

**Customer-Based Brand Equity for a Tourism
Destination**

Perception of Portugal's Domestic Tourism Market

Daniela da Silva Martins

Dissertation presented as partial requirement for obtaining
the Master's degree in Information Management with a
specialization in Marketing Intelligence

BOOK SPINE



2022

Title: Customer-Based Brand Equity for a Tourism Destination
Subtitle: Perception of Portugal's Domestic Tourism Market

Daniela da Silva Martins

MEGI



2022

Title: Customer-Based Brand Equity for a Tourism Destination
Subtitle: Perception of Portugal's Domestic Tourism Market

Daniela da Silva Martins

MGI



NOVA Information Management School
Instituto Superior de Estatística e Gestão de Informação
Universidade Nova de Lisboa

CUSTOMER-BASED BRAND EQUITY FOR A TOURISM DESTINATION: PERCEPTION OF PORTUGAL'S DOMESTIC TOURISM MARKET

by

Daniela da Silva Martins

Dissertation presented as partial requirement for obtaining the Master's degree in Information Management with a specialization in Marketing Intelligence

Advisor: Diana Orghian, PhD

September 2022

ACKNOWLEDGEMENTS

This Master Dissertation is the final product of two years of intensive learning and hard-working. Being a Working Student has proved to be more difficult than it was anticipated but giving-up was not an option. Finalising this academic chapter, I am ready to put knowledge into practice and embrace new challenges.

A heartfelt thank you to my parents and to my dearest friends for being so supportive and encouraging. A very special thank you to Cláudia Esteves for her kindness and patience, and for helping me go through tough times. You were all part of the journey, and instrumental in not letting self-doubt get in the way of reaching this milestone.

I would also like to thank my Advisor, Diana Orghian, for the prompt availability, insights, and guidance throughout the research. And last but not least, a big thank you to Rute Roda for all the help in demystifying SPSS, and for everything she has taught me.

ABSTRACT

The destination branding literature bloomed in the late nineties, and much of the academic research around this field has been attempting to deliver significant contributions for the tourism industry. One of the goals of this field of study is to understand how the performance of a destination brand can be measured, and for that, some authors have tested the application of the Customer-Based Brand Equity (CBBE) model to different destinations. Given the scarcity of research around the topic, this master dissertation addresses a gap in the literature by testing for the first time the applicability of the CBBE model to the case of Portugal, from the perception of its own domestic tourism market. The conceptual model and scales are rooted in existing literature, however, adapted to the reality of Portugal as a destination brand. The suitability of the proposed model was tested in a survey to 483 residents in Portugal, and the results support the premise that it could be done successfully, therefore providing robustness to the model. Besides the theoretical contribution, the practical implications of this research can be relevant for the Portuguese tourism stakeholders, and in particular to the national Destination Marketing Organization, Turismo de Portugal. In addition to finding a way of measuring performance, the insights that were collected from the sample of Portuguese residents can be helpful to adjust the marketing efforts to this market and maximize brand equity.

KEYWORDS

Destination Brand; Destination Branding; CBBE; CBBETD; Domestic Tourism; Portugal

INDEX

1. Introduction	1
1.1. Research Background	2
1.1.1. CBBE to measure the performance of destination brands	2
1.1.2. Tourism industry and the COVID-19 Pandemic	3
1.1.3. Domestic tourism in Portugal	3
1.1.4. Turismo de Portugal the national DMO	4
2. Literature review	6
2.1. Conceptual Clarification	6
2.1.1. Branding	6
2.1.2. Brand Equity	7
2.1.3. Destination Brand(ing)	7
2.1.4. Customer-Based Brand Equity (CBBE)	8
3. Research Questions, Hypotheses and Conceptual Model	12
4. Methodology	14
4.1. Data Collection and Analysis	14
5. Results	20
6. Discussion and Conclusions	31
7. Limitations and recommendations for future works	34
8. Bibliography	35
9. Appendix A.	40
10. Annexes	1
A. Awareness	1
B. Image	3
C. Quality	5
D. Loyalty	8
E. CBBE	10

LIST OF FIGURES

Figure 1. Proposed model of CBBE and research hypotheses	13
Figure 2. Validated model of CBBETD	31

LIST OF TABLES

Table 1. Examples of different dimensions of CBBETD found in the literature.....	9
Table 2. Awareness scale.....	15
Table 3. Image scale	16
Table 4. Quality scale.....	17
Table 5. Loyalty scale.....	18
Table 6. Demographic characteristics of the survey participants.....	20
Table 7. Portugal's ToMA rank.....	21
Table 8. Ratings for Awareness related scales.....	21
Table 9. Awareness variables.....	22
Table 10. Ratings for Image related scales	23
Table 11. Image variables	24
Table 12. Ratings for Quality related scales.....	25
Table 13. Quality variables.....	26
Table 14. Ratings for Loyalty related scales.....	27
Table 15. Loyalty variables.....	27
Table 16. Frequency of visitation over the last 3 years.....	28
Table 17. Synthesis of the model	29
Table 18. Model correlations	29

LIST OF ABBREVIATIONS AND ACRONYMS

CBBE	Customer-Based Brand Equity
CBBETD	Customer-Based Brand Equity for Tourism Destinations
DMO	Destination Marketing Organization
EUR	Euro
GDP	Gross Domestic Product
INE	Instituto Nacional de Estadística
KMO	Kaiser-Meyer-Olkin
KPI	Key Performance Indicator
MLR	Multiple Linear Regression
OECD	The Organization for Economic Cooperation and Development
PCA	Principal Components Analysis
ROI	Return on Investment
SEM	Structural Equation Modelling
TOMA	Top-of-Mind Awareness
UNWTO	United Nations World Tourism Organization
USD	United States Dollar
WOM	Word-of-Mouth
WTTC	World Travel and Tourism Council

1. INTRODUCTION

The destination branding literature bloomed in the late nineties, and much of the academic research around this field has been attempting to deliver significant contributions for the tourism industry. The COVID-19 Pandemic has severely impacted this industry worldwide due to the successive lockdowns and traveling restrictions. The countries in which the economy relies significantly on tourism, such as Portugal, found in domestic demand a lifebuoy to stay afloat and spur the activity levels.

Looking into the specific case of Portugal, domestic tourism already had a relevant expression prior to the Pandemic but its importance has clearly become more evident due to the public health crisis. Turismo de Portugal, the National Tourism Authority, has launched a marketing campaign in June of 2020 targeting the domestic market and inviting residents to travel inside the country, discovering or re-discovering the destination that was considered the world's best for three years in a row.

Given the role of domestic tourism for the country's economic recovery and its contribution for the industry, particularly during the Pandemic, it is found relevant to understand the residents' perceptions of Portugal as a destination brand. The main purpose of this Master Dissertation will be to employ the model of Customer-Based Brand Equity (CBBE) to Portugal as a tourism destination, from the perceptions of its own domestic market. The concepts of destination branding and CBBE will be first introduced and then applied to the specific case of Portugal, as the CBBE model is believed to be a powerful metric to understand the strength of the destination brand, allowing to measure its performance over time.

There are many reasons that explain why destination branding has gained momentum and is increasingly relevant for destinations. As many authors point out, destination branding is key to the tourism destinations' competitiveness, and it contributes for the achievement of a sustainable longitudinal position in this emulous market (Ruzzier, 2010; Pike & Page, 2014; Yang, Liu & Li, 2015; Huo, 2017). The lack of research on how to effectively measure the performance of a destination brand is one of the reasons why this theme was chosen.

In addition, three other arguments will be analysed in this chapter's dedicated paragraphs to background and research rationale: 1) the weight of the tourism industry for the Portuguese economy 2) its own domestic tourism market with a considerable share and representing an important pillar for the sector recovery during the pandemic 3) the need of an efficient brand performance measurement by Destination Marketing Organizations (DMOs) such as Turismo de Portugal, the national entity that is responsible for the promotion of Portugal as a destination.

Many authors in the field of destination branding have been adapting the CBBE model to their research on destination brands, and for that reason, it is possible to find different dimensions in each analysis. The precursory work of Aaker (1991, 1996) and Keller (1993, 2003) inspired other authors to create follow-up models that allowed them to assess the performance of destination brands while formulating hypotheses on possible correlations between dimensions. In the literature review chapter, a table will be presented as an exercise that attempts to identify some of these different dimensions as found in the destination branding literature.

This exercise stands out as a contribution to the literature on its own as, thus far, no author has attempted to present something similar, which can add value by indicating the current state of the art.

After diving into the existing literature and justifying the dimensions of the theoretical CBBE model that will be considered for the present analysis, a structured survey will be given to a sample of Portuguese residents. The results of this empirical investigation will be analysed in order to achieve the research goals, test the research hypotheses and, hopefully, reach a better understanding of the field and its strategic relevance. As there is no research without limitations, these will be discussed transparently and in a way that can raise opportunities for future research.

This dissertation will be able to have both theoretical and practical contributions. Theoretical, by contributing for the literature's development in this very recent field of research, where the application of the CBBE model is still being tested and verified in the specific context of each destination, attending to their complex nature and unique characteristics. Until the present day there was not yet a scientific work in the field of destination branding that looked to assess Portugal's CBBE from the lens of its own domestic tourism market.

This research gap will be the main differentiating and original contribution of the dissertation, expecting to corroborate the initial premise that this model is, indeed, a valid way to measure the performance of a destination brand. In terms of practical contributions, it is expected that the results of this research can provide insightful information, especially for Turismo de Portugal, the marketers and stakeholders that are involved in managing Portugal as a tourism destination.

1.1. RESEARCH BACKGROUND

1.1.1. CBBE to measure the performance of destination brands

Establishing metrics to assess the outcome of the marketing efforts in the service industries, such as tourism, is a difficult task. Some of the Key Performance Indicators (KPIs) of the corporate brands or brands within consumer goods are not transferable for the ones in the services sector. This lack of transferability has been emphasized in the marketing literature (Aaker, 1991; Keller, 2003; Boo, Busser & Baloglu, 2009; Cervova & Vavrova, 2021).

In this sense, it has been challenging to find a way of measuring the performance of destination brands. Considering what has been mentioned before, the focus on the CBBE's contribution to the field of destination branding seems to be of relevance, especially when applied to a specific destination, as it will be the case of Portugal. Measuring the performance of a destination brand represents a particular challenge due to its own intangible nature, multidimensionality, and complex features (Cai, 2002; Pike, 2005; Boo, Busser & Baloglu, 2009; Tasci & Denizci, 2009).

The paucity of research on how to effectively measure the extent to which destination brands are efficient or inefficient comes to show that this is, indeed, a field where more investigation is needed. A measurable system to do so could be a game changer for DMOs and destination marketers all over the world. These entities rely heavily on public funds, and therefore need to be accountable for the resources that are allocated to the marketing of a destination (Tasci & Denizci, 2009).

It is difficult to justify the large sums that are invested in destination marketing if there isn't a scale that can deliver quantifiable outputs. Some authors argue that the existence of such scale is a key determinant for the long-term accomplishment of destination management (Blain, Levy & Ritchie, 2005).

The CBBE model has been proposed by different authors as a brand performance marker under the assumption “that consumer perceptions underpin any financial estimate of future earnings estimated in the financial measure of brand equity, the latter of which is of little practical value to destination marketers” (Pike & Page, 2014, p. 214).

1.1.2. Tourism industry and the COVID-19 Pandemic

Considering that the tourism industry represents a significant percentage of Portugal’s Gross Domestic Product (GDP), being an important source of revenues, destination branding is believed to be a relevant field. To quantify the impact on the Portuguese economy, data shows that in a period of 10 years, from 2009 to 2019, the ratio of the travel and tourism account as a percentage of the GDP went from 2.4% to 6.1% and spiked from 4,195.58 to 13,166.98 million euros (PORDATA, 2022).

Studies in the scope of destination branding frequently encompass all the different types of tourism (e.g., domestic, inbound, outbound) but for this dissertation the focus will be solely on domestic tourism. The World Tourism Organization (UNWTO) is a United Nations specialized agency focusing on this industry. For the purpose of this dissertation the understanding of domestic tourism is as described by the UNWTO: “Domestic tourism, which comprises the activities of a resident visitor within the country of reference either as part of a domestic tourism trip or part of an outbound tourism trip.” (UNWTO, 2010, p. 15, 2.30a).

UNWTO has highlighted that the global tourism industry registered its worst year in 2020 due to the widespread travel restrictions that have negatively affected demand (UNWTO, 2021). The World Travel and Tourism Council (WTTC) reported that, globally, the total travel and tourism GDP change in 2020 was around 49% less than in the year of 2019 (WTTC, 2021a). In 2019 the industry accounted for 10.4% of total GDP contribution and in 2020 this contribution decreased significantly to 5.5%. In USD we are looking at a reduction from 9,170 billion in 2019 to 4,671 billion in 2020 (idem).

Besides the changes in revenue streams, COVID-19 has also contributed to changes in the consumer (traveller) behaviour. Accordingly, new trends have emerged from the pandemic context and have re-shaped the industry. For example, tourists began to identify as main concerns the health and safety measures and cancellation policies, prioritizing the types of tourism and ways of traveling that privilege outdoor experiences (e.g., rural tourism, road trips, etc.) and demonstrating preference for more sustainable and authentic options (UNWTO, n.d.). Another trend that has emerged, and the one that motivates the angle of analysis of the present dissertation, is the higher visibility and relevance of the domestic tourism market as the travel restrictions and uncertainty have led many travellers to prefer staying in their own country (UNWTO, n.d.).

1.1.3. Domestic tourism in Portugal

The focus on this particular type of tourism appears to be of relevance due to the major disruption that COVID-19 has caused in the tourism industry. The successive lockdowns and restrictions in place since March of 2020 have highly impacted the sector, but perhaps they might have also created an opportunity for the increase and development of domestic tourism. UNWTO has published a briefing note on how domestic tourism can benefit from the current pandemic situation while contributing to the acceleration of economic recovery in the destinations (UNWTO, 2020).

Globally, the domestic tourism industry accounts for 75% of the total tourism expenditure in OECD countries and is six times greater than international tourism (UNWTO, 2020). In 2017, the Portuguese domestic tourism expenditure generated about 9 billion USD (idem, p. 16). In 2019, the internal market was responsible for almost 34% of the total overnight stays, growing 5.9% in respect to the previous year (INE, 2020). This is to say that the domestic market already had an important expression prior to the pandemic. Despite its importance being exacerbated by the public health crisis, the choice of delimiting this study to this specific market remains valid as it has been proved to be a strong segment, regardless of the conjuncture.

Recent data from the WTTC (2021a) demonstrates that despite international tourists having accounted for the highest share of total travel and tourism spending in 2020 (around 59% of total), the pandemic has hit the international segment with more impact than the domestic market. In fact, domestic travel expenditure grew significantly from 2019 to 2020 – 34 to 41%. The Portuguese tourism statistics for 2020, compiled by the national statistical authority (Instituto Nacional de Estatística – INE) show that the internal market secured 55.7% of the of overnight stays which, despite being less than in the previous year, still accounts for more than half of the total (INE, 2020).

The domestic tourism market, as seen before, has a relevant expression and the pandemic context has also highlighted the importance of engaging residents as the industry became significantly reliant on them during the peak of the COVID-19 pandemic. Wassler, Wang and Hung (2021, p.2) argue that residents are “at the heart of a destination brand’s identity” while emphasizing their importance for DMOs as well as their potential to be ambassadors of the destination brand. Other authors have also raised interesting arguments concerning the role of residents in the destination brand strategy (see Scott & Pike, 2009; Kladou et al., 2017; Hanna, Rowley & Keegan, 2021).

1.1.4. Turismo de Portugal the national DMO

Destination Marketing Organizations (DMOs) have an imperative role in the development of the destination brand. Turismo de Portugal is Portugal’s National Tourism Authority, operating under the aegis of the country’s Ministry of the Economy and Maritime Affairs. As such, one of the main missions of this entity is to promote Portugal as a tourism destination.

In June of 2020, Turismo de Portugal launched a marketing campaign targeting its domestic tourism market. This campaign was named “#TuPodes, Visita Portugal” (#YouCan, Visit Portugal) and it invited the residents to discover Portugal, acknowledging that the recovery of the national tourism activity would depend in a first stage of its internal market (Turismo de Portugal, 2020). This marketing and promotion initiative has been emphasized in UNWTO’s briefing note on domestic tourism (UNWTO, 2020) among the campaigns led by other countries to reset tourism and spur domestic demand.

As it was just mentioned Turismo de Portugal, the national DMO, is a public entity that relies on funding and donations to develop its activity. As such, their balance sheet is available for public consultation and scrutiny, involving a high degree of accountability and transparency. It is possible to find in the existing literature many reasons to why a destination brand performance measurement model would benefit DMOs. One of those arguments brings attention to the subjective component of the branding efforts as, for example, the change in the behaviour and perceptions of tourists, which cannot be measured by traditional financial indicators (Tasci & Denizci, 2009).

Return on Investment (ROI) is one of the most used indicators for performance measurement, however, traditional markers are not appropriate for the destination management as they are either not quantifiable in some situations or, if they are, they have a short-term focus that does not fit the long-term commitment and ambitions of destination branding (Tasci & Denizci, 2009). The amount being spent by DMOs worldwide in an attempt to promote their destination brands is a solid argument in favour of more research on effective measurement systems and scales (Pike, 2010).

2. LITERATURE REVIEW

The present work aims to assess the CBBE model applied to Portugal as a destination brand, from the lens of its own domestic tourism market: Portugal's residents. This dissertation was particularly inspired by the precursory work of authors that have tested empirically the CBBE model in the context of the destination brands, focusing specifically on the internal market's view (see Scott & Pike, 2009; Maumbe, van Wyk & Tourism, 2015) or considering the perspectives from the main international markets (see Konecnik Ruzzier, 2010; Im et al., 2012; Pike & Bianchi, 2016; Cervova & Pavlu, 2018; Cervova & Vavrova, 2021).

2.1. CONCEPTUAL CLARIFICATION

It is important to understand how the marketing concepts apply to the reality of destination branding. For this reason, the present chapter dives into the existing literature while leveraging on the many contributions from different scholars to build and support this thematic. The following constructs are key to this dissertation and will be presented in a concise manner as there is already extensive and thorough research on them.

2.1.1. Branding

There is an extensive amount of research around the concepts of brand and branding within the marketing literature, given that they have been around for some time now (Konecnik & Gartner, 2007; Pike & Bianchi, 2016). For this dissertation, a brief walk-through of what is a brand and what branding aims to do will suffice, as there are already scholars providing an in-depth understanding of these concepts and the different research lines (see e.g., Pereira, Limberger & Flore, 2018).

Many interpretations of what constitutes a brand derive from David A. Aaker's work. In fact, one of the most known and cited definitions is from this author (Aaker, 1991, p. 7): "A brand is a distinguishing name and/or symbol (such as a logo, trademark, or package design) intended to identify the goods or services of either one seller or a group of sellers, and to differentiate those goods from those of competitors." As Keller (1993) affirmed the marketing efforts expose the brand, being essential to increase awareness and to build the desired favourable, strong, and unique brand associations in the minds of the consumers.

Branding is expected to deliver competitive advantages to a destination and is an important aspect of the marketing strategy of DMOs (Pereira, Limberger & Flore, 2018; Pike et al., 2018; Cervova & Vavrova, 2021). There has been an ongoing debate in the literature concerning the transferability of the branding principles that are used for products to the branding of services. In the scope of destination branding, some authors suggest that the branding principles that have been mainly focusing on consumer goods do transfer to the destinations' branding if properly adapted to their intangible properties (Cai, 2002; Konecnik & Gartner, 2007; Boo, Busser & Baloglu, 2009; Konecnik, Antoncic & Ruzzier, 2014).

In an increasingly competitive industry, where many destinations seem to have similar product offers in terms of the attributes that travellers look for, it is necessary to develop a branding strategy that allows destinations to differentiate themselves, hold an advantage over competitors, and develop positive brand associations. Brand associations are a crucial dimension of the CBBE model being

described by Aaker (1991) as the initial point for purchase decision and brand loyalty. Brand associations unfold in three categories: attributes, benefits, and brand attitudes (Keller, 1993).

2.1.2. Brand Equity

Brand equity can be understood as the consumers' perception of the added value of a product or service (Cervova & Vavrova, 2021). This perception is reflected on their behaviour since brand equity drives purchase intention and responsiveness to price premiums while prompting brand loyalty (Tasci & Denizci, 2009). According to Dias & Cardoso (2017) the brands that attain a high level of equity have a superior performance and stand out from their competitors.

Traditionally, the concept of brand equity has been limited to a financial goal but in the light of marketing this concept gains a new understanding based on the assumption that consumer perceptions ultimately drive performance (Scott & Pike, 2009). This assumption derives from the work of Keller (1993) who claimed that besides the financial purpose, brand equity is a multidimensional concept that serves a strategy-oriented purpose too, as understanding consumer behaviour is key to maximize market efficiency.

Different authors have published research on the numerous advantages of reaching a high level of brand equity, among these a rise in sales, price premiums and loyalty (Aaker, 1991, 1996), lower costs and price elasticity (Keller, 1993; Tasci & Denizci, 2009) and increased intention of consumption or purchase of a product or service (Cobb-Walgren, Ruble & Donthu, 1995).

As to the extent to which this concept relates to destination branding, it is believed that before tourists decide to travel somewhere, their consideration-set included multiple destinations and the final choice likely depends on that destination's brand equity in comparison with its competition (Dias & Cardoso, 2017). Kladou, Giannopoulos and Mavragin's (2015) work is a must-read to further understand the intersection of destination branding and brand equity.

2.1.3. Destination Brand(ing)

Despite the concept of branding being around for some decades now, literature regarding destination branding has only flourished in the late 1990s (Pike, 2007; Pike, 2010; Pike et al., 2018; Almeyda & George, 2020). Different authors point that the concept of branding applied to tourism destinations is a recent construct (Ruiz-Real, Uribe-Toril & Gázquez-Abad, 2020; Pike, 2010; Blain, Levy & Ritchie, 2005) and therefore research in this field is in its infancy stage (Ruiz-Real, Uribe-Toril & Gázquez-Abad, 2020; Konecnik Ruzzier, M., Antoncic & Ruzzier, M., 2014; Pike, 2009; Konecnik & Gartner, 2007; Cai, 2002).

As there are already comprehensive reviews of the published literature and state-of-the-art on destination branding (e.g., Pike, 2009; Kladou, Giannopoulos & Mavragani, 2015; Ruiz-Real, Uribe-Toril & Gázquez-Abad, 2020), this dissertation will approach the topic in a brief and synthesized manner, introducing some notions of this concept. Steven Pike, one of the most prominent and influential authors in the field of destination branding (Ruiz-Real, Uribe-Toril & Gázquez-Abad, 2020) defines destination brand as "the supply-side desired identity and the demand-side image of the destination held by the consumer" (Pike, 2010, p. 135).

It can be found in the literature an interpretation of destination branding as a “competitive identity” (Cervova & Vavrova, 2021, p. 9) that differentiates a destination from the others. As in many other fields of research, there is not a universally accepted definition of destination brand(ing). However, in trying to understand the common basis of all the different conceptualizations, it is possible to affirm that destination branding corresponds to the application of marketing tools and strategies to the promotion of a destination. It is believed that if the branding of a destination is efficient it will prompt greater destination competitiveness (Wong & Theo, 2015).

Different authors point that literature about destination branding is lacking more research on how to measure the performance and effectiveness of the branding campaigns (Konecnik & Gartner, 2007; Pike, 2007; Boo, Busser & Baloglu, 2009; Scott & Pike, 2009; Tasci & Denizci, 2009; Pike & Page, 2014). As mentioned earlier in the introduction, tracking the performance of destination brands is quite complex as these are substantially different from product brands. This gap in the destination branding literature takes us to the contribute of CBBE.

2.1.4. Customer-Based Brand Equity (CBBE)

The concept of Customer-Based Brand Equity (CBBE) has been cemented by David A. Aaker (1991, 1996) and Kevin Lane Keller (1993, 2003) during the 1990s and has been evolving ever since. Keller (1993, p. 2) defined CBBE as “the differential effect of brand knowledge on consumer response to the marketing of the brand”. In Keller’s (1993, 2003) CBBE model there are four main dimensions: brand salience, brand associations, brand resonance and brand loyalty. Pike (2007) argues that CBBE lies on understanding of equity as the value of the brand to the consumer, as an alternative to the financial viewpoint that describes brand equity as an intangible asset on a balance sheet.

Ruzzier (2010) sees this concept as construct that allows an assessment of the demand-side perspective over the branding process. CBBE is believed to be a powerful way of measuring the brand performance (Pike, 2007, 2010). The way this model and its dimensions relate to the destination branding field has been studied by different authors (see Konecnik & Gartner, 2007; Boo, Busser & Baloglu, 2009; Im et al., 2012; Pike, 2013; Gartner, 2014; Yang, Li & Liu, 2015; Almeyda & George 2020; Cervova & Pavlu, 2018; Cervova & Vavrova, 2021). In **Table 1** it is possible to observe how some of these authors have adapted the CBBE model to assess the performance of given destination brands. It is common to find in the literature references to these dimensions as constituents of Customer-Based Brand Equity for Tourism Destinations (CBBETD).

Konecnik & Gartner (2007) were the first to propose and test this model for a destination using four dimensions (awareness, image, quality, and loyalty). They suggested and empirically proved that there is a relationship between the four dimensions, and that each would influence CBBETD in a different manner with image being the heavy weight among them. The authors have identified a scarcity of research mainly on the dimensions of awareness, quality, and loyalty as these were frequently absorbed into the concept of image. Konecnik and Gartner (idem) presented strong arguments as to why these dimensions should be considered separately from image. Over time more scholars have chosen to use this model as the basis of their research, which adds strength to Konecnik and Gartner’s model. This has motivated the choice of the dimensions for the conceptual model to be presented further ahead in the dissertation.

Independently of the dimensions being used in CBBETD, research has been successful in terms of validating the transfer of the CBBE principles to the tourism field as a way of examining past and future performance of destination brands (Wong & Teoh, 2015). However, given that this is a nascent field, and the volume of research still needs to grow, it's important to keep testing the different models and, of course, to encourage the identification of other dimensions and variables.

Table 1.

Examples of different dimensions of CBBETD found in the literature

Dimensions of CBBETD	Authors
Awareness, Image, Associations, Loyalty, Overall Brand Equity	Im et al. (2012)
Salience, Image, Resonance	Pike et al. (2018)
Salience, Perceived Quality, Image, Value, Loyalty	Pike & Bianchi (2016)
Awareness, Image, Quality, Value, Loyalty	Boo, Bussler & Baloglu (2009)
Salience, Associations, Loyalty	Pike (2013) Pike & Page (2014)
Salience, Associations, Resonance, Loyalty	Pike (2007, 2010) Maumbe, van Wyk & Tourism (2015)
Awareness, Quality, Image, Loyalty	Konecnik & Gartner (2007) Ruzzier (2010) Yuwo, Ford & Purwanegara (2013) Konecnik Ruzzier, Antoncic & Ruzzier (2014) Huo (2017) Cervova & Pavlu (2018) Cervova & Vavrova (2021)

The chosen dimensions for the present study are awareness, image, quality, and loyalty as in the research of Konecnik & Gartner (2007). Before moving to the methodology, the four concepts will be analysed for a better understanding of their relevance.

2.1.4.1. Awareness

Aaker (1991, 1996) defined brand awareness as the capacity of recognizing or recalling a brand as belonging to a given product category, which mirrors the salience of that brand in the consumers' mind. Awareness can be measured, for instance, through recognition, recall, top-of-mind awareness (ToMA), brand dominance and brand knowledge (Aaker, 1996; Im et al., 2012; Dias & Cardoso, 2017). Awareness is a crucial dimension for brand equity (Keller, 2003).

This concept is particularly important for tourism destinations as it is a necessary pre-requisite for the purchase decision, despite not leading necessarily to it nor being the only component influencing the process (Konecnik & Gartner, 2007). Awareness is a pre-requisite because tourists can only consider the destinations that they are aware of.

Having a visual identity, such as one symbol or logo, associated to a destination name can be a strategy for DMOs to boost awareness of the destination brand they are promoting, increasing the likelihood of reaching the consideration set of as many tourists as possible (Im et al., 2012).

2.1.4.2. Image

Destination image is a complex and multidimensional concept (Milman & Pizam, 1995) that has emerged in the literature long before destination branding and has been studied thoroughly over the past decades (see e.g., Echtner & Ritchie, 1993; Cai, 2002; Gallarza, Gil & Calderon, 2002; Pike, 2002a). Destination image is one more concept for which literature lacks a consensual definition. However, there seems to be a general acceptance of the assumption that image has a significant impact in the tourists' assessment and selection of a destination, which necessarily implies that the purchase decision is highly influenced by this dimension (Ruzzier, 2010). In order to increase the demand for a tourism destination, DMOs and other tourism stakeholders try their best to develop a positive image of the destination (Milman & Pizam, 1995).

Adding to the challenge of defining image is the fact that there isn't, as well, a universally accepted scale to measure it. In the CBBETD research field it is common to find attribute-based scales which have already been methodically reviewed by different authors (Echtner & Ritchie, 1993; Gallarza, Gil & Calderon, 2002; Ruzzier, 2010). Echtner & Ritchie (1993) have performed thorough research in the field of destination image to be able to propose scale items that authors can and have used in their own empirical investigations to assess image.

Attributes are the descriptive qualities that define a brand, which translates to what a tourist believes about the destination brand and what it has to offer (Dias & Cardoso, 2017). As such, attributes correspond to subjective interpretations that will influence the choice of the tourist in a given moment to visit one out of many possible destinations. Knowing which attributes are more frequently recalled is also of importance to understand if they are in line with the brand identity promoted in the marketing campaigns and efforts led by DMOs. It can be interesting for these entities to explore what are the attributes that the different tourism markets value the most and the ones that do not seem to be so important to them.

According to authors such as Cai (2002) and Konecnik & Gartner (2007), destination image is paramount for the development of a destination branding strategy and a core source of brand equity (Keller, 2003). It is suggested that this component exerts particular influence over the loyalty dimension and that it is the most important component of the CBBETD model (Konecnik & Gartner, 2017; Cervova & Vavrova, 2021).

2.1.4.3. Quality

For the purpose of this master dissertation, and similarly to what can be found in other research (e.g., Pike, 2010), quality and perceived quality are considered and used interchangeably. In the field of destination branding, quality stems from the tourist's evaluation of the destination products and experience. It is understood that this assessment happens in terms of excellency and superiority (Im et al., 2012).

A universally accepted definition of quality is still to be found in the literature, but authors can mostly agree on its complex nature and difficult operationalization (Konecnik & Gartner, 2007). Similarly to the image dimension in CBBETD studies, quality is often measured by resorting to attribute-based scales where tourists evaluate the perceived quality of a destination brand after being exposed to specific cues. These usually involve the evaluation of given attributes in terms of quality and the pricing of destination products.

2.1.4.4. Loyalty

Loyalty can be understood as the eagerness to engage with the brand or the extent to which a consumer identifies itself with it (Pike, 2010). It is linked to the desired goal of having consumers (tourists) expressing preference by visiting a destination repeatedly and recommending it to others – word of mouth (WoM). This dimension has been included in almost every research that was mentioned earlier in table 1. It is believed to be a high contributor for the formation of CBBE and, therefore, should not be ignored in its assessment (Oppermann, 2002; Ruzzier, 2010).

Loyalty is a strong indicator of the consumer's affection towards the brand (Cervova & Vavrova, 2021) and is often described as unfolding in behavioural loyalty and attitudinal loyalty (Pike & Bianchi, 2016; Huo, 2017). The difference between these two sub-dimensions has to do with the fact that behavioural loyalty essentially derives from the recurrence of repeated purchase while attitudinal loyalty is created out of the commitment towards the brand, frequently expressed in intention to visit and positive WoM. In the literature, loyalty can also be found unfolding in more sub-dimensions such as, for example, conative, affective, cognitive and action (Dias & Cardoso, 2017).

Aaker (1996) has suggested an indicator that is often used to measure loyalty and that is called price premium. Price premium can be understood as the sum that consumers are willing to pay for a brand in comparison with others offering similar benefits (Aaker, 1996; Huo, 2017). All of these aspects can and will be included further ahead in the scale to measure the loyalty dimension.

3. RESEARCH QUESTIONS, HYPOTHESES AND CONCEPTUAL MODEL

Reiterating what has been said in the introduction, this Master Dissertation aims to contribute for the advancement of the destination branding field of studies by assessing the CBBE model initially proposed by Konecnik & Gartner (2007) applied to Portugal's domestic tourism market. As such, the four research questions and two hypotheses guiding the study are as described below:

Research Question 1 (RQ1): *Can the dimensions of Konecnik & Gartner's model (2007) be used to assess Portugal's CBBE from the perception of its own domestic tourism market?*

So far, no research was found on the CBBE assessment from the perception of the domestic tourism market that empirically tested the model proposed by Konecnik & Gartner (2007). This model has been successfully verified in studies that were looking at this subject from the perception of international markets (see Ruzzier, 2010; Yuwo, Ford & Purwanegara, 2013; Konecnik Ruzzier, M., Antoncic, B., & Ruzzier, M., 2014; Huo, 2017; Cervova & Pavlu, 2018; Cervova & Vavrova, 2021). It is relevant to confirm as well if the dimensions proposed by Konecnik & Gartner (2007) can be valid for a sample of only domestic tourists, which in this research will be done by considering only Portuguese residents. It will be empirically tested if these dimensions have a positive and significative relationship. The performance measures for each dimension will be mostly borrowed from the existing literature, as these scales have already been tested.

- **Hypothesis 1 (H1):** *The dimensions of the model that Konecnik & Gartner (2007) presented can also be used to assess Portugal's CBBE from the perception of its own domestic tourism market.*

Research Question 2 (RQ2): *Is image the dimension influencing Portugal's CBBE the most?*

Image has shown to be a crucial dimension for the CBBETD (Konecnik & Gartner, 2007; Ruzzier, 2010). The image component has been studied for longer than the construct of destination branding and some authors, such as Cai (2002), emphasize the pivotal role of this dimension when defining destination branding. According to the author: "Destination branding is to select a consistent mix of brand elements to identify and distinguish a destination through positive image building." (Cai, 2002, p. 734).

An attribute-based scale will be used to empirically test this dimension. This exercise can generate very interesting insights for the tourism stakeholders, particularly to the DMOs. These organizations can assess which attributes are contributing the most for the performance and strength of Portugal as a destination brand and compare if these match the projected image and identity of the brand. The way that the residents are identifying the most relevant attributes can also provide support to finetune the marketing efforts directed to the domestic market. This understanding helps destinations achieving competitive advantage by identifying positioning opportunities (Pike, 2007).

The scale measurement for each of the dimensions originated from the existing literature since these scales have already been empirically validated by different authors in the field of CBBETD. Prior to the use of the scales, these authors have refined them and verified their suitability to the destination by conducting extensive research and eliciting them from qualitative techniques, such as in-depth

interviews with destination marketing experts, and focus groups with potential tourists (Konecnik & Gartner, 2007; Ruzzier, 2010; Cervova & Vavrova, 2021).

- **Hypothesis 2 (H2):** *Image is the core dimension out of the four proposed ones from the perception of Portugal's domestic tourism market.*

Research Question 3 (RQ3): *Will the data reveal possible subdimensions in this model?*

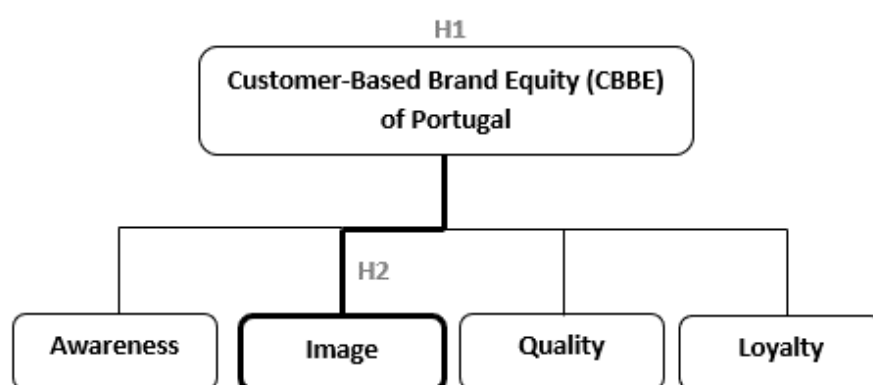
It will be interesting to explore if the results of the structured survey reveal any subdimensions given that this has happened in previous works (Ruzzier, 2010; Cervova & Pavlu, 2018; Cervova & Vavrova, 2021) and helped to have a better understanding of the phenomena. In Cervova and Vavrova's study on the CBBE of Croatia (2021) the authors have found that the image dimension had three possible factors that, according to the variables each one grouped, they have named attraction, amenities, and ambience.

In Cervova and Pavlu's paper (2018) concerning the CBBE of the Liberec Region in Czech Republic, image was found to be sub-divided in four factors, namely outdoor, technical attractions, entertainment, and non-traditional recreation. Empirical data has also revealed sub-dimensions of quality which were identified as cleanliness and services. An example of this multidimensionality in Ruzzier's work (2010) identified three subdimensions of the image construct: natural attractions, active image, and an affective component.

The proposed model and the hypotheses discussed before are operationalized in Figure 1. The methodology chapter will now elaborate on how the study sets forth the validation of the model and the confirmation of the identified research hypotheses.

Figure 1.

Proposed model of CBBE and research hypotheses



4. METHODOLOGY

As mentioned before the conceptual model used in the dissertation is based in the one proposed by Konecnik and Gartner (2007) and empirically confirmed by these and other authors a posteriori (Ruzzier, 2010; Yuwo, Ford & Purwanegara, 2013; Konecnik Ruzzier, M., Antoncic, B., & Ruzzier, M., 2014; Huo, 2017; Cervova & Pavlu, 2018; Cervova & Vavrova, 2021). Accordingly, the main four dimensions of the conceptual model are awareness, image, quality, and loyalty. The definition for each of the main components of this model has been provided in the literature review, where the foundations for the research hypotheses can be found.

The end goal is to test whether these four dimensions can form the brand equity of Portugal from the perception of its own domestic tourism market. The work developed here will not attempt to identify all the possible sub-dimensions that can unfold from awareness, image, quality, and loyalty. Nor does it assume that only awareness, image, quality, and loyalty constitute the brand equity of Portugal as a tourism destination. Instead, it will seek to confirm if the well-known CBBE model can fit the destination and market (domestic tourism) under study, while leveraging on the empirical findings to provide added-value knowledge to the research field and the industry, especially, for destination marketers.

4.1. DATA COLLECTION AND ANALYSIS

To empirically test and validate this model, a structured questionnaire was made available online through the survey platform Qualtrics (see **Appendix A**). Prior to this step, a pilot survey with 20 people was conducted to trial the questions and ensure they were objective and correctly understood. Some changes have been done to the initial questionnaire, reflecting the feedback and improvement suggestions from the respondents who have pilot-tested it. No modifications have been made to the 29 variables of the conceptual model that proposes a scale with 5 items for awareness, 13 for image, 6 for quality and 5 for loyalty. These variables have been based on the literature review and were chosen because they met the characteristics of Portugal as a destination.

A convenience sampling was used to gather the data from Portuguese residents over the age of 18 years old. For the purpose of this dissertation, a resident is understood as someone who legally resides in the national territory for over 5 years. There was a filter question that only allowed to complete the survey if the participant affirmed to be a resident in Portugal. Before consenting to participate in the survey, participants were informed of its purpose without any cue concerning the specific focus in Portugal. This is to guarantee that their answers concerning destination awareness were not biased, so the purpose was broadly disclosed as a study on tourism destinations. The research was conducted on the course of July of 2022 and has collected 652 responses of which only 483 were considered valid, as only 500 people have fully completed the survey and of those, 17 were not residents in Portugal.

The survey was split into five parts. The first one was exclusively meant to characterize the sample by trying to obtain sociodemographic data such as the age interval and gender of the respondents. The second part dives into the measurement of the awareness dimension. Participants found open-ended questions for the assessment of Top-of-Mind Awareness (ToMA) and unaided recall, and close-ended questions meant to assess the awareness dimension in the proposed CBBETD model.

Concerning the open-ended questions, participants were asked which are the top destinations that come to their minds when thinking of summer holidays, winter holidays and weekend getaways. The goal was to identify how many times Portugal is chosen and in which ranking as ToMA usually flags purchase preference (Pike, 2002b). A 5-point Likert scale was used for them to identify the level of familiarity with the logo from Turismo de Portugal, without mentioning the entity, and the extent to which respondents agreed or disagreed with the other statements that are present in the **Table 2**.

As these questions come after the ones for ToMA and unaided brand recall, mentioning Portugal is no longer compromising the integrity of the former. Concerning the question about the familiarity with the logo, that aimed to infer the level of brand recognition, respondents who claimed to be more or less familiar with the logo were also asked to identify the entity behind it.

Table 2.

Awareness scale

Variables	Authors
1. Familiarity with the tourism destination logo	Konecnik & Gartner (2007) Yuwo, Ford & Purwanegara (2013) Maumbe, van Wyk & Tourism (2015)
2. Portugal is a popular tourism destination	Cervova & Pavlu (2018) Cervova & Vavrova (2021)
3. Portugal is a tourism destination with good reputation	Pike & Bianchi (2016)
4. I can imagine what it is like to spend holidays in Portugal	Cervova & Vavrova (2021)
5. I remember seeing any sort of advertisement about visiting or spending vacations in Portugal	Pike & Bianchi (2016)

The third part of the questionnaire focused on the dimension of image. From this dimension onwards, the participants found close-ended questions using a 5-point Likert scale to identify the extent to which they agree or disagree with the statements that are presented to them. The scale allows a neutral position for those who have no particular opinion or do not agree nor disagree. The semantic Likert scale will be transformed for statistical treatment in data ranging from 1 to 5, where 1 is equal to strongly disagree, and 5 stands for strongly agree.

In terms of image, **Table 3** demonstrates the series of statements, acting as the scale for measurement, and which other authors have used in prior CBBETD research. The fourth and fifth part of the questionnaire follow the same logic respectively for the dimensions of quality and loyalty. The dimension of quality was assessed by scale items that allow an understanding of quality attributes, performance, and price (**Table 4**).

Table 3.*Image scale*

Variables	Authors
1. Portugal has beautiful natural landscapes	Pike (2007) Ruzzier (2010) Im et al. (2012) Yuwo, Ford & Purwanegara (2013) Huo (2017) Cervova & Pavlu (2018) Cervova & Vavrova (2021)
2. Portugal has beautiful towns and villages	Konecnik & Gartner (2007) Ruzzier (2010) Cervova & Pavlu (2018) Cervova & Vavrova (2021)
3. Portugal has good beaches	Pike (2010) Ruzzier (2010) Cervova & Vavrova (2021)
4. Portugal has interesting cultural attractions	Pike (2010) Ruzzier (2010) Im et al. (2012) Yuwo, Ford & Purwanegara (2013) Konecnik Ruzzier, Antoncic, & Ruzzier (2014) Huo (2017) Cervova & Pavlu (2018) Cervova & Vavrova (2021)
5. Portugal has interesting historical attractions	Pike (2010) Ruzzier (2010) Im et al. (2012) Konecnik Ruzzier, Antoncic, & Ruzzier (2014) Huo (2017) Cervova & Pavlu (2018) Cervova & Vavrova (2021)
6. Portugal provides opportunities for adventure travel	Cervova & Vavrova (2021)
7. Portugal provides opportunities for water sports and activities	Pike (2007, 2010) Im et al. (2012) Cervova & Vavrova (2021)
8. Portugal has a good offer of wellness and health resorts	Ruzzier (2010) Yuwo, Ford & Purwanegara (2013) Cervova & Pavlu (2018) Cervova & Vavrova (2021)

9. Portugal offers a good nightlife	Im et al. (2012) Yuwo, Ford & Purwanegara (2013) Konecnik Ruzzier, Antoncic & Ruzzier (2014) Cervova & Pavlu (2018) Cervova & Vavrova (2021)
10. Portugal is a hospitable country	Pike (2007, 2010) Ruzzier (2010) Im et al. (2012) Yuwo, Ford & Purwanegara (2013) Huo (2017) Cervova & Pavlu (2018) Cervova & Vavrova (2021)
11. Portugal has a good gastronomic offer	Pike (2010) Im et al. (2012) Yuwo, Ford & Purwanegara (2013) Cervova & Pavlu (2018) Cervova & Vavrova (2021)
12. Portugal is a good summer destination	Cervova & Vavrova (2021)
13. Portugal is a good winter destination	Not found in the literature

Table 4.

Quality scale

Variables	Authors
1. Spending holidays in Portugal is good value for money	Pike (2007) Konecnik & Gartner (2007) Yuwo, Ford & Purwanegara (2013) Cervova & Pavlu (2018) Cervova & Vavrova (2021)
2. Portugal is safe and secure	Pike (2007) Ruzzier (2010) Yuwo, Ford & Purwanegara (2013) Huo (2017) Cervova & Pavlu (2018) Cervova & Vavrova (2021)
3. Portugal has a high quality of gastronomic services	Yuwo, Ford & Purwanegara (2013) Cervova & Pavlu (2018) Cervova & Vavrova (2021)

4. Portugal has a high quality of accommodation	Pike (2007) Konecnik & Gartner (2007) Ruzzier (2010) Yuwo, Ford & Purwanegara (2013) Huo (2017) Cervova & Pavlu (2018) Cervova & Vavrova (2021)
5. Portugal has a better touristic offer than other European destinations	Boo, Busser & Baloglu (2009)
6. The price of tourism services in Portugal is low	Konecnik & Gartner (2007) Yuwo, Ford & Purwanegara (2013)

The fourth and last dimension, loyalty, aimed to present statements that assess the behavioural and attitudinal sub-dimensions of this concept as seen in the literature review, as well as the price premium (Table 5).

Table 5.

Loyalty scale

Variables	Authors
1. I enjoy spending holidays in Portugal	Boo, Busser & Baloglu (2009)
2. Portugal is my favourite choice for a vacation	Boo, Busser & Baloglu (2009) Yuwo, Ford & Purwanegara (2013) Huo (2017)
3. I would recommend Portugal as a tourism destination to others	Boo, Busser & Baloglu (2009) Ruzzier (2010) Im et al. (2012) Yuwo, Ford & Purwanegara (2013) Konecnik Ruzzier, Antoncic & Ruzzier (2014) Huo (2017) Cervova & Pavlu (2018) Cervova & Vavrova (2021)
4. I plan to spend holidays in Portugal this year and/or the next	Konecnik & Gartner (2007) Ruzzier (2010) Yuwo, Ford & Purwanegara (2013) Konecnik Ruzzier, Antoncic & Ruzzier (2014) Huo (2017) Cervova & Pavlu (2018) Cervova & Vavrova (2021)
5. I would still consider spending holidays in Portugal if costs increased	Konecnik & Gartner (2007) Im et al. (2012) Cervova & Vavrova (2021)

The data that has been collected from the survey was analysed in IBM SPSS Software. The results from this analysis are reported in the next chapter. The Principal Components Analysis (PCA) was performed with the intent of understanding if the dimensionality of the data can be reduced, and to detect if there is any multidimensionality uncovering patterns between variables. Correlations and Multiple Linear Regression (MLR) techniques were also be used to verify if there are significant relationships and to confirm if the proposed dimensions impact CBBE.

In this analysis, only factor loadings above 0.5 will be taken in consideration. The rotation method will be varimax, and for the extraction it will be admitted both the Kaiser criterion of eigenvalues greater than one, and the fixed factor criteria. When assessing validity and reliability by the values obtained in the Kaiser-Meyer-Olkin (KMO) test and from the Cronbach's Alpha coefficient, the reading of the scales will follow Pestana & Gageiro's interpretation (2008, pp. 527-528) where KMO values lower than 0.5 are unacceptable; between 0.50 and 0.60 are in the limit of the acceptable; between 0.60 and 0.70 are reasonable; between 0.70 and 0.80 are medium; between 0.80 and 0.90 are good; and, finally, between 0.90 and 1 are very good.

The consistency ranges measured by Cronbach's Alpha according to Pestana and Gageiro (2008) determine that an Alpha inferior to 0.60 is unacceptable. In situations where factors have only two components the measure will be Split-Half and the Spearman-Brown Coefficients. Variables with communalities inferior to 0.4 might be dropped from the analysis (Costello & Osborne, 2005). As for the intensity of correlations, the interpretation will also follow Pestana & Gageiro (2008, p. 146). A correlation below 0.2 is of very low intensity; from 0.20 to 0.39 of low intensity; from 0.40 to 0.69 of moderate intensity; between 0.70 and 0.89 of high intensity; and above 0.90 of very high intensity.

5. RESULTS

The demographic profile of the sample can be found in **Table 6**. In a sample of 483 participants, 399 have identified their gender as female, 81 as male and 3 preferred not to disclose this information. The age interval that has registered the highest number of replies was the one between 25 and 44 years old (53%). The survey received the lowest number of replies from participants in the age of 65 years old or more (2,7%).

Table 6.

Demographic characteristics of the survey participants

n=483		
Gender	n	%
Male	81	16,8
Female	399	82,6
Does not reveal	3	0,6
Age	n	%
18-24	36	7,5
25-44	256	53,0
45-64	178	36,9
65 or >	13	2,7

Before getting to the Likert scale questions that build the foundation of the proposed model, participants found three questions that were also meant to assess their awareness of Portugal as a destination brand. These were open-ended questions without any cue to Portugal, aiming to test ToMA and unaided brand recall by counting how many times the participants identified Portugal as one of their four preferred destinations for summer, winter holidays and weekend get-aways.

Besides the number of times that Portugal was identified, the order in which it did is also an important assessment of ToMA. The results from this exercise are described in **Table 7**. The question about weekend get-aways was the one that gathered the highest percentage of answers naming Portugal in the first place (40,2%), being followed by summer (18,6%) and winter holidays (10,6%). Despite being identified as one of the 4 destinations in all categories, Portugal did not reach the majority of answers in any given rank.

In fact, the majority of the participants did not even recalled Portugal in their answers concerning summer (65,6%) and winter destinations (78,7%). This tendency was inversed in the question about weekend get-aways where the majority of participants (57,3%) did name Portugal. After identifying their ToMA destinations for summer, winter holidays and weekend get-aways, participants found the questions for the CBBE assessment, where they evaluated awareness, image, quality, and loyalty.

Table 7.*Portugal's ToMA rank*

n=483	Summer		Winter		Weekend	
Rank	n	%	n	%	n	%
#1	90	18,6%	51	10,6%	194	40,2%
#2	18	3,7%	19	3,9%	29	6%
#3	22	4,6%	14	2,9%	27	5,6%
#4	36	7,5%	19	3,9%	27	5,6%
Totals	166	34,4%	103	21,3%	277	57,3%

Descriptive statistics demonstrate that participant's overview of the awareness dimension was quite positive as the mean of their answers in a scale from 1 to 5 equalled 4,39 (ranging from 4.19 to 4.52). **Table 8** summarizes how the participants assessed this dimension. The highest ranked variable was imagining of tourism destination whilst recalling advertisement the lowest. Survey participants who affirmed to be somehow familiar, familiar, or very familiar with the DMO's logo were asked if they could identify the entity behind it.

The expected answers were Instituto do Turismo de Portugal or simply Turismo de Portugal, but all answers containing the words Turismo and Portugal were considered correct. Considering this, 340 participants have correctly identified the entity behind the logo, 77 have provided a wrong answer and 27 skipped to the next question. This means that the recognition rate of Portugal's DMO, Turismo de Portugal, was around 77%.

Table 8.*Ratings for Awareness related scales*

n=483	TD %	D %	N %	A %	TA %	Mean	SD
Popular tourism destination	0,2%	1,0%	0,8%	51,6%	46,4%	4.43	0.591
Tourism destination with good reputation	0,2%	0,2%	2,7%	57,1%	39,8%	4.36	0.568
Imagining of holidays in the tourism destination	0,2%	0,4%	2,5%	41,2%	55,7%	4.52	0.591
Familiarity with the logo	3,3%	3,1%	4,8%	25,3%	63,6%	4.43	0.962
Advertisement to tourism destination	0,8%	5,4%	7,9%	46,0%	40,0%	4.19	0.857

Note: TD = Totally Disagree; D = Disagree; N = No Opinion/Don't know; A = Agree; TA = Totally Agree; SD = Standard Deviation

According to the results being displayed in **Table 8**, the majority of participants considers Portugal a popular tourism destination and one with a good reputation as well. Combined, the number of participants who have agreed or totally agreed with recalling an advertisement to the tourism destination do form the majority of participants (86%), however, if we analyse these answers separately none reaches 50 per cent.

Advancing now to the assessment of the four proposed dimensions of the CBBE model under analysis, the Principal Components Analysis (PCA) was run twice for the awareness dimension. In the first PCA the technique revealed a singular component that explained 42,335% of the total variance. However, the variable concerning familiarity with the DMO's logo shown a low retention of information with the communality value below the threshold. Therefore, this item was deleted from the analysis which without it explains 50,687% of total variance (see **Table 9**).

The awareness dimension obtained an acceptable adjustment of the sample to the realization of the technique (Cronbach's Alpha=0,644; KMO=0,692; Barlett's $\chi^2=301,039$; $p<0,001$). Not only the deletion of the variable familiarity with the DMOs logo has improved the percentage of explained variance as it has improved the Cronbach's Alpha that went from 0,602 to 0,644. The remaining variables (popular tourism destination, tourism destination with good reputation, imagining of holidays in the tourism destination and advertisement to tourism destination) reveal a mean of 4,375.

Table 9.

Awareness variables

Variables	Means	Communalities	Components
			1
Popular TD	4,43	0,582	0,763
TD with good reputation	4,36	0,636	0,797
Imagining of holidays in the TD	4,52	0,448	0,669
Advertisement to TD	4,19	0,362	0,601
% Variance extracted	50,687%		

Note: Adapted from Cervova & Vavrova (2021). TD = Tourism Destination.

Moving to the analysis of the image construct, data shows that this dimension has been highly rated by the survey participants given that the average rating was 4,52 (ranging between 4,05 and 4,86). The most praised attributes were beautiful natural landscapes and good gastronomic offer, both registering a mean of 4,86. Items such as beautiful towns and villages, interesting historical attractions, good beaches, hospitable country, good summer destination and interesting cultural attractions also seem to be highly appreciated by Portugal's domestic tourism market (mean interval between 4,54 and 4,81). At the opposite end we find the offer of wellness and health resorts which has been rated the lowest with a mean of 4,05. Good winter destination, good nightlife, opportunities for adventure travel and for water sports and activities are also amongst the lowest score variables (between 4,11 and 4,39).

The manner in which the participants have evaluated each item within the image dimension can be consulted in **Table 10**, expressed in percentages. No participant has disagreed with the statements concerning Portugal having beautiful natural landscapes and beautiful towns and villages, showing a high appreciation for the country's landscapes and heritage. The Portuguese gastronomy was the item that received the highest praise with a 99,1% rate of agreement that the country provides a good gastronomic offer. A global appreciation was also found in the country's hospitability with 97,7% of participants agreeing that Portugal is a hospitable country.

Above the mark of 90% of agreement are as well the variables good summer destination (97,5%), opportunities for water sports and activities (91,3%), interesting cultural (95,3%) and historical (99%) attractions and good beaches (99%). Overall, the appreciation of this dimension was very positive with, despite not expressive, the highest percentage of disagreement happening in the statement that Portugal is a good winter destination (9,3%).

Table 10.

Ratings for Image related scales

n=483	TD %	D %	N %	A %	TA %	Mean	SD
Portugal has beautiful natural landscapes	0,0%	0,0%	0,0%	14,5%	85,5%	4.86	0.352
Portugal has beautiful towns and villages	0,0%	0,0%	0,2%	19,0%	80,7%	4.81	0.402
Portugal has good beaches	0,0%	0,6%	0,4%	25,9%	73,1%	4.71	0.500
Portugal has interesting cultural attractions	0,0%	2,1%	2,7%	34,0%	61,3%	4.54	0.653
Portugal has interesting historical attractions	0,0%	0,2%	0,8%	25,9%	73,1%	4.72	0.481
Portugal provides opportunities for adventure travel	0,0%	1,7%	11,4%	42,4%	44,5%	4.30	0.733
Portugal provides opportunities for water sports and activities	0,2%	2,1%	6,4%	41,2%	50,1%	4.39	0.718
Portugal has a good offer of wellness and health resorts	0,2%	5,4%	16,6%	45,3%	32,5%	4.05	0.851
Portugal offers a good nightlife	0,4%	3,5%	8,3%	52,8%	35,0%	4.18	0.760
Portugal is a hospitable country	0,0%	1,0%	1,2%	27,1%	70,6%	4.67	0.555
Portugal has a good gastronomic offer	0,0%	0,4%	0,4%	12,4%	86,7%	4.86	0.397
Portugal is a good summer destination	0,2%	1,4%	0,8%	29,4%	68,1%	4.64	0.600

Portugal is a good winter destination	0,2%	9,1%	7,9%	44,7%	38,1%	4.11	0.912
--	------	------	------	--------------	-------	------	-------

Note: TD = Totally Disagree; D = Disagree; N = No Opinion/Don't know; A = Agree; TA = Totally Agree

In the PCA, 4 out of the 13 items that were meant to measure image had to be removed since they were concentrated in one single component and causing the saturation of the other variables. This was jeopardizing the analysis by making the remaining variables present high loadings in more than one factor. With this being said, the dimensionality of the image dimension has been reduced by dropping four variables which in turn has maximized the variance. These four items biasing the analysis were interesting historical attractions, beautiful towns and villages, interesting cultural attractions, and beautiful natural landscapes.

The analysis revealed four components explaining 70% of total variance as it is being described in **Table 11**. The first component named «seasons» aggregates the variables good beaches, good summer destination and good winter destination. This subdimension explains 20,750% of the variance. The second component refers to «outdoors» as it combines variables that are related to activities in the exterior, namely opportunities for water sports and activities and opportunities for adventure travel. The Outdoors subdimension explains 16,962% of the variance. The third component is «leisure» and combines the offer of wellness and health resorts with the nightlife, explaining 16,430% of the variance.

Table 11.

Image variables

Variables	Means	Communalities	Components			
			1	2	3	4
Good beaches	4,71	0,692	0,772	0,265	0,160	-0,013
Good summer destination	4,64	0,623	0,723	0,178	0,122	0,231
Good winter destination	4,11	0,486	0,636	0,125	0,141	0,215
Opportunities for adventure travel	4,30	0,784	0,208	0,845	0,118	0,113
Opportunities for water sports and activities	4,39	0,690	0,271	0,721	0,272	0,149
Good offer of wellness and health resorts	4,05	0,757	0,165	0,261	0,813	-0,011
Good nightlife	4,18	0,750	0,181	0,089	0,795	0,279
Hospitable country	4,67	0,801	0,065	0,310	0,093	0,832
Good gastronomic offer	4,86	0,689	0,404	-0,055	0,171	0,702

% Variance extracted in each component	20,750%	16,962%	16,430%	15,546%
% Total variance extracted	69,688%			

Note: Adapted from Cervova & Vavrova (2021). TD = Tourism Destination

The fourth and last image sub-dimension is being named «hospitality» for joining the items of hospitable country and good gastronomic offer. Hospitality accounts for 15,546% of variance. The reliability and validity assessment of the image dimension reveals a good sampling adequacy and a good internal consistency (Cronbach's Alpha=0,802; KMO=0,863; Barlett's $\chi^2=1050,390$; $p<0,001$).

The third dimension of the proposed model is quality. The overall mean of this dimension was 3,73. Quality has been ranked lower than the previous two dimensions with a mean interval between 2,32 and 4,72. The variable that received the lowest score is low price of tourism services. The mean was not only the lowest of the dimension but also of all the variables that are being assessed in this CBEETD model. The second and third variables scoring the lowest are good value for money and better touristic offer than other European destinations.

High quality of gastronomic services was the highest rated variable, followed by safe and secure tourism destination and high quality of accommodation. Alike what has been done for awareness and image, the percentage of participants voting in each ranking for the quality variables can be found below (**Table 12**). The table exhibits the highest percentage of agreement in the quality of gastronomic services (98,3%) and the safeness of the tourism destination (98,3%). These variables are followed by the quality of accommodation (89,7%), good value for money (52,2%), better touristic offer than other European countries (45,9%) and lastly the low price of tourism services (17,7%). This last statement was the most controversial with 70,4% of the sample showing disagreement.

Table 12.

Ratings for Quality related scales

n=483	TD %	D %	N %	A %	TA %	Mean	SD
High quality of gastronomic services	0,0%	0,8%	0,8%	23,6%	74,7%	4.72	0.517
High quality of accommodation	0,0%	4,3%	6,0%	49,1%	40,6%	4.26	0.758
Safe and secure tourism destination	0,0%	0,8%	0,8%	38,3%	60,0%	4.58	0.558
Low price of tourism services	19,3%	51,1%	12,0%	13,3%	4,3%	2.32	1.064
Good value for money	7,0%	34,0%	6,8%	40,2%	12,0%	3.16	1.217
Better touristic offer	1,4%	24,6%	28,0%	30,4%	15,5%	3.34	1.057

Note: TD = Totally Disagree; D = Disagree; N = No Opinion/Don't know; A = Agree; TA = Totally Agree; SD = Standard Deviation

Quality has three components explaining 74,534% of the total variance, as it can be inferred from **Table 13**. The first component will be addressed as «value» since it puts together variables that are most connoted with worth: low price of tourism services and good value for money. Value explains 35,036% of the variance.

The second component or sub-dimension is labelled «experience» for combining the variables safe and secure tourism destination and high quality of gastronomic services. This second component explains 24,151% of variance. The third component is termed «service» as it is composed of two variables that refer to the assessment of tourism services: better offer than other European tourism destinations and high quality of accommodation. The measurement of the quality dimension confirms its reliability and validity (Cronbach's Alpha=0,658; KMO=0,649; Barlett's $\chi^2=549,463$; $p<0,001$).

Table 13.

Quality variables

Variables	Means	Communalities	Components		
			1	2	3
Low price of tourism services	2,32	0,796	0,890	-0,007	0,065
Good value for money	3,16	0,786	0,856	0,116	0,198
Safe and secure TD	4,58	0,781	0,125	0,875	0,017
High quality of gastronomic services	4,72	0,690	-0,033	0,758	0,339
Better offer than other European TDs	3,34	0,710	0,262	0,019	0,801
High quality of accommodation	4,26	0,710	0,022	0,310	0,783
% Variance extracted in each component			26,842%	24,151%	23,540%
% Total variance extracted			74,534%		

Note: Adapted from Cervova & Vavrova (2021). TD = Tourism Destination

Loyalty is the fourth construct of the CBBETD model and the dimension with the lowest average rating (3,60). Loyalty has variables with means between 2,83 and 4,45. The variable about recommending the tourism destination to others, which translates into word-of-mouth (WoM), has gathered the highest classification. The lowest scores were observed in Portugal as the favourite choice for vacations (2,78). Portugal's domestic tourism market also did not rate favourably the possibility of spending holidays in the country if costs increased (2,83).

In **Table 14** a degree of price elasticity can be observed as the highest percentage of answers revealed to disagree of spending vacations in Portugal if the associated costs increased. The majority of participants do enjoy spending holidays in Portugal despite not being the preferred tourism destination

for 55,7% of them. It is also noticeable that there is a high intention of visit given that the majority (72,9%) plans to spend holidays in Portugal this year and/or the following one.

WoM registers a quite fair value with 95,2% of participants claiming to recommend Portugal as a tourism destination to others. Despite that, globally, this dimension is the one with the lowest rating, some indicators do show potential signs of loyalty from the Portuguese domestic tourism market given that intention to visit and WoM are very important sources of loyalty towards a destination brand.

Table 14.

Ratings for Loyalty related scales

n=483	TD %	D %	N %	A %	TA %	Mean	SD
Enjoy spending holidays in tourism destination	0,8%	8,3%	2,7%	52,0%	36,2%	4.14	0.881
Favourite choice for vacations	7,9%	47,8%	11,6%	24,0%	8,7%	2.78	1.155
Recommend tourism destination to others	0,8%	2,1%	1,9%	42,2%	53,0%	4.45	0.713
Spend holidays in the tourism destination this year and/or the next	4,6%	15,9%	6,6%	40,4%	32,5%	3.80	1.185
Still consider spending holidays in the tourism destination if costs increased	14,7%	34,2%	13,5%	28,8%	8,9%	2.83	1.244

Note: TD = Totally Disagree; D = Disagree; N = No Opinion/Don't know; A = Agree; TA = Totally Agree; SD = Standard Deviation

The five variables form one factor, loyalty, and this component explains 56,817% of the total variance (see **Table 15**). The measures of internal consistency and sampling adequacy demonstrate that loyalty is another valid construct in this CBBE model (Cronbach's Alpha=0,796; KMO=0,824; Barlett's $\chi^2=745,887$; $p<0,001$).

Table 15.

Loyalty variables

Variables	Means	Communalities	Components
			1
Enjoy spending holidays in TD	4,14	0,697	0,835
Favourite choice for vacations	2,78	0,526	0,726
Recommend TD to others	4,45	0,448	0,670

Spend holidays in the TD this year and/or the next	3,80	0,676	0,822
Still consider spending holidays in the TD if costs increased	2,83	0,493	0,702
% Variance extracted	56,817%		

Note: Adapted from Cervova & Vavrova (2021). TD = Tourism Destination

The questionnaire ends with a question related to the loyalty dimension, attempting to measure the frequency of visitation. Respondents were asked about the number of times they had spent vacations in Portugal over the last three years. This question was not placed arbitrarily since frequency of visitation is a key metric of loyalty in the tourism industry. As it can be seen in **Table 16**, 4 times or more was the option that gathered the highest percentage of answers (37,3%). However, the majority of participants (62,6%) did select less than 4 times. Despite being the lowest percentage, it is still interesting to observe that some residents have not spent vacations in Portugal during this period.

Table 16.

Frequency of visitation over the last 3 years

n=483	n	%
0	30	6,2%
1	48	9,9%
2	78	16,1%
3	147	30,4%
4 or >	180	37,3%

A recap of the results for awareness, image, quality, and loyalty is being presented in **Table 17**. According to the coefficients of validity and reliability, correspondingly KMO and Cronbach's Alpha, the four CBBE dimensions can be considered valid. This is illustrated by the KMO values that range between 0,649 and 0,859 suggesting reasonable to good results. This is also buoyed by the Cronbach's Alpha numbers stretching from 0,644 to 0,859 equally demonstrating reasonable to good results.

Table 17.*Synthesis of the model*

Dimensions	Nr of items	Mean	KMO	Total Variance Explained	Cronbach's Alpha
Awareness	4	4,37	0,692	50,687%	0,644
Image	9	4,43	0,863	69,688%	0,802
Seasons	3	4,48	0,645	20,750%	0,614
Outdoors	2	2,90	0,500	16,962%	0,681
Leisure	2	4,11	0,500	16,430%	0,629
Hospitality	2	4,76	0,500	15,546%	0,578
Quality	6	3,73	0,658	74,534%	0,658
Value	2	2,74	0,500	26,842%	0,739
Experience	2	4,65	0,500	24,151%	0,597
Service	2	3,80	0,500	23,540%	0,550
Loyalty	5	3,60	0,796	56,817%	0,824

Now that the four dimensions have been individually analysed it is possible to address the model as a whole. In **Table 18** it can be seen that results exhibit positive and significant correlations of high intensity between CBBE and image ($r=0,814$; $p<0.001$), CBBE and quality ($r=0,797$; $p<0.001$), CBEE and loyalty ($r=0,793$; $p<0.001$) and of moderate intensity between CBBE and awareness ($r=0,626$; $p<0.001$).

The observed relationship between CBBE and image is the one of highest magnitude, which confirms the second research hypothesis (H2). After image, CBBE and quality, CBBE and loyalty, and CBBE and awareness. The results have also demonstrated that dimensions are correlated between them, with loyalty and quality having the most expressive correlation ($r=0,519$; $p<0.001$) and the least expressive one happening between awareness and loyalty ($r=0,344$; $p<0.001$).

Table 18.*Model correlations*

	Awareness	Image	Quality	Loyalty
CBBE	0,626**	0,814**	0,797**	0,793**
Awareness	1	0,487**	0,367**	0,344**
Image	0,487**	1	0,514**	0,487**
Quality	0,367**	0,514**	1	0,519**
Loyalty	0,344**	0,437**	0,519**	1

** Correlation is significant at the 0.01 level (2-tailed)

The multiple linear regression technique using enter method was also performed in the proposed model of CBBETD. No collinearity was observed, and all of its variables have emerged as significant over the dependent variable CBBE. For the proposed model the following assumptions were validated: normal distribution of residuals and constant variance; mean value of residuals equals 0; and inexistence of multicollinearity. According to the chosen measure, this model proved to have a good reliability (Cronbach's Alpha=0,838).

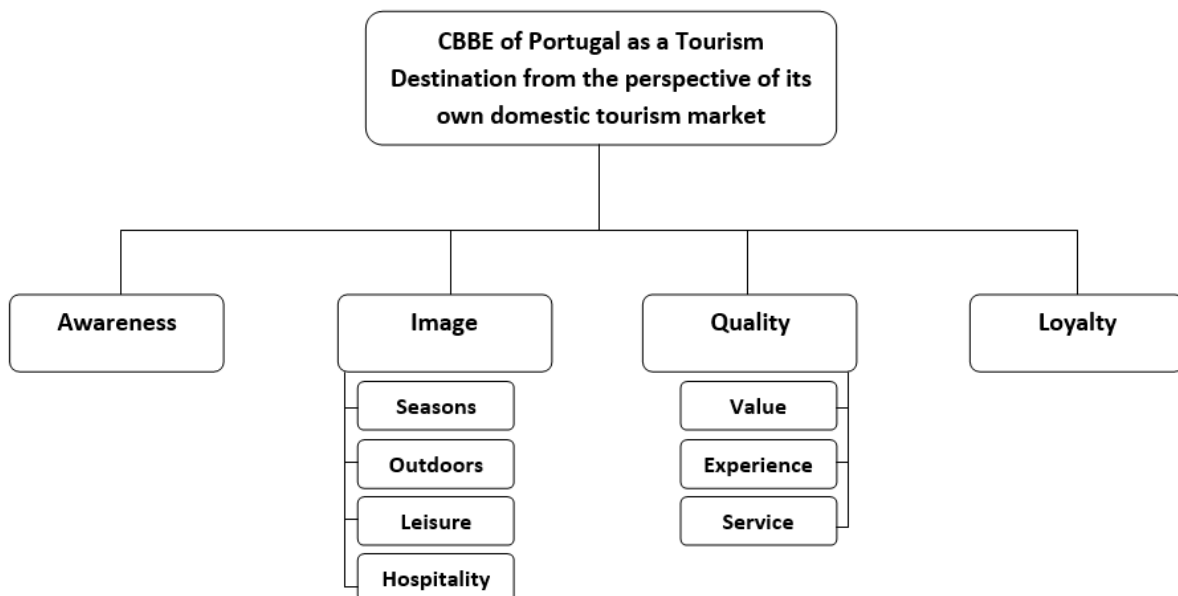
The results disclosed in this chapter answer the research questions and confirm the hypotheses, given that reliability was confirmed as well as positive and significant relations between the dimensions themselves, and of each dimension with CBBE. There was indeed a dimension that was impacting the most the creation of CBBE, and, as hypothesized based on previous results found in the literature, image is the one exerting the most influence over CBBE. It was also confirmed that there is multidimensionality in the model, due to the sub-dimensions that were found in the image and the quality constructs. In this sample, image is created from four factors: seasons, outdoors, leisure and hospitality. In its turn, quality is perceived from value, experience, and service.

6. DISCUSSION AND CONCLUSIONS

The previous chapter confirmed the research hypotheses concerning the suitability of the model, as it is presented in **Figure 2.**, as well as the highest contribution of image for the generation of CBBETD among the Portuguese residents. In theoretical terms, this master dissertation adds value by contributing to the advancement of the recent field of studies that is destination branding. The majority of research that has been conducted to date only takes into account the opinion of the international tourism market. The model proposed by Konecnik & Gartner (2007) has been successfully applied to different destinations with the necessary fitting to their particular characteristics (Ruzzier 2010; Yuwo, Ford & Purwanegara, 2013; Konecnik Ruzzier, Antoncic & Ruzzier, 2014; Huo, 2017; Cervova & Pavlu 2018; Cervova & Vavrova, 2021).

Figure 2.

Validated model of CBBETD



Some authors have recognized the importance of broadening the analysis and suggested that future research should reconduct these assessments but considering the view side of other stakeholders such as the destinations' residents (Cervova & Pavlu, 2018; Cervova & Vavrova, 2021). The present study took the challenge of approaching this gap in the literature, and therefore has contributed for the growth of the destination branding arena. Despite the necessary adjustments of the variables and the uncovering of new sub-dimensions in the constructs of image and quality, the results have shown that, as proposed by Konecnik & Gartner (2007), awareness, image, quality, and loyalty can form the CBBE of yet another destination and under different circumstances. These results not only increase the robustness of the model as they contribute to bridge the gap in the performance measurement of destination brands.

The results of the survey that has been conducted to a sample of Portuguese residents (Portugal's domestic tourism market) have shown that this segment holds a positive image of the tourism destination. Actually, the image dimension was the one that gathered the highest ranking, followed by awareness, quality, and loyalty. Nevertheless, as evidenced by Pike (2002b) the recognition of a destination's appealing attributes does not grant its success. Proof of that can be found in this study's results for the ToMA test where participants have been asked to name the four destinations that come to mind when they think about summer holidays, winter holidays and weekend get-aways.

Despite the positive image yielded by the residents, Portugal's ToMA rank has registered very low scores in the categories of summer and winter holidays. Portugal has been identified not only the highest number of times as well as in the best position in the category of weekend get-aways that represent short-breaks. The destination was not even recalled by the majority of participants in the categories of summer and winter holidays. That is to say that for the longer holiday periods, Portugal as destination has a weak awareness, which is something that should be analysed by the DMO, Turismo de Portugal.

The rate of recognition of the logo that represents Turismo de Portugal was above 70 percent which, despite being a good indicator, does not obliterate the fact that some participants were not familiar at all with this logo, and from the ones who affirmed to be, over 20% have failed to identify the DMO. As mentioned in the introduction, in the summer of 2020, Turismo de Portugal produced a series of advertisements specifically targeting the domestic tourism market. Despite the reach of their campaigns, some participants have not recalled any advertisement for the tourism destination.

There is definitely some room for improvement in the promotion of the tourism destination. It is recommended that Turismo de Portugal revisits their strategy for the internal market to increase their awareness of the country as a touristic destination. The results from this sample have demonstrated that the tourism destination is as a top-of-mind option for short breaks, such as weekend getaways, but more work needs to be done in order for Portugal to be considered in the decision set for a longer period of vacations, typically occurring in the summer or in the winter.

The feedback obtained from the questionnaire is that there is an overall strong appreciation of Portugal's natural landscapes, beaches, gastronomy and its cultural and historical heritage. The vast majority of participants have agreed that Portugal is a good summer destination, despite the fact that it was not promptly recalled by participants when inquired about the destinations that came to mind in that holiday segment. The weakest attributes within the image dimension were the offer of wellness and health resorts, Portugal's nightlife and being a good winter destination. It could be interesting for the tourism stakeholders to understand what the market demand for wellness and health resorts is, and to map the current offer. Portugal has thermal baths and spas, and perhaps more resources could be channelled into their promotion in order to gain more visibility.

As for the holiday preferences, it seems that more can be done to turn the country into an appealing winter destination, so that the revenue streams of the tourism industry are not so impacted by seasonality. Given that the results have proved the determinant role of image in the creation of CBBE, and image is comprising attributes related to seasons, outdoor activities, leisure and hospitality, special attention should be given to this dimension in terms of marketing strategy. In terms of quality, a reluctance to price changes has been identified since that a very significant percentage of the sample disagrees that the prices of tourism services are low, and that these tourism services are good value

for money. As seen before, value is an important assessment of quality, so these results should be analysed in further-depth by the responsible entities. Along with value, the Portuguese domestic tourism market is also measuring quality in terms of experience and services.

The fourth dimension of the CBBE is loyalty, and it is possible to conclude that residents show a strong willing to recommend holidays in Portugal despite the country not being the preferred choice for their vacations. It is also noticeable that residents enjoy spending vacations inside, and not only do they have been doing it over the past three years as they intend to do it this year and/or the next one. A question for the tourism entities to think about is what can be done to make Portugal go from just an enjoyable destination to becoming the favourite one?

Considering the representativity and importance of the internal market, it is hoped that Turismo de Portugal and all the other tourism stakeholders can take the insights that were obtained in this research to understand if there are any adjustments to their marketing strategy to increase the market competitiveness and, consequentially, its growth. Many destinations are likely to tick the boxes that tourists look for which is making it very hard for destinations to be able to differentiate themselves and not be considered substitutable. By identifying the attributes that the market values the most and the least, the ground has been prepared for the implementation of strategies and synergies that can uplift the brand equity and ultimately the brand's performance and points of differentiation.

7. LIMITATIONS AND RECOMMENDATIONS FOR FUTURE WORKS

As every research, the present study also has hindrances. Not being free of limitations can be taken as an opportunity for future research to keep perfecting the underlying basis of the model and narrowing the existent gaps. It has been recalled earlier that the paucity of research on how to effectively measure the efficiency or inefficiency of destination brands is indicative of the need for further research around this problematic. Destination branding itself is a very recent construct so all the investigation around the development of an appropriate measurement scale is still in an early stage.

In this master dissertation four dimensions are being considered, and the variables that allow the measurability of the model have been borrowed from the literature. However, the validity and applicability of the CBBE model for the purpose of evaluating destination brand performance has been successfully proved by different authors and destinations (Konecnik & Gartner, 2007; Pike, 2007; Boo, Bussler & Baloglu, 2009; Pike, 2010; Ruzzier, 2010; Pike, 2013; Yuwo, Ford & Purwanegara, 2013; Pike & Page, 2014; Maumbe, van Wyk & Tourism, 2015; Pike & Bianchi, 2016; Huo, 2017; Pike et al., 2018; Cervova & Vavrova, 2021).

In these studies, each conceptual model was adapted to the characteristics of the destination and, in consonance with it, the authors have considered different dimensions and variables. This is to say that the present work is not all-inclusive, and it is admitted that different dimensions and sub-dimensions could have been considered. As a matter of fact, one of the goals was to instigate more curiosity and research and, as such, the limitations that are being identified in here can easily turn into opportunities for future works.

Revising the scales that are used to measure each dimension would be important as the existing ones create many nuances according to the features of the destination under study. In terms of reliability, a scale that could be more homogenous across different destinations would add robustness to the proposed model. Additionally, the use of adjectives such as beautiful, good, interesting, and etc. is typically not encouraged in scales as it can bias the answers.

It would be very interesting to investigate if and which other models could contribute to explain the development of Portugal's CBBE as a tourism destination. Using the same or testing a different model could also be done in a deeper scale by using other techniques such as Structural Equation Modelling (SEM). This has been done by some authors as a way of enriching their analysis and therefore understanding in further depth how these dimensions are related to each other's and to which extent (Konecnik & Gartner, 2007; Scott & Pike, 2009; Ruzzier, 2010; Pike & Bianchi, 2016; Suta et al., 2019).

The research instrument could have portrayed the Portuguese domestic tourism market in a better and most representative way if it had been conducted through quota sampling. Unfortunately, it was not possible to do so, but it is recognized as an aspect for improvement in order to be closer to the population's (Portuguese residents) characteristics in terms of age and gender. Future research is invited to ameliorate this aspect and, perhaps, doing it on a bigger scale. With this being said it is also acknowledged that the results of the present work only reflect the opinion of a group of residents and for generalisation it would be necessary to test them as it was just described.

8. BIBLIOGRAPHY

- Aaker, D. (1996). Measuring brand equity across products and markets, *California Management Review*, Vol. 38(3),102-120.
- Aaker, D. (1991). *Managing brand equity*. New York, NY: Free Press.
- Aaker, D., Joachimsthaler, E. (2000). The brand relationship spectrum: The key to the brand architecture challenge. *California Management Review*, 42(4), 8-23.
- Acosta Pereira, L., Flôres Limberger, P., da Silva Flore, L. C. (2018). Identificação dos Aspectos Conceituais e Elementos que Constituem o Branding e Destination Branding. *Turismo em Análise*, 29(1).
- Almeyda, M., George, B. (2020). Customer-based brand equity for tourist destinations: a comparison of equities of Puerto Rico and the US Virgin Islands. *Journal of Spatial and Organizational Dynamics*, 8(2), 148-172.
- Almeyda-Ibáñez, M., George, B. P. (2017). The evolution of destination branding: A review of branding literature in tourism. *Journal of Tourism, Heritage & Services Marketing (JTHSM)*, 3(1), 9-17.
- Blain, C., Levy, S. F., Ritchie, J. R. B. (2005). Destination branding: Insights and practices from destination management organizations. *Journal of Travel Research*, 43 (4), 328–338.
- 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.
- Bregoli, I. (2013). Effects of DMO coordination on destination brand identity: a mixed-method study on the city of Edinburgh. *Journal of Travel Research*, 52(2), 212-224.
- Bryman, A., & Cramer, D. (2012). *Quantitative data analysis with IBM SPSS 17, 18 & 19: A guide for social scientists*. Routledge.
- Cai, L. A. (2002). Cooperative branding for rural destinations. *Annals of tourism research*, 29(3), 720-742.
- Cervova, L., Vavrova, J. (2021). Customer-Based Brand Equity for a Tourism Destination: The Case of Croatia. *Economies*, 9(4), 178.
- Cervova, L., & Pavlu, K. (2018). Customer-Based Brand Equity of a Tourism Destination: An Empirical Study of the Liberec Region. *Ad Alta: Journal of Interdisciplinary Research*, 8(2).
- Chekalina, T., Fuchs, M., Lexhagen, M. (2018). Destination brand promise: The core of customer-based brand equity modeling. *Tourism Analysis*, 23(1), 93-107.
- Cobb-Walgren, C. J., Ruble, C. A., Donthu, N. (1995). Brand equity, brand preference, and purchase intent. *Journal of advertising*, 24(3), 25-40.

- Costello, A. B., & Osborne, J. (2005). Best practices in exploratory factor analysis: Four recommendations for getting the most from your analysis. *Practical assessment, research, and evaluation*, 10(1), 7.
- Dias, F., Cardoso, L. (2017). How can brand equity for tourism destinations be used to preview tourists' destination choice? An overview from the top of Tower of Babel. *Tourism & Management Studies*, 13(2), 13-23.
- Echtner, C. M., Ritchie, J. B. (1993). The measurement of destination image: An empirical assessment. *Journal of travel research*, 31(4), 3-13.
- Gallarza, M. G., Saura, I. G., & García, H. C. (2002). Destination image: Towards a conceptual framework. *Annals of tourism research*, 29(1), 56-78.
- Gartner, W. C. (2014). Brand equity in a tourism destination. *Place Branding and Public Diplomacy*, 10(2), 108-116.
- Hanna, S., Rowley, J., Keegan, B. (2021). Place and destination branding: A review and conceptual mapping of the domain. *European Management Review*, 18(2), 105-117.
- Huo, Y. (2017). The management of destination branding: Applying tourist-based brand equity to Utah as a tourist destination. *Journal of Tourism and Hospitality Management*, 5(2), 101-109.
- Im, H. H., Kim, S. S., Elliot, S., Han, H. (2012). Conceptualizing destination brand equity dimensions from a consumer-based brand equity perspective. *Journal of Travel & Tourism Marketing*, 29(4), 385-403.
- INE - Instituto Nacional de Estatística (2020). Estatísticas do Turismo: 2019. Retrieved from https://www.ine.pt/xportal/xmain?xpid=INE&xpgid=ine_publicacoes&PUBLICACOESpub_boui=133574&PUBLICACOESmodo=2
- INE - Instituto Nacional de Estatística (2021). Estatísticas do Turismo: 2020. Retrieved from https://www.ine.pt/xportal/xmain?xpid=INE&xpgid=ine_publicacoes&PUBLICACOESpub_boui=280866098&PUBLICACOESmodo=2
- Keller, K. L. (2020). Leveraging secondary associations to build brand equity: theoretical perspectives and practical applications. *International Journal of Advertising*, 39(4), 448-465.
- Keller, K. L. (2009). Building strong brands in a modern marketing communications environment. *Journal of Marketing Communications*, 15(2-3), 139-155.
- Keller, K. L. (2008). *Strategic Brand Management: Building, Measuring and Managing Brand Equity*, 3rd ed., Ney Jersey: Pearson Education.
- Keller, K. L. (2003). Understanding brands, branding and brand equity. *Interactive marketing*, 5(1), 7-20.
- Keller, K. L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. *Journal of Marketing*, 57, 1-22.

- Keller, K. L. (2020). Leveraging secondary associations to build brand equity: theoretical perspectives and practical applications. *International Journal of Advertising*, 39(4), 448-465.
- Keller, K. L., Lehmann, D. R. (2003). The brand value chain: Optimizing strategic and financial brand performance. *Marketing Management (May/June)*, 26-31.
- Kladou, S., Giannopoulos, A. A., Mavragani, E. (2015). Destination brand equity research from 2001 to 2012. *Tourism analysis*, 20(2), 189-200.
- Kladou, S., Kavaratzis, M., Rigopoulou, I., Salonika, E. (2017). The role of brand elements in destination branding. *Journal of Destination Marketing & Management*, 6(4), 426-435.
- Konecnik Ruzzier, M. (2010). Extending the tourism destination image concept into customer-based brand equity for a tourism destination. *Economic research-Ekonomska istraživanja*, 23(3), 24-42.
- Konecnik Ruzzier, M., Antoncic, B., Ruzzier, M. (2014). Cross-cultural model of customer-based brand equity for a tourism destination. *The IUP Journal of Brand Management*, 11(1), 30-46.
- Konecnik, M. (2006). Croatian-based brand equity for Slovenia as a tourism destination. *Economic and business review for Central and South-Eastern Europe*, 8(1), 83.
- Konecnik, M., & Gartner, W. C. (2007). Customer-based brand equity for a destination. *Annals of tourism research*, 34(2), 400-421.
- Lehmann, D. R., Keller, K. L., Farley, J. U. (2008). The structure of survey-based brand metrics. *Journal of International Marketing*, 16(4), 29-56.
- Maumbe, K., van Wyk, L., Tourism, D. (2015). Destination brand Cape Town & Western Cape: An assessment of consumer-based brand equity (CBBE). *African Journal of Hospitality, Tourism and Leisure*, 4(2), 1-20.
- Milman, A., & Pizam, A. (1995). The role of awareness and familiarity with a destination: The central Florida case. *Journal of travel research*, 33(3), 21-27.
- Morgan, N., & Pritchard, A. (2007). Meeting the destination branding challenge. In *Destination branding* (pp. 73-92). Routledge.
- Oppermann, M. (2000). Tourism destination loyalty. *Journal of travel research*, 39(1), 78-84.
- Pereira, R. L., Correia, A. L., Schutz, R. L. (2012). Destination branding: A critical overview. *Journal of Quality Assurance in Hospitality & Tourism*, 13(2), 81-102.
- Pestana, M., Gageiro, J. (2008). *Análise de Dados para Ciências Sociais. A Complementaridade do SPSS*, 5.ª Edição. Lisboa, Edições Sílabo.
- Pike, S. (2002a). Destination image analysis - a review of 142 papers from 1973 to 2000. *Tourism management*, 23(5), 541-549.
- Pike, S. (2002b). ToMA as a measure of competitive advantage for short break holiday destinations. *Journal of Tourism Studies*, 13(1), 9-19.

- Pike, S. (2013). Measuring a destination's brand equity between 2003 and 2012 using the consumer-based brand equity (CBBE) hierarchy. In *Consumer Psychology of Tourism, Hospitality and Leisure Symposium* (pp. 1-1).
- Pike, S. (2010). Destination branding case study: Tracking brand equity for an emerging destination between 2003 and 2007. *Journal of Hospitality & Tourism Research*, 34(1), 124-139.
- Pike, S. (2009). Destination brand positions of a competitive set of near-home destinations. *Tourism management*, 30(6), 857-866.
- Pike, S. (2007). Consumer-based brand equity for destinations: Practical DMO performance measures. *Journal of Travel & Tourism Marketing*, 22(1), 51-61.
- Pike, S., Bianchi, C. (2016). Destination brand equity for Australia: testing a model of CBBE in short-haul and long-haul markets. *Journal of Hospitality & Tourism Research*, 40(1), 114-134.
- Pike, S., Gentle, J., Kelly, L., & Beatson, A. (2018). Tracking brand positioning for an emerging destination: 2003 to 2015. *Tourism and Hospitality Research*, 18(3), 286-296.
- Pike, S., Page, S. J. (2014). Destination Marketing Organizations and destination marketing: A narrative analysis of the literature. *Tourism management*, 41, 202-227.
- Pordata (n.d.). Travel and tourism account as a % of GDP. Retrieved from <https://www.pordata.pt/en/Portugal/Travel+and+tourism+account+as+a+percentage+of+GDP-2632>
- Qu, H., Kim, L. H., Im, H. H. (2011). A model of destination branding: Integrating the concepts of the branding and destination image. *Tourism management*, 32(3), 465-476.
- Ruiz-Real, J. L., Uribe-Toril, J., Gázquez-Abad, J. C. (2020). Destination branding: Opportunities and new challenges. *Journal of Destination Marketing & Management*, 17, 100453.
- Sartori, A., Mottironi, C., & Corigliano, M. A. (2012). Tourist destination brand equity and internal stakeholders: An empirical research. *Journal of vacation marketing*, 18(4), 327-340.
- Scott, N., Pike, S. (2009). Destination brand equity among the host community-a potential sources of competitive advantage for DMOs: the case of Brisbane, Australia. *Acta Turistica*, 21(2), 160-183.
- Suta, W. P., Abdi, I. N., Hardika, N. S., & Sukayasa, I. K. (2019). Analyzing the Influencing of Cultural Differences on Implementing Consumer Based-Brand Equity: A Tourist Destination Development Strategy. In *International Conference On Applied Science and Technology 2019-Social Sciences Track (iCASTSS 2019)* (pp. 299-303). Atlantis Press.
- Tasci, A. D., Denizci, B. (2009). Destination branding input–output analysis: A method of evaluating productivity. *Tourism Analysis*, 14(1), 65-83.
- UNWTO - United Nations and World Tourism Organization (2010) International Recommendations for Tourism Statistics 2008. Retrieved from https://unstats.un.org/unsd/publication/seriesm/seriesm_83rev1e.pdf

- UNWTO - World Tourism Organization (2020). UNWTO Briefing Note – Tourism and COVID-19, Issue 3. Understanding Domestic Tourism and Seizing its Opportunities. Retrieved from <https://www.e-unwto.org/doi/book/10.18111/9789284422111>
- UNWTO (2021, January 18). 2020: WORST YEAR IN TOURISM HISTORY WITH 1 BILLION FEWER INTERNATIONAL ARRIVALS. <https://www.unwto.org/news/2020-worst-year-in-tourism-history-with-1-billion-fewer-international-arrivals>
- UNWTO (n.d.). 2020: A Year in Review - Covid-19 and Tourism. <https://www.unwto.org/covid-19-and-tourism-2020>
- Wassler, P., Wang, L., Hung, K. (2021). Residents' power and trust: A road to brand ambassadorship?. *Journal of Destination Marketing & Management*, 19, 100550.
- Wong, P. P., Teoh, K. (2015). The influence of destination competitiveness on customer-based brand equity. *Journal of Destination Marketing & Management*, 4(4), 206-212.
- WTTC - World Travel and Tourism Council (2021a). Global Economic Impact Trends 2021. Retrieved from <https://wttc.org/Portals/0/Documents/Reports/2021/Global%20Economic%20Impact%20and%20Trends%202021.pdf?ver=2021-07-01-114957-177>
- WTTC - World Travel and Tourism Council (2021b). Economic Impact Reports. Portugal 2021 Annual Research: Key Highlights. Retrieved from <https://wttc.org/Research/Economic-Impact>
- Yang, Y., Liu, X., & Li, J. (2015). How customer experience affects the customer-based brand equity for tourism destinations. *Journal of Travel & Tourism Marketing*, 32, S97-S113.
- Yoo, B., & Donthu, N. (2001). Developing and validating a multidimensional consumer-based brand equity scale. *Journal of business research*, 52(1), 1-14.
- Yuwo, H., Ford, J. B., Purwanegara, M. S. (2013). Customer-based brand equity for a tourism destination (CBBETD): The specific case of Bandung City, Indonesia. *Organizations and markets in Emerging Economies*, 4(1), 8-22.

9. APPENDIX A.

SURVEY QUESTIONNAIRE

Consentimento Informado

Caro(a) participante,

O presente estudo está a ser realizado no âmbito da dissertação para conclusão do Mestrado em Gestão de Informação com Especialização em Marketing Intelligence, na Universidade NOVA IMS. Este questionário levará cerca de 5 minutos a completar, tendo como propósito a identificação de comportamentos e preferências relativamente a destinos turísticos.

O inquérito apenas deverá ser preenchido por residentes em Portugal, com idade igual ou superior a 18 anos. Para a finalidade descrita, entende-se por residente qualquer pessoa que resida de forma legal, em território nacional, há mais de 5 anos.

Todos os dados serão recolhidos e tratados de forma anónima e confidencial, exclusivamente para fins académicos. Quaisquer questões ou observações relativamente a este estudo poderão ser comunicadas para o email m20200287@novaims.unl.pt, e serão respondidas com a maior brevidade possível.

Desde já, expresso o meu enorme agradecimento pela sua participação.

Consentimento Informado

Declaro que tenho idade igual ou superior a 18 anos, e que concordo em participar neste estudo. Declaro ainda que compreendi os objetivos deste questionário, e que a minha participação é voluntária, sendo que poderei desistir a qualquer momento sem penalização. Todos os dados recolhidos serão tratados de forma anónima e confidencial.

☐ Concordo

☐ Não Concordo

1. Reside em território nacional?

Entende-se por residente qualquer pessoa que resida de forma legal, em território nacional, há mais de 5 anos.

☐ Sim

☐ Não

2. Género

☐ Feminino

☐ Masculino

☐ Prefiro não revelar

3. Idade

☐ 18-24

☐ 25-44

☐ 45-64

☐ 65 ou >

4. Quais são os 4 destinos turísticos (países) que surgem na sua mente quando pensa em férias de verão?

5. Quais são os 4 destinos turísticos (países) que surgem na sua mente quando pensa em férias de inverno?

6. Quais são os 4 destinos turísticos (países) que surgem na sua mente quando pensa numa escapadinha de fim-de-semana?

7. Qual o seu grau de familiaridade com este logotipo?



Nada familiar (1)	Pouco familiar (2)	Não sei (3)	Familiar (4)	Muito familiar (5)
-------------------	--------------------	-------------	--------------	--------------------

8. Poderá, por favor, identificar a entidade a que associa o logotipo anterior?

9. Identifique, por favor, o grau com que concorda ou discorda das seguintes afirmações:

	Discordo totalmente (1)	Discordo (2)	Sem opinião/ Não sei (3)	Concordo (4)	Concordo totalmente (5)
9.1. Portugal é um destino turístico popular					
9.2. Portugal é um destino turístico com boa reputação					
9.3. Consigo imaginar como será passar férias em Portugal					
9.4. Recordo-me de ver alguma publicidade apelando a que visite ou passe férias em Portugal					

10. Identifique, por favor, o grau com que concorda ou discorda das seguintes afirmações:

	Discordo totalmente (1)	Discordo (2)	Sem opinião/ Não sei (3)	Concordo (4)	Concordo totalmente (5)
10.1. Portugal tem belas paisagens naturais					
10.2. Portugal tem belas cidades e vilas					

10.3. Portugal tem boas praias					
10.4. Portugal tem atrações culturais interessantes					
10.5. Portugal tem atrações históricas interessantes					
10.6. Portugal tem oportunidades para turismo de aventura					
10.7. Portugal tem oportunidades para desportos e atividades aquáticas					
10.8. Portugal tem uma boa oferta de resorts de saúde e bem- estar					
10.9. Portugal oferece uma boa vida noturna					
10.10. Portugal é um país hospitaleiro					
10.11. Portugal tem uma boa oferta gastronómica					

10.12. Portugal é um bom destino de Verão					
10.13. Portugal é um bom destino de Inverno					

11. Identifique, por favor, o grau com que concorda ou discorda das seguintes afirmações:

	Discordo totalmente (1)	Discordo (2)	Sem opinião/ Não sei (3)	Concordo (4)	Concordo totalmente (5)
11.1. Passar férias em Portugal tem uma boa relação custo/qualidade					
11.2. Portugal é um destino seguro					
11.3. Portugal tem um alto nível de oferta gastronómica					
11.4. Portugal tem um alto nível de qualidade de oferta em alojamento					
11.5. Portugal tem uma oferta turística superior a outros destinos Europeus					

11.6. O preço dos serviços de turismo em Portugal é baixo					
---	--	--	--	--	--

12. Identifique, por favor, o grau com que concorda ou discorda das seguintes afirmações:

	Discordo totalmente (1)	Discordo (2)	Sem opinião/ Não sei (3)	Concordo (4)	Concordo totalmente (5)
12.1. Eu gosto de passar férias em Portugal					
12.2. Portugal é o meu destino preferido para férias					
12.3. Recomendaria Portugal como destino turístico a outras pessoas					
12.4. Planeio passar férias em Portugal este ano ou no próximo					
12.5. Ainda consideraria passar férias em Portugal caso os custos aumentassem					
12.6. O preço dos serviços de turismo em Portugal é baixo					

13. Quantas vezes passou férias em Portugal nos últimos 3 anos?

☐ 1 vez

☐ 4 ou mais vezes

☐ 2 vezes

☐ Não passei férias em Portugal

☐ 3 vezes

10.ANNEXES

A. AWARENESS

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.692
Bartlett's Test of Sphericity	Approx. Chi-Square	301.039
	df	6
	Sig.	<.001

Communalities

	Initial	Extraction
Destino turístico popular	1.000	.582
Destino turístico com boa reputação	1.000	.636
Imaginar como será passar férias	1.000	.448
Publicidade visite ou passe férias	1.000	.362

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.027	50.687	50.687	2.027	50.687	50.687
2	.799	19.969	70.656			
3	.708	17.703	88.359			
4	.466	11.641	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component 1
Destino turístico com boa reputação	.797
Destino turístico popular	.763
Imaginar como será passar férias	.669
Publicidade visite ou passe férias	.601

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Reliability Statistics

Cronbach's Alpha	N of Items
.644	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Destino turístico popular	13.07	2.211	.475	.546
Destino turístico com boa reputação	13.13	2.196	.522	.521
Imaginar como será passar férias	12.98	2.309	.410	.587
Publicidade visite ou passe férias	13.31	1.831	.358	.664

B. IMAGE

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.863
Bartlett's Test of Sphericity	Approx. Chi-Square	1050.390
	df	36
	Sig.	<.001

Communalities

	Initial	Extraction
Boas praias	1.000	.692
Oportunidades para turismo de aventura	1.000	.784
Oportunidades para desportos e atividades aquáticas	1.000	.690
Boa oferta de resorts de saúde e bem-estar	1.000	.757
Boa vida noturna	1.000	.750
País hospitaleiro	1.000	.801
Boa oferta gastronómica	1.000	.689
Bom destino de Verão	1.000	.623
Bom destino de Inverno	1.000	.486

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.645	40.503	40.503	3.645	40.503	40.503	1.868	20.750	20.750
2	.981	10.896	51.399	.981	10.896	51.399	1.527	16.962	37.712
3	.867	9.639	61.038	.867	9.639	61.038	1.479	16.430	54.142
4	.779	8.650	69.688	.779	8.650	69.688	1.399	15.546	69.688
5	.682	7.580	77.268						
6	.565	6.278	83.546						
7	.530	5.889	89.435						
8	.501	5.562	94.996						
9	.450	5.004	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component			
	1	2	3	4
Boas praias	.772	.265	.160	-.013
Bom destino de Verão	.723	.178	.122	.231
Bom destino de Inverno	.636	.125	.141	.215
Oportunidades para turismo de aventura	.208	.845	.118	.113
Oportunidades para desportos e atividades aquáticas	.271	.721	.272	.149
Boa oferta de resorts de saúde e bem-estar	.165	.261	.813	-.011
Boa vida noturna	.181	.089	.795	.279
País hospitaleiro	.065	.310	.093	.832
Boa oferta gastronómica	.404	-.055	.171	.702

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Reliability Statistics

Cronbach's Alpha	N of Items
.802	9

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Boas praias	35.20	12.665	.539	.781
Oportunidades para turismo de aventura	35.61	11.682	.521	.778
Oportunidades para desportos e atividades aquáticas	35.52	11.445	.591	.769
Boa oferta de resorts de saúde e bem-estar	35.87	11.320	.487	.786
Boa vida noturna	35.73	11.548	.524	.778
País hospitaleiro	35.24	12.742	.450	.788
Boa oferta gastronómica	35.06	13.335	.462	.791
Bom destino de Verão	35.27	12.207	.540	.778
Bom destino de Inverno	35.80	11.145	.469	.791

C. QUALITY

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.649
Bartlett's Test of Sphericity	Approx. Chi-Square	549.463
	df	15
	Sig.	<.001

Communalities

	Initial	Extraction
Boa relação custo/qualidade	1.000	.786
Destino seguro	1.000	.781
Alto nível de oferta gastronómica	1.000	.690
Alto nível de qualidade de oferta em alojamento	1.000	.710
Oferta turística superior a outros destinos Europeus	1.000	.710
Preço dos serviços de turismo é baixo	1.000	.796

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.288	38.142	38.142	2.288	38.142	38.142	1.611	26.842	26.842
2	1.363	22.712	60.854	1.363	22.712	60.854	1.449	24.151	50.993
3	.821	13.680	74.534	.821	13.680	74.534	1.412	23.540	74.534
4	.644	10.737	85.271						
5	.493	8.216	93.487						
6	.391	6.513	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component		
	1	2	3
Preço dos serviços de turismo é baixo	.890	-.007	.065
Boa relação custo/qualidade	.856	.116	.198
Destino seguro	.125	.875	.017
Alto nível de oferta gastronómica	-.033	.758	.339
Oferta turística superior a outros destinos Europeus	.262	.019	.801

Alto nível de qualidade de oferta em alojamento	.022	.310	.783
---	------	------	------

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Reliability Statistics

Cronbach's Alpha	N of Items
.658	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Boa relação custo/qualidade	19.22	6.134	.530	.557
Destino seguro	17.81	9.485	.295	.648
Alto nível de oferta gastronómica	17.66	9.508	.324	.643
Alto nível de qualidade de oferta em alojamento	18.12	8.464	.402	.614
Oferta turística superior a outros destinos Europeus	19.04	7.218	.436	.598
Preço dos serviços de turismo é baixo	20.06	7.308	.412	.609

D. LOYALTY

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.824
Bartlett's Test of Sphericity	Approx. Chi-Square	745.887
	df	10
	Sig.	<.001

Communalities

	Initial	Extraction
Gosto de passar férias em Portugal	1.000	.697
Destino preferido para férias	1.000	.526
Recomendaria Portugal como destino turístico	1.000	.448
Férias em Portugal este ano ou no próximo	1.000	.676
Férias em Portugal caso os custos aumentassem	1.000	.493

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.841	56.817	56.817	2.841	56.817	56.817
2	.732	14.634	71.451			
3	.583	11.668	83.119			
4	.486	9.713	92.832			
5	.358	7.168	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component 1
Gosto de passar férias em Portugal	.835
Férias em Portugal este ano ou no próximo	.822
Destino preferido para férias	.726
Férias em Portugal caso os custos aumentassem	.702
Recomendaria Portugal como destino turístico	.670

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Reliability Statistics

Cronbach's Alpha	N of Items
.796	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Gosto de passar férias em Portugal	13.86	10.612	.689	.731
Destino preferido para férias	15.22	9.888	.567	.762
Recomendaria Portugal como destino turístico	13.56	12.380	.489	.788
Férias em Portugal este ano ou no próximo	14.20	9.114	.675	.724
Férias em Portugal caso os custos aumentassem	15.17	9.603	.544	.775

E. CBBE

Reliability Statistics

Cronbach's Alpha	N of Items
.838	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Awareness	15.8397	3.424	.508	.838
Image	15.7788	3.304	.653	.809
Loyalty	16.6130	2.384	.622	.847
Quality	16.4832	2.966	.655	.801
CBBETD	16.1388	2.915	.993	.734

Correlations^b

		Awareness	Image	Loyalty	Quality	CBBETD
Awareness	Pearson Correlation	1	.487**	.344**	.367**	.626**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001
Image	Pearson Correlation	.487**	1	.437**	.514**	.814**
	Sig. (2-tailed)	<.001		<.001	<.001	<.001
Loyalty	Pearson Correlation	.344**	.437**	1	.519**	.793**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001
Quality	Pearson Correlation	.367**	.514**	.519**	1	.797**
	Sig. (2-tailed)	<.001	<.001	<.001		<.001
CBBETD	Pearson Correlation	.626**	.814**	.793**	.797**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	

** . Correlation is significant at the 0.01 level (2-tailed).

b. Listwise N=483

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	1.000 ^a	1.000	1.000	.00000	.992

a. Predictors: (Constant), Quality, Awareness, Loyalty, Image

b. Dependent Variable: CBBETD

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1.332E-15	.000		.	.		
	Awareness	.167	.000	.184	.	.	.734	1.362
	Image	.375	.000	.385	.	.	.614	1.629
	Loyalty	.208	.000	.391	.	.	.682	1.467
	Quality	.250	.000	.328	.	.	.622	1.609

a. Dependent Variable: CBBETD