

# Cambridge International AS & A Level

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**TRAVEL & TOURISM**

**9395/32**

Paper 3 Destination Marketing

**October/November 2020**

INSERT

**1 hour 30 minutes**

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## INFORMATION

- This insert contains all the figures referred to in the questions.
- You may annotate this insert and use the blank spaces for planning. **Do not write your answers** on the insert.



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Fig. 1.1 for Question 1



Croatia is an Eastern European country with a long coastline on the Adriatic Sea and includes more than a thousand islands.

Croatia needed a unique, national strategy to brand itself, and not one based only on tourism and the country's natural beauty, according to the Croatian President in 2017. To achieve successful global branding, Croatia had to find what makes it different and more appealing than other countries.

Croatia is recognised as a safe and attractive country offering everything that is expected of a tourism destination: sun, beaches, good accommodation and a rich cultural heritage. However, the President wanted to reposition Croatia according to the country's own identity, rather than accepting an image already created by its visitors.

Tourism stakeholders in Croatia believed that they did not know how to sell their country successfully. Despite the 'Croatia: Full of Life' slogan, it was felt that the country was actually promoting itself using the same story as every other similar destination, still focusing on the 'sun, sea and beaches' message after the market has long since moved on. This has contributed to poor tourism spending in Croatia and has created a seasonality issue for tourism providers there. Market research has shown that trying to bring back a 'disappointed' tourist is three times harder and three times more expensive than attracting a first-time visitor.

Destination marketing is about knowing what makes your country unique and understanding how to inspire others into accepting that what you offer is different. The only way to do this is to stand out. Diversity and authenticity are key components of a successful destination. Brand success depends on all stakeholders telling the same story – the Ministry of Tourism, the Croatian Tourism Board, local hoteliers and transport providers. For this to happen, all of these stakeholders must have a shared understanding of what the brand story is.

Tourism ministers are unhappy with the impact that the 'Croatia: Full of Life' brand has had. It is likely that the brand will soon be replaced with something more uniquely 'Croatian', once the stakeholders can work out exactly what that means.

Fig. 1.1

Fig. 2.1 for Question 2



Destination DC is a Destination Marketing Organisation (DMO) which serves as the lead organisation to successfully manage and market Washington, DC in the US. It aims to position Washington, DC as a premier global convention, tourism and special events destination, with a special emphasis on the arts, cultural and historical communities.

By developing a centralised and cohesive sales and marketing strategy, Destination DC generates economic development for the city through tourism and meetings. In 2016, visitor spending totalled \$7.31 billion, generating more than \$788 million in taxes. Washington, DC welcomed a record 22 million visitors in 2016, including more than 2 million overseas visitors.

Destination DC is a private, non-profit organisation with a membership of over 1000 businesses that support the DC travel and tourism sector. Formerly known as the Washington, DC Convention and Tourism Corporation (WCTC), the organisation was renamed in 2008 to reflect the increased emphasis on the city's unique assets. The DMO carries out regular market research and produces statistical analysis of the visitor market.

- Domestic data is collected using an online panel method, contacting more than 50 000 US households each month; data is weighted by key demographics to balance the sample to the US population.
- Overseas data comes from the I-94 immigration form for visitors to the US and is supplemented by data from the Survey of International Air Travelers.
- Visitor volume data is combined with economic variables, tax collections and other tourism indicators such as airport arrivals, transportation statistics and attendance at attractions. This allows the DMO to calculate forecasts and potential economic impacts of tourism in the coming years.

Fig. 2.1

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