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# **DESTINATION IMAGE: TOURISTS' PERSPECTIVE vs RESIDENTS' PERSPECTIVE: A CASE IN ALGARVE**

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## **ABSTRACT**

The study of destination image has been asserting itself as an instrument of differentiation, helping to increase the destinations competitiveness. Despite being a well-documented topic in the literature, there had been a lack of studies to compare the perspectives of tourists with the residents. The main objective of this study is to measure the image of Lagos in the Algarve region, the most important Portuguese destination, comparing the perspectives of tourists and residents in a cognitive, affective and behavioral approach. The empirical investigation included a mixed methodology. First, in an exploratory phase, the analysis of open-ended questions allowed to detect the attributes for the analysis of the cognitive component, enabling a holistic approach. Then, the use of questionnaires to a sample of 379 tourists and 378 residents provided a quantitative methodology, using descriptive indicators, hypotheses tests and the multivariate CHAID technique. Results indicate a positive global destination image in the perspective of both stakeholders. The attributes more consensually associated with Lagos are the 'good weather' and 'good beaches', although these variables have not significant discriminatory power for the dependent variable 'recommendation of the destination to friends and family', in the CHAID analysis. Thus, in the tourists' perspective, the 'interesting cultural heritage' is the most significant explanatory variable, while for the residents this is translated into 'good value for money'. In the emotional approach, both stakeholders associate the destination to the adjectives "arousing/exciting/pleasant".

**Keywords:** Destination image, cognitive-affective approach, recommendation, tourists, residents.

## **INTRODUCTION**

Taking into account the continuing expansion of the tourism sector and the opportunities arising from the current international crisis it becomes important to develop strategies to make destinations more competitive. In fact, the destinations compete among them, in an environment where the supply is becoming increasingly similar and communication strategies are increasing towards the same market segments. Therefore, if the tourism marketing strategies are aimed at attracting people to particular places, the big challenge lies in the differentiation based on attributes, tangible or intangible, allowing the development of a solid branding strategy around destinations (Kotler, Asplund, Rein and Haider 1999; Phelps 1986; Pike and Ryan 2004).

In turn, it should be noted that tourism involves a set of interactions between tourists and residents, which implies that the strategies for developing the sector should take into account both stakeholders. In addition to the perceptions of tourists, the image that the local community has about their place of residence and as a destination becomes necessary, as this public acts passively and actively in shaping the image of destinations from the perspective of tourists (Gallarza, Saura and García 2002; Simpson and Siguaw 2008). It is therefore one of the greatest challenges of destination management to understand that they serve not only tourists and stakeholders directly related to the sector, but also to the local community (Howie 2003).

Indeed, the image plays an important role in the behavior of tourists during the different moments which involve the tourist experience: a) in the decision process for choosing the destination (*a priori* image), b) in the process of comparison of expectations with experience, preceding the state of satisfaction and perceived quality (*image in loco*), and, finally, c) in the process of revisiting and recommending the destination to friends and family (*a posteriori* image) (Bosque et al 2009; Galí and Donaire 2005; Hunt 1975; Selby and Morgan 1996). It is important to notice that the concept of destination image is not consensual, having been approached by various disciplines. However, more recent investigations show that the study of the concept should include three components: cognitive, affective and behavioral.

The cognitive component relates to beliefs and knowledge that the individual has in terms of the attributes of the destination; the affective component refers to feelings that an individual associates to the destination (Baloglu and McCleary 1999; Beerli and Martín 2004; Bosque and Martín 2008a); and the behavioral component is related to the actual conduct or intention

to revisit and to recommend the destination to friends and family (Bosque and Martín 2008b; Bosque, Martín, Collado and Salmones 2009; Dann 1996; Gartner 1993; Pike and Ryan 2004). These components contribute to the formation of the global destination image that several researchers consider to be bigger than the sum of its parts and it should be approached in a holistic perspective (Baloglu and McCleary 1999; Beerli and Martín 2004; Echtner and Ritchie 1991; Fakye and Crompton 1991; Hunt 1975; Phelps 1986). In order to capture all these parameters, which define the complexity of the concept of destination image, the literature review suggests using a mixed methodology, able to retain as much information as possible, trying to facilitate the data analysis and the application of the results (Jenkins 1999).

Despite the growing importance of the thematic, there is still a little scientific production relatively to the measurement of the image of cities, rather than countries, as well as the virtual absence of comparative studies between the images formed by tourists and residents of tourism destinations (Gallarza et al 2002; Pike 2002). Moreover, such studies are able to provide important management guidelines, since the focus on the consumer's perspective will help destination managers developing a more effective destination branding and a more original value creation process, contributing to the destination differentiation. Thus, the overall objective of the study is to analyze the present image of Lagos as a destination, from the tourists and residents' point of view, identifying the main aspects of agreement and disagreement. As suggested by the literature, it is intended to apply a cognitive, affective and behavioral approach in a holistic perspective.

## **DESTINATION IMAGE: TOURISTS' PERSPECTIVES VS RESIDENTS' PERSPECTIVES**

The organizations responsible for the process of tourism destinations management, in the literature identified as DMOs, compete for attention in a setting where the destinations are becoming increasingly substitutable. The supply increases, as well as the informational materials of destinations are becoming more varied and more numerous, making more complex the choice by the tourists (Pike and Ryan 2004). Hunt (1975) is one of the first researchers to demonstrate the importance of analyzing the destinations image. Nowadays, there is widespread consensus on the importance of the role of image in the decision process of choosing the destination (Beerli and Martín 2004: 657). Several studies (Bosque and Martin, 2008b; Bosque et al 2009; Gali and Donaire 2005; Selby and Morgan 1996; Tasci and

Gartner 2007) indicate the destinations image as a factor that influences the consumer behavior during the pre-visit (decision-making process of destination choice), during the visit (antecedent of satisfaction) and post-visit (recommendation and intention to revisit). Thus, the process of image formation starts before the decision, but it can be changed on the visitation moment, as well as after the tourist experience.

The destinations are an amalgam of specific tourism products and services (accommodation, catering, transportation, entertainment), from private and public initiative, presented as a global and composite product. In addition of being a limited geographical area, which may correspond to a city, region, country or group of countries, it is recognized that the destination is also a subjective product, which is defined on the basis of past experiences, expectations, i.e., of the image that the visitor has of the destination (Buhalis 2000). Stern and Krakover (1993) emphasize that because a place is a composite product, its image include multiple dimensions. The challenge of applying marketing to cities, for instance, concerns to the fact that its supply consists largely on intangible benefits, such as ‘enthusiasm, historical sense and architectural beauty’(Kolb 2006:12).

It is also important to note that destinations incorporate various stakeholders with divergent interests (Buhalis 2000). Guerreiro (2008) argues that ‘a place, regardless of its condition, consists of a amalgam of products and functions, designed to meet the needs of visitors, residents, investors and traders/businessmen’ (2008:36). Not being designed to expand the debate over the definition of the concept, this study relies on the notion advanced by Silva, Mendes and Guerreiro (2001), that the ‘tourism destination is based on a structure of the supply of tourism products and services, it is consistent and based on a specific geographical area, which is associated with a particular set of image, usually marketed in an integrated manner and under a hallmark’ (2001:15).

Determining a specific definition for tourism destination image is problematic (Jenkins 1999). The term is used in several contexts, having been avoided a precise definition of destination image in many studies (Beerli and Martín 2004; Echtner and Ritchie 1991; Fakeye and Crompton 1991; Pike and Ryan, 2004). According to Jenkins (1999), the dilemma is precisely the definition of the concept of image, which has largely been approached by various disciplines. Reynolds (1965) presents a wide definition for the concept of image, focusing on the mental processes, complex and selective which were carried out by individuals; it states that ‘an image is a mental construct developed by the consumer on the basis of a few selected

impressions among the flood of total impressions. It comes into being through a creative process in which these selected impressions are elaborated, embellished, and ordered' (Reynolds 1965:69). Font (1997) adds that 'product's image is the set of beliefs, ideas and impressions that the public holds of the named product, and to some extent it is part of the product' (1997:124). In fact, Baloglu and McCleary (1999) explain that a study of image like those of Martineau (1958) suggests that 'the world is a psychological or distorted representation of objective reality residing and existing in the mind of the individual' (1999: 871).

Some authors have defined the concept of image, emphasizing its cognitive or perceptual features (Crompton 1979; Kotler et al 1999). Another approach considers the image as a concept formed by a rational and emotional interpretation as a result of two components: perceptual/cognitive assessment and appraisal of individual feelings (Baloglu and Brinberg 1997; Baloglu and McCleary 1999; Gartner 1993). Dobner and Zinkhan (1990) explain that the image is a perceptual phenomenon, formed through interpretations of rational and emotional components, including cognitive (beliefs) and affective (feelings). Thus, the destinations image is formed through interpretations of rational and emotional context, which comprise two interrelated components: cognitive or perceptual (attributes) and affective or evaluative (feelings). Stern and Krakover (1993), in their formation model of the urban image, also address the concept from two perspectives: 'designative' perceptions, which correspond to the perceptual/cognitive approach, and 'appraisive' perceptions, which refer to affective perspective.

The definition of the destination image that has been the most cited in the literature belongs to Crompton (1979), who presents the construct as the sum of beliefs, ideas and impressions that an individual has of a destination. This approach refers to individuals but other definitions also include groups of individuals, such as the approach of Lawson & Baud-Bovy (1977). Font (1997:126) emphasizes the fact that the destinations image is not what individuals 'know' but what they 'think' or 'feel'. Bearing this in mind, it is important to focus that we are dealing with a subjective concept, personal and that may vary over the time depending on several factors.

From the different stakeholders' point of view, the results of destinations image studies are crucial for an effective destinations marketing strategy, particularly in determining the strengths and weaknesses, which are essential in defining the precise positioning of

destinations and building a strong brand (Kotler et al 1999; Selby and Morgan 1996). Therefore, it is essential to bet in the destinations' differentiation and in the influence of the consumer choice, whereas the destination supply is increasing and similar, alongside with information's increase (Echtner and Ritchie 1993; Pike and Ryan 2004; Tasci and Gartner 2007).

In addition to the tourists' perceptions, it is also important to identify the image that the residents of destinations may have of their own place of residence, in the sense that the residents act actively and passively in the forming process of destination image by tourists (Gallarza et al 2002; Simpson and Siguaw 2008). In the first case, residents of destinations may have images of their own place of residence that influences the word-of-mouth, which can be investigated in comparison with those of tourists (Witter 1985). In the second case, the residents are often seen as part of the destination image, being that their attitudes towards this industry, favourable or unfavourable, can affect the perceived image by the tourists (Echtner and Ritchie 1991). Residents are indeed part of the own visit experience, and therefore of the destination branding (Howie 2003). Thus, 'improving residents' image could help develop political support for increased tourism spending and could help make residents better ambassadors for their state or region' the same way as 'improving the residents' image might keep resident in their home areas' (Schroeder 1996:73).

Although most authors agree that the image is a multidimensional global impression, there is no consensus on the dimensions that make up this same holistic impression (Bigné, Sánchez and Sanz 2009). The analysis of the destination image's nature has been currently addressed in a cognitive perspective and, more recently, from the late 90's, in a cognitive-affective approach (Baloglu and McCleary 1999; Dann 1996). In fact, the analysis conducted by Pike (2002) on 142 articles about destination image in the period from 1973 to 2000, only six address the emotional images explicitly. Apart from the two previous perspectives, several studies have linked also a behavioral component, which relates to the actions of individuals, in this case, the probability of visit/revisit the destination and to recommend it (Bigné et al 2009; Pike and Ryan 2004).

Gartner (1993) argues that the destination image is hierarchically formed by three components: cognitive, affective and behavioral. However, there are very few studies that measure the destinations image considering, concomitantly, a cognitive, affective and behavioral approach (Hosany, Ekinci and Uysal 2007). The study authored by Dann (1996)

measures the image of the island of Barbados, from the visitors' point of view, during the winter season through the application of the empirical model of the image formation process of Gartner (1993) using a qualitative methodology. More recently, Pike and Ryan (2004) and Bosque and Martin (2008b) integrate the three approaches by applying qualitative and quantitative methodologies.

The literature review points to the use of two methods to measure the destination image: unstructured and structured (Baloglu and McCleary 1999; Echtner and Ritchie 1991, 1993; Gallarza et al 2002; Jenkins 1999). Taking this into account, Echtner and Ritchie (1993), in their model for measuring the destination image, propose the use of a methodology composed by two phases: first, a qualitative analysis, identifying the list of attributes that characterize the destination; then a quantitative analysis based on questionnaires in which respondents are asked to evaluate a number of attributes, selected from those identified in the first moment.

Echtner and Ritchie (1993) propose a first phase which is comprised by open-ended questions that allow to build a matrix and to identify the attributes to be included in the second phase, of quantitative nature, with the application of questionnaires. The authors claim that the characteristics of the image can be perceived as individual attributes or holistic impressions. Thus, on the side of the attributes, different perceptions of the individual characteristics of the destination are presented, from the most functional to the more psychological. In the holistic context, the functional perception is a general image of the physical characteristics of the destination, while the psychological impressions can be described as the atmosphere of the destination (Echtner and Ritchie 1991).

Russel Ward and Pratt (1981) identified 105 adjectives that can be used to describe the emotional reactions of individuals to different environments. In their study, the authors analyze the emotions that respondents associate with 323 different settings, from outdoor locations like a park, a nudist beach, a suburban street or a natural area, even indoors, as a restaurant, a bar, a hairdresser, an airport, a museum, an elevator or a synagogue. The analysis allows the construction of a matrix, which seeks to conceptualize the main emotions associated to the environments. Two independent bipolar dimensions separated by 90° angles ('pleasant'/'unpleasant' and 'arousing'/'sleepy'), still allows to measure of two secondary bipolar dimensions, separated from the main dimensions by 45°. The horizontal axis represents the association of the environment to a level of pleasantness, while the vertical axis represents the association of the environment to a level of dynamism. Consequently,

'exciting' is a combination of 'arousing' and 'pleasant' while 'distressing' derives from 'arousing' and 'unpleasant'. The same reasoning is applied to the concepts 'gloomy' and 'relaxing'. By using four semantic differential scales, Baloglu and Brinberg (1997) apply the model of Russell and colleagues (1981) to tourism destinations. This methodology has been applied subsequently in several studies (Baloglu and Mangalolu 2001; Baloglu and McCleary 1999).

According to Belk (1975), the behavior can be studied through the analysis of intentions, since action, purpose, context and time are identified similarly to what is expected to be their effective behavior. Therefore, the intention is associated with actual behavior; when for example, context and time of occurrence are associated by asking individuals about future action. Opperman (2000) references the study of Gitelson and Crompton (1984), which warns that there are several reasons for the repeated visits to a destination, such as: a) risk reduction for the supply of a particular destination, b) reducing the risk of finding a particular profile of people, c) the emotional connection to the destination, d) the need to explore more deeply the destination, and e) the need to show the destination to other people.

Besides revisiting, the behavioral component of destination image should be measured by recommendation or intention to recommend (Bigné et al 2009; Bosque and Martín, 2008b; Chi and Qu 2008; Pike and Ryan 2004), or even by the positive reference (Baker and Crompton 2000), i.e., besides recommendation, if individuals have the intention to say positive things about the destination. It is important to notice that on the recommendation of a particular holiday destination to friends and family, it is notorious the encouragement to visit a certain place, which differs from the reference to positive aspects of the destination, that does not involve commitment by recommend directly the visitation to that place (Baker and Crompton 2000; Zeithaml, Berry and Parasuraman 1996).

According to the stated objective, seven research questions are formulated:

Question 1 - What are the main differences and similarities of the image of Lagos, in a holistic perspective, through tourists and residents' point of view?

Question 2 - What attributes should be used for measuring the image of Lagos in the tourists and residents' perspective?

Question 3 - What are the main differences and similarities of the cognitive, affective and behavioral components of the image of Lagos on the residents and tourists' perspective?

Question 4 – How is the global image of Lagos as a tourism destination related to the behavioral component of the image in the tourists' perspective?

Question 5 – How is the global image of Lagos as a tourism destination related to the behavioral component of the image on the residents' perspective?

Question 6 - What is the contribution of the cognitive component of the image of Lagos to recommend the destination to friends and family in the tourists' perspective?

Question 7 - What is the contribution of the cognitive component of the image of Lagos to recommend the destination to friends and family in the residents' perspective?

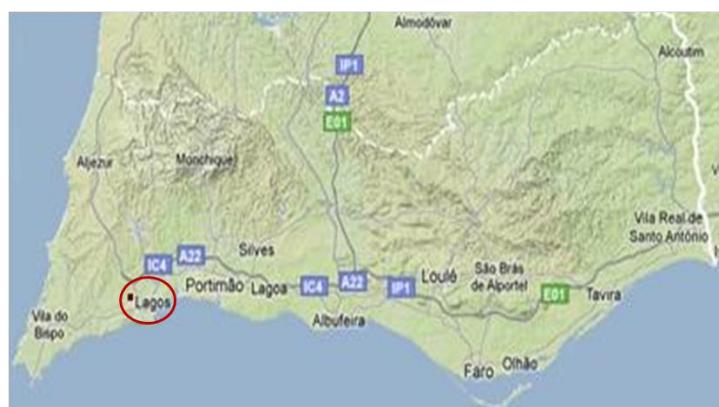
## STUDY METHODS

According to more recent studies, with a view to measure the image of Lagos as a destination, the methodology includes two phases: in a first moment an unstructured method (open-ended questions), followed by a structured method (questionnaires) (Baloglu and McCleary 1999; Echtner and Ritchie 1991, 1993; Gallarza et al 2002; Jenkins 1999).

### ***Location***

Lagos is one of the sixteen municipalities of the Algarve region, which follows the region's expertise in the tourism centred in the binomial sun-beach, according to its coastal location. In fact, the Bay of Lagos with over four kilometres long is one of the largest in Europe. In order to cope with dependence on the product sun/beach and the resulting image, the Strategic Plan of the Municipality of Lagos defines the county's historical connection to the Discoveries and the sea as strategic opportunity to differentiate the destination (Figure 1).

**Figure 1. Algarve map (Google maps)**



### ***Data collection and sampling***

In the first phase of the study in order to capture the main attributes for measuring the image of Lagos, it has been introduced open-ended questions to a sample of 50 tourists and 50 residents, held on 16 and 17 July 2009, in Lagos downtown. To achieve this, the first two questions suggested by Echtner and Ritchie (1993) were adapted as follows: 1) what images or characteristics come to mind when you think of Lagos as a vacation destination? (functional and holistic component); 2) how would you describe the atmosphere or mood that you would expect to experience while visiting Lagos? (psychological and holistic component). To construct the functional-psychological continuum, the answers were selected considering the agreement for over more than 25% of respondents from each stakeholder under study.

In the second phase, the questionnaires were built from the information provided in the exploratory phase and the literature review. It was decided to start from the collection made by Gallarza et al (2002), to measure the cognitive component of the image through the attributes which were used in more than 12 studies about destinations' characteristics, as well as expressions that met consensus by more than 25% of respondents from each one of the stakeholders under study. Table 1 presents a summary of the questionnaires applied to tourists and residents, with reference to the objectives of each question, used scales and reference sources. At this stage, two target populations were considered for the study: residents in Lagos and tourists in the municipality of Lagos, which were 18 years old or more. In both situations, cluster sampling method was used. This is a random sampling procedure in which all individuals are considered in a particular area or location as forming a cluster. It is particularly useful when the populations in question have a strong geographical dispersion (Hill & Hill, 2008). For residents, the application of the method has forced a withdrawal of the places more frequented by the host resident. For tourists, the attention fell on the main points of tourist attraction in Lagos. The questions included in the questionnaire were submitted to a pre-test. Once collected this information, there were minor adjustments to the level of vocabulary, given the heterogeneity of the public to be included in the samples.

**Table 1. Questionnaire Design**

No.	Question	Scale	Source
I – 1	How many times have you visited Lagos? (tourists) How long have you been living in Lagos? (residents)	Tourists: ordinal scale Residents: metric scale	Hill and Hill 2008; Opperman 2000; Phelps 1986
I – 2	To what extend do you agree that the following items are associated to Lagos as a tourist destination?	5 point Likert scale	Baloglu and Mangaloglu 2001; Baloglu and McCleary 1999; Bigné et al 2009; Kim and Richardson 2003; Phelps 1986
I – 3	How would you describe the global image that you have of Lagos as a touristic destination?	5 point Likert scale	Baloglu and McCleary 1999; Bigné 2009
II – 1	Select the square closest to the perception that you have of Lagos as a tourist destination, according with the pairs of words presented.	7 point Semantic Differential scale	Baloglu and Brinberg 1997; Baloglu and McCleary 1999; Beerli and Martín 2004; Pike and Ryan 2004; Russel et al 1981
III – 1	Would you return to Lagos, in the next 12 months, as a tourist?	5 point Likert scale	Baker and Crompton 2000; Belk 1975; Bigné et al 2009; Martin and Bosque 2008b; Opperman 2000; Pike and Ryan 2004
III – 2	Would you recommend Lagos as a touristic destination to your family and friends?	5 point Likert scale	Baker and Crompton 2000; Belk 1975; Bigné et al. 2008; Martin and Bosque 2008b; Pike and Ryan 2004
III – 3	Would you say positive things about Lagos as a tourist destination to other people?	5 point Likert scale	Baker and Crompton 2000; Belk 1975; Bigné et al 2009; Martin and Bosque 2008b; Pike and Ryan 2004; Simpson and Siguaw 2008
IV – 1,2,3, 4 and 5	Sociodemographic information: 1 Age; 2 Gender; 3 Marital Status; 4 Education; 5 Country of origin	1 Metric; 2 Nominal; 3 Nominal; 4 Ordinal; 5 Nominal	Baloglu and McCleary 1999; Beerli and Martín 2004; Hill and Hill 2008

### **Respondents' profile**

The tourist sample includes 182 males (8.8% of those aged between 18 and 24 years old, 79.1% between 25 and 64 years old and 12.1% aged 65 years old and over) and 197 females (10.7% in the age range between 18 and 24 years old, 75.1% between 25 and 64 years old and 14.2% aged 65 years old and over), totaling 379 individuals. By nationality, 67.0% of respondents are foreign tourists and 33.0% are Portuguese tourists. The levels of education more frequent are “university” (51%) and “secondary” (40%). The residents sample includes

185 males (13.5% aged between 18 and 24 years old, 66.0% between 25 and 64 years old and 20.5% aged 65 years old and over) and 193 females (13.0% in the age range between 18 and 24 years old, 62.2% between 25 and 64 years old and 24.9% aged 65 years old and over), totaling 378 individuals. 87.8% of the respondents have Portuguese nationality and 12.2% are foreign. The levels of education more frequent are “primary” (38%) and “secondary” (37%).

### ***Data analysis methods***

In the data analysis, we used relative frequencies, medians and bivariate descriptive statistics, mainly based on contingency tables. In order to test the existence of significant dependence relations between variables, the Chi-Square test for independence was used, considering the appropriate Bonferroni adjustment in the significance level. The Cronbach's Alpha coefficient was used to verify the internal consistency of the items included in the applied questionnaire. The multivariate technique Chi-square Automatic Interaction Detector (CHAID) was applied to understand the contribution of the cognitive component of the image of Lagos to recommend the destination to friends and family. The CHAID algorithm developed by Kass (1980) tends to find a classification of population groups which could describe the dependent variable as best as possible. So, this is a process of subjects' classification into groups or segments, which share homogeneity within it and heterogeneity between them.

## **STUDY FINDINGS**

### ***Measuring the image of Lagos in a holistic perspective***

Figure 2 corresponds to the results of the exploratory study applied to tourists and residents. Related to research question 1, we can say that, in a holistic perspective, for the interviewed tourists, Lagos as a tourism destination has great and beautiful beaches, white sand, bright sun and good promenade in the historic and maritime scenarios, being a hospitable, friendly, quiet and safe destination. For the interviewed residents, Lagos has good, long and beautiful beaches, with calm sea, sun throughout the year, a historical and cultural scenario, characterized by being a calm, relaxing and safe destination. From the literature review and exploratory study, 20 attributes were identified to be applied in the survey questionnaire, responding to research question 2: attractive historical center, pleasant marina, interesting cultural heritage, good beaches, interesting cultural events, attractive natural landscape, calm

sea, good nightlife, good shopping opportunities, good sport facilities, good bus system, good accommodation, good restaurants, good value for money, pleasant weather, good access ways, safe city, good gastronomy, friendly and receptive residents, and quiet city. Internal consistency between the items was estimated using Cronbach's coefficient alpha, which is in both questionnaires superior to 0.7, indicating that the measure is reliable (tourists: 0.837; residents: 0.793).

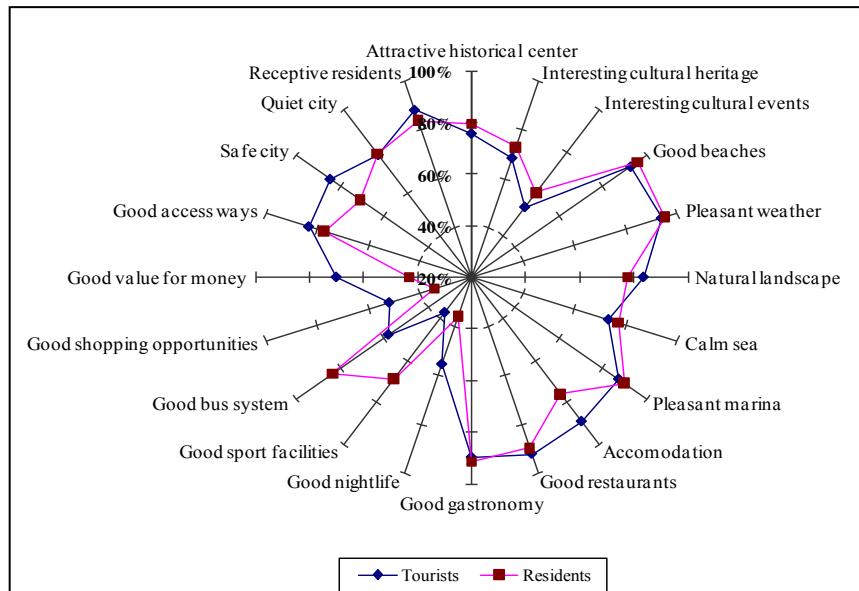
**Figure 2. Continuum functional-psychological - tourists versus residents**

Tourists		Residents	
Functional characteristics		Functional characteristics	
<b>Attributes</b>	<ul style="list-style-type: none"> <li>- Beaches (78%)</li> <li>- Climate (34%)</li> <li>- Historical center (32%)</li> <li>- Cultural heritage (30%)</li> <li>- Marina (26%)</li> </ul>	<ul style="list-style-type: none"> <li>- Great and beautiful beaches, with white sand</li> <li>- Sunshine</li> <li>- Good promenade in historical and maritime scenario</li> </ul>	<ul style="list-style-type: none"> <li>- Beaches (84%)</li> <li>- Sea (54%)</li> <li>- Climate (40%)</li> <li>- Cultural heritage (36%)</li> </ul>
<b>Psychological characteristics</b>	<ul style="list-style-type: none"> <li>Friendly and receptive residents (58%)</li> <li>- Tranquility and safety (42%)</li> </ul>	<ul style="list-style-type: none"> <li>- Welcoming and hospitable destination</li> </ul>	<ul style="list-style-type: none"> <li>- Tranquility and safety (44%)</li> </ul>
Holistic Attributes		Holistic Attributes	
<b>Psychological characteristics</b>		<b>Psychological characteristics</b>	

### ***Measuring the cognitive, affective and behavioral components of Lagos image***

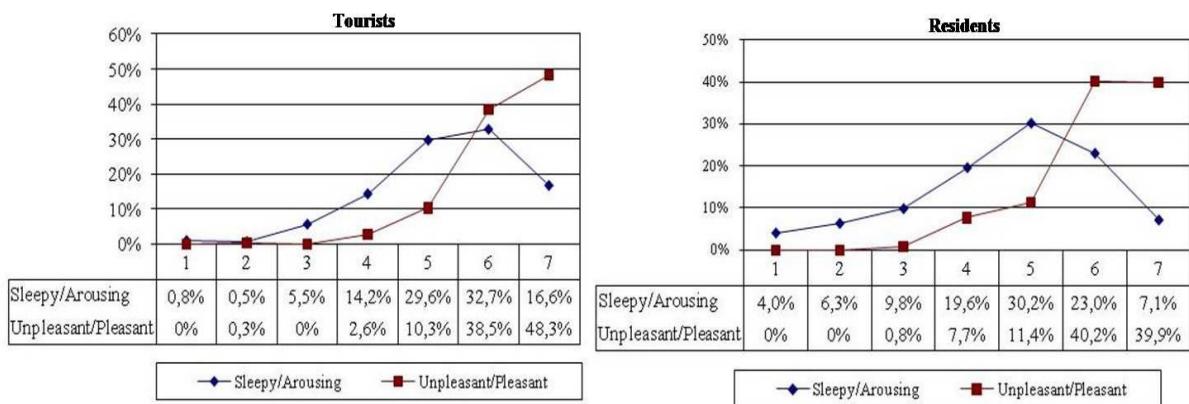
The comparison of the two samples (Figure 3) allows to answer the research question 3, regarding the cognitive component of the image of Lagos. In this sense, it should be noted that both publics confer a higher level of agreement to the attributes 'good beaches' (tourists: 92.8%, residents: 95.8%) and 'pleasant weather' (tourists: 93.9%; residents: 95.2%). The attribute 'interesting cultural events' is what gets the lowest percentage of agreement, consensually by tourists (53.6%) and residents (60.6%). The biggest difference is the attribute 'good sports facilities' where the level of agreement of the tourists is 36.9% and residents is 68.8%. The two groups also differ in the level of agreement on the attributes 'good value for money (tourists: 70%; residents: 43.1%), 'good bus system' (tourist: 58%; residents: 83.6%), 'good nightlife' (tourists: 55.5%; residents: 36%) and 'good shopping opportunities' (tourists: 52%; residents: 34%). These differences are statistically significant (*t* tests for equality between two population proportions: *p*-value = 0.000).

**Figure 3. Image's cognitive component – tourists versus residents**



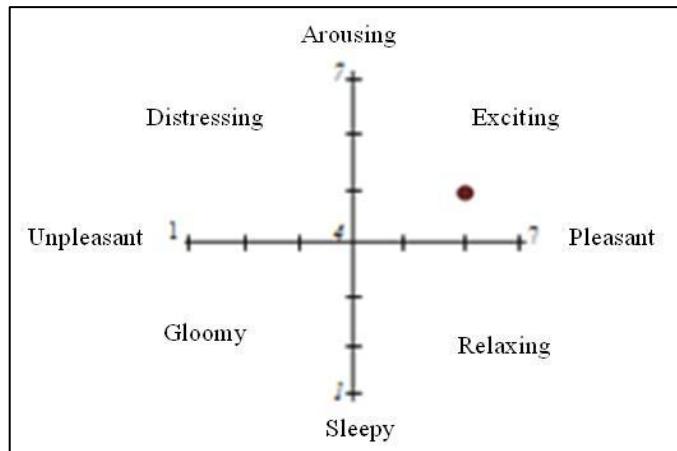
In terms of the affective component, tourists consider the destination more dynamic than the residents, with a consensus in both stakeholders regarding to the association of the term ‘pleasant’ to the destination (Figure 4). In fact, for tourists, the points 6 and 7 have 49.3% of the answers, while only 30.1% of residents select those points. The difference between the percentages is statistically significant (*t* tests for equality between two population proportions: *p*-value = 0.000).

**Figure 4. Image's affective component – tourists versus residents**



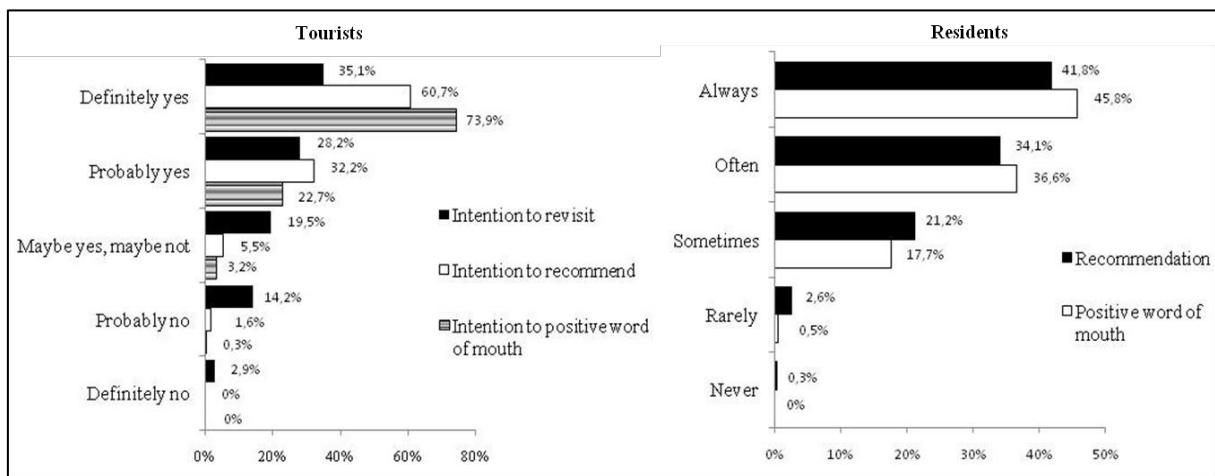
It should be noted that the medians' values for both stakeholders in the study have the same values in the two semantic differentials: 5 for ‘sleepy/arousing’ and 6 for ‘unpleasant/pleasant’ (Figure 5). As part of the research question 3, it follows therefore that in the level of the affective component of the image there are no significant differences between the two stakeholders, and the affective component of the image of Lagos, as a tourism destination, lies in the quadrant ‘arousing/exciting/pleasant’.

**Figure 5. Image's affective component – tourists and residents median**



Still under the research question 3, regarding the behavioral component of the image of Lagos, it is noted the intention to revisit the destination for more than half of the tourists. Equally important, the fact that both samples present a more favourable expression for the positive reference of the destination towards the recommendation of the same (Figure 6). It is also important to be noted that, from the total number of tourists interviewed (379) at the time of the questionnaire, 54% visited the destination for the first time, 14% visited Lagos for the second time, while 32% of respondents had visited the destination, at least, three times.

**Figure 6. Image's behavioral component – tourists versus residents**

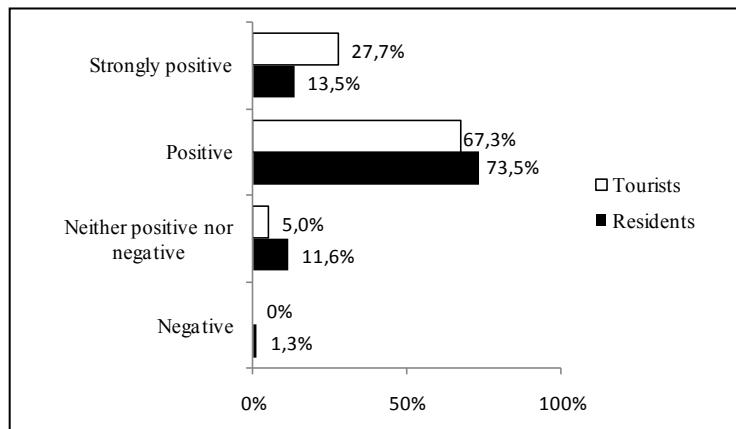


### **Global image versus behavioral image**

For the global image of Lagos as a destination it is important to note that the frequencies are higher in the response categories ‘strongly positive’ and ‘positive’ in both samples under study (Figure 7). Comparatively, the interviewed tourists have a more positive overall image of Lagos as a tourism destination, compared to the interviewed residents, whereas 95% of the

tourists claimed to have a global 'strongly positive' image (27.7%) or 'positive' (67.3%) of the destination, while 87% of residents have an overall 'strongly positive' image (13.5%) or 'positive' (73.5%).

**Figure 7. Global image – tourists versus residents**



In order to understand the relationship of the global image of Lagos as a tourism destination with the behavioral component, several ordinal variables were crossed applying the Chi-Square test for independence. To follow the assumptions necessary to perform this test, it was necessary to group some response categories of the five point Likert scales, since they were attending a low frequency in some of the response categories.

In the tourists' perspective, at the intersection variables 'recommendation of the destination to friends and family' and 'positive word-of-mouth' with the 'global image', it appears that the assumptions are not achieved to perform the Chi-Square, relatively to the expected frequency, not being possible to conclude about the relationship between those variables in the population. However, it is possible to verify an association among the mentioned variables in the sample. It can be notice that 94.2% of respondents which consider positively the global destination image declare intention to recommend Lagos as a tourism destination to friends and family. The intention to recommend is lower (68.4%) among respondents who have a global 'negative/neutral' image of the destination. The majority of respondents that have a positive global destination image (97.5%) intend to make reference about the positive aspects of Lagos as a tourism destination to friends and family. However, among respondents with a global negative or neutral image, it appears that 21.1% does not intend to publicize the positive aspects of Lagos or they are undecided about whether or not to adopt this behavior. Regarding the variables 'revisit' and 'global image of the destination', the Chi-Square test shows a no significant relationship between the variables (Chi-Square =

2.193;  $p$ -value = 0.139).

Consequently, for the research question 4, we can say that, in the tourists' perspective, there is no significant dependency relationship between the variables 'revisit' and 'global destination image'. In relation to the intersection of the variables 'recommendation of the destination to friends and family' and 'global destination image', the requirements for the execution of the Chi-Square test are not achieved, although an association between the mentioned variables is evident in the sample. Also, we can conclude that the 'global destination image' is not related to the behavioral component of the image of Lagos as the 'revisit' and we cannot conclude about the importance of the variable on the intention of 'recommendation of the destination to friends and family'.

From the residents' perspective, the intersection of the variables 'destination recommendation' and 'global image', the Chi-Square test allows us to reject the null hypothesis, considering that there is a significant dependency relationship between the variables (Chi-Square = 29.652;  $p$ -value = 0.000). Also at the intersection variables 'positive word-of-mouth' and 'global image', the Chi-Square test allows us to reject the null hypothesis, suggesting a significant dependency relationship between the variables (Chi-square = 51.227;  $p$ -value = 0.000). This analysis allows us to answer the research question 5, concluding that the 'global destination image' is related to the behavioral component of the image of Lagos, from the residents' perspective. Indeed, it is clear a significant dependency relationship between the variables 'global destination image' and 'destination recommendation to friends and family', as well as between 'global destination image' and 'positive word-of-mouth'.

### ***Cognitive component versus behavioral component***

There are several factors that contribute to the decision process of revisiting the destination, despite that the tourists have a positive image about the same (Opperman 2000). Regardless of the revisit, the tourist can, however, recommend the destination to friends and family, remembering that this is the most credible informative agent in the process of choosing the holiday destination (Chi and Qu 2008; Gartner 1993). Thus, we used the CHAID multivariate technique to understand the contribution of the cognitive component of the image of Lagos in the dependent variable 'recommendation of Lagos to friends and family', applicable to both

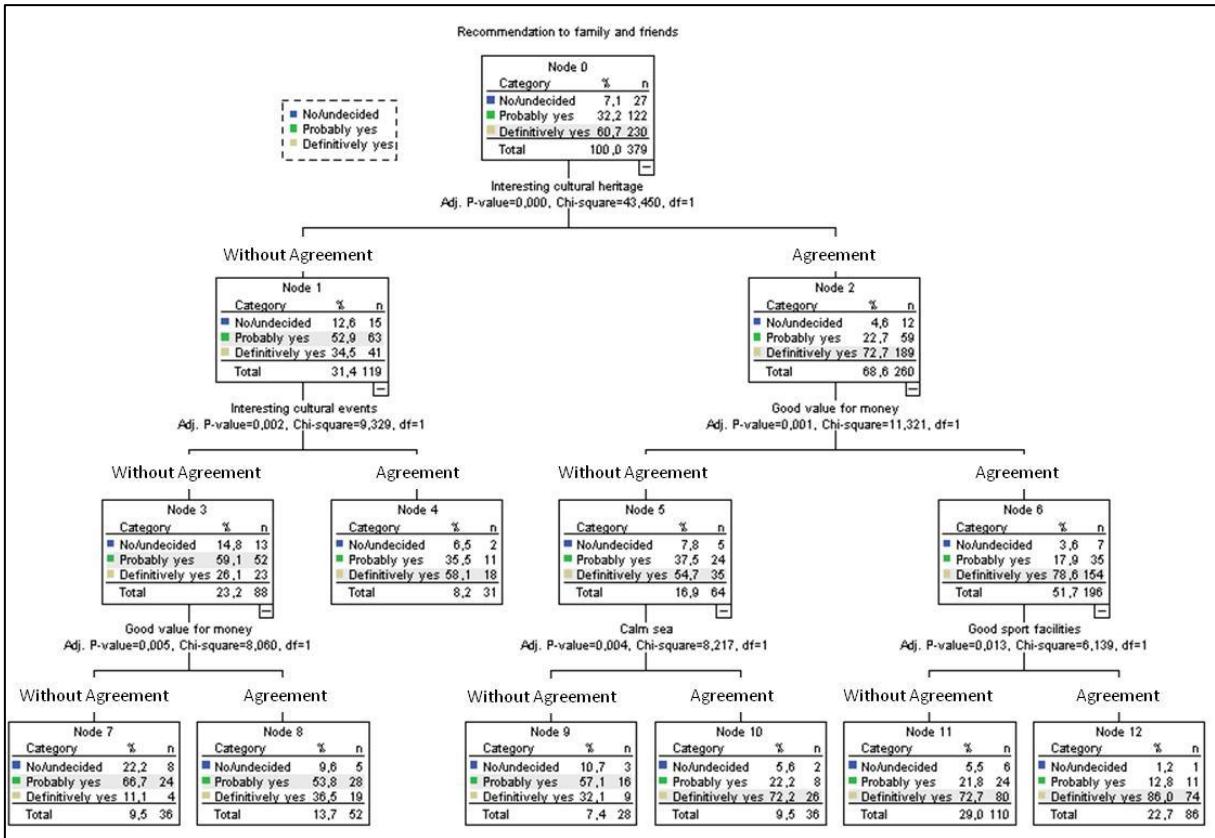
stakeholders in analysis.

Since we intend to understand the contribution of the cognitive component to the recommendation of the destination, the twenty attributes applied in the questionnaire survey constitute possible explanatory variables in CHAID analysis, using a five points Likert scale ('strongly disagree', 'disagree', 'neither agree nor disagree' 'agree' and 'strongly agree'). Once the categories 'strongly disagree' and 'disagree' have little expression and accumulate the answers in the categories 'neither agree nor disagree', 'agree' and 'strongly agree', it was decided to join the five original response categories into two categories of response: 'No agreement'(groups 'strongly disagree', 'disagree' and 'do not agree nor disagree') and 'Agreement'(groups 'agree' and 'strongly agree'). The same criterion was applied to all attributes in order to allow comparison of results.

From the tourists' perspective, relatively to the dependent variable, 'the intention of recommend the destination to family and friends', it was decided to group the first three categories of the ordinal scale ('definitely not', 'probably not' and 'maybe yes, maybe not'), in the category 'no/undecided'. The frequencies have a higher expression in the 'probably yes' and 'definitely yes' categories, so they have been kept in the analysis in its original designation.

Firstly, it should be noted that from the 379 cases considered valid in the CHAID analysis, 7.1% say they have no intention or they are undecided about the recommendation of Lagos to friends and family, 32.2% say that 'probably' will do it and 60.7% are sure to recommend the destination (Figure 8). The tree presents seven terminal nodes (node 4 and nodes 7-12), suggesting seven segments of tourists. Five predictors significantly explain the dependent variable, being responsible for the partition of the tree into three levels: 'interesting cultural heritage' (Chi-Square = 43.450; *p*-value = 0.000), 'interesting cultural events' (Chi-Square = 9.329; *p*-value = 0.002), 'good value for money' (Chi-Square = 11.321; *p*-value = 0.001; Chi-Square = 8.060; *p*-value = 0.005), 'calm sea' (Chi-Square = 8.217; *p*-value = 0.004) and 'good sport facilities' (Chi-Square = 6.139; *p*-value = 0.013), being that the variable 'good value for money' is responsible for two partitions.

**Figure 8. CHAID Analysis - tourists**



Analyzing figure 8, the main inference is based on the comparison of segment II (node 7) and VII (node 12), responding to research question 6. The segment II includes the tourists with a less favourable image of the destination, considering the attributes ‘interesting cultural heritage’, ‘interesting cultural events’ and ‘good value for money’. It is in this segment where is identified a smaller percentage of tourists who are certain about the future recommendation of the destination (11.1%). In turn, there is the opposite trend in the segment VII (node 12). This is the group where the destination’s image is more favourable, regarding to the attributes ‘interesting cultural heritage’, ‘good value for money’ and ‘good sports facilities’, and it is also in this group where is registered the highest percentage of individuals sure to recommend the destination (86%).

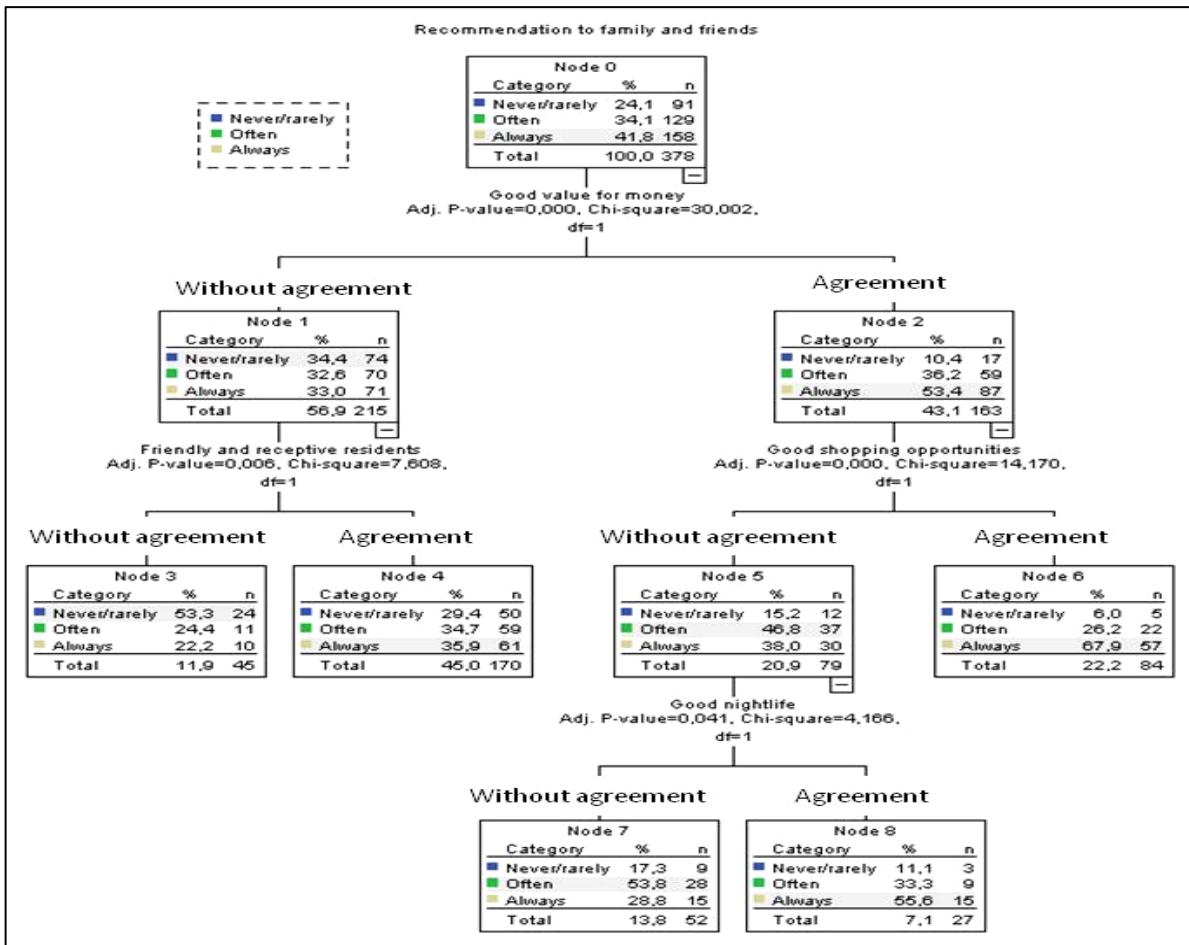
As it was made in the implementation of CHAID to tourists, it was decided to group the five categories in the analysis of residents (‘never’, ‘rarely’, ‘sometimes’, ‘often’ and ‘always’) of the dependent variable , ‘recommendation of the destination to friends and family’ into three categories (‘never/rarely’, ‘often’ and ‘always’). As previously stated, these contiguous categories meet the lower frequencies of response, highlighting the fact that the category ‘never’ registers only 0.3% of responses. The frequencies have higher expression in the

categories ‘often’ and ‘always’ having been kept in the analysis in its original form.

Note that from the 378 cases considered valid in the CHAID analysis, 24.1% never recommend or little recommend the destination to friends and family, 34% state do it frequently and 41.8% state always recommend the destination (Figure 9). The tree has five terminal nodes (nodes 3, 4, 6, 7 and 8), suggesting five segments of residents. Four predictors explain the dependent variable, being responsible for the partition of the tree into three levels: significant ‘good value for money (Chi-Square = 30.002;  $p$ -value = 0.000), ‘friendly and receptive residents’ (Chi-Square = 7.608;  $p$ -value = 0.006), ‘good shopping opportunities’ (Chi-Square = 14.170;  $p$ -value = 0.000) and ‘good nightlife’ (Chi-Square = 4.1666;  $p$ -value = 0.041).

Also in the residents perspective there is the existence of two opposite trends in two segments, I and III, corresponding to nodes 3 and 6, respectively, allowing to answer to research question 7 (Figure 9). Segment I includes tourists with a less favourable image of the destination, considering the attributes ‘good value for money’ and ‘receptive and friendly residents’. It is in this segment where there is a smaller percentage of tourists who are certain about the future recommendation of the destination (22.2%). In turn, there is the opposite trend in the segment III (node 6). This is the group in which the destination’s image, regarding to the attributes ‘good value for money’ and ‘good shopping opportunities’ is more favourable. It is also in this group where we can find the highest percentage of individuals who are sure of recommending Lagos as a destination (67.9%).

**Figure 9. CHAID Analysis - residents**



Comparatively, it is noted that in the CHAID analysis, the attribute 'good value for money' is common to both stakeholders, tourists and residents, regarding the contribution of themselves to recommend Lagos as a destination to friends and family (Figures 8 and 9). Nevertheless, the agreement in the association of the attribute to the destination is greater on the tourists than on the residents, 70% and 43.1%, respectively, in the isolated analysis of the cognitive component (Figure 3). In this preliminary analysis, 'good beaches' and 'pleasant weather' are the attributes that register the highest rates of agreement, both from the perspective of tourists (92.8% and 93.9%) and residents (95.8% and 95.2%) respectively. However, according to the CHAID analysis, these do not significantly discriminate the variable 'recommendation of Lagos as a destination to friends and family'.

## CONCLUSION

The central purpose of the study, covering tourists and residents of Lagos, was to measure the

destination image, identifying the major aspects of agreement and disagreement in the perspectives of these two stakeholders. For this aim, there are identified the attributes to use in the analysis, which are appropriate to the destination and the two stakeholders simultaneously, through an exploratory study with the application of open-ended questions. After a holistic approach, the questionnaires were applied and the cognitive, affective and behavioral components of the destination's image were analyzed separately. The study continued with an analysis of the relation of the global image of Lagos as a tourism destination, with the behavioral component, and finally, the multivariate technique CHAID was applied in order to understand the contribution of the cognitive component of the image of Lagos to recommend the destination to friends and family.

The Chi-Square test shows that, for tourists, the variable 'global destination image' is not significantly related to the intention to revisit the destination. This conclusion is supported by the literature, since there are factors such as the motivations which influence the destination choice, despite a positive image regarding the destination (Opperman 2000). In the residents' perspective, it is clear a significant relationship of the 'global destination image' with the recommendation of Lagos to friends and family. Thus, and being the recommendation of friends and family the most credible information agent in the process of destination choice by the tourist (Gartner 1993), the application of the multivariate technique CHAID allowed to understand the contribution of the cognitive component of the image of Lagos as a tourism destination in the dependent variable 'recommendation from Lagos to friends and family'.

From the tourists' perspective, the attributes that explain the recommendation of Lagos as a tourism destination to friends and family are, in descending order on the significance level: 'interesting cultural heritage', 'good value for money', 'interesting cultural events', 'calm sea' and 'good sports facilities'. For the residents, the attributes that significantly discriminate the dependent variable are: 'good value for money', 'good shopping opportunities', 'receptive and friendly residents' and 'good nightlife'. It should be noted that though there are higher values regarding the level of agreement in the association to the destination of the attributes 'good beaches' and 'pleasant weather', in the CHAID analysis these attributes do not discriminate the variable 'recommendation of Lagos as a tourism destination to friends and family'.

In the affective component level of the image, there are not significant differences between the two stakeholders and the perceived image in the affective component is located in the quadrant arousing/exciting/pleasant. Note also that both tourists and residents present an

intention or an effective behavior, respectively, of positive recommendation in favour of Lagos as a tourism destination. The highest expression of the positive reference to the destination in comparison with recommendation of the destination is evident in both stakeholders, which meets the results of previous studies (Barros 2008).

The study contributes to the theory and practice. In the literature review, it is clear a lack at the level of 'comparative studies' in the measurement of the destinations' image, focusing simultaneously on the perspectives of both tourists and residents, which allow us to conclude about the similarities and differences. The critical reflection of the results also allows to highlight some recommendations for the action under the strategy of destinations branding by decision makers. The results will meet the growing need to diversify the destination supply, depending on the product sun and sand (Aguiló, Alegre and Sard 2007; Ritchie and Crouch 2000). It verifies therefore that the present study also confirms the strategic guideline suggested by the Strategic Plan of Lagos, based on the cultural importance of the Discoveries and the connection of Lagos to the sea.

The model of analysis followed in this study was the involvement of two stakeholders - tourists and residents – needed to develop a solid branding strategy for tourism destinations. In relation to this concern, there are some limitations associated with this study that need to be addressed. Firstly, the analysis was limited only to the referred stakeholders and does not cover, therefore, other stakeholders also involved in the study of destination image, such as investors, traders, hotels and restaurants businessmen and tourisiers (Jafari 1987), local power and visitors in general. The application of the questionnaires during the month of August, considered high season of tourism in the Algarve, it is also a limitation of the study, showing us, in the tourists' view, mainly a seasonal perspective (Baloglu and McCleary 1999). In that way, there is a strong representation of British tourists, reinforcing the need of replicating the study at different times of the year. Recognizing the need of a more comprehensive and participatory implementation with the cooperation of host community, public and private sector, it becomes important to extend the study to the destination's identity and the destination image conveyed by the media. The methodological value of the presented study is based mainly on its potential as a reference tool to improve the process of decision making on the destinations' strategy.

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