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Ericeira's Destination Personality and the impact of the World Surfing Reserve recognition: the Local Stakeholders' perspective

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Master's in Hospitality and Tourism Management

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June, 2021



**BUSINESS
SCHOOL**

Department of Marketing, Strategy and Operations

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Resumo

Este estudo visou desvendar a personalidade do destino Ericeira, na perspetiva dos *stakeholders* locais, e compreender o impacto/influência do reconhecimento Reserva Mundial de Surf (RSM) na perceção da personalidade do destino pelos fornecedores de turismo locais, visto que o reconhecimento possa ter catalisado a criação de uma marca para a Ericeira. Mais, o estudo visou compreender se a identidade da marca “Ericeira”, desenvolvida pela CMM, enquanto Organismo de Gestão Turística, corresponde às perceções dos *stakeholders* locais relativamente à personalidade da Ericeira, pois a interação turística com estes determinará a imagem do destino formada pelos visitantes.

Para tal, realizou-se um questionário com *stakeholders* locais, com questões sobre a personalidade e características/atributos diferenciados do destino, e sobre o impacto da RMS.

Os resultados da análise mostram que o reconhecimento, apesar de não ser um determinante da personalidade percecionada pelos *stakeholders* locais, é percecionado como tendo impacto positivo no desenvolvimento do turismo local. De uma forma geral, os *stakeholders* locais não percecionam, holisticamente, o surf como um atributo diferenciador do destino, contudo a CMM posiciona a Ericeira como um destino de surf. Mais, os resultados indicam que a formulação da identidade e personalidade da marca “Ericeira”, pela CMM, está geralmente de acordo com a perspetiva dos *stakeholders* sobre a personalidade da Ericeira, embora algumas discrepâncias tenham sido identificadas.

Esta dissertação contribui para a investigação sobre marcas e personalidade de destinos de surf e abre a discussão para determinantes da personalidade de destinos e seu impacto no sentimento de lugar dos locais.

Palavras-Chave: Destino Turístico, *Marketing* de Destino Turístico, *Branding* de Destino Turístico, Personalidade de Destino Turístico, Sentimento de Lugar, Congruência com o Próprio

Sistema de Classificação JEL:

M37 – Publicidade

Z33 – Turismo: *Marketing* e Finanças

Abstract

This study's purpose was to uncover Ericeira's destination personality from local stakeholders' perspective, informed by sense of place, and to understand if Ericeira's recognition as World Surfing Reserve, influences or impacts the perception of destination personality by tourism's suppliers, since the recognition seemed to be a catalyst for local destination branding. Moreover, the study aimed at understanding if CMM's brand identity development for brand "Ericeira", as Ericeira's DMO, matches local stakeholders' destination personality perceptions, as the latter will determine visitors' destination image of Ericeira in their direct interactions during tourism consumption.

To fulfill the goals above, a survey was conducted with local tourism stakeholders, in which questions about destination personality and differentiating attributes/features, and about the perceived impact of the WSR recognition were posed.

Analysis of results showed the WSR recognition isn't a determinant of destination personality from Ericeira's tourism supply-side, but it's perceived as having a direct positive impact on local tourism development and growth. Yet, it was noticeable that local stakeholders don't overall view surf as something that makes Ericeira a unique tourist destination, while CMM positions Ericeira as a surf and nature tourism destination. Furthermore, results indicate CMM's formulation of brand "Ericeira"'s identity and personality is generally in agreement with local stakeholders' perspective on Ericeira's personality, albeit some discrepancies were identified.

This thesis bridges the lack of research done on destination branding and personality in surf tourism settings and opens the discussion towards determinants of destinations' personalities and their impact on locals' sense of place.

Keywords: Tourist Destination, Destination Marketing, Destination Branding, Destination Personality, Sense of Place, Self-Congruity

JEL Classification System:

M37 – Advertising

Z33 – Tourism: Marketing and Finance

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Glossary

% – Percent

BPS – Brand Personality Scale

CMM – Câmara Municipal de Mafra (Mafra's City Hall)

Eng. – Engineer

Freq. – Frequency

JFE – Junta de Freguesia da Ericeira (Ericeira's Parish Council)

KMO – Kaiser-Meyer-Olkin

K-S – Kolmogorov-Smirnov

PCA – Principal Components Analysis

PCs – Principal Components

PhD – Doctor of Philosophy (Doctoral Degree)

STWC – Save The Waves Coalition

UNWTO – United Nations' World Tourism Organization

WSR – World Surfing Reserve

1. Introduction

With the exception of 2020 due to effects related to the coronavirus pandemic, tourism and international traveling has been growing worldwide throughout the years. Reports from the UNWTO account for a growth in international tourist arrivals (overnight visitors) worldwide of 4% in 2019, reaching 1.5 billion arrivals, of 6% in 2018 and 7% in 2017 (UNWTO, 2020b). This continuous growth is a reflection on how traveling has become more accessible to everyone and not just a possibility for certain society strata. Low-cost airlines and more affordable accommodation options attract billions of people every year and the emerging need to experience the world and new cultures makes our society keen on exploring Planet Earth.

Portugal is no exception, with its tourism attractiveness growing continuously and rapidly. In 2019, the country received more than 17 million international tourist arrivals (overnight visitors), roughly 6.1% more visitors than in 2018 (UNWTO, 2020a), when the increase in the number of international tourist arrivals had been around 5% in comparison with the previous year. These numbers portray the increasingly attractiveness of Portugal as a tourist destination.

Part of Portugal is a small village called Ericeira, situated about 35km from the center of Lisbon. This coastal village is a civil parish of the county Mafra, with circa 10 thousand residents as of 2015 (CMM, 2015) and in the 19th century was one of the most competitive fishing harbors in the Estremadura zone, with customs in place, bringing the majority of the supply to the whole region. This Customs Harbor covered an area that started in Cascais and would go to Figueira da Foz, being considered the 4th most important customs harbor in the Kingdom (Santos, 1998).

Nevertheless, fishing as a primary income resource to the village's inhabitants started decreasing with the construction of railways. Near the end of the 19th century, the fishing port, with all the difficulties that a solely oceanic port entails, began to be overtaken by the trains; a means of transportation that was faster, safer and more economical, which quickly established itself in the Kingdom, to the detriment of fishing ports (Santos, 2008).

More than a fisherman's village, though, Ericeira has been a famous tourist destination for several centuries, receiving around 140 thousand visiting tourists every year (CMM, 2017), and its attractiveness has mostly been centered around all the economic opportunities that being in a coast line provides it.

In the past, the tourism movements in Ericeira were associated with illustrious people linked to finance and the bourgeoisie (Fernandes & Vilar, 2009). There are reports of the visits of Queen Maria Pia, who was an assiduous visitor to the village and was spotted, in 1864, bathing in one of Ericeira's beaches, and of the visits of the Bishop of Coimbra (1803), who also came for the sea bathing (CMM, 2011). At the end of the 19th century and beginning of the 20th, aristocratic families from Lisbon, like

the Burnay¹, Ulrich² and Rivotti³, started to establish themselves in Ericeira. This flow of upper-class families, mostly coming from Lisbon, Cascais, Estoril and Sintra, moving into and enjoying summers in Ericeira, led the village to become a tourist destination of choice, especially for families with a higher economic power. During these times, Ericeira began being seen as almost a fancy tourist destination and businesses were aligned and focused on delivering what these summer families were looking for.

Throughout the years, though, Ericeira has evolved to receive more diverse types of tourists, from several different backgrounds and classes, and, nowadays, especially after obtaining the WSR recognition in 2011 for some of the village's beaches' variety of waves, it is often visited by tourists looking for surf adventures and other outdoor activities.

Surf arrived in Ericeira at the end of the 1960s and the beginning of the 1970s. Australian, American, British and South African surfers would travel to Portugal in pursuit of different waves; some of them ended up in Ericeira and discovered the wonders of the village's surf breaks. These surfers called Ericeira a "Little Hawaii", because of the quantity and quality of the waves in some of Ericeira's beaches (Marques, 2017). Some curious Portuguese residents started trying to surf the waves as well and surf evolved in the country. In 1977, the first national surfing championship took place in Ericeira, at the hands of a group of friends who also started practicing the modality out of curiosity and decided it would be fun to gather surfer friends from around the country and compete among each other (Marques, 2017). Henceforth, a new sport modality was born in Portugal, with Ericeira having a greater influence in its development.

Years passed since then, but Ericeira's connection and history with surf evolved tremendously, being oftentimes the host of massive international surfing competitions. Ericeira was given the WSR recognition by the STWC organization after the Amigos da Baía dos Coxos Association along with the SOS - Salvem o Surf Association, via the CMM, developed and presented the proposal for Ericeira to be recognized as a WSR.

STWC is an international non-profit organization that works in coalition with like-minded organizations dedicated to protecting surf ecosystems (STWC, n.d.-a). WSRs become recognized as such through partnerships between the STWC organization and local communities. STWC works in collaboration with local coalition partners at each site guiding them through a conservation planning process, aiming to protect outstanding surf breaks around the world, with WSRs serving as standard

1 Eduardo Burnay, the head of the Burnay family in Ericeira, ended up being the Mayor of Mafra between 1905 and 1908.

2 Family that built a beach chalet that would later become one of the most important hotels in Ericeira, the Hotel de Turismo da Ericeira. Nowadays the hotel belongs to the Vila Galé Group.

3 Known mostly for the construction of the Vivenda Rivotti, in 1915. This house, in addition to being a summer residence, was the head of a farm where wine was produced, from which some utilitarian buildings still remain.

models for preserving wave breaks and their surrounding areas by recognizing and protecting key environmental, cultural and economic attributes in coastal communities (STWC, n.d.-b).

In order to qualify as a WSR, the location has to meet minimum criteria (Annex A). Ericeira is the 1st and only WSR in Europe and the 2nd in the world, with 8km of coastline and 7 outstanding waves/surf breaks. STWC decided to award the recognition of WSR to Ericeira because of the character of its coastline, which is defined by rocky cliffs punctuated with little bays and secluded beaches. Moreover, the organization found the diversity of the waves in the area, coupled with the various degrees of difficulty they present, to offer consistent opportunities for surfers at all levels. The vibrant marine ecosystem in Ericeira, the existing and constantly developing surf culture, and the fact that the local community in the village is highly centered in the pursuit and enjoyment of the ocean configure some other reasons why STWC believed Ericeira was and is the perfect setting for a successful management of the local coastal resources (STWC, 2011).

The emergence and growth of this new segment of tourists made the village's population and businesses understand that there were new market opportunities that could be explored and, henceforth, there was a notable growth in the number of surf schools, accommodation units linked to surf and businesses that mostly targeted the surfer lifestyle. As of October 2020, the CMM's website accounts for 39 licensed surf schools, which are sometimes based in surf camp accommodation types, and for nearly 650 licensed and registered accommodation units, including hotels, hostels, private lodging, aparthotels and camping sites.

The distinction of WSR got people talking even more about Ericeira. Soon, not only surf tourism was growing in the village, but tourism overall, as people wanted to visit or revisit the so talked about tourist destination. Besides the distinguished surf conditions, Ericeira is also known for its multiple beaches, which bring a large quantity of seasonal tourism to the village, especially during the high season, when the flow of people in the civil parish reaches three times the number of residents (Portugal em Destaque, 2017).

The CMM viewed this growth in tourism as an opportunity to create place brands (AZUL | Ericeira MAG, 2014). Therefore, in September 2014, the place brands "Ericeira" and "Mafra" were created. Both brands aspire to embody the characteristics of Ericeira and Mafra as places and as tourist destinations.

"Mafra" aims to symbolize the county's historical and cultural heritage, having in consideration historical and cultural landmarks, literary and monumental heritage, and the county's maritime tradition. The brand "Ericeira" was created as a variation of the brand "Mafra" (Annex B) and aims to symbolize the pride in the natural valences of the county, namely Ericeira's coast line, surf, outdoor activities and the ocean (CMM, 2015).

The CMM's main purpose with creating these brands, and subsequent logos, was updating the old entity's logo, since the county had grown tremendously since its creation and it made sense to build a new brand, a brand that was more than a logo, that further symbolized the county and its polyvalences, its tourist and economic development and its national and international exposure (CMM, 2014a, 2014b).

Place branding and destination branding are different concepts but connected ones. Kaefer states that a place brand "refers to the defined DNA of a place, that is, its unique, distinctive character, marked by what we perceive as its personality and identity", and delivers "a promise and a shared idea that brings persons and organizations with an interest in the place together, guiding discussions around what makes – or should make – their city, region, destination or country special and unique" (2021, pp. 7-8). Place branding is about local economic development, spatial planning, place management, reputation management, attraction for investors, events and potential residents and should convey the place's spirit (Kaefer, 2021). Destination branding is, therefore, subsequent to place branding, but instead of representing the place as a whole, it represents the place's tourism industry and is guided by the place branding.

This work focuses on destination branding, with a special interest in destination brand personality, a destination branding construct that has been gaining attention in the academic sphere (Apostolopoulou & Papadimitriou, 2015; Baloglu et al., 2014; Chi et al., 2018; d'Astous & Boujbel, 2007; Dickinger & Lalicic, 2016; Ekinici & Hosany, 2006; Gómez Aguilar et al., 2016; Han et al., 2020; Hosany et al., 2006; Huaman-Ramirez et al., 2021; Huang et al., 2017; Kaplan et al., 2010; Kovacic et al., 2020; Kumar, 2016; Kumar & Nayak, 2014/2018; Lin & Roberts, 2019; Pan et al., 2017; Papadimitriou et al., 2015; Pereira et al., 2015; Sharifsamet et al., 2020; Soundari & Shankar, 2019; Usakli & Baloglu, 2011; Yang et al., 2020). Personifying destination brands is the act of endowing destination brands' identities with human personality traits, which has been a growing trend in destination branding because travelers increasingly seek for emotional links and connections when selecting tourist destinations and brand personality allows for such connections (Apostolopoulou & Papadimitriou, 2015; Ekinici & Hosany, 2006; Huaman-Ramirez et al., 2021; Kaplan et al., 2010; Sharifsamet et al., 2020; Usakli & Baloglu, 2011; C. Zhang et al., 2019).

Several authors argue that destination brands' personalities should be based on the destinations' actual identity, which is formed by local stakeholders, such as residents and business owners, and influenced by the place's environment and cultural, social and historical background (Apostolopoulou & Papadimitriou, 2015; Campelo et al., 2014; Kumar & Kaushik, 2017; Perkins et al., 2020; Saraniemi & Komppula, 2019; Sautter & Leisen, 1999; Tasci, 2011; Wassler et al., 2019). Hence, this study aims to understand what is Ericeira's destination personality from the supply-side perspective, *i.e.*, based

on perceptions of local stakeholders, and to understand if the WSR recognition, obtained in 2011, influences the way the destination's personality is perceived, since it seems this recognition was the trigger for the destination brand's formation by CMM. Ultimately, this study also aims to understand if CMM's brand identity development for destination brand "Ericeira" is in agreement with the destination personality perceptions of local stakeholders.

To fulfill the objectives set above, a survey regarding Ericeira's personality, targeting local stakeholders, was conducted and analyzed via principal component analysis (PCA), resulting in personality dimensions that describe Ericeira from the supply-side, which were then used to interview the CMM about their agreement with the collected data in their branding vision for the destination.

2. Literature Review

2.1. Defining Tourist Destinations

A tourist destination is any location specifically chosen to take a tourism trip, around which such trip is centered (UNWTO, 2010). This definition is in agreement with one of Buhalis' (2000) definitions, which states that destinations can be a perceptual concept, determined by consumers' subjective interpretations, based on their travel purpose and itinerary, cultural and educational background and on past experiences.

Other authors argue that tourism destinations have more to them than just being the location a traveler decided to visit and view tourist destinations as geographically defined places that agglomerate and concentrate a bundle of tourist products, services and resources that culminate in a tourism experience; these are specified by authors as tourist attractions, accommodation units, catering establishments, entertainment activities, cultural venues, natural environment, accessibility, among others (Buhalis, 2000; Chan & Marafa, 2018; Ekinici & Hosany, 2006; Morgan & Pritchard, 2004; Robinson et al., 2020; Ruiz-Real et al., 2020).

Buhalis (2000) argues that a tourist destination is a place or region "understood by its visitors as a unique entity, with a political and legislative framework for tourism marketing and planning" (p. 98), that allows for tourism impact assessment and demand and supply management that maximizes benefits for every stakeholder. Campelo et al. (2014) complement the definition of a tourist destination by stating that destinations are "metaphysical space[s] determined by a network of meanings and values" (p. 154) inherent to them and are places impacted economically, socially and environmentally by tourism.

2.2. Managing Tourist Destinations

Tourism has always existed, but in a globalized world, where international flights are progressively more accessible, tourism has grown exponentially and is expected to continue to grow, despite the effects of the current Covid-19 pandemic and specially after it is more under control (Stacey, 2020).

Globalization hasn't only brought more accessibility, it has also generated awareness and recognition of the fact that tourism is a highly promising industry, with exponentially growing economic impact all over the world, which has led to the emergence of more tourist destinations, from small villages to whole countries, seeking to get their piece of the action and market their tourism assets to multiple traveler targets (Robinson et al., 2020; Tasci, 2011). This globalization-led awareness comes from advancements in information technology and the Internet, which grant people access to information on the multiple destination options available worldwide and resulted in a rapid and intense need to become competitive and differentiated (Tasci, 2011).

Destination and tourism planning, in order to compete and be differentiated in this industry, is becoming progressively more important to ensure long-term success. This wasn't understood as necessary for many years because tourism happens even without planning, so it was deemed as not essential. Nevertheless, evidence shows that although tourism occurs without planning, it doesn't necessarily occur very well and that tourism planning can greatly contribute to the whole local economy of a tourist destination (Robinson et al., 2020). This notion becomes even more relevant since most tourist destinations have substitutable characteristics, such as cultural, recreational, natural or historical attractions, that need marketing and strategic planning behind them to form competitive advantages and communicate their differentiating attributes (Tasci, 2011).

Kotler et al. (2017) argue that understanding comparative and competitive advantages is essential to conquer destination competitiveness, defining comparative advantages as the possession of tourist resources that are crucial for tourism development, and competitive advantages as the effective and efficient capitalization of such resources to boost a destination's competitiveness. The authors argue that having tourist resources isn't sufficient and that the success of a tourist destination is dependent on turning those comparative advantages into strengths that make it competitive.

This need for tourism planning and destination management, allied to the need for destination competitiveness, led to the formation of Destination Management Organizations (DMOs). DMOs, which are "formal marketing organizations dealing with long-term [destination] strategy development" (Kotler et al., 2017, p. 511) and are usually branches of local government or by them created (Tasci, 2011), organize, develop, promote and manage a designated destination and are responsible for the planning and marketing of said destination, including defining objectives and action plans to achieve strategic goals, which should guide to the optimization of tourism's impact and maximize benefits for the destination (Buhalis, 2000; Robinson et al., 2020).

2.3. Using Branding Strategies in Destination Management

DMOs primary goal in planning for tourism was to make sure there were appropriate tourist infrastructures, accessibility, services, resources and so on, which were the functional and cognitive features and attributes highlighted in the DMOs' destinations' marketing and promotion efforts. Yet, the increasing competition and substitutability of tourist destinations has led DMOs to move their focus towards destinations' symbolic and affective attributes, uniqueness and differentiating factors (Huaman-Ramirez et al., 2021; Hudson & Ritchie, 2009; Kumar & Nayak, 2014/2018; Qu et al., 2011; C. Zhang et al., 2019).

The need to differentiate destinations beyond their functional attributes, the recognition from several destination managers that consumers view a travel experience as a whole and, therefore,

correlate destinations with the diverse local suppliers (Buhalis, 2000) and the fact that some places' economy is highly dependent on the tourism industry, led DMOs to adopt and adapt branding constructs to tourist destinations, creating destination brands (Huaman-Ramirez et al., 2021; Kaplan et al., 2010; Pike, 2010). Marketers have understood the benefits of brand management for products that lie outside the focus of brand literature, namely places, persons or ideologies, rather than only goods and services (Hankinson, 2004; Kaplan et al., 2010).

Branding is the process of developing a unique brand identity that sets a product apart in the minds and hearts of consumers when in comparison with competitor products (Kim & Lehto, 2013) and is argued by Morgan and Pritchard as being "the most powerful marketing weapon available to contemporary destination marketers" (2004, p. 60). This construct has been primarily utilized for consumer products and, later on, for services. However, since the beginning of the century there has been a growing trend of utilizing branding strategies to brand destinations in order to create a differentiating identity that highlights a destination's distinctiveness (Blain et al., 2005; Hankinson, 2004; Huang et al., 2017; Kaplan et al., 2010; Kim & Lehto, 2013; Kotler et al., 2017; Morgan et al., 2004; Pike, 2010; Qu et al., 2011; Ruiz-Real et al., 2020; Sharifsamet et al., 2020; Usakli & Baloglu, 2011).

Destination branding is viewed as an essential marketing tool to unearth competitive advantages and differentiating aspects (Kumar & Nayak, 2014/2018; Qu et al., 2011; Ruiz-Real et al., 2020; Usakli & Baloglu, 2011; Yang et al., 2020), to recognize destinations' exceptional needs and shortcomings, to identify social, cultural and environmental characteristics, to provide innovative, specialized and well-coordinated marketing initiatives in a globally competitive industry, to attract deliberate demand (Buhalis, 2000), to assist DMOs in the measurement of achievements (Blain et al., 2005), and to help create emotional, affective and aspirational links with destinations (Morgan et al., 2004).

Blain et al. state that "empirical research has demonstrated that branding enhances destination image among visitors" (2005, p. 332), highlighting one of the many benefits branding a destination brings. Moreover, Hudson and Ritchie (2009) and Andronikidis et al. (2020) argue the benefits of branding a tourist experience in a destination, meaning engaging in experiential marketing, are larger than destination branding based on functional factors. The authors believe that consumers are emotional beings not necessarily rational when deciding on a product, service or brand, but rather driven by the search for pleasing experiences, and, therefore, curating marketing messages based on a tourist experience will appeal to the emotional side of prospective visitors and help reduce substitutability.

2.4. Defining Destination Branding

The end of the twentieth century saw many authors referring destination branding, but Ritchie and Ritchie (1998) were some of the pioneering authors in their attempts to actually define the construct. The authors propose that a destination brand is “a name, symbol, logo, word mark or other graphic that both identifies and differentiates the destination”, “conveys the promise of a memorable travel experience that is uniquely associated with the destination” and that it “serves to consolidate and reinforce the recollection of pleasurable memories of the destination experience” (Ritchie & Ritchie, 1998, p. 17). The first part of the definition refers to the identification and differentiation purposes of a brand, while the second reflects the distinctive aspect of branding a destination rather than a traditional product, which is the need to convey a promise regarding the travel experience and its unique selling points (Ritchie & Ritchie, 1998).

Cai (2002) adds to this definition by arguing that to brand a destination is to formulate an optimal coherent mix of brand elements and to identify brand associations that characterize and differentiate a destination, in order to build a consistent and strong brand identity, through effective marketing initiatives, that generates a consequently positive image.

Blain et al. attempt to summarize previous destination brand definitions and, hence, define destination branding as “the set of marketing activities that (1) support the creation of a name, symbol, logo, word mark or other graphic that readily identifies and differentiates a destination; that (2) consistently convey the expectation of a memorable travel experience that is uniquely associated with the destination; that (3) serve to consolidate and reinforce the emotional connection between the visitor and the destination; and that (4) reduce consumer search costs and perceived risk” (2005, p. 337). Agreeing with the latter definition, several authors add that successful destination branding helps consumers with their decision-making process, by providing pre-visit information on functional, economic, psychological and emotional benefits and values to travelers that generate meaningful and durable relationships between them and the destinations (Huang et al., 2017; Kim & Lehto, 2013; Kotler et al., 2017; Ruiz-Real et al., 2020; Tasci, 2011). Tasci (2011) further highlights that destination branding is a challenging but great strategic option to produce valuable brand equity, awareness, image, associations, quality and loyalty, and, consequently, to generate monetary benefits for the destination, while also generating good morale, local pride, team spirit and quality of life for locals.

Chan and Maraça (2018) add to the literature by stating the difference between destination marketing and destination branding. While destination marketing has an outside-in-approach, in which the focus is on the visitors' perceived image of a destination, destination branding has an inside-out-approach, in which the focus is on the intended image that a destination manager/marketer aims to portray to external parties and that serves as the targeting tool.

The destination branding literature, and oftentimes the practitioners' perceptions (Park & Petrick, 2006), is dominated by destination image perspectives (Agapito et al., 2013; Baloglu et al., 2014; Baloglu & McCleary, 1999; Chen & Phou, 2013; Chi & Qu, 2008; Echtner & Ritchie, 1993, 1991/2003; Elliot et al., 2011; Hankinson, 2005; Hosany et al., 2006; Költringer & Dickinger, 2015; Papadimitriou et al., 2015; Prebensen, 2007; Qu et al., 2011; Tavitiyaman & Qu, 2013; H. Zhang et al., 2014) and highly disregards or confuses other aspects related to branding a destination, which is why it's important to differentiate certain branding constructs that will be described further.

2.4.1. Destination Branding Constructs

2.4.1.1. Destination Brand Identity

The first step in any destination branding process is an extensive market research, which includes both the macro and micro environment the destination is inserted in (Hudson & Ritchie, 2009; Morgan & Pritchard, 2004). Only once a thorough market research is complete can branding begin and defining the brand identity is the starting point in destination branding (Pike, 2009).

The brand identity identifies and explains the identification and differentiation of a destination brand (Qu et al., 2011) to convey a desired destination image (Cai, 2002; Campelo et al., 2014; Kim & Lehto, 2013; Pike, 2009) formed by the destination experience suppliers and providers (Pike, 2010; Qu et al., 2011). It includes a carefully selected mix of brand elements that seek to convey relevant brand associations regarding the destination brand (Cai, 2002); such elements include values, vision, mission, benefits, personality, distinguishing preferences, imagery, typography, tone of voice, color, culture, environment and strategy (Konecnik Ruzzier & de Chernatony, 2013; Morgan & Pritchard, 2004; Pike, 2010; Saraniemi & Komppula, 2019; Wheeler et al., 2011). These brand elements work together to identify the destination brand's core values, which are the basis for all communication strategies and promotional activities (Bregoli, 2013; Kim & Lehto, 2013) through all marketing (public relations, advertising and publicity) and organic (education and arts) channels (Hankinson, 2004), either by DMOs, news outlets or industry stakeholders (Kim & Lehto, 2013; Saraniemi & Komppula, 2019). Hankinson states that the brand identity is "the blueprint for developing and communicating the [destination] brand" (2004, p. 115).

A destination brand's identity has to be consistent throughout all brand strategies (Hankinson, 2004) because it is the foundation of the conceived and projected brand promise (Campelo et al., 2014; Wheeler et al., 2011), which creates an expectation of the experience the visitor will encounter (Campelo et al., 2014; Hudson & Ritchie, 2009; Konecnik Ruzzier & de Chernatony, 2013). The brand identity not only creates an expected experience in the minds of potential visitors, but also presents a guidance to industry stakeholders and local residents regarding the brand's values, which they may

comply with in their interaction with visitors if they agree with and accept them (Bregoli, 2013; Campelo et al., 2014).

2.4.1.2. Destination Brand Image

Destination image is an attitudinal and multi-dimensional construct that incorporates the sum of beliefs, knowledge, ideas, feelings and mental or visual impressions a consumer has regarding a destination and the experience it may provide (Baloglu & McCleary, 1999; García et al., 2012; Hosany et al., 2006; Milman & Pizam, 1995). Therefore, destination image is the perceived image formed by consumers, meaning the demand-side or the buyers/receivers (Chan & Marafa, 2018; Kim & Lehto, 2013; Pike, 2010; Qu et al., 2011); it is influenced by external stimulus, such as information sources and previous experiences, and personal factors, such as social and psychological attributes of the consumer (Baloglu & McCleary, 1999). Destination image can be formed prior to visitation, based on indirect sources of information like promotional literature, general media and word of mouth, and after visitation, possibly changing with the direct and first-hand experience (Echtner & Ritchie, 1991/2003; Kim & Lehto, 2013).

The overall image is measured based on and affected by perceptual/cognitive and affective perceptions of a destination (Baloglu & McCleary, 1999; Chan & Marafa, 2018; Echtner & Ritchie, 1993, 1991/2003; Konecnik & Gartner, 2007; Qu et al., 2011). The cognitive component encompasses the knowledge, awareness and beliefs a consumer has regarding a destination's attributes and what the consumer knows or believes he/she knows about the destination, while the affective component encompasses the feelings the consumer has towards his/her knowledge of the cognitive components and the attachment to them and the destination (Baloglu & McCleary, 1999; Konecnik & Gartner, 2007). Hence, destination image comprises of perceptions of singular destination attributes and holistic impressions, which encase tangible and functional characteristics of the destination as well as intangible, symbolic, emotional and psychological ones (Chan & Marafa, 2018; Echtner & Ritchie, 1991/2003). Such perceptions "can be arranged on a continuum ranging from traits which can be commonly used to compare all destinations to those which are unique to very few destinations" (Echtner & Ritchie, 1991/2003, p. 44).

It is important to denote that destination image is formed whether there are destination marketing and branding strategies in place or not (Echtner & Ritchie, 1991/2003), but can improve with their existence (Camilleri, 2018; Morgan et al., 2004; Ritchie & Ritchie, 1998). When marketing and branding strategies are implemented for tourist destinations, the destination image is also influenced by the destination marketers' projected brand identity, generating a destination brand image (Qu et al., 2011).

2.4.1.3. Brand Positioning and the Relationship between Destination Brand Identity and Destination Image

Brand positioning is the step that follows the formation of brand identity, and it serves to communicate identification and differentiation and promote competitive advantages and unique attributes, to ensure the consumers and targeted markets recognize the desired projected image (Echtner & Ritchie, 1993; Kumar & Kaushik, 2017; Pike, 2009, 2010; Qu et al., 2011; Tasci, 2011). Such consumers and targeted markets will be the ones who form a destination image, so it is essential to understand if their perceived image matches the destination's desired image, which is the brand identity. Hence, although destination identity is formed before measurement of destination image and should influence it, it is necessary to adapt, evolve and enhance the brand identity if there isn't congruence among the two variables, meaning that destination image should also influence brand identity and, consequently, brand positioning in terms of communication and promotion efforts (Cai, 2002; Hudson & Ritchie, 2009; Qu et al., 2011; Tasci, 2011).

2.4.1.4. Destination Brand Personality

Brand personality is a construct of branding that results from consumer behavior research and can be defined as "the set of human characteristics associated with a brand" (Aaker, 1997, p. 347), therefore destination brand personality can be defined as the set of human traits associated with a tourist destination and is, thence, a multidimensional construct (Apostolopoulou & Papadimitriou, 2015; Baloglu et al., 2014; Boksberger et al., 2011; Chen & Phou, 2013; Dickinger & Lalich, 2016; Ekinci & Hosany, 2006; Hosany et al., 2006; Kaplan et al., 2010; Kumar & Nayak, 2014/2018).

Marketers have realized that more and more consumers look for emotional connections in the brands they select, and that isn't different for destination choice. Therefore, destination marketers have had to move their brand promises beyond functional and physical characteristics, because positioning based on these doesn't mitigate substitutability and consumers create emotional expectations regarding the destination (Ekinci & Hosany, 2006; Hudson & Ritchie, 2009; Usakli & Baloglu, 2011).

Generally, consumers respond to symbolic meanings associated with brands because they form expectations regarding the brand's attributes and benefits and oftentimes couple brand identities with human personality traits, which produces the symbolic nature of/meaning consumers give to the brand (Huaman-Ramirez et al., 2021; Ye et al., 2020). Attributing symbolic meanings and human personality traits to brands is an unconscious process known as animism, which implies that people have the need to anthropomorphize things in order to simplify interactions with the inanimate and

nonmaterial world (Gilmore, 1919; Han et al., 2020; Kim & Lehto, 2013 as based on Fournier, 1998). Hence, using brand personality in destination's communication generates the emotional link consumers search for and helps build a destination brand that understands visitors' perceptions and presents a unique identity (Apostolopoulou & Papadimitriou, 2015; Ekinci & Hosany, 2006; Huaman-Ramirez et al., 2021; Kaplan et al., 2010; Sharifsamet et al., 2020; Usakli & Baloglu, 2011; C. Zhang et al., 2019). Additionally, research evidence suggests that personality traits are omnipresent in consumers' destinations' evaluations, that they have a positive impact of consumers' behavioral intentions and that they can help distinguish brands with similar attributes and build sustainable competitive advantages (Chi et al., 2018; Ekinci & Hosany, 2006; Hosany et al., 2006; Huaman-Ramirez et al., 2021; Kim & Lehto, 2013; Kumar & Kaushik, 2017; Usakli & Baloglu, 2011; Ye et al., 2020). Authors argue that a distinctive, well-established and emotionally attractive brand personality can aid in the creation of a set of unique associations that positively influence consumer preferences and behavior, while fostering strong emotional connections, brand loyalty and trustworthiness and, consequently, leveraging the image formed regarding the destination (Ekinci & Hosany, 2006; Kumar & Kaushik, 2017).

Brand personality and brand image are related constructs, since image encapsulates personality, but personality is more connected to affective images (Hosany et al., 2006; Kim & Lehto, 2013), therefore brand personality should also influence brand identity to ensure the latter matches destination brand image and conveniently interacts with the target markets (Hudson & Ritchie, 2009; Morgan & Pritchard, 2004).

The majority of the studies focused on brand personality have sought to group human personality traits perceived by consumers regarding a product, service or brand into personality dimensions, and the most common dimensions identified in the literature are sincerity, competence and excitement (Aaker, 1997; Aaker et al., 2001; Apostolopoulou & Papadimitriou, 2015; Ekinci & Hosany, 2006; Kaplan et al., 2010; Kim & Lehto, 2013; Papadimitriou et al., 2015).

2.5. Self-Congruity Theory: Self-Concept vs. Brand Personality

Self-concept is a multidimensional construct that is based on a comprehensive evaluation of oneself, composed by how one sees, values, thinks and feels about oneself; in other words, self-concept is the sum of thoughts and feelings individuals have about themselves, either real or ideal/aspirational (Boksberger et al., 2011; Usakli & Baloglu, 2011; Zenker et al., 2017).

The multidimensional construct encompasses actual self-concept – how one actually perceives oneself –, ideal self-concept – how one would like to perceive oneself –, social self-concept – how one

believes others perceive him/her – and ideal social self-concept – how one wishes to be perceived by others (Sirgy, 1982, as cited in Usakli & Baloglu, 2011).

Self-congruity happens when there is a match between a consumer's brand image and his/her self-concept (Boksberger et al., 2011). The self-congruity theory explains why symbolic values attributed to products motivate purchase: amid similar competing brands, consumers, consciously or not, choose the brand that they perceive to have the highest degree of congruence between one's own personality traits – self-concept – (or the personality traits one wishes to project) and the brand's attributable and communicated personality traits (Boksberger et al., 2011; Ekinci & Hosany, 2006; Kumar & Kaushik, 2017; Usakli & Baloglu, 2011). For each dimension of the self-concept construct listed above, a self-congruity theory was formed (Usakli & Baloglu, 2011).

Authors have tried to understand why brand choice is influenced by self-concept and not by, for example, solely the functional characteristics of a brand's products. Familiarity theory says that humans use themselves as the standard and model for interpreting the outside world because they're the one thing they believe to fully know and understand, and, therefore, feel comfortable with. Humans are averse to the unknown and the nonhuman and to how unclear and ambiguous factors might impact and weigh on their lives. For this reason, human beings project human characteristics and traits onto nonhuman and nonmaterial domains, which is a phenomenon denominated as anthropomorphism (Ekinci & Hosany, 2006; Han et al., 2020). Another reason pointed out by Ekinci and Hosany (2006) is that, in interpersonal relations and interactions, people tend to be attracted to those who share similar personality traits with them because it makes them feel emotionally rewarded. This has been proved by several studies and could also influence consumers in their brand choice if they are looking for such emotional reward based on familiarity.

2.5.1. Relationship between Self-Congruity and Destination Branding

Destination choice conveys personality, status and lifestyle (Kotler et al., 2017; Morgan et al., 2004) and consumers' perceive chosen brands as an extension of themselves, which also happens in destination choice, hence selection and purchasing behavior is driven by the symbolic values of brands, products or destinations (Ekinci & Hosany, 2006; Huaman-Ramirez et al., 2021; Kaplan et al., 2010). This means that, self-congruity theory is also valid for tourist destinations, influencing visitor behavior, especially in destination choice, (Ekinci et al., 2013; Ekinci & Hosany, 2006; Huaman-Ramirez et al., 2021; Usakli & Baloglu, 2011); therefore, self-congruence in tourism is the extent to which a visitor's actual or ideal self-concept matches their image of a destination (Boksberger et al., 2011).

Evidence shows that visitors and potential visitors are more likely to have positive and favorable attitudes towards a destination when the match between their self-concept and the destination's

personality is more preeminent, leading to greater destination brand loyalty (Ekinci et al., 2013; Ekinci & Hosany, 2006; Hankinson, 2004; Huaman-Ramirez et al., 2021; Kaplan et al., 2010; Kumar & Kaushik, 2017; Usakli & Baloglu, 2011).

When consuming brands, consumers have evolved from selecting them based on a personal and individual meaning or set of values, to selecting brands based on their social value and meaning and the symbols they convey. This happens because, in general, humans tend to seek others' social acceptance, approval and respect, hence, consumers not only choose brands based on their self-concept but also based on their need to integrate a specific social group and desired social identity. This generates trends in which visitors express their values and beliefs or social identities and integration in certain social groups by their choice of tourist destinations. Two constructs arise from these trends: 1) brand identification, which expresses a visitor's social identity when selecting a destination, based on their social-self or social group; and 2) lifestyle-congruence, which expresses a visitor's consumption values and where choice of destination is not necessarily affected or influenced by any dimension specific of self, but by conscious consumption based on goals, interests, opinions and activities (Ekinci et al., 2013).

Regardless of how one is influenced by their self-concept dimensions, authors agree that destination marketers/managers should build and emphasize connections between destination personality and visitors' self-concepts, by creating destination brands' identities that match those self-concepts and by producing marketing campaigns and strategies that emphasize such match, because it has been proven that destination personality helps competitively position destinations and their brands from competing ones (Ekinci et al., 2013; Huaman-Ramirez et al., 2021; Usakli & Baloglu, 2011).

2.6. Complexity of Destination Branding

Branding a destination is a much harder and more complex process than the one for branding products or services. While a marketer can decide all aspects regarding the marketing and branding of a product or service, because they're usually created "from scratch", in a tourist destination a marketer has to deal and work with all the "baggage" the destination has attached to it. Destination branding occurs within a politically charged environment where there are several already existing and influencing factors and stakeholders that need to be taken into consideration (Buhalis, 2000; Kaplan et al., 2010; Kotler et al., 2017; Morgan & Pritchard, 2004; Pike, 2010; Ruiz-Real et al., 2020; Saraniemi & Komppula, 2019) and that make the destination in itself a complex, multi-layered and multi-faceted entity (Chan & Marafa, 2018; Hankinson, 2009). Such factors, both private and public, can be location, natural resources, local tourism businesses, travel intermediaries, tourist attractions, infrastructure, host community and residents' characteristics, government funding agencies, local institutions, politics and

policies, investors, media outlets and visitors (Buhalis, 2000; Hankinson, 2004, 2009; Kaplan et al., 2010; Kotler et al., 2017; Pike, 2010; Tasci, 2011).

Destinations' stakeholders have different, and oftentimes conflicting, interests and goals, particularly the fact that each seeks to maximize benefits for themselves and considers what's best for them and not necessarily for the tourist destination as a whole and in the long-term (Buhalis, 2000; García et al., 2012; Saraniemi & Komppula, 2019; Wang, 2011); this also presents an issue when different stakeholders, namely local businesses, target different and opposing segments, communicate the destination in a distinctive way in comparison to others or exert pressure on DMOs to brand destination a certain way (Kotler et al., 2017; Pike, 2010; Tasci, 2011).

DMOs have the challenging job and responsibility of having to deal with scarce management control of all factors and stakeholders, working with limited budgets, being vulnerable to internal and external pressures, of having to consider the desires, interests, expectations and needs of all stakeholders, and having to coordinate and work together with them to foster group mentality and define clear roles and functions (Buhalis, 2000; Chan & Marafa, 2018; García et al., 2012; Hankinson, 2009; Morgan & Pritchard, 2004; Wang, 2011) to ensure successful destination branding that is positive and beneficial for everyone. As Fairley described, "much like raising a child, it also takes a village to grow a positive tourism community whereby all members of the community have a stake in the success of the destination" (2018, p. 45) and it's the DMOs role to mitigate the complexity of branding a tourism destination by acting as community relational networkers, communicators, value enhancers, brand representatives and evaluators (Hankinson, 2004).

2.7. Importance of Stakeholders' Involvement in Destination Branding and Sense of Place

Stakeholders are any individuals or groups that simultaneously affect and are affected by the activities produced by an organization in the pursuit of its purpose (García et al., 2012). In a tourist destination, stakeholders are "active participants of local tourism" (Pike, 2009, p. 860) that have an interest in the planning, process, delivery and outcome of a tourist destination (Sautter & Leisen, 1999).

A visitor's experience in a tourist destination encompasses encounters with multiple local tourism stakeholders and, therefore, their overall image of the destination develops through such interactions (Buhalis, 2000), which means that destination brand value is created not only in the direct effect it has on the final consumer but also in the relationship with all stakeholders involved in the marketing and distribution network of the destination (García et al., 2012). Nonetheless, local stakeholders, particularly residents, are often disregarded in destination branding processes, resulting in branding strategies that don't fully convey the locals' sense of place (Campelo et al., 2014).

Destinations are embedded in places, which have their own nature that is determined by the places' shared experiences, relationships and networks, therefore it is fundamental to understand a place's cultural characteristics, its local habits and common practices and its people's characteristics (Campelo et al., 2014; Saraniemi & Komppula, 2019; Sautter & Leisen, 1999). Sense of place is determined by the meanings given to the place by those that reside in it, it is acquired and developed by the experiences one has in that place and encompasses the place's social, cultural, natural, historical and physical dimensions. This construct conveys a factor that differentiates destinations for their uniqueness, since sense of place is irreproducible and inimitable. Therefore, destination marketers have here a tool to position destinations based on their uniqueness, by building a brand that is sensible and grounded on the destinations' actual cultural and social aspects and that portrays the destination as it should be portrayed to ensure truth and authenticity (Campelo et al., 2014).

Guiding destination branding by local stakeholders' sense of place is essential, because they have an intimate and experienced knowledge of the destination's benefits, attributes and limitations; in other words, local stakeholders have the "inside scoop" of the destination's identity and reality and, directly or indirectly, influence a visitor's experience at the destination (Apostolopoulou & Papadimitriou, 2015). Based on this notion, DMOs should act as leaders in the collaborative facet of destination branding and facilitate it by engaging in a bottom-up approach in order to empower local stakeholders and to ensure the destination brand is authentic in its representation of the true local identity (Tasci, 2011). Understanding sense of place also helps DMOs understand locals' behaviors, which is a valuable asset to develop proper cooperation with local stakeholders (Campelo et al., 2014).

A destination brand truly represents a place when it is based on socially agreed constructions that provide insights regarding the place's socially ingrained habits, dispositions and skills to that brand's target segments (Campelo et al., 2014); hence, actively requesting and seeking input from local stakeholders on a destination's personality and image to engage them in the branding process is advantageous and beneficial for every stage of a destination brand's development, including research, brand development, implementation and control (Apostolopoulou & Papadimitriou, 2015; Kumar & Kaushik, 2017; Perkins et al., 2020; Saraniemi & Komppula, 2019; Tasci, 2011; Wassler et al., 2019). In fact, research has shown that destinations that have been successful and effective in their branding efforts are usually based on intensive stakeholder, competitor and consumer research and involvement (Blain et al., 2005; Morgan et al., 2004; Tasci, 2011).

If stakeholders understand, accept, agree and review themselves in the destination brand's values and what they represent, they are likely to be influenced and use them in their ways of working, behaving and thinking, thus the values of the local community should serve as the basis for the brand's values and its identity, which in turn will make stakeholders more committed to the destination

branding, contributing to a sustainable destination identity and consequent perceived image by visitors (Wheeler et al., 2011). On the contrary, not involving local stakeholders in the process of branding a destination results in lack of acceptance, recognition and commitment to the brand by the local community, which affects the quality of tourism experience and can have a consequent negative impact on destination image (Campelo et al., 2014; Perkins et al., 2020). To reinforce this idea, Wheeler et al. argue that “a brand that is more befitting of the place it represents—i.e., that genuinely reflects the sense of place of the destination and its stakeholders—is perhaps more likely to be embraced by these stakeholders, as its identity better aligns with their values and objectives. Thus, the brand promise stands a greater chance of being fulfilled, with reduced potential for dissonance between branding communication and visitor experience (2011, p. 23).

In conclusion, “positioning the sense of place, as it is constituted and experienced by residents, at the center of the brand strategy creates an inclusive, collaborative, and effective branding process” (Campelo et al., 2014, p. 163).

2.8. Correlating Sense of Place, Self-Congruence and Destination (Brand) Identity

Through the information presented above, based on research by several authors, one can argue that if potential visitors base their choice of destination on their self-concept and on information that allowed them to form a pre-visitation destination image, it is important that the expectations of the visitors as to what they will encounter are met. These expectations include functional, affective, and symbolic attributes, as well as values and personality traits that are communicated to promote the destination across several platforms.

Additionally, it is argued that sense of place defines a destination's actual identity, influencing its functional, affective and symbolic attributes, values and personality traits, therefore destination brand identity should reflect such sense of place. When it does reflect it, all subsequent branding strategies are based on that identity, thus the actual destination's identity, and consequent destination tourism experiences will match the destination image visitors formed prior to visitation. Positive destination image after visitation leads to brand loyalty, which includes intention to return and to recommend and engagement in positive word of mouth.

In conclusion, destination brands' identity should reflect sense of place, informed by local stakeholders, to ensure the self-congruity expectations regarding the destination's experiences are met, specially that pre-visitation destination image, which influenced potential visitors' choice of destination by identification of its projected image with their self-concept, matches destination image after visitation.

3. Methodology

3.1. Objective

The goal of this study is to understand what is Ericeira's destination personality, based on local stakeholders' perceptions of the village. These stakeholders include local residents, local business owners, local non-profit associations, and local media outlets. Furthermore, this study aims to understand if the local stakeholders' perceived destination personality of Ericeira is determined or influenced by Ericeira's recognition as World Surfing Reserve or by its surf heritage.

Lastly, this study aims to understand if CMM's vision for the brand *Ericeira*, being the main agent in its development, is in agreement with how locals perceive Ericeira's destination personality.

3.2. Collection of Personality Traits

Aaker (1997) was a pioneer in the development of a Brand Personality Scale (BPS), which comprised of 42 personality traits, grouped in 5 personality dimensions (excitement, sincerity, competence, sophistication, and ruggedness). Throughout the years, researchers reproduced this BPS in tourist destinations, but realized that, while being the most structured and trustworthy scale to measure brand personality, it was not necessarily fit for measuring destination personality, especially when different destinations have culture-specific characteristics. Hence, authors have attempted to develop Destination Personality Scales (DPS) that are more appropriate for the subject, but it is arguable that most of the produced DPS have resulted in too culture-specific traits. To gather a more comprehensive set of traits, data from brand and destination personality literature were collected to garner personality traits that are not only appropriate to measure destination personality, but that also reflect different cultures from different parts of the world, in the hopes that they would be more generalizable (Table 3.2.1).

Table 3.2.1. References selected to collect Personality Traits. Source: Self-elaboration.

Selected References	Methodology/Nr. of Traits	Dimensions	Destinations studied
Chi et al., 2018	Structured: 12 traits based on Aaker's (1997) + Unstructured: free elicitation of personality traits in focus group	Conviviality; Sophistication; Vibrancy	Sardinia, Italy
Huang et al., 2017	Structured: 22 traits based on Aaker's (1997) BPS	Excitement; Competence; Charming; Outdoorsy	Jeju Island, South Korea
Lin & Roberts, 2019	Structured: 42 traits from Aaker's (1997) BPS	N/D	Kansas, USA
Zhang et al., 2019	Structured: 33 traits based on works from several other authors	Temperament; Competence; Attitude; Mood	Respondents' most recently visited destination

Selected References	Methodology/Nr. of Traits	Dimensions	Destinations studied
Yang et al., 2020	Structured: 14 traits based on Aaker (1997) and Chua et al. (2019)	Sincerity; Excitement; Competence; Sophistication, Ruggedness	Glasgow, Scotland
Kovacic et al., 2020	Unstructured: 35 traits from free elicitation based on Aaker's (1997) personality dimensions	Excitement; Sincerity; Competence; Ruggedness; Sophistication	Respondents' most recently visited destination
Soundari & Shankar, 2019	Structured: 17 items based on Aaker (1997); Hosany et al. (2006); Murphy et al. (2007); d'Astous and Boujbel (2007)	Sincerity; Excitement; Conviviality; Sophistication; Ruggedness; Conformity	Coimbatore, India
Huaman-Ramirez et al., 2021	Structured: 15 items based on Aaker (1997); Bartikowski et al. (2009)	Sincerity; Excitement; Competence; Sophistication; Ruggedness	Aix-en-Provence, France
Pan et al., 2017	Structured: 18 items based on Aaker (1997); Kaplan et al. (2010)	Competence; Sacredness; Vibrancy; Femininity; Excitement	Dimensions relevant for Chinese travelers
Gómez Aguilar et al., 2016	Structured: 26 items based on Aaker (1997)	Sincerity; Excitement; Competence; Sophistication; Ruggedness	Granada and Torremolinos, Spain
Kumar & Nayak, 2014/2018	Structured: 32 items based on Aaker (1997) and d'Astous and Boujbel (2007) + Unstructured: free elicitation of personality traits by travelers	Courteousness; Vibrancy; Conformity; Creativity; Viciousness; Tranquility	Cities in India
d'Astous & Boujbel, 2007	Unstructured: 24 items from free elicitation of personality traits by travelers + Structured: based on Aaker (1997)	Agreeableness; Wickedness; Snobbism; Assiduousness; Conformity; Unobtrusiveness	Several countries
Aaker, 1997	Structured: 42 items based on Big Five Human Personality Traits (Psychology)	Sincerity; Excitement; Competence; Sophistication; Ruggedness	American Brands, USA
Aaker et al., 2001	Japanese Market – Structured: 37 items Spanish Market – Structured: 33 items based on Big Five Human Personality Traits (Psychology)	Japanese Market: Excitement; Competence; Peacefulness; Sincerity; Sophistication Spanish Market: Excitement; Sincerity; Sophistication; Peacefulness; Passion	Japanese Market: Japanese Brands, Japan Spanish Market: Spanish Brands, Spain
Hosany et al., 2006	Structured: 13 items based on Aaker (1997)	Sincerity; Excitement; Conviviality	Respondents' most recently visited destination
Kaplan et al., 2010	Unstructured: 14 items from free elicitation of personality traits by travelers +	Excitement; Malignancy; Peacefulness; Competence; Conservatism; Ruggedness	Cities in Turkey

Selected References	Methodology/Nr. of Traits	Dimensions	Destinations studied
	Structured: based on Aaker (1997); Hosany et al. (2006); Aaker et al. (2001)		
Usakli & Baloglu, 2011	Unstructured: 24 items from free elicitation of personality traits by travelers + Structured: based on Aaker (1997)	Vibrancy; Sophistication; Competence; Contemporary; Sincerity	Las Vegas, USA
Kumar, 2016	Structured: 23 items based on Kumar and Nayak (2014/2018)	Well-mannered; Vibrancy; Creativity; Conformity; Viciousness	Cities in India
Apostolopoulou & Papadimitriou, 2015	Unstructured: 8 items from free elicitation of personality traits by travelers	Excitement; Sincerity	Patras, Greece

This investigation generated a grand total of 485 personality traits, which resulted in 182 traits, by elimination of repeated ones, that could be inserted in 30 different personality dimensions. From the 182 aggregated personality traits, the most frequent traits in the literature were selected to conduct a pilot study, which comprised 76 personality traits (Annex C). Such traits were later translated to Portuguese and inserted in a survey directed at Ericeira's local stakeholders, such as local residents and local business owners.

3.2.1. Destination Personality: Pilot Study

The pilot survey was answered by 24 people, with 19 respondents being residents of Ericeira and 5 being local business owners. The respondents were asked to imagine the destination as a human being and rate their level of agreement, on a 7-point Likert scale (1-Strongly disagree; 7-Strongly agree), with each listed personality trait in their description of Ericeira's destination personality.

Despite the short sample, the results of this pilot study were factor analyzed through a Principal Component Analysis (PCA) with a Varimax rotation method. The rotated PCA resulted in the selection of 12 Principal Components (PCs) (Annex F) that accounted for around 78.5% of the total variance explained (Annex E). In each PC, only items with a correlation with the PC above 0.5 were kept for the final survey, which resulted in 49 personality traits. To prevent the inclusion of redundant and synonym traits in the final survey, 9 items were eliminated based on the lowest item-to-PC correlation.

A complementary substantive analysis was performed to support the selection of relevant items. Finally, 40 personality traits were included in the final survey to study Ericeira's personality. (Annex D).

3.3. Destination Personality: Final Survey

The final survey was conducted in the span of a week, was distributed via social media platforms and groups and via direct e-mail.

One of the goals of this survey being to assess if the recognition of WSR was a determinant in the way respondents evaluated Ericeira's destination personality, respondents were asked to name 3 attributes or features that they associated with Ericeira as a tourist destination that, in their opinion, made this a unique destination. Based on the responses to this open question, answers were categorized into 2 groups: if respondents named the WSR recognition, mentioned "surf" or "waves", they were included in Group 1 and categorized as being influenced by the mention of the recognition in their responses, while the rest of the respondents' answers were included in Group 2 and categorized as not being influenced.

Later on, these 2 groups' answers are compared, in order to understand if the mention and awareness of the WSR recognition and surf as being attributes/features that make Ericeira unique is determinant to how local stakeholders perceive Ericeira's personality or if it doesn't influence such perception.

The 40 personality items chosen based on the pilot study were added to the final survey, with respondents being asked to reflect on Ericeira, imagining it as a human being with certain characteristics and personality traits. Based on this reflection, respondents were asked to rate their level of agreement, on a 7-point Likert scale (1-Strongly disagree; 7-Strongly agree), with the personality traits listed in the survey as descriptors of Ericeira's destination personality.

3.4. Control Questions: WSR recognition as a determinant and positive factor in Ericeira's tourism development and growth

To further understand how local stakeholders perceived the impact of Ericeira's recognition as WSR, two additional control questions were presented to respondents.

Firstly, survey participants were asked if they were aware of such recognition and, if the answer was positive, were then asked to rate their agreement with two statements (7-point Likert scale): 1) "The WSR recognition was and is determinant for Ericeira's tourism development and growth" and 2) "The WSR recognition has a direct positive impact on Ericeira's tourism development". These statements, introduced as control questions, look into further understanding local stakeholders' perceptions regarding the impact of the WSR recognition on Ericeira's tourism development and growth and whether perceived impact influenced personality perceptions.

3.4. Interview with CMM – Mafra's City Hall's President

Based on the results of the final survey and literature review, an email interview was conducted with CMM, specifically with the President of Mafra's City Hall, Eng. Hélder Sousa Silva. The main goal was to find out if CMM's branding development for Ericeira is in accordance with the local stakeholders' perception of Ericeira's identity and, more specifically, its personality.

The following table (Table 3.4.1) presents the posed questions and the reasoning behind each:

Table 3.4.1. E-mail Interview with CMM – Questions posed to CMM's President.

Questions	Objectives
1. Does CMM consider the brand "Ericeira" a destination brand?	Understand if the brand "Ericeira" was thought of and created as a destination brand.
2. Which attributes/features/interest factors are emphasized, currently, by CMM, in the communication of Ericeira and the brand created for this tourist destination? At this moment in time, what is the image CMM believes to project of Ericeira to its visitors?	Understand the destination image and destination brand image Ericeira's DMO believes to project of the tourist destination – the question was delivered openly to gather holistic responses regarding destination image components and sense of place (Campelo et al., 2014; Echtner & Ritchie, 1993; Hosany et al., 2006; Kim & Lehto, 2013).
3. Which attributes/features/interest factors does CMM believe should be emphasized, in the future, in the communication of Ericeira and the brand created for this tourist destination? With this line of communication, what image do you intend to project, in the future, of the brand "Ericeira", and, consequently, of the destination, to visitors?	Understand if there are future goals for the projected image that differ from the image Ericeira's DMO currently believes to project, either related to destination image components or sense of place (projected vs. desired image), and to identify what could be missing from the desired image (Campelo et al., 2014).
4. Think of the tourist destination Ericeira as a human being and look into identifying the traits of its personality. To this end, on a scale of 1 (strongly disagree) to 7 (strongly agree), rate your level of agreement with the traits below used to describe the brand "Ericeira": Extroverted; Fashionable; Sincere; Cool; Self-assured;	Understand if there is a match between the destination personality based on local stakeholders evaluation and CMM's destination brand personality for the brand "Ericeira" (actual destination identity – personality – vs. projected destination (brand) identity) (Andronikidis et al., 2020; Campelo et al., 2014; Hankinson, 2004; Kim

Questions	Objectives
Welcoming; Peaceful; Practical; Wholesome; Appealing.	& Lehto, 2013; Perkins et al., 2020; Saraniemi & Komppula, 2019; Wassler et al., 2019).
5. On a scale of 1 (strongly disagree) to 7 (strongly agree), rate your level of agreement with the following statements:	
a. "The attribution of the World Surfing Reserve recognition (2011) was a decisive factor in the creation of the brand "Ericeira", that is, the recognition was the starting point that led to the decision to create the brand."	Understand if the WSR recognition was a determinant for the creation of the brand "Ericeira" by CMM.
b. "The World Surfing Reserve recognition was and is determinant for Ericeira's tourism development and growth".	Compare the perspectives between the local stakeholders and CMM on the impact and influence the WSR had on Ericeira's tourism development and growth.
c. "The World Surfing Reserve recognition has a direct positive impact on Ericeira's tourism development."	

4. Results and Discussion

4.1. Attributes/Features that make Ericeira a unique Tourist Destination

The differentiating question asked respondents to name 3 attributes/features that, in their opinion, made Ericeira a unique tourist destination. The answers were translated to English and posteriorly grouped into themes (Annex G).

The most commonly mentioned attributes/features were regarding the village's beauty, where landscapes and the local nature's beauty are highlighted; followed by the local gastronomy, with incidence on local food's quality and restaurants along with local gastronomic traditions, such as seafood and fresh fish; and the beach, with highlights on the existence of several beaches, on the ocean and coast line. Additionally, comments regarding the village's calmness, quietness and safety were highly present, as well as comments regarding the village's cleanliness and hygiene.

Moreover, a theme that encases attributes/features that can be linked to Ericeira's identity was also created, in which the most common attributes were regarding the identity of the local people, and how it translates into the destination's identity, regarding the maintenance of local traditions, the village's history, the scent of ocean felt all around Ericeira, the fishing culture and heritage, the typical and traditional architecture still seen in the historical center, Ericeira's uniqueness, multiculturalism and diversity, as well as its happy/cheerful and charismatic identity and authenticity.

Other generated themes related to the local people's welcoming and hospitable nature, in the way they receive visitors and tourists; the local microclimate, with its characteristic pure/clean air and wind; and the great accessibility, highlighted in Ericeira's proximity to Lisbon and other surrounding tourist destinations and its privileged localization. These themes translate into another one regarding local quality of life, characterized by Ericeira's relaxing and familiar environment and its concentration of iodine, which has several health benefits.

Finally, the remaining created themes reflect Ericeira's surf culture and heritage, with the mention of surf, the WSR, waves and water sports; and Ericeira's tourism, with a highlight on the existence of local attractions and services, accommodation units and touristic heritage. This last theme also includes some comments regarding one identified side-effect of tourism, which is the overcrowdedness generated by the presence of tourists.

4.2. Respondents' Profile

The final survey gathered 408 responses, from 327 residents (80.1% of total sample), 61 local business owners (15%), 8 non-profit associations (2%) and 12 local news outlets (2.9%) from Ericeira. Among the respondents, 58.1% identified as female, 34.6% identified as male, 4.9% identified as non-binary and the remaining preferred not to disclose their gender identity. In terms of respondents'

nationalities, the majority are Portuguese (93.4%), German (1.5%) and Brazilian (1.5%). The greater part of respondents are aged between 35 and 54 (51.7%) and have either a High School Diploma (35.3%) or a Bachelor's Degree (38.7%) (Table 4.2.1).

The respondents were divided into 2 groups, as explained in the methodology part, which resulted in 101 respondents in Group 1 and 307 respondents in Group 2 (Table 4.2.1). When it comes to the respondents' profiles within each group, analysis shows that both groups have more residents

Table 4.2.1. Destination Personality – Final Survey: Descriptive statistics of respondents' characteristics.

Categories	General (n=408)		Surf Answers (Group 1) (n=101)		Non-Surf Answers (Group 2) (n=307)	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Type of Respondent						
Resident	327	80.1%	61	60.4%	266	86.6%
Local Business Owner	61	15%	37	36.6%	24	7.8%
Local Non-Profit Association	8	2%	2	2%	6	2%
Local Media Outlet	12	2.9%	1	1%	11	3.6%
Gender Identity						
Female	237	58.1%	47	46.5%	190	61.9%
Male	141	34.6%	47	46.5%	94	30.6%
Non-Binary	20	4.9%	6	5.9%	14	4.6%
Prefer not to say	10	2.5%	1	1%	9	2.9%
Nationality						
Portugal	381	93.4%	91	90.1%	290	94.5%
Germany	6	1.5%	2	2%	4	1.3%
Brazil	6	1.5%	2	2%	4	1.3%
Spain	4	1%	1	1%	3	1%
United Kingdom	2	0.5%	1	1%	1	0.3%
Others	9	2.2%	4	4%	5	1.6%
Academic Qualifications						
Elementary Education	16	3.9%	5	5%	11	3.6%
High School Diploma or equivalent	144	35.3%	31	30.7%	113	36.8%
Bachelor's Degree	158	38.7%	41	40.6%	117	38.1%
Master's Degree/MBA/Post-Graduate Studies	78	19.1%	20	19.8%	58	18.9%
Doctoral Degree	12	2.9%	4	4%	8	2.6%
Age						
<18	1	0.2%	0	0%	1	0.3%
18 – 24	52	12.7%	11	10.9%	41	13.4%
25 – 34	57	14%	25	24.8%	32	10.4%
35 – 44	100	24.5%	24	23.8%	76	24.8%
45 – 54	111	27.2%	24	23.8%	87	28.3%
55 – 64	57	14.0%	10	9.9%	47	15.3%
65 – 74	21	5.1%	4	4%	17	5.5%
75 – 84	7	1.7%	2	2%	5	1.6%
85+	2	0.5%	1	1%	1	0.3%

answering the survey, but Group 2 (doesn't mention WSR/surf/waves) has the majority of local media outlets and non-profit organizations. The ratio between females and males is equal in Group 1 (mentions WSR/surf/waves), but there are more respondents identifying as female in Group 2 (doesn't mention WSR/surf/waves); as for the respondents identifying as non-binary, the majority didn't mention WSR/surf/waves as attributes/features that make Ericeira a unique tourist destination (Group 2) (Table 4.2.1). Age group wise, Group 1's respondents are mostly within 25-54 years old and Group 2's are mostly within 35-54; moreover, Group 2 has more younger respondents than Group 1 (mentions WSR/surf/waves) and more older respondents as well. Most non-Portuguese respondents pertain to Group 2 (doesn't mention WSR/surf/waves), and in terms of academic qualifications both groups' respondents mostly have either a High School Diploma (or equivalent) or a Bachelor's Degree (Table 4.2.1).

4.3. Destination Personality: the underlying Personality Dimensions

The 40 original personality traits were factor analyzed via PCA, in SPSS, and the main goal was to reduce the personality dimensions that local stakeholders selected as being good descriptors of Ericeira's personality.

Firstly, sample adequacy tests for PCA were conducted. For the conduction of an adequate PCA, the number of observations should be higher than five times the number of variables ($P=40$), in this case personality traits, which is confirmed since there are 408 observations as a result of the final survey. The proportion of variance attributed to a common factor was analyzed via the Kaiser-Meyer-Olkin indicator, which also predicts the success of the analysis, and for this data set $KMO = 0.964$ (Annex H), meaning PCA is very adequate for this sample and, hence, one should proceed with it. Lastly, to check if there is redundancy between the variables that can be summarized with some factors, the Bartlett's Test of Sphericity, which compares the correlation matrix to the identity matrix, was also conducted, resulting in a $p\text{-value} = 0.000$ (Annex H), suggesting that, for a selected confidence level of 95%, the correlation matrix is not an identity matrix, therefore there is redundancy in the data set and PCA can be conducted.

After conducting the PCA with Varimax rotation, in order to enhance interpretability of results, it was concluded that 10 principal components (PCs) should be retained, which for the purpose of this study will be called dimensions of personality. This number of dimensions accounts for over 75% of total variance explained (Annex I), meaning that information loss after analysis is acceptable, and the minimum communality is of 0.624 (for personality trait "Trendy"), which also showcases an acceptable loss of information since more than 50% of the information is, hence, kept for all original variables/personality traits (Annex J). From the rotated component matrix, from which values below

0.3 were erased, so as to only show moderate and strong correlations of the personality traits with the dimensions, the following personality dimensions resulted for the destination Ericeira:

Table 4.3.1. Destination Personality Dimensions – Ericeira.

Rotated Components		Rotated Components	
Dimensions	Factor Loadings	Dimensions	Factor Loadings
Extroverted (rPC1)		Self-assured (rPC5)	
<i>Spirited</i>	0.733	<i>Adventurous</i>	0.703
<i>Cheerful</i>	0.703	<i>Confident</i>	0.589
<i>Outgoing</i>	0.688	<i>Romantic</i>	0.521
<i>Exciting</i>	0.651	<i>Enthusiastic</i>	0.502
<i>Spontaneous</i>	0.633	<i>Optimistic</i>	0.474
<i>Outdoorsy</i>	0.589	Welcoming (rPC6)	
<i>Funny</i>	0.586	<i>Hospitable</i>	0.800
Fashionable (rPC2)		<i>Welcoming</i>	0.729
<i>Up to date</i>	0.734	<i>Friendly</i>	0.506
<i>Sophisticated</i>	0.718	<i>Generous</i>	0.392
<i>Dynamic</i>	0.564	Peaceful (rPC7)	
<i>Flourishing</i>	0.509	<i>Calm</i>	0.828
<i>Trendy</i>	0.481	<i>Peaceful</i>	0.768
Sincere (rPC3)		<i>Patient</i>	0.521
<i>Honest</i>	0.721	Practical (rPC8)	
<i>Mannered/Polite</i>	0.668	<i>Family oriented</i>	0.715
<i>Thoughtful</i>	0.615	<i>Down to earth</i>	0.637
<i>Sincere</i>	0.488	Wholesome (rPC9)	
<i>Dignified</i>	0.468	<i>Wholesome</i>	0.536
Cool (rPC4)		<i>Genuine</i>	0.471
<i>Unique</i>	0.743	<i>Happy</i>	0.462
<i>Fascinating</i>	0.642	Appealing (rPC10)	
<i>Cool</i>	0.537	<i>Charming</i>	0.666
<i>Glamorous</i>	0.482	<i>Contemporary</i>	0.618

The names given to the dimensions had in mind the dimensions identified in studies by other authors in the field but were not necessarily given the same denominations. Some departures from previous authors' works resulted from the incorporation of personality traits from differing dimensions in the literature in the same dimension in this study. The first dimension, *Extroverted*, is a good match for Aaker's (1997) "excitement" dimension, as well as the *Sincere* dimension, while the sixth dimension, *Welcoming*, is a good match for Ekinici and Hosany's (2006) "conviviality" dimension.

4.4. Differences between Group 1 and Group 2: Influence of WSR recognition and Surf Heritage

4.4.1. Demographic Data: Differences among Gender Identity and Age Groups

In order to uncover potential differences among the two groups, gender identity between groups was compared using crosstabulations and analyzing differences through Cramer's V, with bootstrapping

(number of samples = 1000; confidence level = 95%). Results show that, although weak differences are found in the sample, with respondents identifying as female more prominent in Group 2 (doesn't mention WSR/surf/waves) (Cramer's $V = 0.157$; Annex N, Annex O), the Cramer's V differs from zero in the population (Annex P), with 95% of confidence, which means that there are significant differences between the groups, in terms of gender identity, in the population.

Differences in age between groups were also analyzed, using crosstabulations and comparing medians with Kolmogorov-Smirnov's (K-S) test of independent samples. Although crosstabulations' analysis shows that Group 2 (doesn't mention WSR/surf/waves) has more respondents in the age group 18-24 and somewhat a difference in terms of number of respondents in age groups 35-44 and 45-54 (Annex Q), the K-S test shows there are no significant differences in the distribution of ages between groups in the population ($p\text{-value} = 0.264 > \alpha = 0.05$; Annex R).

4.4.2. Personality Dimensions

After the PCA, the personality dimensions were saved and coded as variables/factors in SPSS, in order to further analyze them and understand in there were differences between Group 1 (mentions WSR/surf/waves) and 2 (doesn't mention WSR/surf/waves) in their perceived personality of Ericeira.

Analysis of the ETA measure and the dimensions' means in the sample shows significant differences in the dimension *Cool*, with Group 1 (mentions WSR/surf/waves) believing Ericeira is less cool than Group 2 (doesn't mention WSR/surf/waves) (Annex S), which could be explained by the existence of less younger respondents in Group 1 (mentions WSR/surf/waves), these being people who usually employ this type of vocabulary with more regularity, or by the fact that respondents who mentioned surf might have a closer relationship with the sport and not be too happy with some consequences the WSR recognition brought, such as the existence of more surfers in the water ("crowd") or the impacts of the massification of (surf) tourism, as highlighted in some opinions provided in the open questions and local news articles (AZUL | Ericeira MAG, 2019a, 2019b, 2020f, 2020h, 2020g, 2021c, 2021b, 2021d, 2021a, 2021f, 2021g, 2021e, 2019c, 2021h, 2021i, 2021j, 2019e, 2019d, 2020a, 2020b, 2020c, 2020e, 2020d). Moreover, results show that dimensions *Practical* and *Appealing* are similar between groups, and that, overall, Group 1's perception of Ericeira's personality dimensions is lower than Group 2's (Annex S, Annex T).

Using inferential statistics, results show that only the distribution of the dimension *Cool* has a significant difference in the population between groups, with 95% of confidence, seen in the confidence intervals for the dimensions overlapping for Groups 1 (mentions WSR/surf/waves) and 2 (doesn't mention WSR/surf/waves) (Annex U).

These results indicate that, although differences exist, they are not significant, hence the WSR recognition isn't a determinant in Ericeira's supply-side perceived personality.

4.4.3. Personality Traits

Concerning the overall distribution of the level of agreement given to the personality traits under study by Ericeira's stakeholder-population, some significant differences were also found between respondents who mentioned the WSR/surf/waves as attributes/features that make Ericeira a unique tourist destination and those that didn't in a conduction of a comparison of medians, using bootstrapping with 1000 samples and a level of confidence of 95%.

The personality traits evaluated by respondents was subjected to inferential analysis and the distribution of responses from groups 1 (mentions WSR/surf/waves) and 2 (doesn't mention WSR/surf/waves) show differences for their evaluation solely of the trait "Up to date", with a 95% confidence (Annex V). Nevertheless, it is important to point out that the identified difference isn't significant in the scale utilized in the survey, since the difference is within the positive side of the scale, hence it can be deemed as, practically, not significant, therefore further indicating that the WSR recognition isn't a determinant for Ericeira's personality from the supply-side perspective.

4.5. Control Questions: WSR recognition as a determinant and positive factor in Ericeira's tourism development and growth

The control questions, introduced as statements, aimed to understand if, whether the WSR recognition would turn out to be a determinant in local stakeholders' perceived personality of Ericeira or not, the WSR recognition was perceived as being impactful and determinant to Ericeira's tourism development and growth.

Moreover, the control questions aimed to understand if there were differences between Groups 1 (mentions WSR/surf/waves) and 2 (doesn't mention WSR/surf/waves) in their perceived impact of the WSR recognition.

4.5.1. WSR recognition as a determinant for tourism development and growth: Differences between Group 1 and Group 2

An analysis to sample results shows that Group 1 (mentions WSR/surf/waves) views the WSR recognition as a more determinant factor in Ericeira's tourism development and growth than Group 2 (doesn't mention WSR/surf/waves) (Annex W.1), although Group 2 also mostly sees the recognition as influencing and determinant (in the sample 68.1% of Group 2 and 75.8% of Group 1 "Agree" or "Strongly agree" with the statement).

To infer the above conclusion, a comparative analysis of the two distributions, with bootstrapping (number of samples: 1000) and via the K-S independent samples test, was conducted, showing the existence of significant differences between groups in the population (Annex W.2), with a 95% confidence level ($p\text{-value} = 0.029 < 0.05$).

4.5.2. Perceived impact of WSR recognition in Ericeira's tourism development

The analysis to the levels of agreement given to this statement shows that there are no significant differences between groups when it comes to the perceived direct positive impact of Ericeira's WSR recognition in the population (with 95% confidence; K-S independent samples test: $p\text{-value} = 0.055 > 0.05$; Annex X.2), nevertheless, an analysis to the groups' answers shows that Group 2 (doesn't mention WSR/surf/waves) agrees in a lesser level than Group 1 (mentions WSR/surf/waves) that the WSR recognition has a direct positive impact in Ericeira's tourism development (Annex X.1).

These results indicate that local stakeholders who mention surf, WSR or waves as attributes/features that make Ericeira a unique tourist destination view such recognition, generally, as having a greater direct positive impact on Ericeira's tourism development than those that don't mention such attributes.

4.6. Ericeira from CMM's perspective: Destination Image, Destination Brand "Ericeira" and its Identity

With this e-mail interview, it was possible to conclude, for certainty, that CMM views the brand "Ericeira" as a destination brand, grounded on the village's historical link to tourism and Ericeira's constant adaptation to evolving tourism demand patterns. The CMM believes aspects such as surf and cultural heritage, gastronomy, and local people are examples of attractions that consolidate Ericeira as a tourist destination and, hence, a destination brand (Annex Y).

In terms of destination image components, CMM highlights attributes/features/interest points that can be categorized as cognitive/functional, and psychological (Table 4.6.1).

Table 4.6.1. Components of Ericeira's Destination Image highlight by CMM. Source: E-mail interview with CMM's President, Eng. Hélder Sousa Silva (Annex Y).

	Functional Attributes/Features	Psychological Attributes/Features
Surf	Architecture (white-washed, colors of the village)	Environment/Atmosphere
Beach	Safety and security	Welcoming
Ocean	Accessibility (proximity to main emission markets and airport)	
Gastronomy (seafood, fresh fish)	Sustainability	
Historical and cultural heritage	Outdoor tourism	

Functional Attributes/Features		Psychological Attributes/Features
Natural resources	Cultural diversity (multiculturalism)	
Mild climate		

The results show that, generally and in terms of functional and cognitive attributes, CMM's image of the destination Ericeira and, consequently, of the brand "Ericeira", is in agreement with the local stakeholders' opinions on attributes/features that make Ericeira a unique tourist destination. On the other hand, the psychological attributes highlighted in the e-mail interview were scarce, showcasing that the focus is on cognitive components of the destination's image (Annex Y).

It is noticeable that there is a focus on surf and nature tourism in CMM's line of communication for the tourist destination, with CMM positioning Ericeira as a competitive surf, beach and cultural destination, which can contribute to the crowdedness mentioned by local stakeholders and in other sources, nevertheless, it is important to denote that CMM shows a concern for tourism sustainability in Ericeira. CMM's President, Eng. Hélder Sousa Silva, states that a goal for Ericeira's tourist sustainability is to deepen economic, social and environmental preservation and appreciation of the cultural and natural heritage, with inclusive and sustainable norms, and believes that the promotion of a sustainable and responsible tourism of quality is important, as this matter in a concern and valued trend that makes destinations "attractive, healthy and places of well-being". The focus and investment on outdoor tourism is highlighted in the interview as a way to remove pressure from the coast line, which showcases efforts in line with the ideals of reaching sustainability, for example, in Ericeira's beaches and their natural environment (Annex Y).

When it comes to psychological attributes, although the ones highlighted by CMM are in agreement with those highlighted by the local stakeholders, there is a clear difference between the number of psychological and affective attributes listed by local stakeholders and by CMM. In fact, the lack of affective and psychological attributes/features highlighted by CMM shows a clear focus on functional and cognitive components and aspects, which could be deemed as concerning when literature identifies the search for emotional connections and anthropomorphization as trends in travelers' behaviors (Annex Y).

Moreover, there doesn't seem to exist a relevant difference between how CMM believes Ericeira and its destination brand to be perceived now and how the DMO desires the two to be perceived and projected in the future. There is, nevertheless, the plan to further emphasize and focus on the work being done by CMM towards building a more sustainable tourist destination at the environmental, social and economic levels, maintaining traits of the local tradition in the constant evolution, reinvention and rejuvenization of the village (Annex Y).

In terms of personality, the traits holistically identified were young, dynamic, traditional, welcoming, active ("village that never sleeps"), contemporary, and diverse. For the most part, they were not identified as relevant by the local stakeholders in their descriptions of Ericeira's personality, but were instead identified in the attributes/features that make Ericeira a unique tourist destination, such as young, traditional, diverse and active. As for the remaining traits, "dynamic", "welcoming" and "contemporary", they have prominent places in Ericeira's personality dimensions, identified by local residents, business owners, non-profit associates and news media outlets, which shows an alignment between local stakeholders' point of view and CMM's (Annex Y).

Regarding the personality dimensions identified in the PCA, results show that, generally, the personality dimensions local stakeholders considered to be adequate to describe Ericeira's personality are aligned with the destination's brand's personality, as information provided by CMM (Table 4.6.2, Annex Y, Annex Z). This is reflected in personality dimensions *Extroverted*, *Self-Assured*, *Welcoming*, *Peaceful* and *Wholesome*, since the dimensions' distributions (Annex Z.1, Annex Z.5, Annex Z.6, Annex Z.7, Annex Z.9) seem to be aligned with CMM's President's level of agreement (Table 4.6.2) with using these characteristics to describe the personality of the brand "Ericeira".

Personality dimensions such as *Fashionable*, *Sincere* and *Appealing* seem to unearth some moderate, but not significant, misalignment between local stakeholders' perceptions of Ericeira's personality and CMM's. Dimensions *Fashionable* and *Sincere* (Annex Z.2 and Annex Z.3) show higher levels of agreement among local stakeholders in their description of Ericeira's personality than in CMM's level of agreement with the dimensions in its description of the personality of destination brand "Ericeira" (Table 4.6.2). As for the dimension *Appealing*, the factor's distribution shows agreement among local stakeholders with the use of the dimension to describe Ericeira's personality (Annex Z.10), yet the level of agreement among local stakeholders doesn't seem to be as strong as CMM's for the description of brand "Ericeira"'s personality (Table 4.6.2).

Regarding dimensions *Cool* and *Practical*, the misalignments between local stakeholders perception of Ericeira's personality and CMM's description of brand "Ericeira"'s personality are more evident. While CMM, as informed by its President's answers, strongly agrees with the use of the characteristic *Cool* to describe the personality of the brand "Ericeira" (Table 4.6.2), local stakeholders' perceptions show a higher dispersion of levels of agreement with the use of the personality dimension

Table 4.6.2. CMM's Level of Agreement with Personality Dimensions identified by Local Stakeholders in description of Ericeira's Destination Personality

Personality Dimensions	Level of Agreement
Extroverted	7
Fashionable	5
Sincere	5
Cool	7
Self-assured	6
Welcoming	7
Peaceful	5
Practical	4
Wholesome	6

in the description of Ericeira's destination personality (Annex Z.4). As for dimension *Practical*, CMM doesn't agree nor disagree with the use of this personality dimension to describe the destination brand's identity (Table 4.6.2), whereby it differs from the distribution of the dimension from local stakeholders' perspective, that, although showing a tendency to only slightly agree, seems to identify Ericeira positively with this characteristic (Annex Z.8).

It should be noted that the interview with CMM only included the personality dimensions' names and not the personality traits that compose them; had the personality traits been presented in the interview, the results could've been slightly different, since some dimensions incorporate traits that don't have a straight connection in terms of the traits' actual meaning/definition. Having these results in mind, one could argue that the discrepancies between the local stakeholders' perspective of Ericeira's personality and CMM's intended projected personality of the brand "Ericeira" aren't very considerable, nevertheless they should be taken into account to further improve congruence between local stakeholders and CMM, as DMO, and, consequently, ensure the sense of place projected by Ericeira's tourism supply-side matches pre-visitation destination image from potential visitors, formed through contact with marketing initiatives and campaigns influenced by the identity of the brand "Ericeira".

Additionally, the e-mail interview results show that the WSR recognition, although having been a determining and decisive factor for the creation of the destination brand "Ericeira", wasn't the sole reason why the brand was created or the only catalyst, and there seems to be an alignment between CMM and local stakeholders regarding the impact and influence of the WSR recognition in Ericeira's tourism development and growth (Annex Y).

5. Conclusions and Recommendations

Several authors have proven that brand personality works in destination branding and, moreover, that it gives destination brands the emotional and affective links travelers increasingly search for, as well as the path to self-congruity in destination choice (pre-visitation) and destination identification that leads, ultimately, to positive destination image after visitation. Although this has been proven, there hasn't been much research regarding building destination brand personality from the supply-side taking into consideration locals' sense of place and how it will transpire to visitors and work towards building destination image. Hence, this dissertation aimed at uncovering destination personality informed by sense of place and understanding if branding strategies for a trendy tourist destination, developed by a local DMO, were aligned with local stakeholders' (residents, business owners, non-profit associations and media outlets) perceptions of destination personality.

The chosen tourist destination was Ericeira, a village that is now living the aftermath of 10 years of being recognized as World Surfing Reserve and that, being part of Mafra's City Hall management, saw itself being branded with a destination brand, "Ericeira", because of the need to further project it to potential visitors and to manage it as a tourist destination. Therefore, another goal was to understand if these years under the influence of such a differentiating factor influenced the destination's identity and sense of place and, consequently, its personality.

Ericeira's personality dimensions, derived from a PCA, revealed to be *Extroverted*, *Fashionable*, *Sincere*, *Cool*, *Self-assured*, *Welcoming*, *Peaceful*, *Practical*, *Wholesome* and *Appealing*. In terms of correspondence with personality dimensions uncovered in the literature, dimension *Extroverted* is similar to Aaker's (1997) BPS's "Excitement" dimension, while *Cool* could be considered a close match and *Fashionable* a mixture of Aaker's (1997) dimensions "Excitement" and "Sophistication". Dimensions *Sincere* and *Wholesome* are very close matches to the BPS's "Sincerity" dimension, as well as dimension *Self-assured*, although the latter could also be considered similar to Aaker's (1997) "Competence" personality dimension. The dimension *Peaceful* can be considered a match with Aaker et al.'s (2001) research on culture-specific personality traits for Japan and Spain, while *Welcoming* matches Ekinci and Hosany's (2006) "Conviviality" dimension. Finally, *Practical* could be linked to Aaker's (1997) dimension "Competence" and *Appealing* could be linked to "Sophistication", although not so closely. These results show that the dimensions for Ericeira's personality don't deviate much from the already identified ones in the existing literature, which is, ultimately, expected since the personality traits used for PCA were gathered from previous authors' works. Nevertheless, it is interesting to point out different dimensions that arose, somewhat more specific and not as broad as some in the literature, such as dimensions *Cool*, *Appealing* and *Self-assured*.

To understand the potential impact of the WSR recognition on sense of place and, consequently, on destination personality from the supply-side perspective, the inquired local stakeholders were divided in two groups, with the criteria of mentioning the WSR recognition, surf or waves as attributes that make Ericeira a unique tourist destination. Differences among groups were only identified in one personality dimension, *Cool*, and because it was identified in the positive spectrum of responses, one could argue the WSR recognition didn't impact or significantly influenced the way local people perceive Ericeira's personality, hence the conclusion is that sense of place remained mostly intact and unaffected in the 10 years of being recognized as WSR and, thence, the recognition isn't a determinant of personality, at least, when it comes to the destination Ericeira, which could be explained by the culture of surf existing in the village for many years prior to the recognition.

Regarding congruence between brand "Ericeira"'s identity, as informed by CMM's input on its personality, and Ericeira's destination personality, as informed by local stakeholders' sense of place, results indicate that, generally, there is a match between the previous. Notwithstanding, some differences and discrepancies were identified within some personality dimensions (e.g. dimensions *Cool* and *Practical*), which should be acknowledged by Ericeira's DMO and taken into account when forming and improving the identity, and, hence, personality, of the brand "Ericeira", which aims to represent Ericeira and its tourist polyvalences.

Furthermore, the results show that local stakeholders, as well as Ericeira's DMO, believe the WSR recognition had and has a positive and direct impact in the village's tourism development and growth, which could indicate that despite not being a determining factor for personality, the WSR recognition is determinant for local tourism. Nevertheless, it is important to point out that the majority of respondents, when asked about attributes/features that, in their opinion, make Ericeira a unique tourist destination, didn't mention the WSR recognition, surf or waves; in fact, only 7.9% of attributes/features identified by local stakeholders relate to the theme "surf" (includes surf, World Surfing Reserve, waves and water sports), which could tell us that the local surf heritage and culture aren't significant factors in Ericeira's local sense of place. This fact could be deemed problematic when CMM's perspective and projection of Ericeira is centered around surf and nature tourism, which shows there could be room for improvement regarding alignment between local stakeholders, as the suppliers of tourism in Ericeira, and CMM, as acting DMO for the tourist destination. In fact, literature shows that stakeholder involvement in tourist destination management, planning and branding is beneficial, as it gives stakeholders a sense of ownership and of shared responsibility in the destination's management (Robinson et al., 2020) and generates brand commitment and brand citizenship behavior (Bregoli, 2013).

As conclusions are drawn, this thesis bridges a gap in the literature related with the lack of research done on destination branding and destination personality in surf tourism settings and opens the discussion towards endogenous, but potentially differentiating, factors as determinants of destinations' personalities and their impact on locals' sense of place. Additionally, research is mostly focused on destination image formed by visitors and the congruence with their expectations, there being a lack of research including local stakeholders' inputs and perspectives and a disregard to the relevance of sense of place and how it affects tourist experience in interactions with local tourism providers, which is the focus of this study and might encourage authors to further investigate the impact of local stakeholders in tourists/visitors' brand and destination image formation. Finally, identifying personality dimensions for tourist destinations and furthering research on destination branding in Portugal is in demand in the current literature, and this study could be a stepping stone for further destination branding and destination personality research in a country in which tourism, under normal circumstances, represents around 15% (in 2019) of the country's GDP (Milheiro, 2021).

6. Limitations and Future Research

The conduction of this study presented some limitations. Firstly, the sample used for analysis could be considered small, especially in relation to the number of respondents that identified attributes/features, that make Ericeira a unique tourist destination, related to the theme “surf”, which narrows the analyses one could conduct. Moreover, the number of local business owners responding to the survey was also low, either because possible respondents had schedule and time constraints that did not allow them to fulfill the survey, or because of several businesses being shut down, or working with less staff and, consequently, putting more pressure on the owners, due to the Covid-19 pandemic.

The mention of the Covid-19 pandemic brings out other limitations: the impact coronavirus had and has on people's perceptions of tourism isn't possible to analyze, therefore there isn't a way to single out results that could be influenced by the strain this pandemic has put on society. Furthermore, it would've been interesting to include past visitors and tourists in the analysis to understand how self-congruity acts on the choice of Ericeira and to understand if destination image after visitation matches destination personality, informed by sense of place, from the local stakeholders' perspective and/or if it matches Ericeira's image projection from CMM, as acting DMO. Additionally, the Covid-19 pandemic didn't allow for the conduction of peer-to-peer interviews, either semi-structured or unstructured, where more qualitative data for results' comparison could have been gathered.

Another limitation has to do with the way personality traits were selected to elaborate the survey and, thereupon, conduct a PCA: personality traits were gathered from a literature review and not holistically, therefore some results could be skewed because of traits being based on other cultures or settings and culture-specific personality traits to Ericeira might not have arisen. In addition, several of the personality traits used by other authors, and thence used in this study, were based on Aaker's (1997) Brand Personality Scale, which was originally developed for consumer goods and, although being massively adopted and recognized, can potentially not fully represent the array of personality traits associated with tourist destinations. Likewise, the personality traits used in the final survey were based on a pilot-study with 24 respondents, which could be considered a small sample, and might have considerably narrowed the list of personality traits, disregarding culture-specific traits that could've been deemed as so in a larger sample. Nevertheless, this reduction arises from the need to conduct a questionnaire with an acceptable size, and not considerable time-consuming, to ensure respondents' willingness to complete it, making it a necessary limitation.

Additionally, not having past or potential visitors in the sample/analysis doesn't allow for conclusion drawing about WSR recognition as a potential travel motivator and determining factor in

destination choice, and this inclusion could result in data that informs on how self-congruity plays in the selection of Ericeira as a tourist destination.

Finally, another limitation has to do with the fact that the analyses conducted to understand if the WSR recognition was a determinant of personality were administered in a culturally specific setting (with Ericeira's locals' inputs) and can't, therefore, be blindly generalized to other destinations. Not being a determinant of destination personality in Ericeira doesn't mean it won't be so in other tourist destinations that have received the WSR recognition as well.

As for future research, it would be interesting to gather personality traits ad hoc and holistically, by having local stakeholders spontaneously mentioning personality traits in their description of Ericeira to ensure the inclusion of culture-specific personality dimensions and characteristics. This process should also be done with past and potential visitors, to understand destination personality from pre and post-visitation perspectives and assess if there is congruence between local stakeholders and visitors/potential visitors.

Furthermore, future research could also look into correlating destination image components with destination personality traits, to assess if there are relationships among functional and more affective/psychological attributes in the perception of Ericeira, from both the supply-side and the demand-side of tourism consumption.

In regards to the destination brand "Ericeira", future research should look into the branding process, to further uncover the brand's positioning, identity, mission, vision and values. This information and data gathered in this study should also be used to look into local stakeholders' perceptions regarding the destination brand, specially to analyse their brand recognition level, their brand commitment and their brand citizenship behavior with brand "Ericeira", as suggested by Bregoli (2013).

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Annexes

Annex A – Criteria for WSR Qualification. Source: Save the Waves Coalition.

Criteria for WSR Qualification (STWC, n.d.-c)	
1	The location needs to have a globally significant surf spot or outstanding series of surf breaks ⁴ .
2	The location needs to have unique environmental characteristics with clear avenues to protect them.
3	A rich surf culture and history needs to exist at the location to receive the recognition.
4	The community's support and capacity needs to be strong.

⁴ "A surf break is a permanent or semi-permanent obstruction such as a coral, reef, rock, shoal, or headland that causes a wave to break, forming a barreling wave or other wave that can be surfed, before it eventually collapses." (*Surf Break*, n.d.). "Each surf break produces a different style of wave with its unique characteristics and factors that influence the way the wave breaks along the shoreline." (*The 3 Different Types of Surf Breaks*, 2015). There are several types of surf breaks such as beach breaks, point breaks and reef breaks.

Annex B – Logos of Brands Mafra and Ericeira. Source: CMM.



Annex C – Personality Traits selected for Pilot Study and corresponding translations. Source: Literature Review.

Traits selected from Literature Review (EN)	Translated Traits (PT)	Traits selected from Literature Review (EN)	Translated Traits (PT)
Adventurous	Aventureira	Mannered/Polite	Educada/Cortês
Agreeable/Pleasant	Agradável/Bem disposta	Masculine	Masculina
Alive	Cheia de Vida	Mysterious	Misteriosa
Authentic/Real	Autêntica/Verdadeira	Naïve	Ingénua
Calm	Calma	Open minded	Mente aberta
Charming	Charmosa	Optimistic	Otimista
Cheerful	Alegre	Organized	Organizada
Confident	Confiante	Original	Original
Contemporary	Contemporânea	Outdoorsy	Gosta de estar ao ar livre
Cool	Fixe	Outgoing	Extrovertida
Daring	Audaz/Ousada	Passionate	Apaixonada
Dignified	Digna/Honrada	Patient	Paciente
Down to earth	Terra à terra	Peaceful	Pacífica
Dynamic	Dinâmica	Reliable	Confiável
Elegant	Elegante	Respectful	Respeitosa
Energetic	Enérgica	Responsible	Responsável
Enthusiastic	Entusiasta	Romantic	Romântica
Exciting	Empolgante/Excitante	Rugged	Áspera/Rude
Family oriented	Orientada para a família	Sentimental	Sentimental
Fascinating	Fascinante	Sincere	Sincera
Feminine	Feminina	Sophisticated	Sofisticada
Flourishing	Próspera	Spirited	Animada/Vivaz
Free	Livre	Spontaneous	Espontânea
Friendly	Amigável/Amistosa	Stylish	Estilosa
Funny	Engraçada/Divertida	Successful	Bem-sucedida
Generous	Generosa	Sympathetic	Compreensiva
Gentle	Gentil	Thoughtful	Atenciosa
Genuine	Genuína	Tough	Forte/Resistente
Glamorous	Glamorosa	Traditional	Tradicionalista
Good looking	Bonita	Trendy	Na moda
Happy	Feliz	Unique	Única
Hard working	Trabalhadora	Up to date	Moderna
Honest	Honesta	Upper class	Classe alta
Hospitable	Hospitaleira	Vibrant	Vibrante
Imaginative	Imaginativa/Criativa	Welcoming	Acolhedora
Independent	Independent	Western	Ocidental
Intelligent	Inteligente	Wholesome	Sã/Saudável/Robusta
Kind	Bondosa	Young	Jovem

Annex D – Personality Traits kept for Final Survey. Source: Pilot Study Analysis.

Traits kept from Pilot Study	Translated Traits (EN)
Charmosa	Charming
Contemporânea	Contemporary
Digna/Honrada	Dignified
Glamorosa	Glamorous
Educada/Cortês	Mannered/Polite
Paciente	Patient
Sofisticada	Sophisticated
Calma	Calm
Honesta	Honest
Atenciosa	Thoughtful
Na moda	Trendy
Única	Unique
Gosta de estar ao ar livre	Outdoorsy
Extrovertida	Outgoing
Pacífica	Peaceful
Animada/Vivaz	Spirited
Espontânea	Spontaneous
Alegre	Cheerful
Empolgante/Excitante	Exciting
Fascinante	Fascinating
Engraçada/Divertida	Funny
Moderna	Up to date
Hospitaleira	Hospitable
Sincera	Sincere
Sã/Saudável/Robusta	Wholesome
Fixe	Cool
Genuína	Genuine
Romântica	Romantic
Terra à terra	Down to Earth
Orientada para a família	Family oriented
Amigável/Amistosa	Friendly
Generosa	Generous
Otimista	Optimistic
Aventureira	Adventurous
Confiante	Confident
Entusiasta	Enthusiastic
Feliz	Happy
Acolhedora	Welcoming
Dinâmica	Dynamic
Próspera	Flourishing

Annex E – Pilot Study's Principal Component Analysis: Total Variance Explained.

Total Variance Explained						
Component	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% Variance	Cumulative %	Total	% Variance	Cumulative %
1	17.832	23.463	23.463	7.790	10.250	10.250
2	9.179	12.078	35.541	6.786	8.929	19.179
3	6.892	9.068	44.609	6.474	8.518	27.697
4	6.078	7.997	52.606	5.907	7.772	35.469
5	4.588	6.037	58.643	4.851	6.382	41.851
6	4.162	5.477	64.120	4.793	6.307	48.158
7	3.630	4.776	68.896	4.629	6.091	54.249
8	3.075	4.046	72.942	4.492	5.911	60.160
9	2.873	3.780	76.722	4.435	5.836	65.996
10	2.573	3.385	80.107	3.400	4.473	70.469
11	2.232	2.936	83.043	3.139	4.130	74.599
12	2.020	2.658	85.702	3.000	3.947	78.546
13	1.912	2.516	88.218			
14	1.629	2.144	90.362			
15	1.473	1.939	92.301			
16	1.279	1.683	93.984			
17	1.031	1.356	95.341			

Annex F – Pilot Study's Principal Components Analysis: Rotated Components – Factor Loadings.

Rotated Components	
rPC1	Factor Loadings
Mannered/Polite	0.904
Contemporary	0.857
Sophisticated	0.729
Charming	0.699
Patient	0.683
Glamorous	0.663
Dignified	0.646
rPC2	Factor Loadings
Calm	0.895
Trendy	0.842
Honest	0.623
Unique	0.579
Thoughtful	0.574
rPC3	Factor Loadings
Peaceful	0.873
Outdoorsy	0.867
Outgoing	0.830
Spontaneous	0.722
Spirited	0.599
rPC4	Factor Loadings
Cheerful	0.857
Fascinating	0.692
Exciting	0.654
Funny	0.614
Up to date	0.583
rPC5	Factor Loadings
Hospitable	0.883
Sincere	0.685
Wholesome	0.591
rPC6	Factor Loadings
Cool	0.866
Genuine	0.720
Romantic	0.669
rPC7	Factor Loadings
Family oriented	0.668
Down to earth	0.611
rPC8	Factor Loadings
Generous	0.884
Friendly	0.682
Optimistic	0.630
rPC9	Factor Loadings
Enthusiastic	0.836
Adventurous	0.797

Ericeira's Destination Personality

Rotated Components	
Confident	0.604
rPC10	Factor Loadings
Happy	0.895
rPC11	Factor Loadings
Welcoming	0.912
rPC12	Factor Loadings
Dynamic	0.657
Flourishing	0.614

Annex G – Attributes/Features that make Ericeira a unique Tourist Destination from the Local Stakeholders' Perspective

Themes	Attributes/Features	Count	Attributes/Features	Count
Beauty/Nature	Beauty	107	Captivating	3
	Landscapes	28	Light	2
	Picturesque/Scenic	24	Magnificent	2
	Nature	24	Pure	2
	Wonderful	8	Mystical	1
	Charming	6	Surroundings	1
	Attractive	4	Glamorous	1
	Paradise	4	Bright	1
	Luminous	4	Irreverent	1
	Harmonious	4	Preservation	1
	Sunset	3	Night	1
	Magical	3		
Gastronomy	Gastronomy	52	Fish	5
	Food	22	Sea urchins	2
	Restaurants	17	Caneja	1
	Seafood	7		
Beach	Beach	100	Coast Line	7
	Ocean	98	Cold water	1
Surf	Surf	76	WSR	9
	Waves	18	Water Sports	5
Hospitality	Welcoming	42	Sympathy	22
	Hospitable	29	Environment	13
Safety/Calmness	Calm	51	Hygiene/Cleanliness	16
	Tranquility/Quiet	28	Liberty	4
	Safe	24	Organized	3
Identity	People	63	Simplicity	4
	Unique	32	Young	4
	Traditional	26	Energy	3
	History	20	Cloudy Sky	2
	Village	19	Soulful	2
	Ocean scent	18	Festive	2
	Fishing	18	Dynamic	1
	Architecture	15	Peculiar	1
	Happy/Cheerful	11	Sky	1
	Typical	9	Ericeira	1
	Authentic/Genuine	9	Enigmatic	1
	Small	8	Eccentric	1
	Multicultural	7	Personality	1
	Charismatic	7	Modern	1
	Identity	6	Music	1
	Culture	5	Interesting	1
	Blue	5	Conviviality	1
	Diversity	4		

Ericeira's Destination Personality

Climate	Climate	28	Healthy	2
	Pure/clean air	4	Wind	1
	Sun	4		
Quality of Life	Quality of life	22	Refreshing	3
	Life	9	Comfort	2
	Relaxing	6	Excellent	1
	Familiar	6	Residential	1
	Iodine	4	Premium	1
Accessibility	Localization	16	Accessibility	32
Tourism	Attractions	14	Summer	1
	Tourism	7	Leisure	1
	Services	6	Destruction	1
	Accommodation	3	Vacation	1
	Over-populated	2		
Total Attributes/Features identified		1375		

Annex H – Adequacy of Destination Personality PCA: KMO and Bartlett's Test of Sphericity.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.964
Bartlett's Test of Sphericity	Approx. Chi-Square	12347.498
	df	780
	Sig.	0.000

{ H_0 : The correlation matrix is the identity matrix in the population.

{ H_1 : The correlation matrix is not the identity matrix in the population.

Annex I – Destination Personality PCA: Total Variance Explained for 10PCs.

Total Variance Explained							
PCs	Initial Eigenvalues	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
		Total	% Variance	Cumulative %	Total	% Variance	Cumulative %
1	19.198	19.198	47.994	47.994	5.320	13.300	13.300
2	2.374	2.374	5.935	53.929	4.029	10.073	23.373
3	1.537	1.537	3.842	57.771	3.217	8.043	31.416
4	1.317	1.317	3.292	61.064	3.143	7.857	39.273
5	1.107	1.107	2.767	63.830	3.113	7.782	47.055
6	1.080	1.080	2.700	66.531	2.877	7.192	54.247
7	0.873	0.873	2.183	68.714	2.408	6.021	60.268
8	0.832	0.832	2.079	70.793	2.288	5.720	65.988
9	0.773	0.773	1.931	72.724	1.755	4.386	70.374
10	0.739	0.739	1.847	74.571	1.679	4.197	74.571

Annex J – Destination Personality PCA: Communalities for 10PCs.

Communalities	Initial	Extraction
Honest	1.000	0.835
Up to date	1.000	0.806
Calm	1.000	0.801
Hospitable	1.000	0.795
Adventurous	1.000	0.790
Welcoming	1.000	0.788
Friendly	1.000	0.783
Sincere	1.000	0.781
Enthusiastic	1.000	0.778
Mannered/Polite	1.000	0.777
Contemporary	1.000	0.774
Family Oriented	1.000	0.771
Cheerful	1.000	0.759
Fascinating	1.000	0.757
Outdoorsy	1.000	0.756
Confident	1.000	0.755
Dynamic	1.000	0.753
Optimistic	1.000	0.751
Patient	1.000	0.748
Funny	1.000	0.746
Peaceful	1.000	0.745
Sophisticated	1.000	0.743
Romantic	1.000	0.743
Charming	1.000	0.743
Unique	1.000	0.742
Glamorous	1.000	0.738
Genuine	1.000	0.738
Spontaneous	1.000	0.737
Thoughtful	1.000	0.736
Spirited	1.000	0.732
Happy	1.000	0.725
Exciting	1.000	0.720
Flourishing	1.000	0.719
Down to earth	1.000	0.711
Wholesome	1.000	0.707
Dignified	1.000	0.690
Cool	1.000	0.689
Generous	1.000	0.689
Outgoing	1.000	0.651
Trendy	1.000	0.624

Annex K – Awareness of WSR recognition.

Awareness of WSR Recognition		
	Frequency	Percent
No	5	1.2%
Yes	403	98%
Total	408	100%

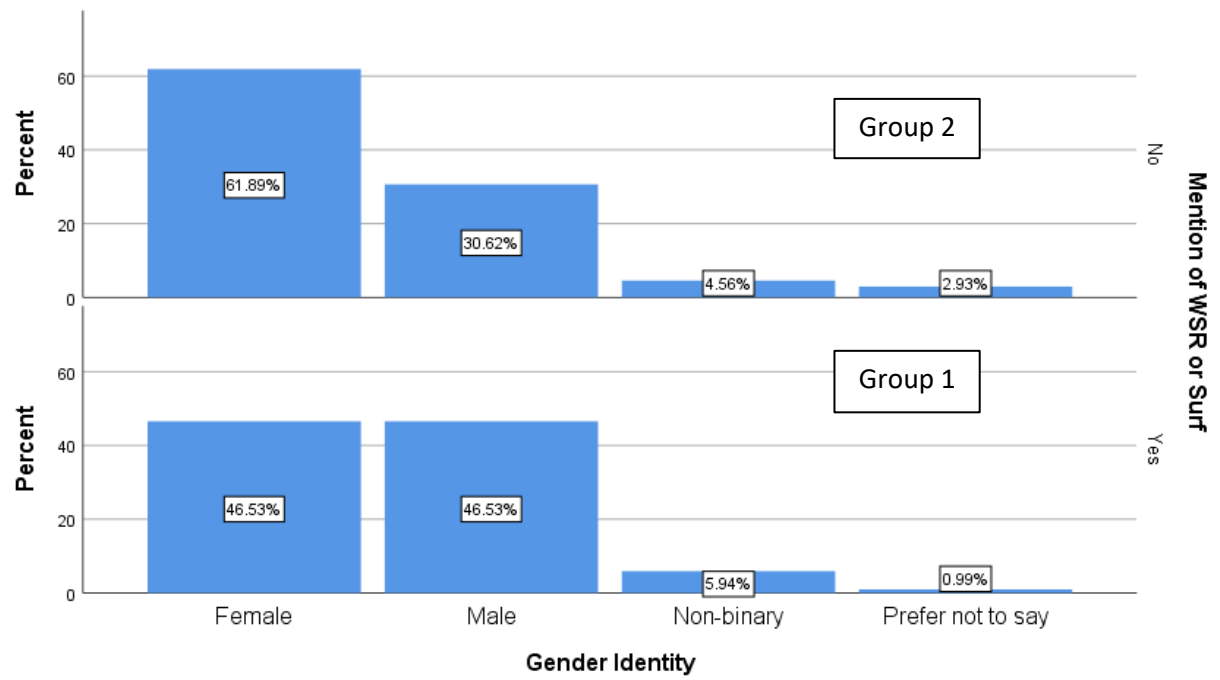
Annex L – Group 1: Awareness of WSR recognition.

Awareness of WSR Recognition			
	Frequency	Percent	Valid Percent
No	2	2%	2%
Yes	99	98%	98%
Total	101	100%	100%

Annex M – Group 2: Awareness of WSR recognition.

Group 2: Awareness of WSR Recognition			
	Frequency	Percent	Valid Percent
No	3	1%	1%
Yes	304	99%	99%
Total	307	100%	100%

Annex N – Differences in Gender Identity between Group 1 and Group 2.



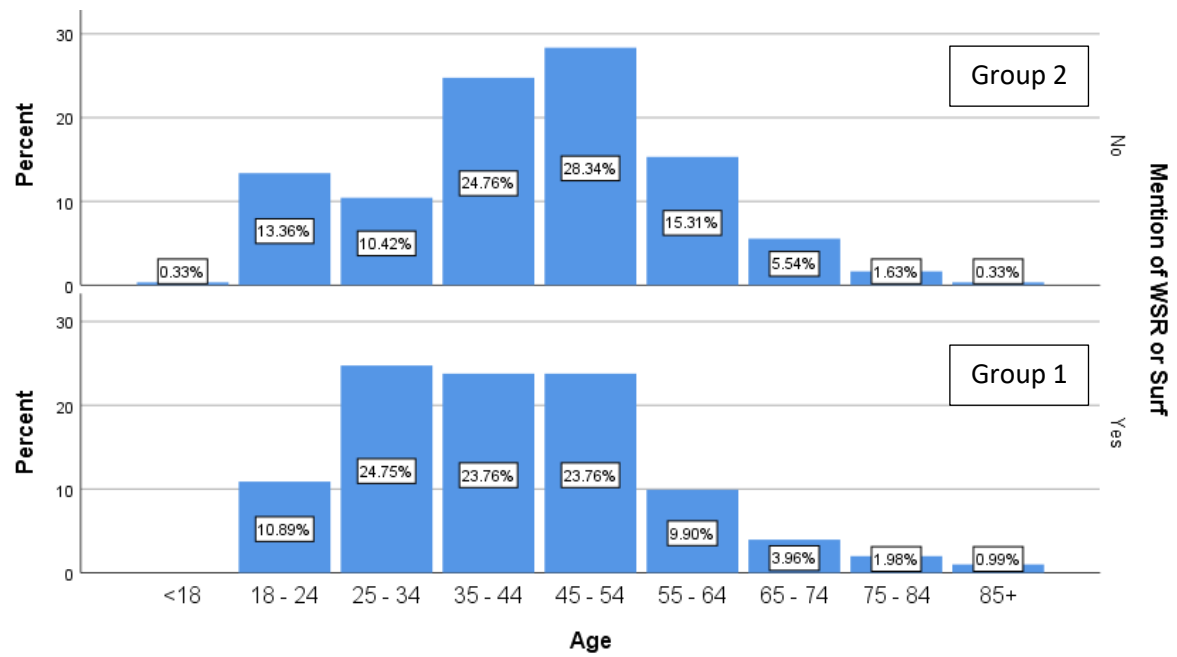
Annex O – Differences in Gender Identity between Group 1 and Group 2.

Mention of WSR/Surf/Waves				
		Group 1	Group 2	Total
Gender Identity	Female	47	190	237
	Male	47	94	141
	Non-binary	6	14	20
	Prefer not to say	1	9	10
Total		101	307	408

Annex P – Bootstrapping: Differences in Gender Identity between Group 1 and Group 2.

Bootstrap for Symmetric Measures						
		Bootstrap ^a				
		95% Confidence Interval				
		Value	Bias	Std. Error	Lower	Upper
Nominal by Nominal	Phi	0.157	0.012	0.045	0.081	0.261
	Cramer's V	0.157	0.012	0.045	0.081	0.261
N of Valid Cases		408	0	0	408	408
a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples						

Annex Q – Differences in Age between Group 1 and Group 2.



Annex R – Differences in Age Distribution between Group 1 and Group 2.

Hypothesis Test Summary			
Null Hypothesis	Test	Sig.	Decision
The distribution of Age is the same across Group 1 and Group 2.	Independent-Samples Kolmogorov-Smirnov Test	0.264	Retain the null hypothesis.
Asymptotic significances are displayed. The significance level is .050.			

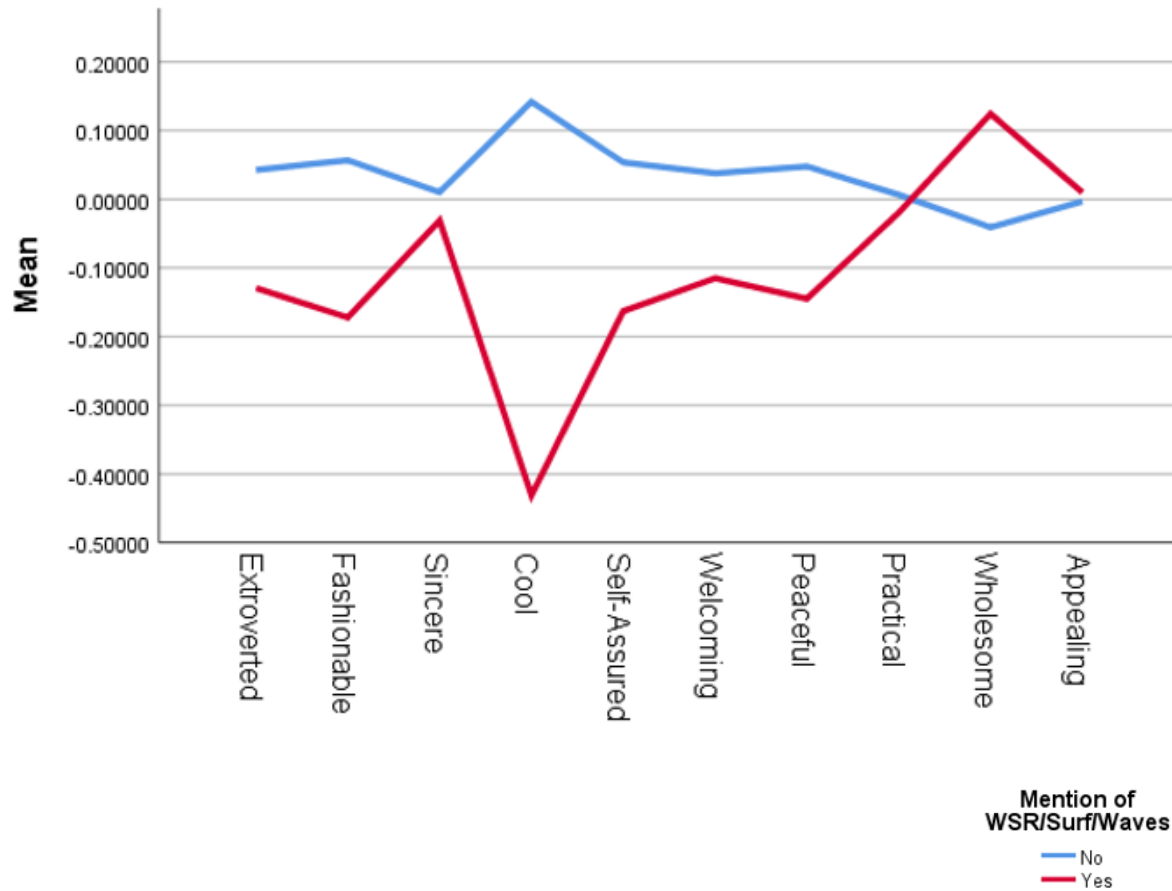
Independent-Samples Kolmogorov-Smirnov Test Summary		
Total N		408
Most Extreme Differences	Absolute	0.115
	Positive	0.028
	Negative	-0.115
Test Statistic		1.006
Asymptotic Sig. (2-sided test)		0.264

Annex S – Differences in Personality Dimensions between Group 1 and Group 2: Associations between Dimensions and Mention of WSR/Surf/Waves

Measures of Association		
	Eta	Eta Squared
Extroverted * Mention of WSR/Surf/Waves	0.074	0.006
Fashionable * Mention of WSR/Surf/Waves	0.099	0.01
Sincere * Mention of WSR/Surf/Waves	0.018	0
Cool * Mention of WSR/Surf/Waves	0.248	0.061
Self-Assured * Mention of WSR/Surf/Waves	0.094	0.009
Welcoming * Mention of WSR/Surf/Waves	0.066	0.004
Peaceful * Mention of WSR/Surf/Waves	0.083	0.007
Practical * Mention of WSR/Surf/Waves	0.011	0
Wholesome * Mention of WSR/Surf/Waves	0.071	0.005
Appealing * Mention of WSR/Surf/Waves	0.006	0

Annex T – Differences in Personality Dimensions between Group 1 and Group 2: Comparison of Means

Multiple Line Mean of Extroverted, Mean of Fashionable, Mean of Sincere, Mean of Cool, Mean of Self-Assured, Mean of Welcoming, Mean of Peaceful, Mean of Practical, Mean of Wholesome, Mean of Appealing by INDEX by Mention of WSR/Surf/Waves



Annex U – Differences in Personality Dimensions' Distribution between Group 1 and Group 2.

Report						
Mean						
Mention of WSR/Surf/Waves	Statistic	Bootstrap ^a				
		Bias	Std. Error	95% Confidence Interval		
				Lower	Upper	
Group 1	Extroverted	-0.129452	-0.001331	0.112611	-0.3623541	0.08655
	Fashionable	-0.172202	0.006392	0.105248	-0.3674072	0.0475921
	Sincere	-0.031073	-0.008289	0.111406	-0.2733241	0.1619582
	Cool	-0.431131	-0.001341	0.142557	-0.7079538	-0.156996
	Self-Assured	-0.162857	0.0017936	0.124637	-0.4058054	0.0822886
	Welcoming	-0.114976	-0.000228	0.115106	-0.3408496	0.0992361
	Peaceful	-0.144864	0.0017876	0.114928	-0.3743843	0.0789507
	Practical	-0.019549	-0.000446	0.132371	-0.3077975	0.2289704
	Wholesome	0.1243792	-0.003717	0.108566	-0.0789777	0.3266263
	Appealing	0.0097958	0.0012354	0.10457	-0.1903168	0.2210903
Group 2	Extroverted	0.0425883	-0.000624	0.055144	-0.0629766	0.1493954
	Fashionable	0.0566528	-0.002004	0.056463	-0.0593635	0.1631205
	Sincere	0.0102226	-0.001305	0.053828	-0.0997191	0.1110758
	Cool	0.1418378	0.0009532	0.043109	0.0548831	0.2301003
	Self-Assured	0.0535784	0.0009699	0.047584	-0.0376464	0.1547378
	Welcoming	0.037826	0.0003937	0.057356	-0.0775556	0.145894
	Peaceful	0.0476587	-0.001026	0.052649	-0.0555211	0.1487216
	Practical	0.0064316	0.0004707	0.049751	-0.0933599	0.1050886
	Wholesome	-0.04092	0.0010312	0.054678	-0.1504193	0.064197
	Appealing	-0.003223	-0.00062	0.055554	-0.1139324	0.1046786
Total	Extroverted	0	-0.000987	0.050555	-0.0997912	0.097827
	Fashionable	0	-0.000153	0.05013	-0.1022811	0.1017285
	Sincere	0	-0.00299	0.047861	-0.0949921	0.0918382
	Cool	0	0.0000808	0.049718	-0.0997109	0.1019365
	Self-Assured	0	0.0010274	0.046454	-0.088173	0.0962165
	Welcoming	0	0.0001343	0.051352	-0.1055722	0.0969597
	Peaceful	0	-0.000471	0.048722	-0.0978314	0.0949071
	Practical	0	0.0001418	0.050474	-0.1013283	0.0960583
	Wholesome	0	-1.75E-05	0.048452	-0.0971653	0.0899907
	Appealing	0	-0.000084	0.04877	-0.094924	0.0987286

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Annex V – Differences in Personality Traits' Distribution between Group 1 and Group 2.

Report						
Mention of WSR/Surf/Waves (Median)	Statistic	Bootstrap ^a				
		Bias	Std. Error	95% Confidence Interval		
				Lower	Upper	
Group 1	Charming	7.00	0.00	0.00	7.00	7.00
	Contemporary	6.00	0.00	0.03	6.00	6.00
	Dignified	7.00	0.00	0.03	7.00	7.00
	Glamorous	7.00	-0.18	0.38	6.00	7.00
	Mannered/Polite	6.00	0.00	0.03	6.00	6.00
	Patient	6.00	0.00	0.04	6.00	6.00
	Sophisticated	5.00	0.40	0.48	5.00	6.00
	Calm	6.00	0.00	0.00	6.00	6.00
	Honest	6.00	0.07	0.25	6.00	7.00
	Thoughtful	6.00	0.33	0.46	6.00	7.00
	Trendy	7.00	-0.01	0.08	7.00	7.00
	Unique	7.00	0.00	0.00	7.00	7.00
	Outdoorsy	7.00	0.00	0.00	7.00	7.00
	Outgoing	7.00	-0.25	0.43	6.00	7.00
	Peaceful	7.00	-0.30	0.46	6.00	7.00
	Spirited	6.00	0.01	0.11	6.00	6.00
	Spontaneous	6.00	0.14	0.35	6.00	7.00
	Cheerful	7.00	-0.02	0.12	7.00	7.00
	Exciting	6.00	0.16	0.37	6.00	7.00
	Fascinating	7.00	0.00	0.00	7.00	7.00
	Funny	6.00	0.02	0.14	6.00	6.00
	Up to date	6.00	-0.02	0.14	6.00	6.00
	Hospitable	7.00	0.00	0.00	7.00	7.00
	Sincere	6.00	0.19	0.39	6.00	7.00
	Wholesome	6.00	0.14	0.34	6.00	7.00
	Cool	7.00	0.00	0.00	7.00	7.00
	Genuine	7.00	0.00	0.00	7.00	7.00
	Romantic	7.00	0.00	0.00	7.00	7.00
	Down to Earth	7.00	-0.07	0.25	6.00	7.00
	Family oriented	7.00	-0.24	0.42	6.00	7.00
	Friendly	7.00	0.00	0.04	7.00	7.00
	Generous	6.00	0.15	0.35	6.00	7.00
	Optimistic	6.00	0.00	0.00	6.00	6.00
	Adventurous	6.00	0.31	0.46	6.00	7.00
	Confident	6.00	0.05	0.21	6.00	7.00
	Enthusiastic	6.00	0.01	0.09	6.00	6.00
	Happy	7.00	0.00	0.03	7.00	7.00
	Welcoming	7.00	0.00	0.00	7.00	7.00
	Dynamic	6.00	0.00	0.00	6.00	6.00
	Flourishing	6.00	0.00	0.03	6.00	6.00
Group 2	Charming	7.00	-0.09	0.28	6.00	7.00
	Contemporary	6.00	-0.10	0.29	5.00	6.00
	Dignified	6.00	0.14	0.34	6.00	7.00
	Glamorous	6.00	-0.07	0.25	5.00	6.00

Ericeira's Destination Personality

Report						
Mention of WSR/Surf/Waves (Median)	Statistic	Bootstrap ^a				
		Bias	Std. Error	95% Confidence Interval		
				Lower	Upper	
	Mannered/Polite	6.00	-0.06	0.24	5.00	6.00
	Patient	5.00	0.18	0.37	5.00	6.00
	Sophisticated	5.00	0.00	0.00	5.00	5.00
	Calm	6.00	-0.02	0.14	5.51	6.00
	Honest	6.00	0.00	0.05	6.00	6.00
	Thoughtful	6.00	0.08	0.26	6.00	7.00
	Trendy	6.00	0.18	0.38	6.00	7.00
	Unique	7.00	0.00	0.00	7.00	7.00
	Outdoorsy	7.00	0.00	0.00	7.00	7.00
	Outgoing	6.00	0.03	0.18	6.00	7.00
	Peaceful	6.00	0.15	0.35	6.00	7.00
	Spirited	6.00	-0.02	0.13	6.00	6.00
	Spontaneous	6.00	-0.02	0.14	6.00	6.00
	Cheerful	6.00	0.20	0.39	6.00	7.00
	Exciting	6.00	-0.14	0.34	5.00	6.00
	Fascinating	6.00	0.06	0.23	6.00	7.00
	Funny	6.00	-0.03	0.18	5.00	6.00
	Up to date	5.00	0.00	0.05	5.00	5.00
	Hospitable	7.00	-0.13	0.33	6.00	7.00
	Sincere	6.00	-0.01	0.08	6.00	6.00
	Wholesome	6.00	0.03	0.18	6.00	7.00
	Cool	7.00	-0.23	0.41	6.00	7.00
	Genuine	7.00	-0.12	0.32	6.00	7.00
	Romantic	6.00	0.07	0.25	6.00	7.00
	Down to Earth	6.00	0.47	0.49	6.00	7.00
	Family oriented	6.00	0.26	0.43	6.00	7.00
	Friendly	6.00	0.08	0.26	6.00	7.00
	Generous	6.00	-0.02	0.14	6.00	6.00
	Optimistic	6.00	-0.15	0.36	5.00	6.00
	Adventurous	6.00	0.06	0.23	6.00	7.00
	Confident	6.00	0.00	0.00	6.00	6.00
	Enthusiastic	6.00	0.00	0.07	6.00	6.00
	Happy	6.00	0.15	0.35	6.00	7.00
	Welcoming	7.00	-0.25	0.43	6.00	7.00
	Dynamic	6.00	-0.05	0.20	5.00	6.00
	Flourishing	6.00	-0.02	0.12	6.00	6.00
Total	Charming	7.00	0.00	0.00	7.00	7.00
	Contemporary	6.00	0.00	0.02	6.00	6.00
	Dignified	7.00	-0.01	0.11	7.00	7.00
	Glamorous	6.00	0.16	0.36	6.00	7.00
	Mannered/Polite	6.00	0.00	0.00	6.00	6.00
	Patient	6.00	-0.01	0.11	6.00	6.00
	Sophisticated	5.00	0.03	0.15	5.00	5.50
	Calm	6.00	0.00	0.00	6.00	6.00
	Honest	6.00	0.01	0.07	6.00	6.00

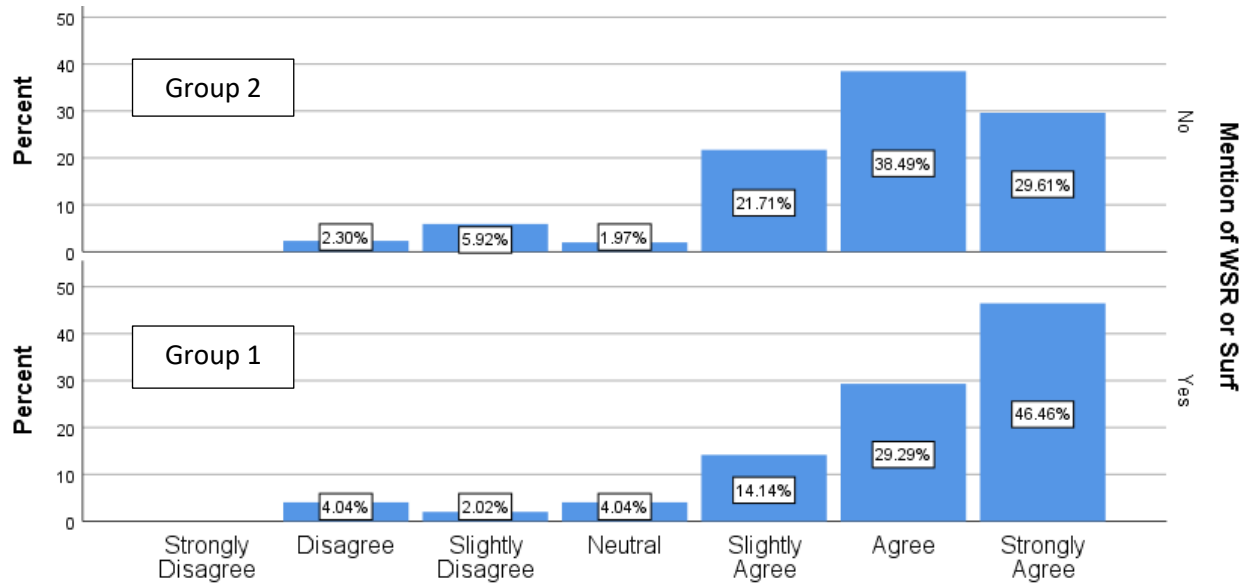
Ericeira's Destination Personality

Report					
Mention of WSR/Surf/Waves (Median)	Statistic	Bootstrap ^a			
		Bias	Std. Error	95% Confidence Interval	
				Lower	Upper
Thoughtful	6.00	0.14	0.34	6.00	7.00
Trendy	7.00	-0.04	0.20	6.00	7.00
Unique	7.00	0.00	0.00	7.00	7.00
Outdoorsy	7.00	0.00	0.00	7.00	7.00
Outgoing	6.00	0.40	0.48	6.00	7.00
Peaceful	6.00	0.48	0.49	6.00	7.00
Spirited	6.00	0.00	0.00	6.00	6.00
Spontaneous	6.00	0.01	0.07	6.00	6.00
Cheerful	7.00	-0.08	0.26	6.00	7.00
Exciting	6.00	0.00	0.02	6.00	6.00
Fascinating	7.00	0.00	0.00	7.00	7.00
Funny	6.00	0.00	0.00	6.00	6.00
Up to date	5.00	0.46	0.49	5.00	6.00
Hospitable	7.00	0.00	0.00	7.00	7.00
Sincere	6.00	0.01	0.08	6.00	6.00
Wholesome	6.00	0.03	0.17	6.00	7.00
Cool	7.00	0.00	0.00	7.00	7.00
Genuine	7.00	0.00	0.00	7.00	7.00
Romantic	7.00	-0.01	0.08	7.00	7.00
Down to Earth	7.00	-0.11	0.30	6.00	7.00
Family oriented	7.00	-0.38	0.48	6.00	7.00
Friendly	7.00	-0.04	0.19	6.00	7.00
Generous	6.00	0.00	0.04	6.00	6.00
Optimistic	6.00	0.00	0.00	6.00	6.00
Adventurous	6.00	0.12	0.32	6.00	7.00
Confident	6.00	0.00	0.02	6.00	6.00
Enthusiastic	6.00	0.00	0.00	6.00	6.00
Happy	7.00	-0.02	0.15	6.50	7.00
Welcoming	7.00	0.00	0.00	7.00	7.00
Dynamic	6.00	0.00	0.00	6.00	6.00
Flourishing	6.00	0.00	0.00	6.00	6.00

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Annex W – Local Stakeholders' perception of WSR recognition as a determinant for tourism development and growth in Ericeira.

Annex W.1 – Differences in perception of WSR recognition as determinant for tourism development and growth between Group 1 and Group 2.



The WSR recognition was and is determinant for Ericeira's tourism development and growth.

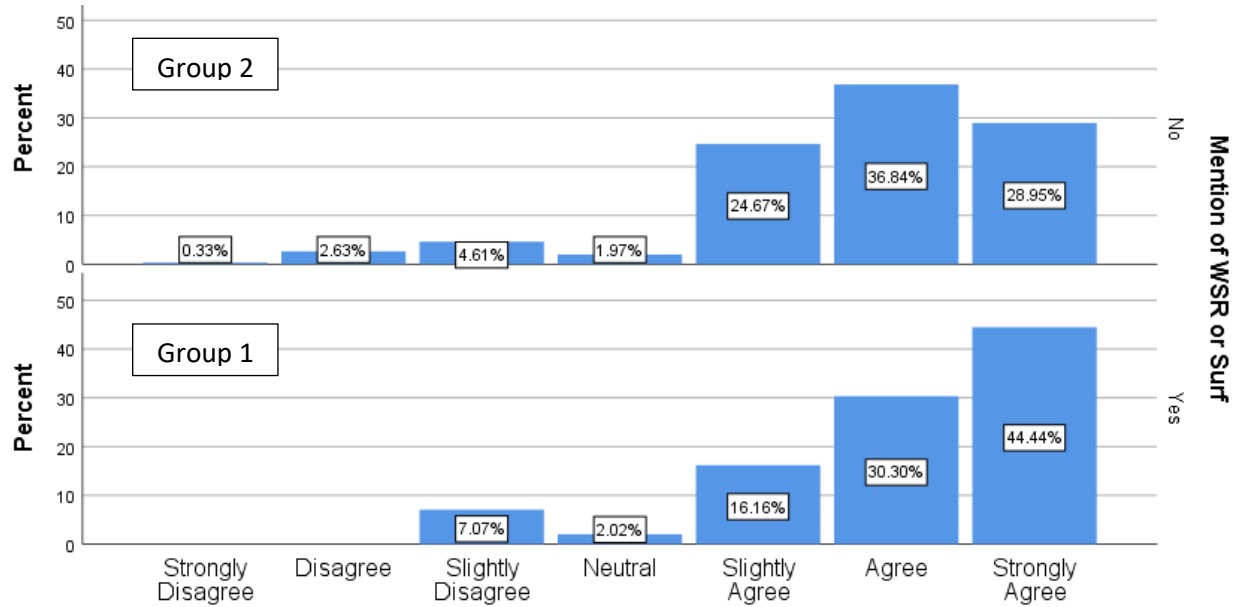
Annex W.2 - Differences in distribution of perception of WSR recognition as a determinant for tourism development and growth between Group 1 and Group 2.

Hypothesis Test Summary			
Null Hypothesis	Test	Sig.	Decision
The distribution of "The WSR recognition was and is determinant for Ericeira's tourism development and growth." is the same across Group 1 and Group 2.	Independent-Samples Kolmogorov-Smirnov Test	0.029	Reject the null hypothesis.
Asymptotic significances are displayed. The significance level is .050.			

Independent-Samples Kolmogorov-Smirnov Test Summary		
Total N		403
Most Extreme Differences	Absolute	0.169
	Positive	0.169
	Negative	-0.017
Test Statistic		1.457
Asymptotic Sig. (2-sided test)		0.029

Annex X – Local Stakeholders' perception of WSR recognition's impact in tourism development in Ericeira.

Annex X.1 – Differences in perception of WSR recognition's impact in tourism development between Group 1 and Group 2.



The WSR recognition has a direct positive impact on Ericeira's tourism development.

Annex X.2 – Differences in distribution of perception of WSR recognition's impact for tourism development between Group 1 and Group 2.

Hypothesis Test Summary			
Null Hypothesis	Test	Sig.	Decision
The distribution of "The WSR recognition has a direct positive impact on Ericeira's tourism development." is the same across Group 1 and Group 2.	Independent-Samples Kolmogorov-Smirnov Test	0.055	Retain the null hypothesis.
Asymptotic significances are displayed. The significance level is .050.			

Independent-Samples Kolmogorov-Smirnov Test Summary		
Total N		403
Most Extreme Differences	Absolute	0.155
	Positive	0.155
	Negative	0
Test Statistic		1.339
Asymptotic Sig. (2-sided test)		0.055

Annex Y – E-mail Interview with CMM's President, Eng. Hélder Sousa Silva, regarding Ericeira's tourism development and Destination Brand Identity and Image of brand "Ericeira".

Question 1. Does CMM consider the brand "Ericeira" a destination brand?

Yes, absolutely. Ericeira is a tourist destination in all its essence.

Since the beginning of the 20th century Ericeira has been historically linked to summer practices which led to the development of the tourism phenomenon, starting at that same period.

Since then and until the current days, there has been a profound evolution of the demand patterns in terms of profile, type of stay, motivations and sustainability, to which Ericeira has managed to adapt, standing out with the exponential evolution of tourism associated to Surf. Indeed, Ericeira opened its arms to surf early on and the WSR recognition is sustained by the population's support of the sport. This recognition, and the resulting reputation, is possibly the biggest "visiting card" as a world surfing destination, alongside the excellence of its waves for the practice of this sport.

Parallel to surf, the gastronomy, with emphasis on fresh fish and seafood, the cultural heritage and the people of Ericeira are strong attractions that assist the process of consolidating the brand as a tourist destination.

Question 2. Which attributes/features/interest factors are emphasized, currently, by CMM, in the communication of Ericeira and the brand created for this tourist destination? At this moment in time, what is the image CMM believes to project of Ericeira to its visitors?

Currently, surf, the beaches, the gastronomy, the historical heritage, the events, and the village's environment, are the products that are leveraged in the communication of this destination. However, Mafra's communication, in which Ericeira is included, as a sustainable destination is a goal that has been pursued with the promotion of a sustainable, responsible and quality tourism development.

Increasingly, the concerns and measures aimed at this type of development are valued, and they make destinations attractive, healthy and places of well-being.

At the same time and in order to remove pressure on the coast, there has been a focus on promoting Outdoor Tourism. The Municipality's position in this matter, and as a result of Ericeira, is due to the diversity of natural resources, the mild climate, the richness of the unique architectural, monumental and cultural heritage, the safety of the destination, a determining factor in the hospitality and consequent attractiveness of the territory, and the proximity to the main emission markets, not forgetting that the Municipality of Mafra is located just half an hour from Lisbon airport.

The image that we believe to project for visitors is a consequence of the factors described: a safe, sustainable destination, with a mild climate, with a diversity of natural resources, allowing different activities between land and ocean, with a unique heritage offer, and a unique gastronomy, where endogenous products have a prominent place.

Added to this is the welcoming and attractive environment for tourists of all age groups and with different motivations.

Question 3. Which attributes/features/interest factors does CMM believe should be emphasized, in the future, in the communication of Ericeira and the brand created for this tourist destination? With this line of communication, what image do you intend to project, in the future, of the brand “Ericeira”, and, consequently, of the destination, to visitors?

In the last few years, tourism has gained an increasingly important role in Ericeira's local economy dynamics and growing attractiveness.

This evolution is due, in large part, to the destination's differentiating tourism supply, grounded on surf and nature. Ericeira's positioning as a surf destination, both active or contemplative, linked to the complementarity of beach tourism and cultural tourism, reinforced its competitiveness in the tourism market.

With inclusive and sustainable norms, deepening economic, social, and environmental preservation and appreciation of the cultural and natural heritage is a goal. It is intended that Ericeira increasingly asserts itself as a leading tourist destination to follow, distinguishing itself by its sustainability, aiming to strengthen social and territorial cohesion and committing to a sustainable development.

Ericeira can be clearly identified in the symbiosis between the traditional aspects of a fishing village, and a contemporary, young, and dynamic village, which reinvents itself and develops its own economy. The ocean is the highlight, as are the colors of the streets. The new focus on sustainability, at the environmental, social and economic levels, must also be emphasized. The key idea is that of a village that never sleeps, from the fishermen who leave early to work, to the village that comes to life in the morning and goes on through the night. The cultural diversity, the gastronomic fusion and the new architecture that brings back the narrow-whitewashed (“*caiadas*”) streets, are clear examples of a village that rejuvenates, maintaining, however, the “*jagoz*”⁵ trait of its traditions.

Question 4. Think of the tourist destination Ericeira as a human being and look into identifying the traits of its personality. To this end, on a scale of 1 (strongly disagree) to 7 (strongly agree), rate your level of agreement with the traits below used to describe the brand “Ericeira”: *Extroverted, Fashionable, Sincere, Cool, Self-assured, Welcoming, Peaceful, Practical, Wholesome and Appealing.*

⁵ Nickname given to people born and raised in Ericeira. The origin of the term is uncertain, but there seems to be a connection with Phoenician occupation and fishing tradition.

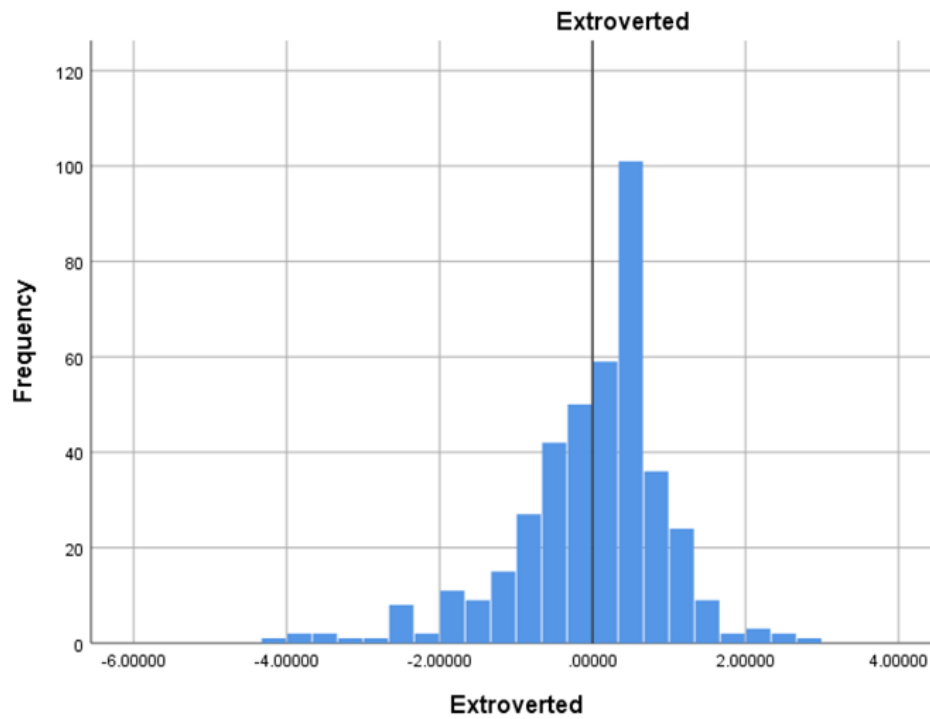
Personality Dimensions	Level of Agreement
Extroverted	7
Fashionable	5
Sincere	5
Cool	7
Self-assured	6
Welcoming	7
Peaceful	5
Practical	4
Wholesome	6
Appealing	7

Question 5. On a scale of 1 (strongly disagree) to 7 (strongly agree), rate your level of agreement with the following statements:

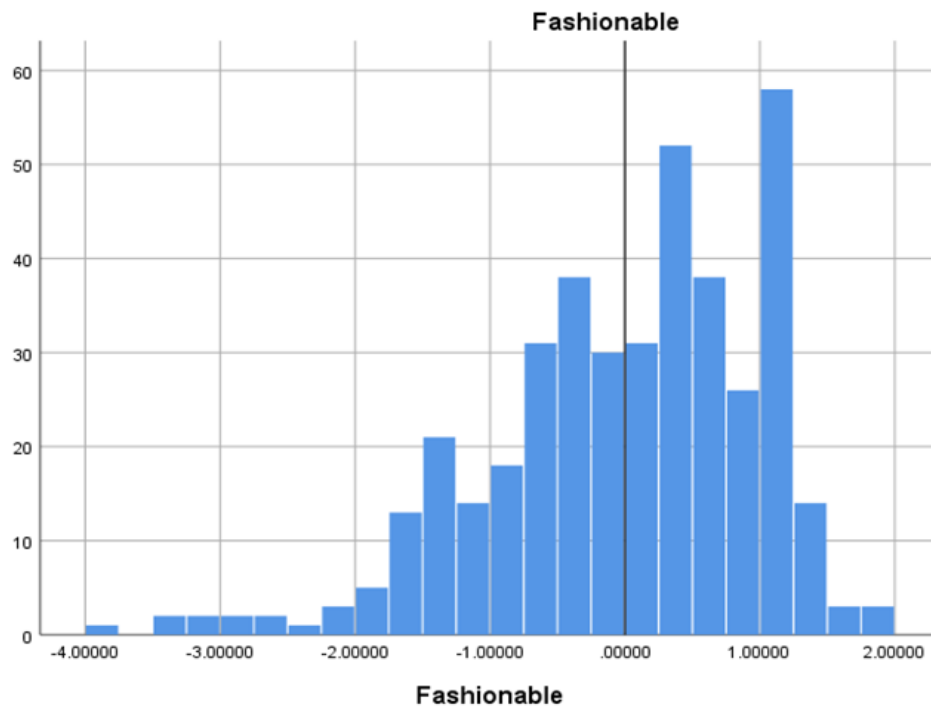
- a. "The attribution of the World Surfing Reserve recognition (2011) was a decisive factor in the creation of the brand "Ericeira", that is, the recognition was the starting point that led to the decision to create the brand." Level of agreement: 6
- b. "The World Surfing Reserve recognition was and is determinant for Ericeira's tourism development and growth". Level of agreement: 6
- c. "The World Surfing Reserve recognition has a direct positive impact on Ericeira's tourism development." Level of agreement: 6

Annex Z – Distribution of Ericeira's Personality Dimensions from Local Stakeholders' Perspective

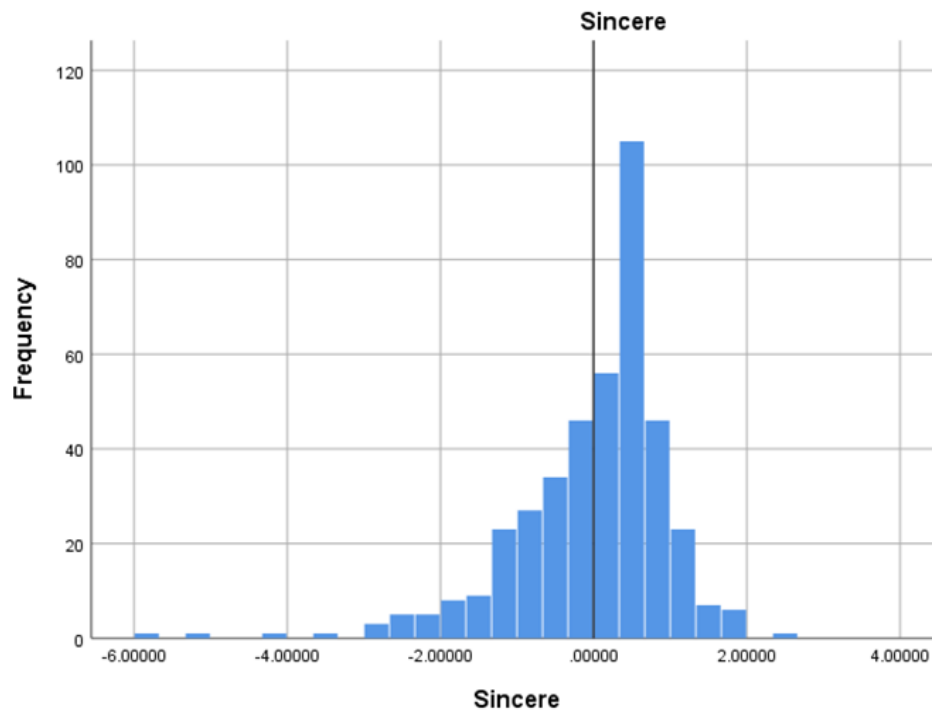
Annex Z.1 – Distribution of Personality Dimension *Extroverted*



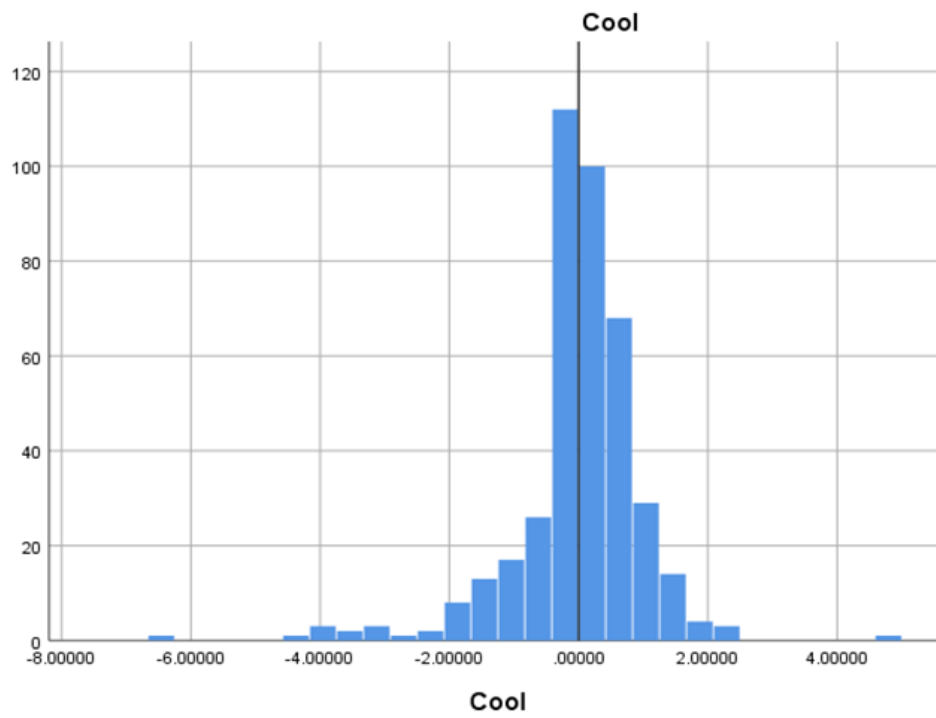
Annex Z.2 – Distribution of Personality Dimension *Fashionable*



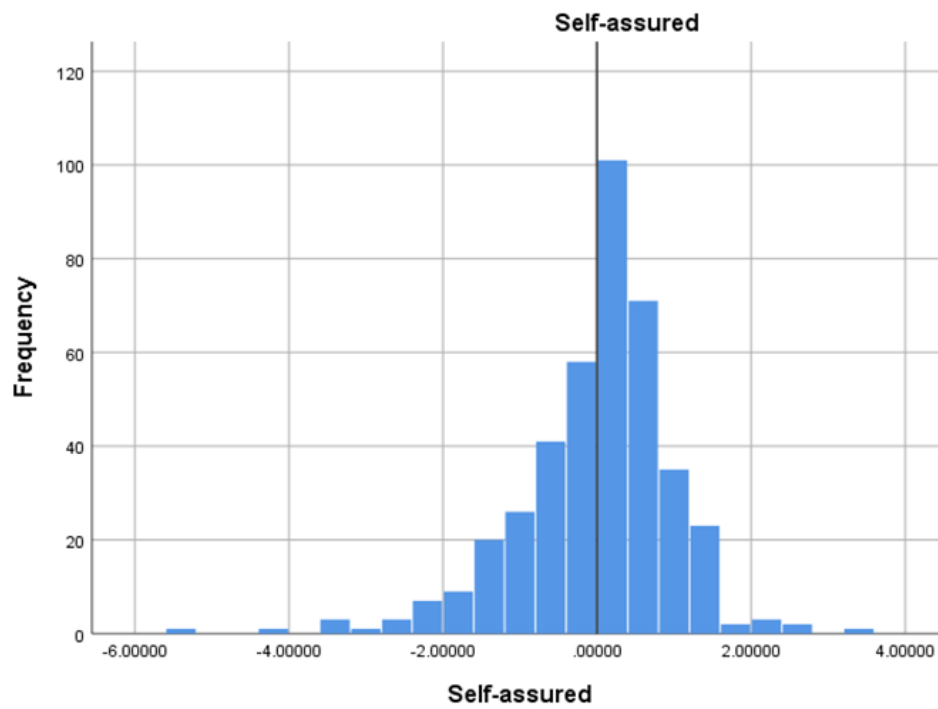
Annex Z.3 – Distribution of Personality Dimension *Sincere*



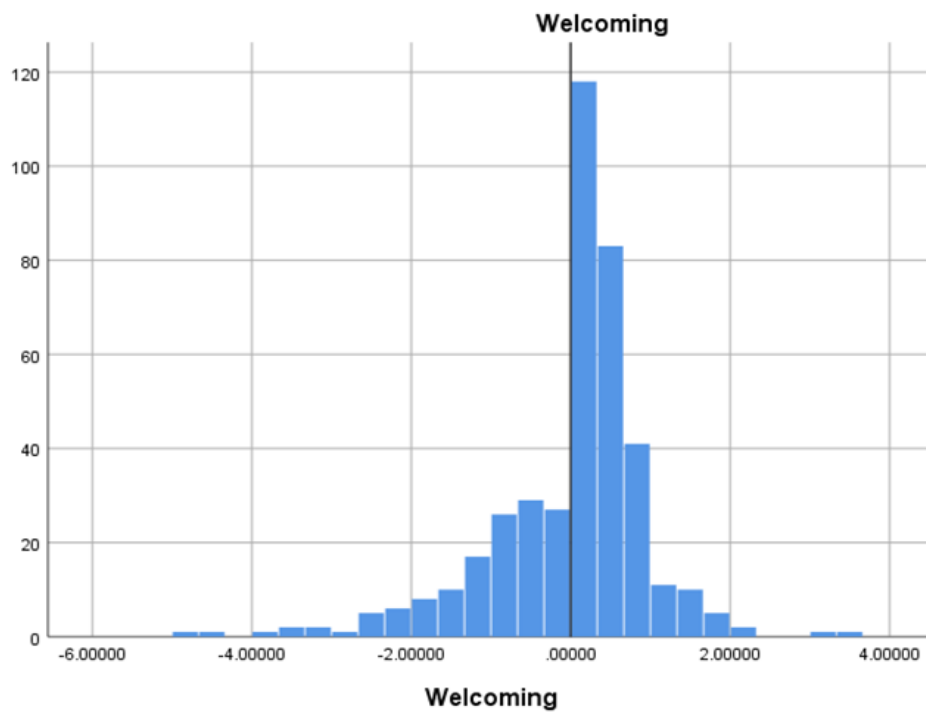
Annex Z.4 – Distribution of Personality Dimension *Cool*



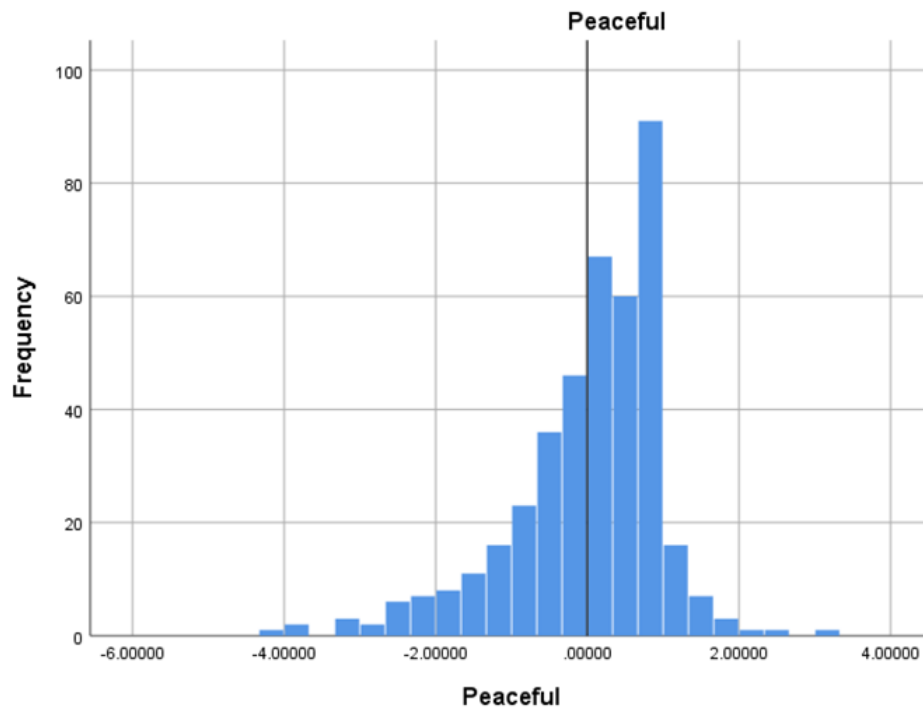
Annex Z.5 – Distribution of Personality Dimension *Self-assured*



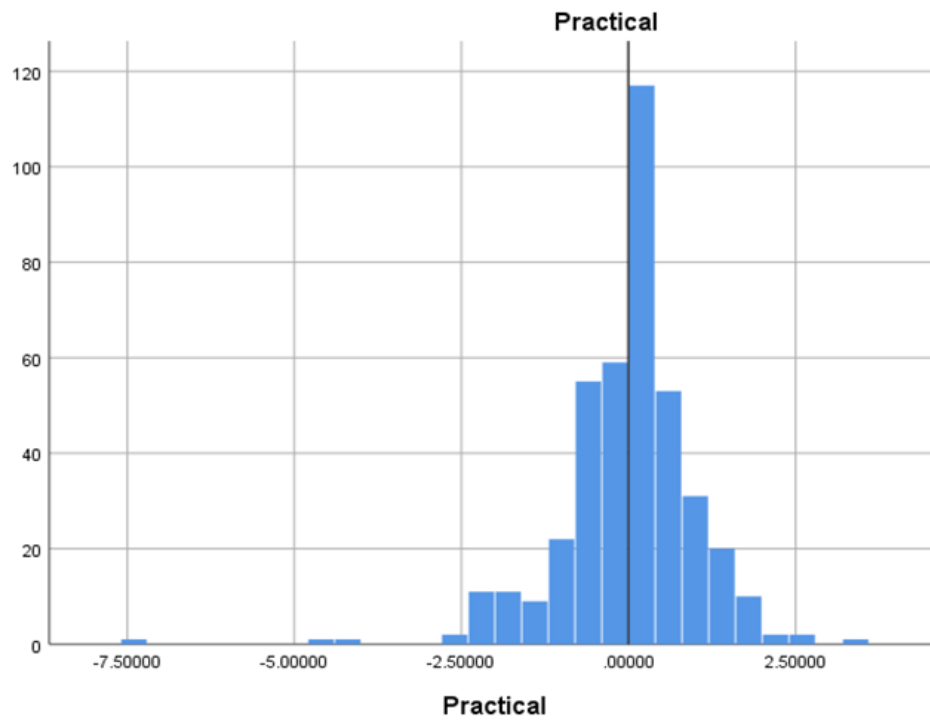
Annex Z.6 – Distribution of Personality Dimension *Welcoming*



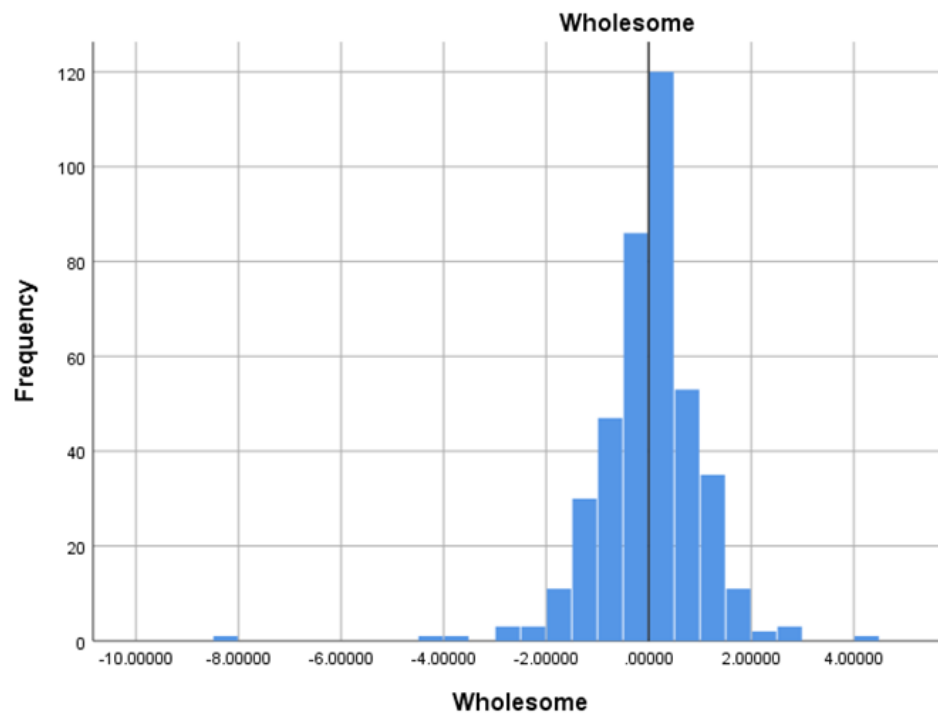
Annex Z.7 – Distribution of Personality Dimension *Peaceful*



Annex Z.8 – Distribution of Personality Dimension *Practical*



Annex Z.9 – Distribution of Personality Dimension *Wholesome*



Annex Z.10 – Distribution of Personality Dimension *Appealing*

