Market positioning

A brand position is the part of the brand identity and value proposition that is to be actively communicated to the target audience and that demonstrates an advantage over competing brands.

Aaker (1996, p. 71)

Aims

The aims of this chapter are to enhance understanding of:

- positioning as the interface between brand identity and brand image
- positioning as a source of competitive advantage
- the challenges involved in developing a narrow positioning focus for multi-attributed destinations
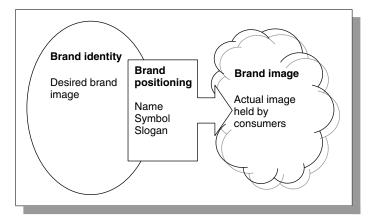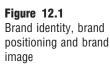
Perspective

Positioning should be regarded as mutually beneficial for the DMO and the consumer, since the process is underpinned by the philosophy of understanding and meeting unique consumer needs. For the organisation, the value of positioning lies in the link between the analyses of the internal and external environments. In other words, matching environment opportunities with organisation resources. Positioning can aid the DMO to cut through to the minds of consumers in markets that are crowded with the clutter of promotional messages of competing destinations and substitute products and services. However, to do so requires a narrow focus, and therefore trade-offs concerning what to leave out of the proposition. After all, a brand is 'a singular idea or concept that you own inside the mind of a prospect. It's as simple and as difficult as that' (Ries & Ries, 1998, p. 172). On the demand side, effective positioning of a brand can enable easier decision-making for the consumer. Consumers don't have time to consider the merits of all available products in a purchase decision, and will therefore appreciate a memorable and focused value proposition that appeals to their needs.

Positioning as a source of competitive advantage

Previously, a model of the destination brand construct was espoused as consisting of the concepts of brand identity, brand image, and brand positioning. This is reproduced in Figure 12.1. Chapter 10 discussed the development a brand identity, which represents the self-image or desired image, while Chapter 11 discussed brand image as representing the actual image held by consumers. The focus of this chapter is on positioning as a potential means of enhancing congruence between brand identity and brand image.

Figure 12.1
Brand identity, brand positioning and brand image

An attractive destination is one that achieves...

> ...*a distinctive ToMA position, which is based on leadership in determinant attributes, in the decision sets of a significant group of travellers, who have an intent to visit within a given time period.*

From this perspective it is important to gain an understanding of what decision criteria will be used by the consumer when differentiating destinations under consideration. If a destination is perceived to be differentiated on the basis of a determinant attribute, then this is a position that should be exploited by the DMO for mutual benefit. In an ideal world the positioning campaign will be reinforcing positively held perceptions that will ease decision-making by the consumer, rather than attempt to change opinions.

Effective positioning can be a source of competitive advantage for organisations in any industry consisting of close substitutes (Porter, 1980). In most tourism markets, particularly those dominated by charter flights and package deals, competing destinations are indeed close substitutes. After all a beach is a beach isn't it? For example, the beach sunset scene in Figure 12.2 could be almost anywhere in the world.

Therefore, the successful positioning of a destination into a consumer's evoked decision set represents a source of competitive advantage over the majority of competing places (Pike, 2002b). The chapter is underpinned by Figure 12.3, which presents a proposed model of brand positioning as a potential source of competitive advantage for destinations. The model views positioning as a vehicle for influencing brand image and therefore destination attractiveness.
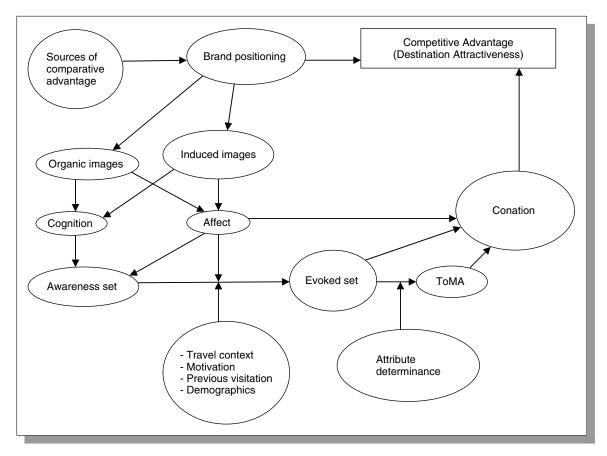

Figure 12.2
Beach sunset scene

Figure 12.3 Brand positioning as a source of competitive advantage for destinations

The positioning concept

Brand positioning describes how a brand can effectively compete against a specified set of competitors in a particular market (Keller, 2003, p. 150). The concept was first introduced to the advertising community as a marketing strategy in 1969 (Trout & Ries, 1979), and has been defined as a process of 'establishing and maintaining a distinctive place in the market for an organisation and/or its individual product offerings' (Lovelock, 1991, p. 110). At the core of this quest for a distinctive place is recognition that marketing is a battle fought inside the consumer's mind (Ries & Trout, 1986, p. 169):

Marketing battles are not fought in the customer's office or in the supermarkets or the drugstores of America. Those are only distribution points for the merchandise whose brand selection is decided elsewhere. Marketing battles are fought in a mean and ugly place. A place that's dark and damp with much unexplored territory and deep pitfalls to trap the unwary. Marketing battles are fought inside the mind.

Positioning theory is based on three propositions (Ries & Trout, 1986). First, we live in an over-communicated society, bombarded with information on a daily basis, at levels that are unprecedented in our history. Second, the mind has developed a defence system against the clutter. Third, the only way to cut through the clutter to the mind is through simplified and focused messages. Consequently, not selecting a positioning strategy could lead to head-on competition with stronger brands, an unwanted position with little demand, a fuzzy position where distinctive competence is unclear, or no position, where the product is unheard of (Lovelock, 1991). Porter (1980) warned that being 'stuck in the middle', with no distinctive position, was the most dangerous place to be.

Effective positioning offers the customer benefits tailored to solve a problem, in a way that is different to competitors (Chacko, 1997; DiMingo, 1988). The key construct in positioning is brand image. However, positioning requires more than an understanding of what a brand's image is in the mind of the consumer. While such studies enable an indication of satisfaction with a destination, a weakness of this approach is the inability to determine relative positioning against competing regions. Positioning requires a frame of reference with the competition, particularly in relation to those in consumers' decision sets. A position is a product's perceived performance, relative to competitors, on specific attributes (Lovelock, 1991; Wind & Robinson, 1972). Positioning studies have not been prominent in the tourism literature (Grabler, 1997b). Although positioning had featured in the economics literature as early as the 1920s (Myers, 1992), there was little mention of the construct in the marketing literature until the 1970s. Destination positioning studies have been particularly rare (Uysal et al., 2000; Heath & Wall, 1992; Yau & Chan, 1990).

Differentness • • •

Ries and Trout (1986) emphasised the need for marketers to think in terms of *differentness* rather than *betterness*. This has important tourism implications, given few tourism products are unique. Differentiation is critical for destinations since they will either become places of status or commodities, with the latter leading to increased substitutability (Gilbert, 1990). Plog (2000) lamented the increasing sameness of most destinations around the world, due to the effects of globalisation. Modernity has all but destroyed the opportunity for travellers to experience different attractions (Dann, 2000). This standardisation of facilities enabled mass tourism by providing travellers with necessary familiarity:

> As a result, countries become interchangeable in the tourist's mind. Whether he is looking for good beaches, restful forests, or old cities, it becomes relatively unimportant to him where these happen to be found (Cohen, 1972, p. 172).

Effective differentiated positioning to stand out from the crowd is possible for any product (DiMingo, 1988; Moutinho, 1994). The fundamental marketing challenge faced by DMOs is to somehow match a large and diverse product range with the needs of a number of dynamic and heterogeneous

markets. The desired market position, assuming one has been designed and articulated, must be presented to the market in a way that stands out from other attention-seeking messages of rival destinations and substitute products. If successful, such a position will establish the destination as top of mind in the target audience. If top of mind awareness (ToMA) is an indicator of purchase preference (Axelrod, 1968; Wilson, 1981; Woodside & Wilson, 1985), it follows that such a position in the mind offers destinations a potential source of competitive advantage (Pike & Ryan, 2004).

As discussed in Chapter 8, strategy should seek to maximise strengths, correct weaknesses, minimise threats, and maximise opportunities. Porter (1980) suggested a competitive strategy was one that positioned a business to make the most of strengths that differentiated the firm from competitors. A sustainable competitive advantage (SCA) is gained when consumers perceive a performance capability gap that endures over time (Coyne, 1986). To gain an advantage the gap must be through an attribute that represents an important buying criterion. Not all attributes that differentiate a product from competitors are actually important to the consumer, and not all important attributes are used in decision-making.

Attribute importance, salience, and determinance • • •

The ideal for any product is to be perceived favourably on product attributes that are important to the target segment. Different terms have been used in the tourism literature to describe important attributes. Salience concerns the order in which features are elicited from consumers, where the most pertinent are offered first. Important attributes may be salient but not necessarily determinant (see Research Snapshot 12.1). It is essential then to identify those attributes that determine product choice, to form the basis for any positioning campaign (Lovelock, 1991; Ritchie & Zins, 1978). Myers and Alpert (1968, p. 13) offered the first definition of determinance in the marketing literature:

> *Attitudes toward features which are most closely related to preference or to actual purchase decisions are said to be determinant; the remaining features or attitudes – no matter how favourable – are not determinant.*

Research snapshot 12.1   Common determinant attribute themes

From the analysis of over 80 published destination image studies that had used lists of attributes in structured questionnaires, I summarised 18 themes (see Pike, 2003). Of these studies, 37 concluded with proposed determinant attributes or factors, which I summarised into the following 15 themes:

- Nature/scenery
- Local culture
- Price/value

- Good weather
- Infrastructure
- Friendly locals
- Safe/relaxing environment
- Lots to do
- Accommodation
- Sports activities
- Cafes/restaurants
- Historical sites
- Nightlife
- Accessibility
- Shopping

Destination market researchers can screen these themes, through focus groups and/or or personal interviews, to develop a context-specific list of attributes for use in tailored destination image surveys.

Source: Pike, S. (2003). The use of repertory grid analysis to elicit salient short-break holiday attributes. *Journal of Travel Research*, *41*(3), 326–330.

To summarise, a large number of attributes may be important in a brand category. Since many competing products are likely to offer many of these features, it will be a reduced set of salient attributes used to differentiate brands. From these, only one or a few determinant attributes will be used in the final brand selection.

Positioning destinations

Few communities have developed a positioning strategy. Instead they yield to the pressure to be all things to all people, and use look-alike promotions and print brochures showing attractions ranging from historic barns to zoos – without any regard to whether these features have any drawing power (Gee & Makens, 1985, p. 29).

The destination positioning process involves seven stages.

1. Identify the target market and travel context.
2. Identify the competitive set of destinations in the target market and travel context.
3. Identify the motivation/benefits sought by previous visitors and non-visitors.
4. Identify perceptions of the strengths and weaknesses of each of the competitive set of destinations.
5. Identify opportunities for differentiated positioning.
6. Select and implement the position.
7. Monitor the performance of the positioning strategy over time.

The value proposition

The development of a proposition is arguably the greatest challenge in branding (Gilmore, 2002). Once the range of potential determinant attributes is known, a key decision must be made about which should be used as the focus of the brand positioning. While focus may be appropriate for single-product marketers, the selection of one determinant attribute by a destination marketer is usually problematic. Ries and Trout (1986) used the analogy of postcard images to sum up how a place was positioned in the mind. Another useful example is the ubiquitous roadside billboard, as shown in Figure 12.4. Clearly there is a limit to the amount of information that can be portrayed on a standard size postcard or billboard.

To stand out, and be noticed and remembered, DMOs must design a positioning strategy focused on one or few determinant attributes. Success is most likely when the range of differentiated features emphasised is small (Aaker & Shansby, 1982; Crompton, et al., 1992) and yet a destination usually comprises a diversity of features. For DMOs, this necessitates making trade-offs. After all, 'you can't stand for something if you chase after everything' (Ries, 1992, p. 7). The power of focus is due our mind's dislike of confusion (Trout & Rivkin, 1995). In an age when the information flood is increasing exponentially, the message should not try to tell the product's entire story, but rather focus on one powerful attribute, since more brand variations cause confusion. Ries (1992, p. 5) suggested that owning a word in the target's mind had become the most powerful concept in marketing. Therefore the following question should be asked: *What single idea or concept does my company (or brand) stand for in the mind of the prospect?*

In the brand literature it has been suggested that a value proposition is the promise of functional, emotional, and self-expressive benefits to

Figure 12.4
Roadside billboard

influence purchase decisions (Aaker, 1996). These are relevant to the concepts of cognitive, affect, and conative images. Functional benefits, or product attributes, by themselves do not differentiate and are easy to copy. This relates to the cognitive image or knowledge of a destination's features. Emotional benefits are the stimulation of a positive feeling. This relates to the affective image component. Self-expressive benefits strengthen the link between brand and consumer by representing symbols of our self-concept: 'A brand can thus provide a self-expressive benefit by providing a way for a person to communicate his or her self image' (Aaker, 1996, p. 99). These may include, for example, 'adventurous', 'hip', 'sophisticated', and 'successful', among others. The differences between emotional and self-expressive benefits are that self-expressive emphasises: the self rather than feelings, a public setting rather than private, future aspirations rather than memory, and the act of using the product rather than the consequence of using it. For example, the benefit of the pre- and post-brag value from visiting an exotic destination may be different to the benefit of feelings attained from being there. Following Keller (2003), three positioning deliverability criteria should be considered:

- **Is the position feasible?** For a destination this will relate to the ability of the local tourism industry and host community to deliver the promise.
- **Can the position be communicated?** In terms of developing strong, favourable, and unique associations, the efficacy of a destination's communications will depend to a large extent on whether the message is reinforcing existing positively held associations of the destination, or whether an attempt is being made to either create awareness or change opinions.
- **Is the position sustainable?** The ability of the destination to strengthen associations over time will depend on how well the position can be defended against imitating rivals.

Case Study 12.1 is a typical example of a destination faced with the challenge of differentiation in a market crowded with places offering similar attributes and benefits. In this case experiential marketing is offered as a potential opportunity to do so. Pine and Gilmore's (1989) notion of the experience economy discussed the progression of economic values from commodities to goods, to services, to experiences. Customising a good turns it into a service, and customising a service turns it into an experience. In a keynote address to the 2004 Leisure-Futures conference in Bolzano, Italy, Pine referred to experiential examples such as Japan's Ocean Dome. This is the world's largest indoor swimming pool, but in the form of an indoor beach complete with non-stickable sand. Customers pay over $300 for a family visit to the complex, which is ironically situated only 400 metres from a real beach. Other examples recommended by Pine included:

- Pike Place Fish Market in Seattle, Washington, where the actions and banter of staff is akin to a theatre experience in a fish shop
- Hotel Atlantis in Bermuda

- Othentica (see www.othentica.com), a firm specialising in creating a simulated entertainment experience for elite staff. Based on the psychological profile of participants, the simulation has something in common with the Michael Douglas movie *The Game*.

Case study 12.1   Long Lake, New York: small destinations and experiential differentiation – what to do?

Dr Richard 'Rick' M. Lagiewski, Rochester Institute of Technology, USA

Long Lake is a small town (852 inhabitants) located in the centre of the Adirondack Park in the state of New York (see http://www.longlake-ny.com/). The town is appropriately named after its 14-mile-long lake. Tourism is a major industry there, but also in the entire Adirondack Park. This has been the case since the 1950s when destinations in the Adirondack Park became easily accessible for family vacations due to the development of automobiles, a booming post-war economy, increased leisure time and income. This small town in the Adirondack Park was appealing to visitors since it offered them something different than the life in the city: private cottages, untouched nature, and numerous opportunities to enjoy the outdoors. Inevitably, however, the number of other destinations developing in the Adirondack Park that offered the same services kept increasing, and hence resulted in saturated supply.

Visitors come to Long Lake to enjoy outdoor activities (bird-watching, biking, camping, canoeing, boating, cross-country skiing, fishing, hiking, hunting, snowmobiling, star gazing) as well as concerts, craft fairs, and other events. The town's current marketing efforts are focused essentially on activities that visitors can engage in while in Long Lake. However, all the activities and events found in Long Lake can also be found in many of the other Adirondack townships. Also, most towns offer the same type of accommodation and dining options, and for that matter the same tourism infrastructure in general.

The situation can be summarised as follows: small towns (like Long Lake) in the Adirondack Park that have similar (if not the same) offering of activities, events, accommodation, and dining options (tourism product) as other lake destinations in the Adirondack Park, face the problem of commoditisation of their services. Hence, there is a need to find a way to diversify Long Lake from its competitors. Due to limited access to sources of capital, adding new physical infrastructure is not an option.

Pine and Gilmore (1999) introduced the idea that goods and services are no longer enough for differentiating and therefore advocated experiences as a form of differentiation. They explained the shift from commodities to experiences and the need to create experiences if competitors are to be differentiated from their rivals. In addition, Pine and Gilmore stated that experiences are intrinsically sensory. In other words, it does matter what one sees, hears, touches, smells, and tastes in shaping of impressions and consequently experiences. As they say (p. 59): 'The more effectively an experience engages the senses, the more memorable it will be.'

In working with Long Lake's DMO (a one-man office) the proposed idea of differentiating Long Lake through experiences is often hindered due to the persistence towards traditional marketing such as brochures. Often the concept of experiences is viewed as synonymous with a recreational activity. Again the issue is not seen as focusing on senses and emotions or feelings gained from an experience, but rather on some active participation in an outdoor activity. Also, there was still a tendency to identify and define a different physical characteristic that differentiated Long Lake from other lakes. For example, at 14 miles it was one of the

longest lakes in the Adirondack Park. However, what makes this lake a unique experience in comparison to an 8-mile lake?

Discussion question

What strategies would you suggest could be used to get residents and community leaders to focus on senses, feelings, and memories that would represent the marketing vision of a vacation on Long Lake?

Further reading

Lagiewski , R. & Zekan, B. (2006). Experiential marketing of tourism destinations. *International Tourism Conference* (November). Alanya: Turkey.

Pine, J. & Gilmore, J. (1989). *The Experience Economy*. Cambridge MA: Harvard University Press.

Undertaking the seven-stage destination positioning process on a segment-by-segment basis in all markets, for different travel contexts, would present a significant and no doubt impossible challenge for DMOs. It follows that even with a wide range of attractions, some destinations may not fulfil potential opportunities (Hunt, 1975), where, due to poor decision-making, implementation and/or limited budgets, the desired image has not been achieved in the market. The following should be considered to enhance destination positioning effectiveness (Pike & Ryan, 2004, p. 341):

- An understanding of the benefits sought by the target audience, and the relative performances of the competitive set of destinations.
- Trade-offs for a focused positioning strategy based on determinant attributes.
- Implementation to 'cut-through' and stimulate intent (demand).
- The delivery and monitoring of benefits offered by the position.
- Performance measures to track effectiveness over time.
- Research to stay in touch with target audience needs.

Case Study 12.2 perhaps captures the essence of what Lagewski had in mind in Case Study 9.1.

Case study 12.2   Destination theming: Heidiland region, Switzerland

Professor Ady Milman, Ph.D., Rosen College of Hospitality Management, University of Central Florida

The continuing challenge of destinations to provide tourists with unique and memorable experiences has generated a relatively new trend of adopting theming as a strategy to enhance and develop the traditional components of the destination. This proposed orientation

is not only in response to consumers' changes in tastes and preferences, but also as a marketing tool for sustaining destination competitiveness.

Successful development of a themed destination is a combination of storytelling, creative design, sound financial projections, audience analysis, and planning. Like in modern theme parks, destination theming strives to create a fantasy atmosphere that is emotionally linked to the destination. The theme is mainly communicated through visual and vocal statements, but also through other senses. In many themed destinations, theming is reflected in architecture, street furniture, signage, landscaping, costumed personnel, personal storytelling by tour guides and local residents, recreational activities, entertainment, music, food services, souvenir shops, and any other guest experiences.

One of the most remarkable examples of destination theming is Heidiland, located in the eastern part of Switzerland where Johanna Spyri wrote her well-known book *Heidi* about an unwanted orphan girl who found happiness in the Alps (Spyri, 1996). Most of Heidiland's resorts and villages are about 50–75 minutes from Zürich airport and approximately 45 minutes from Lake Constance (Swiss National Tourist Office, 2007). In the early 1990s, the Swiss Tourism Board declared the Rhine Valley in the Eastern Canton of Graubunden as Heidiland, and the region was re-dedicated in 2001 to commemorate the 100th anniversary of Spyri's death.

The Heidi story is communicated to visitors throughout the region, but particularly in the village of Oberfols, considered Heididorf or Heidi Village. In the village, visitors can visit Heidi Haus, a mid-19th century Swiss hut decorated with Heidi-era furniture, kitchen utensils, and clothes to give visitors an authentic feeling for what life in Heidi's era was really like. The village also offers souvenir shops, a small petting zoo, and a post office where visitors can send letters with the Heidi postmark (Schur, 2007). In addition, the Heidi theme is also communicated through interactive experiences, especially hiking. The Heidi Weg (Heidi Path) is a one-and-a-half-hour mountain walk that features twelve signs in several languages, each with a different excerpt from the book and an explanation of some aspect of the scenery. On top of the mountain, there is a 200-year-old cow-herder's hut where hikers can meet a character who plays Heidi's grandfather (Schur, 2007). The area also developed a brand of mineral water called Heidiland Water.

Tourism operators in Heidiland teamed together to promote the region with emphasis on healthy vacationing in an Alpine environment. Heidiland's tourism mission stresses that there is no intention of becoming a Swiss Disneyland or turning Heidiland into a giant theme park. Nevertheless, Heidi's story has provided an inspiration to develop a variety of tourist facilities, products, and activities based on the local existing natural and man-made resources.

Discussion question

Can you think of any region in the world where theming could be applied through pre-existing intellectual property? Suggest how the theme could be communicated to visitors? Brainstorm potential theming opportunities for your destination.

Further reading

Beck, E. (1997). Heidi ho! The Swiss, amid controversy, exploit the orphan. *Wall Street Journal* (Eastern Edition). October 2 1997, p. A1

Schur, Maxine (2007). Following my heart to Heidiland: Inside the landscape of a famous movie. Retrieved on 3/6/07 from: http://www.escapeartist.com/efam/43/In_Search_of_ Heidiland.html

Swiss National Tourist Office (2007). Heidiland home page. Retrieved on 3/6/07 from: http://www.heidiland.ch/en/accessing_resorts.cfm

The positioning elements

When the proposition focus of the position has been determined, the elements to represent the public face of the brand must be selected. For destinations the most important positioning elements are the place name, a symbol, and a positioning slogan.

Destination names

In this competitive era, the single most important marketing decision you can make is what to name the product. The name is the hook that hangs the consumer brand on the product ladder in the prospect's mind (Ries & Trout, 1982, p. 28).

At the core of the brand is the product name (Aaker, 1991). A well chosen word can trigger meanings in the mind, and so a good brand name can begin the positioning process by communicating the major benefit of the product (Ries & Trout, 1982). However, there has been little empirical research into the contribution of the brand's name in the development of favourable brand associations (Keller, 1993), and little, if any, relating to destination names. Unlike new product developments, where an attempt can be made to select a name that enhances the positioning process through either memorability or development of associations, a destination will already have a place name, for which a history of associations has been developed (hopefully!) over time.

Tricky place names • • •

For all manner of political, economical, and practical reasons, it is usually extremely difficult to change a place name for tourism purposes, even though it might make sense to some marketers. For example, in New Zealand during a late-1980s crisis meeting that I attended between Rotorua's civic leaders and Japanese tour wholesalers, convened by the then mayor, John Keaney, to discuss the destination's ailing image in that market, one of the key outcomes was the suggestion that Rotorua change it's name to 'Kingstown'. This was a deliberate reference to Queenstown, which was the preferred New Zealand resort area for Japanese visitors. In line with Ries and Trout's (1982) view that brand names need aural qualities, Rotorua, which is an indigenous Maori name that translates as 'second lake' in English, did not appeal to the Japanese in the same way as destinations with English names such as Queenstown and Christchurch.

The 'Kingstown' suggestion was never pursued seriously beyond the meeting, for political and cultural reasons, and, I might add, was never made public. The local reaction to such a proposal does not bear thinking about!

The Rotorua problem is certainly not unique. Ries and Ries (2002) promoted the option for Guatemala to change to Guatemaya, in order to link the Mayan people and their heritage to one of a number of countries where Mayan ruins may be found. While well received by the business community in a destination struggling to differentiate, the idea is unlikely to happen. In Turkey, the Ankara Chamber of Trade president put forward a proposal to the country's Minister of Tourism to revise the destination name (www.eTurbonews.com, 1/3/07):

> *The name with which our country is known to the world, 'Turkey,'*
> *needs to be changed. This is the name of a bird in English and is used*
> *in a derogatory way to reflect the low intelligence of the bird.*

Anyway, there are places that owe much of their renown to a tricky name, such as Titicaca, Timbuktu, Popocateptl, Ouarzazate, and Gstaad (Anholt, 2002). So there are opportunities for places such as:

- Bum Bum Creek (Australia)
- Beer (England)
- Condom (France)
- Fucking (Austria)
- Hell (Norway), to name but a few!

Nevertheless, there are examples of destination name (re)creation around the world, which in some cases has been for branding reasons:

- In the Caribbean, Hog Island was changed to Paradise Island to appeal to the cruise tourism market (Ries & Trout, 1982).
- During the 1930s the Queensland beach town of Elston was renamed Surfers' Paradise.
- In 1996 the Republic of Cuervo was created by the well-known tequila brand (see Kotler, 1996) following the purchase of an island off the coast of Tortola in the Caribbean. The company unsuccessfully petitioned for country status at the United Nations, and for the admission of a volleyball team to the Olympics. Today the island is labelled CuervoNation (see www.cuervo.com).

Adding brand associations ● ● ●

If not able or willing to officially change the name, amendments can be made to the name used to brand the destination. During 2003 the neighbouring Queensland beach towns of Bargara, Moore Park, and Woodgate all made moves to add the word beach to the destination name. The names Bargara Beach, Moore Park Beach, and Woodgate Beach clearly signal an important functional attribute for these small emerging destinations. Similarly, Florida's Lee County, home of the USA's best-known shell-collectors'

haven Sanibel Island, changed the destination name to Lee Island Coast in promotions. In New Zealand's central North Island the official place name of Taupo has long been promoted by destination marketers as Lake Taupo to take advantage of the district's most noticeable natural feature (see, for example, www.laketauponz.com). Likewise, neighbouring district Ruapehu, which features the North Island's major skiing and climbing mountains, is promoted as Mount Ruapehu.

A further opportunity is that of labelling tourism macro-regions with tourism-related names. One example is Utah's promotional regions such as Dinasourland and Canyonlands. Another is Queensland's Gold Coast and Sunshine Coast. Other attempts at establishing emerging macro-regions labels within the state include:

- Fraser Coast, in reference to the world heritage listed Fraser Island
- Coral Coast, in reference to the southern starting point of the Great Barrier Reef
- Discovery Coast, in reference to Captain Cook's 1770 voyage of discovery, explicit in the name of the popular beach: The Town of 1770
- Capricorn Coast, in reference to the Tropic of Capricorn
- Tropical North Queensland.

By comparison, the names of England's macro-destination regions indicate a geographic reference point, such as South East England, and miss an opportunity to promote a travel benefit.

Destination symbols

I experienced an interesting example of how the multi-attributed nature of destinations represents a major challenge in the positioning process when as CEO of Tourism Rotorua I was presented with a request by a national television network for a graphic image of one local icon for use in the nightly weather segment. Only one image was permitted, which would be used consistently each night alongside images from other major centres. However, this high-profile opportunity proved a difficult selection due to the vested business interests in different icons by individual representatives of the RTO's board. Politics aside, symbols can enhance brand recognition and recall (Aaker, 1996) by serving as a mnemonic devise for the target (Aaker, 1991). A symbol can be a metaphor for the brand's personality, such as Marlboro's cowboy and Esso's tiger (King, 1991).

Since destination names have not usually been designed to reinforce or create associations with a product class, logos and slogans can play important roles as identifiers. A logo and/or slogan can be designed to reflect a desirable functional feature such as nature or an affective benefit such as relaxing. Aaker (1996, p. 205) suggested posing the question: 'What mental image would you like customers to have of your brand in the future?' A symbol can help to identify the brand with the product class as well as reflect the brand personality. For example, Virgin's logo, unconventional script, and rakish angle support the Virgin personality, which flaunts the rules (Aaker & Joachimsthaler, 2000). In particular, symbols

that are metaphors for the brand personality are more meaningful. Ries and Ries (1998, p. 132) were critical of many efforts in this regard:

> *The power of a brand name lies in the meaning of the word in the mind. For most brands, a symbol has little or nothing to do with creating this meaning to the mind.*

Symbols can emerge from a diverse array of sources, such as a sound (Harley Davidson), architecture (Spanish adobe construction), the product's founder (KFC's Colonel Sanders), a colour (Hertz' yellow), packaging (Nivea cosmetics), script style (Cadbury chocolate), a programme (Ronald McDonald House), a character (Energizer bunny), a celebrity (Nike's Michael Jordan), or a distinctive logo (Adidas' three stripes). Ownership of such 'communication equity' represents a source of competitive advantage (Gilmore, 2002b).

For destinations, a symbol may represent well-established icons:

> *Such symbols as the Eiffel Tower, the Pyramids of Egypt, and the Great Wall of China are the kinds of unique and enduring symbols that DMOs are prepared to die for* (Ritchie & Ritchie, 1998, p. 113).

For other destinations the symbol may be a logo. In Figure 12.5 it can be seen that the London logo used in 2004 emphasised the well-known underground and taxi icons that play a prominent role in most visits to the British capital. Typically, the logo was recently changed again, as was the 2004 logo used for Brand Australia, shown in Figure 12.6, which featured the nation's favourite icon to provide instant recognition overseas (ATC, 2003). The design was developed through extensive research that identified the kangaroo as Australia's most recognisable symbol. Similarly, Florida's

Figure 12.5
London logo
Source: www.london-touristboard.com/

Figure 12.6
Brand Australia logo
Source: www.atc.net.au

Figure 12.7
Florida logo
Source: www.flausa.com

logo that was in use in 2004 has also been changed. The STO launched the new logo FLA USA in 1997, developed at a cost of US$237,000, including US$100,000 in market testing (*Marketing News*, 29/9/97). The report suggested that sunshine state tourism officials hoped the new logo, shown in Figure 12.7, would ultimately become as recognizable as the Nike swoosh. The Florida Tourism Industry Marketing Corporation (FTIMC), which changed the organisation name around the same time to Visit Florida, stated that the brand was designed for the long term.

Destination slogans

For most destinations a logo will not be sufficient to communicate a differentiated position. The addition of a slogan offers an opportunity to add more meaning to that which could be achieved by the brand name or symbol (Aaker, 1991). A slogan is a short phrase that communicates descriptive or persuasive information about a brand (Keller, 2003). Interestingly, it has been suggested that the word slogan emanates from the Gaelic term meaning 'battle cry' (Boyee & Arens, 1992, in Supphellen & Nygaardsvik, 2002). Slogans are also referred to as tag lines and strap lines.

As Sydney prepared for the 2000 Olympics, Ries and Ries (2002, pp. 153–154) proposed a new positioning slogan based on the following criteria:

- It should be a concept positioning Sydney as a world-class city alongside London, Paris, Rome, New York, and Hong Kong.
- It should be a concept that has a strong element of believability. People should say, 'Yes, Sydney is like that'.
- It should be a concept that is alliterative with the name Sydney, to enhance memorability.
- It should be a concept that is consistent with the symbol of the city, the Sydney Opera House.

They suggested only one slogan, 'Sydney, the world's most sophisticated city', which met all four criteria. At the time of writing, Sydney's actual positioning slogan was *There's no place in the world like Sydney*.

Too many destination slogans have been less than memorable (see Dann, 2000; Morgan et al., 2003; Ward & Gold, 1994). Best practice in destination promotion has been limited to a few simple slogans, such as the 1970s development of the 'I ♥ New York' campaign (Ward & Gold, 1994, p. 4):

> *The process of imitation, however, demonstrates a general paucity of creative ideas and effectively ensures that the vast majority of place promotional campaigns rarely manage to cross the threshold of ephemeral indifference.*

The slogans used during 2003 by NTOs are presented in Appendix 12.1. The approach used was to record the slogan used on the home page of each NTO's consumer website. The rationale was the assumption that since one of the basic tenets of integrated marketing communication is a consistency of message across different media, the slogan used on the DMO home page should represent the destination positioning theme. My content analysis of these slogans identified 14 positioning categories, which are listed below in order of popularity (see Pike, 2004):

- Leadership
- Discovery
- Nature
- Location
- People
- Water
- Self-expression
- Escape
- Pleasure
- Treasure
- Royal
- Vibrant
- Climate
- Culinary

Some destinations have resorted to public competitions to unearth a slogan. For example, during 2001 Tauranga District Council in New Zealand ran a competition inviting the public to design a new slogan for the district. The competition resulted in over 2500 submitted slogans (Cousins, 2001). Slogan competitions have not been limited to small destinations. Holcomb (1999), for example, reported a similar initiative by Atlanta in the USA. The obvious danger with competitions is that there may be political pressure to use the winning slogan, which may not be meaningful to the target market. Research Snapshot 12.2 provides a hierarchy for testing meaningfulness.

Research snapshot 12.2   The USP

Unfortunately, there are few guidelines in the marketing literature for empirically testing brand slogans (Supphellen & Nygaardsvik, 2002). A useful study in the tourism literature concerning differentiation through slogans was reported by Richardson and Cohen (1993). They developed a hierarchical taxonomy of destination slogans featuring four criteria, based on Reeves' (1961) concept of a unique selling point (USP):

- The foundation of the hierarchy is that the slogan must be prepositional.
- Such propositions should be limited to one or only a few.
- The proposition(s) should sell benefits of interest to the market.
- The benefit(s) must be unique.

Richardson and Cohen categorised the slogans of 46 USA state tourism organisations. Commencing at level zero of the hierarchy, two of the state slogans examined, *Yes! Michigan!* and *Utah!*, were deemed not to be propositional. Ascending to level one of the hierarchy the slogans of six STOs featured propositions, but were no more than a plea to 'buy our product'. Examples at this level included *Discover Idaho* and *Explore Minnesota*. At level two, the proposition is equivalent to stating 'our product is good'. Of the 14 slogans at this level, examples included *Discover the spirit! North Dakota*, *The spirit of Massachusetts*, and *Vermont makes it special*. Level 3a featured nine slogans where the proposition promoted an attribute that represented a potential benefit but that almost every other state could claim. These included *Arkansas – the natural state*, *Maine – the way life should be*, and *Oregon – things look different here*. At level 3b the propositional benefit attribute used in the slogans of six states could be claimed by many states. These included *Ohio the heart of it all!*, *Oklahoma – native America*, and *Texas, like a whole other country*. At level 4a, the proposition features a unique attribute, but one that does not represent a benefit. The three states at this level were *Delaware – the first state*, *Pennsylvania – America starts here*, and *Rhode Island – America's first resort*. At level 4b, the pinnacle of the hierarchy, the slogans of only five states were considered to feature a USP:

- *Arizona – the Grand Canyon state*
- *Florida – coast to coast*
- *Louisiana – we're really cookin!*
- *South Dakota – great faces, great places*
- *Tennessee – we're playing your song*

Source: Richardson, J. & Cohen, J. (1993). State slogans: The case of the missing USP. *Journal of Travel and Tourism Marketing*, *2*(2/3), 91–109.

Furthermore, a long-term and consistent brand strategy might be subject to tampering, following the appointment of new marketing managers who want to leave their personal stamp on strategies. McKercher and Ritchie (1997) cited the example of an LTA in Australia, which had four managers in six years. This led to the development of four different marketing plans, with each having a different positioning statement, resulting in

marketplace confusion. Potential advantages of long-term consistency (see Research Snapshot 12.3) include enhanced consumer-based brand equity through (Pike, 2004):

- ownership of a position, such as 'Virginia is for lovers'
- ownership of an identity symbol/slogan such as 'I ♥ New York'
- assurance for local tourism businesses and travel intermediaries who invest resources in developing sub-brands that are compatible with the destination umbrella brand.

Research snapshot 12.3   Slogan durability

Analysis of the longevity of destination slogans requires access to historical data, which in the tourism literature is limited. This paper focuses on STOs in the USA and RTOs in New Zealand, for which slogans have been documented at previous points in time. USA state slogans used in 2003 were compared to those categorised by Richardson and Cohen (1993) and Pritchard (1982). It was felt that these timeframes provide an indication of the consistency of use over the short to medium term. Of the 47 slogans used in 1982, only 6 were still in use in 1993, and of the 46 slogans used in 1993, only 13 were still being used in 2003. Over a 21-year period, only six of the 1982 slogans remained in use in 2003: Arkansas, Delaware, Massachusetts, New Mexico, New York, and Virginia. The New Zealand RTO slogans used in 2003 are compared to those recorded by Pike (1998). Of the 15 slogans listed in 1998, nine of the RTOs had retained the same message over the five-year period.

Source: Pike, S. (2004). Destination brand positioning slogans – towards the development of a set of accountability criteria. *Acta Turistica*, *16*(2), 102–124.

Key points

1. Positioning as the interface between brand identity and brand image

The brand identity development approach outlined in Chapter 10 requires the effective positioning of the brand identity to achieve the desired brand image in the marketplace. Positioning is therefore the interface between the desired destination image and the actual image held by consumers. Effective positioning is mutually beneficial for DMOs and consumer-travellers.

2. Positioning as a source of competitive advantage

While consumers have an almost limitless number of destinations to choose from, they will only consider the merits of a small number in the actual decision process. A model of positioning as a source of competitive advantage for destinations was proposed; where decision set membership and top of mind awareness are key indicators of destination attractiveness and competitiveness.

3. The challenges involved in developing a narrow positioning focus for multi-attributed destinations

Effective positioning represents a source of advantage for destinations, but requires a succinct, focused, and consistent message tailored to meet the needs of target segments, to gain 'cut through' in crowded, heterogeneous, and dynamic markets. Key components of destination positioning are the brand name and symbols such as logos and slogans.

Review questions

- Why is positioning mutually beneficial for destination marketers and consumers?
- To what extent are the DMO slogans in Appendix 12.1 likely to be ephemerally indifferent?
- To what extent is your destination's slogan likely to appeal to all markets?

Appendix 12.1   NTO slogans in 2003

National Tourism Office	Theme	WWW URL
Afghanistan		No website
Albania	No slogan	www.albaniatourism.com
Algeria	No slogan	www.tourisme.dz/
American Samoa	American Samoa – America's South Pacific Paradise	www.tcsp.com/destinations/american_samoa/index.shtml
Andorra	No slogan	www.turisme.ad/
Angola	No slogan	www.angola.org/referenc/r_ttips.htm
Anguilla	Tranquillity wrapped in blue	http://anguilla-vacation.com/
Antigua	The Caribbean you've always imagined	www.antigua-barbuda.org/
Argentina	Visit Argentina the whole year	www.sectur.gov.ar/eng/menu.htm
Armenia		No web site
Aruba	Aruba is where happiness lives	www.aruba.com/
Ascension Island	No slogan	www.obsidian.co.ac
Australia	No core slogan – differs between markets	www.atc.net.au/brand.asp?sub=2OVE
Austria	Austria – holiday break away	www.austria-tourism.at/
Azerbaijan	No slogan	http://azerbaijan.tourism.az/
Bahamas	The Islands of the Bahamas – it just keeps getting better	www.bahamas.com/
Bahrain	Bahrain – island of golden smiles	www.bahraintourism.com/
Bangladesh		No website sourced
Barbados	Barbados – just beyond your imagination	http://barbados.org/
Belarus	No slogan	www.touragency.by/ru/
Belgium	Welcome to Flanders, Belgium	www.visitflanders.co.uk/index.html
Belize	Belize – mother nature's best kept secret	http://www.travelbelize.org/
Benin	No slogan	www.tourisme.gouv.bj/
Bermuda	No slogan	www.bermudatourism.com
Bhutan	No slogan	www.kingdomofbhutan.com/
Bolivia	No slogan	www.mcei.gov.bo
Bonaire	No slogan	www.infobonaire.com/index.html
Bosnia & Herzegovina	Bosnia & Herzegovina – your next adventure	www.bhtourism.ba/

National Tourism Office	Theme	WWW URL
Botswana	Make your own picture of Botswana	www.botswana-tourism.gov.bw/tourism/index_f.html
Brazil	If travelling is your passion, Brazil is your destiny	http://www.brazil.org.uk/turismo/brazilbrochure.pdf
British Virgin Islands	British Virgin Islands – nature's little secrets	www.bvitouristboard.com
Brunei	No slogan	www.visitbrunei.com
Bulgaria	Bulgaria – a treasure to discover	www.bvitouristboard.com
Burkina Faso	Burkina – land of tradition	www.mtt.gov.bf
Burundi	No slogan	www.burundi.gov.bi/tourisme.htm
Cambodia	No slogan	www.tourismcambodia.com/
Cameroon	Cameroon – toute l'Afrique dans un pays (All of Africa in one country)	www.bcenter.fr/cameroun/index.php
Canada	Canada – discover our true nature	www.travelcanada.ca
Cape Verde		No website
Cayman Islands	Could it be Cayman?	www.caymanislands.ky
Central African Republic		No website
Chad		No website
Chile	Chile – naturaleza que conmueve	www.sernatur.cl/
China	Coem say "Nihau"! ...and discover the glory of China	www.cnto.org.au
Colombia	No slogan	www.turismocolombia.com
Comoros		No website
Congo		No website
Cook Islands	Cook Islands – your recipe for true paradise	www.tcsp.com/destinations/cooks/index.shtml
Costa Rica	Costa Rica – no artificial ingredients	www.visitcostarica.com
Croatia	No slogan	www.croatia.hr
Cuba	Cuba – peaceful, safe and healthy tourism	www.cubatravel.cu/
Curacao	Curacao – in the Southern Caribbean. Real. Different.	www.curacao-tourism.com
Cyprus	Cyprus – irresistible for 9,000 years	www.cyprustourism.org/cyprus.html
Czech Republic	No slogan	www.czechtourism.com

National Tourism Office	Theme	WWW URL
Democratic Republic of Congo		No website
Denmark	No slogan	www.visitdenmark.com
Djibouti	Djibouti – terre d'echanges et de rencontres (Land of exchanges and meetings)	www.office-tourisme.dj
Dominica	Dominica – welcome to the nature island	www.dominica.dm/
Dominican Republic	Dominican Republic – experience our Caribbean	http://www.dominicanrepublic.com/Tourism/index.htm
Dubai	Dubai – the Gulf destination	www.dubaitourism.co.ae
East Timor		No web site
Ecuador	Ecuador – nature, culture, adventure and travel	www.vivecuador.com/
Egypt	Egypt – where history began and continues	www.egypttourism.org/
El Salvador	El Salvador – no hay nada como lo tuyo! (There is nothing like your own)	www.elsalvadorturismo.gob.sv/
England	Enjoy England	www.visitengland.com
Equatorial Guinea		No website
Eritrea		No website
Estonia	Estonia – positively transforming	www.visitestonia.com/
Ethiopia	Ethiopia – 13 months of sunshine	www.tourismethiopia.org/
Falkland Islands	No slogan	www.tourism.org.fk/
Faroe Islands	No slogan	www.tourist.fo/
Fiji	Fiji – the truly relaxing tropical getaway	www.bulafiji.com/
Finland	Finland – naturally	www.finland-tourism.com/
France	No slogan	www.franceguide.com
French Guiana		No website
Gabon	No slogan	www.gabontour.com/
The Gambia	The Gambia – welcome to your haven in Africa	www.visitthegambia.gm/
Georgia	No slogan	www.parliament.ge/tourism/
Germany	Germany – a country rich in experiences!	www.germany-tourism.de/

National Tourism Office	Theme	WWW URL
Ghana	No slogan	www.africaonline.com.gh/Tourism/ghana.html
Gibraltar	No slogan	www.gibraltar.gov.gi/
Greece	Greece – beyond words	www.gnto.gr/
Greenland	Greenland – out of this world	www.greenland.com
Grenada	Grenada – the spice of the Caribbean	www.grenada.org/
Guadelupe		No website
Guam	No slogan	www.visitguam.org/
Guatemala	No slogan	www.terra.com.gt/turismogt/
Guinea		No website
Guinea-Bassau		No website
Guyana	Guyana – the land of many waters	www.sdnp.org.gy/mtti/guyana.html
Haiti	No slogan	www.haititourisme.org/
Honduras	Honduras – one small country, three worlds apart	www.letsgohonduras.com/web/
Hong Kong	Hong Kong – live it, love it!	http://webserv2.discoverhongkong.com/login.html
Hungary	No slogan	www.hungarytourism.hu
Iceland	Iceland – discoveries, the whole year round	www.icetourist.is
India	Incredible India	www.tourismofindia.com
Indonesia	Indonesia – your genuine experience	www.indonesia-tourism.com/
Iran	No slogan	www.irantourism.org/
Iraq		No website
Ireland	Ireland – live a different life	www.ireland.travel.ie
Israel	No slogan	http://www.tourism.gov.il/english/default.asp
Italy	Pin Italia – che mai!	http://www.enit.it/default.asp?Lang=UK
Jamaica	Jamaica – one love	www.visitjamaica.com
Japan	Explore Japan	www.jnto.go.jp/
Jersey	Enjoyment begins with Jersey	www.jersey.com
Jordan	No slogan	www.see-jordan.com/
Kazakhstan	No slogan	www.kazsport.kz/
Kenya	Kenya – creation's most beautiful destinations, all in one country	www.magicalkenya.com

National Tourism Office	Theme	WWW URL
Kiribati	No slogan	www.tcsp.com/destinations/kiribati/index.shtml
Kuwait	No slogan	www.kuwaittourism.com
Kyrgyzstan		No website
Laos	Sabbai dee and welcome!	http://visit-laos.com/
Latvia	Latvia – the land that sings	www.latviatourism.lv
Lebanon	No slogan	www.lebanon-tourism.gov.lb
Lesotho	Welcome to the mountain Kingdom	www.lesotho.gov.ls/lstourism.htm
Liberia		No website
Libya		No website
Liechtenstein	Liechtenstein – princely moments	www.tourismus.li/
Lithuania	No slogan	www.tourism.lt/
Luxemburg	Grand Duchy of Luxemburg	www.ont.lu/
Macau	More than ever Macau is a festival	www.macautourism.gov.mo
Macedonia	No slogan	www.economy.gov.mk
Madagascar	No slogan	www.madagascar-contacts.com
Malawi	Malawi – the land of smiles and laughter	www.tourismmalawi.com/
Malaysia	Malaysia – truly Asia	http://tourism.gov.my/
Maldives	Maldives – the sunny side of life	www.visitmaldives.com.mv/
Mali	No slogan	www.tourisme.gov.ml
Malta	Malta – welcome to the heart of the Mediterranean	www.visitmalta.com
Marshall Islands		No website
Martinique	Martinique – the French Caribbean Haven	www.martinique.org
Mauritania	(No slogan)	www.mauritania.mr
Mauritius	Mauritius – an invitation to paradise	www.mauritius.net/
Mexico	The timeless experience – Mexico	www.visitmexico.com
Micronesia	Dive into the heart of exotic Micronesia	www.visit-fsm.org/
Moldova	No slogan	www.turism.md
Monaco	Monaco – an exceptional destination	www.monaco-tourisme.com
Mongolia	No slogan	www.mongoliatourism.gov.mn

National Tourism Office	Theme	WWW URL
Montenegro	Montenegro – art of nature	www.visit-montenegro.com
Monteserrat	Monsteserrat – one hundred thousand welcomes	www.visitmontserrat.com
Morocco	No slogan	www.tourism-in-morocco.com
Mozambique	Mozambique – new for you	www.mozambique.mz/
Myanmar	No slogan	www.myanmar.com/Ministry/Hotel_Tour/usefullink.htm
Namibia	Namibia – Africa's gem	www.met.gov.na/
Nepal	No slogan	www.welcomenepal.com
Netherlands	No slogan	www.holland.com/global/
Netherlands Artilles		No website
New Caledonia	Discover Caledonia – France's best kept secret	www.new-caledonia-tourism.nc/
New Zealand	100% pure NZ	www.purenz.com
Nicaragua	Nicaragua – a water paradise	www.intur.gob.ni/
Niger		No website
Nigeria	Nigeria – beauty in diversity	www.nigeriatourism.net/
Norfolk Island	Norfolk Island – paradise discovered	www.norfolkisland.com
Northern Ireland	Discover Northern Ireland	www.discovernorthernireland.com
Northern Marianas	My Marianas	www.mymarianas.com/
North Korea	No slogan	www.dprknta.com
Norway	Norway – a pure escape	http://www.visitnorway.com/foreign_offices/great_britain/
Nuie	Nuie – rock of Polynesia	www.niueisland.com/
Oman		No website
Pakistan	No slogan	www.tourism.gov.pk/
Palestine	Palestine – the Holy land	www.visit-palestine.com/
Palau	Experience the wonders of Palau	www.visit-palau.com
Panama	Panama – the path less travelled	www.visitpanama.com
Papua New Guinea		No website
Paraguay	No slogan	www.senatur.gov.py
Peru	Pack your six senses – come to Peru	www.peru.org.pe/perueng.asp
Philippines	Philippines – more than the usual	www.tourism.gov.ph/

National Tourism Office	Theme	WWW URL
Pitcairn Islands	No slogan	www.government.pn
Poland	No slogan	www.travelpoland.com/
Portugal		
Puerto Rico	Go to Puerto Rico	www.gotopuertorico.com
Qatar		No website
Reunion		No website
Romania	Romania – come as a tourist, leave as a friend	www.romaniatourism.com/
Russia	No slogan	www.russia-tourism.ru/
Rwanda		No website
Saba	Saba – the unspoiled queen…in the Dutch Caribbean	www.sabatourism.com
Samoa	Samoa – the treasured islands of the South Pacific	www.visitsamoa.us
San Marino	No slogan	www.visitsanmarino.com/
Sao Tome and Principe	Sao Tome & Principe – paradise on Earth	www.saotome.st/
Sark	No slogan	www.sark.info
Saudi Arabia	No slogan	www.sct.gov.sa/
Scotland	Live it – visit Scotland	www.visitscotland.com/
Senegal	No slogan	www.dakarville.sn/tourisme
Serbia	Serbia – three times love	www.serbia-tourism.org/
Seychelles	Seychelles – as pure as it gets	www.aspureasitgets.com
Sierra Leone		No website
Singapore	Singapore roars	www.visitsingapore.com
Slovakia	Slovakia – your choice	www.slovakiatourism.sk/
Slovenia	Slovenia – the green place of Europe	www.slovenia-tourism.si/
Solomon Islands	Solomon Islands – the treasured islands of Melanesia	www.tcsp.com/destinations/solomons/index.shtml
Somalia		No website
South Africa	Discover South Africa	www.southafrica.net/
South Korea	No slogan	www.tour2korea.com
Spain	No slogan	www.spain.info/Portal/EN
Sri Lanka	Sri Lanka – a land like no other	www.lanka.net/ctb/
St Barthelemy	No slogan	www.st-barths.com/homeeng.html

National Tourism Office	Theme	WWW URL
St Helena	Discover St Helena – emerald isle of the South Atlantic Ocean	www.sthelenatourism.com
St Kitts and Nevis	St Kitts and Nevis – two islands, one paradise	www.interknowledge.com/stkitts-nevis/
St Lucia	St Lucia – simply beautiful	www.stlucia.org/
St Maarten	St Maarten – a little European, a lot of Caribbean!	www.st-maarten.com/
St Martin	St Martin – French Caribbean	www.st-martin.org/
St Vincent and the Grenadines	St Vincent and the Grenadines – jewels of the Caribbean	www.svgtourism.com
Sudan		No website
Surinam	Surinam – the drum beat of the Amazon	www.surinam.net
Swaziland	Swaziland – the royal experience	www.mintour.gov.sz/
Sweden	No slogan	www.visit-sweden.com
Switzerland	Switzerland – get natural	www.myswitzerland.com/
Sudan		No website
Syria	No slogan	www.syriatourism.org
Tahiti	Tahiti – islands beyond the ordinary	www.tahiti-tourisme.com/
Taiwan	Taiwan – touch your heart	www.taiwan.net.tw/index.jsp
Tajikistan	Adventure on the roof of the world	www.traveltajikistan.com
Tanzania	No slogan	www.tanzania-web.com
Thailand	No slogan	www.tourismthailand.org/
Togo		No website
Tokelau Islands		No website
Tonga	The ancient Kingdom of Tonga	www.tongaholiday.com/
Trinidad & Tobago	No slogan	www.visittnt.com/
Tunisia	No slogan	www.tourismtunisia.com
Turkey	Go with the rhythm…enjoy Turkey	www.turizm.gov.tr/
Turkish Republic of Northern Cyprus	No slogan	www.trncwashdc.org/c000.html
Turkmenistan		No website
Turks & Caicos Islands	Turks & Caicos Islands – get lost	www.turksandcaicostourism.com/

National Tourism Office	Theme	WWW URL
Tuvalu	Tuvalu – timeless!	www.tcsp.com/destinations/tuvalu/index.shtml
Uganda	Uganda – the pearl of Africa	www.visituganda.com/
Ukraine	No slogan	www.tourism.gov.ua/
United Arab Emirates	No slogan	www.uae.org.ae/tourist/index.htm
United Kingdom	No slogan	www.visitbritain.com
Uruguay	Uruguay – natural	www.turismo.gub.uy/
United States of America	No slogan	www.tinet.ita.doc.gov
US Virgin Islands	US Virgin Islands – America's Caribbean	www.usvitourism.vi/en
Uzbekistan	No slogan	www.uzbektourism.uz/
Vatican City	No slogan	www.vatican.va
Vanuatu	Vanuatu – another time, another place	www.vanuatutourism.com
Venezuela	No slogan	www.turismoparatodos.org.ve
Vietnam	Vietnam – a destination for the new millennium	www.vietnamtourism.com/
Wales	Be inspired by Wales	www.visitwales.com
Wallis and Futuna	No slogan	www.wallis.co.nc/adsupwf/
West Sahara		No website
Yemen	Yemen – be ready to be astounded	http://yementourism.com/index.htm
Zambia	Zambia – the real Africa	www.zambiatourism.com/
Zimbabwe	(No slogan)	www.zimbabwetourism.co.zw