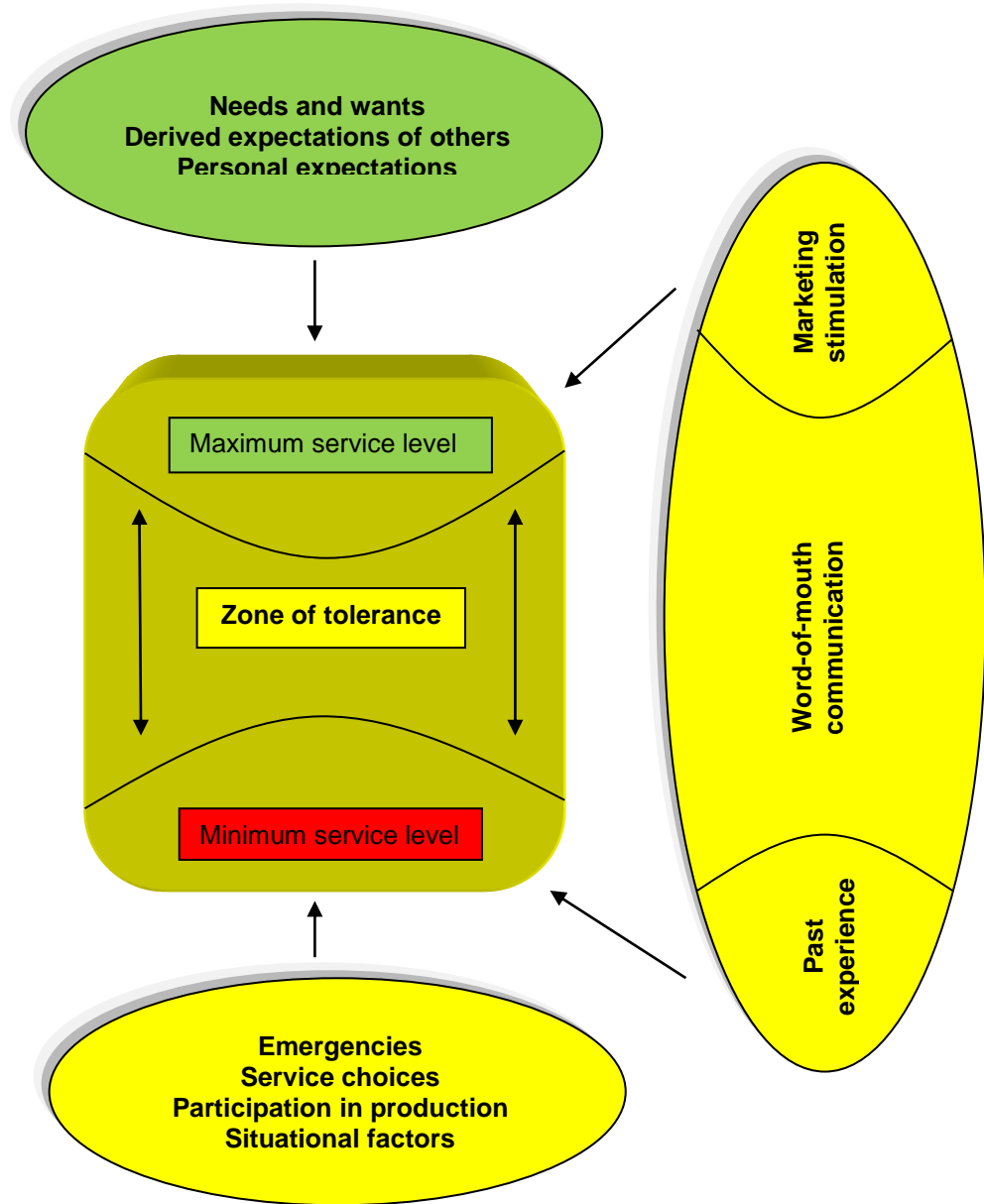
Figure 2.13: Determinants of consumer expectations
Source: Rao (2007:79)

According to Figure 2.13, there are three factors that influence the maximum level of service expectations in an individual, namely:

➢ **Needs and wants**

A person's needs may be physical, psychological, social and/ or functional and are all vital factors in shaping the maximum service level expectations. Wants on the other hand refer to the means to satisfy a person's needs.

➢ **Derived expectations of others**

Maximum service level expectations also occur when customer expectations are driven by other consumers or even family members.

➢ **Personal expectations**

This aspect refers to the consumers' generic attitude toward the meaning of service and also the proper conduct expected of service providers.

Minimum service level expectations are influenced by the following four factors:

➢ **Service choices**

If consumers have multiple service providers of varying quality levels, the minimum service level expectation depends upon the selection of service provider.

➢ **Emergencies**

In an emergency, the service level expectation will be much higher, as consumers expect fast, effective service.

➢ **Participation in service production**

If consumers feel that their role played in receiving service from a service provider is insignificant, or if they do not possess the required skills to participate in the service production process, they tend to develop a low level of expectation. The tolerance zone of consumers then expands when they feel that they are not perfectly performing their role in the service delivery.

> **Situational factors**

This refers to factors beyond the control of service providers. If consumers understand the situational factors influencing the service delivery, their tolerance zone would be generally higher than before.

Maximum and minimum service level expectations are influenced by three factors namely:

> **Marketing stimulation**

Service providers make use of marketing to establish links with target markets and to inform them of the features of the service. This information directed from the service company forms the base for the consumers to develop their expectations.

> **Word-of-mouth communication**

This aspect is still one of the most powerful methods of influencing consumers' minds. Consumers seek information from earlier users and, based on that information, expectations are created.

> **Past experience**

While using a service, consumers are likely to refer/ compare it to their previous experience with the same service provider or service outlet. Consumers may even refer to their experience with similar or even comparable services.

2.5.6.4 Consumer buying decision process

The consumer decision-making process (Figure 2.14) is based on the assumption that consumers move through a series of push and pull factors or a process of stages before and after purchasing a product (Stokes & Lomax, 2008:120-123; George, 2008:176-178). This seven stage process is influenced by cultural, social, individual and psychological factors as indicated previously in Figure 2.11.
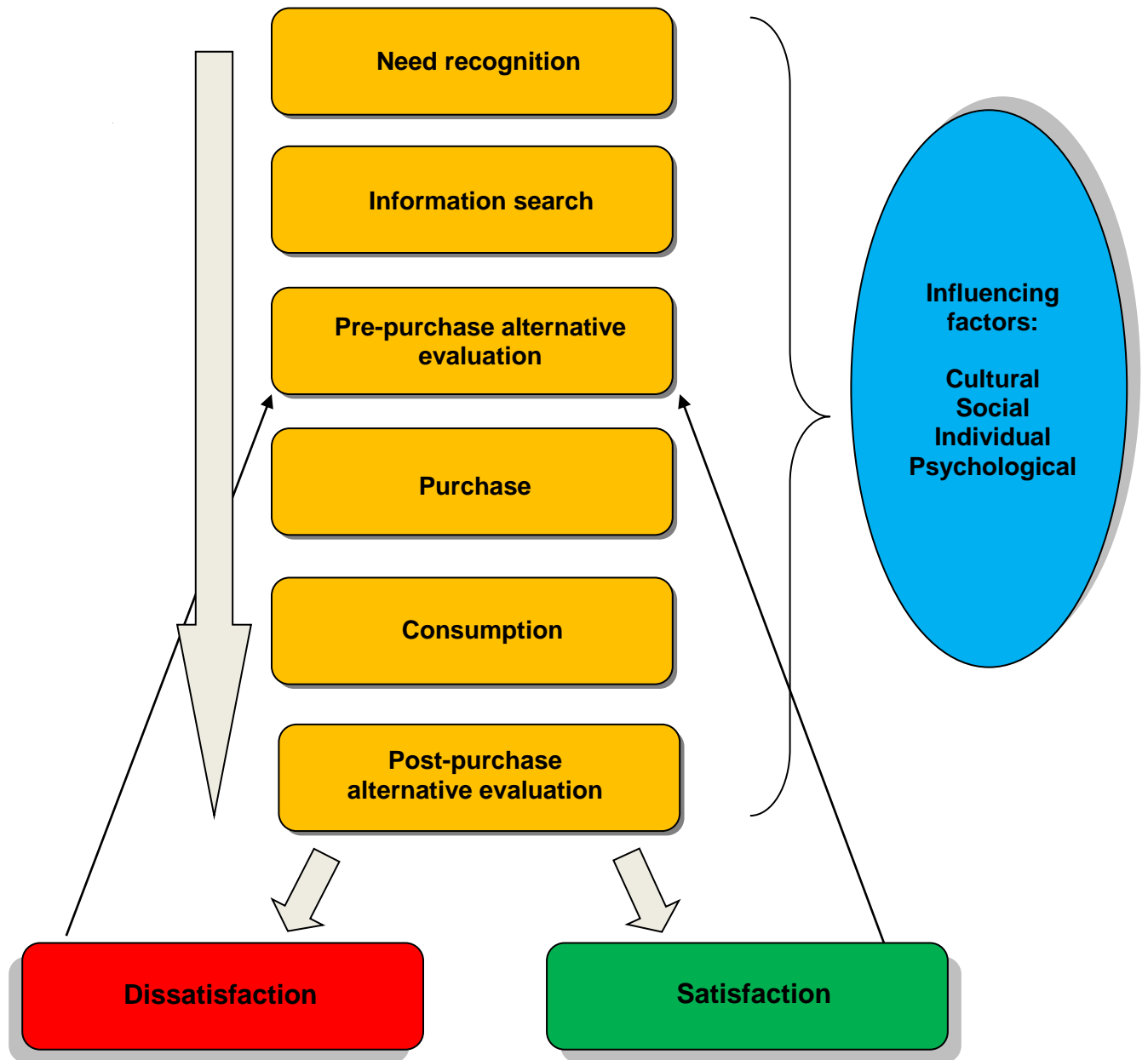
Figure 2.14:   Consumer buying decision process
Source: George (2008:176)

Figure 2.14 above can be divided into seven stages that a consumer passes through when purchasing a tourism-related product (Morrison, 2010:123-125; George 2008:177-

178; Stokes & Lomax, 2008:120-123; Kotler & Armstrong, 2006:148-155; Lee & Johnson, 2005:109; Bowie & Buttle, 2004:60-61; Perreault & McCarthy, 2003:110; Reid & Bojanic, 2001:75):

➢ **Stage 1: Need recognition**

The decision-making process begins when the consumer recognises a need/ desire for a tourism-related product. Reasons for and against the identified need/ desire are weighed against time and money available. Marketers often use promotions during this stage to make prospective consumers change their need into a desire for the product. Research is critical to determine what motivates consumers to purchase a particular product.

➢ **Stage 2: Information search**

During this stage the potential consumer searches for more information about the desired/ needed product. The search for tourism-related products is likely to take longer and involve the use of more information sources compared to other everyday used products. The consumer lastly also assesses the benefits of the product as presented by marketing during this stage.

➢ **Stage 3: Pre-purchase evaluation of alternatives**

During Stage 3 the consumer evaluates the collected information against that of alternative products (substitutes). Evaluation criteria tend to include criteria based on price, convenience and recommendations. The alternatives are then ranked according to preference.

➢ **Stage 4: Purchase**

During this stage the consumer chooses a tourism-related product taking time and money into account. The product is then purchased.

> **Stage 5: Consumption**

The consumer experiences the product during this stage. Often the decision-making process is repeated a number of times during consumption; this is due to the recognition of new products not known and purchased in advance.

> **Stage 6: Post-purchase evaluation of alternatives**

This is a very important stage. Consumers use the information they receive from actually experiencing the tourism-related product to evaluate it. The outcome of these evaluations will influence future purchasing decisions.

> **Stage 7: Dissatisfaction/ Satisfaction**

If consumers have a satisfactory experience, they are likely to purchase the product again and it will result in positive word-of-mouth advertising by them. An unsatisfactory experience occurs when consumer expectations are not met. This will result in a low probability of repeat purchase and high negative word-of-mouth advertising. If consumers were first time users, this will mean that they will not purchase again as they often consume on a trail basis.

Although the consumer buyer decision-making process is a useful model for examining buying decisions, the process is not always as straightforward as it seems. This is due to two reasons, namely prospective buyers can withdraw at any time during the process and secondly, it is not uncommon for some stages to be skipped. It is at this stage that branding plays a big role to assist in information search (Stage 2) or even help to accelerate the buying process. According to George (2008:226), the concept of branding tourism-related products has become a very common marketing practice. According to the researcher, branding has developed to such a level that brand names are sometimes more valuable than the products they represent. Palmer (2005:231) emphasises this fact by indicating that branding is the tangible feature that helps consumers decide which tourism-related product to buy. In essence a brand is a shorthand reference for choice (Palmer, 2005:231).

According to Bergvall (2007), branding is more than a logo; it is the memory of everything a person remembers about a company through the use of its products or services and his or her interaction with advertising and other users. *"Branding is a person's collected experiences of a company, product or service with a certain name"* (Bergvall 2007).

Haig (2007) indicates that human beings, like animals, want to distinguish themselves from others. An animal like the peacock has beautiful feathers to help it differentiate itself from other peacocks and also to attract peahens. Haig mentions that human beings do not have fancy feathers to set them apart and therefore they use brands.

Aaker (2002:40) and Balmer (2001:28) point out that branding is one of the most commonly used marketing tools that indicate to potential customers what to expect. Branding related to tourism products will be discussed in Chapter 3.

2.6   CONCLUSION

The purpose of this chapter was to unlock some of the important aspects of tourism marketing. This was done by firstly explaining the four evolution eras of marketing known as the production orientation, sales orientation, marketing orientation and societal marketing orientation eras. Secondly, the definitions pertaining to marketing and tourism marketing were given. The third part of the chapter explained the basic aspects of tourism marketing. This included the unique characteristics of a tourism product/ service and the seven core principles of marketing known as the marketing concept, marketing orientation, satisfying consumer needs and wants, marketing segmentation, the value of the exchange process, the marketing mix and lastly the product life-cycle.

The focus then shifted to explaining the basic aspects of service marketing. This was done because of the fact that tourism products include services and services include tourism products (Hoffman & Bateson, 2001:4). This fourth part of the chapter focused on the scale of market entities and molecular models to emphasise the difference

between goods and services. The factors that influence the experience of services were explained by using the Servuction model. In order to gain a competitive advantage over other tourism-related products, service strategies such as the service triangle, service marketing mix and how a service oriented organisational structure functions were explained. Consumer behaviour in services was then explained by highlighting the four main factors that influence consumer behaviour, followed by an in-depth discussion on how consumers develop expectations. In conclusion the seven stages of the consumer buying decision process were discussed.

CHAPTER 3

BRANDING IN THE TOURISM INDUSTRY

3.1   INTRODUCTION

Brands are traditionally associated with consumer goods, but according to Tassiopoulus (2004:121), Bowdin, McDonnell, Allen and O'Toole (2003:52) and Henderson (2000:36), marketers of tourism products are also adopting branding techniques. Hankinson (2001:127) and Davis (2005:18) argue that creating a brand for a tourism product is much more difficult and complex than for a consumer brand. Morgan, Pritchard and Pride (2002:5) added to this argument by stating that limited budgets, lack of overall product control and political pressure are some of the challenges faced by tourism product marketers. The researchers further indicate that the key to tourism product differentiation lies in the development of an emotional relationship with consumers. According to Qu, Kim and Im (2010:465), a well advertised and widely known brand can greatly assist in differentiating a tourism product from other similar products. This is due to the fact that tourism products often offer the same general features. According to Qu, Kim and Im (2010:465), the key therefore lies in establishing a unique brand.

According to Bergvall (2007:1) and Yeshin (2006:48), it is a complex task for anyone new to "brands" to try to understand what branding is all about. Owing to the explosive amount of interest in branding during the 1990s, most people have grasped the fact that branding is more than a logo (Bergvall, 2007; Laws, 2002:62-63). According to Shimp (2010:34), Cheverton (2006:1), Van Auken (2005:14), Kapferer (2004:5) and Kotler & Gertner (2002:4), a brand name conveys the image of the product or service. The term "brand" refers to a name, term, symbol, sign or design used by a firm to differentiate its

offerings from those of its competitors (Shimp, 2010:34). In the product offering, brands are one of the most standard stable items and assist in the further standardisation of other marketing elements such as promotional items. In the case of a tourism product, the brand may become invaluable because of the intangible nature of the product. The term "trademark" refers to the legally protected part of the brand, represented by the symbol (Davis, 2005; Van Gelder, 2003:10). McCabe (2009:189) believes that the psychological power of brands is great and that brands are often used as a marketing tool. Brands can even be an effective management tool, as long as the brand is constructed around a memory (Bergvall, 2007:1).

From a promotional perspective, choosing a brand name is extremely important owing to the fact that brand names communicate attributes and meaning associated with the product. This means that when marketers search for a brand name, they need to ensure that the name chosen can communicate the product's characteristics which in turn help to position the product in customers' minds (Cai, 2002:273-274). According to Go and Govers (2010:7), a brand should only be developed after considering the costs of developing a brand image relative to the benefits. Go and Govers (2010:7) also imply that when a brand is developed, the brand name and image become part of the total product. By providing status, a brand name can even command a price premium, thus helping to insulate the marketer against low-priced competitors.

The purpose of this chapter is to conduct a literature review on the role of branding in tourism marketing. This will be done by highlighting five aspects (see Figure 3.1). Firstly, the term "branding" will be explained, followed by its significance. Thirdly, the basic aspects of branding will be explained. Part four of the chapter indicates how brands are created by explaining the brand naming process and aspects to consider during brand development. Part five indicates how consumers choose brands by explaining how equity influences consumers; the buyer decision-making process of brands and factors influencing brand selection.
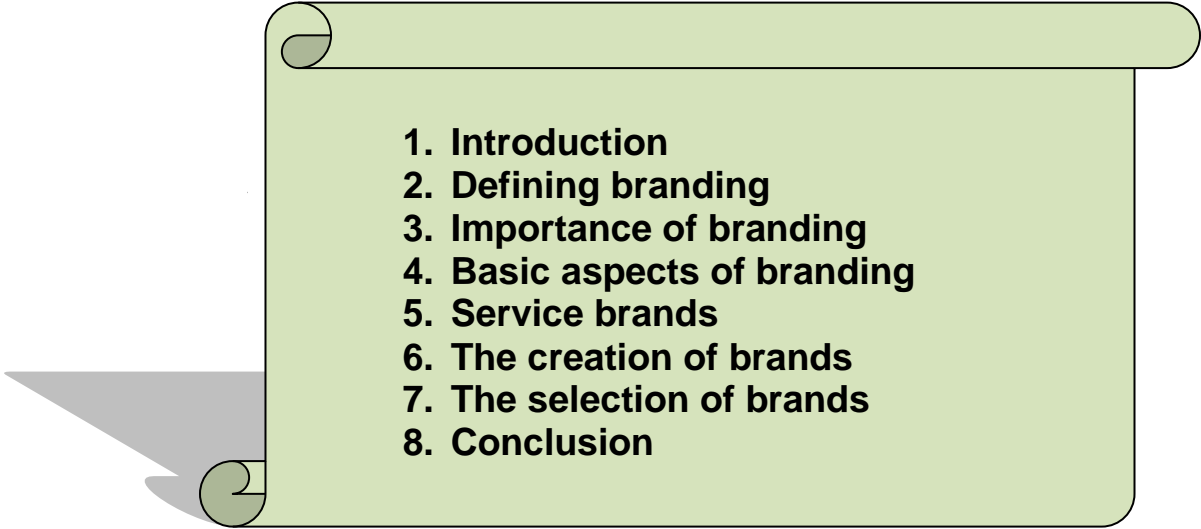
1. **Introduction**
2. **Defining branding**
3. **Importance of branding**
4. **Basic aspects of branding**
5. **Service brands**
6. **The creation of brands**
7. **The selection of brands**
8. **Conclusion**

Figure 3.1:   Schematic layout for chapter 3

3.2   DEFINING BRANDING

According to Healy (2008:5), the word "brand" is derived from an old Norse or Germanic root meaning "burn". This means that a visional logo (brand) is seen by an individual and memorised accordingly. Bergvall (2007:2); Kotler and Armstrong (2006:259) and Perreault and McCarthy (2003:193) further aver that branding is even more than a logo; it is the memory of everything a person remembers about a company through the use of its products or services and its interaction with advertising and other users. According to Bregvall (2007:2), branding is *"a person's collected experiences of a company, product or service with a certain name"*. It therefore means that a brand involves a visual reference (logo) together with a person's experiences.

In comparing the descriptions of Shimp (2010:34), Cheverton (2006:1), Van Auken (2005:14), Kapferer (2004:5), Kotler and Gertner (2002:4), Aaker (2002:7), Machado and Cassim (2002:81), George (2001:172) and Laws (1997:84), it was found that they define a brand as a unique name and/ or symbol (such as a logo, trademark or package design) intended to identify the goods or services of one seller, or group of sellers, and to distinguish those goods or services from one another. The brand and its use are also legally protected.

Based on the meaning of branding, the next section will focus on the significance of branding in the tourism industry.

3.3 SIGNIFICANCE OF BRANDING IN THE TOURISM INDUSTRY

Consumers are daily bombarded by marketers who are trying to sell tourism products to them. In the tourism industry this often means competing against well-known international brands. Marketers use various media such as magazines, websites, television and even social media to try to get the consumer to see and ultimately choose their tourism brand above the rest (George, 2014:7). According to Davis (2010:17-18), it is the responsibility of marketers to identify and expose the tourism brand to potential customers in order to attract them. To accomplish this, marketers utilise a variety of different marketing communication tools. Davis (2010:17) and Yeshin (2006:47) further mention that domestic and international competition is growing rapidly and that marketers are faced with having to convince customers that their tourism product can best satisfy their current needs. Competing on price is often just a short-term solution as it excludes customer service, people development and investment in product quality (Davis, 2010:18; Davis, 2005:32). The solution, according to Davis (2010:18) and Lindstorm (2005:195), is treating a tourism brand as a strategic asset. This means that the tourism brand receives ongoing investment in order to distinguish the brand from other tourism products and to assist in building a valued reputation in the marketplace.

Haig (2007:2) further points out that tourism brands are often used by human beings, like animals, to distinguish themselves from others. Animals like the peacock has beautiful feathers to help it distinguish itself from other peacocks and also to attract peahens. Haig mentions that people do not have fancy feathers to set them apart and therefore they use tourism related brands.

From the above it can be concluded that branding in the tourism industry is important for three reasons. Firstly, to attract potential consumers, secondly to differentiate the tourism brand from other competing brands and thirdly to communicate what consumer

needs the specific tourism brand can satisfy. In order to further highlight the significance of branding, the basic aspects of tourism branding will be discussed in the next section.

3.4 BASIC ASPECTS OF TOURISM BRANDING

The first basic aspect of tourism branding involves the different levels of a tourism brand as discussed next.

3.4.1 Levels of a tourism brand

According to Shimp (2010:62), McCabe (2009:188), Shimp (2007:44), Kotler and Armstrong (2006:253), Moser (2003:11-20) and Jordaan and Prinsloo (2001:112), a tourism brand consists of the following four levels:

3.4.1.1 Generic level

The generic level refers to the tourism products' ability to meet the customer's basic needs. In the case of the accommodation sector the generic level refers to the provision of a place to sleep. For competing tourism brands, this is the easiest aspect to copy. Within the accommodation sector any tourism product that provides a place to sleep (for example, guesthouses, hotels, lodges, backpackers) operates on the generic level and is therefore in competition with one another.

3.4.1.2 Expected level

Within the expected level a specific target market's basic needs are satisfied together with a minimum expectation about the tourism related brand. As buying increases, the brand starts to evolve by better matching the resources to meet customers' needs. Within the accommodation sector the basic need refers to a place to sleep whereas the minimum expected level may be linked to the star rating advertised. This means that a consumer staying in a five star hotel will expect a five star service.

3.4.1.3 Augmented level

Consumers at this level become more experienced and sophisticated which means that the brand would need to be augmented or improved to satisfy the consumers' needs.

This is achieved by adding non-functional values (for example, emotional) as well as functional needs (such as promotions directed to the user's peer group to reinforce his or her social standing through ownership of the brand). Sun City and resort groups such as the ATKV and Forever add emotional aspects (for example, "family fun") and functional needs (for instance, "club membership with added benefits") which enable them to operate on the augmented level.

3.4.1.4 Potential level

Only creativity limits the extent to which the tourism brand can mature to the potential level with consumers gaining even more experience of the brand and developing a greater tendency to be more critical about the brand. Destinations such as Dubai with its six and seven star hotels, built on man-made islands and each with a unique feature, are capturing the imagination of tourists worldwide.

From the above it can be concluded that most brands within the tourism industry can easily operate on the generic and expected levels. Some well-known and established tourism brands operate on the augmented level by adding emotional aspects and functional needs. The potential level is the level that all tourism brands aspire to. After understanding the different levels of a brand, it is important to indicate what functions a brand may have.

3.4.2 Functions of a tourism brand

Danesi (2006:92-100) and Jordaan and Prinsloo (2001:142-143) point out that a tourism brand may have one or more of the following functions:

3.4.2.1 Communication function

The tourism brand is used to communicate and emphasise what the tourism product offers by concentrating on one or two aspects of the product. Low cost airlines like Mango and Kulula Airlines emphasise that their domestic flights are the cheapest in South Africa.

3.4.2.2 Reduction function

In order to reduce search costs and minimise the risk of buying an ineffective service or visiting unknown destinations, consumers use tourism brands. These tourism brands provoke evidence of consistent service standards to consumers. International hotel groups such as Sun International and Hilton make sure that the guest service provided and features in all their hotels worldwide are exactly the same. This means that the consumer who is familiar with their brand knows exactly what to expect if visiting an unfamiliar destination for the first time.

3.4.2.3 Facilitation function

Brands assist in facilitating new service introductions, promotions, segmentation and pricing. To consumers a well-known brand diminishes the risk associated with that service or product and this in turn makes it easier for tourism product owners to introduce new services, products or experiences. South African Airways introduced SA Airlink a few years ago to service their growing domestic market. The smaller SA Airlink planes fly to and from smaller cities.

3.4.2.4 Differentiation function

Similar services can be differentiated by using different tourism brands which assist consumers in decision making. Airlines like South African Airways, British Airways, Lufthansa and many more use bold colours in their brand logos displayed on aircrafts to distinguish themselves from other airlines.

3.4.2.5 Expressive or social-adaptive function

A particular lifestyle or status is expressed by consumers when using a specific brand. These brands are used by consumers to identify themselves with sub-groups in their society. Exclusive tourism brands such as the Sabi Sabi Game Reserve and Thornybush Game Lodge next to the Kruger National Park provide an exclusive five star lodge service to the high-end domestic and international tourism market. Exclusive accommodation, game drives, tour guides, charter flights and exceptional service forms part of their packages.

3.4.2.6 Security function

Emotional factors can play a decisive role in consumers' buying process and therefore brand names play an important role (cf. 3.6.2). These brand names provide trust and security to consumers on the quality of the tourism-related brand. By using a well-known hotel brand like Protea Hotels, the consumer knows what to expect based on previous usage.

3.4.2.7 Associative function

Associations in the consumers' minds are a combination of various signals or symbols attached to the brand (Cheverton, 2006:111). To a consumer these associations may be positive or negative. A tourism brand such as Starlight Cruises is associated with cruise line holidays and may have a negative association to some consumers. This might be due to the seasickness factor or even not being able to swim.

3.4.2.8 Economic function

The decision-making process is much easier and faster if consumers are familiar with the brand they are using. This is a consequence of the fact that consumers do not need to asses alternatives every time before buying. By using a well-known or previously used tourism brand, the consumer knows the price range associated with the brand. This known factor helps to accelerate the decision-making process.

From the above it can be concluded that, from the consumers' point of view, all eight discussed functions assist them when buying or choosing a tourism product. From a tourism product point of view, only the facilitation and differentiation function apply. These eight functions of a brand might bring to mind what the advantages of branding are. These are discussed next.

3.4.3 Advantages of branding in the tourism industry

According to Cheverton (2006:34) and Kotler and Armstrong (2006:260), the following are advantages of branding within the tourism industry:

➢ If the destination or tourism product such as a resort has a brand name it is more recognisable to consumers and can assist in encouraging repeat business. A brand also cuts across countries, class and cultural backgrounds.

➢ Brands encourage consumers to purchase particular tourism products because they provide consumers with the benefits they are looking for. The benefits sought by consumers may vary from safety, to status and self-esteem.

➢ Branding can be used to sell a line of products. Virgin Airlines have developed a brand that offers consumers a reliable product, linking their music product, soft drinks, non-fiction books and airline seats.

➢ Established brands' value is closely related to quality perceptions and consistent standards.

➢ Large hotel companies that have a wide range of properties can target a defined market segment by grouping the various hotels together and selling them to consumers under various brand names.

➢ Owing to the intangible nature of a tourism product, branding provides a significant way for achieving differentiation by enabling the tourism product to distinguish itself from other related tourism products.

From the above it can be concluded that the benefits of branding are evident and that a well-established brand does have a competitive advantage in the tourism market. Knowing the advantages of using a brand, the next important aspect to discuss is the forces that might influence a brand's potential.

3.4.4   Forces influencing a tourism brand's potential

When auditing the factors affecting the future of brands, De Chernatony and McDonald (2003:53–59) identified the following five forces that must be considered:

3.4.4.1 Manufacturers

Tourism products often under-utilise its brand assets through its inability to recognise what is occurring within the tourism market. This can be rectified by having realistic, quantified objectives for the tourism brand. Objectives must indicate exactly which target market it refers to, be specific and indicate which resources must be used to achieve its full potential.

3.4.4.2 Distributors

The brand strategy of a tourism product cannot be formulated without the consent and support of a distributor. In the current era of increasing competition it is vital that both parties can rely on each other for their success. Both parties must realise that long-term brand profitability can only evolve through mutual understanding and support. A tourism product such as a game lodge may rely on a charter flight operator to transport consumers to and from the lodge owing to its inaccessible location. The charter flight operator in turn relies on the lodge for regular business.

3.4.4.3 Consumers

Consumers see buying as a process of problem solving. They become aware of a need, seek information that will satisfy their need, evaluate the information obtained and then make a decision that will best suit their needs. The consumer's characteristics and experience with the tourism brand influence the extent of this buying process. The researchers further indicated that consumers have to make a brand selection from various possibilities and that marketers therefore need to identify all possible target markets and position the tourism brand in such a way that it is appealing.

3.4.4.4 Competitors

A tourism brand is mostly compared to other related tourism brands. Tourism brand owners try to benchmark themselves against competition but often misjudge key competitors. Misleading data about customers are often the result of managers not researching current or even potential consumers. Not understanding the objectives and strategies of competitors, as well as not fully understanding their brand position and

personalities, may also add to the problem. It is therefore essential that marketers do not focus on a conservative, defensive position but rather try to gather enough information to anticipate competitive response and be able to continuously update the strategy to enable them to protect their tourism brand.

3.4.4.5 The marketing environment

The continued scanning of the marketing environment by brand strategists is vital in identifying future opportunities and threats. This can be done by using a SWOT analysis (George, 2001:61). It involves analysing all strengths, weaknesses, opportunities and threats related to the tourism product.

From the above it can be concluded that the above five forces may be minimised by:

➢ Having brand objectives that indicate exactly which target market it refers to, being specific and indicating which resources must be used to achieve its full potential.

➢ In the current era of increasing competition it is vital that both the tourism product owner and distributor can rely on each other for their success.

➢ Consumers have to make a brand selection from various possibilities. This means that marketers must therefore identify and understand the target market and position the tourism brand in such a way that it is appealing.

➢ Marketers need to gather enough information about competitors to anticipate competitive response in order to protect their brand.

➢ The continued scanning of the marketing environment is vital in identifying future opportunities and threats. This can be done by conducting a SWOT analysis.

According to Tobak (2011:1), there are many myths and misgivings about branding in the world. This often confuses people who seek the true meaning and essence of branding. Some of the myths are explained in the next section.

3.4.5 Myths about branding

Myth 1: The modern concept of a brand is difficult to describe. A product is a physical entity made in a factory, while a brand is a psychological entity made in the mind of consumers. A brand is a mixture of tangible and intangible attributes symbolised by a trademark and has a powerful influence on consumers if managed carefully.

Myth 2: The concept of a brand is relatively recent. Thinking of brands like Coca-Cola that dates back from 1885, and both Lion Lager and Castle are over 100 years old as well as resort brands like Forever and ATKV, it is easy to recognise how many top brands of half a century ago remain today's brand leaders.

Myth 3: Brands are the exclusive domain of products and services in the mature phase. Today just about anything has the potential to be branded but the main activity currently is to brand companies and develop corporate brands.

Myth 4: Scientific analysis of brands is still in its infancy. Only the true picture of a brand can be seen best by analysing past marketing, financial and legal standpoints related to that brand or destination.

Myth 5: Brands represent a small fraction of a company's assets. This was certainly true in the past but over the best part of a decade in the eighties this all changed to the point that is estimated that around 60-70% of the London Stock Exchange is goodwill and that a very high portion of this percentage is brand value.

Myth 6: Brands have life-cycles. In practical terms most brands need to have no life-cycle at all but to survive, brands have to be nurtured and invested in.

Myth 7: Brand valuation cannot be included in the balance sheet. Not in South Africa perhaps; but over a decade ago in the United Kingdom this was already happening. In 1984 Rupert Murdoch used the valuation of acquired brands in the News Group annual report.

Myth 8: Brand valuation is only for balance sheet purposes. Balance sheet valuation is just one of many reasons to value brands. For investor purposes alone the idea of the

value of the individual brands that are owned by a group can give an indication of the rating that group should enjoy.

Myth 9: The accounting world knows how to value brands. When it comes to intangible elements such as brands there is great unease and considerable diversity of opinions as accountants are best at valuing tangible elements.

Myth 10: The more you invest in a brand the more valuable it becomes. Sadly there is no connection between investment and resulting value. Methods of valuing brands that are income-based include Royal-relief and Discounted cash flow methods.

Because of these myths, marketers need to work around these aspects and find alternative and innovative ways to beat competitors. The next section indicates how powerful brands can help to defeat competitors.

3.4.6 Powerful tourism brands can beat competitors

According to Cheverton (2006:34) and Sherrington (2006:68), tourism product owners and consumers interpret brands in different ways and, consequently, different emphases are placed on the resources they use to support their brands. Jordaan and Prinsloo (2001:76) as well as Van Gelder (2003:30) indicate that powerful tourism brands are all about customer satisfaction. If the tourism product delivered succeeds in satisfying consumers' needs, they will return! The researchers further indicate that, in order for a tourism brand to be powerful, that brand must firstly be seen as a strategic device and secondly the brand's competitive advantage must be sustainable. These are discussed next.

3.4.6.1 A tourism brand as a strategic device

According to Kapferer (2008:19) and Lozito (2005:2), some tourism product owners believe that brands are primarily differentiating devices and as such they put much emphasis on finding a prominent name while other product owners view brands as being functional devices and therefore emphasise excellence of performance in their

marketing programmes. Hollis (2008:8) and Jordaan and Prinsloo (2001:92) further assert that really successful tourism product owners regard their brands as strategic devices and therefore adopt a holistic brand perspective. This holistic perspective involves the identification and analysis of forces that can influence the value of the brand, identifying the brand's unique advantages and defending this position against competitors.

The strategist subscribing to this holistic view of branding recognises that the key to success lies in finding a competitive advantage that other companies find difficult to copy (Kapferer, 2008:19). Some suggestions on how to achieve a competitive advantage are therefore given.

3.4.6.2 Sustaining a tourism brands' competitive advantage

The challenge facing a marketer, according to Lindstorm (2005:46), is how to sustain a tourism brand's competitive advantage. This is a particularly difficult problem within the services sector since competitive responses can appear very quickly. According to Hollis (2008:145), Lindstorm (2005:98) and Davis (2005:164), the key lies in managing the tourism brand in such a way that the competitive advantages are retained. The researchers further identified the following management aspects:

➢ The management of a tourism brand is an activity which is of fundamental importance to the tourism product's survival and prosperity. The marketing department is often responsible for managing the tourism brand and its competitive advantage. What is important to remember is that top management must also be part of this owing to the fact that the brand influences the tourism product's reputation and that reputation is the responsibility of top management.

➢ The importance of continuity is the second reason why top management must be strongly involved in the management of a tourism brand. The researchers indicate that CEOs on average stay twice as long as marketers and therefore their involvement is a good insurance to ensure consistency.

> All parts of the tourism product have the responsibility to guard, promote and build the brand. To do this, everyone must be aware and understand the core position of the tourism brand. This is known as internal marketing. In the tourism industry that is associated with services rendered, this internal marketing is as important as external marketing.

> Lastly the researchers indicate that monitoring systems must be put in place to assist the management of the tourism brand. It is essential that each tourism brand has its own set of key brand indicators and that monitoring the brand must concentrate on these indicators.

From the above it can be concluded that the following can help a tourism brand to beat other competitors:

> Identify and analyse the forces that can influence the value of the tourism brand.
> Identify the brand's unique advantages and defend these against competitors.
> Top management is fundamentally important to a tourism brand's survival and prosperity.
> All parts of an organisation have the responsibility to guard, promote and build the tourism brand. This is known as internal marketing.
> Monitoring systems must be put in place to assist in the management of the brand.

According to Saxena (2007:278), positioning is the act of communicating products available in such a way that the product occupies a distinct and valued place in the customer's mind. Ways to position a brand are therefore discussed in the next section.

3.4.7 Ways to position a tourism brand

Saxena (2007:278) as well as Tybout and Calkins (2005:11-26) claim that positioning is not what is done to the tourism product, but what is done to the mind of the consumer.

The researcher identifies the following ways that can be used to position a tourism brand:

3.4.7.1 Use of situations

A tourism brand can be positioned by using daily situations familiar to consumers. Within these familiar situations the use of the brand and its possible advantages are shown in comparison to other brands. Garden Court Hotels have been using a bachelor's morning wakeup routine to advertise their hotels' "homelike feeling". The campaign shows the bachelor waking up and walking around in his underwear following his normal homelike routines. Only when finally sitting down at the breakfast table he realises that he is in the hotel surrounded by strangers looking at him.

3.4.7.2 Emphasising tangible benefits

Based on the tangible benefits of the tourism brand, such as specific features, price and distribution, a brand can also be positioned. This type of positioning does not provide a long-term sustainable advantage as competitors can easily adapt. Airlines such as Mango and Kulula are in a constant battle over advertising their airline as having the cheapest domestic flights in South Africa.

3.4.7.3 Linking the brand to uses

The third approach to position a tourism brand is to identify the possible uses of the brand; emphasis is more on what the brand can be used for. A tourism brand such as SANParks is linked to conservation of various species including the much talked about rhino conservation. By staying at any of the twenty-one national parks throughout South Africa the consumer has the option to donate money when checking in. This donation is then used by SANParks to help protect the ever decreasing rhino population.

3.4.7.4 Head-on competitive positioning

This positioning approach places the tourism brand directly next to the leader in the market and tries to uproot it on a specific tangible variable. The airline Emirates

compares its leg-room space onboard with other well-known airlines as being the best in the class.

3.4.7.5 Lifestyle positioning

A tourism brand can be positioned as a lifestyle concept and can be either contemporary or futuristic. A popular dimension of this positioning type is aspirations. Luxury game lodges such as Sabi Sabi advertise themselves as being the playground of the rich and famous. In the case of Sabi Sabi, it emphasises the fact that Richard Branson has built himself a holiday home within the reserve.

3.4.7.6 Benefits offered

Lastly, a tourism brand can be positioned by highlighting the benefits that the customer gets by using the brand. The Victoria & Alfred Waterfront in Cape Town highlights the fact that internationally known hotels, world leading restaurants and excellent shopping are conveniently located within walking distance from one another. This is linked to the fact that the world-known Table Mountain is visible in the background.

From the above it can be concluded that a tourism product owner can use one or a combination of the six aspects above to position the tourism brand in the consumer's mind. Davis (2010:148) adds to this by indicating that positioning goes hand in hand with distinction. The components of brand distinction are therefore discussed next.

3.4.8 Components of brand distinction

Brand building is the responsibility of the entire organisation, not just of the marketing department. As such, distinction guides the company's overall direction (Davis, 2010:148; De Mooij, 2005:18).

Heritage	Context
Goals	Positioning
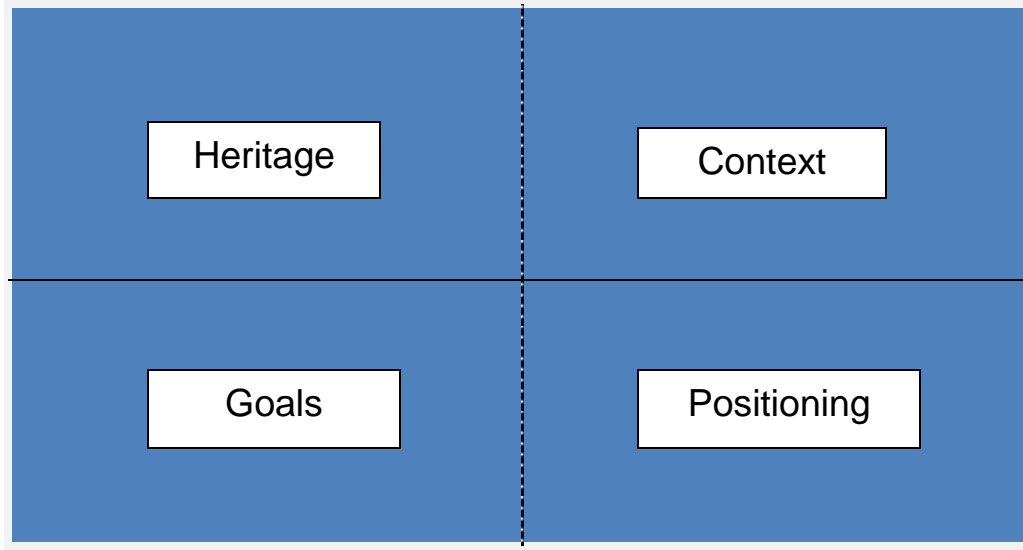
Figure 3.2:   Components of distinction
Source: Davis (2010:149)

Figure 3.2 indicates that distinction of a tourism brand can be based on the following four components:

3.4.8.1 Heritage

Knowing the tourism brand's heritage will guide brand planners to make choices that are more likely to gain internal support. This means that customers can anticipate and expect the tourism product to operate in a certain way and this may ultimately lead to market growth. The subcomponents of heritage are known as core competencies, uniqueness and precedents. A resort group such as ATKV and Forever Resort are known for their history in being family oriented. Consumers can therefore expect any future changes to still focus on the family market.

3.4.8.2 Context

The task of developing brand distinction needs to be done with the management of a tourism product knowing and understanding the market conditions the brand operates and competes in. Brand planning must therefore take into account the overall market situation in which the tourism brand operates. The recession of 2008 had a major effect on consumers' spending patterns in the years to come. This greatly influenced consumers on what and how much they spend their limited budgets on. The ripple effects were also felt within the tourism industry and management had to find ways to adapt in order to survive.

3.4.8.3 Goals

Building a reputable brand as a tourism product goal may be a useful philosophical start, but requires far more detailed coordination and planning. Building a tourism brand involves a wide range of marketing activities and setting long-, medium and short-term goals. Forever Resorts celebrated their 80th birthday in 2014. Throughout the 80 years they had to set long-, medium and short-term brand goals to first introduce, later grow and much later maintain their brand in an ever-changing global market.

3.4.8.4 Positioning (cf. 3.4.7)

For a tourism brand to be successful, positioning must reflect an understanding of the target market, provide a frame of reference and articulate the customer value perception. Value can be created by a clear brand identity and position in the following ways:

> ➢ it provides meaning and focus for the tourism product
> ➢ it guides and enhances the brand strategy
> ➢ it provides future extension options
> ➢ it improves brand memorability
> ➢ it provides a value proposition

From the above it can be concluded that positioning goes hand in hand with distinction and that, in order to distinguish a tourism brand from other competing brands, the following can be done:

> Knowing a brand's heritage will guide brand planners to make choices that are more likely to gain internal support.
> Brand planning must take into account the overall market situation in which the brand operates. It also involves a wide range of marketing activities as well as setting long-, medium and short-term goals.
> Brand positioning (cf. 3.4.7) must reflect an understanding of the target market, provide a frame of reference and articulate the customer value perception.

According to Davis (2010:197) and McEwen (2005:49), building a brand culture involves identifying the right people and creating organisational mechanisms to promote strong individual behaviours and team-based capabilities that support the overall values and reputation of the brand. In order to build a brand culture, the brand must be completely understood internally. The five E's of internal branding are discussed next.

3.4.9 Five E's of internal branding

A brand must be brought to life for employees, making the company more than just a place to work and earn a living. Employees must believe that the work they are doing is worthwhile and they must be able to see the connection between their work and the brand results (Davis, 2010:197). Figure 3.3 show the five E's of internal branding.

Exemplify

Educate

Internal branding

Engage

Exchange

Excite
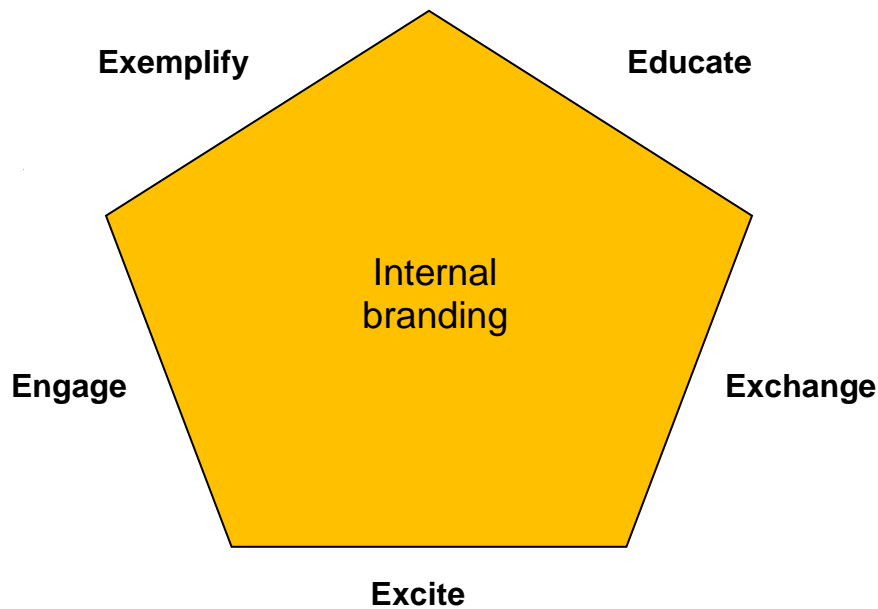
Figure 3.3:   Five E's of internal branding
Source: Davis (2010:197)

According to Figure 3.3 internal branding consists of the following five E's:

3.4.9.1 Educate

The first step of internal branding is similar to the launch of a new product, namely to create awareness. With employees, part of awareness building involves educating them about a product. The tourism product owner therefore needs to educate the employees about the brand or new brand initiative to gain their acceptance.

3.4.9.2 Exchange

While the education stage sets the basis for understanding, exchange involves inviting employees to share their ideas with management. This is important as employees are able to transition from the education phase to the early participation phase where they can begin to shape and influence the internal branding. While destiny helps employees to understand the tourism product's cause, internal branding helps employees even

more by reminding them how they fit in and how they contribute. This helps to furnish meaning to their work.

3.4.9.3 Excite

Tourism products that market internally win over employees who, in return, attract customers. An absence of marketing, no matter how good, will kill a product. This is also true for internal branding. The secret to internal branding is to be visible and interesting, otherwise no one will know what to expect; let alone care about the tourism brand.

3.4.9.4 Engage

Engagement involves employees in directly working on projects in support of the internal branding. Contributions made to new products, new processes and appointing new employees all form part of engagement and contribute to reinforcing a tourism brand.

3.4.9.5 Exemplify

After the thinking (education and exchange) and doing (excite and engage), the living follows. This is demonstrated by all employees committed and understanding the special place they work for and is characterised by improvements in quality, generation of new ideas, co-worker enthusiasm, customer appreciation and market / social recognition.

From the above it can be concluded that building a tourism brand culture also involves internal branding. This means that the tourism brand must be vitalised for employees by doing the following:

- The tourism product owner needs to educate the employees about the brand or new brand initiative to gain their acceptance.
- Exchange involves inviting employees to share their ideas with management.

- The secret to internal branding is to be visible and interesting, otherwise no one will know what to expect; much less, care about the tourism brand.
- Contributions made to new products, new processes and appointing new employees all form part of engagement and contribute to reinforcing a brand.
- If these four aspects have been achieved it will lead to employees' commitment and understanding and is characterised by improvements in quality, generation of new ideas, co-worker enthusiasm, customer appreciation and market / social recognition.

Brands have the unique ability to influence the way people view products (Tybout & Calkins, 2005:2). Consumers perceive the product together with the brand and their perception is consequently ultimately shaped by the brand. This can be explained with reference to the brand prism.

3.4.10 Brand prism

Tybout and Calkins (2005:2) declare that perceptions matter most – how consumers perceive the tourism brand matters far more than the absolute truth. The actual features and attributes of the product and the brand itself help to shape the way consumers regard a branded product. Brands therefore function like prisms, as shown in Figure 3.4, and can either elevate or diminish the tourism product (Kapferer, 2008:42).
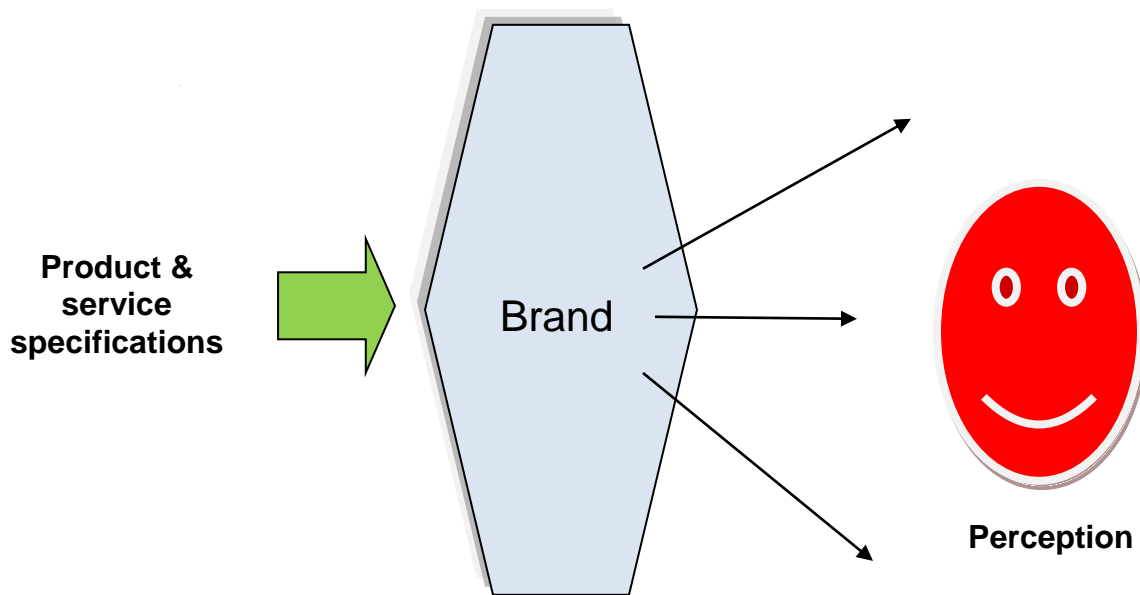
Figure 3.4:   Brand prism
Source: Tybout and Calkins (2005:3)

From Figure 3.4 it can be seen that the brand is the link between the tourism product and consumer. The brand therefore needs to be a true reflection of the tourism product it represents. Because of the intangible nature of tourism products (cf. 2.4.1), the brand is the only tangible aspect the consumer can relate to (cf. 3.5.3). Creating, naming and developing a brand are therefore discussed in more detail in section 3.6 of this chapter.

Most tourism products include a minor or major service aspect. The next section therefore deals with the importance and challenges associated with service brands.

3.5   SERVICE BRANDS

A service, according to Kapferer (2008:103), Palmer (2005:12), Zethami and Bitner (2003:8), Lovelock (2001:4) and Jordaan and Prinsloo (2001:35), is anything offered within the destination to consumers based on their needs and may be tangible or

intangible. The various services offered may differ in degree of tangibility and employees highly influence the delivery of these services. Therefore the importance of services is discussed next.

3.5.1 The importance of services

According to Price, Arnould and Zinkhan (2009:1), the service sector has become a dominant force in the economy of many tourism-related countries and in return created many new jobs. Price, Arnould and Zinkhan (2009:2) further add that the service sector has not only contributed to economic growth but is also challenging the traditional approach of doing business by creating innovative service solutions. One such a solution is known as service blueprinting. This method involves information on flow, stock, cost and bottlenecks within the delivery process (Jordaan & Prinsloo, 2001:202). Price *et al.* (2009:3) add that innovative entrepreneurs have set new standards of service quality where other competitors failed to satisfy today's demanding consumers.

The success of service organisations has been stimulated by dramatic global trends which, in turn, have created sustainable competitive advantages (Tybout & Calkins, 2005:186). They add that computerisation and technical innovation, especially in telecommunications, have enabled tourism products to establish service brands by radically innovating the way they do business with their target consumers.

Tybout and Calkins (2005:188) finally mention that the use of franchising agreements and the worldwide trend to remove trade barriers have allowed many tourism-related services to profit from increased globalisation of their operations. The researchers indicate that service providers such as airlines, hotel chains and car rental firms are able to deliver their services internationally through distribution systems owned by local investors. Tourism product owners who decide to go global with their brand, should be aware of possible cultural differences, for neglecting cultural issues can have disastrous consequences even for strong and popular brands (Kapferer, 2008:103).

From the above it can be concluded that the service sector has become a dominant force in the economy of many tourism-related countries and in return created many new jobs. Computerisation and technical innovation enables tourism product owners to do business directly with their target consumers. Lastly, franchising agreements have allowed many service businesses to profit from increased globalisation.

On understanding the importance of service brands, the next important aspect is to identify the unique challenges associated with service brands.

3.5.2 The challenges of services brands

According to Kotler *et al.* (2006:132-135), consumers have become comfortable with switching back and forth between well-known tourism brands and because of this has increased the significance and the need for branding. Adding the intangibility of a tourism-related service even further increases the need for branding.

Kotler *et al.* (2006:133) add that the key to a true tourism brand is consistency but in the case of a tourism-related service this may be a problem. This is due to the fact that it is not easy to specify the delivery of the tourism-related service although the core tourism product is easy to describe. This means that no matter what the tourism brand is, the delivery process needs to stay the same.

Being an integral part of the tourism offering and reflecting the values that the target market is looking for, give the tourism brand a true meaning. According to Kotler *et al.* (2006:132-135), the tourism brand can help to develop the real value of a service through:

> ➢ Clearly indicating the service that is offered.
> ➢ Protecting the service from competitors by becoming a legal trademark.
> ➢ Certifying quality or consistency to the consumer before buying and also assisting the choice of purchase.

> ➢ Creating a character of the service which consumers can identify the service with.

From the above it can be concluded that consumers have become comfortable with switching back and forth between well-known tourism brands and owing to this, has increased the importance and the need for branding. A true tourism brand is consistent, but in the case of a tourism-related service it can create a problem owing to the fact that it is delivered by human beings. Lastly, Kotler *et al.* (2006:132-135) indicate four ways a tourism brand can help to develop real value.

One of the most problematic aspects associated with tourism brands is its intangible nature. Palmer (2005:9-15) therefore explains how to make an intangible product tangible. This is discussed in the next section.

3.5.3 Branding to make tangible the intangible

Palmer (2005:9) states that in an attempt to overcome this intangibility problem, marketers are emphasising the tourism brand in an effort to make the tourism product more tangible to consumers. According to Kapferer (2008:109) and Palmer (2005:10), tourism brands pose the risk of being perceived as commodities owing to their intangible nature. The researchers identified the following aspects that can help a tourism product overcome this problem:

> ➢ It is essential that the tourism brand must have a clear set of values to help create positive perceptions among consumers. A car rental company like Avis, for example, focuses on customer care.

> ➢ By using as many physical elements as possible that can be associated with the tourism brand, such as staff uniforms, office décor, and the type of music played to consumers waiting on the telephone, are some of the effective ways to make a tourism brand tangible.

- Effective differentiation can be achieved through package designs. In the case of an intangible tourism brand, tangibility and differentiation can be achieved by what the confirmation document / ticket looks like. The use of colour and the tourism product logo clearly displayed on the confirmation document helps to differentiate and tangibilise the tourism

From the above it can be concluded that tourism marketers are increasingly emphasising the brand in an effort to make a tourism product more tangible to consumers. The use of a clear set of brand values, the use of physical elements, such as staff uniforms, and achieving distinction by means of package design are some of the effective ways to make a tourism brand more tangible.

The above discussion indicates that it is possible to create a brand for an intangible tourism product. In order to develop winning brands in a competitive environment it is important to understand how brands are created.

3.6   CREATING TOURISM BRANDS

3.6.1 Steps to create a new brand

According to Van Auken (2005:43-53) and Jobber (2001:231), a new brand can be created by augmenting the core product. This is done by distinguishing the brand values of that product from those of competitors (Figure 3.5).
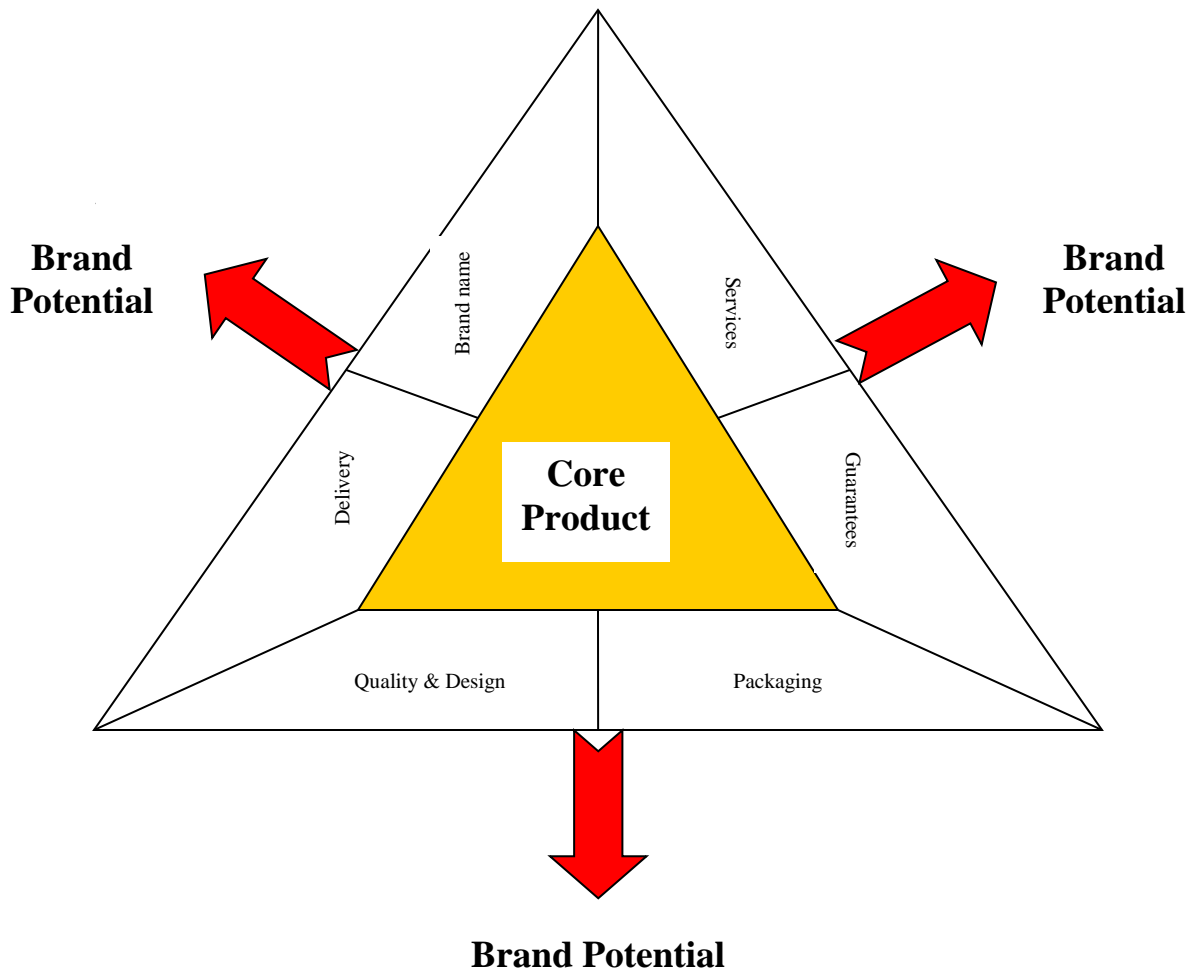
Figure 3.5:   Creating a Brand
Source: Jobber (2001:232)

To understand the brand value of a tourism product, it is important to note the difference between features and benefits. Jobber (2001:231) states that a feature is an aspect of the tourism brand that may or may not present a benefit to the consumer. Factors such as the brand name, delivery process followed, services offered, guarantees linked to the product, packaging used and quality or design changes are implemented to develop a new tourism brand. This new tourism brand might have different features and benefits from those of competitors which may better suit the needs of targeted consumers.

According to Duncan (2005:75), building a successful tourism brand requires strategic planning and a major financial investment. Hollis (2008:35-37), Duncan (2005:75-82) and Davis (2005:206-210) indicate that the following three steps can lead to successful brand creation:

Step 1: Selecting the desired brand position

Brand position is the standing of the tourism brand in comparison with its competitors in the minds of customers. Section 3.4.7 of this chapter already indicated positioning strategies that can be followed during this step.

Step 2: Developing brand identification

The brand name and symbol chosen to represent the brand must work as identification cues. A good brand name communicates one or more of the following characteristics:

- Benefit

- Association

- Distinctiveness

- Simplicity

A brand symbol/ logo can greatly increase a brand's recognition and a distinctive symbol/ logo is often used to indicate a product's source of ownership.

Step 3: Creating a brand image

Giving the tourism brand an identity and position is not enough to make the brand come alive and connect with consumers. A brand image is an impression created by brand messages and experiences, and assimilated into a perception or impression of the brand. The brand image makes a statement about the brand's personality.

From the above it can be concluded that a tourism brand can be created by firstly selecting the desired brand position, secondly by developing a brand name and symbol

and lastly by creating a brand image. Step 2 of the process above indicates that a brand's identification is partly created through the name of the brand. The next section therefore discusses the process involved in naming a tourism brand.

3.6.2 Naming a brand

Brand naming involves a relatively straightforward process according to Shimp (2007:193-194) and Lindstorm (2005:145-160). This process is illustrated by Figure 3.6.
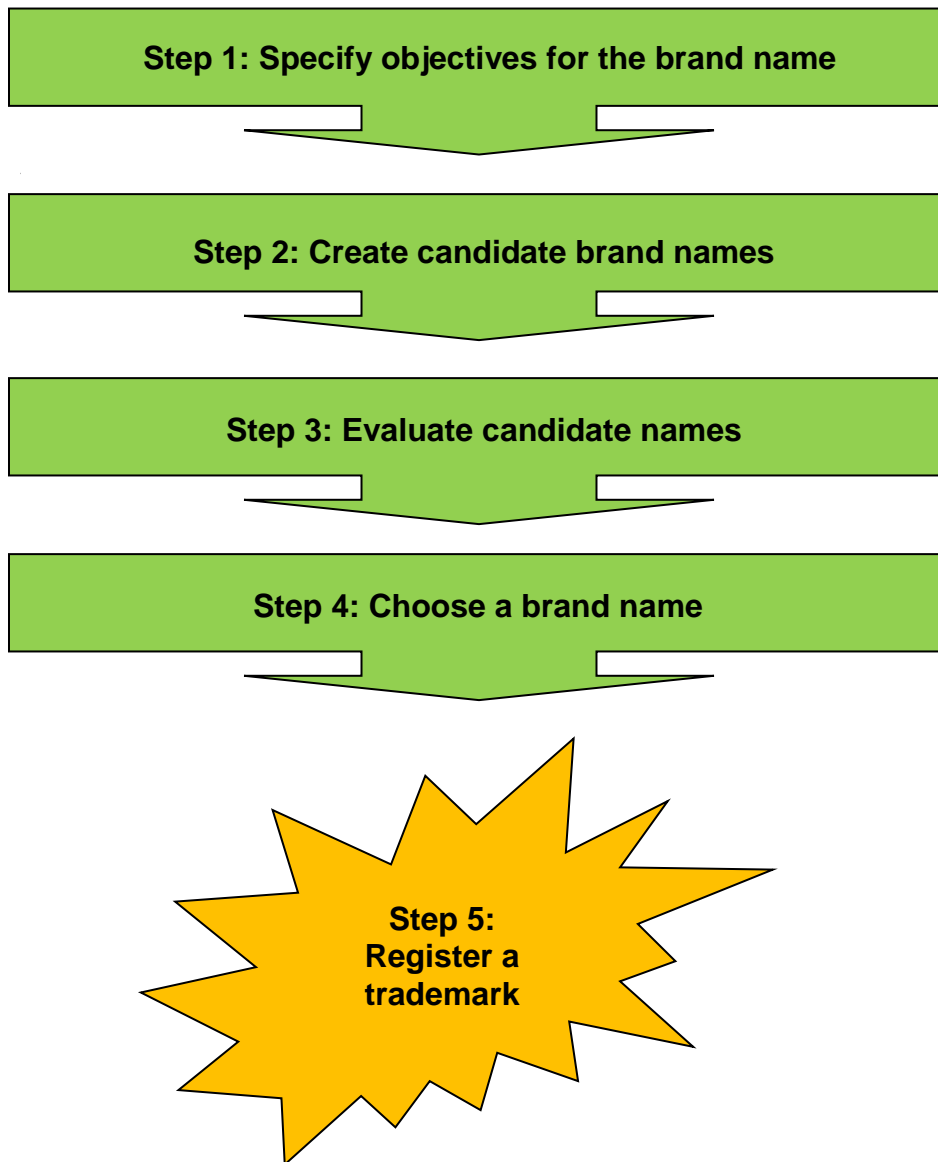
Figure 3.6:   Brand naming process
Source: Shimp (2007:194)

The naming of a tourism brand, as shown in Figure 3.6, involves the following five steps:

Step 1: Specify objectives for the brand name

The initial step is to identify the objectives to be accomplished. These objectives may be to select a name that will successfully position the brand in the minds of the target market (cf. 3.4.7), provide an appropriate image for the brand (cf. 3.4.10) or to distinguish the brand from competitors (cf. 3.4.6).

Step 2: Create candidate brand names

Brand name candidates are often selected using creative thinking exercises or brainstorm sessions. A good brand name communicates one or more of the following characteristics: benefit, association, distinctiveness and simplicity. The service of a third-party or outside consultant may also be used.

Step 3: Evaluate candidate names

The names generated in step 2 are evaluated during this step by using criteria such as relevance to product category, favourability of associations and overall appeal.

Step 4: Choose a brand name

The criteria from steps 1 and 3 are used to select a final name from the candidate list.

Step 5: Register a trademark

Most companies apply for trademark registration. Some submit only a single name whereas others submit five names on average. These names are compared against a database to eliminate duplication. This also applies to the tourism industry.

From the above it can be concluded that the naming of a brand firstly involves specifying objectives for the brand name, secondly creating possible brand names, thirdly evaluating those possible names, fourthly choosing one of the brand names and lastly registering the name as a trademark.

According to Trump (2007:1), a brand is the single most valuable asset to a tourism product and indicates what that product stands for to the rest of the world. Aspects to consider during brand development are summarised in the next section.

3.6.4 Aspects to consider during the development of a tourism brand

Gregory (2004:59-200) and Trump (2007:3) both identify various aspects to consider when developing a tourism brand. A combination of these aspects includes the following:

3.6.3.1 Establish a clear brand position (cf. 3.4.7)

This is a statement that communicates in a clear and unmistakable way what the brand stands for and what it offers. This can be achieved by focusing on only one or two benefits of the brand and by avoiding vagueness on what the brand offers to the potential consumer. Resorts like Forever and ATKV, for example, tend to focus on the family fun aspect.

3.6.3.2 Build a brand on an emotional benefit

There are two reasons why a tourism product owner must build his or her brand on emotional benefits: It is hard to copy emotional benefits and people's behaviour is more affected by emotional benefits. These emotional benefits are hard to build and pose a great challenge for any tourism product. What must be remembered is that a brand is a promise and must therefore deliver what was promised to consumers in order to build trust in the brand.

3.6.3.3 Build a brand as early as possible

The position that the tourism brand wants to fulfil might be lost to another competitor if the brand is not built as soon as possible. There are two issues to remember: firstly, that the brand must be ready from the outset as consumers create images of the brand almost immediately and secondly, that competitors are fast followers that may steal loyal consumers if the brand is not established early.

3.6.3.4 Be consistent over time and across markets

Consistency over time and across markets develops brand associations. This means that the brand must move in the same direction as consumers even if there are challenges to overcome. Tourism product owners can use market research to assist them in indentifying possible changes within the target market. As discussed in section 3.5 of this chapter, a tourism product involves a service aspect and its delivery is rendered by human beings. This may lead to inconsistency. Some suggestions were also indicated on how to improve consistency.

3.6.3.5 Make sure that employees know the brand position

The content of the tourism brand must be repeatedly communicated in order for consumers to remember the brand. This can be done by using employees, business cards, ambience, signage, stationery, bulletin boards and even brochures.

3.6.3.6 Make sure all products and services are embodied in the brand

It is important to remember that the tourism brand will have no credibility and will soon fail if the brand does not embody the products and services it represents. Section 3.6 as well as 3.4.10 of the chapter also highlights this aspect.

3.6.3.7 Make sure all customers know the brand's position

It would be useless if consumers did not know the tourism brand and what it offers. This can be achieved by reminding consumers constantly what the tourism brand includes and represents and should extend across all aspects of any external communications. The use of social media such as Twitter and Facebook is becoming increasingly popular and gives the tourism product owner the opportunity to interact directly and in real-time with the target market.

3.6.3.8 Do not dilute the brand

This means that the tourism brand should not keep on extending and adding to the core brand. Never extend the brand to other products if the consumers do not want to or, even worse, if the consumers are not the same.

3.6.3.9 Always monitor the brand

This simply means asking consumers regularly what they think of the tourism brand. Ways to obtain this feedback include hot-cold testing, consumer surveys and focus groups. The goal of this study is also to provide tourism product owners with an instrument that can give them valuable feedback.

3.6.3.10 Protect the brand as the most valuable asset

This can be done by doing all nine aspects mentioned above.

Ten aspects to consider during brand development were highlighted above. According to Davis (2005:129), consumer trends can help guide the direction of a brand. Knowing what aspects to consider during brand development may not be enough, as current trends may also influence brand development. These are discussed in the next section.

3.6.4 Current trends in branding

Knowledge of trends can be applied to generate ideas or campaigns, or be fed into a longer-term brand strategy (Davis, 2005:130). The researcher further indicates that trends do not work in isolation and that brand trends often respond to social issues. The following trends were identified by Davis (2005:130-148) as well as by Page and Connell (2009:182-200):

3.6.4.1 Individual targeting

Brands used to target whole sections of populations but now target individuals; those who can think for themselves. Various elements have led to the rise of this individual targeting. More buying power has broken down previous barriers where high-end

tourism products and services were limited to the elite. Consumers have turned to smaller more innovative tourism brands as an alternative to global tourism brands. Greater individual wealth, awareness of trends, accessibility and choice have made consumers more confident in expressing themselves as individuals.

3.6.4.2 Simplicity

Simplicity sticks. A simple idea behind a creative output is much easier to grasp than a collection of complex ideas. Consumers are surrounded by so much noise and brand clutter (advertising messages, bill boards and Internet sites) and they have shorter attention spans and less time. Only clear, simple messages are likely to stick.

3.6.4.3 Less branding

Some tourism brands are so recognised by their design, products or tone of voice, they do not need to promote themselves through a logo. If the name is not known and the campaign or reputation of the tourism brand is sound, consumers will investigate the brand themselves. As a consequence, branding is now becoming more subtle and clever. This subtlety is a way of standing out by doing things differently. If the execution is clever it will make people talk. The tactic is like a viral campaign, travelling by word-of-mouth and recommendation rather than being forced on people.

3.6.4.4 More fun

Tourism brands that provide enjoyment stand out from among the others. It is a differentiator and a way to get noticed. Brands take the dullness out of life.

3.6.4.5 Better service

For many tourism brands today, service is the key differentiator. This is due to the fact that it is often difficult to distinguish one product from another if they are sold at similar prices. Consumers prefer to deal with another person, particularly if something goes wrong; they want a human contact with whom to discuss their needs.

3.6.4.6 User-friendly technology

Technology can contribute to a great brand experience by making services run more smoothly, adding extra benefits to the customers and improving communication. As access to technology becomes easier and cheaper to the world, technology will become the facilitator for tourism brands, rather than a substitute for services.

3.6.4.7 Responsible brands

A tourism brand that behaves responsibly is able to boost its reputation, motivate staff and build a positive profile. Responsible branding demands more of the tourism product owner than donations. It concerns the behaviour of the brand as a whole. Tourism brands need to behave responsibly in their product sourcing, supply chain and staff behaviour towards consumers as well as conserving the environment.

3.6.4.8 Branding of countries

Countries have long been undertaking brand exercises to compete for tourist dollars. What is shifting is that many countries now see the need to create an identity for themselves in a global society.

3.6.4.9 Own brands

Own brands are those which introduce new product lines under their own label, outside their core business. The aim is often to extend the tourism brand by building on their existing and established brand name. The own brand also offers a one-stop shop for consumers – if they trust the brand, they buy all their goods under the same label.

From the above it can be concluded that the new trends in branding tend to focus on the individual, is moving in the direction of simplicity and lesser branding, tend to concentrate on fun and better service, make use of user-friendly technology, conduct business in a responsible manner such as conservation, introduce new extended brands under their own brand and lastly brand a country in order to compete for international consumers.

Consumers are the ones who choose and use brands. The next section will deal with aspects related to how consumers go about choosing a brand.

3.7 HOW CONSUMERS CHOOSE BRANDS

Marketers need to understand what motivates consumers to purchase tourism brands and they further need to know the process consumers go through when deciding to buy (George, 2008:131; Swarbrooke & Horner, 2007:23). Brand experiences, the influence of brand equity, the buying decision process and factors influencing brand selection are therefore discussed below.

3.7.1 Brand experiences

Experiences describe the complete range of associations, direct and indirect, a consumer has with a tourism brand, before during and after the purchase of a product (Davis, 2010:216). Often the product on its own is not as attractive as the product combined with the correct ambience.

3.7.2 The influence of brand equity on consumers

According to Kerin *et al.* (2004:245), brand equity is a concept that takes time to form and must be carefully crafted and nurtured. This is done by creating strong, favourable and unique associations and experiences with the brand by using marketing programmes. What consumers have heard, seen, felt and learned about the tourism brand over time forms the brand equity in their minds. Figure 3.7 indicates in four steps how brand equity is formed.

Step: 4
Relationships =
What about you?

Intense, active
loyalty

**Consumer-
brand
connection**

Step: 3 Response
= What about
you?

Positive,
accessible
reactions

**Consumer
judgments**

**Consumer
feelings**

Step:2
Meaning ?

Strong,
favorable and
unique brand
associations

**Brand
performance**

**Brand
imagery**

Step: 1
Identity =
Who are you?

Deep, broad
brand awareness

Brand importance
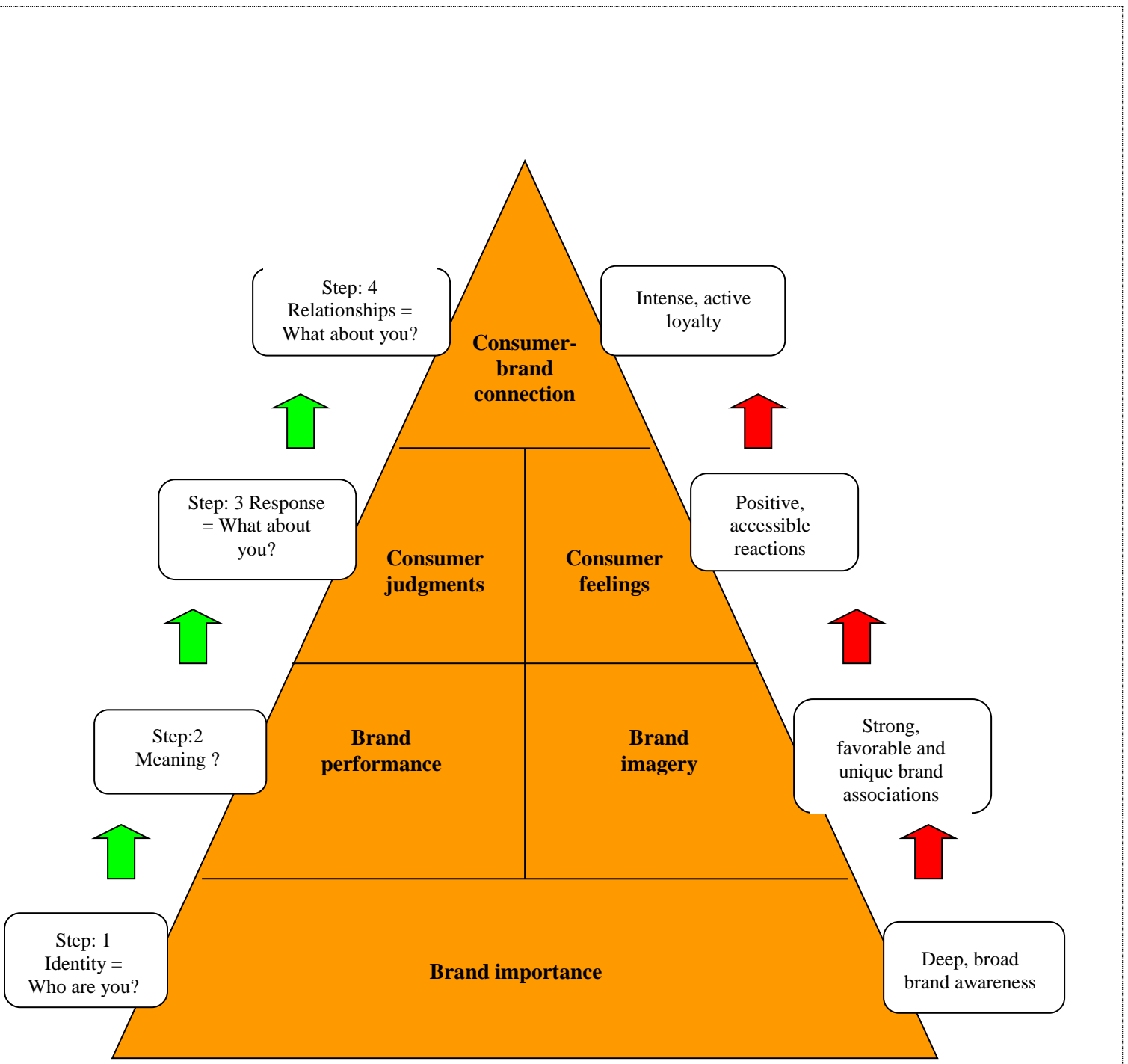
Figure 3.7:   Customer based brand equity pyramid
Source: Kerin _et al._ (2004:245)

The **first step**, according to Kerin _et al.,_ is to give the tourism brand an identity by developing a positive brand awareness and association in consumers' minds. This is done by using a product class or focusing on a need.

In the **second step** the tourism brand's meaning must be established in consumers' minds. Meaning arises from what a brand stands for and two dimensions may be used for this – a functional, performance-related dimension or an abstract, imagery-related dimension.

In the **third step** proper response to the brand identity and meaning from consumers must be developed. This is done by focusing on consumers and how they think and feel about the brand. Thinking focuses on a brand's perceived quality, credibility and superiority relative to other brands while feeling relates to consumers' emotional reaction.

An active, loyal relationship between consumers and the brand is the **final** and most difficult step. This is characterised by a deep psychological bond between consumers and the brand and consumers' personal identification with the brand. At this stage the brand is used by consumers to distinguish themselves from other consumers.

From the above it can be concluded that brand equity is formed by what consumers have heard, seen, felt and learned about the tourism brand over time. This involves a four-step process. Firstly, a tourism brand identity is developed by focusing on positive brand awareness and association by using, for example, marketing campaigns. Secondly, through these marketing campaigns meaning emerges from what the tourism brand represents. The third step involves marketers focusing on consumers and how they think and feel about the brand. Thinking focuses on a brand's perceived quality, credibility and superiority relative to other brands while feeling relates to consumers' emotional reaction. The fourth and final step is the most difficult and involves an active, loyal relationship between consumers and the tourism brand. This is characterised by a deep psychological bond between consumer and tourism brand. Loyalty reward programmes are often used by airlines, hotels and resorts to help create and maintain this psychological bond.

Knowing the influence of brand equity, the next important aspect that needs explanation is how the consumers decide on a specific tourism brand.

3.7.3 Brands and the buyer decision process

Many theories exist about the way consumers buy brands. Morrison (2010:123-125), Lee and Johnson (2005:109), Bowie & Buttle (2004:60-61), Blackwell, Miniard and Engel (2001:151-153) and Kotler *et al.* (2003:201) identify the following process:
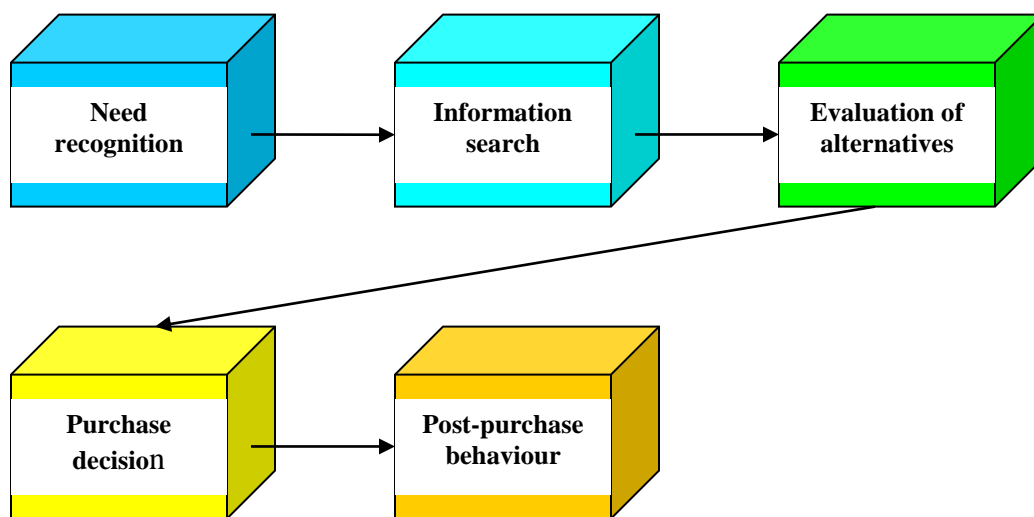
Figure 3.8:   Buyer decision process
Source: Bowie & Buttle (2004:60)

The researchers above explain the buyer decision process linked to branding as follows:

The decision process starts when the consumer becomes aware of a problem or need, therefore **recognising a need**.

An **information search** would start first in the tourist's own memory or mind and **evaluating** the available tourism brands will continue if the consumers feel confident that they have sufficient information already about the brands. Highly involved

consumers will start to learn how to interpret the information as they continue to obtain more information that would then help them to evaluate competing brands. Often external sources like brochures, magazine, website en even recommendations from others can be used in this evaluating process.

After evaluation, **purchase** of the tourism brand would take place. During post-purchase evaluation, **satisfaction** with the different aspects of the tourism brand will strengthen the consumer's positive beliefs and attitudes towards that tourism brand. The consumer would then be proud of his/ her purchase and praise the tourism brand's attributes to peer groups. The consumer would then look favourably at that tourism brand in any future purchase if a high level of satisfaction had been achieved.

From the above it can be concluded that all consumer purchases of any tourism-related brand goes through a five-step buyer decision process. This process starts when a consumer recognises a need, for example, to go away on a weekend break. The second step then involves the consumer searching for possibilities by firstly evaluating tourism brands he or she is familiar with and then externally by using brochures, magazines, websites and recommendations. A decision is then made and purchase and consumption take place. The last step involves the evaluation of the tourism brand after consumption. If satisfaction had been obtained, the consumer would then look favourably at that tourism brand in any future purchase.

Step four of the above process involves selection. According to Lee & Johnson (2005:222) brand selection is often influenced by the different phases in brand acquaintance and acceptance and is therefore discussed next.

3.7.4 Factors influencing brand selection

The different phases are shown in Figure 3.9.
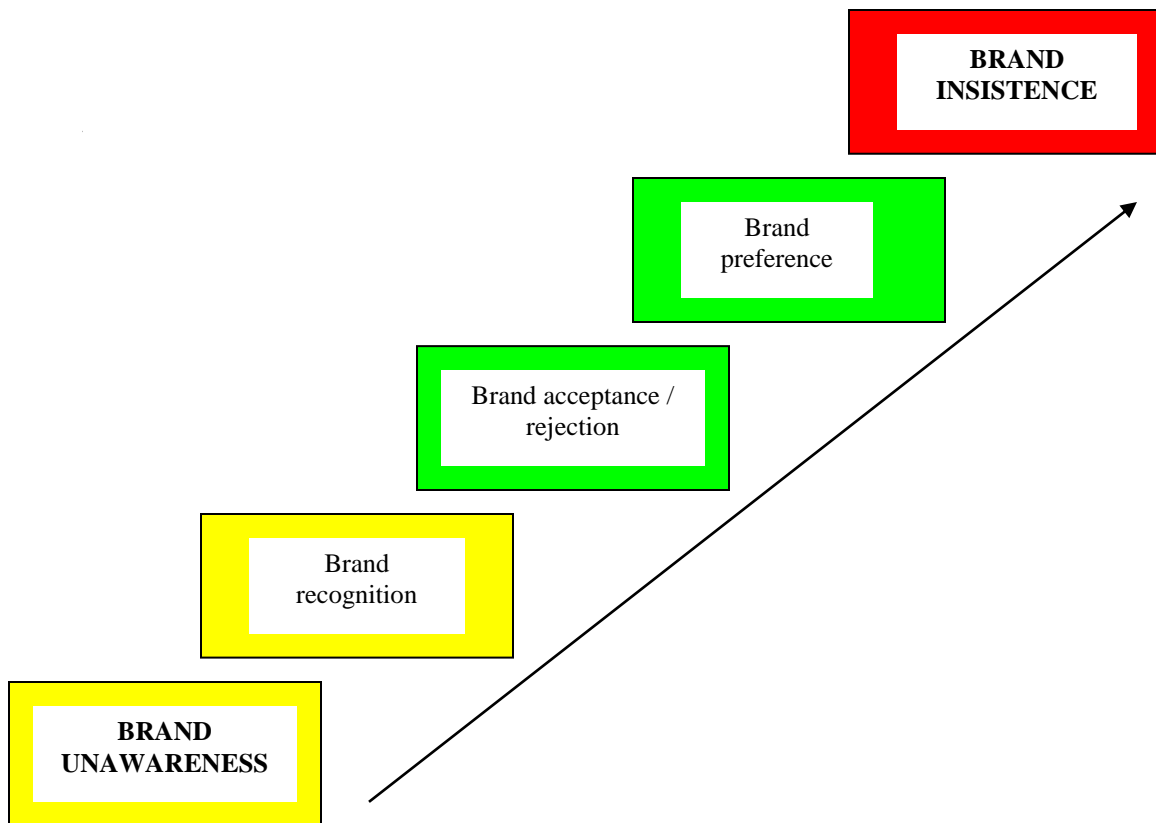
Figure 3.9:   Phases in brand acquaintance and acceptance
Sources: Lee & Johnson (2005:222) and Duncan (2005:6)

According to Duncan (2005:6), Van Auken (2005:203-206) and Lee & Johnson (2005:223), the five phases indicated above are characterised by the following:

➤ **Brand unawareness and insistence** represent the two extreme phases regarding a consumer's acquaintance and acceptance of a tourism brand.

➤ **Brand unawareness** indicates that the consumer views the specific tourism brand similar to other tourism products that provide similar services and therefore does not recognise the specific tourism brand.

> **Brand recognition** indicates the consumer has seen or heard of the tourism brand before, understands it and therefore remembers it.

> **Brand rejection** indicates that the tourism brand and what it offers are unacceptable to the consumer.

> **Brand acceptance** exists as soon as a specific tourism brand is accepted by the consumer from among similar tourism brands. The tourism brand then complies with at least the consumer's minimum expectations.

> Acceptance of the tourism brand is soon followed by **brand preference**. This is often based on past experiences and consumers will prefer this tourism brand to those of competitors.

> The final phase is **brand insistence** and is characterised by consumers refusing to use other tourism brands than the ones they know and prefer. These tourism brands are then known as speciality brands in the eyes of consumers.

From the above it can be concluded that in order for a tourism brand to reach the brand insistence phase, the consumer must first be made aware of the tourism brand. This is done through marketing. The next phase involves the consumer recognising the tourism brand among other similar tourism brands and remembering what the tourism brand represents. The tourism brand can then either be rejected or accepted if that tourism brand meets the consumers' minimum requirements. Through experiencing the tourism brand, the consumer starts to prefer the tourism brand to other competing brands if that experience is positive and satisfying (cf. 3.7.3). The final phase is brand insistence and is characterised by consumers refusing to use other tourism brands than the ones they know and prefer.

3.8   CONCLUSION

The purpose of this chapter was to conduct a literature review on the role of branding in tourism marketing. This was done by highlighting five aspects. Firstly, the term branding was explained according to various authors, followed by the importance of branding. Part three of the chapter explained some basic aspects of branding by focusing on aspects such as the different levels of a brand; functions of brands in consumer relationship building; advantages of branding within the tourism industry; aspects influencing brand potential; myths about branding; how powerful brands beat competitors; ways to position a brand; components of brand distinction; the five E's of branding; the brand prism and aspects related to service brands. These aspects included the importance of services; challenges of service branding and branding to make tangible the intangible. Part four of the chapter discussed how brands are created by explaining aspects of the brand naming process to consider during brand development and current trends in branding according to Davis. Part five of this chapter outlined how consumers choose brands by explaining how equity influences consumers; the buyer decisions process of brands and factors influencing brand selection.

Throughout this chapter various aspects of branding were discussed. In summarising this chapter there was one aspect that was touched on or highlighted by all: the fact that in order for a tourism brand to be successful, the consumer needs to be aware of the tourism brand, be able to use and experience the tourism brand; through usage and experience the consumer will either be satisfied or not and if satisfaction was reached a number of times that consumer will start to prefer and become loyal to that tourism brand. It therefore means that brand awareness, brand usage, brand experience, brand satisfaction and brand loyalty might play a vital role in the evaluation of a tourism brand. These aspects together with current measurement tools will be further investigated in the next chapter.

CHAPTER 4

A REVIEW OF CURRENT BRAND MEASUREMENT INSTRUMENTS

4.1   INTRODUCTION

Brand measurement is an important business activity which can be utilised to attract new customers; to share business value propositions; to impress with the results obtained; to drive action and improve sales; to identify how to break through the daily clutter; to destroy competition and to be able to better emboss the brand in someone's mind (Kaushik, 2012:1-7). "*When setting out to measure a brand, the starting point should always be a thorough survey of the current perception of the brand, from the point of view of current and potential customers*" (De Chernatony, 2006:303; Riesenbeck & Perry, 2007:40).

According to Riesenbeck and Perry (2007:51), there is hardly a product today that does not hope to profit from the growing value of its brand. De Chernatony and McDonald (2003:402) assert that for a brand to be considered by consumers as potentially useful the brand must have a presence, both physically in terms of availability and psychologically in terms of awareness. If these consumers find the promise inherent in the brand to be relevant to their particular needs, they are expected to progress to trying the brand for the first time and therefore forming a view about its performance. De Chernatony and McDonald (2003:402) further declare that consumers are led to a view about the brand's relative advantages by evaluating the brand's functional and emotional performance capabilities relative to competing brands. De Chernatony and McDonald (2003:402) lastly state that if these advantages about the brand are

particularly strong, they are likely to continue buying the brand and over time form a bonded relationship with that brand.

Given the importance of measuring the success of a brand as stated by these researchers, the goal of this chapter is therefore twofold. Firstly, to identify and analyse current models and tools used to measure brand effectiveness by means of an in-depth literature review. Secondly, to conduct a literature review to establish which brand elements should be included in the conceptual tourism brand measurement instrument.

4.2 BRAND EVALUATION METHODS

Brands are multidimensional entities and, according to De Chernatony (2006:303), Duncan (2005:700) and Tybout and Calkins (2005:244), any brand evaluation needs to assess a variety of parameters. According to the researchers, these parameters may come from using the relevant building blocks from the brand-building process or even internal and external criteria to the organisation. These parameters can provide insight into a brand's health (De Chernatony, 2006:303).

Table 4.1 summarises some of the previous tourism-related branding research by highlighting the evaluation methods used in each study.

Table 4.1: Previous tourism brand research studies

Author(s)	Study completed	Evaluation method used	What was evaluated?
Clarke (2000:329-344)	Tourism brands: an exploratory study of the brands box model	Chernatony and McWilliam's brands box model	The application of the brand box model's four-cell matrix on two dimensions of a brand
Yoo and Donthu (2001:1-14)	Developing and validating a multidimensional consumer-based brand equity scale	22 dimensions of brand equity	Evaluated dimensions of brand equity
Cai (2002:720-742)	Cooperative branding for rural destinations	Conceptual model for destination branding	Examined destination image through conceptual destination brand model
Gnoth (2002:262-179)	Leveraging export brands through a tourism destination brand	Theoretical model	Examined the development of a country as its tourism

			brand became international
Kim and Kim (2005:549-560)	The relationship between brand equity and firms' performance in luxury hotels and chain restaurants	Application of Aaker's perceptual brand equity components	Examined the underlying dimensions of brand equity and how they affect company performance
Yeoman, Durie, Beattie and Palmer (2005:134-147)	Capturing the essence of a brand from its history: the case of Scottish tourism marketing	Brand essence wheel	Examined how the history of Scottish tourism becomes a pattern for the future
Konecnik and Gartner (2006:400-421)	Customer-based brand equity for a destination	Exploring and evaluating brand equity using four dimensions: brand loyalty, brand awareness, brand image and perceived quality	Customer-based brand equity applied to a destination
Lee and Back (2007:331-344)	Attendee-based brand equity	Evaluating brand equity using four dimensions: brand loyalty, brand awareness, brand image and perceived quality	Investigated conference attendee behaviours from brand equity perspective
Murphy *et al.* (2007:5-14)	Using brand personality to differentiate regional tourism destinations	Application of Aaker's personality dimension	Examined the value of destination brand personality
Tasci, Gartner and Cavusgil (2007:1529-1540)	Measurement of destination brand bias using a quasi-experimental design	Quasi-experimental design	Measured three different spaces of destination image
Konecnik and Go (2008:177-189)	Tourism destination brand identity: the case of Slovenia	Theoretical framework to analyse tourism destination identity	Explored concept of destination brand identity from supply-side
Tores and Bijmolt (2008:628-640)	Assessing brand image through communalities and asymmetries in brand-to-attribute and attribute-to-brand associations	Assessing communalities and asymmetries between brand-to-attribute and attribute-to-brand associations	Assessed communalities and asymmetries between brand-to-attribute and attribute-to-brand associations
Boo, Busser and Baloglu (2009:219-231)	A model of customer-based brand equity and its application to multiple destinations	Customer-based brand equity model	Examined empirical information to develop a destination brand model
Marzano and Scott (2009:247-267)	Power in destination branding	Australia's Golden Coast branding process (forms of power)	Examined forms of social power evident in a destination branding process

According to Table 4.1, branding consists of various elements that make the development of standardised measuring instruments more difficult. The research by Tasci, Gartner & Cavusgil (2007:1529-1540) evaluated 22 image dimensions of a

modified Gensch's methodology. The thrust of Gensch's methodology measured three different perception spaces of a brand to distil possible biases held by current and potential users. Limitations to this study indicated that the sample population was relatively young as the study was conducted only among a student population. Furthermore, a movie clip was used as a substitute for firsthand experiences of the destination brand; thus the realism was influenced. Lastly, the study was only conducted on one destination brand.

The research by Murphy *et al.* (2007:5-14) also made use of a questionnaire consisting of three components. In the first component respondents were asked to describe their perception of the destination's brand by using only three words. In the second component respondents had to indicate on a 1 to 5 Likert scale their associations with the five brand dimensions and fifteen corresponding brand facets as identified by Aaker. The last component of the questionnaire explored the link between the destination brand and the self-image/ identity using Sirgy and Su's proposed measures of self-congruity. Limitations to this study indicated a low visitation to the destination and the fact that there was a strong indication that Aaker's traditional product brand personality model did not translate directly to a tourism destination brand.

Finally the research by Boo *et al.* (2009:219-231), Kim and Kim (2005:549-560), Konecnik and Gartner (2006:400-421), Lee and Back (2007:331-344) and Yoo and Donthu (2001:1-14) all examined the underlying dimensions of brand equity and how they affect an organisation's or destination's brand performance. In all of these studies the measurement of brand equity consisted of five dimensions, namely brand loyalty, brand awareness, brand recognition, perceived quality and brand image. Table 4.2 summarises these five dimensions.

Table 4.2: Summary of equity dimensions tested in previous studies

Equity dimension tested	What did the study include?	Type of questions used
Brand loyalty	Measured six items	Seven-point Likert scale
Brand awareness	Measured three items	Open-ended questions

Brand recognition	Respondent chose from a list	Open-ended question Multiple choice questions
Perceived quality	Focused on respondents' perceptions	Seven-point Likert scale
Brand image	Focused on items specific to the product category	Seven-point Likert scale

According to Table 4.2, the studies by Boo *et al.* (2009:219-231), Kim and Kim (2005:549-560), Konecnik and Gartner (2006:400-421), Lee and Back (2007:331-344) and Yoo and Donthu (2001:1-14) mostly employed six measurement items of brand loyalty on a seven-point Likert scale. Brand awareness that refers to "the strength of a brand presence in the respondent's minds", was evaluated based on three scale items, namely: top-of-mind brand, unaided brand recall and brand recognition. These were mostly evaluated by open-ended questions such as "Write down the name of the luxury hotel situated in Seoul that first comes to mind" or "List three other luxury hotels situated in Seoul that come to mind". Brand recognition was measured by asking respondents to choose brand names that they are familiar with from a list. The questions were mostly open-ended or multiple choice. Perceived quality was mostly measured by using a seven-point Likert scale and questions focused only on the respondent's perceptions rather than their expectations. Brand image included the development of scale items specific to the product category and all items were measured on a seven-point Likert scale. These researchers assumed that a high scale point of brand image indicated that the brand not only had a positive image to the respondent, but also exhibited a greater level of brand image strength in comparison with other brands.

It is thus clear that researchers do not use the same measures for measuring the success of a brand, the types of questions are not the same and the number of items differs among the various studies. Many different brand evaluation methods are currently available. Some commonly used methods that may be useful in the tourism product environment are discussed next.

4.2.1 Multidimensional evaluation

According to De Chernatony (2006:303-304), the following is a summary of the sequential stages in building a brand and also shows how brand evaluation fits into the process.
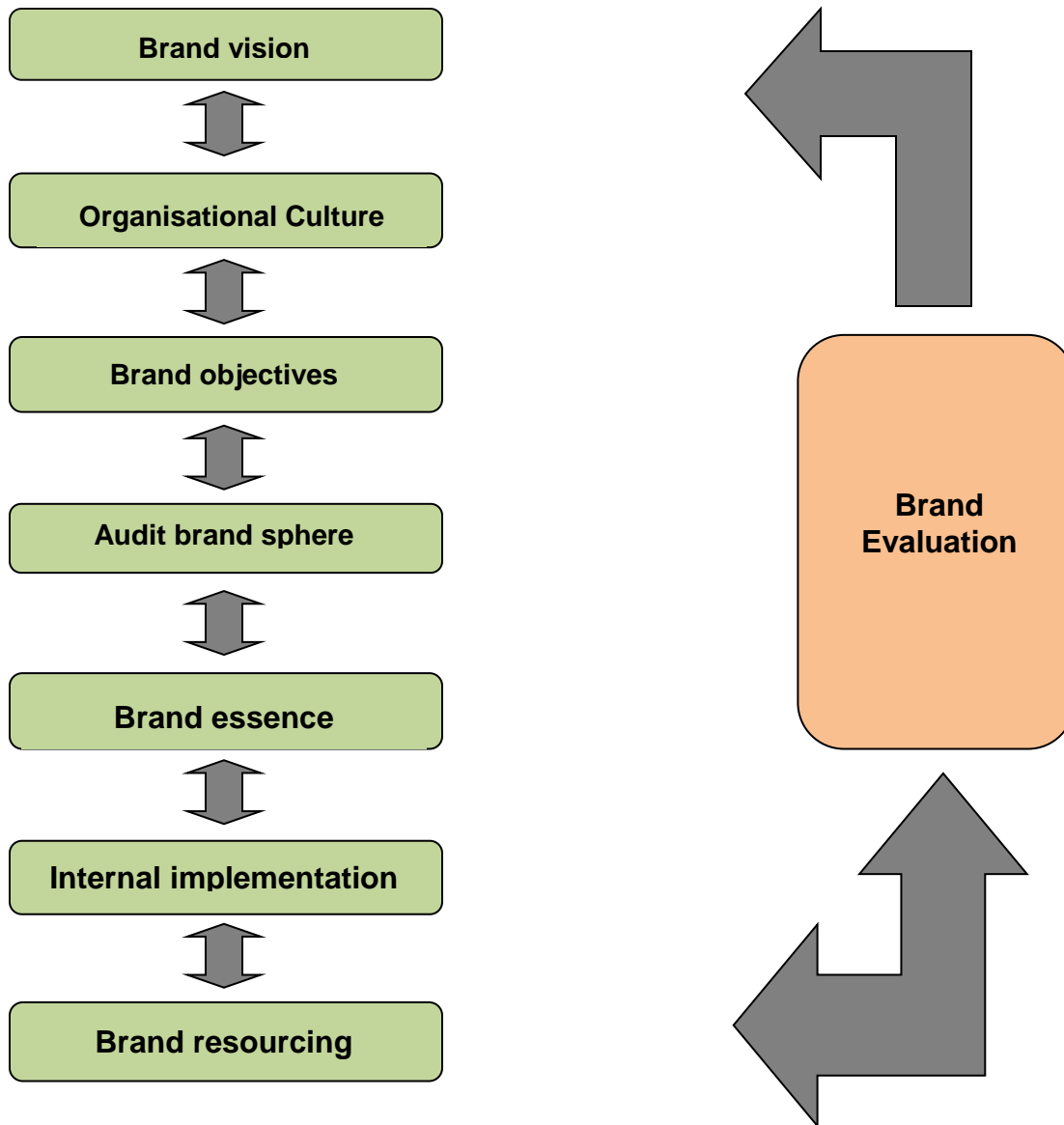
Figure 4.1: Brand evaluation: process of building and sustaining brands
Source: De Chernatony (2006:304)

If the brand follows the sequential stages as indicated in the above brand building process (Figure 4.1), there is a high likelihood of the brand being integrated and respected by all stakeholders (De Chernatony, 2006:303). The researcher further found that decisions were taken about how the brand should be adapted to achieve specific objectives at each stage. Different researchers have proposed alternative criteria to asses a brand. Haig (2007:10) claim that a brand should be assessed by considering its financial value, while Ambler (2003:15) states that measurement should focus on brand equity. Keller (2002:24) suggests the use of a brand report card. These mentioned measures provide useful data about aspects of the brand's performance and tap some of the building blocks, according to De Chernatony (2006:305), but they do not address all relevant blocks.

It is evident that brands are complex entities that cannot be measured by just one parameter. De Chernatony (2006:306) suggests the following holistic approach to brand evaluation as shown in Table 4.3.

Table 4.3:   A holistic approach to brand evaluation

Brand building block	Internal assessment	External assessment
Vision	Strong leadership and conviction	Bringing about envisioned future
	Staff aware of brand vision	
	Inspire staff	Make world a better place
	Staff recognise values, are aligned, genuinely committed and can translate values into expected behaviour	Stakeholders recognise and appreciate values
Organisational culture	Supports vision	
	Enhancing subcultures	
	Strong, appropriate and adaptable culture	
	Recruitment reinforces culture	

Objectives	Stretching objectives force change	
	Staff aware and committed	Achieving long-/ short – term objectives
	Catalytic mechanisms appropriate	
Brand essence	Staff aware and committed with appropriate brand citizenship behaviour	Positioning, personality and promise recognised and appreciated
	Coherence of brand pyramid	
Implementation and brand resourcing	Protect core competencies and benefit from learning	Nomenclature provokes rapid result of benefits
	Appropriate value delivery system	Welcome the relationship
	Attractive employer brand	Good service Confidence in brand
	Confirmation of self-identities among team	Legally tight
	Genuine relationship with wisely selected stakeholders	Emotional rewards recognised
	Suitable approach to empowerment	Doesn't over-promise Integrated offering

Source: De Chernatony (2006:306)

Table 4.3 summarises the criteria to evaluate a brand's performance. By monitoring a brand against these criteria, underperforming areas can be identified and changes can then be made to strengthen these areas. Each of the above mentioned brand blocks in Table 4.3 are evaluated on a five-point likert scale by answering the following questions:

Brand vision

Issues to be assessed internally are:

- ➢ How strong is the leadership provided either by the most senior influential person or brand team?
- ➢ How involved is staff in brand visioning?
- ➢ What level of awareness is there among staff about the brand vision?
- ➢ How committed is the senior team to the brand vision?
- ➢ To what extent does the most senior influential person, or the brand's team, inspire staff about their roles as brand builders?
- ➢ To what extent do staff know the values of the brand they support?
- ➢ How committed is the staff to their brand values?
- ➢ To what extent do the values of the brand concur with the values of staff working on that brand?
- ➢ How closely do the actions of senior management and other employees reflect the values being espoused?
- ➢ How confident is staff in translating the values of their brand into actions they should undertake in their daily roles?

Issues to be evaluated among external stakeholders are:

- ➢ What progress is being made in bringing about a welcomed envisioned future?
- ➢ Thinking of the domain where the brand seeks to add value to people's lives, to what extent is the brand making their world a better place?
- ➢ How accurate are the assessments of stakeholders about the brand's values?
- ➢ When told the brand's values, how much do stakeholders appreciate these values?

Brand vision therefore deals with issues related to staff awareness of the value of the brand, their involvement and commitment to the brand.

Organisational structure

The internal issues to be evaluated are:

- How well do the artefacts of the organisational structure support the brand vision?
- How well do the values of the organisational structure support the brand vision?
- How well do the assumptions of the organisational structure support the brand vision?
- When considering the subcultures that exist in different parts of the organisation, what proportions are
    - Enhancing subcultures?
    - Orthogonal subcultures?
    - Counter subcultures?
- To what extent is the organisational culture
    - Appropriate for the current environment?
    - Adaptable to environmental change?
    - Respectful of leadership at all levels?
    - Attentive to satisfying the needs of staff, customers and shareholders?
- How do recruitment programmes reinforce the desired culture?

Organisational structure measures how well the values and assumptions of the organisational structure support the brand vision, how adaptable the organisational structure is to environmental changes and how recruitment reinforces the desirable brand culture.

Brand objectives

The internal issues to be evaluated are:
- How stretching are the brand objectives?
- What must be done differently to achieve the brand objectives?
- How aware is staff of the brand's
    - Short-term objectives?
    - Long-term objectives?
- How committed is staff to helping achieve the brand's
    - Short-term objectives?

- Long-term objectives?
- How appropriate are the catalytic mechanisms in guiding management and employees to achieve the brand objectives?
- To what extent is the brand under- or over-achieving on its
  - Short-term objectives?
  - Long-term objectives?

Brand objectives measure the awareness and commitment of staff to long- and short-term brand objectives and to what extent the brand is under- or over-achieving on its long- and short-term objectives.

Brand essence

The internal issues to be addressed are:
- How aware is staff of the elements of the brand pyramid and the resulting brand promise?
- How committed is staff to delivering the promise inherent in the brand pyramid?
- How coherent are the elements of the brand pyramid?
- How supportive is the brand citizenship behaviour of employees?

The external issues to be assessed are:
- How well do customers' perceptions of the brand's positioning match the benefits in the bottom part of the brand pyramid?
- How much does the brand's target market welcome the brand's functional benefits?
- How well do customers' perceptions of the brand's personality match the personality traits or personality at the top of the brand pyramid?
- How much does the brand's target market welcome the brand's personality traits?
- How well do customers associate the brand with its promise?
- How much do customers welcome the brand's promise?

Brand essence measures staff awareness and commitment to appropriate brand citizenship behaviour and coherence to the brand pyramid.

Implementation and brand resourcing

The internal issues to be evaluated are:

- ➢ To what extent are the core competencies underpinning the brand benefiting from organisational learning and being protected against outsourcing?
- ➢ How appropriate is the value delivery system for the brand?
- ➢ How attractive is the employer brand?
- ➢ How much do team members confirm one another's self-identities?
- ➢ How appropriate is the policy on empowerment for the brand?
- ➢ How genuine are staff when building relationships with their stakeholders?
- ➢ How well managed are the terminations of relationships?

The external issues to be evaluated are:

- ➢ How well does the brand nomenclature provide recall of the brand's benefits?
- ➢ How strong is the brand's relationship with its external stakeholders?
- ➢ How well rated is the service supporting the brand?
- ➢ How confident are stakeholders with the brand?
- ➢ To what extent is the brand able to take legal action against infringements?
- ➢ How well are the emotional rewards correctly recognised?
- ➢ To what degree do stakeholders perceive any conflicts between the brand's promise and their experiences with the brand?
- ➢ To what extent do elements of the brand reinforce the brand promise?

Implementation and resourcing measure how well core competencies are protected, the appropriateness of the delivery system, the attractiveness of the employer brand, confirmation of self-identities among team members, the relationship with wisely selected stakeholders and the suitability of the approach to empowerment.

In the above brand evaluation process five categories (brand vision, organisational culture, objectives, brand essence, implementation and brand resourcing) were evaluated by asking detailed questions under each. For each of these categories an average score is then calculated. This is done by adding the score of the internal and external issues and then dividing it by the total questions within that category. The results can then be displayed on a bar chart known as a "brand health chart". An example of such a chart is shown in Figure 4.2.

	Very weak				Very strong
	1	2	3	4	5
Brand vision	■	■	■		
Organisational culture	■	■	■	■	
Brand objectives	■	■			
Brand essence	■	■	■		
Implementation & brand resourcing	■	■	■	■	

Figure 4.2: Brand health bar chart – a hypothetical example
Source: De Chernatony (2006:311)

The above brand health chart can then indicate areas of the brand that need to be addressed. By undertaking this evaluation annually (De Chernatony, 2006:311), changes and trends can be identified and supportive activities implemented.

The brand health bar chart can therefore be summarised as follows:

Table 4.4   Summary of brand health bar chart

Evaluation done by:	Employees, stakeholders and customers
Applied to:	Manufacturing industry
Aspects measured:	Brand vision; organisational culture objectives; brand essence; implementation; brand resourcing

Can it work for the tourism industry?	This method is more focused on an internal brand analysis than an external analysis and does not make provision for measuring the brand from the customer's point of view.

The second evaluation method is a diagnostic tool designed for the business community.

4.2.2 Brand assessment questionnaire (Singapore Government)

Developed by the Singapore Government in collaboration with Enterprise IG, the brand assessment is a diagnostic tool designed for the business community. It is a straightforward analytical virtual scorecard which can be used to conduct internal assessment for a brand in order to understand current brand position and possible issues to consider for international branding success.

It comprises two sections: Section 1 asks ten questions which are rated on a scale of 1 to 10 and in Section 2 international brand issues can be indicated.

Section 1 consists of the following questions:

- ➤ **(Brand awareness)** How would you characterise your company's level of brand understanding and brand awareness?
- ➤ **(Brand management)** At what level in your company are decisions made that impact on your brand?
- ➤ **(Brand strategy)** How much weight does brand carry in your business strategy?
- ➤ **(Brand investment)** Describe your company's financial commitment to brand growth.
- ➤ **(Brand value)** How does your company measure brand in the local market?
- ➤ **(Brand presence)** How would you rank the current strength of your brand in the local market?
- ➤ **(Brand process)** Describe your company's commitment to brand development.

- ➤ **(Brand behaviour)** How much effort is spent on making sure internal audiences understand and faithfully represent your brand?

- ➤ **(Brand research)** How good is your company at assessing the relevance and relationship of your brand to customers' needs?

- ➤ **(Brand consistency)** By what means does your company ensure the consistency of brand communication?

Section 1 therefore measures aspects related to awareness, management, strategy, investment, value, presence, process, behaviour, research and consistency.

Section 2 consists of the following ten frequently encountered issues experienced by companies who want to take their brand internationally. One or more of the following can or may be applicable:

- ➤ Centralisation versus decentralisation of brand management
- ➤ Brand pricing and commoditisation
- ➤ Brand architecture
- ➤ Brand globalisation versus localisation
- ➤ Brand positioning
- ➤ Different legal/ regulatory context for brands
- ➤ Cultural translation of brand attributes
- ➤ Competition with big brands
- ➤ Naming/ renaming of brands
- ➤ People development of local brand champions

Section 2 therefore measures ten frequently issues related to international branding.

Based on the answers from sections 1 and 2, a final score out of 100 is given.
- ➤ A score of 1 to 49 indicates that the brand needs help, and recommended steps to improve each of the ten aspects asked in section 1 are given.

> 50 to 75 indicates that the brand is at full potential but that cutting corners takes place and that the brand needs preventive health care. Recommended steps are also given on each aspect.

> 75 to 100 indicates that the brand has mastered the basics. Basic brand health is only a prerequisite for performance internationally, but the brand is ready to be taken to the international level.

The Brand Assessment Questionnaire (Singapore Government) can therefore be summarised as follows:

Table 4.5:   Summary of Brand Assessment Questionnaire (Singapore Government)

Evaluation done by:	Employees
Applied to:	Manufacturing industry
Aspects measured:	Brand awareness; brand management; strategy investment; brand value; brand presence; brand behaviour; brand consistency; research
Can it work for the tourism industry?	As for the first model, the brand assessment questionnaire is to be completed by staff members of the organisation which does not address the view of the customer where the actual value of brand should be.

The third evaluation method is also a diagnostic tool designed for the business community.

4.2.3 Brand Assessment Questionnaire (All-about-branding)

All-about-branding (2007:1) also developed a brand assessment questionnaire consisting of thirty questions. The brand is further classified according to the age of the brand and the size of the organisation. Using a 5-point Likert scale, respondents can choose between "I don't know, never or seldom true, sometimes true, almost always true and always true" to the following thirty questions.

- ➢ We actively investigate what is important to our customers, using research, face to face interviews, questionnaires, suggestion boxes, etc.

- ➢ We understand how our customers feel about our products and services.

- ➢ We judge the effectiveness of our brand in terms of how it looks and feels to our customers – not how it seems to us.

- ➢ We understand the attitudes of our customers and their changing views and needs.

- ➢ We don't have to discount prices in order to attract and keep our customers.

- ➢ Our customers can state quite clearly and simply what is important about our brand to them, and why they think it is different.

- ➢ Our communication plan includes all the various places and ways in which we interact with our customers.

- ➢ We have aligned our organisational structure, operations and culture with our brand values.

- ➢ Our induction programme includes education on our brand and the role it plays in enhancing our competitiveness.

- ➢ We understand in our own minds what differentiates our brand from our competitors.

- ➢ Everyone in our organisation knows what our brand stands for and can articulate that idea simply and clearly.

- ➢ Everyone in our organisation knows what they have to do to deliver on our brand promise.

- ➢ Included in our performance management systems is an assessment of the contribution each individual makes to growing and enhancing the brand.

- ➢ Our communications, marketing, service delivery, finance and HR functions are all aligned with our brand objectives.

- ➢ Branding is championed throughout our organisation, from the CEO down.

- We receive regular internal communications detailing what our brand is about.

- Strengthening and protecting the company's brand is a fundamental driver behind our organisation's long-term goals.

- We have a brand management programme in place that is continually looking for new and more effective ways to protect and enhance our brand throughout the organisation.

- Our branding strategies are proactively driven. They do not depend on what our competitors are up to.

- Accounts quantifying the value of our brand to our business are included in our financial systems.

- Details of our brand and the strategy that drives it are well documented and that information is available to those who need and desire it.

- All key stakeholders are involved in our brand creation process.

- Our company has systems in place for carefully monitoring the appropriateness, timeliness, integration and consistency of our branded communications.

- We view brand as applying to far more than just our visual identity and our marketing communications.

- Our brand includes not just our core organisation but also our partners and key third party suppliers.

- We regard our brand agency(ies) as our strategic partner(s) and actively involve it(them) in organisational and communications planning and review sessions.

- Our marketing and communications team has an integrated understanding of our brand and is in constant communication over brand-related activities and issues.

- The consistency of our brand is paramount. It reaches way beyond just tactical brand campaigns and it is deeper than even key personnel changes.

- We review our brand and what it stands for with all our agencies at least once a year.

> ➤ If our brand did not exist, the vast majority of our customers would notice our absence and really miss having us in their lives.

The brand assessment questionnaire therefore measures whether research is done to identify what is important to customers, whether the organisational structure is aligned with brand values, whether a brand induction programme exists for new employees, whether staff is involved with and understand the brand, whether the business functions are aligned to the brand objectives, the effectiveness of internal communication, the consistency of the brand and lastly, whether the brand is reviewed at least once a year.

Based on the answers from all thirty questions, a final score out of 100 is given.

> ➤ A score of 1 to 40 indicates that the company understands to a limited extent that the brand is important. The company is vulnerable to competition because its brand is not a priority.
>
> ➤ 41 to 70 indicates that the brand is on an upward trend and the company is well placed to continue to grow its importance by incorporating more of the ideas and practices included in this assessment.
>
> ➤ 71+ indicates that the brand is inspirational. Staff has a full understanding of what it really means to deliver brand promises. Exceptional attention to the importance of the brand means that consumers carefully and consciously choose that brand over those of competitors. Communications are consistent over time while remaining relevant to various audiences. The brand is distinctive and memorable (All-About-Branding, 2007:5).

The brand assessment questionnaire (All-about-branding) can therefore be summarised as follows:

Table 4.6   Summary of Brand Assessment Questionnaire (All-about-branding)

Evaluation done by:	Employees
Applied to:	Manufacturing industry
Aspects measured:	Research; organisational structure; brand induction programme; staff involvement; staff understanding of the brand; business functions aligned with objectives; effective internal communication; consistency of brand.
Can it work for the tourism industry?	From the statements used in the questionnaire it is once again from the viewpoint of the staff.

The fourth evaluation method is an instrument that helps to identify potential barriers.

4.2.4 Brand audit

Full Capacity Marketing (2007:1) developed the **Brand audit** which is a quick evaluation instrument that helps to identify potential barriers that may prevent a company from receiving funding opportunities, creating high-profile partnerships and maintaining a positive public image. It also consists of four possible answers namely: "Yes this applies to our organisation, This does not currently apply to our organisation but will in near future, This sometimes applies to our organisation but is not fully implemented and No this does not apply to our organisation". These answers relate to the following ten questions:

- ➢ Has your organisation utilised market research to determine what is important and relevant to the public with respect to your mission?
- ➢ Have you designed services for your customers based on the market research?
- ➢ Has your organisation created a market segmentation strategy by identifying key customers and stakeholder groups?
- ➢ Has your organisation conducted a community audit to determine strategic alignment opportunities for public-private partnerships?
- ➢ Has your organisation garnered competitive grants with high profile community partners?

- ➢ Has your organisation developed a proactive plan to engage secondary target audiences to market your mission?
- ➢ Has your organisation developed a single brand identity and single point of contact for your customers?
- ➢ Has your organisation used customer feedback on a regular basis to improve services?
- ➢ Has your organisation created a monthly rate of investment snapshot that includes metrics such as brand awareness, market penetration, service outcomes, new customers, strategic partnerships and market position?
- ➢ Have your organisation's customer contact teams been trained in customer service?

The Brand audit therefore measures potential barriers that may prevent a company from receiving funding opportunities, creating high-profile partnerships and maintaining a positive public image.

Based on the answers to all ten questions, a final score out of 100 is given.
- ➢ A score of 1 to 49 indicates that a brand make-over is needed and that the way of communication to consumers is poor.
- ➢ 50 to 75 indicates that the brand needs a consistent strategy in order to make a shift to a more customer service friendly model.
- ➢ 75+ indicates that the brand is well on its way to become relevant to customers' and stakeholders' needs.

The gaps identified through the Brand Audit are addressed by using the Customer-Centric Roadmap. It is a simple 3-step process to track and monitor the destinations market position. It is based on continuous customer feedback that will enable the destination to adapt to changes and remain relevant in the market.

STEP: 1
Market Research &
Strategy

STEP: 2
Brand
Management

STEP: 3
Staff Training &
Capacity

Figure 4.3:   The Customer – Centric Roadmap
Source: Full Capacity Marketing (2007:12)

The process consists of the following three steps:

Step 1: Market research and strategy

This step is about understanding customers' and key stakeholders' needs. It uses objective research and puts it into vital strategic planning.

Step 2: Brand management

This step is about communicating the value and relevancy of destination through a variety of ways which may include special events, public relations, news articles and websites.

Step 3: Staff training and capacity

This is the most important brand touch-point for any destination. Employees must be trained to deliver what was promised through advertising (Full Capacity Marketing, 2007:2).

The brand audit can therefore be summarised as follows:

Table 4.7   Summary of Brand Audit

Evaluation done by:	Employees and management
Applied to:	Manufacturing industry
Aspects measured:	Potential barriers to receiving funding; creating high profile partnerships; maintaining a positive public image
Can it work for the tourism industry?	The Brand Audit to a greater extent addresses the financial side of the brand and does not entail a full spectrum of aspects that can measure the success of a brand.

The fifth evaluation method has a greater focus on brand equity.

4.2.5 Criteria to assess the strength of a brand

According to De Chernatony and McDonald (2003:402), Millward Brown International has devised a helpful diagnostic tool which enables managers to understand the basis for their brand's equity compared to competing brands. Millward Brown International developed a **Brand Dynamics Pyramid** model (Figure 3.7).

Nothing else beats it!   **BONDING**

Does it offer something better than the others?   **ADVANTAGE**

Can it deliver?   **PERFORMANCE**

Does it offer me something?   **RELEVANCE**

Do I know about it?   **PRESENCE**

Strong relationship/
High share of
category expenditure

Weak relationship/
Low share of
category expenditure
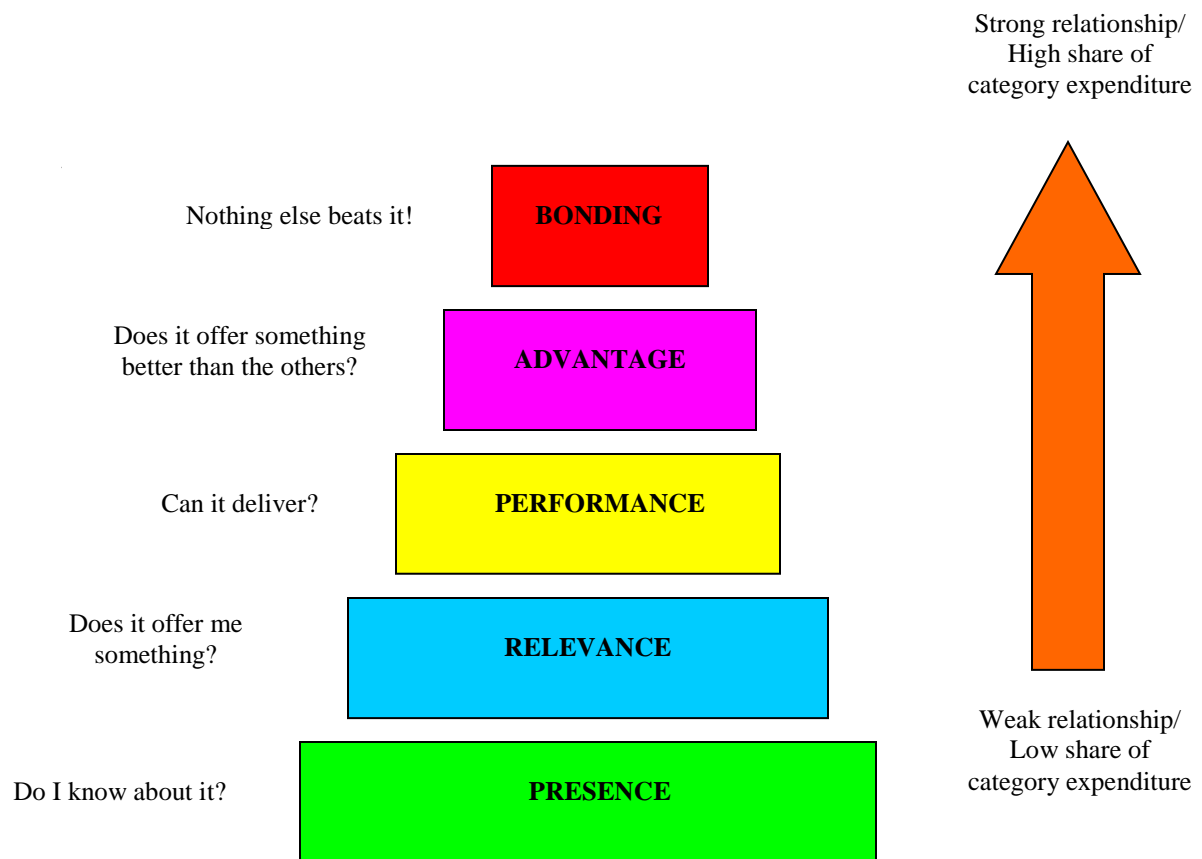
Figure 4.4:   Brand dynamics pyramid
Source: De Chernatony & McDonald (2003:401)

De Chernatony and McDonald (2003:402) point out that for a brand to be considered by consumers as potentially useful, the brand must have a presence, both physically in terms of availability, and psychologically in terms of awareness. If these consumers find the promise inherent in the brand to be relevant to their particular needs, they are expected to progress to trying the brand for the first time and therefore forming a view about its performance. De Chernatony and McDonald (2003:402) further state that consumers are led to a view about the brand's relative advantages by evaluating the brand's functional and emotional performance capabilities relative to competing brands. De Chernatony and McDonald (2003:402) lastly indicate that if these advantages about

the brand are particularly strong, they are likely to continue buying the brand and over time a bonded relationship is formed with that brand.

The Brand Dynamics Pyramid can therefore be summarised as follows:

Table 4.8   Summary of brand dynamics pyramid

Evaluation done by:	Employees and customers
Applied to:	Manufacturing industry
Aspects measured:	Brand presence; what can brand offer; does brand have a competitive advantage?
Can it work for the tourism industry?	The brand dynamics pyramid measures limited brand variables related to the tourism industry.

The sixth evaluation method focuses more on brand relevance.

4.2.6 Brand relevance tachometer

According to Riesenbeck and Perry (2007:51), there is hardly an industry today that does not hope to profit from the growing value of brands. Although the power of brands is increasing, the researchers further warn not to jump blindly onto the brand wagon. The mere assumption that brands are always important is misleading and can result in poor investment decisions.

Based on the above statement, the starting point is therefore to establish how relevant the brand is in shaping purchasing behaviour. With the help of a group of researchers from three well-respected German research institutions, the Marketing Centrum Munster at the University of Munster, the Institute of Innovation Research at the University of Kiel and the Institute for Retail and Marketing at the University of Hamburg, a comprehensive scale was developed to measure brand relevance. The brand relevance measurement scale does not only capture the overall relevance of brands as perceived by customers, but also breaks it down into the following three functional components:

➢ Information efficiency as the time factor – brands makes it easier for customers to gather and process information about the product.

➢ Risk reduction as the trust factor – selecting a brand name product reduces the customers' subjective risk of making a purchase mistake.

➢ Image benefit as the expressive factor – brands may offer the additional benefit of helping the customer foster a desired image.

The brand relevance tachometer can therefore be summarised as follows:

Table 4.9   Summary of brand relevance tachometer

Evaluation done by:	Customers
Applied to:	Manufacturing industry
Aspects measured:	Relevance of brand; information efficiency; risk reduction; brand image
Can it work for the tourism industry?	The brand relevance tachometer also measures a limited number of variables and might thus measure only a section of the success of the brand. The competitive levels in the tourism industry is high, given the number of destinations and should therefore encompass a more detailed analysis.

As soon as the market segments have been determined and the target groups identified, the image of the brand can be ascertained by using the seventh evaluation method known as the McKinsey Brand Diamond.

4.2.7 McKinsey brand diamond

According to Riesenbeck and Perry (2007:78), McKinsey developed its own empirically-based structuring approach for analysing a brand image. This method uses the attributes and benefits associated with the brand image and divide them into the following four elements:

➢ Tangible factors – the associations in this category are generally those that arise first in the perception of customers. It includes all the characteristics that can be

perceived by the customers' five senses and form the basis for the strength of the brand's image.

➢ Intangible factors – comprise the characteristics associated with the brand's origin, reputation and personality. These factors are not visible.

➢ Rational benefits – these include all the measureable benefits of the brand and are directly related to the tangible factors of the brand.

➢ Emotional benefits – consumers associate an emotional benefit with a brand if it reinforces their self-image. Brands are therefore often used by consumers as status symbols.

Intangible

Emotional values • Self-portrayal • Self-realisation		**Intangible attributes** • Heritage • Reputation • Personality
What does the brand provide?	Brand value Brand attributes	**Who or what is the brand?**
Rational values • Function • Process • Relationship		**Tangible attributes** • Properties • Presence

Tangible
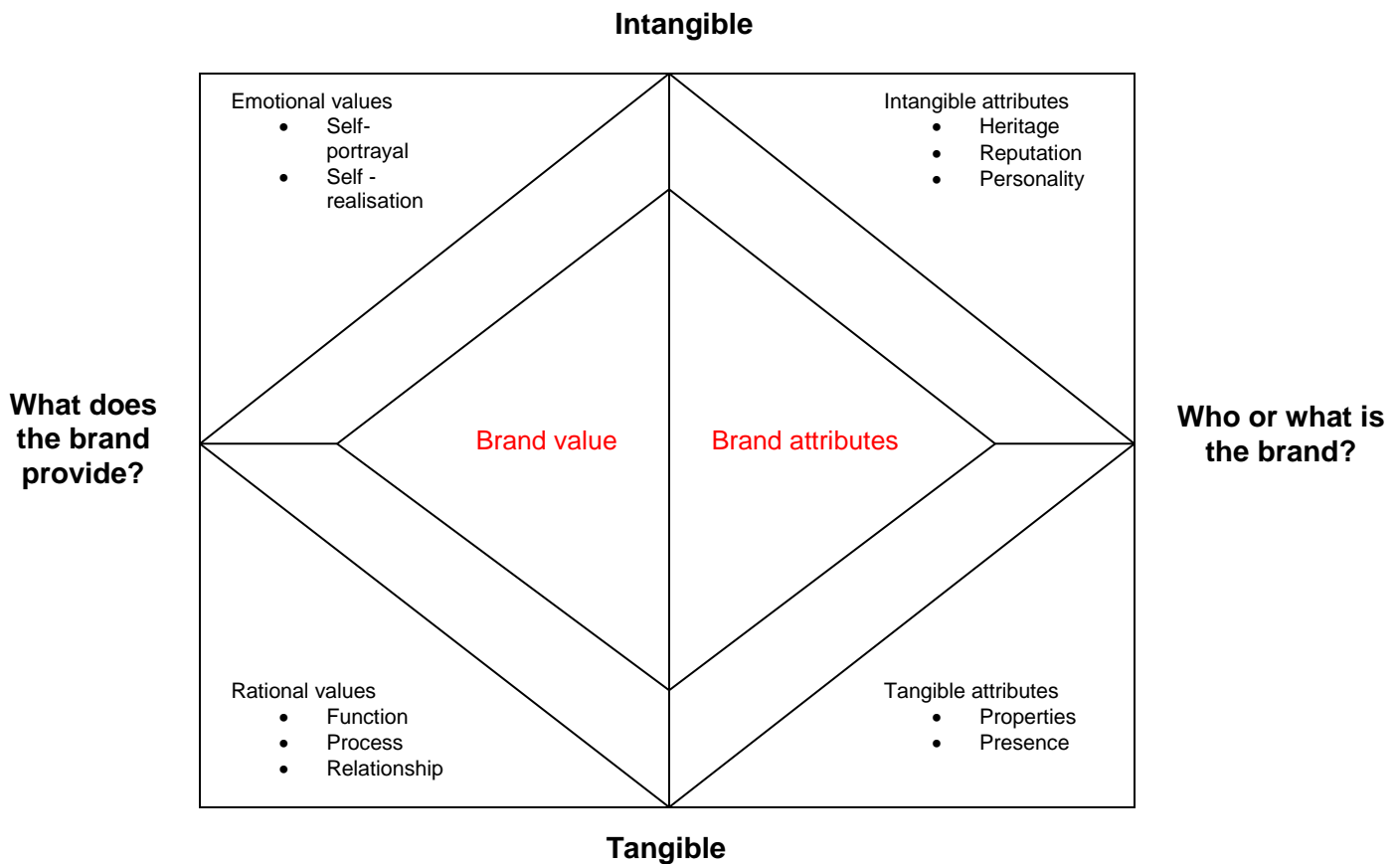
Figure 4.5: McKinsey brand diamond
Source: Riesenbeck and Perry (2007:78)

The above brand diamond can be used to fully analyse the brand image and is conducted by following these three steps:

Step 1: Determine all the relevant or potentially relevant brand associations. The four dimensions of the brand diamond act as a structural aid that helps to assert accurately all the attributes influencing the brand image. These can be identified through interviews or preliminary quantitative market research.

Step 2: Once the image dimensions have been selected, the next step is to evaluate these dimensions by potential customers in a quantitative market research study. The images of the essential brands are generally measured with the help of rating scales.

Step 3: The final step is to compare the image of the company's own brand with that of a competing brand. In order to avoid an exceedingly high degree of complexity and cost, it is recommended to do a comparison of only those dimensions in which the brand possesses critical strengths or weaknesses.

The McKinsey brand diamond can therefore be summarised as follows:

Table 4.10: Summary of McKinsey brand diamond

Evaluation done by:	Customers
Applied to:	Manufacturing and tourism industry
Aspects measured:	Brand image based on tangible and intangible factors; rational and emotional benefits
Can it work for the tourism industry?	The McKinsey brand diamond focuses mainly on the measurement of image which can be of value to a tourism brand but does not make provision for other related variables.

Once the brand diamond has been used to reveal all the associations linked to the brand, the next task is to shape the brand image in the desired direction. This can be done by using the eighth evaluation method known as the brand purchase funnel.

4.2.8 Brand purchase funnel

According to Riesenbeck and Perry (2007:83), a brand's impact on the behaviour of customers can be measured by making use of the brand purchase funnel. This is based on the AIDA model (attention, interest, desire, action) and represents the purchase process in five stages. The stages are shown in Figure 4.7 and include what percentage of the target group is firstly, aware of the brand; secondly, familiar with its products and services prior to buying; thirdly, how many will consider buying the brand; fourthly, how many have already purchased it once; and lastly, who will purchase the brand again?
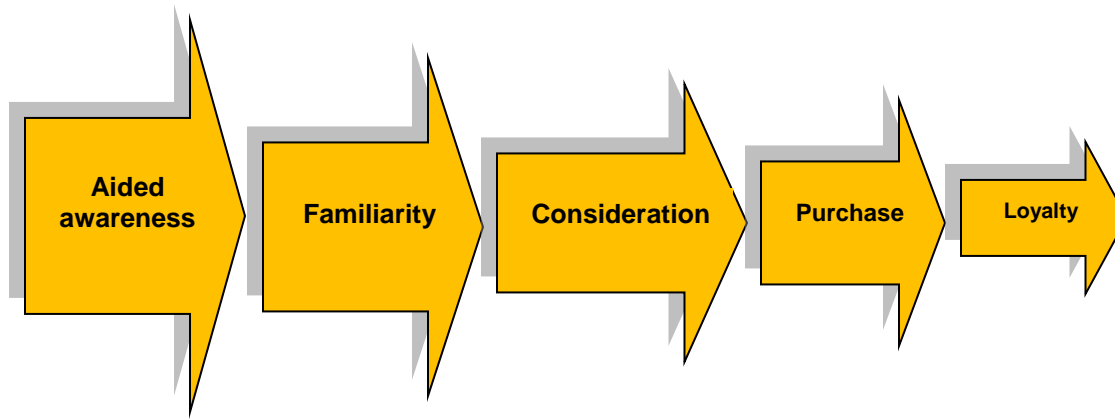
Figure 4.6:   Brand purchase funnel
Source: Riesenbeck and Perry (2007:84)

According to Figure 4.7, strong brands tend to be successful at all stages and the last two stages of the brand funnel are crucial as this is where consumer behaviour has a direct impact on the level of satisfaction and earnings. In order to measure the performance of a brand, research data on consumer behaviour is collected at each stage. This data is then used to calculate the respective number of customers the brand retains from stage to stage.

The brand purchase funnel can therefore be summarised as follows:

Table 4.11   Summary of brand purchase funnel

Evaluation done by:	Customers
Applied to:	Manufacturing and tourism industry
Aspects measured:	Awareness; familiarity; considered buying; already purchased; will purchase in future
Can it work for the tourism industry?	The brand purchase funnel focuses on a process to create loyalty to the brand and not necessarily on measuring the success of the brand.

Table 4.12 summarises the aspects measured, evaluation scale used and outcome of each of the above methods discussed.

Table 4.12:   Summary of brand evaluation methods

Aspect measured	Evaluation scale used	Multi-dimensional evaluation (internal)	Brand assessment – Singapore (external)	Brand assessment – All About Branding (internal)	Brand audit (internal)	Brand Dynamic Pyramid (external)	Brand Diamond (external)	Brand Purchase Funnel (external)
Vision	5-point Likert scale	X						
Organisational culture		X						
Objectives		X						
Brand essence		X						
Implementation & resourcing		X						
Awareness	10-point Likert		X	X				X
Management			X	X				
Strategy			X	X				

Item								
Investment				X				
Value				X	X			
Process				X				
Behaviour				X				
Research				X	X	X		
Consistency				X				
Price				X	X			
Architecture				X				
Positioning				X				
Legal content				X				
Cultural translation				X				
Competition				X	X			
Name/ renaming				X				
People development				X				
Customer feel	**5-point Likert scale**				X			
Effectiveness					X			
Attitude					X			
Customer communication					X			
Organisational structure					X			
Induction programme					X			
Brand promise					X			
Contribution of staff to grow brand					X			
Communication, marketing, service delivery, finance and HR aligned with brand objectives					X			
All staff involved					X			
Regular internal communication					X			
Strengthening and protecting brand is long-					X			

term objective								
Key stakeholders involved in brand creation process				X				
Monitor and evaluating brand communication				X				
Brand includes partners and key suppliers				X				
Brand agencies are strategic partners				X				
Marketing and communication dept have integrated understanding of brand				X				
Consistency of brand				X				
Review brand once a year				X				
Designed service based on research					X			
Market segmentation	**4-point Likert scale**				X			
Community audit to determine public-private partnerships					X			
Competitive grants with high profile community partners					X			
Proactive plan to engage secondary target audiences					X			
Single brand entity					X			
Single point of contact					X			
Using customer feedback to improve service					X			
Staff trained in customer service					X			

		Brand health bar chart	Score out of 100	Score out of 100	Score out of 100 + Customer centric road map	Brand dynamics pyramid	Comparison between self and competing brand	None
Presence	5-point Likert scale					X		
Relevance						X		
Performance						X		
Advantage						X		
Branding						X		
Tangible factors	5-point Likert scale						X	
Intangible factors							X	
Rational benefits							X	
Emotional benefits							X	
Familiarity	5-point Likert scale							X
Consideration								X
Purchase								X
Loyalty								X
Outcome given								

From the above Table 4.12 it can be concluded that various aspects were measured by every brand evaluation method. All brand evaluation methods made use of a likert scale of between 4 and 10. The brand evaluation methods were designed to measure either internal or external brand aspects. Only seven brand aspects measured (awareness, management, strategy, value, research, price, competition) were similar in some of the brand evaluation methods. The outcome of each of the brand evaluation methods was either in figure format, given as a score out of 100, or shown as a comparison. None of these evaluation methods could be applied, as is, to a tourism product.

The second outcome of this chapter was to conduct a literature review to establish which brand elements should be included in the conceptual tourism brand measurement instrument. This will be discussed in the next section.

4.3   BRAND MEASUREMENT ASPECTS AND ELEMENTS

Table 4.13 summarises the brand aspects as well as brand elements that were included in previous tourism-related studies. These studies revealed the main aspects and elements that were used to measure the success of a brand from the perspective of the tourist/ visitor.

4.3.1   Brand awareness

Brand awareness is the probability that consumers are familiar with a brand. It is also the degree to which consumers can associate the brand with the specific product (Kotler & Keller, 2007:13). There are two types of brand awareness:

- Aided awareness – this means that on mentioning the product category, the consumer can recognise the brand from a given list.
- Top of mind awareness – this means that on mentioning the product category, the consumer can recall the specific brand from memory.

The elements that were used to test brand awareness in previous tourism-related studies are shown in Table 4.13 below.

Table 4.13: Brand awareness elements

Brand awareness	Chandon (2003:2)	Boo, Busser and Baloglu (2009:219-231)	Konecnik and Gartner (2006:411)	Kim and Kim (2004:554)	Tasci, Gartner and Cavusgil (2007:1532)	Murphy, Moscardo and Benckendorff (2007:8)	Fung So and King (2009:598)	Jalees (2006:7)
Name all the hotel-related tourism brands you can think of.	X			X				
Do you remember seeing this brand?	X						X	
Complete the following word: R-S-RT.	X							
This brand has a good name and reputation.		X						
This brand is very famous.		X						
The characteristics of this brand come to my mind quickly.		X						
When I am thinking of ..., this brand comes to my mind immediately.		X						
Name this tourism destination.			X					
What characteristics make this tourism destination recognisable?			X					
Write down the name of a luxury hotel in Seoul.				X				
Identify the luxury hotel from the following list:				X				
Rate a destination by only providing the destination name.					X			
Describe the destination by using three words.						X		
I am aware of this hotel.							X	
I am familiar with this hotel.							X	

I know what this hotel looks like.							X	
I recognise this hotel.							X	
Rate the following brands in terms of your awareness.								X

From Table 4.13 above, "name all the hotel related tourism brands you can think of" and "do you remember seeing this brand?" were the only two similar elements tested under brand awareness.

4.3.2 Brand usage

According to Healy (2008:45), brand usage refers to deliberate purchase of a brand in order to enjoy its benefits as advertised. The elements that were used to test brand usage in previous tourism-related studies are shown in Table 4.14 below.

Table 4.14: Brand usage elements

Brand usage	Fung So and King (2009:597)	Aaker (1996:109)	Smith (2012:1)
Brand suits my needs	X		X
Brand is reliable	X		X
Brand is superior	X		
Good service linked to brand	X		
Quality service linked to brand	X		
I trust the brand	X	X	
I like the brand	X		
The brand is credible	X	X	X
The brand has high quality		X	
The brand has consistent quality		X	

From Table 4.14 above, "the brand suits my needs; the brand is reliable; I trust the brand; and the brand is credible" were the only similar elements tested under brand usage.

4.3.3 Brand satisfaction

According to He, Li and Harris (2012:3), satisfaction occurs when a brand's performance meets the purchaser's expectations. The elements that were used to test brand satisfaction in previous tourism-related studies are shown in Table 4.15 below.

Table 4.15: Brand satisfaction elements

Brand satisfaction	Tasci, Gartner and Cavusgil (2007:1532)	Fung So and King (2009:598)	Aaker (1996:109)	Smith (2012:1)	Jalees (2006:7)
Rate the destination by showing pictures of the destination	X				X
This hotel is value for money		X	X		
I consider this hotel a good buy		X			
I got more than my money's worth		X			
Makes sense to use this hotel instead of another one		X	X	X	X
Prefer to use this hotel even if it has same features as another		X	X	X	X
Prefer to use this hotel even if another has better features		X			
Seems smarter to use this hotel		X			

This hotel is the best			X		

From Table 4.15 above, "rate the destination by showing pictures of the destination; makes sense to use this hotel instead of another one; and I prefer to use this hotel even if it has same features as another" were the only similar elements tested under brand satisfaction.

4.3.4 Brand loyalty

According to Kotler and Keller (2007:15), brand loyalty refers to a consumer's repeated purchase of a product from a familiar supplier. Suppliers often employ a loyalty reward system to try to keep existing users. The elements that were used to test brand loyalty in previous tourism-related studies are shown in Table 4.16 below.

Table 4.16: Brand loyalty elements

Brand loyalty	Boo, Busser and Baloglu (2009:219)	Konecnik and Gartner (2006:411)	Kim and Kim (2004:554)	Aaker (1996:108)	Smith (2012:1)
I enjoy visiting the destination	X				
The destination would be my preferred choice for a vacation	X	X			
Overall I am loyal to this destination	X	X			
I would advise friends to visit this destination	X	X	X	X	X
Number of previous visits		X			
Time of last visit		X			
Destination provides more benefits		X			

I will visit this destination in the future		X	X	X	X	
I regularly visit this hotel			X			
I usually use this hotel			X			
I am satisfied with this visit			X	X		
I will not switch to another hotel next time I visit			X	X		

From Table 4.16 above, "the destination would be my preferred choice for a vacation; overall I am loyal to this destination; I would advise friends to visit this destination; I will visit this destination in the future; I am satisfied with this visit and I will not switch to another hotel next time I visit" were the only similar elements tested under brand loyalty.

4.3.5 Brand experience

Brand experience is a personal source of information that can be utilised to form the bases of future repurchase intentions (Brakus, Schmitt & Zarantonello, 2009:4). The elements that were used to test brand experience in previous tourism-related studies are shown in Table 4.17 below.

Table 4.17: Brand experience elements

Brand experience	Fung So and King (2009:597)	Aaker (1996:109)	Smith (2012:1)	Jalees (2006:7)	Brakus, Schmitt and Zarantonello (2009:58)	Chinomona (2013:1316)
I like the brand	X			X		
React favourably to the brand	X					
I feel positive towards the brand	X			X		

This brand is innovative	X					
I feel uplifted by using the brand	X					
I feel relaxed after using the brand	X					
I feel fulfilled by experiencing the brand	X					
I feel soothed after using the brand	X					
How satisfied are you with this brand?			X			
This brand brings pleasant memories to me				X		
This brand makes a strong impression on my visual sense					X	X
I find this brand interesting in a sensory way					X	X
This brand does not appeal to my senses					X	X
This brand induces feelings and sentiments					X	X
I do not have strong emotions for this brand					X	X
This brand is an emotional brand					X	X
I engage in physical actions and behaviour when I use this brand					X	X
This brand results in bodily experiences					X	X
This brand is not action-oriented					X	X
I engage in a lot of thinking when I encounter this brand					X	X
This brand stimulates my curiosity and problem solving					X	X

From Table 4.17 above, "I like the brand; I feel positive towards the brand; this brand makes a strong impression on my visual sense; I find this brand interesting in a sensory way; this brand does not appeal to my senses; this brand induces feelings and sentiments; I do not have strong emotions for this brand; this brand is an emotional brand; I engage in physical actions and behaviour when I use this brand; this brand results in bodily experiences; this brand is not action-oriented; I engage in a lot of thinking when I encounter this brand; and this brand stimulates my curiosity and problem solving" were the similar elements tested under brand experience.

From Tables 4.13 to 4.17 above it can be concluded that brand awareness, brand usage, brand satisfaction, brand loyalty and brand experience were the aspects included within the previous tourism-related studies. The elements tested under each of these five aspects tend to differ and were applied to the specific tourism product tested. Brand awareness, brand usage, brand satisfaction, brand loyalty and brand experience were also identified in the literature review of the previous chapter as being important in the evaluation of a tourism brand. These five aspects will therefore form part of the conceptual instrument to measure the success of branding within the tourism industry.

4.4   CONCLUSION

The goals of this chapter are twofold. The first goal was to identify and analyse current models and tools used to measure brand effectiveness by means of an in-depth literature review. Eight different evaluation methods were analysed and it was found that various aspects were measured by each brand evaluation method; that all brand evaluation methods made use of a Likert scale of between four to ten; that all the brand evaluation methods were designed to measure either internal or external brand aspects; that only seven brand aspects measured (awareness, management, strategy, value, research, price, competition) were similar in some of the brand evaluation methods; that the outcome of each of the brand evaluation methods were either in figure format, given as a score out of 100, or shown as a comparison. None of the eight evaluation methods could be applied, as is, to a tourism-related product.

The second goal was to conduct a literature review to establish which brand elements should be included in the conceptual tourism brand measurement instrument. This was done by evaluating previous tourism brand-related studies. It was found that brand awareness, brand usage, brand satisfaction, brand loyalty and brand experience were the aspects included in the previous tourism-related studies. The elements tested under each of the above mentioned five aspects tend to differ and were applied to the specific tourism product tested. These elements will all form part of the exploratory part of this study.

CHAPTER 5

METHOD OF RESEARCH

5.1 INTRODUCTION

The word "research" is used on a daily basis and refers to various situations (Leedy & Ormrod, 2010:1). It may firstly refer to finding information, making notes and writing a documented paper on the topic. Secondly, it may refer to the act of informing people of facts not known to them. Lastly, merchandisers often make use of the word to suggest that they discovered a groundbreaking product. According to Zikmund and Babin (2010:5), Malhotra and Birks (2006:6), Malhotra & Peterson (2006:9) and Franses and Paap (2003:3), research refers to the systematic process of collecting, analysing and interpreting data in order to better understand a known or unknown phenomenon. The researchers further mention that research consists of the following characteristics, namely: research originates with a question or problem; research requires clearly indicated goals; a specific plan; research divides a problem into smaller manageable sub-problems; research is guided by a specific problem, question or hypothesis; research accepts certain assumptions; research requires the collection and interpretation of primary or secondary data and lastly, research is cyclical by nature.

The goal of this chapter is to briefly summarise the research process and to elaborate on the research process followed during this study.

5.2 RESEARCH DESIGN

The research process starts with the research design. According to Saunders *et al*. (2009:137) and Robson (2002:58), research design refers to the general plan of how the researcher will go about answering the research questions. It must further contain

specific objectives that are derived from the research questions, specify the sources from which to collect data, consider constraints as well as discussing ethical issues. It should also reflect the fact that the researcher has thought carefully about the particular research design chosen (Kumar, 2011:94). Research design further includes three types of studies. These are discussed in the next section.

5.2.1 Exploratory studies

An exploratory study may be used when the researcher needs to find out what is happening, to seek insights, to ask questions and to assess a phenomenon from a new perspective (Zikmund & Babin, 2010:44; Saunders, Lewis & Thornhill, 2009:139; Robson, 2002:59). Exploratory studies are particularly useful to clarify understanding a problem.

5.2.2 Descriptive studies

A descriptive study can be used to portray an accurate profile of persons, events or situations (Zikmund & Babin, 2010:44; Saunders *et al.*, 2009:140; Robson, 2002:59). Descriptive research can also be an extension or forerunner of exploratory or explanatory research.

5.2.3 Explanatory studies

An explanatory study may be used to establish causal relationships between variables (Saunders *et al.*, 2009:140; Malhotra & Peterson, 2006:74-76; Robson, 2002:59). The emphasis is to explain the relationship between variables by studying a situation or problem.

The method of research for this study was exploratory in nature owing to the gap in literature and practice of a measurement to assess the success of a brand in the tourism industry. It was conducted in different phases. Phase A refers to the literature analysis, Phase B to the qualitative research and Phases C and D to the quantitative research. Phase A of the research process involved the collection of data or information that had already been published. This is referred to as secondary data.

5.3   SECONDARY DATA

According to McDaniel and Gates (2010:72-83), Saunders *et al.* (2009:258), Shui, Hair, Bush and Ortinau (2009:137-158), Wiid and Diggines (2009:70-84), Cant, Gerber-Nel, Nel and Kotze (2008:65-83), Aaker, Kumar and Day (2007:109-114), Malhotra and Birks (2006:83-100), Malhotra and Peterson (2006:100-109), Crouch and Housden (2003:19), Churchill and Lacobucci (2002:243-256), Webb (2002:30) and Robson (2002:121), secondary data can include both quantitative and qualitative data and are used in both descriptive and explanatory research.

Secondary data can be firstly classified as documentary secondary data. This can include written materials such as notices, correspondence, minutes of meetings, reports to shareholders, diaries, transcripts of speeches and administrative and public records. Secondly, secondary data can be classified as written documents that may include books, journals, magazine articles and newspapers. Lastly, secondary data may also be results from surveys completed. See chapters 2, 3 and 4 for the information pertaining to the literature review of this study.

After the collection of relevant secondary data, the researcher must decide on one of the following seven research strategies to follow.

5.4   RESEARCH STRATEGIES

According to Burns and Bush (2010:45-50), Saunders *et al.* (2009:141), Robson (2002:123) and Hakim (2000:98), each of the following strategies can be used to conduct research. The researchers further mention that no selected research strategy is inherently superior or inferior to any other. What is most important is not the label that is attached to the particular strategy, but whether it will enable the researcher to answer the research question(s) and meet the objectives. The following is a brief summary of research strategies that a researcher can choose from.

5.4.1 Experiment

An experiment strategy is a form of research that owes much to the natural sciences,

although it features strongly in much social science research, particularly psychology. The purpose of an experiment is to study causal links, that is, whether a change in one independent variable produces a change in another dependent variable (Hakim, 2000:100; Kumar, 2011:113).

5.4.2 Survey

The survey strategy is a popular and common strategy in business and management research and is most frequently used to answer who, what, where, how much and how many. The popularity of surveys is due to the fact that they allow the collection of a large amount of data from a sizeable population in a highly economical way (Saunders *et al.*, 2009:144).

5.4.3 Case study

A case study is defined by Robson (2002:178) as "*a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence*". Yin (2003:132) also highlights the importance of context and adds that, with a case study, the boundaries between the phenomenon being studied and the context within which it is being studied are not clearly evident.

5.4.4 Action research

Action research has been interpreted by management researchers under four common themes. The first focuses on and emphasises the purpose of research; the second relates to the involvement of practitioners; the third emphasises the iterative nature of the process of diagnosing, planning, taking action and evaluating; and the fourth theme suggests that action research should have implications beyond the immediate project (Coghlan & Brannick, 2005:58).

5.4.5 Grounded theory

According to Goulding (2002:149), it is more effective to think of this theory as theory-building through a combination of induction and deduction. This strategy is particularly

helpful for research to predict and explain behaviour with the emphasis being upon developing and building theory.

5.4.6 Ethnography

This strategy is firmly rooted in the inductive approach and emanates from the field of anthropology. The purpose of ethnography is to describe and explain the social world the research subjects inhabit in the way in which they would describe and explain it. This research strategy is very time consuming (Saunders *et al.*, 2009:149).

5.4.7 Archival research

This strategy makes use of administrative records and documents as the principal source of data. These documents may be recent or historical documents (Saunders *et al.*, 2009:150).

For the purpose of this study survey design (cf. 5.9) was utilised to address the goal of the study. Because not every person in the targeted research population could be included in the research, the researcher made use of a sample. The available sampling techniques are discussed in the next section.

5.5   SAMPLING TECHNIQUES

According to Kumar (2011:194), Saunders *et al.* (2009:212) and Malhotra and Peterson (2006:330), it is possible for some research questions to collect data from an entire population if the population is a manageable size. For all research questions where this is impractical, the researcher needs to collect a sample. This sampling is broadly divided into probability and non-probability sampling.

5.5.1 Probability sampling

With this type of sampling the chance of each case being selected from the population is known and is usually equal for all cases. This means that it is possible to answer research questions and to achieve objectives that require one to estimate statistically the characteristics of the population from the sample. Probability sampling is often

associated with survey and experimental strategies (Kumar, 2011:199; Saunders *et al.*, 2009:213; Malhotra & Peterson, 2006:330-333).

The following are different types of probability sampling:

5.5.1.1 Simple random

This sampling technique involves the selection of a sample at random from the sampling frame using random number tables, a computer or an online random number generator (Saunders *et al.*, 2009:222; Kumar, 2011:203).

5.5.1.2 Systematic

This sampling technique involves the selection of a sample at regular intervals from the sampling frame (Saunders *et al.*, 2009:226).

5.5.1.3 Stratified random

This sampling technique is a modification of random sampling in which the population is divided into two or more relevant and significant strata, based on one or a number of attributes or subsets. A random sample (simple or systematic) is then drawn from each of the strata (Saunders *et al.*, 2009:228; Kumar, 2011:203).

5.5.1.4 Cluster

This sampling technique is similar to stratified sampling as the population is divided into discrete groups prior to sampling. These groups are known as clusters. For sampling, the researcher then samples from the list of clusters rather than from a list of individuals. Data are then collected from each case within the selected cluster (Saunders *et al.*, 2009:230; Kumar, 2011:204).

5.5.1.5 Multi-stage

This technique is also known as multi-stage cluster sampling. It is normally used to overcome problems associated with a geographically dispersed population when face to face contact is needed or where it is expensive and time consuming to construct a

sampling frame for a large geographical area. The technique involves taking a series of cluster samples, each involving some form of random sampling (Saunders *et al.*, 2009:231).

5.5.2 Non-probability sampling

For this type of sampling the probability of each case being selected from the total population is not known and it is impossible to answer research questions or to address objectives that require one to make statistical inferences about the population (Kumar, 2011:206; Saunders *et al.*, 2009:213; Malhotra & Peterson, 2006:334-338).

The following are different types of non-probability sampling:

5.5.2.1 Quota

This sampling technique is entirely non-random and is normally used for interview surveys. Quota sampling is therefore a type of stratified sample in which selection cases within strata is entirely non-random (Kumar, 2011:206; Cant *et al.*, 2008:66; Saunders *et al.*, 2009:235).

5.5.2.2 Purposive

Also known as judgemental sampling, researchers use their judgement to select cases that will best enable them to answer the research questions and meet set objectives (Kumar, 2011:207; Saunders *et al.*, 2009:237; Malhotra & Peterson, 2006:358).

5.5.2.3 Snowball

This sampling technique is commonly used when it is difficult to identify members of the desired population. The main problem with this technique is to make initial contact. Once this is achieved, the one case identifies further members of the population (Kumar, 2011:208; McDaniel & Gates, 2010:333; Saunders *et al.*, 2009:240).

5.5.2.4 Self-selection

This sampling technique occurs when one allows each case, usually individuals, to

identify their desire to take part in the research. Publicity to participate in the survey is done through articles, advertisements in magazines, newspapers and via the Internet, and via invitation letters sent electronically to friends and colleagues (Kumar, 2011:207; Smith, 2010:95; Saunders *et al.*, 2009:241).

5.5.2.5 Convenience

Also known as haphazard sampling, this technique involves selecting haphazardly those cases that are easiest to obtain for the sample. The sample selection process continues until the required sample size has been reached (Saunders *et al.*, 2009:241; McDaniel & Gates, 2006:320; McDaniel & Gates, 2005:289).

This study utilised judgement sampling (non-probability) for the qualitative phase and random sampling (probability) in the quantitative phase (See 1.5.3 and 1.5.4 for detailed information).

5.6   SAMPLE SIZE

According to Kumar (2011:210), McDaniel and Gates (2010:352), Zikmund and Babin (2010:328), Shui *et al.* (2009:460), Aaker *et al.* (2007:408), Cooper and Schindler (2006:478), Stutely (2003:58) and Churchill and Lacobucci (2002:498), calculating sample size will depend on whether probability or non-probability sampling is used. For probability sampling, a table is used to calculate the sample size. Table 5.1 indicates the sample size for different sizes of population at a 95% confidence level.

Table 5.1:   Sample sizes for different sizes of population at a 95% confidence level

Population	Margin of error			
	5%	3%	2%	1%
50	44	48	49	50
100	79	91	96	99
150	108	132	141	148
200	132	168	185	196
250	151	203	226	244

300	168	234	267	291
400	196	291	343	384
500	217	340	414	475
750	254	440	571	696
1 000	278	516	706	906
2 000	322	696	1091	1655
5 000	357	879	1622	3288
10 000	370	964	1936	4899
100 000	383	1056	2345	8762
1 000 000	384	1066	2395	9513
10 000 000	384	1067	2400	9595

Source: Saunders *et al.* (2009:219)

Table 5.1 provides a rough guide to the minimum sample sizes required from different sizes of population given a 95% confidence level for different margins of error. It assumes that data are collected from all cases in the sample. For most business and management research, researchers are content to estimate the population's characteristics at 95% certainty to within more or less 3 to 5% of its true value. The smaller the absolute size of the sample and, to a far lesser extent, the smaller the relative proportion of the total population sampled, the greater the margin of error (Saunders *et al.*, 2009:219).

For non-probability sampling the issue of sample size is vague and there are no rules (Saunders *et al.*, 2009:233). The sample size therefore depends on the research questions and objectives – in particular, what the researcher needs to find out, what will be useful, what will have credibility and what can be done within the available resources (Patton, 2002:134). According to Saunders *et al.* (2009:235), many research text books simply recommend continuing to collect qualitative data until data saturation is reached. Guest, Bunce and Johnson (2006:62) offer some guideline by indicating that, for research where the aim is to understand commonalities within a fairly homogenous

group, 12 in-depth interviews must be conducted. If the sample is drawn from a heterogeneous population or the research question is wide ranging, the researcher should undertake between 25 and 30 interviews (Creswell, 2007:58).

Random sampling was used for this study in the quantitative phase since Resort group 1 had a membership total of more than 70 000 at the time of this study. Thus, according to Table 5.1, a sample size of 370 questionnaires was needed. A total of 2 152 fully completed questionnaires were collected and analysed, thus far exceeding the required sample size. Resort group 2 had a database bank of more than 20 000 at the time of this study. Thus, according to Table 5.1, a sample size of 370 questionnaires was needed. A total of 599 fully completed questionnaires was collected and analysed, exceeding the required sample size.

There are two types of questionnaires available to the researcher. These are discussed in the next section.

5.7   QUESTIONNAIRES

5.7.1 Types of questionnaires

Questionnaires are divided into those that are administered by the respondent or those administrated by the interviewer (Kumar, 2011:145; McDaniel & Gates, 2010:286; Smith, 2010:61; Zikmund & Babin, 2010:269; Saunders *et al.*, 2009:362; Shui *et al.*, 2009:327; Wiid & Diggines, 2009:158; Brace, 2008:45; Cant *et al.*, 2008:147; Aaker *et al.*, 2007:316; Cooper & Schindler, 2006:390; Malhotra & Birks, 2006:324; Malhotra & Peterson, 2006:284; Roe, 2004:187; Crouch & Housden, 2003:169; Churchill & Lacobucci, 2002:280; Webb, 2002:89).

5.7.1.1 Self-administered

According to the above mentioned researchers, this type of questionnaire is completed by the respondent and is administrated by using the Internet, intranet, posted to respondents or delivered by hand and collected later.

5.7.1.2 Interviewer administered

This type of questionnaire, according to the above mentioned researchers, is recorded by the interviewer on the basis of each respondent's answers. Questionnaires are administrated using a telephone or face to face structured interview.

The type of questionnaire used for this study was self-administered, as an e-mail invitation was send to both databases. This invitation included a link to the questionnaire in Survey Monkey.

The choice of questionnaire can be influenced by a number of factors. These factors are indicated in the next section.

5.7.2 Choice of questionnaire

According to Kumar (2011:148), Saunders *et al.* (2009:363) and Salzberger (2009:3), the choice of questionnaire is influenced by the following factors related to the research questions and objectives:

- Characteristics of the respondents from whom data are collected
- Importance of reaching a particular person or respondent
- Importance of respondents' answers not being contaminated or distorted
- Size of the sample that is required for analysis
- Types of questions asked to collect data
- The number of questions asked to collect data

After considering the above factors, an electronic questionnaire was designed on Survey Monkey. The next section explains the process followed during this study.

5.8   THE RESEARCH PROCESS FOLLOWED TO REACH THE GOAL OF THE STUDY

The research process indicated below was followed for this study and consisted of different phases. Figure 5.1 summarise this process.

PHASE A	LITERATURE REVIEW	To establish which brand measurement tools currently exist and how these were applied to the tourism industry
PHASE B	QUALITATIVE RESEARCH	To gather and analyse information from a group of experts
PHASE C	EXPLORATORY RESEARCH	To determine the reliability of the data
PHASE D	EXPLORATORY RESEARCH	To validate the reliability of the data

Figure 5.1   Research process applied

5.8.1 Phase A: Literature study

In formulating the literature study, relevant academic articles, tourism, marketing and management books as well as existing brand measurement instruments were used. Journals such as *Annals of Tourism Research*, *Tourism Management* and the *Journal for Brand Management* as well as postgraduate studies were used to gather secondary information. Further information was obtained by using academic Internet search engines such as Science Direct, Ebsco-Host and Emerald. The purpose of the literature study was to establish which brand measurement tools currently exist and how they

were applied by previous researchers to the tourism industry. It was also important to determine the elements relevant to a brand instrument for the tourism industry in this phase.

The following keywords were used for search purposes: brand, brand awareness, brand loyalty, destination image, brand personality, tourism marketing, tourism promotion, brand equity, experience and brand perception.

5.8.2 Phase B: Qualitative research

This section highlights the first method chosen to conduct the empirical analysis.

5.8.2.1 Research design, method of collecting data and test plan

The research for this part of the study was exploratory, as the Delphi technique was used to gather and analyse the data. This technique is described by researchers as a qualitative method but with quantitative elements (Malhotra & Birks, 2006:75). The Delphi technique involves the gathering and analysis of information from a panel of experts in a particular field of interest. The experts in the field completed a questionnaire indicating their views on the likelihood of certain developments taking place in future. These views were then collated and circulated to panel members for further comment and repeated for a second time before final results are collated (Veal, 2006:105; Jennings, 2001:283). The Delphi process comprised of the following steps:

Step 1: Develop the research question – A review of the literature was conducted to determine the theoretical gap and gather the necessary information to minimise the identified gap. From this, fifty-seven possible brand measure elements were identified and included in the Delphi questionnaire.

Step 2: Design the research – The Delphi method was selected as judgements of experts in a group decision-making setting was needed (Cant, Gerber-Nel, Nel & Kotze, 2003:27). During this step, a total of sixteen invitations were sent to domestic experts, eighteen to domestic experts from the industry and seventy to international experts to

participate in this research. Those who had previous knowledge on tourism branding or who were currently working on aspects of branding were given priority placement in either the domestic or international groups. Selecting the research participants was a critical component (cf. Table 1.3), since it was these participants' expertise on which the outcome of the Delphi method was based (Chrisnall, 2001:34). There were four requirements for 'expertise'. Firstly, they had to have knowledge and/ or experience with branding and its application. Secondly, they had to have the capacity and willingness to participate. Thirdly, they had to have sufficient time to participate. Fourthly, effective communication skills were needed (Chrisnal, 2001:34; Adler & Ziglio, 1996:25). Since expert opinions were sought, a purposive sample was necessary where participants were not selected to represent the general population, but rather for their expert ability to answer the research question. During the initial contact, the potential respondents were invited via e-mail, informed about the research process and invited to participate. They were assured of anonymity in the sense that none of their statements would be attributed to them by name. After securing the participation of the respondents, the questionnaire was finalised for Round 1 of the Delphi technique.

Step 3: Develop Delphi Round 1 questionnaire – The initial broad questions were developed through careful analysis and evaluation of the literature and formed the focus of the Delphi technique. This was because, if respondents did not understand the question, they may have provided inappropriate answers and/ or may become frustrated. The initial fifty-seven brand measurement elements identified through the in-depth literature review were included in the draft questionnaire (see Annexure A). This draft questionnaire made use of a 5-point Likert scale to rate each element. The respondents had to rate each of the identified fifty-seven brand measure elements based on the Likert scale where 1 was 'extremely important' and 5 was 'not important at all'.

Step 4: Release and analyse Round 1 questionnaire – The draft questionnaire was then distributed via e-mail to the Delphi participants who had accepted the invitation. A total of sixteen experts accepted the previous e-mail invitation. These included a mix of

domestic, industry and international experts and therefore formed part of this first round questionnaire. The draft questionnaire was compiled in an Excel format with a clear description for each part to be completed. The participants were given 10 days to complete the draft questionnaire and they were also allowed to add elements they considered appropriate. Each of the fifty-seven elements was rated on a 5-point Likert scale and returned to the researcher via e-mail. The results of Round 1 was then analysed according to the research paradigm. This allowed the researcher to eliminate irrelevant elements by making use of the median values. Owing to the fact that 1 = extremely important and 5 = not important at all, all elements higher than 2.5 (mean value) were eliminated.

Step 5: Develop Round 2 questionnaire – The responses from Round 1 form the basis of the questions in the Round 2 questionnaire. The researcher was directed by the opinions of the sixteen participants. The purpose of Round 2 was to pare down on the identified brand measurement elements (Veal, 2006:107). The format of the questions remained the same.

Step 6: Release and analyse Round 2 questionnaire – The Round 2 questionnaire consisted of fifty-two elements and was released to the sixteen research participants for the second time via e-mail. They were once again requested to complete and return the questionnaire to the researcher for analysis. However, the participants were firstly given the opportunity to verify that the Round 1 responses did, indeed, reflect their opinions and that they were further afforded the opportunity to change or expand their Round 1 responses now that the other research participants' answers were shared with them (Veal, 2006:107). Continuous verification throughout the Delphi process was critical to improve the reliability of the results (Chrisnall, 2001:34) and was factored into the research design. After analysis, non-valid elements were eliminated from the questionnaire by applying the median values. Owing to the fact that 1 = extremely important and 5 = not important at all, all elements higher than 2.5 (mean value) were eliminated.

Step 7: Round 3

In the final phase, a list of the remaining elements was e-mailed to the participants. The sixteen research participants were again given the opportunity to change their answers and to comment on the emerging and collective perspective of the research participants. The purpose of this phase was to reach consensus on the final elements to be included in the conceptual instrument. This conceptual instrument then formed the basis of Phase C of this study. This final questionnaire consisted of fifty-one elements.

5.8.2.2 Sampling framework and sampling technique

During Phase B, the potential respondents were contacted via e-mail, informed about the research process and invited to participate. They were assured of anonymity in the sense that none of their statements would be attributed to them by name. A total of sixteen invitations were sent to domestic experts, eighteen to domestic experts from the industry and seventy to international experts. Purposive sampling was therefore implemented in this part of the study.

5.8.2.3 Data analysis

The data was coded on SPSS (Version 18) and analysed according to the research paradigm (statistical summarising into medians plus upper and lower quartiles). The results were then presented with descriptive tables (Field, 2005:10).

5.8.3 Quantitative research (Phase C)

5.8.3.1 Research design and method of collecting data

The research design was of an exploratory nature, since this research focused on developing a questionnaire. The questionnaire (as completed in Phase B) was finalised and distributed electronically through the marketing department of a well-known resort group in South Africa (for the purpose of this study referred to as 'resort group 1') to its members. This resort group was chosen since its brand was already well established and well-known. The purpose of Phase C was to determine the reliability of the data.

5.8.3.2 Sampling framework and sampling technique

Resort group 1 has been operational for 85 years and currently had more than 200 000 members. An e-mail invitation was sent by the resort's group marketing department to all their members stating the purpose and importance of the research. A link to the brand questionnaire in Survey Monkey was included in this invitation (see Annexure B). The sampling used for this part of the research was random sampling which is the purest form of probability sampling. Every member of the population had an equal and known chance of being selected. When there is a very large population, it is often difficult or impossible to identify every member of the population, so the pool of available subjects becomes biased. On completion of the questionnaire, all respondents were automatically thanked for their participation and the completed questionnaire was available to the researcher via the Survey Monkey website. A total of 2 152 fully completed questionnaires were collected and analysed.

5.8.3.3 Data analysis

Because of the electronic nature of the surveys, the data was captured automatically via the Survey Monkey website. The data from every survey could be viewed individually on the Survey Monkey website. The data from resort group 1 was first cleaned by the researcher by deleting any uncompleted surveys. The total of fully completed surveys for resort group 1 was 2 152. This data was then exported to Excel and underwent a second cleaning process. The data was then further analysed by Statistical Consultation Services at the North-West University and interpreted by the researcher.

According to Saunders *et al.* (2009:414), Blaxter, Hughes and Tight (2010:238), Zikmund and Babin (2010:352) and Crouch and Housden (2003:226), quantitative data in a raw form convey very little meaning. This data must be processed to make them useful and turn them into information. Analysis techniques such as graphs, charts and statistics are used to explore, present and examine relationships and trends within the data (Zikmund & Babin, 2010:352-365; Shui *et al.*, 2009:529-533; Cant *et al.*, 2008:204-224; Aaker *et al.*, 2007:509-513; Malhotra & Birks, 2006:510-530; Malhotra & Peterson, 2006:434-450; Churchill & Lacobucci, 2002:674-690). A few methods were thus

appropriate for the analysis of this phase. To examine the factors underlying satisfaction, loyalty and experience, a principle component axis factor analysis with oblique rotation (direct oblimin) was undertaken. Reliability (Cronbach's alpha) was computed to verify the internal consistency of aspects of every factor. This was very important as the purpose of this phase was to assess the reliability of the data.

5.8.4 Quantitative research (Phase D)

5.8.4.1 Research design and method of collecting data

Research design was of an exploratory nature, since this research focuses on the second step to validate the conceptual instrument that can measure the success of branding in the tourism industry. Following Phase C, and once the results of the factor analysis had been obtained, changes were made to the conceptual instrument and distributed through the marketing department of a second well-known resort group in South Africa (for the purpose of this study known as 'resort group 2') to all members on their database. The data and results of Phase D were compared to those of Phase C to determine the validity and reliability of the instrument. The purpose of this phase was thus to validate the reliability of the data.

5.8.4.2 Sampling framework and sampling technique

Resort group 2 was bought by an international company and therefore underwent a brand change a few years ago. Their brand is therefore relatively young compared to the brand of resort group 1. An e-mail invitation was sent by the resort's group marketing department to all members on their current database stating the purpose and importance of the research. Their database totalled a number of almost twelve thousand e-mail addresses. A link to the brand questionnaire in Survey Monkey was included in this invitation (see Annexure C). Random sampling was used for this part of the research as this type of sampling is the purest form of probability sampling. Every member of the population had an equal and known chance of being selected. When there is a very large population, it is often difficult or impossible to identify every member of the population, so the pool of available subjects becomes biased. On

completion of the questionnaire, all respondents were automatically thanked for their participation and the completed questionnaire was available to the researcher via the Survey Monkey website. A total of 599 fully completed questionnaires was collected and analysed.

5.8.4.3 Data analysis

Because of the electronic nature of the surveys, the data was captured automatically via the Survey Monkey website. The data from every survey could be viewed individually on the Survey Monkey website. The data from resort group 2 were first cleaned by the researcher by deleting any uncompleted surveys. The total of fully completed surveys for resort group 2 was 599. This data was then exported to Excel and underwent a second cleaning process. The data was then further analysed by Statistical Consultation Services at the North-West University and interpreted by the researcher.

According to Saunders *et al.* (2009:414), Blaxter, Hughes and Tight (2010:238), Zikmund and Babin (2010:352) and Crouch and Housden (2003:226), quantitative data in a raw form convey very little meaning. This data must be processed to make them useful and turn them into information. Analysis techniques such as graphs, charts and statistics are used to explore, present and examine relationships and trends within the data (Zikmund & Babin, 2010:352-365; Shui *et al.*, 2009:529-533; Cant *et al.*, 2008:204-224). A few methods were thus appropriate for the analysis of this phase. To examine the factors underlying satisfaction, loyalty and experience, a principle component axis factor analysis with oblique rotation (direct oblimin) was undertaken. Reliability (Cronbach's alpha) was computed to verify the internal consistency of aspects of every factor. This was very important as the purpose of this phase was to assess the reliability of the data.

5.9   CONCLUSION

The goal of this chapter was to elaborate on the research process followed during this study. This was done by firstly explaining three different research designs. The method of research for this study was exploratory by nature and included different phases. This

was followed by a discussion on how secondary data was examined. Secondary data were classified as documentary secondary data that included written materials, written documents and results from previous surveys completed. Thirdly, seven research strategies were discussed with the focus on the survey strategy that was utilised to address the goal of the study. Fourthly, the research process followed for this study was explained and consisted of different phases. Phase A included a literature study to establish which brand measurement tools currently exist and how these were applied by previous researchers to the tourism industry. It was important to analyse literature in depth to ensure that all the elements contributing to branding were identified for inclusion in Phase B, the Delphi phase. Phase B involved a number of steps. Firstly, brand measure elements were indentified through an in-depth literature review. Secondly, a process was followed to invite and finalise the participation of a panel of domestic academic, international academic and industry experts. These experts then formed part of Step 3 that included a process whereby the indentified brand measure elements of Phase A were rated by them and if necessary eliminated. The process was repeated until the brand measure elements were finalised that needed to form part of the draft questionnaire. During Phase C, the questionnaire (as completed in Phase B) was finalised and distributed electronically through the marketing department of a well-known resort group in South Africa (resort group 1) to its members. This resort group was chosen since their brand has already been well established and well-known. The purpose of Phase C was to determine the reliability of the data. Following Phase C, and once the results of the factor analysis had been obtained, changes were made to the conceptual instrument and distributed through the marketing department of a second well-known resort group in South Africa (resort group 2) to all members on their database. The data and results of Phase D were compared to those of Phase C to determine the validity and reliability of the instrument. The purpose of this phase was thus to validate the reliability of the data.

The ultimate goal of this study was to develop a conceptual instrument to measure the success of branding in the tourism industry. It is clear that this can be done by following the research process described in this chapter.

CHAPTER 6

EMPIRICAL RESULTS AND FINDINGS

6.1 INTRODUCTION

The previous chapter described the methods used as well as the statistical analyses which were applied in the empirical phase of the study. The purpose of this chapter is twofold. Firstly, the descriptive results for the five categories (brand awareness, brand usage, brand satisfaction, brand loyalty, brand experience) will be discussed to portray the basic features of the data collected for both resort groups 1 and 2. Secondly, the development of the conceptual instrument will be discussed by explaining and providing the results of the four phases followed.

A literature study of relevant academic articles was conducted during phase A. The goal of this phase was twofold. Firstly, to identify and analyse current models and tools used to measure brand effectiveness by means of an in-depth literature review. The second goal was to conduct a literature review to establish which brand elements should be included in the conceptual tourism brand measuring instrument. Phase B of this study was exploratory, as the Delphi technique was used to gather and analyse data from a panel of experts. This involved a seven-step process to reach consensus on the final elements to be included in the conceptual instrument. Phase C of this study was also exploratory by nature, since this research focused on developing a brand measuring instrument (questionnaire). The purpose of phase C was to determine the reliability of the data. The purpose of the last phase (D) was to validate the proposed measuring instrument.

6.2 DESCRIPTIVE RESULTS

The purpose of the descriptive results is to provide an overview of the basic assessment of the data in the study and to summarise the large set of quantitative data. The layout and compilation of the questions as part of the development of the conceptual instrument are also discussed.

A RESORT GROUP 1

The questionnaire (as completed in phase B) was distributed electronically (October 2013) through the marketing department of Resort Group 1 to its members. Resort Group 1 had a membership of 70 000 at the time of this study. An e-mail invitation was sent by the resort's group marketing department to all their members stating the purpose and importance of the research. A link to the brand questionnaire in Survey Monkey was included in this invitation. A total of 2 152 fully completed questionnaires were collected and analysed. The descriptive results are discussed in the next five sections.

6.2.1 Demographic information

Questions one to nine of the questionnaire focused on demographic information. This part of the conceptual instrument is the only part that can be adapted to each brand being assessed. The questions in this part of the instrument were mainly closed-ended questions. This allows for easy completion and is always an effective introduction to any questionnaire. Where other options (for example: other home language) were also possible, space was provided for the respondents to include their responses. These demographic information questions are next discussed in greater detail.

Table 6.1: Summary of demographic info: resort group 1

Home language	Afrikaans	English	Other		
	92.7%	7.2%	0.1% Dutch Arabic		

Province	Gauteng	Limpopo	Mpuma-langa	KwaZulu-Natal	Western Cape	Northern Cape	North-West	Free State	Outside SA
	74.1%	0.4%	0.7%	0.2%	21.3%	0.1%	0.7%	2.4%	0.1%

Gender	Female	Male							
	55.4%	44.6%							

Age	18 - 20	21 - 29	30 -39	40 - 49	50 - 59	60+			
	0.1%	4.1%	18.8%	**36.7%**	28.6%	11.6%			

Highest qualification	No matric	Matric	Diploma/degree	Post-graduate					
	4.5%	34.9%	**43.7%**	16.9%					

Marital status	Single	Married	Widow(ed)	Divorced	Living together				
	3.3%	**82.8%**	2.1%	7.5%	4.3%				

Children in household	None	1	2	3	4	More than 4			
	47.3%	21.9%	24.3%	5.2%	0.8%	0.4%			

Total people in household	1	2	3	4	5	6+			
	2.9%	27.4%	21.2%	**29.8%**	12.4%	6.3%			

Table 6.1 summarises the demographic information of the respondents in the Resort Group 1 survey. The majority of respondents were Afrikaans-speaking (92.7%); living in Gauteng (74.1%) and the Western Cape (21.3%); female (55.4%); aged between 40 - 49 (36.7%) and 50 – 59 (28.6%); have completed a diploma or degree (43.7%); married (82.8%); have no (47.3%) or two children (21.9%) and are a total of four (29.8%) or two (27.4%) people living in one household.

Thus the respondents for Resort Group 1 were highly educated, part of a family, aged 40 – 59 and living in Gauteng. This reflects the typical profile of visitors to resorts in South Africa (Van Vuuren & Slabbert, 2011:695).

6.2.2 Level of brand awareness

Questions 10 to 16 of the conceptual brand measuring instrument focused on brand awareness. These brand awareness questions are next discussed in more detail.

Table 6.2:   Summary of favourite holiday resort in South Africa

Resort name	Frequency	Percentage
Buffelspoort	420	**19.5%**
Klein Kariba	394	**18.3%**
Hartenbos	312	**14.5%**
ATKV	299	**13.9%**
Goudini	269	**12.5%**
Natalia	108	5%
Eiland	43	2%
Drakensville	34	1.6%
Badplaas	15	0.7%
Sondela	6	0.3%
Dikhololo	6	0.3%
Warmbaths	6	0.3%
Kruger National Park	4	0.2%
Mossel Bay	4	0.2%

Question 10 was asked on a separate page without showing the resort group 1 brand to respondents. This was an open-ended question allowing the participants freedom of response in terms of their favourite holiday resort.

The results indicate that respondents' favourite holiday resort comprises a total of 85.7% of the resorts associated with the resort group 1 brand (Buffelspoort 19.5%; Klein

Kariba 18.3%; Hartenbos 14.5%; ATKV 13.9%; Goudini 12.5%; Natalia 5% and Eiland 2%). This shows their commitment toward this specific brand.

Table 6.3:   Summary of brand awareness items tested: resort group 1

Brand awareness	Totally agree	Agree	Unknown	Disagree	Totally disagree
"I am aware of this brand"	**77.2%**	21%	1.7%	0.4%	0%
"I can remember what this brand represents"	**59.4%**	30.1%	8.1%	1.3%	1.2%
"I have noticed marketing campaigns linked to this brand"	**56.5%**	34.6%	7.6%	1.1%	0.2%
"I know everything about this brand"	**57.1%**	33.8%	7.4%	1.5%	0.2%
"I have a favourable attitude towards this brand"	**66.4%**	30.1%	2.6%	0.7%	0.1%
"This brand brings pleasant memories to me"	**70.9%**	24.9%	3%	1%	0.2%
"Overall I am satisfied with the products/services associated with this brand"	**64.3%**	31.6%	2.5%	1.3%	0.4%
"I would recommend this brand to friends and family"	**72.9%**	23.8%	1.8%	1.3%	0.3%

Every page of the questionnaire, starting from this section onwards, contained the name/logo of the resort in question (in this case resort group 1) and thus the questions were related to the respondents' perceptions of this particular brand. Question 11 asked respondents to rate, on a five-point likert scale, to what extent they agree with statements regarding the resort group 1 brand specifically focused on the awareness of the brand. Table 6.3 indicates that respondents totally agreed with the following statements (only percentages above 65%):

- 77.2% totally agreed that they were aware of the brand;
- 72.9% totally agreed that they would recommend the resort group 1 brand to friends and family;
- 70.9% totally agreed that the brand brought pleasant memories to them;

- 66.4% totally agreed that they had a favourable attitude toward the brand.

The second highest percentage in all the above mentioned questions fell within the agree category. All of the unknown, disagree and totally disagree categories were less than 8.1% for all of the above aspects tested. Thus the respondents are very aware of this particular brand and would recommend the brand to friends and family (See Table 6.3).

Table 6.4:   The first word to mind when seeing the resort group 1 brand

	Frequency	Percentage
Vacation	495	**23%**
Afrikaans	420	**19.5%**
Sun	118	5.5%
Rest	164	7.6%
Joyful	129	6%
Fun	88	4.1%
Family	62	2.9%
Culture	34	1.6%
Goudini	32	1.5%
Pride	30	1.4%
Good times	26	1.2%
Buffelspoort	22	1%
Klein Kariba	13	0.6%
Hartenbos	13	0.6%
ATKV	11	0.5%
Camping	9	0.4%
Service	4	0.2%

Question 12 was an open-ended question where respondents were asked to write down the first word that comes to mind when seeing the resort group 1 brand. Table 6.4 indicates that 23% of respondents wrote down the word "vacation" followed by 19.5% who wrote down "Afrikaans". The first impression is thus linked to the main purpose of this resort: to provide opportunities for vacation and the second impression is linked to the specific target market of this resort, namely Afrikaans-speaking visitors.

Table 6.5:   Summary of recognisable brand characteristics: resort group 1

	Frequency	Percentage
Sun	297	**13.8%**
ATKV	125	5.8%
Vacation	41	1.9%
Afrikaans	37	1.7%
Colour	34	1.6%
Logo	47	2.2%
Resorts	22	1%
Affordability	4	0.2%

Question 13 was also an open-ended question and requested respondents to write down the characteristics of the resort group 1 brand that makes it recognisable to them. Table 6.5 indicates that the sun (13.8%) and the acronym ATKV (5.8%) were the most recognisable characteristics. It is clear that the ATKV brand has become very well known to their followers.

Table 6.6:   Summary of appealing brand aspects: resort group 1

	Frequency	Percentage
Sun	269	**12.5%**
Vacation	95	4.4%
Afrikaans	88	4.1%
ATKV	75	3.5%
Resorts	58	2.7%
Colour	54	2.5%
Everything	39	1.8%
Nothing	26	1.2%
Simplicity	22	1%
Logo	22	1%
Culture	6	0.3%

Question 14 was an open-ended question, asking respondents to list the aspects of the resort group 1 brand that appealed to them. According to Table 6.6 the sun (12.5%),

vacation (4.4%), Afrikaans (4.1%) and ATKV (3.5%) formed the majority aspects. It is clear that respondents associate specific terms with this brand. This becomes significant in future marketing strategies.

Table 6.7: Summary of recognisable brand aspects: resort group 1

	Frequency	Percentage
ATKV	93	**4.3%**
Sun	82	**3.8%**
Nothing	65	3%
Afrikaans	62	2.9%
Clear logo	56	2.6%
Colour	47	2.2%
Simplicity	41	1.9%
Do not know	37	1.7%
Vacation	17	0.8%
Everything	11	0.5%

Question 15 was an open-ended question, asking respondents what made the resort group 1 brand more recognisable than other competing brands they were familiar with. According to Table 6.7 the acronym ATKV (4.3%) and the sun (3.8%) were indicated by the majority of respondents. These two aspects also formed the majority in Table 6.5. Three percent of respondents indicated that nothing about the resort group 1 brand made it more recognisable than competing brands. Although a small percentage, it questions the uniqueness or unique elements of the brand. Afrikaans (2.9%); a clear logo (2.2%) and simplicity (1.9%) formed the other majority aspects while 1.7% did not know.

Table 6.8: Brand exposure in last month: resort group 1

Not once	Once	Twice	Three times	More than three times
5.9%	10.6%	**20.1%**	15.8%	**47.5%**

The last question analysing brand awareness asked respondents how many times they have seen the resort group 1 brand within the last month. According to Table 6.8, 47.5% saw it more than three times, 20.1% saw it twice, 15.8% saw it three times, 10.6% saw it only once and 5.9% of respondents did not see it once during the past month. This brand is clearly visible and respondents can remember seeing it.

Overall this part of the questionnaire measures brand awareness which is the first step in creating a strong brand. In this section a variety of questions were set to assess the levels of awareness. The validity of these items is tested later in this chapter. It is clear in this case of resort group 1 that there is a fair amount of awareness of this brand.

6.2.3 Brand usage and satisfaction

Questions 17 to 20 of the conceptual brand measuring instrument focused on brand usage and satisfaction. These brand usage and satisfaction questions are next discussed in greater detail.

Table 6.9:   **Usage of brand in past 12 months: resort group 1**

Not once	Once	Twice	Three times	More than three times	Do not know
13.6%	**26.7%**	**26.4%**	13.4%	15%	4.9%

Question 17 asked respondents how many times during the past twelve months they made use of services linked to the resort group 1 brand. According to Table 6.9, 26.7% made use of the brand only once; 26.4% used it twice; 15% used it more than three times and 13.4% made use of the brand three times during the past 12 months. A total of 13.6% of respondents did not make use of the brand at all and 4.9% did not know if the brand they made use of, was linked to that of Resort Group 1. The brand is thus fairly often used by respondents.

Table 6.10:   Summary of brand usage and satisfaction items tested: resort group 1

Brand usage & brand satisfaction	Totally agree	Agree	Unknown	Disagree	Totally disagree
"Offers value for money"	**52.4%**	39.9%	3.5%	3.8%	0.4%
"Delivers what was promised"	**53.7%**	40%	3.9%	1.9%	0.5%
"Use healthy business ethics"	**52.4%**	39.5%	6.3%	1.3%	0.4%
"Is attractive"	**58.2%**	38.1%	2.6%	0.9%	0.1%
"Captures the essence of the tourism product/service"	**55.4%**	38.2%	4.6%	1.5%	0.3%
"Is associated with high levels of service"	**61.4%**	34.9%	2.4%	1.1%	0.3%
"Is associated with good quality products"	**60.2%**	36%	2.5%	1%	0.3%
"Is associated with integrity"	**61.2%**	34.1%	3.7%	0.7%	0.4%
"Is easy to distinguish from competing brands"	**59%**	34.4%	5.4%	0.9%	0.3%
"Is associated with a proud history of the tourism product/service"	**62.2%**	33.1%	3.6%	0.8%	0.3%
"Is much talked about"	**45.9%**	38.4%	12.5%	2.9%	0.3%
"I will make use of this brand in the next 12 months"	**66.6%**	27.1%	4.8%	1%	0.5%
"Is innovative"	43.5%	**45.9%**	7.8%	2.6%	0.3%
"Is highly visible"	**50.5%**	40.6%	5.6%	2.9%	0.4%
"Is easily recognisable"	**62.3%**	35.2%	1.8%	0.6%	0.1%
"Is credible"	**58.8%**	36.9%	3.2%	1%	0.2%
"Is well established as a tourism brand"	**64.5%**	30.3%	4.3%	0.8%	0.1%
"Is relevant to the tourism product/service it represents"	**59.9%**	36.1%	3.3%	0.7%	0.1%
"Is creative"	**53.9%**	38.1%	5.5%	2.2%	0.2%
"Is proudly South African"	**72.9%**	24.8%	1.2%	0.9%	0.2%
"Portrays value for money"	**54.8%**	36.5%	4.8%	3.4%	0.5%
"Portrays a good image"	**63.3%**	33.6%	2.2%	0.7%	0.1%
"Portrays reliability"	**61.9%**	34.3%	2.7%	0.9%	0.2%

Questions 18 and 19 asked respondents to rate on a five-point likert scale to what extent they agree with statements regarding the use of the brand and satisfaction with

the brand for resort group 1. Table 6.10 indicates that respondents totally agreed with the following statements (only percentages above 65%):

- 72.9% totally agreed that the brand was proudly South African
- 66.6% totally agreed that they would make use of the Resort Group 1 brand in the next twelve months

The second highest percentage in all the above mentioned questions fell within the agree category except for the aspect related to innovation that fell within the totally agree category. All of the unknown, disagree and totally disagree categories were less than 12.5% for all of the above aspects tested. Thus the respondents see the brand as proudly South African and will make use of it in the coming year.

Table 6.11:   Summary of influential aspects during decision making: resort group 1

	Frequency	Percentage
Affordability/price	288	**13.4%**
Value for money	247	**11.5%**
Nothing	129	6%
Reliability	86	4%
Service	56	2.6%
Quality	54	2.5%
Availability	47	2.2%
Afrikaans	37	1.7%
Cleanliness	17	0.8%
Distance	7	0.3%

The last question within the usage and satisfaction section was an open-ended question asking respondents to write down aspects that may influence their decision when they consider making use of services associated with the resort group 1 brand. According to Table 6.11, affordability and price (13.4%) and value for money (11.5%) were the top influencers. Nothing (6%) and reliability (4%) also had a big influence followed by service (2.6%); quality (2.5%); availability (2.2%) and Afrikaans-speaking personnel

(1.7%). Respondents' decisions are therefore greatly influenced by price and value for money.

Overall this part of the questionnaire measures brand usage and satisfaction which is the second step in creating a strong brand. In this section a variety of questions was used to assess the levels of usage and satisfaction. The validity of these items is assessed later in this chapter.

6.2.4 Brand loyalty

Questions 21 to 25 of the conceptual brand measuring instrument focused on brand loyalty. These brand loyalty questions are next discussed in more detail.

Table 6.12:   Summary of the meaning of brand loyalty to respondents: resort group 1

	Frequency	Percentage
Loyal to brand	809	**41%**
Delivers what was promised	724	**40.3%**
First choice	204	10.3%
The best	84	3.8%
Trust it	78	3%
Value for money	30	1.6%

Question 21 was an open-ended question that asked respondents to write down the meaning of brand loyalty. Table 6.12 indicates that 41% wrote down "loyal to a brand"; 40.3% wrote down that the brand "delivers what was promised" and 10.3% indicated that brand loyalty means "first choice".

Thus the respondents saw brand loyalty as being loyal to a brand from their side but also that a brand needs to deliver what was promised.

Table 6.13:   Summary of brand loyalty items tested: resort group 1

Brand loyalty	Totally agree	Agree	Unknown	Disagree	Totally disagree
"I am loyal to the brand"	**55.1%**	39.7%	3.6%	1.3%	0.2%
"I rely on the brand"	**53.8%**	38.9%	5.1%	2%	0.3%
"I trust the brand"	**58.7%**	37.3%	2.7%	1.1%	0.2%
"The brand is important to me when considering a breakaway/holiday"	**64.3%**	30%	2.6%	2.6%	0.5%
"The brand will influence my decision to purchase"	**47.7%**	38%	8.1%	4.9%	1.3%
"The public image of the brand will influence my purchase decision"	**46.9%**	38.3%	8%	5.6%	1.1%
"If the brand would change in the future, I will still make use of it"	**40.9%**	38.5%	15.2%	4.1%	1.2%
"If the brand would change in the future, I will not make use of it anymore"	17.9%	14.3%	**23.8%**	22.8%	21.1%
"I will switch brands if alternative brands offer a similar service"	14.8%	**40.6%**	10.8%	25%	8.7%
"I will switch brands if alternative brands offer better quality"	28.6%	**47.6%**	5.6%	12.6%	5.6%
"I will switch brands if alternative brands are more effective"	27.6%	**47.8%**	6.5%	12.5%	5.7%
"I will switch brands if alternative brands are sold in a more convenient location/way"	19.7%	**35%**	12.5%	24.6%	8.2%
"I will switch brands if alternative brands had a more popular image"	16.3%	**36.7%**	16.6%	22.3%	8.1%
"I will switch brands if alternative brands are sold at a better price"	32.6%	**40.1%**	8.4%	13.1%	5.8%
"I will switch brands if alternative brands will better satisfy my needs"	32.4%	**44.4%**	6.3%	11.2%	5.6%

Questions 22 and 24 asked respondents to rate on a five-point likert scale to what extent they agree with statements on the brand loyalty of the resort group 1 brand. Table 6.13 indicates that respondents totally agreed with the following statements (only percentages above 60%):

- 64.3% totally agreed that the brand was important when considering a break away or holiday;

Thus the respondents see the brand as very important during decision making, trust the brand and are loyal to it.

Table 6.14:   Plan B if the service requested is not available: resort group 1

Enquire about availability for another time	Enquire about availability at another outlet of the same brand	Delay purchase till next time, but still use the same brand	Enquire from a competing brand	Purchase from a competing brand	None of the above
31.4%	**36.8%**	10.1%	15%	4%	2.6%

Question 23 asked respondents to indicate what they would do if the service they requested from the resort group 1 brand was not available. According to Table 6.14, 36.8% would enquire about availability at another outlet of the same brand; 31.4% would enquire about availability for another time; 15% would enquire from a competing brand; 4% would purchase from a competing brand and 2.6% would not do any of the above.

The majority of the respondents would thus remain loyal to the Resort Group 1 brand.

Table 6.15:   Summary of other reasons why respondents would be willing to switch brands: resort group 1

	Frequency	Percentage
None/no other reason	1 052	**49%**
Affordability/price	95	4.4%
Availability	43	2%
Bad service	11	0.5%

The last question in the brand loyalty section was an open-ended question that asked respondents to write down any other reasons why they would be willing to switch brands. According to Table 6.15, 49% indicated that there was no other reason than those indicated in Table 6.14; 4.4% indicated affordability/price might be a reason; 2% indicated availability as a reason; and 0.5% indicated that owing to bad service, they would be switching brands.

The majority of the respondents indicated no other reason and thus confirmed their brand loyalty as indicated in Table 6.14.

Overall this part of the questionnaire measures brand loyalty which is the third step in creating a strong brand. In this section a variety of questions was used to assess the levels of loyalty. The validity of these items is tested later in this chapter.

6.2.5 Brand experience

Question 26 of the conceptual brand measuring instrument focused on the brand experience. These brand experience questions are discussed next in greater detail.

Table 6.16:   Summary of brand experience items tested: resort group 1

Brand experience	Totally agree	Agree	Unknown	Disagree	Totally disagree
"It makes a strong visual impression"	43.4%	**46.9%**	5.9%	3.5%	0.2%
"I find it interesting in a sensory way"	34.2%	**48.1%**	12.8%	4.5%	0.4%
"It does not appeal to my senses"	10.5%	18.5%	23%	**38%**	10%
"It induces feelings and sentiments"	41%	**45.6%**	8.9%	3.8%	0.7%
"I do not have strong emotions for it"	10.1%	17.8%	21.4%	**38.3%**	12.3%
"I have an emotional connection with it"	30.8%	**42.4%**	16.8%	8.4%	1.6%
"I engage in physical actions and behaviours when I use it"	24.2	**37.6%**	25.7%	10.5%	2%
"It results in bodily experiences"	22.9%	**33%**	27.7%	13.8%	2.6%
"It is not action oriented"	8.6%	16.3%	32.6%	**33%**	9.6%
"I engage in a lot of thinking when I encounter it"	26.9%	**42.9%**	20.1%	8.4%	1.7%
"It stimulates my curiosity and problem solving"	21.7%	**36.7%**	27.2%	12.1%	2.2%

Question 26 asked respondents to rate, on a five-point likert scale, to what extent they agree with statements regarding the resort group 1 brand. According to Table 6.16 respondents totally agreed with the following statements (only percentages above 45%):

- 48.1% agreed that they found the brand interesting in a sensory way
- 46.9% agreed that the brand made a strong visual impression
- 45.6% agreed that the brand induces feelings and sentiments

The majority of respondents thus found the brand interesting and agreed that the brand is visual.

Overall this part of the questionnaire measures brand experience which is the fourth step in creating a strong brand. In this section a variety of questions was used to assess the levels of experience. The validity of these items is tested later in this chapter.

B   RESORT GROUP 2

The questionnaire (as completed in phase C) was distributed electronically through the marketing department of resort group 2 during May 2014. Resort group 2 had a database of 20 000 at the time of this study. An e-mail invitation was sent by the resort's group marketing department to prospective respondents stating the purpose and importance of the research. A link to the brand questionnaire in Survey Monkey was included in this invitation. A total of 599 fully completed questionnaires were collected and analysed. The results are discussed in the next five sections.

The questionnaire utilised for resort group 2 was the same as for resort group 1. In this section attention is therefore only given to the descriptive results and not the layout of the questionnaire.

6.2.6 Demographic information

Table 6.17 summarises the demographic information of the respondents to the resort group 2 survey.

Table 6.17:   Summary of demographic info: resort group 2

Home language	English	Afrikaans	Northern Sotho	Tswana	Zulu	Southern Sotho	Venda	Other	
	41.6%	38.6%	5%	4.2%	3.2%	2.5%	1.8%	3.2% Swazi, Xhosa, Ndebele, Tsonga, French, German	

Province	Gauteng	Limpopo	Mpuma-langa	KwaZulu-Natal	Western Cape	Northern Cape	North-West	Free State	Outside SA
	68.4%	4.5%	11.5%	3.8%	4.2%	0.2%	1.7%	1.2%	2.2%

Gender	Female	Male
	64.3%	35.7%

Age	18 - 20	21 - 29	30 -39	40 - 49	50 - 59	60+
	0.5%	15%	**36.2%**	27.7%	14.5%	6%

Highest qualification	No matric	Matric	Diploma/degree	Post-graduate
	2.8%	30.6%	**52.6%**	14%

Marital status	Single	Married	Widow/ed	Divorced	Living together
	13.2%	**71%**	0.3%	5.2%	10.4%

Children in household	None	1	2	3	4	More than 4	
	33.2%	24.7%	32.2%	7%	2.3%	0.5%	

Total people in household	1	2	3	4	5	6+	
	6.2%	27.5%	18.5%	**28.5%**	11.5%	7.7%	

The majority of respondents were English-speaking (41.6%); living in Gauteng (68.4%) and Mpumalanga (11.5%); female (64.3%); aged between 30 - 39 (36.2%) and 40 – 49 (27.7%); have completed a diploma or degree (52.6%); are married (71%); have no (33.2%) or two children (32.2%) and are a total of four (28.5%) or two (27.5%) people living in one household.

Thus the respondents for resort group 2 were also highly educated, part of a family, aged 30 – 49 and live in Gauteng.

6.2.7 Brand awareness

Table 6.18: Summary of favourite holiday resorts in South Africa

Resort name	Frequency	Percentage
Forever Resorts	129	**21.9%**
Warmbaths	113	**19.2%**
Badplaas	106	**18%**
Swadini	41	7%
Sun City	17	2.9%
Kruger National Park	17	2.9%
Loskop Dam	12	2%
Plettenberg Bay	11	1.9%
Tshipise	11	1.9%
Cape Town	10	1.7%
Hartenbos	9	1.5%

The results indicate that respondents' favourite holiday resort comprises a total of 70% of the resorts associated with the resort group 2 brand (FOREVER resorts 21.9%; Warmbaths 19.2%; Badplaas 18%; Swadini 7%; Loskop Dam 2% and Tshipise 1.9%). Therefore, as for resort group 1, there are high levels of awareness in the organisation.

Table 6.19:   Summary of brand awareness items tested: resort group 2

Brand awareness	Totally agree	Agree	Unknown	Disagree	Totally disagree
"I am aware of this brand"	**73.8%**	23.2%	1.8%	0.5%	0.5%
"I can remember what this brand represents"	**46.2%**	36.9%	10.0%	3.2%	3.0%
"I have noticed marketing campaigns linked to this brand"	31.4%	**41.6%**	17.0%	7.8%	2.0%
"I know everything about this brand"	17.4%	**37.9%**	24.0%	17.7%	2.5%
'I have a favourable attitude towards this brand"	44.1%	**46.7%**	5.8%	1.5%	0.8%
"This brand brings pleasant memories to me"	**56.1%**	33.1%	8.7%	1.2%	1.0%
"Overall I am satisfied with the products/services associated with this brand"	**50.6%**	37.6%	8.7%	2.0%	1.0%
"I would recommend this brand to friends and family"	**60.4%**	31.2%	6.3%	0.8%	0.7%

Question 11 asked respondents to rate on a five-point likert scale to what extent they agree with statements on the resort group 2 brand. Table 6.19 indicates that respondents totally agreed with the following statements (only percentages above 60%):

- 73.8% totally agreed that they were aware of the brand
- 60.4% totally agreed that they would recommend the resort group 2 brand to friends and family

The second highest percentage in all the above mentioned questions fell within the totally agreed or agreed categories, except for aspect 4 ("I know everything about this

brand"). All the unknown, disagree and totally disagree categories were less than 17% for all the above aspects tested.

Thus the respondents are very aware of the brand and would recommend the brand to friends and family.

Table 6.20: The first word that comes to mind when seeing the resort group 2 brand

	Frequency	Percentage
Holiday	116	**19.8%**
Resort	78	**13.3%**
Fun	70	**11.9%**
Relax	64	**10.9%**
Family	32	5.5%
Pools	20	3.4%
Nice	12	2.0%
Memories	10	1.7%
Camping	9	1.5%
Clean	9	1.5%

Question 12 was an open-ended question where respondents were asked to write down the first word that came to mind when seeing the resort group 2 brand. Table 6.20 indicates that 19.8% of respondent indicated the word "holiday" followed by 13.3% who indicated "resort". The words "fun" at 11.9% and "relax" at 10.9% were also indicated. The first impression is thus linked to the main purpose of this resort: to provide opportunities for holidays, to have fun and also relax.

Table 6.21: Summary of recognisable brand characteristics: resort group 2

	Frequency	Percentage
Eagle/Logo	212	**35.4%**
Colour	44	7.2%
Resorts	42	7.0%
Forever	34	5.7%
Family	31	5.2%
Pools	21	3.5%
Holiday	18	3.0%

	Frequency	Percentage
Fun	18	3.0%
Friendly	17	2.8%
Service	15	2.5%
Clean	13	2.2%

Question 13 was also an open-ended question and requested respondents to write down the characteristics of the resort group 2 brand that make it recognisable to them. Table 6.21 indicates that the eagle/logo (35.4%) and the colours used (7.2%) were the most recognisable characteristics. It is clear that the resort group 2 brand has become very well known to the respondents.

Table 6.22:   Summary of appealing brand aspects: resort group 2

	Frequency	Percentage
Resorts	83	**13.9%**
Family	46	**7.7%**
Holiday	27	4.5%
Colours	24	4.0%
Activities	21	3.5%
Accommodation	20	3.3%
Service	19	3.2%
Eagle	18	3.0%
Affordable	17	2.9%
Water	17	2.9%
Quality	14	2.3%
Clean	13	2.2%

Question 14 was an open-ended question that asked respondents to list the aspects of the resort group 2 brand that appealed to them. According to Table 6.22 resorts (13.9%), family (7.7%), holiday (4.5%) and the colours used (4%) formed the majority of aspects. Colour was also the second recognisable aspect according to Table 6.21. It is clear that respondents associate specific terms with this brand. This becomes important in future marketing strategies.

Table 6.23: Summary of recognisable brand aspects: resort group 2

	Frequency	Percentage
Eagle/Logo	136	**22.7%**
Resorts	69	**11.5%**
Colour	35	5.9%
Forever	42	7.0%
Service	25	4.2%
Family	21	3.5%
Holiday	17	2.9%
Quality	17	2.9%
Variety	12	2.0%
Known brand	11	1.9%

Question 15 was an open-ended question that asked respondents what made the resort group 2 brand more recognisable than other competing brands they were familiar with. According to Table 6.23, the Eagle/Logo (22.7%) and the word, resorts, (11.5%) formed the majority. These two aspects also form the majority in Table 6.21.

Table 6.24: Brand exposure in last month: resort group 2

Not once	Once	Twice	Three times	More than three times
22.4%	**24.5%**	22.2%	8.8%	22%

The last question analysing brand awareness asked respondents how many times they had seen the resort group 2 brand within the last month. According to Table 6.24, 24.5% saw it only once, 22.4% of respondents did not see it at all during the past month, 22.2% saw it twice, 22% saw it more than three times and 8.8% saw it three times. More can be done in terms of the visibility of the brand.

Overall this part of the questionnaire measures brand awareness which is the first step in creating a strong brand. In this section a variety of questions was used to assess the levels of awareness. The validity of these items is tested later in this chapter.

6.2.8 Brand usage and satisfaction

Questions 17 to 20 of the conceptual brand measuring instrument focused on brand usage and satisfaction. These brand usage and satisfaction questions are next discussed in more detail.

Table 6.25: Usage of brand in past 12 month: resort group 2

Not once	Once	Twice	Three times	More than three times	Do not know
28.2%	27.4%	17.7%	9.3%	13%	4.3%

Question 17 asked respondents how many times during the past twelve months they made use of services linked to the resort group 2 brand. According to Table 6.25 a total of 28.2% of respondents did not use the brand at all, 27.4% made use of the brand only once; 17.7% used it twice; 13% made use of the brand more than three times, 9.3% used it three times and 4.3% did not know if the brand they made use of was linked to the resort group 2 brand.

A large percentage of the respondents are thus not using this brand. This may be due to the poor visibility of the brand or even lower levels of loyalty to the brand.

Table 6.26: Summary of brand usage and satisfaction items tested: resort group 2

Brand usage & brand satisfaction	Totally agree	Agree	Unknown	Disagree	Totally disagree
"Offers value for money"	41.6%	**45.4%**	8.0%	4.3%	0.7%
"Delivers what was promised"	39.1%	**47.2%**	12.0%	1.2%	0.5%
"Use healthy business ethics"	38.2%	**45.1%**	15.2%	1.0%	0.5%
"Is attractive"	**52.1%**	41.7%	5.0%	0.8%	0.3%
"Captures the essence of the tourism product/service"	**46.4%**	43.7%	8.7%	0.7%	0.5%
"Is associated with high levels of service"	43.1%	**44.7%**	9.2%	2.2%	0.8%
"Is associated with good quality products"	45.1%	**45.4%**	8.0%	1.2%	0.3%

"Is associated with integrity"	42.7%	**44.4%**	11.7%	0.5%	0.7%
"Is easy to distinguish from competing brands"	**47.2%**	40.9%	9.7%	1.7%	0.5%
"Is associated with a proud history of the tourism product/service"	**43.1%**	42.6%	13.4%	0.7%	0.3%
"Is much talked about"	35.1%	**38.1%**	20.4%	5.5%	1.0%
"I will make use of this brand in the next 12 months"	**52.4%**	30.6%	15.4%	0.8%	0.8%
"Is innovative"	30.7%	**50.1%**	15.4%	3.5%	0.3%
"Is highly visible"	35.1%	**44.6%**	12.0%	7.7%	0.7%
"Is easily recognisable"	**47.6%**	45.1%	5.0%	2.0%	0.3%
"Is credible"	41.4%	**47.6%**	10.2%	0.3%	0.5%
"Is well established as a tourism brand"	**48.9%**	41.2%	8.5%	1.0%	0.3%
"Is relevant to the tourism product/service it represents"	**47.7%**	43.6%	7.7%	0.7%	0.3%
"Is creative"	38.2%	**40.9%**	16.7%	3.7%	0.5%
"Is proudly South African"	**51.8%**	35.4%	11.2%	0.7%	1.0%
"Portrays value for money"	40.6%	**46.9%**	8.2%	3.7%	0.7%
"Portrays a good image"	**46.4%**	46.1%	6.3%	1.0%	0.2%
"Portrays reliability"	44.9%	**46.9%**	7.5%	0.5%	0.2%

Questions 18 and 19 asked respondents to rate on a five-point likert scale to what extent they agree with statements on the resort group 2 brand. Table 6.26 indicates that respondents totally agreed with the following statements (only percentages above 50%):

- 52.4% totally agreed that they would make use of the resort group 2 brand in the next twelve months
- 52.1% totally agreed that the brand was attractive
- 51.8% totally agreed that the brand was proudly South African
- 50.1% agreed that the resort group 2 brand was innovative

The second highest percentage in all the above mentioned questions fell either within the totally agreed or agreed categories. All the unknown, disagree and totally disagree categories were less than 20.4% for all the above aspects tested.

Thus the respondents will make use of the resort group 2 brand in the near future and see the brand as an attractive, proudly South African brand.

Table 6.27: **Summary of influential aspects during decision making: resort group 2**

	Frequency	Percentage
Price	182	**34.7%**
Value for money	78	**14.9%**
Service	50	9.4%
Location	40	7.6%
Resorts	31	5.9%
Quality	22	4.2%
Friendly	13	2.5%
Clean	10	1.9%
Accommodation	10	1.9%
Pools	9	1.7%

The last question in the usage and satisfaction section was an open-ended question which asked respondents to write down aspects that may influence their decision when they consider making use of services associated with the resort group 2 brand. According to Table 6.27, price (34.7%) and value for money (14.9%) were the top influencers. Service (9.4%) and location (7.6%) also had a large influence followed by resorts (5.9%); quality (4.2%); friendliness (2.5%); cleanliness and accommodation (1.9%) and lastly pools (1.7%).

Respondents' decisions are therefore greatly influenced by price and value for money, the same as for resort group 1.

Overall this part of the questionnaire measures brand usage and satisfaction which is the second step in creating a strong brand. In this section a variety of questions was used to assess the levels of usage and satisfaction. The validity of these items is tested later in this chapter.

6.2.9 Brand loyalty

Questions 21 to 25 of the conceptual brand measuring instrument focused on brand loyalty. These brand loyalty questions are discussed next in greater detail.

Table 6.28   Summary of the meaning of brand loyalty to respondents: resort group 2

	Frequency	Percentage
Stick to it	127	**27.6%**
Service delivered	47	**10.2%**
Delivers what was promised	38	8.3%
Forever	29	6.3%
Product	29	6.3%
Reliable	28	6.1%
Value	26	5.6%
Support	22	4.8%
Making	18	3.9%
Customer	18	3.9%

Question 21 was an open-ended question that asked respondents to write down the meaning of brand loyalty. Table 6.28 indicates that 27.6% indicated "stick to it"; 10.2% associated brand loyalty with "service" and 8.3% indicated that brand loyalty means to "deliver what was promised".

Thus the respondents see brand loyalty as being loyal to a brand from their side (also the top category with resort group 1), but also that brand loyalty is linked to service delivery.

Table 6.29:   Summary of brand loyalty items tested: resort group 2

Brand loyalty	Totally agree	Agree	Unknown	Disagree	Totally disagree
"I am loyal to the brand"	31.9%	**45.7%**	15.4%	6.2%	0.8%
"I rely on the brand"	29.2%	**44.2%**	16.7%	9.0%	0.8%
"I trust the brand"	37.4%	**52.8%**	8.0%	1.2%	0.7%
"The brand is important to me when considering a breakaway/holiday"	**45.4%**	42.4%	7.3%	4.3%	0.5%
"The brand will influence my decision to purchase"	37.7%	**43.6%**	11.7%	5.8%	1.2%
"The public image of the brand will influence my purchase decision"	31.2%	**42.6%**	14.9%	9.0%	2.3%
"If the brand would change in the future, I will still make use of it"	31.9%	**40.1%**	24.7%	2.7%	0.7%
"If the brand would change in the future, I will not make use of it anymore"	11.9%	14.2%	**34.2%**	22.2%	17.5%
"I will switch brands if alternative brands offer a similar service"	15.9%	**42.2%**	20.7%	15.7%	5.5%
"I will switch brands if alternative brands offer better quality"	31.6%	**47.2%**	10.0%	8.0%	3.2%
"I will switch brands if alternative brands are more effective"	26.9%	**48.2%**	12.2%	9.3%	3.3%
"I will switch brands if alternative brands are sold in a more convenient location/way"	25.5%	**35.4%**	16.5%	17.9%	4.7%
"I will switch brands if alternative brands had a more popular image"	14.2%	**30.2%**	23.4%	25.2%	7.0%
"I will switch brands if alternative brands are sold at a better price"	35.1%	**37.2%**	12.9%	10.4%	4.5%
"I will switch brands if alternative brands will better satisfy my needs"	34.7%	**43.2%**	10.0%	8.5%	3.5%

Questions 22 and 24 asked respondents to rate on a five-point likert scale to what extent they agree with statements on the resort group 2 brand. Table 6.29 indicates that respondents totally agreed with the following statements (only percentages above 45%):

- 52.8% agreed that they trust the brand
- 48.2% agreed that they would switch brands if alternative brands were more effective
- 47.2% agreed that they would switch brands if alternative brands offered better quality
- 45.7% agreed that they were loyal to the brand

- 45.4% totally agreed that the brand was important when considering a break away or holiday

Thus the respondents trust the brand, but are willing to switch brands if alternative brands are more effective or offered better quality. This worrying fact corresponds with Table 6.27 where respondents indicated that their decisions are greatly influenced by price and value for money.

Table 6.30:   Plan B if the service requested is not available: resort group 2

Enquire about availability for another time	Enquire about availability at another outlet of the same brand	Delay purchase till next time, but still use the same brand	Enquire from a competing brand	Purchase from a competing brand	None of the above
39.7%	26%	6.7%	19%	5.5%	3%

Question 23 asked respondents what they would do if the service they requested from the resort group 2 brand was not available. According to Table 6.30, 39.7% would enquire about availability for another time; 26% would enquire about availability at another outlet of the same brand; 19% would enquire from a competing brand; 6.7% would delay purchase till next time, but still make use of the same brand; 5.5% would purchase from a competing brand and 3% would not do any of the above.

The majority of the respondents would thus stay loyal to the resort group 2 brand.

Table 6.31:   Summary of the other reasons why respondents would be willing to switch brands: resort group 2

	Frequency	Percentage
Price	87	**18.1%**
Service	38	7.8%
None	22	4.4%

The last question in the brand loyalty section was an open-ended question that asked respondents to indicate any other reasons why they would be willing to switch brands. According to Table 6.31, 18.1% indicated that price would influence their choice and 7.8% indicated service. This corresponds with results shown under aspect 9 and 14 in Table 6.29. Finally, 4.4% indicated that there were no other reasons for them to switch brands.

Respondents' loyalty is thus greatly influenced by price and service.

Overall this part of the questionnaire measures brand loyalty which is the third step in creating a strong brand. In this section a variety of questions was used to assess the levels of loyalty. The validity of these items is tested later in this chapter.

6.2.10 Brand experience

Question 26 of the conceptual brand measuring instrument focused on the brand experience. These brand experience questions are next discussed in more detail.

Table 6.32:   Summary of brand experience items tested: resort group 2

Brand experience	Totally agree	Agree	Unknown	Disagree	Totally disagree
"It makes a strong visual impression"	39.9%	**49.1%**	6.5%	4.0%	0.5%
"I find it interesting in a sensory way"	30.7%	**45.1%**	16.9%	7.0%	0.3%
"It does not appeal to my senses"	8.2%	15.4%	21.9%	**39.1%**	15.5%
"It induces feelings and sentiments"	29.5%	**45.4%**	17.9%	5.7%	1.5%
"I do not have strong emotions for it"	8.2%	20.0%	23.9%	**32.9%**	15.0%
"I have an emotional connection with it"	26.2%	**38.9%**	22.4%	11.2%	1.3%
"I engage in physical actions and behaviours when I use it"	22.2%	**37.2%**	28.0%	9.8%	2.7%
"It results in bodily experiences"	23.4%	**34.6%**	31.2%	8.7%	2.2%
"It is not action oriented"	8.0%	15.5%	**36.2%**	29.4%	10.9%
"I engage in a lot of thinking when I encounter it"	17.9%	**35.1%**	28.9%	15.5%	2.7%
"It stimulates my curiosity and problem solving"	18.4%	**35.6%**	32.7%	11.2%	2.2%

Question 26 asked respondents to rate on a five-point likert scale to what extent they agree with statements regarding the resort group 2 brand. Table 6.32 indicates that respondents totally agreed with the following statements (only percentages above 45%):

- 49.1% agreed that the brand made a strong visual impression
- 45.4% agreed that the brand induced feelings and sentiments
- 45.1% agreed that they found the brand interesting in a sensory way

The majority of the respondents thus found the brand visual and interesting, but there is room for improvement.

Overall this part of the questionnaire measures brand experience which is the fourth step in creating a strong brand. In this section a variety of questions was used to assess the levels of experience. The validity of these items is tested later in this chapter.

The purpose of the descriptive results was to provide an overview of the layout and structure of the questionnaire as well as to report the frequencies of the responses related to resort groups 1 and 2. A successful brand is important in both cases but the testing of the questionnaire at both resorts allowed for the verification of the questions and scales used in the questionnaire. This will be explained in the exploratory results.

6.3 EXPLORATORY RESULTS

The purpose of the exploratory results was to develop and assess the conceptual instrument to measure the success of branding in the tourism industry. The method of research for this study was exploratory by nature and was conducted in different phases as stated previously.

6.3.1 Results of phase A

A literature study using relevant academic articles was conducted during phase A. Tourism, marketing and management books as well as existing brand measurement instruments were also used. The goal of this phase was twofold. The first goal was to

identify and analyse current models and tools used to measure brand effectiveness by means of an in-depth literature review. Eight different evaluation methods were analysed (refer to chapter 4).

The second goal was to conduct a literature review to establish which brand statements and questions should be included in the conceptual instrument to measure the success of branding in the tourism industry. This was done by evaluating previous tourism brand related studies. Table 6.33 summarises the brand categories, brand statements and/or brand questions that were included in previous tourism-related studies. The question format for these differed between the various studies and it was the purpose of Table 6.33 to identify the most important and frequently used brand related measurements.

Table 6.33: Brand categories and statements included in previous research

Brand awareness	Chandon (2003:2)	Boo, Busser & Baloglu (2009:219-231)	Konecnik & Gartner (2006:411)	Kim & Kim (2004:554)	Tasci, Gartner & Cavusgil (2007:1532)	Murphy, Moscardo & Benckendorff (2008:8)	Fung So & King (2009:598)	Jalees (2006:7)
1. Name all the hotel related tourism brands you can think of	X			X				
2. Do you remember seeing this brand?	X						X	
3. Complete the following word: N-KE	X							
4. This brand has a good name and reputation		X						
5. This brand is very famous		X						
6. The characteristics of this brand come to my mind quickly		X						
7. When I am thinking of ..., this brand comes to my mind immediately		X						
8. Name this tourism destination			X					
9. What characteristics make this tourism			X					

destination recognisable?									
10. Write down the name of a luxury hotel in Seoul?				X					
11. Identify the luxury hotel from the following list				X					
12. Rate a destination by only providing the destination name					X				
13. Describe the destination by using three words						X			
14. I am aware of this hotel							X		
15. I am familiar with this hotel							X		
16. I know what this hotel looks like							X		
17. I recognise this hotel							X		
18. Rate the following brands in terms of your awareness								X	

Studies that measured brand awareness at tourism destinations and hotels were included. These studies were conducted between 2003 and 2009 and resulted in 18 important aspects.

Brand usage	Fung So & King (2009:597)	Aaker (1996:109)	Smith (2012:1)
1. Brand suits my needs	X		X
2. Brand is reliable	X		X
3. Brand is superior	X		
4. Good service linked to brand	X		
5. Quality service linked to brand	X		
6. I trust the brand	X	X	
7. I like the brand	X		
8. The brand is credible	X	X	X
9. The brand has high quality		X	
10. The brand has consistent quality		X	

These studies focused mainly on a brand and partly a service and measured brand usage. Recent studies were conducted in 2009 and 2012. This category was not previously assessed in tourism research.

Brand satisfaction	Tasci, Gartner & Cavusgil (2007:1532)	Fung So & King (2009:598)	Aaker (1996:109)	Smith (2012:1)	Jalees (2006:7)
1. Rate the destination by showing pictures of the destination	X				X
2. This hotel is value for money		X	X		
3. I consider this hotel a good buy		X			
4. I got more than my money's worth		X			
5. Makes sense to use this hotel instead of another one		X	X	X	X
6. Prefer to use this hotel even if it has same features as another		X	X	X	X
7. Prefer to use this hotel even if another has better features		X			
8. Seems smarter to use this hotel		X			
9. This hotel is the best			X		
10. This image brings pleasant memories to me				X	X
11. Are you overall satisfied?				X	X
12. Was the promise delivered?				X	X
13. Do you think this hotel use healthy business ethics?				X	
14. This hotel offers easy payment options				X	
15. Is the logo attractive?				X	
16. Does this capture the essence of the product?				X	
17. Do you think this enhances marketing efforts?			X		X
18. Are the colours appealing?			X		X
19. This hotel has high levels of service				X	X
20. I associate this with good quality				X	X
21. Do you associated this hotel with integrity?			X		X
22. This logo is easy to distinguish from				X	

competing logos				X	
23. Do you consider this an international hotel?			X	X	
24. Do you associate this with a proud history?			X	X	
25. This logo is much talked about			X		X
26. This logo is innovative		X			X
27. This logo is highly visible		X			X
28. This logo is easily recognisable		X			X
29. This logo is credible		X			X
30. Is this logo well established?		X			X
31. This is relevant to the product it represents		X			X
32. This logo is creative		X			X
33. This logo is simplistic			X		X
34. This logo portrays value for money		X		X	
35. This logo portrays good image		X		X	
36. This logo portrays reliability		X		X	
37. I have a negative attitude towards this		X		X	

These studies focused mainly on hotels, logos and measured brand satisfaction. These studies were conducted between 2006 and 2012.

Brand loyalty	Boo, Busser & Baloglu (2009:219-231)	Konecnik & Gartner (2006:411)	Kim & Kim (2004:554)	Aaker (1996:108)	Smith (2012:1)
1. I enjoy visiting the destination	X				
2. The destination would be my preferred choice for a vacation	X	X			
3. Overall I am loyal to this destination	X	X			
4. I would advise friends to visit this destination	X	X	X	X	X
5. Number of previous visits		X			
6. Time of last visit		X			
7. Destination provides more benefits		X			
8. I will visit this destination in the future		X	X	X	X
9. I regularly visit this hotel			X		
10. I usually use this hotel			X		
11. I am satisfied with this visit			X	X	
12. I will not switch to another hotel next time I visit			X	X	

Question					
13. Are you loyal to this brand?			X		X
14. Do you rely on this brand?			X		X
15. Do you trust this brand?	X				
16. Is this brand important when choosing a holiday?					X
17. Might influence my decision to purchase		X			X
18. The public image plays a role			X		X
19. What will you do if the brand is not available?			X		X

These studies focused mainly on tourism destinations and hotels and measured brand loyalty. These studies were conducted between 2004 and 2012.

Brand experience	Fung So & King (2009:597)	Aaker (1996:109)	Smith (2012:1)	Jalees (2006:7)	Brakus, Schmitt & Zarantonello (2009:58)	Chinomona (2013:1316)
1. I like the brand	X			X		
2. React favourably to the brand	X					
3. I feel positive towards the brand	X			X		
4. This brand is innovative		X				
5. I feel uplifted by using the brand		X				
6. I feel relaxed after using the brand		X				
7. I feel fulfilled by experiencing the brand		X				
8. I feel soothed after using the brand		X				
9. How satisfied are you with this brand?			X			
10. This brand brings pleasant memories to me				X		
11. This brand makes a strong impression on my visual sense					X	X
12. I find this brand interesting in a sensory way					X	X
13. This brand does not appeal to my senses					X	X
14. This brand induces feelings and sentiments					X	X
15. I do not have strong emotions for this brand					X	X
16. This brand is an emotional brand					X	X
17. I engage in physical actions and behaviour when I use this brand					X	X
18. This brand results in bodily experiences					X	X

19. This brand is not action oriented					X	X
20. I engage in a lot of thinking when I encounter this brand					X	X
21. This brand stimulates my curiosity and problem solving					X	X

These studies focused mainly on a tourism brand such as hotels and measured brand experience and were conducted between 2006 and 2013. There has been a significant growth in the number of studies in general tourism research that measure experience.

Firstly, it was clear from Table 6.33 that brand awareness, brand usage, brand satisfaction, brand loyalty and brand experience were the brand categories included within the previous tourism related studies. Authors agreed to a high level that these five categories may be seen as the core contributing factors to building a strong brand. Secondly, it was also evident that various brand statements/ideas were tested under each of the mentioned five categories. However, these brand statements tend to differ from study to study in terms of wording, types of questions, types of analyses and the combination of statements used. The absence of a universal, standardised questionnaire for measuring brand success in the tourism industry was evident. Thirdly, the researcher used the above 105 brand statements/questions as a guideline and adapted them where necessary to relate to a tourism brand. Seventy brand statements relating specifically to a tourism product/service were identified (refer to Tables 6.34 and 6.35). These 70 brand statements were included in the initial questionnaire that formed the basis of phase B and are discussed in greater detail in the next section. It was thus necessary at this stage to include as many of these brand statements as possible to determine their relevance to a tourism case study.

6.3.2 Results of phase B

Phase B of this study was exploratory by nature owing to a lack of a standardised measuring instrument. The goal of phase B was to assess the relevance of the adapted 70 brand statements identified in phase A to the tourism industry, based on the opinions and assessment of academic and industry leaders. The Delphi technique was used to

gather and analyse data during the period June to August 2013. This consisted of three rounds for which the results are reported below.

Results for Delphi round 1

The adapted 70 brand statements identified through Table 6.33 above focused on tourism destinations and hotels and partially on services. The identified five categories (brand awareness, brand usage, brand satisfaction, brand loyalty and brand experience) plus these 70 brand statements then formed the initial questionnaire of the Delphi phase. Each of the brand statements (refer to Table 6.34), regardless of their previous question format being multiple choice or open-ended questions in each category, were then assessed on a 5-point likert scale by academic and industry leaders. Participants were expected to rate the relevance of the question content by indicating their level of agreement or disagreement for the particular statement to be included in the measuring instrument. The adapted brand statements relevant to the tourism product, as used during this round, are indicated under each of the five categories in Table 6.34. Brand awareness decreased from 18 to three; brand usage decreased from ten to three; brand satisfaction decreased from 37 to 30; brand loyalty increased from 19 to 23; (four more specific options were added to what a respondent would do if the brand was not available – see statement 19 of Table 6.34 under brand loyalty); and brand experience also decreased from 21 to 11.

Table 6.34: Brand categories and statements adapted from the literature review and included in the initial questionnaire

Brand categories	Brand statements	Type of question in the questionnaire
Brand awareness	"I have noticed marketing campaigns linked to this brand"	Closed-ended question
	"I am aware of this brand"	Closed-ended question
	"I can remember what this brand represents"	Closed-ended question
Brand usage	"How many times, during the past 12 months, did you make use of this brand?"	Multiple choice
	"I will make use of this brand in the next 12 months"	Closed-ended question
	"When you consider using services associated with this brand, what aspects	Open question

	may influence your decision"	
Brand satisfaction	"This brand brings pleasant memories to me"	Closed-ended question
	"Overall I am satisfied with the products/services linked to this brand"	Closed-ended question
	"This brand offers value for money"	Closed-ended question
	"This brand delivers what was promised"	Closed-ended question
	"This brand uses healthy business ethics"	Closed-ended question
	"This brand offers easy payment options"	Closed-ended question
	"This brand is attractive"	Closed-ended question
	"This brand captures the essence of the tourism product/service"	Closed-ended question
	"This brand enhances marketing efforts"	Closed-ended question
	"This brand's colours are appealing"	Closed-ended question
	"This brand is associated with high levels of service"	Closed-ended question
	"This brand is associated with good quality products/services"	Closed-ended question
	"This brand is associated with integrity"	Closed-ended question
	"This brand is easy to distinguish from competing brands"	Closed-ended question
	"This brand is considered an international brand"	Closed-ended question
	"This brand is associated with a proud history"	Closed-ended question
	"This brand is much talked about"	Closed-ended question
	"This brand is innovative"	Closed-ended question
	"This brand is highly visible"	Closed-ended question
	"This brand is easily recognisable"	Closed-ended question
	"This brand is credible"	Closed-ended question
	"This brand is well established as a tourism brand"	Closed-ended question
	"This brand is relevant to the tourism product/service it represents"	Closed-ended question
	"This brand is creative"	Closed-ended question
	"This brand is simplistic"	Closed-ended question
	"This brand portrays value for money"	Closed-ended question
	"This brand portrays good image"	Closed-ended question
	"This brand portrays reliability"	Closed-ended question
	"I have a negative attitude towards this brand"	Closed-ended question
	"I have a favourable attitude towards this brand"	Closed-ended question
Brand loyalty	"I am loyal to this brand"	Closed-ended question
	"I rely on this brand"	Closed-ended question
	"I trust this brand"	Closed-ended question
	"This brand is important to me when considering a breakaway/holiday"	Closed-ended question
	"This brand will influence my decision to purchase"	Closed-ended question

	"The public image of this brand will influence my decision"	Closed-ended question
	"I would recommend this brand to friends and family"	Closed-ended question
	"I will switch brands if alternative brands offer a similar service"	Closed-ended question
	"I will switch brands if alternative brands offer better quality"	Closed-ended question
	"I will switch brands if alternative brands are more effective"	Closed-ended question
	"I will switch brands if alternative brands are sold in a more convenient location/way"	Closed-ended question
	"I will switch brands if alternative brands had a more popular image"	Closed-ended question
	"I will switch brands if alternative brands had a larger public following"	Closed-ended question
	"I will switch brands if alternative brands are sold at a better price"	Closed-ended question
	"I will switch brands if alternative brands will better satisfy my needs"	Closed-ended question
	"If the service I requested from this brand is unavailable, I would enquire about availability for another time"	Closed-ended question
	"If the service I requested from this brand is unavailable, I would enquire about availability at another outlet of the same brand"	Closed-ended question
	"If the service I requested from this brand is unavailable, I would delay purchase till next time, but still use the same brand"	Closed-ended question
	"If the service I requested from this brand is unavailable, I would enquire availability from a competing brand"	Closed-ended question
	"If the service I requested from this brand is unavailable, I would purchase from a competing brand"	Closed-ended question
	"If the brand would change in future, I would be happy with the change and still make use of the brand"	Closed-ended question
	"If the brand would change in future, I would be unhappy with the change but still make use of the brand"	Closed-ended question
	"If the brand would change in future, I will not make use of the brand anymore"	Closed-ended question
Brand experience	"It makes a strong visual impression"	Closed-ended question
	"I find it interesting in a sensory way"	Closed-ended question
	"It does not appeal to my senses"	Closed-ended question
	"It induces feelings and sentiments"	Closed-ended question
	"I do not have strong emotions for it"	Closed-ended question
	"I have an emotional connection with it"	Closed-ended question

	"I engage in physical actions and behaviours when using it"	Closed-ended question
	"It results in bodily experiences"	Closed-ended question
	"It is not action oriented"	Closed-ended question
	"I engage in a lot of thinking when I encounter it"	Closed-ended question
	"It stimulates my curiosity and problem solving"	Closed-ended question

The task of the experts was to assess the relevance of each of the above 70 brand statements identified in phase A. The results of this initial questionnaire were then analysed using Excel. This allowed the researcher to eliminate non-relevant/less important statements by making use of the median values. Table 6.35 summarises the median values of each of the brand statements identified during phase A as well as those statements that were deleted or added during this phase (phase B).

According to Table 6.35, the following seven brand statements were deleted after round 1:

"This brand offers easy payment options" (brand category: satisfaction; type of question: closed-ended);

"This brand enhances marketing efforts" (brand category: satisfaction; type of question: closed-ended);

"This brand's colours are appealing" (brand category: satisfaction; type of question: closed-ended);

"This brand is considered an international brand" (brand category: satisfaction; type of question: closed-ended);

"This brand is simplistic" (brand category: satisfaction; type of question: closed-ended);

"I have a negative attitude towards this brand" (brand category: satisfaction; type of question: closed-ended);

"If the brand would change in future, I would be unhappy with the change but still make use of the brand" (brand category: satisfaction; type of question: closed-ended).

Feedback/comments from the panel on the above deleted brand statements included that payment options are not supposed to be part of a brand evaluation; that marketing

efforts are supposed to enhance a brand and not vice versa; that appealing colours are very similar to the statement of the brand being highly visible; not all brands need to be known as international brands in order to be successful; that a tourism brand may be more complex than other brands owing to its nature; that a low rating on the statement "I have a favourable attitude towards the brand" is the same as a high rating on "I have a negative attitude towards this brand" and lastly that a low rating on the statement "If the brand would change in future, I would be happy with the change and still make use of the brand" is the same as a high rating on "If the brand would change in future, I would be unhappy with the change but still make use of the brand".

The following five brand statements were added based on recommendations from the panel after round 1:

"What is your favourite holiday resort in South Africa?" (brand category: awareness; type of question: open-ended);

"I know everything about this brand" (brand category: awareness; type of question: closed-ended);

"What is the first word that comes to mind when seeing this brand?" (brand category: awareness; type of question: open-ended);

"What characteristics of this brand make it recognisable?" (brand category: awareness; type of question: open-ended);

"What aspects of this brand appeals to you?" (brand category: awareness; type of question: open-ended).

Feedback/comments from the panel regarding the above added brand statements included that the four mentioned open-ended questions are very important in brand evaluation and would allow respondents the freedom to express their views. The closed-ended question "I know everything about the brand" would give a general awareness rating to the brand evaluated.

These five brand statements were added to the initial questionnaire and rated by the participants from this point onwards. The total number of brand statements therefore

decreased from the initial 70 to 68 after round 1. For the next round the format of the initial questionnaire remained the same.

Results of Delphi round 2

According to Table 6.35, no brand statements were deleted in round 2 but the following four brand elements were added:

"What makes this brand more recognisable than other competing brands?" (brand category: awareness; type of question: open-ended);

"How often have you seen this brand in the past month?" (brand category: awareness; type of question: closed-ended);

"What does the term brand loyalty mean to you?" (brand category: loyalty; type of question: open-ended);

"Are there any other reasons why you would be willing to switch brands?" (brand category: loyalty; type of question: open-ended).

Feedback/comments from the panel on the above added brand statements included that the three mentioned open-ended questions are very important in brand awareness and evaluation and would allow respondents the freedom to express their views. The closed-ended question "How often have you seen this brand in the past month?" would give a general awareness rating to the brand evaluated.

These four brand statements were added to the initial questionnaire and rated by the participants from this point onwards. The total number of brand statements therefore increased from 68 to 72 after round 2. For the next round the format of the initial questionnaire remained the same.

Results of Delphi round 3

According to Table 6.35, no brand statements were deleted or added in this final round. The total brand categories remaining after phase B was therefore still five and the total brand statements 72 (brand awareness = 10; brand usage = 3; brand satisfaction = 25; brand loyalty = 23; brand experience = 11). By comparing the initial identified categories

and brand statements (refer to Table 6.34), the five brand categories remained the same, but brand awareness increased by seven, brand usage remained the same, brand satisfaction decreased by five and brand loyalty and brand experience remained the same.

Table 6.35: Summary of phase B of the Delphi process

Brand category	Brand statement	Question type	Median value			Added	Deleted
			Round 1	Round 2	Round 3		
Brand awareness	"I have noticed marketing campaigns linked to this brand"	Likert scale	1.8	1.63	1.61		
	"I am aware of this brand"	Likert scale	1.87	1.81	1.7		
	"I can remember what this brand represents"	Likert scale	1.8	1.81	1.8		
	"What is your favourite holiday resort in South Africa?"	Open-ended question	N.A	1.88	1.8	Round 1	
	"I know everything about this brand"	Likert scale	N.A	1.73	1.7	Round 1	
	"What is the first word that comes to mind when seeing this brand?"	Open-ended question	N.A	1.88	1.8	Round 1	
	"What characteristics of this brand make it recognisable?"	Open-ended question	N.A	2	1.88	Round 1	
	"What aspects of this brand appeal to you?"	Open-ended question	N.A	2	1.88	Round 1	
	"What makes this brand more recognisable than other competing brands?"	Open-ended question	N.A	N.A	2	Round 2	
	"How often have you seen this brand in the past month?"	Likert scale	N.A	N.A	2	Round 2	
Brand usage	"How many times, during the past 12 months, did you make use of this brand?"	Likert scale	1.8	1.7	1.7		
	"I will make use of this brand in the next 12 months"	Likert scale	1.9	1.8	1.8		
	"When you consider using services associated with this brand, what aspects may influence your decision?"	Open-ended question	1.5	1.5	1.4		
Brand satisfaction	"This brand brings pleasant memories to me"	Likert scale	1.87	1.75	1.7		
	"Overall I am satisfied with the products/services linked to this brand"	Likert scale	1.87	1.81	1.8		
	"This brand offers value for money"	Likert scale	1.53	1.44	1.4		

	"This brand delivers what was promised"	Likert scale	1.73	1.63	1.6		
	"This brand uses healthy business ethics"	Likert scale	2.07	1.88	1.9		
	"This brand offers easy payment options"	Likert scale	2.73	N.A	N.A		Round 1
	"This brand is attractive"	Likert scale	2.4	1.94	1.9		
	"This brand captures the essence of the tourism product/service"	Likert scale	2.2	1.63	1.88		
	"This brand enhances marketing efforts"	Likert scale	2.87	N.A	N.A		Round 1
	"This brand's colours are appealing"	Likert scale	2.67	N.A	N.A		Round 1
	"This brand is associated with high levels of service"	Likert scale	1.47	1.63	1.5		
	"This brand is associated with good quality products/services"	Likert scale	1.47	1.56	1.5		
	"This brand is associated with integrity"	Likert scale	1.8	1.63	1.6		
	"This brand is easy to distinguish from competing brands"	Likert scale	1.67	1.56	1.5		
	"This brand is considered an international brand"	Likert scale	2.8	N.A	N.A		Round 1
	"This brand is associated with a proud history"	Likert scale	2.07	2	2		
	"This brand is much talked about"	Likert scale	2.13	2	2		
	"This brand is innovative"	Likert scale	1.87	1.69	1.6		
	"This brand is highly visible"	Likert scale	1.8	1.7	1.7		
	"This brand is easily recognisable"	Likert scale	1.6	1.7	1.7		
	"This brand is credible"	Likert scale	1.8	1.63	1.6		
	"This brand is well established as a tourism brand"	Likert scale	1.73	1.56	1.5		
	"This brand is relevant to the tourism product/service it represents"	Likert scale	2.13	1.88	1.88		
	"This brand is creative"	Likert scale	1.93	1.88	1.88		
	"This brand is proudly South African"	Likert scale	2	2	2		
	"This brand is simplistic"	Likert scale	3	N.A	N.A		Round 1
	"This brand portrays value for money"	Likert scale	1.4	1.38	1.4		
	"This brand portrays a good image"	Likert scale	1.6	1.81	1.7		
	"This brand portrays reliability"	Likert scale	1.67	1.63	1.6		
	"I have a negative attitude towards this brand"	Likert scale	2.07	N.A	N.A		Round 1
	"I have a favourable attitude towards this brand"	Likert scale	1.8	1.75	1.7		

	"I am loyal to this brand"	Likert scale	1.73	2	1.88		
	"I rely on this brand"	Likert scale	1.87	1.88	1.8		
	"I trust this brand"	Likert scale	1.6	1.5	1.6		
	"This brand is important to me when considering a break-away/holiday"	Likert scale	1.93	1.88	1.8		
	"This brand will influence my decision to purchase"	Likert scale	1.8	1.8	1.9		
	"The public image of this brand will influence my decision"	Likert scale	2.27	2.05	2		
	"I would recommend this brand to friends and family"	Likert scale	1.73	1.69	1.7		
	"I will switch brands if alternative brands offer a similar service"	Likert scale	1.93	1.56	1.6		
	"I will switch brands if alternative brands offer better quality"	Likert scale	1.8	1.38	1.7		
Brand loyalty	"I will switch brands if alternative brands are more effective"	Likert scale	1.6	1.94	1.7		
	"I will switch brands if alternative brands are sold in a more convenient location/way"	Likert scale	1.6	1.81	1.7		
	"I will switch brands if alternative brands had a more popular image"	Likert scale	2	2.1	2		
	"I will switch brands if alternative brands are sold at a better price"	Likert scale	1.87	1.56	1.5		
	"I will switch brands if alternative brands will better satisfy my needs"	Likert scale	1.53	1.56	1.5		
	"If the service I requested from this brand is unavailable, I would enquire about availability for another time"	Likert scale	1.93	1.88	1.8		
	"If the service I requested from this brand is unavailable, I would enquire about availability at another outlet of the same brand"	Likert scale	1.8	1.94	1.8		
	"If the service I requested from this brand is unavailable, I would delay purchase till next time, but still use the same brand"	Likert scale	1.8	2	1.88		
	"If the service I requested from this brand is unavailable, I would enquire availability from a competing brand"	Likert scale	1.73	1.88	1.7		

	Statement	Scale					
	"If the service I requested from this brand is unavailable, I would purchase from a competing brand"	Likert scale	1.8	2	1.8		
	"If the brand would change in future, I would be happy with the change and still make use of the brand"	Likert scale	1.8	2	1.8		
	"If the brand would change in future, I would be unhappy with the change but still make use of the brand"	Likert scale	2.73	N.A	N.A		Round 1
	"If the brand would change in future, I will not make use of the brand anymore"	Likert scale	1.4	1.8	1.6		
	"What does the term brand loyalty mean to you"	Open-ended question	N.A	N.A	1.7	Round 2	
	"Are there any other reasons why you would be willing to switch brands?"	Open-ended question	N.A	N.A	1.88	Round 2	
Brand experience	"It makes a strong visual impression"	Likert scale	2	2	2		
	"I find it interesting in a sensory way"	Likert scale	2.07	2	2		
	"It does not appeal to my senses"	Likert scale	1.9	1.88	1.8		
	"It induces feelings and sentiments"	Likert scale	1.9	1.88	1.8		
	"I do not have strong emotions for it"	Likert scale	1.8	1.8	1.88		
	"I have an emotional connection with it"	Likert scale	2.1	2	2		
	"I engage in physical actions and behaviours when using it"	Likert scale	2.2	2	2		
	"It results in bodily experiences"	Likert scale	2	2	2		
	"It is not action oriented"	Likert scale	2	1.88	1.88		
	"I engage in a lot of thinking when I encounter it"	Likert scale	2.2	1.88	1.88		
	"It stimulates my curiosity and problem solving"	Likert scale	2	2	2		

Table 6.35 summarises the three rounds of the Delphi process followed. The identified five brand categories and 72 brand statements (that include eight open-ended questions) were then included in the conceptual questionnaire that formed the basis of phase C of this study.

6.3.3 Results of Phase C

Phase C of this study was exploratory by nature, since this research focused on developing a brand measuring instrument (questionnaire) directed at the tourism industry. The purpose of phase C was to gather data for specific tourism case studies and, based on that, determine the reliability and validity of the questionnaire. This also meant that items can shift between the categories identified in the literature review and Delphi process.

The conceptual questionnaire consisted of open-ended and closed-ended questions. The closed-ended questions used a 5 point likert scale where 1 was "totally agree" and 5 was "totally disagree".

Table 6.36: Layout of the final questionnaire

Brand category	Final number of brand statements included	Number of questions per type of question
Brand awareness	10 statements	Likert-scale questions: 5 Open-ended questions: 5
Brand usage	3 statements	Likert-scale questions: 2 Open-ended questions: 1
Brand satisfaction	25 statements	Likert-scale questions: 25 Open-ended questions: 0
Brand loyalty	23 statements	Likert-scale questions: 21 Open-ended questions: 2
Brand experience	11 statements	Likert-scale questions: 11 Open-ended questions: 0

Reliability can only be assessed with likert scale type questions; thus 64 questions were assessed by means of a likert scale and eight by means of open-ended questions.

Resort group 1 had a membership of 70 000 at the time of this study. An e-mail invitation was sent to all members and a total of 2 152 fully completed questionnaires

were collected and analysed for this phase. A response rate of 3% was therefore achieved.

A factor analysis was performed to synthesise the large amount of data. This was done on all of the brand statements identified in phase B. According to Leedy and Ormrod (2010:282), a factor analysis enables the researcher to examine the correlations among a number of variables to identify clusters of highly interrelated variables that reflect underlying themes. To assess the validity of a questionnaire, there must be randomisation of the sample group and appropriate care and consistency must be evident in the allocation of controls. To assess reliability of the same questionnaire, the questionnaire must be able to be repeated under the same conditions and be able to generate the same results. These two aspects are incorporated into the next section.

6.3.3.1 Brand category 1: brand awareness (resort group 1)

Brand awareness may be considered as the first main category to evaluate the success of a brand as determined in the literature review. The brand awareness statements included in the conceptual questionnaire totalled ten with five being open-ended questions. This means that five brand statements could be statistically validated. To examine the factors underlying the brand awareness category, a principal component axis factor analysis with oblique rotation (direct oblimin) was undertaken. The five brand awareness statements yielded only one factor with Eigen value greater than 1.0 (Field, 2005:633). It was clear that the five brand statements included in this factor measured the same category namely "awareness". This factor explained 60.6% of the variance, was thus labelled: "brand awareness" and had a factor loading of more than 0.490. Bartlett's test of sphericity was significant ($p<0.001$) and the Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) was 0.835, which are both highly acceptable.

Reliability (Cronbach alpha) was computed to verify the internal consistency of brand statements with one another and is considered an important element in the development of a questionnaire. A Cronbach alpha of 0.859 was deemed highly

acceptable for the purpose of this study. The inter-item correlation was 0.616 which again showed the inter-relatedness of these brand statements.

Table 6.37: Brand awareness – resort group 1

Question	Brand awareness statements included	Factor identified
		Brand awareness
Q11.4	I know everything about the brand	0.887
Q11.3	I have noticed marketing campaigns linked to this brand	0.878
Q11.2	I can remember what this brand represents	0.812
Q11.1	I am aware of this brand	0.758
Q16	How often have you seen this brand in the past month?	0.490
Cronbach alpha reliability coefficient		**0.859**
Inter-item correlation		**0.616**
Mean value (standard deviation)		**1.95 (±0.44)**

From the above Table 6.36, statement 5 (Q16) had a factor loading of 0.490. Although still relevant in the measurement of brand awareness, this statement has to be reconsidered when again measuring brand awareness with this questionnaire.

6.3.3.2 Brand category 2: brand usage (resort group 1)

Brand usage may be considered as the second main category to evaluate the success of a brand as determined in the literature review. The brand usage category included in the conceptual questionnaire totalled three with one being an open-ended question. A factor analysis could not be done on only the two remaining brand statements as this is statistically too few. **"Brand usage"** included how many times during the past month a respondent made use of services linked to the brand and whether the respondent would make use of the indicated brand in the next twelve months.

6.3.3.3 Brand category 3: brand satisfaction (resort group 1)

Brand satisfaction was identified through the literature as the third main category to measure the success of a brand. The brand satisfaction statements included in the conceptual questionnaire totalled 25 with none being open-ended questions. This means that all 25 brand statements could be statistically validated.

To examine the factors underlying the brand satisfaction category, a principle component axis factor analysis with oblique rotation (direct oblimin) was undertaken. The 25 brand satisfaction statements yielded three factors with Eigen values greater than 1.0 (Field, 2005:633). These factors explained 63% of the variance and were labelled: "brand functionality, brand characteristics and brand image". All statements had factor loadings greater than 0.447. Bartlett's test of sphericity was significant ($p<0.001$) and the Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) was 0.973, which are both highly acceptable.

Reliability (Cronbach alpha) was computed to verify the internal consistency of brand statements with each factor. All three factors had a Cronbach alpha above 0.930 and were deemed highly acceptable for the purpose of this study and the development of the questionnaire. The inter-item correlations of all three factors were higher than 0.642 which again showed the inter-relatedness of these statements.

Table 6.38: Brand satisfaction – resort group 1

Question	Brand satisfaction statements included	Brand functionality	Brand characteristics	Brand image
		Factor identified		
Q18.2	Delivers what was promised	0.923		
Q18.1	Offers value for money	0.866		
Q18.6	Is associated with high levels of service	0.849		
Q18.3	Uses healthy business ethics	0.841		

Q18.7	Is associated with good quality products	0.839		
Q18.8	Is associated with integrity	0.788		
Q18.5	Captures the essence of the tourism product/service	0.710		
Q19.9	Portrays value for money	0.708		
Q18.4	Is attractive	0.652		
Q18.10	Is associated with proud history of the tourism product/service	0.578		
Q19.11	Portrays reliability	0.544		
Q19.10	Portrays a good image	0.487		
Q18.9	Is easy to distinguish from competing brands	0.447		
Q19.2	Is highly visible		0.924	
Q19.5	Is well established as a tourism brand		0.840	
Q19.3	Is easily recognisable		0.803	
Q19.7	Is creative		0.740	
Q19.6	Is relevant to the tourism product/service it represents		0.717	
Q19.1	Is innovative		0.693	
Q18.11	Is much talked about		0.541	
Q19.8	Is proudly South African		0.532	
Q19.4	Is credible		0.511	
Q11.6	This brand brings pleasant memories to me			0.881
Q11.5	I have a favourable attitude towards this brand			0.868
Q11.7	Overall I am satisfied with products/services associated with this brand			0.705
Cronbach alpha reliability coefficient		**0.965**	**0.938**	**0.930**
Inter-item correlation		**0.689**	**0.642**	**0.648**
Mean value (standard deviation)		**1.49 (±0.56)**	**1.52 (±0.53)**	**1.38 (±0.55)**

From the above Table 6.38, statements 12 (Q19.10) and 13 (Q18.9) had a factor loading of 0.487 and 0.447. Although still relevant in the measurement of brand satisfaction, these statements have to be reconsidered when again measuring brand satisfaction. It was clear that satisfaction had underlying dimensions to be considered and measured in its individual capacity.

6.3.3.4 Brand category 4: brand loyalty (resort group 1)

Brand loyalty was identified through the literature as the fourth main category to measure the success of a brand. The brand loyalty statements included in the conceptual questionnaire totalled 19 with two being open-ended questions. This means that 17 brand statements could be statistically evaluated.

To examine the factors underlying the loyalty category, a principle component axis factor analysis with oblique rotation (direct oblimin) was undertaken. The 17 brand loyalty statements yielded two factors with Eigen values greater than 1.0 (Field, 2005:633). These factors explained 66.3% of the variance and were labelled: "brand competitiveness and brand trust". Both had factor loadings of more than 0.379 and reliability (Cronbach alpha) was computed to verify the internal consistency of brand statements with each factor. Both factors had a Cronbach alpha above 0.834 and were deemed acceptable for the purpose of this study. Bartlett's test of sphericity was significant ($p<0.001$) and the Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) was 0.896, which are both highly acceptable.

Reliability (Cronbach alpha) was computed to verify the internal consistency of statements with each factor. Both factors had a Cronbach alpha above 0.834 and were deemed highly acceptable for the purpose of this study and development of the questionnaire. The inter-item correlations of both factors were higher than 0.565 which again shows the inter-relatedness of these statements.

Table 6.39: Brand loyalty – resort group 1

Question	Brand loyalty statements included	Factor identified	
		Brand competitiveness	Brand trust
Q24.2	Will switch brands if alternative brands offer better quality	0.922	
Q24.3	Will switch brands if alternative brands are more effective	0.920	
Q24.7	Will switch brands if alternative brands will better satisfy my needs	0.902	
Q24.6	Will switch brands if alternative brands are sold at a better price	0.868	
Q24.5	Will switch brands if alternative brands had a more popular image	0.833	
Q24.4	Will switch brands if alternative brands are sold in a more convenient location/way	0.788	
Q24.1	Will switch brands if alternative brands offer a similar service	0.770	
Q22.3	I trust it		0.882
Q22.1	I am loyal to it		0.860
Q22.2	I rely on it		0.851
Q22.8	If it would change in future I would not make use if it anymore		0.817
Q22.4	It is important when considering a breakaway/holiday		0.793
Q11.8	I would recommend this brand to friends and family		0.732
Q22.7	If it would change in future I would still make use of it		0.615
Q22.5	It will influence my decision to purchase		0.577
Q22.6	The public image of it will influence my purchase decision		0.561
Q23	What would you do if the service you requested from this brand is not available?		0.379
Cronbach alpha reliability coefficient		**0.939**	**0.834**
Inter-item correlation		**0.639**	**0.565**
Mean value (standard deviation)		**2.40 (±1.02)**	**1.81 (±0.54)**

From the above Table 6.39, statement 17 (Q23) had a factor loading of 0.379. Although still relevant in the measurement of brand loyalty, this statement has to be reconsidered

when again measuring brand loyalty. Brand loyalty clearly can be measured by taking into account competitiveness and trust.

6.3.3.5 Brand category 5: brand experience (resort group 1)

Brand experience was identified through the literature as the fifth main category to measure the success of a brand. The brand experience statements included in the interim questionnaire totalled eleven with none being open-ended questions. This means that all eleven statements could be statistically evaluated.

To examine the factors underlying the experience category, a principle component axis factor analysis with oblique rotation (direct oblimin) was undertaken. The eleven brand experience statements yielded two factors with Eigen values greater than 1.0 (Field, 2005:633). These factors explained 64.7% of the variance and were labelled: "personal positive brand behaviour and personal negative brand behaviour". Both had factor loadings greater than 0.742. Reliability (Cronbach alpha) was computed to verify the internal consistency of brand statements with each factor. Both factors had a Cronbach alpha above 0.817 and were deemed acceptable for the purpose of this study. Bartlett's test of sphericity was significant ($p < 0.001$) and the Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) was 0.864, which are both highly acceptable.

Reliability (Cronbach alpha) was computed to verify the internal consistency of statements with each factor. Both factors had a Cronbach alpha above 0.817 and were deemed highly acceptable for the purpose of this study and development of the questionnaire. The inter-item correlations of both factors were higher than 0.542 which again showed the inter-relatedness of these statements.

Table 6.40: Brand experience – resort group 1

Question	Brand experience statements included	Factor identified	
		Personal positive brand behaviour	Personal negative brand behaviour
Q26.7	I engage in physical actions and behaviours when I use it	0.847	
Q26.8	It results in bodily experiences	0.793	
Q26.11	It stimulates my curiosity and problem solving	0.792	
Q26.6	I have an emotional connection with it	0.788	
Q26.10	I engage in a lot of thinking when I encounter it	0.776	
Q26.2	I find it interesting in a sensory way	0.771	
Q26.1	It makes a strong visual impression	0.754	
Q26.4	It induces feelings and sentiments	0.742	
Q26.5	I do not have strong emotions for it		0.872
Q26.3	It does not appeal to my senses		0.847
Q26.9	It is not action oriented		0.831
Cronbach alpha reliability coefficient		**0.892**	**0.817**
Inter-item correlation		**0.542**	**0.599**
Mean value (standard deviation)		**2.08 (±0.73)**	**3.21 (±0.98)**

The purpose of phase C was to determine the reliability of the five brand categories identified through the literature. This was done by calculating the Cronbach alphas and inter-item correlations. Table 6.41 summarises these results according to brand category.

Table 6.41: Summary of Cronbach alphas and inter-item correlations – resort group 1

Brand category	Cronbach alphas	Inter-item Correlation	Mean value and Standard deviation
Brand Awareness	0.859	0.616	**1.95 (±0.44)**
Brand Functionality	0.965	0.689	**1.49 (±0.56)**
Brand Characteristics	0.938	0.642	**1.52 (±0.53)**
Brand Image	0.930	0.648	**1.38 (±0.38)**
Brand Competitiveness	0.939	0.639	**2.40 (±1.02)**
Brand Trust	0.834	0.565	**1.81 (±0.54)**
Personal Positive Brand Experience	0.892	0.542	**2.08 (±0.73)**
Personal Negative Brand Experience	0.817	0.599	**3.21 (±0.98)**

The results from the above Table 6.41 indicate a high reliability and inter-item correlation of the initial five brand categories identified through the literature review. These results also indicate that the initial identified satisfaction category was divided into brand functionality, brand characteristics and brand image. The initial identified loyalty category was divided into brand competitiveness and brand trust and the initial identified experience category resulted in personal positive and personal negative brand experience. An additional three brand categories were therefore identified during this phase.

Owing to the high reliability results obtained through phase C, none of the 73 brand statements used was changed for the next phase (phase D). The only change was an extra demographic question that the management of resort group 2 requested.

Similar to the process followed during the resort group 1 survey, the conceptual instrument (see annexure A) was once again distributed through the marketing department of a second well-known resort group in South Africa (for the purpose of this study known as 'resort group 2') to potential respondents on their database. This took place during May 2014. This final questionnaire consisted of open-ended and closed-

ended questions. The closed-ended questions used a 5-point likert scale where 1 was "totally agree" and 5 was "totally disagree". Resort group 2 had a database of 20 000 at the time of this study. An e-mail invitation was sent to all possible respondents on their database and a total of 599 fully completed questionnaires were collected and analysed during this phase. The response rate was once again 3%.

A confirmatory factor analysis was performed to synthesise the large amount of data. This was done on the eight brand categories that included the 73 brand statements (refer to Table 6.40) identified in phase C. The purpose of phase D was to validate the relative high reliability of the Cronbach alphas found during the resort group 1 survey.

6.3.4 Results of phase D

The purpose of phase D was to validate the relative high reliability of the Cronbach alphas found during the resort group 1 survey. This was done by calculating the Cronbach alpha values of each category as identified in the factor analysis.

Table 6.42: Summary of Cronbach alpha's and Inter-item correlations – resort group 2

Brand category	Cronbach alphas	Inter-Item Correlation	Mean value and Standard deviation
Brand Awareness	0.740	0.429	**2.09 (±0.52)**
Brand Functionality	0.965	0.685	**1.69 (±0.62)**
Brand Characteristics	0.935	0.627	**1.77 (±0.64)**
Brand Image	0.877	0.705	**1.63 (±0.69)**
Brand Competitiveness	0.934	0.674	**2.30 (±0.93)**
Brand Trust	0.849	0.424	**2.05 (±0.64)**
Personal Positive Brand Experience	0.891	0.508	**2.20 (±0.72)**
Personal Negative Brand Experience	0.773	0.532	**3.28 (±0.94)**

6.3.4.1 Brand category 1: brand awareness (resort group 2)

Reliability (Cronbach's Alpha) was computed to verify the internal consistency of brand statements with each other and is considered an important element in the development of a questionnaire. The confirmatory analyses revealed a Cronbach Alpha of 0.740 which was deemed highly acceptable for the purpose of verifying the reliability of the questionnaire. The inter-item correlation was 0.429 which again shows the inter-relatedness of these statements.

6.3.4.2 Brand category 3: brand satisfaction (resort group 2)

Reliability (Cronbach's) was computed to verify the internal consistency of brand statements with each factor. The confirmatory analyses revealed a Cronbach Alpha above 0.877 and were deemed highly acceptable for the purpose of verifying the reliability of the questionnaire. The inter-item correlations of both factors were higher than 0.627 which again shows the inter-relatedness of these statements.

6.3.4.3 Brand category 4: brand loyalty (resort group 2)

The confirmatory analyses revealed that all factors had a Cronbach Alpha above 0.849 and were deemed acceptable for the purpose of verifying the reliability of the questionnaire. The inter-item correlations of both factors were higher than 0.425 which again shows the inter-relatedness of these statements.

6.3.4.4 Brand category 5: brand experience (resort group 2)

Reliability (Cronbach's) was computed to verify the internal consistency of brand statements with each factor. The confirmatory analyses revealed that all factors had a Cronbach Alpha above 0.773 and were deemed highly acceptable for the purpose of verifying the reliability of the questionnaire. The inter-item correlations of both factors were higher than 0.508 which again shows the inter-relatedness of these statements.

The purpose of phase D was to validate the reliability of the initial identified five brand categories through the literature plus the three extra categories identified through phase C. This was done by calculating the Cronbach alphas and Inter-item correlations.

The results from the above Table 6.42 indicate a high reliability and inter-item correlation of the initial five brand categories identified through the literature review. These results also indicate that the initial identified satisfaction category was divided into brand functionality and brand characteristics. The initial identified loyalty category was divided into brand competitiveness and brand trust and the initial identified experience category resulted in personal positive- and personal negative brand experience. The categories identified in the exploratory phase were confirmed in phase D. Table 6.43 shows a comparison between the identified brand categories, Cronbach alpha's and Inter-item correlations of resort group 1 and 2.

Table 6.43: Comparison of Cronbach alpha's and Inter-item correlations – resort group 1 & 2

Brand category	Resort Group 1 (Phase C)		Resort Group 2 (Phase D)	
	Cronbach Alpha's	Inter-Item Correlation	Cronbach Alpha's	Inter-Item Correlation
Brand Awareness	.859	.616	.740	.429
Brand Functionality	.965	.689	.965	.685
Brand Characteristics	.938	.642	.935	.627
Brand Image	.930	.648	.877	.705
Brand Competitiveness	.939	.639	.934	.674
Brand Trust	.834	.565	.849	.424
Personal Positive Brand Experience	.892	.542	.891	.508
Personal Negative Brand Experience	.817.	.599	.773	.532

The results from the above Table 6.43 firstly indicate that a total of eight brand categories were identified during the resort group 1 survey (phase C) compared to the seven of the resort group 2 survey (phase D). Secondly, the results indicate a high reliability and inter-item correlation of the eight brand categories identified during the

resort group 1 survey (phase C). These high reliability and inter-item correlation were validated by the results of the resort group 2 survey (phase D).

6.3.5 Correlation between the brand factors

Spearman rank order correlations were used to describe the strength and direction of the linear relationship between two variables, in this case between the confirmed brand factors included in the brand measuring instrument. A correlation 0 indicates no relationship at all, a correlation of 1.0 indicates a perfect positive correlation and a value of -1.0 indicates a perfect negative correlation. The correlations were interpreted according to the guidelines of Cohen (1988) that suggested; small rho = .10-.29, medium rho = .30-.49 and large rho = .50-1.0.

Table 6.44: Spearman Rank order correlations between the brand factors

BRAND FACTORS		Brand Awareness	Brand Functionality	Brand Characteristics	Brand Image	Brand Competitiveness	Brand Trust	Personal Positive Brand Behaviour	Personal Negative Brand Behaviour
Brand Awareness	Correlation Coefficient	1.000	.381**	.397**	.560**	.009	.350**	.255**	-.063**
	Sig. (2-tailed)		.000	.000	.000	.651	.000	.000	.001
	N	2751	2751	2751	2751	2751	2751	2751	2751
Brand Functionality	Correlation Coefficient		1.000	.866**	.681**	-.198**	.745**	.611**	-.174**
	Sig. (2-tailed)			0.000	0.000	.000	0.000	.000	.000
	N		2751	2751	2751	2751	2751	2751	2751
Brand Characteristics	Correlation Coefficient			1.000	.655**	-.151**	.742**	.641**	-.164**
	Sig. (2-tailed)				0.000	.000	0.000	0.000	.000
	N				2751	2751	2751	2751	2751

Brand Image	Correlation Coefficient				1.000	-.144**	.610**	.448**	-.155**
	Sig. (2-tailed)					.000	.000	.000	.000
	N				2751	2751	2751	2751	2751
Brand Competitiveness	Correlation Coefficient					1.000	-.128**	-.115**	.197**
	Sig. (2-tailed)						.000	.000	.000
	N					2751	2751	2751	2751
Brand Trust	Correlation Coefficient						1.000	.628**	-.068**
	Sig. (2-tailed)							.000	.000
	N						2751	2751	2751
Personal Positive Brand Behaviour	Correlation Coefficient							1.000	-.141**
	Sig. (2-tailed)								.000
	N							2751	2751
Personal Negative Brand Behaviour	Correlation Coefficient								1.000
	Sig. (2-tailed)								
	N								2751

* small r_s = .10-.29; ** medium r_s =.30-.49; *** large r_s =.50-1.0.

It is evident from Table 6.44 that the brand measuring factors correlate on a high level with one another also contributing to the importance of measuring (and managing) these elements in an integrated manner. Brand functionality and Brand characteristics correlated statistically (p=<0.000) and practically (r_s = >.50) with respectively four and three of the other brand factors showing the interdependence of these factors. Brand competitiveness only showed small correlations with the other brand factors.

This therefore means that the purpose of phase D was achieved by validating the high reliable results of the identified brand categories and therefore also achieving the overall goal of the chapter.

6.4   CONCLUSION

The purpose of this chapter was twofold. Firstly the descriptive results for the five categories (brand awareness, brand usage, brand satisfaction, brand loyalty, brand experience) was discussed to portray the basic features of the data collected for both resort group 1 and 2. Secondly the development of the conceptual instrument was discussed by explaining and providing the results of the four phases followed.

During phase A, a literature study was conducted using relevant academic articles. The goal of this phase was twofold. The first goal was to identify and analyse current models and tools used to measure brand effectiveness by means of an in-depth literature review. The second goal was to conduct a literature review to establish which brand elements should be included in the conceptual tourism brand measure instrument. Phase B of this study was exploratory, as the Delphi technique was used to gather and analyse data from a panel of experts. This involved a seven step process to reach consensus on the final elements to be included in the conceptual instrument. Phase C of this study was also of an exploratory nature, since this research focused on developing a brand measure instrument (questionnaire). The purpose of phase C was to determine the reliability of the data. The purpose of the last phase (D) was to validate the reliability of the proposed measure instrument.

CHAPTER 7

CONCLUSIONS AND RECOMMENDATIONS

7.1 INTRODUCTION

The purpose of this chapter is to draw conclusions and make recommendations regarding the literature review and empirical analyses of the study. Ultimately the main contribution of the study, namely the measuring instrument, will be presented with implementation guidelines and recommendations.

The main goal of this study was to develop a conceptual instrument to measure the success of branding in the tourism industry. To achieve this goal, objectives were set in chapter 1 and achieved in the chapters thereafter.

➢ The first objective was to conduct a literature review on the role of branding in tourism marketing. This was done in chapter 2 by highlighting seven aspects. Part 1 explained the four evolution eras of marketing; in part 2 the definitions pertaining to marketing and tourism marketing was indicated; part 3 explained the basic aspects of tourism marketing; part 4 focused on the scale of market entities and molecular models; part 5 explained the factors that influence the experience of services; part 6 explained consumer behaviour in services by highlighting the four main factors that influence consumer behaviour and finally the seven stages of the consumer buying decision process were discussed. This objective was further achieved in chapter 3 by highlighting five aspects. Firstly, the term, branding, was explained according to various authors, followed by the significance of branding. Part 3 of this chapter explained some basic aspects of branding. Part 4 discussed how brands are

created, aspects to consider during brand development and current trends in branding. Part 5 indicated how consumers choose brands by explaining how equity influences consumers, the buyer decision process and factors influencing brand selection.

➢ The second objective was to identify and analyse current models and tools used to measure brand effectiveness. This was done in chapter 4 (cf. 4.2) by firstly evaluating eight brand methods currently used. It was found that various aspects were measured by each brand evaluation method; that all brand evaluation methods utilised a Likert scale of between four and ten; that all the brand evaluation methods were designed to measure either internal or external brand aspects; that only seven brand aspects measured (awareness, management, strategy, value, research, price, competition) were similar in some of the brand evaluation methods; that the outcome of each of the brand evaluation methods was either in figure format, given as a score out of 100 or shown as a comparison and that none of the eight evaluation methods could be applied, as is, to a tourism-related product. A summary of the evaluation methods was also compiled (cf. Table 4.12).

➢ The third objective was to conduct a literature review to establish which brand categories should be included in the tourism brand measure instrument. This was done firstly by evaluating previous tourism brand related studies. It was found that brand awareness, brand usage, brand satisfaction, brand loyalty and brand experience were the brand categories included within the previous tourism-related studies. The elements tested under each of these five aspects tended to differ and were applied to the specific tourism product tested (cf. Tables 4.13 to 4.17). Secondly, this objective involved using the Delphi technique to further explore these brand categories. Phase A (cf. 1.4.1) involved a review of the literature in chapters 2 and 3 and the summaries of each of the evaluation methods in chapter 4 (cf. Tables 4.2; 4.4 to 4.11). From this only five similar categories were identified, namely brand awareness, brand usage, brand satisfaction, brand loyalty and brand experience. These five categories then formed the basis of the conceptual instrument to measure

the success of branding in the tourism industry. Phase B (cf. 1.4.2 and 6.3.2) involved the gathering and analysis of information from a panel of experts in a particular field of interest. The experts in the field completed a questionnaire indicating their views on the likelihood of certain developments taking place in future. These views were then collated and circulated to panel members for further comment and repeated a number of times before final results were collated.

➢ The fourth objective was to evaluate and test the conceptual tourism brand measure instrument on at least two well-known and established tourism brands in South Africa. This was done in chapter 6 as part of Phases C and D (cf. 1.4.3 and 6.3.3) during the period October 2013 and May 2014. Phase C of this study was of an exploratory nature, since this research focused on developing a brand measure instrument (questionnaire). The purpose of Phase C was to assess the relevance of the brand items and to determine the reliability of the first set of data (cf. Tables 6.40 and 6.45). The purpose of the last phase (D) was to validate and determine the reliability of the proposed measuring instrument on the second set of data (cf. Tables 6.44 and 6.45).

➢ The fifth and final objective was to draw conclusions and make recommendations for the application of the tourism brand measure instrument. The purpose of this chapter is therefore to achieve this final objective.

7.2 RESEARCH CONCLUSIONS

7.2.1 Conclusions from literature review
➢ Significant developments were made during the four evolution eras of marketing where the consumer is currently the most important element in the societal marketing orientation eras.
➢ The basic aspects of service marketing entail the fact that tourism products include services and services tourism products.

- Gaining a competitive advantage over other tourism related products is key to survival in the current tourism industry.
- A tourism brand's unique characteristics are intangibility, inseparability, variability and perishability, so it relies heavily on means to overcome these.
- Brands are created by various processes and are influenced by current trends in branding.
- Current brand evaluation methods were not suitable to use, as is, in the tourism industry and no standardised method was available.
- Previous tourism brand-related studies focused on brand evaluation categories that included brand awareness, brand usage, brand satisfaction, brand loyalty and brand experience.
- Ultimately the consumer needs to be aware of the tourism brand, and be able to use and experience the tourism brand. Through usage and experience the consumer will either be satisfied or not and if satisfaction was achieved for a number of times that consumer will start to prefer and become loyal to that tourism brand.

7.2.2 Conclusions from data collected

To achieve the main goal of this study (to develop a conceptual instrument to measure the success of branding in the tourism industry), data collected involved both a descriptive and exploratory analysis whose conclusions are explained in the next section.

7.2.2.1 Conclusions from the descriptive results

The purpose of the descriptive results was to provide an overview of the basic features of the data in the study and to summarise the large set of quantitative data. The layout and compilation of the questions as part of the conceptual instrument also formed part of the descriptive analysis. It was divided into an analysis of Resort Groups 1 and 2 and are summarised in the following section.

A   Resort group 1

Major findings from the resort group 1 survey were the following:

- ➤ Respondents were highly educated, formed part of a family, were between the ages of 40-59 and the majority lived in Gauteng.
- ➤ The majority associated the applicable brand with matching resorts of that brand.
- ➤ Respondents were totally aware of what the brand represents and associated it with vacation/breakaway.
- ➤ The most recognisable characteristics of the brand were the sun and the acronym that formed part of the logo. These two aspects also differentiated the brand from other competing brands.
- ➤ Almost 50% of respondents saw the brand more than three times in the past month, a third made use of the brand in the past year and two-thirds indicated that they would use the brand in the next 12 months.
- ➤ Affordability and value for money were the top influencers during travel decision making.
- ➤ A third totally agreed that the brand was important to them when considering a holiday/breakaway and almost half of them would enquire for another date with the same brand if it was not available as requested.
- ➤ More than half of the respondents were positive and had positive experiences with the brand concerned.

Thus respondents were aware of the brand, used it often and would be using it in future; they were overall satisfied with the brand, are loyal to it and had a positive brand experience.

B   Resort group 2

Major findings from the resort group 2 survey were the following:

- ➤ Respondents were highly educated, formed part of a family, were between the ages of 30 - 39 and the majority lived in Gauteng.
- ➤ The majority associated the brand concerned with matching resorts of that brand.

- Respondents were totally aware of what the brand represents and associated it with fun and relaxation.
- The most recognisable characteristics of the brand were the eagle and the colours used that formed part of the logo. These two aspects also differentiated the brand from other competing brands.
- Only one-quarter saw the brand more than three times in the past month, a third made use of the brand in the past year and only half indicated that they would use the brand in the next 12 months.
- Affordability and price were the top influencers during decision making.
- Almost half of the respondents totally agreed that the brand was important to them when considering a holiday/breakaway and that they would also enquire for another date with the same brand if it was not available as requested.
- More than half of the respondents were positive and had positive experiences with the applicable brand.

Thus respondents were aware of the brand, did not use it often but would be using it in future, are overall satisfied with the brand, are loyal to it and had a positive brand experience.

When comparing the major findings for these two resorts groups, the following conclusions are evident regarding the five brand categories:
- In both cases the respondents were highly aware of the brand evaluated. They were familiar with the products and service linked to each brand and could link the correct resorts to each brand. However, respondents from resort group 1 had more marketing exposure over a specific time than those from resort group 2. This is vital information that needs to be communicated to the marketing department of resort group 2. It can therefore be concluded that marketing exposure should influence brand awareness and lead to higher levels of brand awareness.
- In both cases the respondents indicated that they would be using products/services linked to each brand in the near future. In both cases the

respondents also indicated that price and value for money were the main influencers during decision making. However, the respondents from resort group 2 did not make use of the brand as often in the past as the respondents from resort group 1 did. This might be due to the conclusion above that resort group 2 respondents had less marketing exposure or that it is a less known brand. It may therefore be concluded that marketing exposure directly influences brand usage.

➢ In both cases the respondents were very satisfied with the aspects assessed under brand satisfaction. However, the percentages of resort group 1 were much higher than those of resort group 2. It may therefore be concluded that brand satisfaction can be indicated by overall high percentages of the identified brand statements. High levels of satisfaction are needed for consumers to remain loyal to a certain brand.

➢ In both cases respondents were very loyal to the respective brands evaluated but resorts need to be aware that respondents would be willing to switch brands if competing brands would better satisfy their pockets and needs. This information also needs to be communicated to the management of both resort groups. It may therefore be concluded that competing brands influence brand loyalty and that loyal customers are willing to switch brands. Given the current economic circumstances, consumers are looking for value for money and the best travel options for their money.

➢ In both cases respondents experienced the brands evaluated as positive. However, the percentages of respondents of resort group 2 were lower than those of resort group 1. This is therefore another aspect management of resort group 2 needs to investigate further. It may therefore be concluded that a positive brand experience can be summarised by overall high percentages of the identified brand statements.

The purpose of the descriptive results was to provide an overview of the layout and structure of the questionnaire as well as to report the frequencies of the responses related to resort groups 1 and 2. A successful brand is evident in both cases but the assessment of the questionnaire at both resort groups allowed for the verification of

brand statements under each brand category. It is thus possible to measure brand success with this instrument and respondents completed the questionnaire with ease. The conclusions drawn are explained in the next section.

7.2.2.2 Conclusions from exploratory results

The purpose of the exploratory results was to develop the conceptual instrument to measure the success of branding in the tourism industry. The method of research for this study was exploratory by nature and was conducted in different phases as stated previously. The conclusions of each phase are briefly summarised in the following sections.

Conclusions of phase A

During phase A a literature study was conducted using relevant academic articles. Tourism, marketing and management books as well as existing brand measurement instruments were also analysed. The goal of this phase was twofold. The first goal was to identify and analyse current models and tools used to measure brand effectiveness by means of an in-depth literature review. The following conclusions are therefore drawn:

- ➢ Various brand evaluation methods are available but none of these could be applied, as is, to a tourism product which differs from other consumer products.
- ➢ Various brand aspects were measured by every brand evaluation method and no consensus was reached on what should and should not be included in such measurement.
- ➢ The various brand aspects in each evaluation method were applied to the specific brand measured.
- ➢ The brand evaluation methods used Likert scales between 4 and 10 and again non-consensus was evident.
- ➢ The brand evaluation methods were designed to measure either internal or external brand aspects with less focus on intangible products such as the tourism experience.
- ➢ Awareness, management, strategy, value, research, price and competition were

the only similar brand aspects measured in some of the brand evaluation methods.

The second goal was to conduct a literature review to establish which brand statements should be included in the conceptual instrument to measure the success of branding in the tourism industry. This was done by evaluating previous tourism brand-related studies. The following conclusions were therefore drawn:

➤ Brand awareness, brand usage, brand satisfaction, brand loyalty and brand experience were the brand categories included in the previous tourism-related studies. Authors agreed to a high level that these five categories may be regarded as the core contributing factors even though they had been used in different ways in previous studies.

➤ It was also evident that various brand statements were tested under each of the mentioned five categories. However, these brand statements tend to differ from one study to the next and were adapted by researchers to suit the specific product tested. A universal, structured questionnaire was thus not available or being implemented in the tourism industry - which necessitated this study.

Conclusions of phase B

Phase B of this study was exploratory by nature owing to a lack of a standardised measuring instrument (as concluded from phase A). The goal of phase B was to assess the relevance of the seventy brand statements, identified from phase A. The following conclusions may thus be drawn:

➤ The Delphi technique proved to be successful in this research since it allowed the gathering and analysis of data in an exploratory manner. This consisted of three rounds where participants had the freedom to provide their opinions and ideas, allowing for in-depth analysis of the various statements.

➤ It further provided insight into the elimination of non-relevant brand aspects identified in the literature review.

➤ The use of the Delphi technique further assisted the researcher in developing an interim questionnaire that formed the basis of Phase C of this study.

Conclusions of phases C and D

Phase C of this study was exploratory by nature, since this research focused on developing a brand measuring instrument (questionnaire) directed at the tourism industry. The purpose of phase C was to gather data for a specific tourism case study (resort group 1) and, based on that, to determine the reliability and validity of the questionnaire. The following conclusions were therefore drawn:

➤ A high reliability and inter-item correlation was the result of a statistical analysis of the initial five brand categories identified through the literature review.

➤ These results also indicate that the initial identified satisfaction category was divided into brand functionality, brand characteristics and brand image. The initial identified loyalty category was divided into brand competitiveness and brand trust and the initial identified experience category resulted in personal positive and personal negative brand experience; an additional three brand categories were therefore identified during this phase.

The purpose of phase D was to validate the reliability of the eight brand categories identified through phase C. This again involved gathering data for a specific tourism case study (resort group 2) and, based on that, to determine the reliability and validity of the questionnaire. The following conclusions may therefore be drawn:

➤ Once again high reliability and inter-item correlations were the result of a statistical analysis of the eight brand categories identified through phase C.

➤ The high reliability and inter-item correlations were confirmed by the results of the resort group 2 survey (phase D).

➤ It can therefore be concluded that the purpose of phase D was achieved by validating the high reliability results of the identified brand categories and therefore also achieving the overall goal of this study.

7.3 RESEARCH CONTRIBUTION

The contribution of this research is threefold:

7.3.1 Methodology contribution

The main goal of this study was to develop a reliable conceptual instrument to measure the success of branding in the tourism industry. This was done by using the Delhi technique. The conceptual instrument is indicated by Table 7.1.

Table 7.1: A conceptual instrument to measure the success of branding in the tourism industry

DEMOGRAPHIC INFORMATION					
1. What language do you mainly speak at home?					
Afrikaans		Ndebele		Zulu	
English		Tswana		Portuguese	
Swazi		Tsonga		French	
Xhosa		Northern Sotho		German	
Venda		Southern Sotho		Other	
If other, please specify.					
2. In what province do you currently live?					
Gauteng			Western Cape		
Limpopo			Northern Cape		
Mpumalanga			North West		
KwaZulu-Natal			Free State		
Eastern Cape			I do not live in SA		
3. If not in SA, please specify your country of residence.					
4. What is your gender?					
Female					
Male					
5. What is your age?					
Under 17		30 – 39		60 +	
18 - 20		40 – 49			
21 - 29		50 - 59			

6. What is your highest level of education?					
No matric		Diploma/Degree		Other	
Matric		Post-graduate		(please specify)	

7. What is your marital status?					
Single		Widow/widowed		Living together	
Married		Divorced			

8. How many children are age 18 or younger and live in your household?					
None		2		4	
1		3		More than 4	

9. How many of the above indicated children are aged 12 – 18?					
None		2		4	
1		3		More than 4	

10. How many people (adults + children) currently live in your household?					
1		3		5	
2		4		6 and more	

BRAND AWARENESS

11. What is your favourite holiday resort in South Africa?

12. To what extent do you agree with the following statements of the above indicated brand?

	Totally agree	Agree	Unknown	Disagree	Totally disagree
I am aware of this brand					

I can remember what this brand represents					
I have noticed marketing campaigns linked to this brand					
I know everything about this brand					
I have a favourable attitude towards this brand					
This brand brings pleasant memories to me					
Overall I am satisfied with the products/services linked to this brand					
I would recommend this brand to friends and family					

13. What is the first word that comes to mind when seeing the above brand?

14. What characteristic/s of the above brand makes it recognisable?

15. What aspects of the above brand appeals to you?

16. What makes the above brand more recognisable than other competing brands your are familiar with?

17. How often have you seen the above brand in the past month?

Not once		Twice		Four +	
Once		Three times			

BRAND USAGE, BRAND FUNCTIONALITY, BRAND CHARACTERISTICS & BRAND IMAGE

18. How many times, during the past 12 months, did you make use of services linked to the above brand?

Not once		Twice		Four +	
Once		Three times		Do not know	

19. To what extent do you agree with the following statements of the above indicated brand?

	Totally agree	Agree	Unknown	Disagree	Totally disagree
This brand offers value for money					
This brand delivers what was promised					
This brand uses healthy business ethics					
This brand is attractive					
This brand captures the essence of the tourism product/service					
This brand is associated with high levels of service					
This brand is associated with good quality products/services					
This brand is associated with integrity					
This brand is easy to distinguish from competing brands					
This brand is associated with a proud history					
This brand is much talked about					
I will make use of this brand in the next 12 months					

20. To what extent do you agree with the following statements of the above indicated brand?

	Totally agree	Agree	Unknown	Disagree	Totally disagree
This brand is innovative					
This brand is highly visible					
This brand is easily recognisable					
This brand is credible					
This brand is well established as a tourism brand					
This brand is relevant to the tourism product/service it represents					
This brand is creative					
This brand is proudly South African					

This brand portrays value for money					
This brand portrays a good image					
This brand portrays reliability					

21. When you consider using services associated with the above brand, what aspects may influence your decision?

BRAND COMPETITIVENESS & BRAND TRUST

22. What does the term "brand loyalty" mean to you?

23. To what extent do you agree with the following statements of the above indicated brand?

	Totally agree	Agree	Unknown	Disagree	Totally disagree
I am loyal to this brand					
I rely on this brand					
I trust this brand					
This brand is important to me when considering a breakaway/ holiday					
This brand will influence my decision to purchase					
The public image of this brand will influence my decision					
If the brand should change in future, I will still make use of it					
If the brand should change in future, I will not make use of it anymore					

24. What will you do if the service you requested from the above brand is not available?

Enquire about availability for another time	
Enquire about availability at another outlet of the same brand	
Delay purchase till next time, but still use the same brand	
Enquire from a competing brand	

Purchase from a competing brand	
None of the above	

25. To what extent do you agree with the following statement? *I would switch brands if alternative brands*:

	Totally agree	Agree	Unknown	Disagree	Totally disagree
offer a similar service					
offer better quality					
are more effective					
are sold in a more convenient location/way					
had a more popular image					
are sold at a better price					
will better satisfy my needs					

26. Are there any other reasons why you would be willing to switch brands?

PERSONAL POSITIVE BRAND BEHAVIOUR & PERSONAL NEGATIVE BRAND BEHAVIOUR

27. To what extent do you agree with the following statements of the above indicated brand?

	Totally agree	Agree	Unknown	Disagree	Totally disagree
It makes a strong visual impression					
I find it interesting in a sensory way					
It does not appeal to my senses					
It induces feelings and sentiments					

I do not have strong emotions about it					
I have an emotional connection with it					
I engage in physical actions and behaviours when using it					
It results in bodily experiences					
It is not action oriented					
I engage in a lot of thinking when I encounter it					
It stimulates my curiosity and problem solving					

Table 7.2 summarises additional notes to the above conceptual instrument to measure the success of branding in the tourism industry.

Table 7.2: Additional notes to the conceptual instrument

Brand category	Question number	Question type	Brand aspect
Brand awareness	11*	Open-ended	What is your favourite holiday resort in South Africa?
	12.1	Closed-ended	I am aware of this brand
	12.2	Closed-ended	I can remember what this brand represents
	12.3	Closed-ended	I have noticed marketing campaigns linked to this brand
	12.4	Closed-ended	I know everything about this brand
	13*	Open-ended	What is the first word that comes to mind when seeing the indicated brand?
	14*	Open-ended	What characteristic/s of the indicated brand makes it recognisable?
	15*	Open-ended	What aspects of the indicated brand appeals to you?
	16*	Open-ended	What makes the indicated brand more recognisable than other competing brands you are familiar with?
	17	Closed-ended	How often have you seen the indicated brand in the past month?
Brand usage	18	Closed-ended	How many times, during the past 12 months, did you make use of services linked to the indicated brand?
	19.12	Closed-ended	I will make use of the indicated brand in the next 12 months
	21*	Open-ended	When you consider using services associated with the indicated brand, what aspects may influence your decision?
Brand functionality	19.1	Closed-ended	Offers value for money
	19.2	Closed-ended	Deliver what was promised
	19.3	Closed-ended	Use healthy business ethics
	19.4	Closed-ended	Is attractive
	19.5	Closed-ended	Captures the essence of the tourism product/service
	19.6	Closed-ended	Is associated with high levels of service
	19.7	Closed-ended	Is associated with good quality products
	19.8	Closed-ended	Is associated with integrity
	19.9	Closed-ended	Is easy to distinguish from competing brands
	19.10	Closed-ended	Is associated with a proud history of tourism product/service
	20.9	Closed-ended	Portrays value for money

	20.10	Closed-ended	Portrays a good image
	20.11	Closed-ended	Portrays reliability
Brand characteristics	19.11	Closed-ended	Is much talked about
	20.1	Closed-ended	Is innovative
	20.2	Closed-ended	Is highly visible
	20.3	Closed-ended	Is easily recognisable
	20.4	Closed-ended	Is credible
	20.5	Closed-ended	Is well established as a tourism brand
	20.6	Closed-ended	Is relevant to the tourism product/service it represents
	20.7	Closed-ended	Is creative
	20.8	Closed-ended	Is proudly South African
Brand image	12.5	Closed-ended	I have a favourable attitude towards this brand
	12.6	Closed-ended	This brand brings pleasant memories to me
	12.7	Closed-ended	Overall I am satisfied with the products/services associated with this brand
Brand competitiveness	22 *	Open-ended	What does the term "brand loyalty" mean to you?
	23.1	Closed-ended	I am loyal to it
	23.2	Closed-ended	I rely on it
	23.3	Closed-ended	I trust it
	23.4	Closed-ended	It is important to me when considering a breakaway/holiday
	23.5	Closed-ended	It will influence my decision to purchase
	23.6	Closed-ended	Its public image will influence my purchase decision
	23.7	Closed-ended	If it should change in future, I will still make use of it
	23.8	Closed-ended	If it should change in future, I will not make use of it anymore
	24.1	Closed-ended	Enquire about availability for another time
	24.2	Closed-ended	Enquire about availability at another outlet of the same brand
	24.3	Closed-ended	Delay purchase till next time, but still use the same brand
	24.4	Closed-ended	Enquire from competing brands

Brand trust	24.5	Closed-ended	Purchase from competing brands
	26*	Open-ended	Are there any other reasons why you would be willing to switch brands?
	12.8	Closed-ended	I would recommend this brand to friends and family
	25.1	Closed-ended	Offer a similar service
	25.2	Closed-ended	Offer better service
	25.3	Closed-ended	Is more effective
	25.4	Closed-ended	Is sold in a more convenient location/way, e.g. Internet bookings
	25.5	Closed-ended	Has a more popular image
	25.6	Closed-ended	Is sold at a better price
	25.7	Closed-ended	Will better satisfy my needs
Personal positive brand experience	27.1	Closed-ended	It makes a strong visual impression
	27.2	Closed-ended	I find it interesting in a sensory way
	27.4	Closed-ended	It induces feelings and sentiments
	27.6	Closed-ended	I have an emotional connection with it
	27.7	Closed-ended	I engage in physical actions and behaviours when I use it
	27.8	Closed-ended	It results in bodily experiences
	27.10	Closed-ended	I engage in a lot of thinking when I encounter it
	27.11	Closed-ended	It stimulates my curiosity and problem solving
Personal negative brand experience	27.3	Closed-ended	It does not appeal to my senses
	27.5	Closed-ended	I do not have strong emotions about it
	27.9	Closed-ended	It is not action oriented

7.3.2 Scholarly contributions

This study firstly identified important brand categories through a literature review. These brand categories were then applied to the tourism industry (resorts) by using the Delphi

technique and it resulted in a reliable conceptual instrument that can be used in the tourism industry to measure a brand. By applying the brand categories identified through the literature review to a tourism product, three new brand categories were also identified. This study therefore made a unique contribution to the literature of tourism as a science.

7.3.3 Practical contributions

The above conceptual instrument to measure the success of branding in the tourism industry can be used by any tourism-related product to assess its brand. This will give the owner/management an overall view of the performance of the tourism brand under the eight brand categories (brand awareness, brand functionality, brand characteristics, brand image, brand competitiveness, brand trust, personal positive brand behaviour, personal negative brand behaviour) identified. This will allow the owner/management to identify underperforming brand categories of their overall brand. The owner/ management can then use the above brand statements, under the weak performing brand category, as a guideline to develop strategies for improving that specific brand category. Repeating the above process, after implementing the strategies identified and comparing the results of both, will indicate whether the identified strategies were successful in improving the overall tourism brand.

The conceptual instrument to measure the success of branding in the tourism industry can also be applied as is by a tourism-related product. The measuring instrument therefore has a practical application that can assist the tourism product to compete at higher levels of branding. This may result in having a competitive edge that can draw more tourists, retain existing tourists and ultimately result in a higher turnover.

The conceptual instrument to measure the success of branding in the tourism industry can further be used by academics as a foundation for the development of a standardised instrument to be used in the tourism industry worldwide. Measuring brand success in the tourism industry is unique since it mainly deals with experiences and services.

7.4   RESEARCH RECOMMENDATION

This study provided a new perspective on how a tourism brand can be evaluated. However, the study also presents opportunities for further research in a number of ways.

This study could be of value to assess the degree to which the findings of this study correlate with those of similar resort brands in other countries.

Although it is outside the scope of the present study, it would have been noteworthy to assess the influence of client demographics on brand evaluation.

The study also presents the opportunity to be replicated in other tourism sectors.

This study is a first step towards building a generic model through which any tourism brand (locally and internationally) could be measured.

Because of a highly competitive tourism market, tourist choices play a critical role in attracting new and keeping existing consumers. The conceptual brand measure instrument can therefore be used to measure all tourism-related products in order to better understand consumer choices.

7.5   RESEARCH LIMITATIONS

- ➢ For the purpose of this research the measuring instrument was only applied to tourism resorts.
- ➢ Owing to the above limitation the measuring instrument might change when applied to hotels and other types of tourism products.

REFERENCES

A

Aaker, D.A. 1996. Measuring brand equity across products and markets. *California management review,* 38(3)102-119.

Aaker, D.A. 2002. Building strong brands. New York: The Free Press.

Aaker, D.A., Kumar, V. & Day, G.S. 2007. Marketing research. New York: John Wiley & Sons.

Adler, M. & Ziglio, E. 1996. Gazing into the oracle: The Delphi method and its application to social policy and public health. London: Jessica Kingsley Publishers.

Allen, J., O'Toole, W., Harris, R. & McDannell, I. 2008. Festival and special event management. Milton: John Wiley & Sons.

B

Backer, E. 2009. VFR tourism. Ballarat: University Press.

Baker, B. 2007. Destination branding for small cities – the essential for successful place branding. Portland: Creative Leap Books.

Balmer, J.M.T. 2001. The three virtues and seven deadly sins of corporate branding. *Journal of general management*, 27(1):1-17.

Balmer, J.M.T. & Gray, E.R. 2000. Corporate identity and cooperate communication. *Journal of general management*, 32(7):256-997.

Belch, G.E. & Belch, M.A. 1998. Advertising and promotion. 4th ed. New York: Irwin McGraw–Hill.

Belz, F.M. & Peattie, K. 2012. Sustainable marketing. Chichester, Sussex: John Wiley & Sons.

Bennett, J.A. 2000. Managing tourism services: A South African perspective. Pretoria: Van Schaik Publishers.

Bennett, J.A. & George, R. 2004. South African travel and tourism cases. Pretoria: Van Schaik.

Bergvall, J. 2007. A brand is a memory. http://www.allaboutbranding.com/index Date of access: 26 January 2010.

Blackwell, R.D., Miniard, P.W. & Engel, J.F. 2001. Consumer behaviour. New York: Harcourt College Publishers.

Blaxter, L., Hughes, C. & Tight, M. 2010. How to research. 4th ed. New York: McGraw-Hill.

Blem, N. 2001. Achieving excellence in selling. New York: Oxford.

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.

Bowie, D. & Buttle, F. 2004. Hospitality marketing: An introduction. Oxford: Elsevier Butterworth Heinemann.

Bowdin, G., McDonnell, I., Allen, J. & O'Toole, W. 2003. Events management. Oxford: Butterworth-Heinemann.

Brace, I. 2008. Questionnaire design. 2nd ed. London: Kogan Page.

Brakus, J.J., Schmitt, B.H. & Zarantonello, L. 2009. Brand experience, what is it, how is it measured and does it affect loyalty? *Journal of marketing,* 73(1):52-68.

Brown, I.R. 2006. Mastering marketing. 2nd ed. London: Torogood.

Burke, J.F. & Resnick, B. 2000. Marketing and selling the tourism product. 2nd ed. Vancouver: Thomson Learning.

Burns, A.C. & Bush, R.F. 2010. Marketing research. 6th ed. Boston: Pearson Prentice Hall.

C

Cahill, D.J. 2006. Lifestyle market segmentation. New York: Haworth Press.

Cant, M. 2010. Marketing: An introduction. Cape Town: Juta and Company Ltd.

Cant, M., Gerber-Nel C., Nel D. & Kotze, T. 2003. Marketing research. Claremont: New African Books.

Cant, M., Gerber-Nel C., Nel D. & Kotze, T. 2008. Marketing research. 2nd ed. Pretoria: Van Schaik Publishers.

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

Chacko, H.E. 1997. Positioning a tourism destination to gain a competitive edge. *Asia Pacific journal of tourism research*, 1(2):69-75.

Chandon, P. 2003. Note on measuring brand awareness, brand image, brand equity and brand value. France: INSEAD. (Published PhD thesis).

Cheverton, P. 2006. Understanding brands. London: Kogan Page.

Chinomona, R. 2013. The influence of brand experience on brand satisfaction, trust and attachment in South Africa. *International business and economics research journal*, 12(10):1303-1316.

Chrisnall, P. 2001. Marketing research. London: McGraw-Hill.

Churchill, G.A. & Lacobucci, D. 2002. Marketing research. 8th ed. Mason, OH: Thomson Learning.

Clarke, J. 2000. Tourism brands: An exploratory study of the brands box model. *Journal of vocational marketing,* 6(4):329-344.

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

Coghlan, D. & Brannick, T. 2005. Doing action research in your own organisation. 2nd ed. London: Sage.

Cooper, C., Fletcher, J., Fyall, A., Gilbert, D. & Wanhill, S. 2005. Tourism: Principle and practice. 3rd ed. New York: Longman.

Cooper, D.R. & Schindler, P.S. 2006. Marketing research. New York: McGraw-Hill.

Creswell. J. 2007. Qualitative inquiry and research design: Choosing among five approaches. 2nd ed. Thousand Oaks, CA: Sage.

Crouch, S. & Housden, M. 2003. Marketing research for managers. 3rd ed. Oxford: Butterworth-Heinemann.

Czinkola, M.R. & Ronkainen, I.A. 1991. International marketing. London: Dryden Press.

D

Dahringer, M. 1992. International marketing. New York: Addison-Wesley Publishing Company.

Danesi, M. 2006. Brands. London: Routledge.

Davis, J. 2007. More than a name: An introduction to branding. London: AVA publishing Ltd.

Davis, J.A. 2010. Competitive success: How branding adds value. London: John Wiley & Sons.

Davis, M. 2005. More than a name: An introduction to branding. London: AVA Publishing.

Davis, M. 2005. Measuring marketing: 103 key metrics every marketer needs. London: John Wiley & Sons.

De Chernatony, L. 2006. From brand vision to brand evaluation. London: Elsevier.

De Chernatony, L. & McDonald, M. 2003. Creating powerful brands. 3rd ed. London: Butterworth-Heinemann.

De Mooij, M. 2005. Global marketing and advertising. London: Sage.

Donald, S.H. & Gammack, J.G. 2007. Tourism and the branded city: Film and identity on the Pacific Rim. Aldershot: Ashgate.

Drummond, G. & Ensor, J. 2005. Introduction to marketing concepts. London: Butterworth Heinemann.

Duncan, T. 2005. Principles of advertising and IMC. London: McGraw-Hill.

Duval, D.T. 2007. Tourism and transport: Modes, networks and flows. Clevedon: Channel View.

E

Engelbrecht, E. 2005. Fundamentals of sales and marketing. Pretoria: Van Schaik Publishers.

F

Ferrell, O.C., Hartline, M.D. & Lucas, G.H. 2002. Marketing strategy. 2nd ed. New York: Harcourt College Publishers.

Field, A. 2005. Discovering statistics using SPSS. Thousand Oaks: Sage.

Franses, P.H. & Paap, R. 2003. Quantitative models in marketing research. New York: Cambridge University Press.

Fung So, K.K. & King, C. 2009. When experience matters: Building and measuring hotel brand equity. *International journal of contemporary hospitality management,* 22(5)589-608.

G

Gallarza, M.G., Saura, I.G. & Garcia, H.C. 2002. Destination image: Towards a conceptual framework. *Annals of tourism research*, 29(1):56-78.

George, R. 2001. Marketing South African tourism and hospitality. Cape Town: Oxford University Press.

George, R. 2004. Marketing South African tourism. 2nd ed. Cape Town: Oxford University Press.

George, R. 2007. Managing tourism in South African. Cape Town: Oxford University Press.

George, R. 2008. Marketing tourism in South African. Cape Town: Oxford University Press.

George, R. 2014. Marketing tourism in South African. 5th ed. Cape Town: Oxford University Press.

Gnoth, J. 2002. Leveraging export brands through a tourism destination brand. *Brand management,* 9(1):262-179.

Go, F.M. & Govers, R. 2010. International place branding yearbook 2010. London: Palgrave.

Goulding, C. 2002. Grounded theory: A practical guide for management. London: Sage.

Gregory, J.R. 2004. Best of branding. New York: McGraw-Hill.

Guest, G., Bunce, A. & Johnson, L. 2006. How many interviews are enough? An experiment with data saturation and validity. *Field methods*, 18(1):59-82.

H

Haig, M. 2007. The rules of attraction. [http://www.allaboutbranding.com/index/article 403](http://www.allaboutbranding.com/index/article403) Date of access: 14 August 2007.

Hakim, C. 2000. Research design: Successful designs for social and economic research. 2nd ed. London: Routledge.

Hankinson, G. 2001. Location branding: A study of the branding practices of 12 English cities. *Journal of brand management*, 9(2):127-142.

He, H., Li, Y. & Harris, L. 2012. Social identity perspectives on brand loyalty. *Journal of business research,* 65:648-657.

Healy, M. 2008. What is branding? New York: Rota Vision.

Henderson, J. 2000. Selling places: The New Asia-Singapore brand. *Journal of tourism studies*, 11(1):36-44.

Hingston, P. 2001. Effective marketing. London: Darling Kindersley Limited.

Hoffman, K.D. & Bateson, J.E.G. 2001. Essentials of service marketing. Colorado: Thomson Learning.

Hollis, N. 2008. The global brand. New York: Palgrave MacMillan.

Holloway, J.C. 2004. Marketing for tourism. 4th ed. London: Prentice-Hall.

Holloway, J.C. 2009. The business of tourism. 8th ed. London: Prentice-Hall.

Holloway, J.C. & Robinson, C. 2000. Marketing for tourism. 3rd ed. New York: Longman.

Horner, S. & Swarbrooke, J. 2005. Leisure marketing: A global perspective. Oxford: Butterworth-Heinemann.

J

Jalees, T. 2006. Market snap shot: A brand tracking survey. *Market forces,* 2(3)1-8.

Jennings, G. 2001. Tourism research. Sydney: John Wiley & Sons.

Jobber, D. 2001. Principles and practice of marketing. London: McGraw-Hill.

Jordaan, Y. & Prinsloo, M. 2001. Grasping service marketing. Cape Town: Grape Vine News.

K

Kaushik, A. 2012. Brand measurement: Analytics and metrics for branding campaigns. http://www.kaushik.net/avinask/brand-measurement-analytics-metrics-branding-camp Date of access: 1 August 2012.

Kapferer, J.N. 2004. The new strategic brand management: Creating and sustaining brand equity long term. 3rd ed. London: Kogan Page.

Kapferer, J.N. 2008. The new strategic brand management. 4th ed. London: Kogan Page.

Keller, K.L. 2002. Strategic brand management: Building, measuring and managing brand equity. New York: Prentice-Hall.

Keller, K.L. 2003. Strategic brand management: Building, measuring and managing brand equity. 2nd ed. New York: Prentice-Hall.

Kerin, R.A., Hartley, S.W. & Rudelius, W. 2004. Marketing the core. New York: Irwin.

Keyser, H. 2002. Tourism development. Cape Town: Oxford.

Kim, H.B. & Kim, W.G. 2004. Measuring customer-based restaurant brand equity. *Cornell hotel and restaurant administration quarterly,* 45(2):115 - 131.

Kim, H.B. & Kim, W.G. 2005. The relationship between brand equity and firms' performance in luxury hotels and chain restaurants. *Tourism management,* 26(2):549-560.

Klenosky, D.B. & Gitelson, R.E. 1997. Characteristics of effective tourism promotion strategies. *Annals of tourism research*, 24(1):235-238.

Kotler, P. 2000. Marketing management millennium edition. New York: Prentice-Hall.

Kotler, P. & Amstrong, G. 1999. Principles of marketing. New York: Prentice-Hall.

Kotler, P. & Amstrong, G. 2006. Principles of marketing. 5th ed. New York: Prentice-Hall.

Kotler, P. & Armstrong, G. 2010. Principles of marketing: Global and Southern African perspectives. Cape Town: Pearson Education.

Kotler, P., Bowen, J. & Makens, J. 2003. Marketing for hospitality and tourism. 3rd ed. New York: Prentice-Hall.

Kotler, P., Bowen, J. & Makens, J. 2006. Marketing for hospitality and tourism. 4th ed. New York: Prentice-Hall.

Kotler, P., Bowen, J. & Makens, J. 2010. Marketing for hospitality and tourism. 5th ed. New Jersey: Prentice-Hall.

Kotler, P. & Gertner. D. 2002. Country as brand, product and beyond: A place marketing and brand management perspective. *Brand management (special issue: nation branding)*, 9 (4-5): 149-61.

Kotler, P. & Keller, K.L. 2006. Marketing management. 12th ed. New Jersey: Prentice-Hall.

Kotler, P. & Keller, K.L. 2007. A framework for marketing management. 3rd ed. New Jersey: Prentice-Hall.

Konecnik, M. & Gartner, W.C. 2006. 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. *Brand management,* 15(3):177-189.

Kumar, R. 2011. Research methodology: A step by step guide for beginners. 3rd ed. Sage: London.

Kuzwayo, M. 2000. Marketing theory through mud and dust. Cape Town: Ink Inc.

L

Lamb, C.W., Hair, J.F., McDaniel, C., Boshoff, C. & Terblanche, N.S. 2004. Marketing. 2nd ed. Cape Town: Oxford University Press.

Lamb, C.W., Hair, J.F. & McDaniel, C. 2005. Essentials of marketing. 4th ed. London: Thomson Learning.

Lamb, C.W., Hair, J.F. & McDaniel, C. 2006. Marketing. 8th ed. London: Thomson Learning.

Lancaster, G. & Reynolds, P. 2002. Marketing made simple. London: Oxford.

Laws, E. 1997. Tourism marketing. London: Stanley Thorns Publishers.

Laws, E. 2002. Tourism marketing: Quality and service management perspectives. London: Continuum.

Lee, J.S. & Back, K.I. 2007. Attendee-based brand equity. *Tourism management,* 29(2):331-344.

Lee, M. & Johnson, C. 2005. Principles of advertising. 2nd ed. New York: Haworth Press.

Leedy, P.D. & Ormrod, J.E. 2010. Practical research: Planning and design. 9th ed. New York: Pearson Education International.

Lindstorm, M. 2005. Brand sense: Building powerful brands through touch, taste, smell, sight and sound. New York: Free Press.

Lovelock, D. 2001. Service marketing: People, technology & strategy. 4th ed. New Jersey: Prentice-Hall.

Lozito, W. 2005. Developing a brand name. http://www.namedevelopment.com Date of access: 24 August 2007.

Lubbe, B.A. 2003. Tourism management in South Africa. Cape Town: Pearson.

M

Machado, R. & Cassim, S. 2002. Marketing for entrepreneurs. Cape Town: Juta & Co. Ltd.

Malhotra, N.K. & Birks, D.F. 2006. Marketing research: An applied approach. 2nd ed. London: Pearson Prentice Hall.

Malhotra, N.K. & Petterson, M. 2006. Basic marketing research. 2nd ed. New Jersey: Pearson Prentice-Hall.

Marzano, G. & Scott, N. 2009. Power in destination branding. *Annals of tourism research,* 36(1):247-267.

Mawson, S. 2000. The fundamentals of hospitality marketing. London: Continuum.

McCabe, S. 2009. Marketing communications in tourism and hospitality. New York: Butterworth-Heinemann.

McDaniel, C. & Gates, R. 2005. Marketing research essentials. 5th ed. New York: John Wiley & Sons.

McDaniel, C. & Gates, R. 2006. Marketing research essentials. 6th ed. New York: John Wiley & Sons.

McDaniel, C. & Gates, R. 2010. Marketing research essentials. 7th ed. New York: John Wiley & Sons.

McDaniel, C., Lamb, C.W. & Hair, J.F. 2009. Introduction to marketing. 10th ed. Japan: Cengage Learning.

Middleton, T.C. 2001. Marketing in travel & tourism. 3rd ed. London: Butterworth-Heinemann.

Middleton, T.C. & Clarke, J. 2001. Marketing in travel & tourism. 4th ed. Oxford: Butterworth-Heinemann.

McEwen, W.J. 2005. Married to the brand. New York: Gallup Press.

Morgan, N., Pritchard, A. & Pride, R. 2002. Destination branding: Creating the unique destination proposition. Oxford: Butterworth-Heinemann.

Morrison, A.M. 2002. Hospitality and travel marketing, 3rd ed. Delmar: Thomson Learning.

Morrison, A.M. 2010. Hospitality and travel marketing, 4th ed. London: Cengage Learning.

Murphy, L., Moscardo, G. & Benckendorff, P. 2007. Using brand personality to differentiate regional tourism destinations. *Journal of travel research,* 46(8):5-14.

Moser, M. 2003. United we brand. Boston: Harvard Business School Publishing.

P

Page, S. 2007. Tourism management: Managing for change. 2nd ed. Oxford: Butterworth-Heinemann.

Page, S. & Connell, J. 2009. Tourism: A modern synthesis. 3rd ed. London: Thomson Learning.

Palmer, A. 2005. Principles of service marketing. 4th ed. Berkshire: McGraw-Hill.

Patton, M.Q. 2002. Qualitative research and evaluation methods. 3rd ed. Thousand Oaks, CA: Sage.

Perreault, W.D. & McCarthy, E.J. 2003. Essentials of marketing. New York: McGraw-Hill.

Pike, S. 2002. Destination image analysis: A review of 142 papers from 1973-2000. *Tourism management*, 22(3/4):67-78.

Pike, S. 2009. Destination brand positions of a competitive set of near home destinations. *Tourism management,* 1(10):1-3.

Rix, P. 2004. Marketing: A practical approach. North Ryde: McGraw-Hill.

Plog, S.C. 2004. Leisure travel. New Jersey: Prentice-Hall.

Price, L.L., Arnould, E.J. & Zinkhan, G.M. 2009. Consumers. New York: McGraw-Hill.

Pritchard, G. 1982. Tourism promotion: Big business for the States. *The Cornell hotel and restaurant administration quarterly*, 23(2):48-57.

Q

Qu, H., Kim, L.H. & Im, H.H. 2010. A model of destination branding: Integrating the concepts of the branding and destination image. *Tourism management, 32(2011):465-476.*

R

Rao, K.R.M. 2007. Service marketing. New Delhi: Pearson Education.

Reich, A.Z. 1997. Improving the effectiveness of destination positioning. *Tourism analysis*, 2(3):37-53.

Reid, R.D. & Bojanic, D.C. 2001. Hospitality marketing management. 3rd ed. London: John Wiley & Sons.

Richardson, J. & Cohen, J. 1993. State slogans: The case of the missing USP. *Journal of travel & tourism marketing,* 2(2/3):91-109.

Riesenbeck, H. & Perrey, J. 2007. Power brands. London: John Wiley & Sons.

Robinson, M. & Novelli, M. 2005. Niche tourism: Contemporary issues, trends and cases. Oxford: Butterworth-Heinemann.

Robson, C. 2002. Real world research. 2nd ed. Oxford: Blackwell.

Roe, M. 2004. Market research in action. London: Thomson Learning.

S

Saayman, M. 2002. Hospitality, leisure & tourism management. Potchefstroom: Ons Drukkers.

Salzberger, T. 2009. Measurement in marketing research. Cheltenham, UK: Edward Elgar.

Saunders, M., Lewis, P. & Thornhill, A. 2009. Research methods for business students. 5th ed. London: Prentice Hall.

Saxena, R. 2007. Marketing management. 4th ed. New Delhi: Tata McGraw-Hill.

Seaton, A.V. & Bennett, M.M. 2001. Marketing tourism products. London: Thomson.

Sherrington, M. 2006. Added value. New York: Palgrave.

Shimp, T.A. 2007. Advertising and promotion. 7th ed. New York: Thomson Learning.

Shimp, T.A. 2010. Advertising, promotion and other aspects of integrated marketing communications. 8th ed. Mason, OH: Cengage Learning.

Shui, E., Hair, J., Bush, B. & Ortinau, D. 2009. Marketing research. New York: McGraw-Hill.

Smith, S.L.J. 2010. Practical tourism research. Cambridge: Cambridge University Press.

Smith, S. 2012. How to measure customer satisfaction: Do you overlook these 4 key customer satisfaction measurements? http://www.qualtrics.com/blog/customer-satisfaction-measurement. pdf. Date of access: 9 July 2013.

Smith, C. & Allexander, H. 2006. Marketing for dummies. Chichester, Sussex: John Wiley & Sons.

Srivastava, R.P. 2000. Tourists' expenditure: Development planning unit, ministry of France, government of the British Virgin Islands. http://www.dup.gov.vg/Archives/Archives99/doc/TouristsExp.doc Date of access: 27 March 2008.

Stokes, D. & Lomax, W. 2008. Marketing: A brief introduction. London: Thomson Learning.

Strydom, J. 2004. Introduction to marketing. Cape Town: Juta.

Stutely, M. 2003. Numbers guide: The essentials of business numeracy. London: Bloomberg Press.

Swarbrooke, J. & Horner, S. 2007. Consumer behaviour in tourism. 2nd ed. Oxford: Butterworth-Heinemann.

T

Tasci, W., Gartner, W.C. & Cavusgil, S.T. 2007. Measurement of destination brand bias using a quasi-experimental design. *Tourism management,* 28(2):1529-1540.

Tassiopoulos, D. 2004. Event management: A professional and developmental approach. 2nd ed. Cape Town: Juta & Co Ltd.

Tobak, S. 2011. Myths about branding. http://www.cbsnews.com/8301-505125162-57328226/tenmythsbranding.doc Date of access: 26 January 2010.

Tores, A. & Bijmolt, T.H.A. 2008. Assessing brand image through communalities and asymmetries in brand-to-attribute and attribute-to-brand associations. *European journal of operational research,* 195(2):628-640.

Trump, D. 2007. Ten Commandments of a successful brand. http://www.trumpuniversity.com Date of access: 7 July 2007.

Tybout, A.M. & Calkins, T. 2005. Kellogg on branding. New Jersey: John Wiley & Sons.

V

Van Auken, B. 2005. The brand management checklist. London: Kogan Page.

Van Gelder, S. 2003. Global brand strategy: Unlocking brand potential across countries, cultures and markets. London: Koran Page.

Van Vuuren, C. & Slabbert, E. 2011. Travel motivations and behaviour of tourists to a South African resort. Paper presented at the International Conference on Tourism and

Management Sciences, Algarve, 25 November. http://www.tmstudies.net Date of access: 3 October 2015.

Veal, A.J. 2006. Research methods for leisure and tourism: A practical guide. London: Prentice-Hall.

W

Webb, J.R. 2002. Understanding and designing marketing research. 2nd ed. London: Thomson Learning.

West, D., Ford, J. & Ibrahim, E. 2006. Strategic marketing: Creating competitive advantage. New York: Oxford University Press.

Wiid, J. & Diggines, C. 2009. Marketing research. Cape Town: Juta and Company Ltd.

Wood, L. 2002. Brands and brand equity. *Journal of general management*, 38(9):226-269.

Woodside, A.G. 1982. Positioning a province using travel research. *Journal of travel research,* 36(7):2-6.

Y

Yeoman, I., Durie, A., Beattie, U.M. & Palmer, A. 2005. Capturing the essence of a brand from its history: The case of Scottish tourism marketing. *Brand management,* 13(2):134-147.

Yeshin, T. 2006. Sales promotion. London: Thomson Learning.

Yin, R.K. 2003. Case study research: Design and method. 3rd ed. London: Sage.

Yoo, B. & Donthu, N. 2001. Developing and validating a multidimensional consumer based brand equity scale. *Journal of business research*, 52(2):1-14.

Z

Zeithami, V.A. & Bitner, M.J. 2003. Service marketing. 3rd ed. New York: McGraw-Hill.

Zikmund, W.G. & Babin, B.J. 2010. Essentials of marketing research. 4th ed. Mason, OH: Cengage Learning.

ADDENDUM A

Demographic information

*1. What language do you mainly speak at home?

○ Afrikaans   ○ Ndebele   ○ Zulu

○ English   ○ Tswana   ○ Portuguese

○ Swazi   ○ Tsonga   ○ French

○ Xhoza   ○ Northern Sotho   ○ German

○ Venda   ○ Southern Sotho

Other (please specify)

[   ]

*2. In what province do you currently live?

○ Gauteng   ○ Western Cape

○ Limpopo   ○ Northern Cape

○ Mpumalanga   ○ North West

○ Kwazulu-Natal   ○ Free State

○ Eastern Cape   ○ I do not live in South Africa

3. If not in South Africa, please specify your country of residents?

[   ]

*4. What is your gender?

○ Female

○ Male

*5. What is your age?

○ younger than 17   ○ 40 - 49

○ 18 - 20   ○ 50 - 59

○ 21 - 29   ○ 60 +

○ 30 - 39

*6. What is the highest level of education you have completed?

○ No matric

○ Matric

○ Diploma / Degree

○ Post graduate

Other (please specify)

[   ]

✱7. What is your marital status?

○ Single

○ Married

○ Widow / widowed

○ Divorced

○ Living together

✱8. How many children are age 18 or younger and live in your household?

○ None   ○ 3

○ 1   ○ 4

○ 2   ○ More than 4

✱9. How many of the above indicated children are age 12 - 18?

○ None   ○ 3

○ 1   ○ 4

○ 2   ○ More than 4

✱10. How many people (adults + children) currently live in your household?

○ 1   ○ 4

○ 2   ○ 5

○ 3   ○ 6 and more

Awareness

11. What is your favorite holiday resort in South Africa?

*12. To what extent do you agree with the following statements regarding FOREVER as a brand:

	Totally agree	Agree	Unknown	Disagree	Totally disagree
"I am aware of this brand"	○	○	○	○	○
"I can remember what this brand represents"	○	○	○	○	○
"I have noticed marketing campaigns linked to this brand"	○	○	○	○	○
"I know everything about this brand"	○	○	○	○	○
"I have a favourable attitude towards this brand"	○	○	○	○	○
"This brand brings pleasant memories to me"	○	○	○	○	○
"Overall I am satisfied with products / services associated with this brand"	○	○	○	○	○
"I would recommend this brand to friends and family"	○	○	○	○	○

13. What is the first word that comes to mind when seeing the FOREVER brand?

*14. What characteristic/s of the FOREVER brand, makes it recognisable?

*15. What aspect/s of the FOREVER brand appeals to you?

*16. What makes the FOREVER brand more recognisable than other competing brands you are familiar with?

*17. How often have you seen the FOREVER brand in the past month?

- ○ Not once
- ○ Once
- ○ Twice
- ○ Three times
- ○ More than three times

FOREVER
RESORTS · LODGES · HOTELS · RETREATS

*18. How many times, during the past 12 months, did you make use of services linked to the FOREVER brand?

○ Not once

○ Once

○ Twice

○ Three times

○ More than three times

○ Do not know

*19. To what extent do you agree with the following statements regarding FOREVER as a brand:

	Totally agree	Agree	Unknown	Disagree	Totally disagree
"Offers value for money"	○	○	○	○	○
"Delivers what was promised"	○	○	○	○	○
"Use healthy business ethics"	○	○	○	○	○
"Is attractive"	○	○	○	○	○
"Captures essence of tourism product / service"	○	○	○	○	○
"Is associated with high levels of service"	○	○	○	○	○
"Is associated with good quality products"	○	○	○	○	○
"Is associated with integrity"	○	○	○	○	○
"Is easy to distinguish from competing brands"	○	○	○	○	○
"Is associated with a proud history of the tourism product / service"	○	○	○	○	○
"Is much talked about"	○	○	○	○	○
"I will make use of the indicated brand in the next 12 months"	○	○	○	○	○

*20. To what extent do you agree with the following statements regarding FOREVER as a brand:

	Totally agree	Agree	Unknown	Disagree	Totally disagree
"Is innovative"	○	○	○	○	○
"Is highly visible"	○	○	○	○	○
"Is easily recognisable"	○	○	○	○	○
"Is credible"	○	○	○	○	○
"Is well established as a tourism brand"	○	○	○	○	○
"Is relevant to the tourism product / service it represents"	○	○	○	○	○
"Is creative"	○	○	○	○	○
"Is proudly South African"	○	○	○	○	○
"Portrays value for money"	○	○	○	○	○
"Portrays a good image"	○	○	○	○	○
"Portrays reliability"	○	○	○	○	○

21. When you consider using services associated with the FOREVER brand, what aspects may influence your decision?

22. What does the term "brand loyalty" mean to you?

*23. To what extent do you agree with the following statements regarding FOREVER as a brand:

	Totally agree	Agree	Unknown	Disagree	Totally disagree
"I am loyal to it"	○	○	○	○	○
"I rely on it"	○	○	○	○	○
"I trust it"	○	○	○	○	○
"It is important to me when considering a break away / holiday"	○	○	○	○	○
"It will influence my decision to purchase"	○	○	○	○	○
"The public image of it will influence my purchase decision"	○	○	○	○	○
"If it would change in future, I would still make use of it"	○	○	○	○	○
"If it would change in future, I would not make use of it anymore"	○	○	○	○	○

*24. What will you do if the service you requested from the FOREVER brand, are not avialable?

- ○ Enquire about availabililty for another time
- ○ Enquire about availability at another outlet of the same brand
- ○ Delay purchase till next time, but still use the same brand
- ○ Enquire from a competing brand
- ○ Purchase from a competing brand
- ○ None of the above

*25. To what extent do you agree with the following statements; "I would switch brands if alternative brands:"

	Totally agree	Agree	Unknown	Disagree	Totally disagree
offer a similar service?	○	○	○	○	○
offer better quality?	○	○	○	○	○
are more effective?	○	○	○	○	○
are sold in a more convenient location / way eg. internet bookings?	○	○	○	○	○
had a more popular image?	○	○	○	○	○
are sold at a better price?	○	○	○	○	○
will better satisfy you needs?	○	○	○	○	○

26. Are there any other reasons why you would be willing to switch brands?

*27. To what extent do you agree with the following statements regarding FOREVER as a brand:

	Totally agree	Agree	Unknown	Disagree	Totally disagree
"It makes a strong visual impression"	○	○	○	○	○
"I find it interesting in a sensory way"	○	○	○	○	○
"It does not appeal to my senses"	○	○	○	○	○
"It induces feelings and sentiments"	○	○	○	○	○
"I do not have strong emotions for it"	○	○	○	○	○
"I have an emotional connection with it"	○	○	○	○	○
"I engage in physical actions and behaviours when I use it"	○	○	○	○	○
"It results in bodily experiences"	○	○	○	○	○
"It is not action oriented"	○	○	○	○	○
"I engage in alot of thinking when I encounter it"	○	○	○	○	○
"It stimulates my curiosity and problem solving"	○	○	○	○	○

28. To stand a chance to win on of the three holiday breaks with Forever, please provide us with a contact number?