Destination Branding: Case of Delhi

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Abstract:
The endeavor of this research is to scrutinize the meaning by brand image and branding destination and how this corporate term can be invested and utilized by a destination, not only in terms of a country but also whole regions. A model for booming destination branding shall be outlined by examining a variety of strategies that have been used to make it a successful in drawing the main features of different destinations. The methodology used will assist the findings and recommendations which will be incorporated in the last two chapters of this work.

1. Introduction

In the very first chapter of dissertation there is presence of the motivation and the background of the "Delhi" (INDIA) tourism history. The author presented a brief introduction of the meaning of terms destination branding and its image. Most important factor is that in this chapter there is bring up of the element of problem of discussion which is main issue raised in dissertation. The chapter winds up with the argumentation of the hearth of research topic of dissertation i.e. the destination branding and imaging of Delhi as a tourism destination.

For a country the tourism image is very important image at all as it become an integral part of the tourism sector. At first glance it seems that there is no strong bond or relation between the image of the country and its tourism image but nevertheless they are firmly and strongly connected to each other. Without having any tourism attraction or purpose nobody tends to visit that particular place even if they don't like anything there. According to the World Tourism Organisation "a tourist attraction or a tourism discovery can unveil economic, political and cultural aspect of a country" (WTO, 1999). In the view point of Hansen and Tokarczyk (2006) "a brand is a psychological phenomenon", this usually is the state of mind of the customers. This impression is being formed by direct or indirect interaction such as word of mouth, internet advertisements and other sort of publicity about that particular place etc, the brand begins to expand preference to that customer.

McDonald also states that "it's not factories that 'make' the profits but the relationship that the customer has with that name. This is also known as brand equity, the value that the customer places on that particular brand over similar ones" (MacDonald, 2004). The significance of a brand to learned person is not only with fixed purpose by the physical brand but with the coordination developed by a tourist in commitment to that brand whichever by name of brand or by the brand name itself or the product, or as in this instance the destination. ("Kotler, 2004)

Due the factor of Globalization and the increase in the use of the internet has directed to the go kaput of trade barriers flanked by countries and this in revolve has resulted in larger competition by both manufacturers and consumers. Follow a line of investigation has shown that there is 70% percent of travelers usually only travel to a total of ten countries, while National Travel Organizations (NTO) will compete for the remaining 30% of 'destination consumers'. (Pike, et al. 2004)

2. Objectives of the Research

- To critically review the literature in the area of destination branding and image.
- To critically analyse the implementation and effectiveness of existing destination branding exercises.
- To critical analyse position of destination (New Delhi) within tourism market.
- To find out the emerging factors that influence the popularity of destination branding.
- To suggest a possible recommendations and conclusions regarding the emergence of New Delhi as a Tourism Destination in coming future.

3. Review of Literature

According to the Chartered Institute of Marketing (UK) that enter slightly to further define a brand as 'an experience' that the customer has not merely with the product or service but with the establishment or an organisation as well. Kotler et al (2009) states

that "a brand is able to play either a well-designed logical or substantial role in relation to either the service or product, yet it also has the ability to play an insubstantial role and evoke emotion and result in feelings of love affection or even belonging from consumers.

Pike (2008) stated that the definition of a brand is tinted from that of Aaker in (1991), who said that "a brand is a name or image that will distinguish to the consumer a good or product from other competitive products in market". (Boyle, 2003).The loyalty that consumers will have to a product as a result of the brand attached to it whether it's in the form of services or finished products will play an important role in the success of that product.

According to Morgan and Pritchard (1998), destination is a complex multidimensional entity, which is composed of a variety of components, and that unlike products or services it has not a clear definition.

By that, Middleton means that prices will differ depending on the season when tourism products are being sold. (Middleton 2001).As mentioned, the need for branding of both products and services due to globalisation is imperative as a result of competition and the convergence of markets for them, the question remains of whether this is also true for destination branding. Globalisation and the rise of the internet has led to the breakdown of trade barriers between countries and this in turn has resulted in greater competition by both producers and consumers. Research has shown that 70 percent of travellers usually only travel to a total of 10 countries, while National Travel Organisations (NTO) will compete for the remaining 30 percent of 'destination consumers'. (Pike, 2004). Despite the success of the 2010 World Cup in its branding of South Africa, it did not come without challenges; the need to invest on infrastructure and make sure it was all finished in time (such as new stadiums, roads, airports, including the need for tighter security) and the need to balance the required changes financially without overspending beyond expected gain. (Adam, 2010)

4. Methodology
Research Plan

In order to have a perfect understanding of the conditions in which research is undertaken, one needs to have in place a properly designed procedure called as research process. The research process has various steps which are as follows-

- Identifying and highlighting the research problem
- Laying out the research objectives
- Craft the research plan
- Gather the information
- Scrutinize and assess the information
- Present the findings
- Take the decision

5. Defining the Research Objectives
In this case, research problem under consideration has various objectives such as-

→ To study the awareness among people with respect to Delhi being marketed under destination branding
→ To analyze consumer's perspective with respect to destination branding
→ To examine the factors related to success of destination branding
→ To improve the process of destination branding with respect to Delhi
→ To uncover the best possible strategies as well as practices in this field
→ To explore the best methods with respect to rendering maximum customer satisfaction via Delhi tourism

6. Data Collection
It is that information which is gathered by the researcher and is definitely first hand information. The researcher can collect the desired information via qualitative or quantitative method or both. The data gathered in the research process is exclusive in nature without access to any individual until it gets published. This particular research will use variety of sources for primary data collection which are as follows-

1. Interviews   2. Questionnaires   3. Observation   4. Diaries
5. Case Studies   6.Critical Incidents   7. Focus Group Interviews

In this particular research, majorly two data collection techniques will be used to evaluate the research hypotheses which are as follows-

1. Personal Interviews   2. Questionnaires

Sources of Secondary Data-

In this case, one very important fact is that data which is already published may have been collected for some other purpose which may be very different from the purpose of research study in consideration. Thereby, researcher has to be extremely cautious while using secondary data as a source for findings in the research study.

6.1. Size and Technique of Sampling-
In order to carry the research in the intended way, researcher has gained an in-depth understanding of various techniques which are used for the purpose of sampling as poor and inept sample size could spoil the entire research work. Thereby, researcher has taken due

care in choosing the respondents and questionnaires will be given with respect to functional area. This will foster the credibility and relativity of outcomes with respect to the research topic.

7. Data Analysis

7.1. The First Questionnaire with Respect to Management Had Following Questions
This questionnaire was filled by manager of DMO Delhi.
1. In your opinion, what are the main assets a destination can possess with respect to visitor appeal?
   - a. Visitor experience (40%)
   - b. Scenery (15%)
   - c. Culture (20%)
   - d. Wildlife (10%)
   - e. Architecture (10%)
   - f. Others (5%)
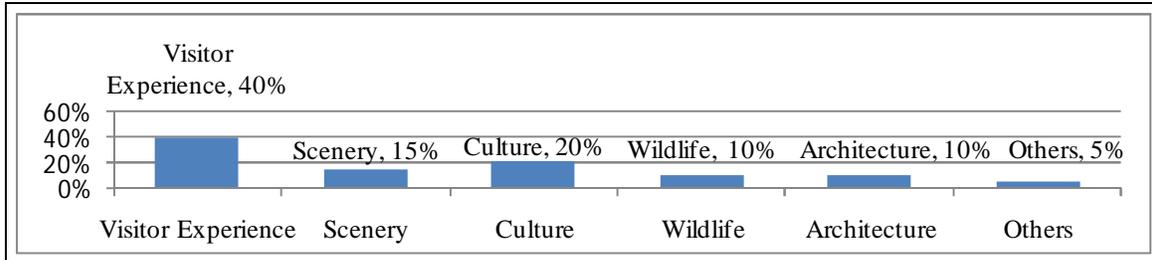
Figure 1: Assets w.r.t. Destination Branding

2. How powerful are the above factors in Delhi with respect to other places considered under destination branding?
   - a. Excellent (38%)
   - b. Good (27%)
   - c. Average (20%)
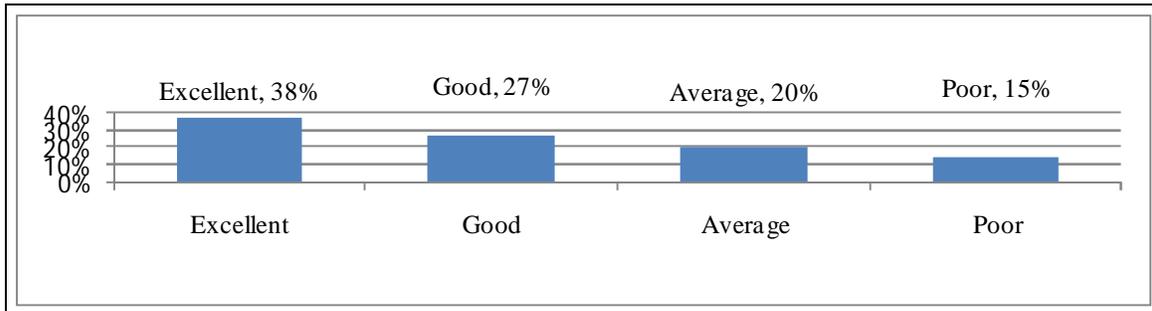   - d. Poor (15%)

Figure 2: Ranking

3. How much accessible are these assets, and experiences with respect to visitors?
   - a. Highly accessible (20%)
   - b. Moderately accessible (45%)
   - b. Highly inaccessible (15%)
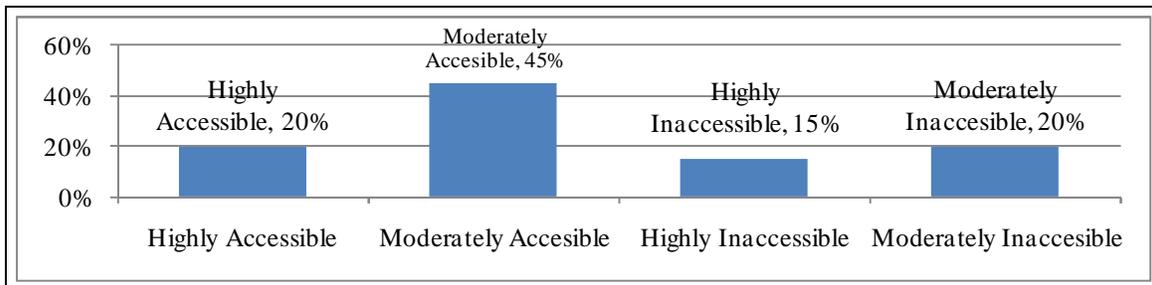   - c. Moderately inaccessible (20%)

Figure 3: Accessibility

4. Please rank in terms of priorities which of the assets in Delhi are the strongest and most appealing for the visitors in terms of destination branding?
   - a. Location and other scenic beauty (20%)
   - b. Science (20%)
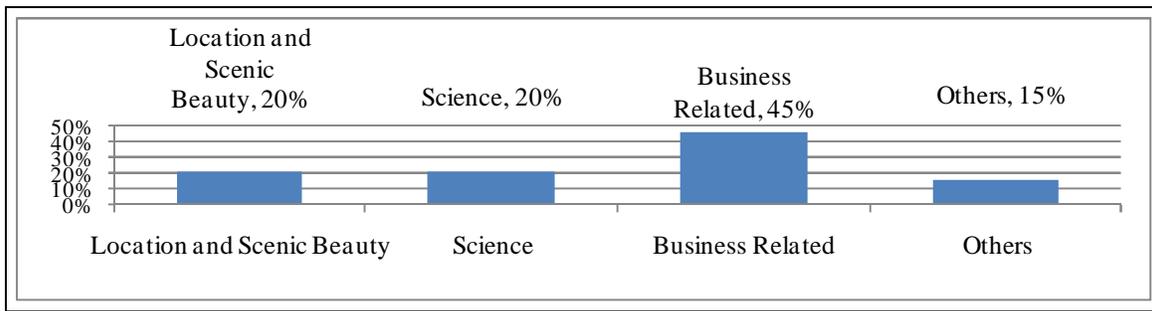   - c. Business related (45%)
   - d. Others (15%)

Figure 4: Appealing Quotient of Assets

5. In your viewpoint, what are Delhi's competitive strengths in terms of destination branding?
   a.   Cuisines (35%)   b.   People (20%)
   c.   Environment (15%)   d.   Scenic Beauty (15%)
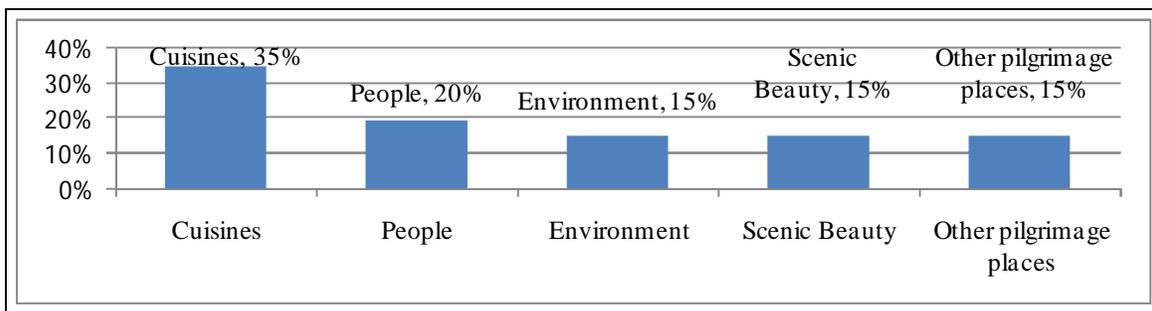   e.   Other pilgrimage places (15%)

Figure 5: Delhi's Competitive Strengths

6. What are the key opportunities with respect to Delhi in terms of destination branding?
   a.   Business opportunities for people of Delhi (35%) b. Investment opportunities (30%)
   c.   Increase in Revenue and contribution of tourism in the economy (20%)
   d.   Others (15%)

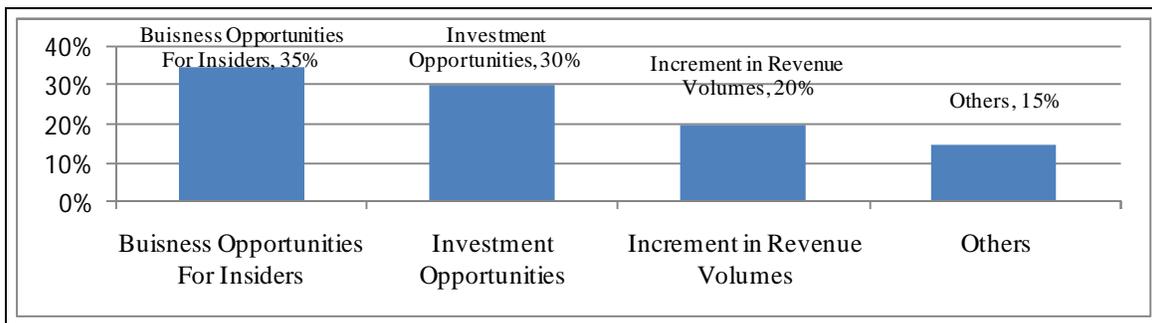*Figure 6: Key Opportunities*

7. What are the greatest threats facing Delhi being a hot spot in the category of destination branding?
   a.   Attitude of people (38%)   b.   Environment (Pollution, other difficulties) (40%)
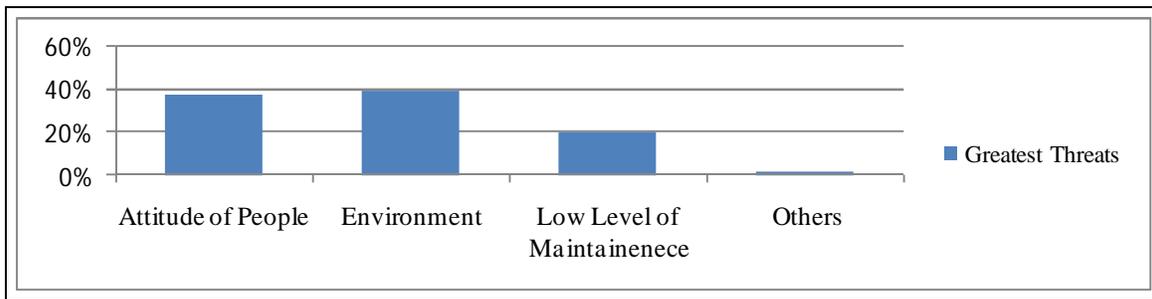   c.   Low level of maintenance (20%)   d.   Others (2%)

Figure 7: Greatest Threats

8. As per your viewpoint and analysis what are visitors from your core target segment looking for?
   a.   Scenic beauty (25%)   b. Cuisines (35%)
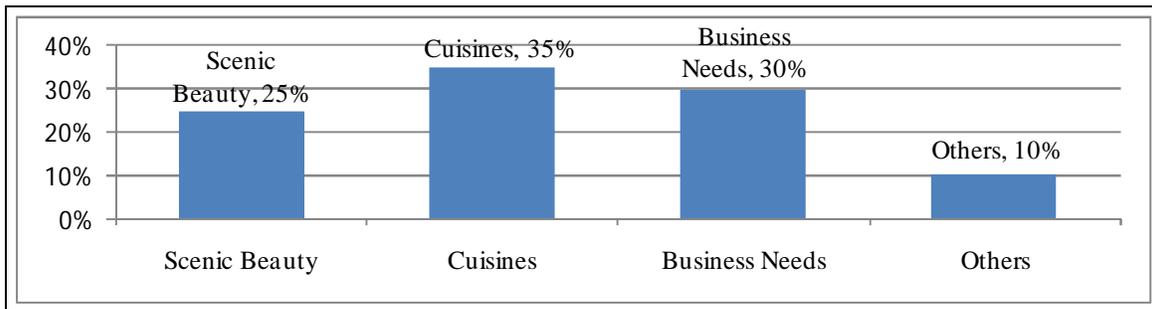   c.   Business Needs (30%)   d. Others (10%)

Figure 8: Attraction for Visitors

9. What are your destination's key assets?
   a.   Historical monuments (55%)   b. People (25%)
   c.   Reach ability (15%)   d. Policies and procedures (5%)

7.2. The Second Questionnaire Which Was Framed for Consumer Segment Had Following Questions Such as
For this various students, travellers and other persons were contacted. The total sample size for this research was 95

1. What are the key things that you like about Delhi?
   a.   Food (45%)   b. Entertainment Places (25%)
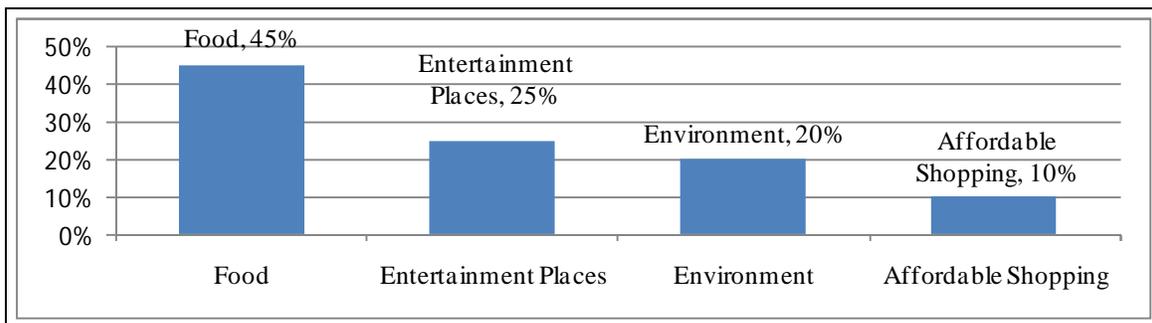   c.   Environment (20%)   d. Affordable shopping (10%)

Figure 9: Key Things

2. What sort of place is Delhi?
   a.   Calm Environment (10%)   b. Amicable (20%)
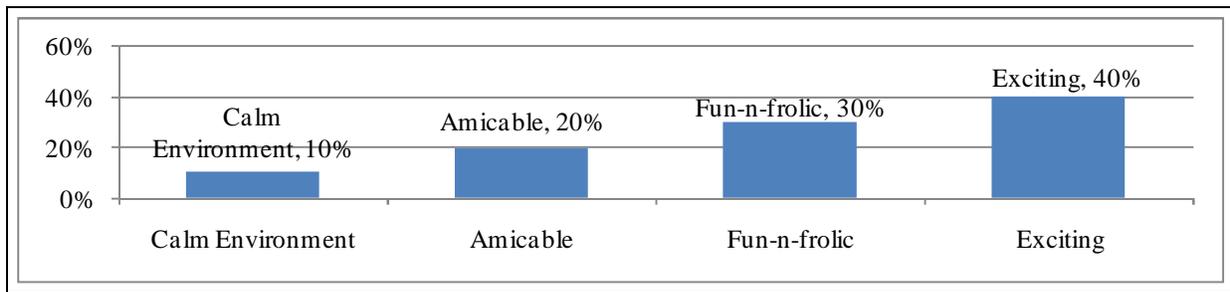   c.   Fun-n-frolic (30%)   d. Exciting (40%)

Figure 10: Sort of Place

3. How does the environment of Delhi make you feel?
   a.   Sensational (35%)   b. Cool (35%)
   c.   Peaceful (15%)   d. Boring (15%)
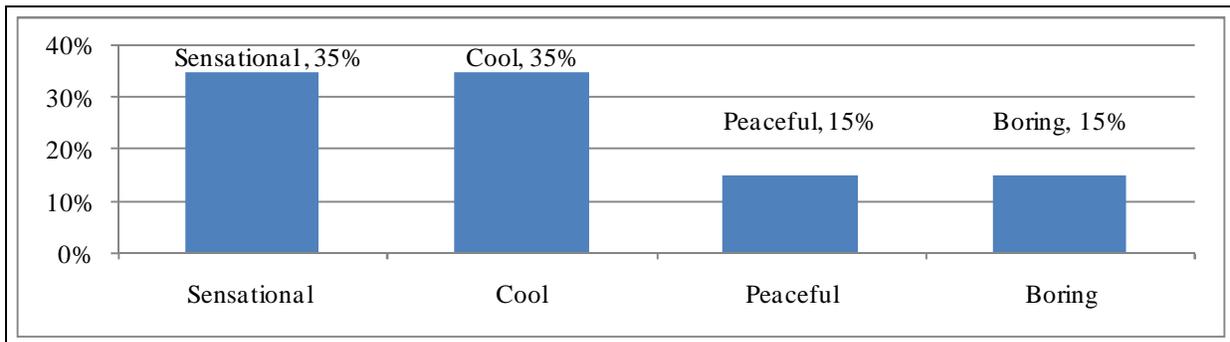
Figure 11: Environment of Delhi

4. How would you describe Delhi in a word out of the given options- excellent, average, and poor?
   a.   Excellent (40%)   b. Average (45%)
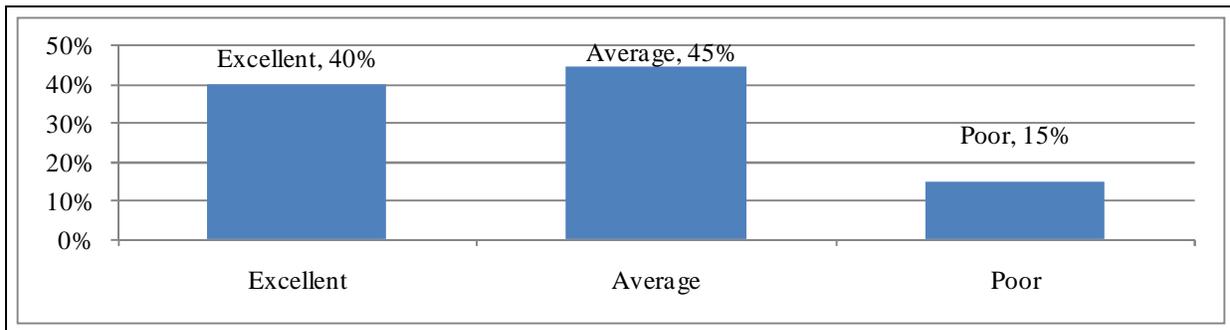   c.   Poor (15%)

Figure 12: Description

5. What makes Delhi different from other places in terms of destination branding?
   a.   Location (25%)   b. Delhi being the capital city (30%)
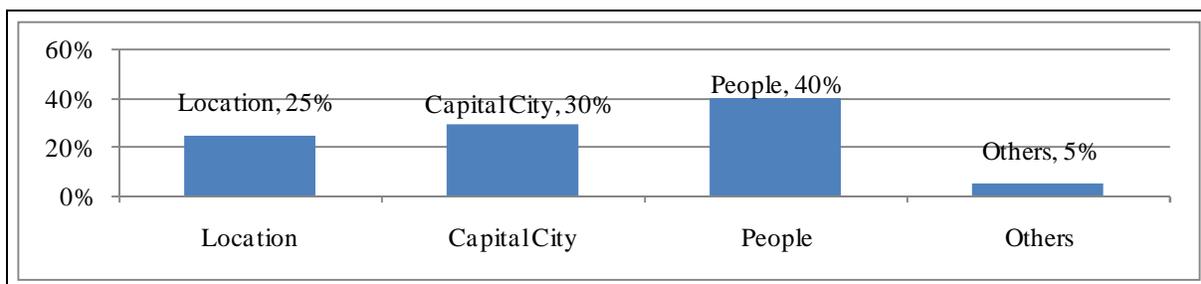   c.   People (40%)   d. Others (5%)

Figure 13: Differences

6. What advantages can visitors derive from various features of Delhi?
   a. Business opportunities (45%)   b. Pleasures (30%)
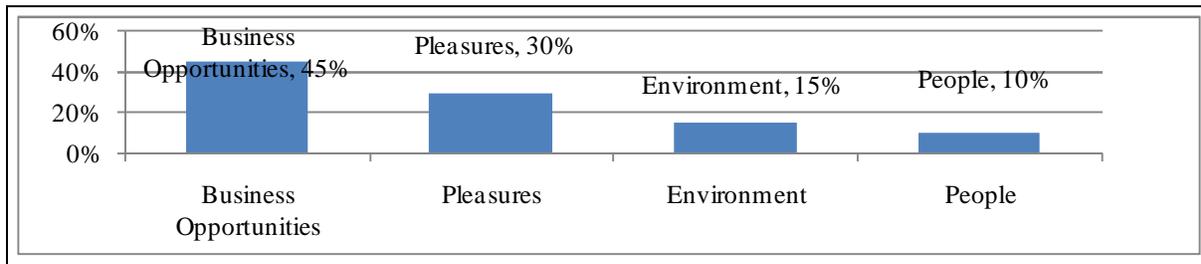   c. Environment (15%)   d. People etc (10%)

Figure 14: Vistor's Advantage

7. What kind of psychological or emotional benefits do tourists get when they visit the destination Delhi?
   a. Relief (35%)   b. Serenity (25%)
   c. Calmness (25%)   d. Others (15%)

7.3. Key Points with Respect to Consumer Perception

With the help of research undertaken for the research study, various findings were deduced from secondary data in consideration. The research which was undertaken with respect to end consumers revealed that people consider the destination itself to be the single important aspect with respect to the process of brand development. This fosters in understanding the fact as to how perceptions of people who have visited a particular destination differ significantly from those who have not visited the destination. It also fosters understanding with respect to recognizing the biggest strengths, weakness as well as hurdles in the path of progress with respect to the destination under the research study.

Also in this case, qualitative research will uncover variety of facts pertaining to people's motivation as well as how the destination is able to satisfy the deep rooted psychological need of the visitor.

The focus groups consisting of consumers of a particular service are the ones who uncover the nest insights with respect to area of research study and research objective.

The overall focus should be on prime target segments

The research study should include respondents who have visited the place previously as well as those respondents who have not visited the place before. It will then be possible to uncover the reasons which play their part as to why non-visitors have dismissed the destination in consideration in the research study.

Look out for the true motivation factors and do not settle after just finding the likes and dislikes. (Kozak 2006)

7.4. Key Points with Respect to Brand Building Models

There are numerous models which are present which can help in uncovering the real truth of a particular brand which is the topic of research study.

All the brand building models have similar functions as they intend to establish the main essence of the brand and thereby it is a matter of personal choice as to which one the researcher selects to carry out the entire research study.

As per one of the research study, respondents were asked to rank various countries with respect to their score in terms of destination branding and the cumulative result of the respondents is listed below in rank-wise manner-

1. New Zealand   2.India   3. Spain   4.Australia   5.Dubai   6.Ireland   7.Malaysia

In the above case, it is also vital to note that almost 82% of DMOs have an official policy with respect to their overall branding strategy. 91% of DMOs explicitly make a mention of the fact that strategy deployed in the above case is the brain child of efforts made by private and public sector stakeholders as well as regional tourist boards.

Almost 59% of DMOs mentioned and agreed to the fact that they had been influenced by the need to depict various regional destinations as well as offerings when they were in the process of designing and coming up with their own national brand. The median length of the usage of current brand communication is almost five years. Just 29% of DMO stated that they used same brand communication for a decade and 12% also said that they had to change their brand communication just within a period of twelve months and got it redesigned so that it is the best fit.

Also, 58% of respondents voted in favour of the fact that the brand communication being developed is used for the purpose of promoting tourism. Now-a-days brand communication is developed for sufficing the need beyond tourism as well. Almost 80% of NTOs have come up with brand value proposition for their destination and 74% have come up with unique swelling proposition with respect to their destinations. (Olins 2004)

Almost 63% opt for measurement of brand's impact and 79% deploy a tool kit which comprises of explanations of both technical elements as well as abstract brand values.

7.5. What is a Brand?

In this question respondents were asked to choose from various alternatives as to what was their understanding with respect to the term brand. The respondents had to rank all the elements on a Likert scale ranging from 1 to 9 respectively.

The various respondents ranked variety of elements as follows-

   a.   A set of values (18%)   b.   A competitive identity (17%)
   c.   A destination essence (17%)   d.   An image (13%)
   e.   A logo (9%)   f.   A product (7%)
   g.   A design style (7%)   h.   A tone (6%)
   i.   A marketing campaign (6%)

Stakeholder Involvement

This deals with how the development of destination branding has taken place with respect t stakes of public and private sector. The responses of DMOs in this case are as follows-

   a.   With private sector (35%)   b. With public sector (31%)
   c. With regional tourist board (25%)   d. All (9%)

7.6. Co-ordination with Regional Destinations and Products

In this case almost 59% of DMOs stated the fact that they were influenced by the fact that they needed to depict variety of regional destinations as well as offerings when they were in the process of crafting their strategy. In this case 59% respondents said the had co-ordinated with regional boards to come up with an apt strategy with respect to destination branding.

7.7. Use of the Brand

As we all know that one brand communication ca last for a limited time period only and thereby 29% of respondents said they were having the same communication message for a decade whereas there were12% people who said they had to change their communication message within an year. In replacement of brand message 47% agreed to the fact that they managed to replace the old message with a new one whereas almost 53% said they were not able to replace the old message with a new one in a successful manner.

7.8. Brand Values

Almost 80% of NTOs stated they had a set of brand values with respect to their destination. Examples of brand values include-

   •   "Ingenious, convincing, cool"
   •   "Passion, people, culture, place"
   •   "indulgent, charming, abundant, vibrant";
   •   "welcome, quality, freedom, authenticity, sensuality";
   •   "rugged, natural, soulful, liberating";
   •   "real-ness, fusion, can-do ness";
   •   "open, innovative, authentic, caring".

Overall we can establish that almost 74% of DMOS have agreed to the fact they have been successful in coming up with unique positioning strategy and declaration for their respective destinations.

Some examples are:

   •   "small world – big experience";
   •   "the island of unique character and characters";
   •   "beyond expectations – within your reach";
   •   "the heritage destination";
   •   "freshness and experiences in pure and stunning nature";

7.9. Brand Management

Almost 37% of DMO respondents replied that they had a dedicated manager looking after destination branding.Prominent among the positions with respect to destination branding include marketing manager, PR manager, CEO, Chairman etc. (Trueman 2008)

Brand Measurement: In this case, almost 63% of respondents have mechanisms in place to assess their brand and its performance. They employ both qualitative as well as quantitative techniques in place to study the impact of the destination brand. The various methods include consumer surveys, campaign testing, exit polls etc. The most frequently used methodologies for assessing performance of brand include-

   a.   Market Research (45%)   b. Brand Tracking Studies (27%)
   c. Visitor Arrival Statistics (9%)   d. Feedback from stakeholders (9%)
   e. Assessment of effectiveness of promotional activities (9%)

7.10. Brand Toolkit
In this case, almost 79% of respondents (DMOs) had put in place a toolkit which contained detailed explanation of technical elements as well as brand values. In this almost 60% of toolkits had both technical as well brand values explanation, 31% had technical design elements and 9% had brand values element.

7.11. Good Practices in Destination Branding
Destination Paradigm
As per one of the research studies, respondents were asked to rate various places across the globe in terms of destination branding and they ranked various top places as follows-
1. New Zealand, 2. India, 3. Spain, 4. Australia

7.11.1. New Zealand
The reasons owing to which New Zealand has been able to sustain the apex position in the list of top destination branding locations is the consistency and credibility in the message, the solid image, coming up with simple yet easily recognized symbol called as The Fem to render a clear proposition to the brand 'New Zealand' along with making place for efficient and strong positioning with respect to destination branding.

7.11.2. India
In exact contrast to New Zealand is the positioning of India as second player in the list of hot destination branding. In this case 'Incredible India' is supposed to catch the spiritual side as well as various destinations existing within the geographies of the Indian economy. One thing that respondents seem to have been relating with India is its mystical positioning which renders a strong kaleidoscope of the destination under consideration and the respondent undergoes an extra ordinary sensual experience. (Boyle 2003)

7.11.3. Spain
The third place in the list of hot destination brands is occupied by Spain which has been applauded for its extra ordinary graphic strength and is termed to be carving out a very positive and optimistic brand image for the whole economy. In case of Spain, respondents have a view that Spain is very unique as it has been very successful in bringing together regional and local partners under one umbrella brand. It has been awesomely successful in changing its image from cheap beach destinations to a more sophisticated premium class cultural destination across the entire globe.

7.11.4. Australia
The brand 'Australia' across the globe has been perceived to carve a carefree yet high quality lifestyle with respect to their overall branding strategy and brand communication simultaneously. The branding is done by using the famous Aussie sense of humour which is able to get noticed in all the clutter. In sustaining brand Australia the way it is, there have been effective contributions from politicians, export houses, trade unions and nevertheless its citizens.

7.12. Suggestions for Delhi as a Destination Brand
In my view it is very obvious that stature of Delhi as a tourist as well as business destination is bound to grow. One factor that is fuelling this growth is fast growth in Indian infrastructural growth which has increased frequency of visitors from across the globe in this region. Also, an overall development with respect to commercial expansion as well as growing business scenario has made the future of this region very bright.
The hospitality sector in the entire region has a shining and progressive future as Delhi continues to make rapid strides with respect to growth on economic front. This sector will continue to show progressive trends owing to augmentation in meeting incentive, conventions and events (MICE) segment.

7.13. Recommendations
In case of Delhi being promoted as destination branding, it can take help of branding via variety of cultural and business festivals at Pragati Maidan and other good places at Delhi. Destination branding via cultural and business fests is a relatively newer domain as in past branding has been more or less associated and restricted to consumer goods only. But now the times have changed and there is an augmentation in interest level of target audience with respect to place as well as event marketing. Now even theories and applications are imperatively developed by various theorists in the field of branding variety of cultural events. Delhi being the capital of India is the hub for variety of cultural, technical and managerial events which can be utilized in course of destination branding to make it all the more lucrative for the visitors. (Keeler 2008)
On the other hand, if the authorities are unable to manage large cultural fests properly, this may call for negative brand image of destination Delhi, thereby proper care and planning should be done so as to reap maximum positive results.
Also co-branding can be done as a second step in the process of destination branding. This will require the need to brand cultural festivals as well as destination attractions on the same standing simultaneously.

But, it is not the case that branding via cultural fests will be sufficient as it has its own limitations. One of the prime limitations is that various features used in the process of investigation and assessments are derived from literature search. Thereby care should be taken to devise variety of attributes not only from literature but from multiple sources such as focus group discussions.

In today's world, tourism has become experimental and more of the tourists have now become seekers of adventure and thereby they seek freedom from the limits which are being imposed by factors which are familiar and owned. Tourism has also become existential as travellers in today's time are looking out for sporting challenges, self realization, learning new things, participating in exciting journeys or in case searching for personal space etc. Tourists are now keenly dedicated on personal rejuvenation via holiday and they consider holiday as a gateway to reconnect with a partner or even family.

8. Conclusion

In this case major sporting games could be of great help like CWG held in Delhi in previous year could have been used for the purpose of solidifying Delhi's image as prime destination. This can be definitely a milestone step with respect to amplification with respect to investment from investors across the globe, political diplomacy and also tourism.

In this case one factor which is notable is that future will be interactive and results will be immediate. Thereby, it will be very essential to keep up the pace with dynamically growing and advancing web 2.0. If the policy makers are able to take advantage of Web 2.0 in formulating and executing their policy with respect to destination branding then it will augment the ranking of destination in terms of footfalls and other avenues in the near futures. If the managers are unable to capitalize on Web 2.0 and its applications, then they are all set to fail miserably in times to come.

The above findings indicate towards the fact that NTOs across the globe are open to user generated content on websites by carving out an online central point where both potential as well as previous visitors can put in their views as well as share information with each other. This platform renders a kind of virtual digital market place for the purpose of information exchange. In the process NTO can carve out the marketplace as the main point to render the required information. It is also platform for expressing opinions, experiences, information with respect to trade and other related processes. (Baker 2007)

In this age of digital communication, there is scope for unlimited communication and thereby care should be taken to assure the fact that only those things and factors get communicated which are intended for communication and keep up with the expectation set in brand promise. Also, now a days blogs are there which can provide potential visitor lot of information with respect to various destinations across the globe. Twitter an other social networking sites are all set to become the big guns of communication across the globe especially with respect to this field.

If NTO with respect to Delhi are able to make sure that they deliver the intended message at a consistent level, then their destination branding will be able to cement its prime position. It is not about controlling everything but it is about making sure that communication that starts from the source is able to project as well as reflect the same consistent positive image with respect to destination in consideration. (Dimanche 2002)

The other thing that comes handy and can be used in case of Delhi being considered to be a prime destination brand is the idea of geographic branding. Geographic branding is that process of branding which takes place within the geographical limits.

The above facts in themselves imply the fact that in this age of Web 2.0, consumers are empowered and are engaged in uncovering novel ways of making use of new applications to render assistance to potential visitors gain comprehensive understanding of the essence of the destination they intend to visit via user generated content on NTO websites, links, networks etc. They also engage in exploring facts via various techniques and modes of communication pertaining to uncover the fact that whether destination is forward looking, customer oriented and also will it be able to fulfil expectations of intended visitors or not. (Kozak 2006)

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