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DEVELOPMENT OF A BRAND AND IMPLEMENTATION OF A PROMOTIONAL
CAMPAIGN FOR THE PRODUCTS OF *RIA DE AVEIRO*
FOCUS ON BRAND IDENTITY AND BRAND POSITIONING

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Between June and December of 2012 I did an internship at Jervis Pereira, a communication and marketing consulting company. In May 2012, Jervis had been hired by *Comunidade Intermunicipal da Região de Aveiro* to respond to the following briefing: “develop and implement a promotional campaign for the products of *Ria de Aveiro*”. As this project fit my interest for Maritime Business, my field of study during the Masters program, and as I participated as an intern in all the steps of the project, I decided, in accordance with my advisor Professor Catherine da Silveira, to focus my Masters Thesis, and this Work Project Report, on the development of the new brand “*Ria de Aveiro*” and its respective brand identity, brand positioning and brand elements.

Keywords:

Ria de Aveiro, Fishery Industry, Brand Identity, Brand Positioning, Brand Elements

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1. INTRODUCTION AND OBJECTIVES OF THE PROJECT

In the year 2012 I did an internship at Jervis Pereira, a marketing and communication consulting company. When I joined Jervis I already knew what would be my function once it was previously agreed between me, the company and Nova School of Business and Economics. Jervis was hired, in May 2012, by *Comunidade Intermunicipal da Região de Aveiro* (CIRA) for the development of a promotional campaign for the products of the region and I would work as a marketing consultant for this project.

CIRA is a public association with territorial purposes that aligns the interests of the eleven municipalities that belong to *Baixo Vouga*: *Águeda, Albergaria-a-Velha, Anadia, Aveiro, Estarreja, Ílhavo, Murtosa, Oliveira do Bairro, Ovar, Sever do Vouga* and *Vagos*. The main objective of CIRA is to increase economic and social welfare of those municipalities, by betting on the several potentials of the region. Two examples of its potential are the extensive coast and the *Ria de Aveiro*, a coastal inlet covering approximately 75 km² that bathes five of the eleven municipalities.

One of the most important projects that CIRA scheduled for 2012 was the one for which Jervis was hired. The briefing provided by CIRA was to “develop and implement a promotional campaign for the products of *Ria de Aveiro*”. The main objectives of this project were: to increase awareness of the region by developing an image that would promote its products and services; and to enhance the quality and sustainability of the region in the industries of fish, aquaculture and salt. The most important aim of this work was that CIRA wanted the creation of a label that could be used by the products of the region in order to identify their origin. When Jervis received this briefing, it was immediately understood that to achieve the objectives, a broader marketing plan would

be necessary; for the creation of this plan, it would be necessary to have a brand; and for the development of the brand, it would be necessary to have a brand identity and a brand positioning. Meanwhile another entity, *Turismo do Centro de Portugal*, was starting to develop, at the same time as CIRA, a promotional campaign for the touristic products of the region. Given this, in June 2012, two different brands were going to be created for *Ria de Aveiro*: one for products resulting from activities such as fisheries, aquaculture or salt; and another for touristic products as a whole. According to the basic rules of branding, what CIRA and *Turismo do Centro* were going to develop, separately, was a tremendous mistake because regional branding should be strategic, approached with a long-term view (Baker, 2012) and with specific guidelines to ensure that there is indeed only one brand forming a solid and coherent entity (Kapferer, 2008).

Despite the fact that the objectives of the two campaigns were different, my advisor Professor Catherine insisted on the importance of having only one brand, which was already a solution thought by Jervis. This brand would be associated to a single identity that would then have two different positioning approaches – one for fisheries and another for tourism. Taking this into account, Jervis explained to CIRA the importance of working aligned with *Turismo do Centro* and having one brand for the entire region. They understood our point of view and their final decision was to have one brand associated to one identity with two different positioning statements. Given this, the first step was to create a brand: Jervis would create one, *Turismo do Centro* would create another, and one of them would be chosen as the brand for *Ria de Aveiro*. On the first meeting I had with my advisor, we concluded that, although my internship would cover different tasks and activities, I should focus the development of this thesis on the creation of the brand identity for *Ria de Aveiro* and on the brand positioning of

fisheries' products, as a pre-condition for the creation of a new brand. As we were in a kind of contest for the choice of the brand, the importance of my work increased once we would need to have a very strong identity in order to create the most appealing brand for *Ria de Aveiro*.

2. CONTEXT: THE REGION IN FISH, AQUACULTURE AND SALT INDUSTRIES

In order to develop a brand identity and positioning, it is necessary to conduct an analysis of fish, aquaculture and salt sectors in the World, Portugal and *Aveiro*, in order to gain a strong understanding of the market environment and all the potential competitors. This chapter summarizes the conclusions of the analysis conducted.

2.1. THE SITUATION IN THE WORLD AND IN PORTUGAL

World. Worldwide, global demand and prices (as may be seen in Appendix 1) in the fish industry have been growing and products resulting from fisheries or aquaculture are the ones with highest growth in terms of trade in the market of consumer goods; the fish market is becoming less focused on regional production and consumption, despite the fact that countries with bigger Exclusive Economic Zones (i.e., the maritime area prescribed by the United Nations to a given country) are the ones with higher market shares. Besides that, consumption per capita is expected to grow globally, once fish is recognized as one of the healthiest products for the human being diet¹. In conclusion, the cluster of the sea, especially in fisheries, is an important cluster for the future.

Portugal. In Portugal, the situation is similar to what is seen in other developed countries: the fleet is short and obsolete; the number of fishermen has been decreasing

¹ United Nations, 2010, *World Review of Fisheries and Aquaculture*, USA

(Appendix 2) and the contribution of fisheries and aquaculture to the Gross Domestic Product is less than 1%². In what concerns consumption, as it is shown in Appendix 3, Portugal presents the highest consumption per capita of the European Union³ but internal production is not sufficient to assure demand, whereby imports have been increasing⁴. Despite these negative trends, Portugal has huge potential: the project of enlargement of its Exclusive Economic Zone to 4.000.000 km² (currently is 1.850.000 km² as may be seen in Appendix 4) will provide a geostrategic and economic comparative advantage that will allow the development of new activities. Furthermore, according to the Portuguese Minister of the Sea in 2012, the government is betting on the use of the sea as a differentiating factor and is assuming it as a strategic priority⁵. The good environmental performance of the country has already deserved international recognition once Portugal tends to operate in a sustainable way, despite the fact that overfishing is a huge barrier for sustainability among European member-states⁶. In what concerns aquaculture, there are conditions for the development of new aquaculture techniques that may allow for more competitive costs and adequate volumes for the needs of the markets⁷. In what concerns salt, its production has been losing importance due to increasing costs, new technologies and conversion of salt pans into aquaculture farms. Nevertheless, the international projection of traditional salt and some specific products (i.e. flower of salt) has been increasing, contributing to the revitalization of Portuguese salt pans⁸. In conclusion, Portugal has great potential exploiting different aspects of the cluster of the sea but it must take into account the need for quality, sustainability and differentiation.

² Instituto Nacional de Estatística, 2011, *Estatísticas das Pescas 2010*, Portugal

³ European Union Commission, 2008, *The Common Fisheries Policy*, Belgium

⁴ Docapesca, 2012, *A Valorização do Pescado em Portugal*, Portugal

⁵ Assunção Cristas, Portuguese Minister of Agriculture, Sea, Environment and Land Management, *Cluster do Mar*, 1st Edition, 2012

⁶ Boas Notícias Online, *UE confirma sustentabilidade da pesca portuguesa - 9 de Julho de 2012*, Portugal

⁷ Direcção-Geral das Pescas e Aquicultura, 2007, *Programa Operacional Pesca 2007-2013*, Portugal

⁸ COTEC Portugal, 2012, *Blue Growth for Portugal*, Portugal

2.2. THE SITUATION IN THE REGION OF AVEIRO

The region of *Aveiro* has about 714.000 residents while the region affected by the *Ria* has 430.000. The majority (56%) of the population is between 25 and 64 years old but the ageing index is superior to the Portuguese average. 3,4% of the Gross Domestic Product of the country emerges from the region here in study⁹.

According to the President of CIRA, “the *Comunidade Intermunicipal da Região de Aveiro* and Portuguese Municipalities have had an important paper in the economy of the sea, and bet in being a part of a future where the sea has a more relevant role, generating wealth and employment, as a Competitiveness and Internationalization Center”¹⁰. The region of *Aveiro* had, in 2010, the highest number of registered fishermen in the entire *Centro* region (1.496), of which 48% of in-land non-marine waters and the others from maritime waters⁹. In 2009 fish catches represented almost 18 million euros, value only overcome by *Peniche*, in the *Centro* region. Marine fishes and molluscs are the products with higher economic value in the region. Economically speaking, horse mackerel, sardine, bass, octopus and cuttlefish are the species generating higher profits⁹. But the distinctive factors of the region, according to a conversation with José Ribau Esteves, President of CIRA, are the eel and the codfish - directly linked to the industry and gastronomy of the region. *Bivalves* are also a mark of the region although some, such as oysters, are intended almost exclusively for exportations. Aquaculture has an increasing role in the region, which may be perceived by the growing number of existent companies. Those companies are betting on the *Ria* for the development of new techniques, such as the production of seaweed or

⁹ Instituto Nacional de Estatística, 2011, *Anuário Estatístico da Região Centro 2010*, Portugal

¹⁰ José Ribau Esteves, Mayor of Ílhavo, President of *Comunidade Intermunicipal da Região de Aveiro* and member of the *Associação Oceano XXI* direction, *Cluster do Mar*, 1st Edition, 2012, Portugal

derivatives¹¹, that need a mix of marine with non-marine water. On the other hand, the industry of salt in the region is facing the same problems as the ones previously pointed for Portugal, but as *Aveiro* is using salt for touristic purposes (i.e. opening of salt pans to the public), the visibility of this product has been increasing.

One of the steps taken by Jervis during the auditing process was a visit to *Aveiro*, which included meetings with local entrepreneurs and with people in charge of different entities. This visit made us understand the image that residents have and the attributes that the *Ria* has. The dynamic and life quality of the region tend to fix resident populations and to attract new inhabitants; culture and local history have an important role and create a feeling of belonging; and the variety of products existent is tremendous and proudly boasted by the local population. According to the perceptions transmitted we were also able to understand that the unique characteristics of the *Ria*, and its social relevance, potentiate the creation of a brand linked to the thematic of the sea, which will allow economic and touristic development in the entire region of *Aveiro*.

3. PROJECT

3.1. EXPLORATORY ASSESSMENT OF BRAND AWARENESS AND BRAND IMAGE

Before starting the development of the work, we conducted a research on brand awareness and brand image in order to understand how *Ria de Aveiro* is currently perceived by non-residents. This was important because, depending on the current brand image that non-residents have, we would need to develop a brand identity reflecting what we want the brand to be; therefore we would define brand positioning in order to

¹¹ COTEC Portugal, 2012, *Blue Growth for Portugal*, Portugal

determine what we would like consumers to know about the brand and, finally, we would be able to provide the brand elements to the consumer. These brand elements, along with the marketing and communication campaigns, would, now, create a different perception from the beginning in the minds of consumers. The methodology used for the exploratory assessment was to ask, by e-mail, four questions to 60 persons, non-residents of *Aveiro* and whose profile is described in Table 1. We tried to test spontaneous brand awareness by asking open questions that respondents were supposed to answer, without any help, by giving their associations to *Aveiro*.

Table 1 - Profile of Respondents to the Exploratory Assessment of Awareness and Brand Image

Sample		
	Portugal	Spain
Occupation	Students = 36%	Students = 30%
	Graduates/Seniors = 64%	Workers = 70%
Age	18 - 24 = 36%	18 - 24 = 30%
	30 - 39 = 10%	30 - 39 = 0%
	40 - 49 = 20%	40 - 49 = 20%
	50 - 59 = 30%	50 - 59 = 50%
	60 - 69 = 4%	60 - 69 = 0%
Total Answers	50	10

The questions and the most common and relevant answers are shown in Table 2. According to the results obtained, there are two main findings that must be pointed: there is lack of awareness about *Aveiro* and there is lack of information about what *Aveiro* really has to offer. The first finding reflects that a considerable number of respondents do not know much about *Aveiro*, while the second one concludes that non-residents recognize the value of the *Ria* for *Aveiro*, know that there exists a typical boat – the *moliceiro*, understand the importance of the university and recognize that the region has good gastronomy, mainly fish and pastry (the typical *ovos moles* were referred a significant number of times).

Table 2 - Main Results of the Exploratory Assessment of Awareness and Brand Image

Main Results					
	Portugal			Spain	
Do you know <i>Aveiro</i> ?	Yes = 66%	"More or less" = 10%	No = 24%	Yes = 10%	No = 90%
What do you associate with <i>Aveiro</i> ?	<i>Ria, Costa Nova, moliceiro</i> , gastronomy (<i>ovos moles</i> , fish), university			Landscapes, heritage, villas and gastronomy	
In your opinion, what does compete with <i>Aveiro</i> ?	Cities on the Atlantic coast: <i>Viana do Castelo, Espinho, Figueira da Foz, Peniche, Algarve</i> ; and typical portuguese cities: <i>Braga, Guimarães, Porto, Coimbra, Leiria, Lisboa</i>			Spanish Regions (<i>Extremadura, Castilla La Mancha, Castilla y León...</i>), <i>Algarve</i>	
What are your motivations to visit <i>Aveiro</i> ?	Vacations, Tourism and Leisure			Calmness	

Given the main conclusions of the exploratory assessment, it became clear that Jervis would have an important work for the achievement of *Turismo do Centro* and CIRA's objectives. The brand that would be created should reflect the reality of the region to the rest of the country and internationally. The identity and positioning to create should encompass a realistic image with the aspirations that we would choose for the brand.

3.2. DEVELOPMENT OF BRAND IDENTITY AND BRAND POSITIONING

3.2.1. Literature Review

According to what was agreed between me and Prof. Catherine da Silveira, I developed my work taking into account some literature in the field of place branding; as well as the literature of two important authors in the area of brand management, Jean-Noël Kapferer (2008) and Kevin Keller (2011), who provided important theory concerning brand identity and brand positioning, respectively.

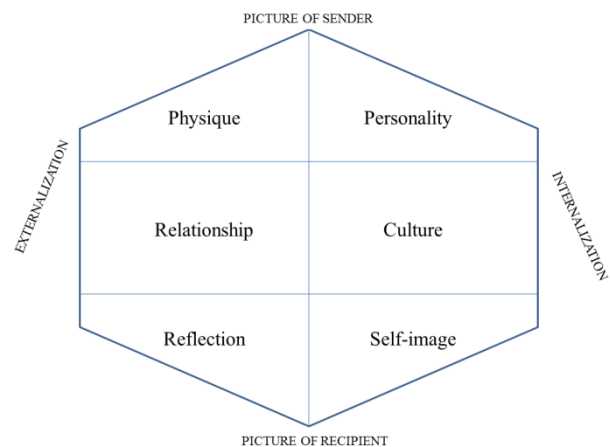
Place Branding. A place brand is the totality of thoughts, feelings and expectations that people hold about a location. Place branding provides a framework and toolkit for differentiating, focusing and organizing around the location's competitive and distinctive identity (Baker, 2012). The process of creating a place branding identity

should be carefully structured: a “successful place brand requires a distinctive brand essence or DNA on which the positioning and brand platform can be based. This allows various sub-brands to be customized for tourism, investments ...” (Baker, 2012, p. 50).

Brand Identity. A brand is the managers’ vision that drives the creation of products and services under that name. That vision, the key belief of the brands and its core values are called brand identity (Kapferer, 2008) that is a concept able to specify the brand’s meaning, aim and self-image on the sender’s side while the image of the brand is on the receiver’s side. A tool that allows communicating identity is the Brand Identity Prism (Kapferer, 2008), developed by Kapferer and represented in Picture 1.

Picture 1 - Brand Identity Prism (Kapferer, 2008)

The Prism is divided in internalization, which corresponds to the interior thoughts of the ones involve, and externalization, which are the facets visible to everybody. As shown in Picture 1, the Prism is also divided in Picture of the Sender, corresponding to Physique and Personality



facets, and Picture of the Recipient, corresponding to Self-image and Reflection. Physique allows the identification of the most salient specificities and qualities of the brand (Kapferer, 2008) while the facet Personality enhances the brand’s character. Self-image is “the target’s own internal mirror” (Kapferer, 2008, p. 162) while Reflection corresponds to the ideal image of the target. Between Picture of Sender and Picture of Recipient it is possible to build a Relationship, which is the counterpart given by the brand to its consumers. To conclude the Brand Identity Prism, a brand is also a certain culture and Culture is the most important facet of brand identity (Kapferer, 2008).

Brand Positioning. According to what is described by Keller, “positioning involves identifying and establishing points of parity and points of difference to create the proper brand image” (Keller et al., 2011, p. 103). “Brand positioning is the act of designing the company’s offer and image so that it occupies a distinct and valued place in the target customer’s mind. (...) It is all about identifying the optimal location of a brand and its competitors in the minds of consumers to maximize potential benefit to the firm” (Keller et al., 2011, p. 104). According to Keller’s customer-based brand equity model, positioning a brand requires to determine: target consumers, main competitors and how the brand should be similar and different from those competitors (Keller et al., 2011). According to Kapferer, positioning a brand means emphasizing the distinctive dimensions of the identity that make it different from its competitors and appealing to the public (Kapferer, 2008).

Brand Elements. All the visible parts of a brand, such as the name, the signature or the logo, correspond to the brand elements. The name of a place may be considered as the most powerful part of its identity (Baker, 2012); a good signature provides a platform from which the place’s image can be further amplified (Kotler et al., 1993); and the logo “serves to symbolize brand identity through a visual figure other than the brand name” (Kapferer, 2008, p. 168).

The reason why we focus on the literature review on Keller’s model of positioning deals with the fact that in the case of *Ria de Aveiro*, it is very important to study the competition deeper. With the combination of Kapferer and Keller’s ideas we were able to develop the appropriate identity and positioning that will now be described.

3.2.2. Brand Identity

As it was already explained, the *Ria* is a unique ecosystem affecting the entire socioeconomic context of *Aveiro*. In order to find characteristic elements and differentiator factors for the region, we identified some of the most relevant products (Table 3) that should be involved in the development of the identity of the brand and will be important for the communication campaign.

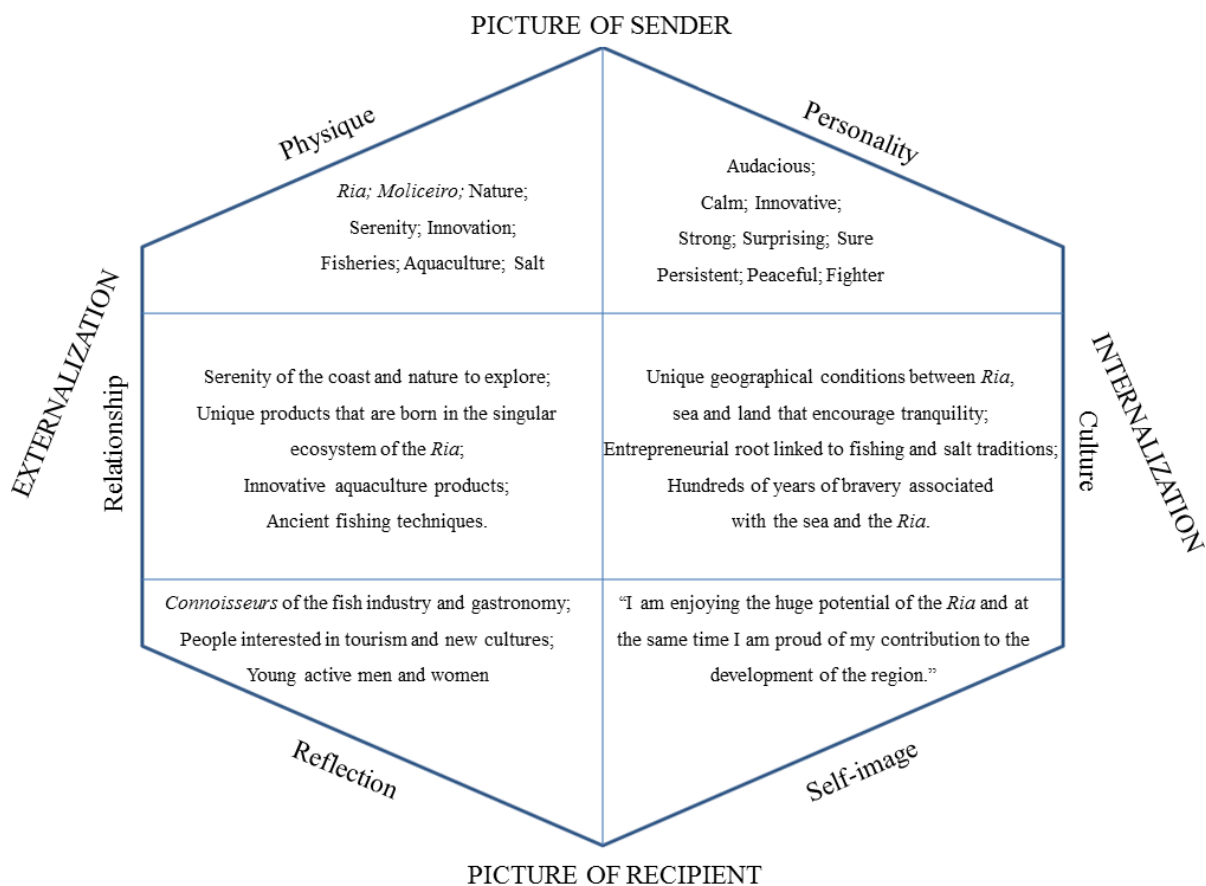
Table 3 - Main Differentiator Products in *Ria de Aveiro*

	<i>Ria de Aveiro</i>
Boat	<i>Moliceiro</i>
Beach	<i>Costa Nova, São Jacinto, Vagueira</i>
Nature	<i>São Jacinto Dunes Park</i>
Fisheries	Horse Mackerel, Sardine, Bass, Gilt-head Bream, Octopus and Cuttlefish, Eel, Codfish, Shellfish
Gastronomy	Eels, Codfish, Shellfish, Fish, Lamprey, <i>Ovos Moles</i>
Aquaculture	Oysters, Fish, Shellfish
Salt	Salt, Flower of Salt, Samphire, <i>Sal do Sol</i>
Tangible Heritage	<i>Art Nouveau, Baroque, Palheiros at Costa Nova</i>
Intangible Heritage	<i>Arte Xávega</i>
Culture	<i>Museu Municipal de Ílhavo</i>
Sports	Nautical
Innovation	<i>Aveiro University</i>
Business	Vista Alegre, Pascoal
Tours	Bicycle Paths, Hiking

The *moliceiro* is, from our point of view and according to the exploratory assessment, the most remarkable distinctive factor of the region once it is unique in the world. This boat, originally used to catch *moliços*, has a very elegant prow and aft that are usually ornamented with paintings reflecting the activities of the *Ria*. But there are other relevant elements, such as the ones in Table 3, which have a strong cultural and historical tradition that contribute to enhance the region, making it richer and diversified. Other elements reflect the personality of *Aveiro* and its paradoxes: the serenity of the nature contrasting with the dynamics of siltation; the light of the *Ria* that is permanently affected by tides; the calmness of leisure moments opposing to the

audacity of the ones that everyday face the risk of fishing; the historical past full of traditions but always linked to an innovative and pioneering creativity that assures the future; the reserved and discrete attitude of the locals contrasting with the bravery and entrepreneurship of the ones that wrote their history connected to the sea; the preserved authenticity that is constantly challenged by man; and the idea of sustainability that is present among the population but that is also challenged by dashing economic ambitions. All these elements are part of the DNA of *Ria de Aveiro* and are systematized in the Identity Prism represented in Picture 2.

Picture 2 - Identity Prism for the Brand



The *Ria*, the *moliceiro*, nature, fisheries, aquaculture and salt are the physical aspects that we, as managers want to evidence, along with the already referred serenity and innovation present in local companies. The personality of the brand to create should

characterize the behaviour of the *Ria* as well as the local population. In order to align the culture of the region with the brand to create, we took into account not only the unique geographical conditions and the local history of bravery but also the entrepreneurial root that has been an advantage for local companies in the areas of fishing and salt. Once one of the main objectives of this project was to instigate relations between people and the *Ria*, self-image assumes an important relevance because will work as an initiator for the consumer. Given this, the brand will create the following thought among consumers: “I am enjoying the huge potential of the *Ria* and at the same time I am proud of my contribution to the development of the region”. On the other side, consumer reflection, and according to the aspirations that we have for our brand, the target will tend to be seen as an active man or woman with a young spirit; someone interested in new cultures and discovering new places; or someone that is a *connoisseur* of the fish industry and gastronomy, able to add some critique to what he or she is tasting. When we link the image that we, as managers, want to send with the picture that recipients see we have the final relationship between both. In the case of our brand, we want to offer customers the serenity of the coast and nature to explore, as well as unique products that are born in the singular ecosystem of the *Ria*, using, for example innovative aquaculture products or ancient fishing techniques.

3.2.3. Brand Positioning

After developing brand identity, it was time to create a positioning for the products of the region. Brand positioning takes into account: target audience, competition, points of parity and points of difference (plus reason to believe to justify the points of difference).

Target Audience. “A place can try to attract any of four broad target markets: visitors, residents and workers, business and industry, and export markets” (Kotler et al., 1993, p. 23). In the case of *Ria de Aveiro*, we had two main targets: first, the consumers of products of the region and, secondly, the group of local producers and retailers. Concerning consumers of products of the region, we will need to divide them into residents and non-residents. As we were not in charge of developing the positioning statement for tourism, we will not develop in this section the target for tourism. Residents are the ones that will need to identify with the identity created and defend it as part of their genesis. Non-residents will be the ones that will hear about the products from the region, will become interested and will taste them or, at least, visit and use some of the services provided at *Ria de Aveiro*. Regarding local producers and retailers, it is important to point out that local businesses are very important for our brand since they will need to be aware of its advantages and will need to understand the benefits for the region in order to join the campaign and start using the label in their products and services. With local companies joining the campaign, its projection will increase substantially once the logo of the brand will be present in products being sold all over the country. During the execution of the marketing actions, huge relevance must be given to this target once it is the most important for promotion. Products such as codfish, eels, shellfish, horse mackerel, sardine, octopus and salt must be the ones with more potential to attract consumers. Those products must be an example of the quality of what the region has to offer so that the enhancement of the region’s quality and sustainability becomes guaranteed and customers feel attracted for what they consume.

Competition. “Every place needs to identify other places with which it has a close rivalry” (Kotler et al., 1993, p. 83) in order to determine points of parity and points of

difference. Once we are trying to position the region of *Aveiro* as a region with excellent products we decided that it would be important to compare it with destinations having the same characteristics: *Ria Formosa*, in *Algarve*, and *Rias Baixas*, in *Galiza*, Spain. We should never forget the entire Portuguese coast that has a huge potential in what concerns fisheries and shellfish, neither other typical cities with history, culture and tradition. The choice of *Ria Formosa* and *Rias Baixas* for this comparison deals with the fact that those are very complete locations and they are already promoting themselves as top destinations, either for tourism or for products. It is interesting to point that in the exploratory assessment conducted a reduced number of persons indicated *Ria Formosa* or *Rias Baixas* as competitors of *Ria de Aveiro*.

Points of Parity and Points of Difference. “Points of parity are associations that may be shared with other brands [while] points of difference are strong, favourable and unique associations for a brand” (Keller et al., 2011, p. 112). Taking into account the characteristics of *Ria de Aveiro*, *Rias Baixas* and *Ria Formosa*, we studied the main products that they offer and reached the main points of parity and points of difference between them, which are represented in Table 4 and are a conclusion of the brain storming developed at Jervis (Appendixes 5, 6 and 7). In order to make sure that the points of parity were mainly related to products of the region (i.e. fish, aquaculture or salt), we divided all the points of parity, and consequently the points of difference, into two groups: products and tourism. This distinction helped to develop the work and that is the reason why tourism is also here represented. From Table 4 it is possible to see that innovation; cod fishing tradition; eels and *Arte Xávega* are the key points of difference of the region of *Aveiro*.

Table 4 – Key Points of Parity and Key Points of Difference between Aveiro and its competitors

<i>Ria de Aveiro</i>		
	Products	(Tourism)
Key Points of Parity	Fishing Tradition (all different species) Aquaculture Development Shellfish (mainly in Oysters and Clams)	Nature (Beaches and Natural Parks) Nautical Sports Gastronomic Tourism (Fish, Shellfish and Traditional Sweets) Traditional Festivals
Key Points of Difference	Innovation (University that deals with the thematic of the ocean) Cod Fishing Tradition Eels <i>Arte Xávega</i>	<i>Moliceiro</i> Salt as a Touristic Product Codfish as a Touristic Product Local Gastronomic Dishes (with Eels, with Codfish, <i>Ovos Moles</i> , ...) <i>Art Nouveau</i> <i>Palheiros</i> at Costa Nova Vista Alegre

Positioning Statement. With all the points needed for the definition of a brand positioning described, it is possible to write the positioning statement of our brand (for products): “for [target] the final consumer of products of the region of *Aveiro*, the brand *Ria de Aveiro* is [frame of reference] a region in the center of Portugal, with fishing tradition, provider of shellfish and developing aquaculture techniques, that offers the following unique features [points of difference]: 1) innovative areas of business and research, such as maritime or technology; 2) cod fishing tradition; 3) eels; and 4) the ancestral and high-risk fishing activity of *Arte Xávega*; as a result of [reasons to believe] 1) the evolution of the local knowledge, and the university that deals with the thematic of the ocean; 2) years of tradition and history developing this dangerous activity, the way how cod is transformed in *Aveiro*, and the existence of at least two museums related to this specie, with an aquarium able to transmit the importance of cod to the next generations; 3) unique geomorphological conditions of the *Ria* that mixes marine with non-marine waters, and the way how this product is prepared, according to ancient techniques that only exist there; and 4) the transmission from one generation to another, able to tell the history of the region as well as the dangers of the ocean.”

3.2.4. Brand Elements

Name. As it may be perceived, *Ria de Aveiro* is the most important reference of this region. Its name reflects a significant part of the brand that we want to create containing two key messages: 1) with the word *Ria* is possible to associate nature, eels, fishing activities, serenity or light; 2) with the word *Aveiro* one may identify location, life quality, history of bravery and tradition as well as knowledge, innovation and entrepreneurship. The *Ria* is the ecosystem directly connected to the products and services that we want to promote but at the same time something that calms us. It is the source of raw materials needed for the survival of the population, whether fish, sports, gastronomy or nature. On the other hand, *Aveiro* is one of the most influential politic and economic places of Portugal; it has one of the most dynamic universities, allowing the utilization of local characteristics such as creativity or innovation. These two words together gather important messages that should not be wasted in a communication strategy and, as a result, “Ria de Aveiro” was the name selected for the brand.

Signature. From the identity prism we were able to extract two types of values: the ones linked to audacity, dynamism and bravery; and the ones reflecting knowledge, innovation and inspiration. The word “brave” reflects the audacity present in the DNA of the region, the agitation surrounding the *Ria* and the entrepreneurial and ambitious spirit of locals. Some examples of bravery include cod fishing, *Arte Xávega*, the dynamics of the *Ria* that daily fights siltation, the personality of residents and the power of nature, because although it may look calm it is in constant turmoil. The word “inspiring” reflects calmness and luminosity but it is also associated with creativity, a characteristic of the locals that may remit to innovation or to the search for knowledge. Some examples of inspiration include the *Ria* itself, beaches, *São Jacinto* Dunes, the

University or the *moliceiros*. The signature chosen, “brave and inspiring”, reflects not only the profile of the *Ria* but also the characteristics of the men that interact with it.

Logo. The graphical picture of the brand should be in agreement with its name, signature and values to reflect. *Aveiro* is a region in the vanguard, marked by courage and knowledge and, as a result, Jervis decided to use a modern and innovative design. The logo presented in Picture 3 is surprising and uses primary colours such as blue, linked to the ocean, and yellow, green or red, the colours of the Portuguese flag in order to reflect the idea that “the evocation of the [Portuguese] past and tradition only makes sense if it is promoted for the future”¹². The logo reflects the aspirations for the identity of the region, and uses the image of a *moliceiro*, the most distinctive characteristic. From the point of view of design, the logo is attractive, easy to apply in different types of packages and has graphical notoriety. The explanation of the logo elements may be seen in Appendix 8. As I had previously described, at this time of the project Jervis was in “competition” with *Turismo do Centro* for the creation of the brand. The logo ultimately selected was ours but in order to have a decision without offending sensibilities, CIRA and *Turismo do Centro* decided to adopt the signature given by *Turismo* – “a sea of experiences”. We tried to explain that “brave and inspiring” was reflecting very well the brand identity, but unfortunately, in order to have a “compromise solution” they opted for the other signature. As we knew that too many destination taglines are simply examples of marketing clichés that do nothing to advance the identity of a place (Baker, 2012), we tried to reverse this by presenting the signature “inspiring tides” that would remit to sea, as *Turismo* wanted, but would still transmit inspiration and movement. Our proposal is represented in Picture 4, but it was

¹² Ana Paula Vitorino, Member of the Portuguese Parliament, *Cluster do Mar*, 1st Edition, 2012, Portugal

not used once the CIRA and *Turismo do Centro* decision was already taken and the logo with the signature “a sea of experiences” was the one chosen (Picture 5). With this final logo, that combines Jervis’ image with the signature of *Turismo*, we are able to maintain the identity created that will centrally be the basis for marketing and communication (logo evolution is shown in Appendix 9).



Picture 3 - First Logo



Picture 4 - Second Logo



Picture 5 - Final Logo

4. NEXT STEPS

The next steps of this work will be focused on the efficient “distribution” of the key messages and identity created. This will be done through a series of marketing and communication activities that are currently being developed. Some examples of these activities include: the captation of companies interested in using the label, which is crucial for the development of the entire project from now on; the launch of the brand in the end of February at the International Tourism Exhibition in Lisbon; the creation of press, radio and social media campaigns; the creation of an itinerary among the most relevant fisheries’ companies; the promotion of an entrepreneurial contest among university students for the development of a product or service related to the *Ria*; among others.

5. DISCUSSION AND MAIN LIMITATIONS OF THE PROJECT

I feel that the work developed during my internship was enriching and gave me hints to avoid barriers that I may find throughout my future. It was interesting to understand that the briefing given by the client was not clear. This led us to think more about what the region would really need: marketing plan, brand, identity, positioning. There was a need to pull the string and develop a bigger project in order to reach the final objective of the client. But for me, the most interesting point of this project was what I learned in the fields of brand management and place branding, while I was supposed to write a thesis focused on maritime business. I think that the work that I developed for *Ria de Aveiro* was the most accurate possible and may potentiate the region as one of the mandatory places to visit and “taste” in Portugal. I am glad to conclude also that CIRA totally identified with the brand, and with the identity and positioning we have achieved, despite the limitations found throughout the development of the work:

Lack of Articulation. The initial lack of articulation between *Turismo do Centro* and CIRA was one of the most relevant limitations. A good articulation would have been crucial since thinking across systems requires that institutions learn from one another and vast opportunities exist for strategies that cross geopolitical boundaries and involve intergovernmental cooperation (Kotler et al., 1993). Lack of articulation created some conflict at the beginning. When Jervis entered in the project, revealed total availability to work with all entities once the most important would be the profits for the region.

Wasted Time. Lack of articulation between CIRA and *Turismo do Centro* created other issue: a lot of time was wasted. As an example, the brand was supposed to be launched in the beginning of December but will only be launched in the end of February.

Exploratory Assessment. One of the main limitations that I found with this job deals with the exploratory assessment conducted. I am aware that the relevance of the work for which Jervis was hired would deserve a more complete study with more people being interviewed, especially from Spain, where we would need at least 30 respondents. As *Turismo* was already developing a complete market research, and that was not a function of Jervis, we decided that we would only develop a simple survey in order to confirm the main findings. Anyway, our exploratory assessment was from the beginning wrongly developed because the questions asked were not the most accurate; the questions were all done with the word “Aveiro”, which was not elucidative about what we were talking about (i.e. respondents could think about the city of *Aveiro*, about the *Ria* or even about the entire region).

Legislation. According to the European Commission Law, a region cannot create a brand using its real name. As we wanted to name our brand with “Aveiro” we had to find a way to solve this problem. At the beginning we thought about naming the brand “Ria daveiro”, which would probably be a disaster and would confuse the targets. Fortunately, we were able to explain the importance of using the word “Aveiro” to CIRA, and they decided to assume total responsibility for their choice.

Signature. A logo and signature approval tends to absorb a disproportionate amount of attention and energy (Baker, 2012). As Jervis preferred the signature “brave and inspiring” and *Turismo* wanted “a sea of experiences”, a lot of attention and energy were spent, once the discussion for the signature lasted too much time. In this situation, Jervis was not able to sustain “brave and inspiring” but, as the company was in charge of the creation of the book of rules for the brand, the registration of the logo was done without signature so that it may be used or not, or even, in the future, changed.

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