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CONCEPTUALISING AND MEASURING DESTINATION BRAND EQUITY: THE TOURISTS' PERSPECTIVE

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Abstract

This study aims to empirically reconceptualise destination consumer-based brand equity (D-CBBE), which is tourists' perspective of the band equity of a tourism destination. While brand equity theory has been heavily researched in the general marketing field, many questions remain unanswered when applying it to a destination context. Although the vast majority of relevant studies support the multidimensional nature of D-CBBE, there is a lack of consensus in the tourism literature as to how many dimensions should be included. More importantly, while existing studies on D-CBBE have largely followed brand theory from the general branding area, the differences between destinations and general products have not been clearly considered. To address the above gaps, the D-CBBE model provided in this study proposes an evolving causal chain formed by individual building blocks, namely: Destination-Brand Building Block (BBB), Destination-Brand Understanding Block (BUB) and Destination-Brand Relationship Block (BRB) which led to the development of a strong overall destination brand equity (OBE). Using the case of Scotland, this study adopts sequential mixed-methods approach. This, includes qualitative Study 1, a content-analysis of tourism websites' information; qualitative Study 2, semi-structured interviews with tourists; and quantitative Study 3, an e-survey with tourists. The key findings demonstrate the development of D-CBBE as a causal chain (BBB-> BUB-> BRB) and detect sufficient combinations of conditions in each block that lead to the next one and, eventually, to the development of the OBE. The findings of Study 1 and 2 refine and reinforce this D-CBBE process model. The key findings in Study 3 provide a fine-grained understanding of the operationalisation of the model by detecting all the complex, causal patterns within this D-CBBE process, which successfully lead to the OBE. The study also highlights the use of fuzzy-set qualitative comparative analysis as a novel and valuable method that is uniquely suited to the examination of complex and dynamic phenomena in the tourism area. Fruitful managerial implications are offered allowing an advanced, comprehensive view of tourists' multiple types of reactions towards a destination brand, such as their perceptions, understanding and feelings, explaining further how all these are operationalised towards the achievement of a strong OBE. Specifically, destination marketers could develop strong OBE by improving a combination of core destination characteristics, such as the natural environment, infrastructure, brand personality, and nostalgia. High levels of OBE could also be predicted by focusing on tourists' understanding towards the destination, which combines awareness, associations and self-connection as core elements. Alternatively, the relationship between tourists and destinations, including brand trust, intimacy, relevance and partner-quality can be improved simultaneously to generate a strong destination brand.

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Author's Declaration

I declare that, except where explicit reference is made to the contribution of others, that this dissertation is the result of my own work and has not been submitted for any other degree at the University of Glasgow or any other institution.

Signature: —————————————

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Abbreviations

AVE – Average variance extracted

BBB – Brand building block

BUB – Brand understanding block

BRB – Brand relationship block

CBBE – Consumer-based brand equity

CFA – Confirmatory factor analysis

CMV – Common method variance

CR – Construct reliability

D-CBBE – Destination consumer-based brand equity

DMOs – Destination marketing organisations

EBBE – Employee-based brand equity

EFA – Exploratory factor analysis

EU – European Union

FBBE– Financial-based brand equity

Fs/QCA – Fuzzy-set/ qualitative comparative analysis

MTurk – Amazon's Mechanical Turk

OBE – Overall brand equity

RMSEA – Root mean square error of approximation

SEM – Structural equation modelling

UK – United Kingdom

USA – United States of America

Chapter 1 : Introduction

1.1 Research focus

Tourism destinations have invested in destination brand-building actions and obtained significant benefits. For example, investment in destination branding enabled around 12,922,151 international visitors to Vietnam in 2017; this was estimated to reach 20 million by 2020 (Chi et al., 2020). In Canada, the branding of the city of Toronto contributed to a 26% increase in the number of inboard tourists by 2017 (Souiden et al., 2017). In the UK, the city of Glasgow invested around 3.3 million UK pounds for destination branding between 2004 and 2007. Subsequently, around 42 million UK pounds and 1,000 full-time jobs were expected to be earned by investment in Glasgow branding strategies (Souiden et al., 2017).

Collectively, destination branding concerns a brand-building process in which a unique destination brand is established, based on products and services that differentiate it from competitors, via marketing activities that serve both the tourist and supply side (Frías-Jamilena et al., 2018). A destination brand is a cluster of geographic entities comprehensively providing competitive advantages for suppliers and effectively delivering tourism products, services or experiences (Buhalis, 2000; Kozak & Buhalis, 2019).

Building destinations as brands is a pressing challenge due to the complex characteristics of the "destination" as a product itself (Wang & Pizam, 2011). Firstly, destinations, the primarily evaluated units in tourism, comprise a mix of different geographical entities, such as countries, cities, districts, regions, resorts, hotels and attraction sites (Buhalis, 2000; 2004; Wong &Teoh, 2015; Cano Guervos et al., 2020). Usually, the bigger the geographic size, the more complex it is to manage the destination brand (Wang & Pizam, 2011). Secondly, many elements of destination brands, such as their names, histories, culture, policies and flags are the existing capital at hand that are uncontrollable or at least semi-dynamic in terms of marketing (Tasci & Gartner, 2007 in Wang & Pizam, 2011). Thirdly, multiple stakeholders contribute to the destination brand-building process, for different or even conflicting objectives (Buhalis, 2000; 2004). These varied stakeholders can be classified as the supply and demand side according to their goals. The supply side contains stakeholders that offer services and products, such as tourism offices, visitor bureaus, tourism development councils, public sector and government as well as tour operators (e.g., Buhalis

& Fletcher,1995; Buhalis, 2004), while the demand side mainly includes tourists (Pike, 2009).

Having a successful destination brand is important for both the supply and demand side (Pike, 2009). For suppliers, an outstanding destination brand enhances the competitive advantages for local DMOs to differentiate the destination against competitors offering similar products or services (Cano Guervos et al., 2020). Subsequently, destination loyalty can be increased (Pike & Page, 2014). Significant benefit, such as increased sales and premiums can be created for local tour operators or tourism businesses (Frías-Jamilena et al., 2018). For tourists, an excellent destination brand would help with reducing their consumption time, search cost, and possible risk during their travel decision-making process (Pike, 2009).

Many researchers suggest that although both the supply and demand side are important in a successful destination brand-building process, tourists' perceptions or reactions towards destination brands requires special attention (Pike, 2009; Wang & Pizam, 2011; Pike & Bianchi, 2016; Cano Guervos et al., 2020). To achieve marketing objectives, destinations should be aware of tourists' needs or preferences and satisfy tourists' demands (Kozak & Buhalis, 2019). Even if destination suppliers put effort into developing competitive advantages and differentiating the destination from competitors, only when the destination brand is perceived significant by tourists will all these efforts be viewed as successful (Dedeoğlu et al., 2019).

Thus, decoding destination consumer-based brand equity (D-CBBE) is a priority, since it captures tourists' perceptions and reactions towards suppliers' efforts and, consequently, destination brand (Cano Guervos et al., 2020; Frias et al., 2020). Understanding and assessing destination brand from the tourists' perspective provides destination marketers valuable insights and performance indicators concerning the effectiveness of their marketing efforts (Chekalina et al., 2018). Examining D-CBBE provides practical value to destination stakeholders investing in destination brand development (Bianchi & Pike, 2011).

Existing literature in the destination brand equity area (Pike & Bianchi, 2016; Rodríguez-Molina et al., 2019) heavily relies on the general branding theory and traditional models of Consumer-Based Brand Equity (CBBE) (e.g., Aaker, 1991; 1996; Keller, 1993; 2003). However, this means that they have inherited not only the strengths of the existing theory on CBBE, but also its weaknesses.

Specifically, and in line with the literature on CBBE, the majority of tourism studies conceptualise D-CBBE as a construct including multiple dimensions. Identification of these dimensions is based exclusively on CBBE conceptualisations (e.g., Aaker, 1991; Keller, 1996; Yoo & Donthu, 2001). Frequently used conceptualisations, such as Aaker (1991; 1996), consider CBBE as a multidimensional construct, containing brand awareness, associations, perceived quality, loyalty and other brand assets. Yoo et al. (2000) further add overall brand equity as an outcome of the dimensions of CBBE.

Although researchers agree on the multidimensional nature of D-CBBE, and several studies further suggest including more dimensions (e.g., Frías-Jamilena et al., 2018; Cano Guervos et al., 2020) a lack of consensus remains regarding the number or nature of which dimensions constitute D-CBBE in the destination branding area.

Much research in both destination and general branding focuses on CBBE as a process to understand its development (e.g., Keller, 2001; Chekalina et al., 2018). However, these are purely conceptual ideas without sufficient empirical documentation. For example, in the general branding area, some research (e.g., Teichert & Schöntag, 2010; Özsomer, 2012) ideally views product branding as a 'memory-associative network' or process. Keller (2001) conceptually considers CBBE as a 'brand equity pyramid' whereby different brand-building blocks form a hierarchical process. The achievement of each block depends on the success of the previous. Similarly, in the tourism destination context, Pike (2007) and Chekalina et al. (2018) support Keller's idea of the 'brand equity pyramid' in the destination context while not fully demonstrating a D-CBBE process in their results.

Essentially, possible differences between destinations and general products have not been fully considered by previous studies adapting traditional CBBE models into the tourism destination context (e.g., Boo et al., 2009; Bianchi and Pike, 2011; Bianchi et al., 2014). For example, Bianchi et al. (2014) developed a D-CBBE model which directly draws on Aaker (1991; 1993) and Keller (2003). Thus, existing D-CBBE models are adapted from CBBE without clarifying the differences between destinations and general products.

Regardless of the various D-CBBE models in previous literature, researchers agree that D-CBBE is complex, dynamic and idiosyncratic. Firstly, its complexity. Tourists' reactions towards a destination are varied at different levels, which have been embodied by the multiple dimensions of D-CBBE in previous tourism literature. Secondly, D-CBBE is dynamic. Studies have detected many elements that can either directly or indirectly

contribute to the formation of D-CBBE within a dynamic international environment. Thirdly, D-CBBE is idiosyncratic in nature. Previous literature, within different destination contexts, suggests various causal pathways that can lead to strong brand equity (e.g., Im et al., 2012; Tran et al., 2019). Different tourists usually have idiosyncratic associations with a specific destination brand.

In contrast, the vast majority of studies (e.g., Chekalina et al., 2018; Cano Guervos et al., 2020) use regression-based techniques which cannot fully capture the above characteristics (Fiss, 2011; Frosen et al., 2016; Woodside, 2013; 2014). Firstly, regression analysis focuses on net effects, meaning that it focuses on the impact of each hypothesised independent variable on a dependent variable separately, although more than one independent variable is included in an equation. Thus, either negative or positive relationships are usually found within each net effect which, however, neglects the reality that 'not all the cases in the data support a negative or positive relationship between the independent and dependent variables' (Woodside, 2013, p. 464). Secondly, regression-based techniques test only symmetrical relationships, meaning that low/high values of independent variables are associated with low/high values of dependent variables. However, scholars argue that different combinations of conditions can lead to high scores in the outcome condition; thus, asymmetrical rather than symmetrical relationships should be the reality (Fiss, 2011; Woodside, 2013; 2014).

Recent studies embrace the idea of CBBE as a process (Figure 1.1). Chatzipanagiotou et al. (2016) conceptualise CBBE as an evolving process, formed by three blocks (brand building, understanding, and relationship block) where overall brand equity is the outcome. The brand building block captures the outcome of marketing activities; the brand understanding block collects consumers' brand understanding and knowledge; the brand relationship block includes the emotional relationships consumers have with the brand. They use the fuzzy-set qualitative comparative analysis (fs/QCA) and adopt complexity theory to decode this CBBE process. Specifically, three **main tenets** of complexity theory (Ragin, 2008; Woodside, 2013; 2014) explain how to capture the complex phenomenon of CBBE. Firstly, **causal complexity**, meaning a combination of many dimensions of CBBE can lead to high levels of brand equity simultaneously, rather than solely focusing on the impact from one factor to another. Secondly, **equifinality,** suggesting that multiple dimensions of CBBE combine as alternative pathways to sufficiently predict the same outcome: simultaneous strong brand equity. Thirdly, **causal asymmetry,** meaning if certain dimensions of CBBE can predict strong brand equity, does not mean that the absence of these dimension leading

to low levels of brand equity. The combination of factors that lead to weak brand equity needs extra examination.

Many concrete examples, in multiple research fields, demonstrate that fs/QCA can eliminate the shortcomings of traditional regression-based methods in explaining complex mechanisms in various fields (e.g., Basurto, 2013; Blackman, 2013; Stevenson, 2013; Johansson & Kask, 2017) and in marketing (e.g., Gounaris et al., 2016; Ordanini et al., 2014; Woodside & Zhang, 2013; Woodside, 2015b). For example, Woodside and Zhang (2013) demonstrate the configurational influence of cultural factors, such as marketing integration and large community size, on fairness and punishment in ephemeral exchanges. Basurto (2013) discovers solutions that combine multiple factors for dealing with conflicts during the development of new services. Woodside (2015b) detects the limitations of using regression-based techniques in evaluating business-to-business theory construction.

Although recent studies propose the CBBE process model for general products or service brands, spanning goods, banks, coffee shops and online retailers, it is not enough to explain the complex and dynamic characteristics of D-CBBE in the tourism context. Specific characteristics of a tourism destination brand should be further explored. Subsequently, the multidimensional and extremely complex nature of D-CBBE requires further examination regarding the interrelationships within a refined D-CBBE process model. Thus, it is significant to view the D-CBBE as a process.

1.2 Research purpose and objective

To address the identified research gaps, this research aims **to understand destination consumer-based brand equity (D-CBBE) as a process and identify the evolving stages (blocks) of this process.** Specifically, this research aims at:
- (a) conceptualising D-CBBE as a process;
- (b) exploring possible dimensions in this process;
- (c) detecting the operationalisation of this process;
- (d) examining any similarities and difference between visitors' opinions and non-visitors' perceptions about the same destination.

Figure 1.1. Consumer-based brand equity model by Chatzipanagiotou et al. (2016)
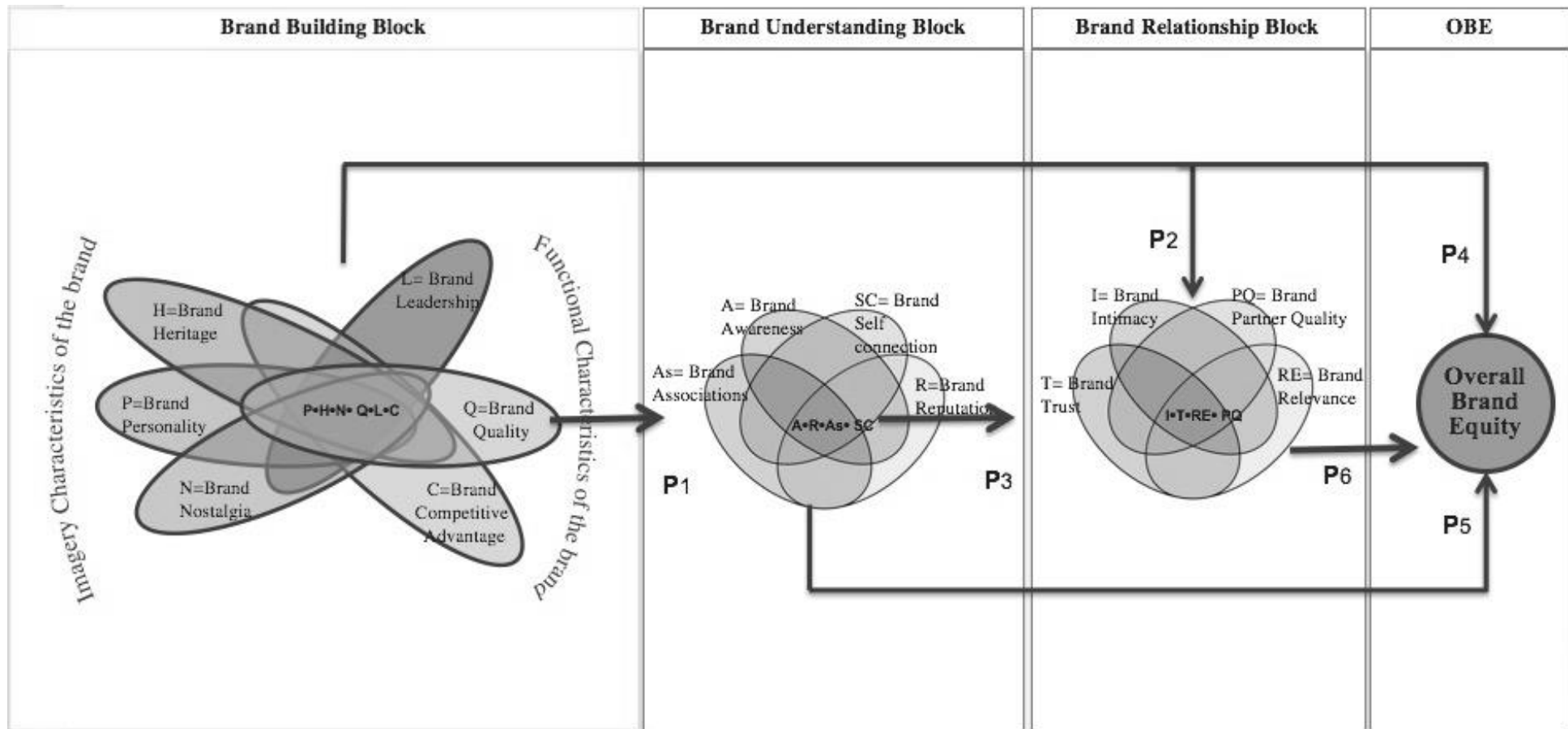
1.3 Research methodology

To achieve the research aims, exploratory sequential mixed-methods, guided by a post-positivism paradigm were conducted in the context of Scotland, targeting American tourists. Scotland is a country occupying the northern side of Great Britain (Scotland is Now, 2019) and shares a border with England. The selection of Scotland as a research context is because Scotland not only shares common features with other destinations but also has specific characteristics distinguishing it from competitors. Reports commissioned by Euromonitor show that some megatrends in the development of global tourism have stimulated the Scottish government to put a lot of effort into its tourism industry (Scottish Tourism Alliance, 2019a). Usually, existing destination branding literature would choose samples from a specific country or several specific cities. According to reports published by VisitScotland, since 2016, the USA was ranked first in the top 10 inbound non-EU countries to Scotland (VisitScotland, 2019). Thus, American tourists were selected as the target population.

This research involves three studies: Study 1: Content analysis of Scottish tourism websites' information for identifying major attributes of Scotland promoted by destination marketers. Study 1 is important since it provides basic information about Scotland and helps the researcher become familiarised with the attributes of Scotland highlighted by the supply side. It also directs the development of the interview guide in Study 2.

Study 2: Semi-structured interviews identify tourists' perceived attributes, cognitive reactions (understanding), affective reactions (emotional relationships between tourists and Scotland), as well as the conative reactions towards Scotland. Study 2 is necessary for informing the development of the proposed D-CBBE process model and the research propositions.

Study 3: An e-survey containing two phases of questionnaires. Phase one identified valuable participants for the second phase. Phase two mainly confirmed the research propositions and detected the operationalisation of D-CBBE as a process. Questionnaires were distributed through the MTurk platform to visitors and non-visitors and the fs/ QCA was used for data analysis.

1.4 Expected contributions

This research expects to make contributions via three perspectives: **Theoretically**, it will contribute to the tourism literature by viewing D-CBBE as a process rather than a construct, thus supporting the configural nature of D-CBBE. Within the D-CBBE process, it will comprehensively cover all possible tourist reactions as additional dimensions of D-CBBE and provide a clear classification of tourist reactions into cognitive, affective and conative stages. Deviating from prevalent research in the tourism area supporting the "one fits all" solution this research expects to make a contribution concerning the theoretical causal 'recipes' leading to strong destination brands.

Methodologically, the fs/QCA method is a novel, methodological approach to provide insights into the operationalisation of tourists' reactions as dimensions within this D-CBBE process and how tourists' reactions can be combined together, leading to the development of OBE. The study further suggests that fs/QCA is uniquely suited for the examination of complex and dynamic phenomena in tourism.

Managerially, this research will make contributions for destination marketers familiarisation with tourists' reactions towards destination brands. Specifically, it will provide core solutions to predict high levels of understanding among tourists, in terms of their destination awareness, associations, reputation and self-connection, from configural combinations of multiple destination attributes. Similarly, this research will offer effective solutions for leading to high-level relationships between destinations and tourists, in terms of their destination trust, relevance, intimacy and partner-quality. The solutions can be either developed from configural combinations of multiple destination attributes or generated from configural combinations of tourists' cognitive reactions (understanding). Aggregately, this research will provide useful solutions for predicting strong brand equity from perceived destination attributes, tourists' cognitive or affective reactions (relationships). The additional analytical results regarding comparisons between visitors and non-visitors will provide destination marketers with different solutions in targeting different segments.

1.5 Thesis structure

This thesis consists of six chapters: **Chapter 1** presents an introduction of the research focus, gaps, objectives, methodology, expected contribution and thesis structure. **Chapter 2** presents a review of literature on destination marketing and branding, brand equity, CBBE

and D-CBBE, specifically identifying gaps regarding conceptualisation and operationalisation of D-CBBE and providing ideas to solve such gaps. **Chapter 3** outlines the research's analytical approach, philosophy, paradigm and overall research design guiding the three studies, including Study 1: content analysis; Study 2: semi-structured interview; and, Study 3: e-survey. Chapter 3 also discusses the methodology, including sample design, participant recruitment plan, data collection methods, data analysis methods, and the rigour Studies 1-3. **Chapter 4** includes four parts. The first concerns the results of Study 1. Possible attributes of the destination that are perceived by suppliers are identified. The second presents the results of Study 2, discussing attributes of the destination that are perceived by tourists, as well as tourists' cognitive, affective and conative reactions towards the destination brand. The third outlines the finalised conceptual framework developed based on the results of the literature review, Study 1 and Study 2. The fourth provides the findings of Study 3 in which the research propositions are addressed. Subsequently, comparisons between visitors and non-visitors on this D-CBBE model are generated. **Chapter 5** presents an in-depth discussion of all the findings, connecting with the literature. By comparing the findings of the three studies and the literature, similarities between the literature and evidence from Studies 1 to 3 are outlined. Additional results from the studies that add to existing literature are outlined. **Chapter 6** provides a final conclusion of this research, including its theoretical, methodological and managerial contributions as well as the limitations.

Chapter 2 : Literature Review

2.1 Introduction

This chapter reviews the literature on CBBE and D-CBBE. Firstly, a review on the destination marketing and branding is presented. Brand equity, in a general sense, is discussed secondly, especially for its importance and the approaches used to perceive brand equity. Thirdly, CBBE, the most established perspective of brand equity, is reviewed. Then, comparisons between CBBE and D-CBBE models are collectively discussed to identify possible shortcomings in existing D-CBBE models. To address the detected shortcomings, this chapter will provide a section to discuss the necessity of adapting a new idea regarding CBBE as a process.

2.2 Destination marketing and branding
2.2.1 Understanding the destination

Destination has been defined from different perspectives (e.g., Pike, 2005; Fyall et al., 2006; Wang & Pizam, 2011; Wong & Teoh, 2015). Pike (2008) defines destination as a geographical area with tourism resources. When considering the geographic size of destinations, Tasci suggests, in Wang and Pizam (2011), that destination brands should be classified in different layers (Figure 2.1), including (1) operational, (2) single-governance local, (3) multi-governance local, and (4) global destination brands. So that, 'destination' covers different kinds of geographic entities, such as places, cities, districts, regions and countries (Wong & Teoh, 2015; Kladou et al., 2017). Usually, administrating the destination becomes more difficult as the destination entity increases in geographic size (Wang and Pizam, 2011). Differently, Wong and Teoh (2015) suggest that destination can be classified as three types according to political barriers: (1) part of a political boundary, such as the California and Darling Harbour in Sydney, Australia; (2) a political boundary, such as some cities and countries; (3) a destination that crosses political boundaries, such as the Alps in Europe.

Figure 2.1. Different layers of destination brands

Operational level destination brands
(hotel, restaurants, resorts, cruise ships)

Single-governance local destination brands
(attraction sites, villages, towns, cities, provinces)

Multi-governance local destination brands
(regions, states, countries)

Global destination brands
(countries, multi-country regions, continents)
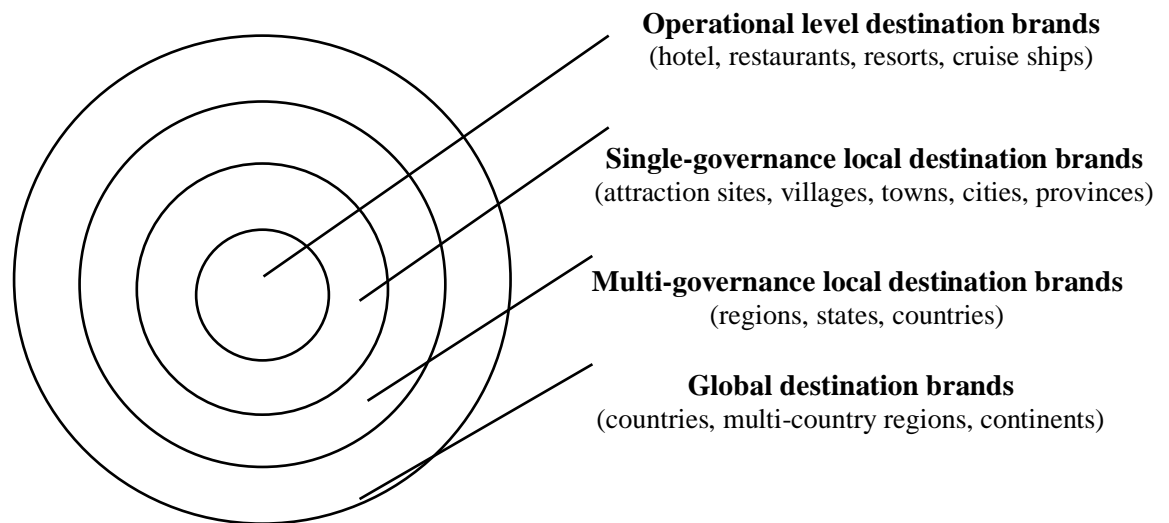
Source: Tasci mentioned in Wang and Pizam (2011, p. 116)

Some scholars argue that not only the geographic or political barriers, but also consumer perceptions or the destination's tourism industry functions should be taken into consideration when defining a destination (e.g., Buhalis, 2000; Fyall et al., 2006; Dregde & Jenkins, 2007). From the demanders' view, a destination is the entity that tourists travel to, which should be distinguished from the area of their residence (Dregde & Jenkins, 2007). Buhalis (2000, p. 1) suggests that destination is a perceptual concept, 'a defined geographical region which is understood by its visitors as a unique entity, with a political and legislative framework for tourism marketing and planning'. Fyall et al. (2006, p. 75) consider destination as 'an amalgam of products that collectively provide a tourism experience to consumers'. This supports Cooper et al. (1998) whereby the definition of destination depends on visitors' needs. To understand destination holistically, Buhalis (2000, p. 1) purposes a six-aspects framework comprising attractions, accessibility, amenities, availability, activities and ancillary services, that comprehensively combine all the products, services and experiences offered in a complex destination.

From the tourists' perspective, destination is a brand that comprehensively contains tourism products and services (Buhalis, 2000). However, different visitors consider destination

brands in their minds with different purposes, although they may be in the same geographic region. For example, when visiting Scotland, some consider the city of Edinburgh as their destination, others consider attraction sites such as Loch Lomond as their destination. Thus, in a research, a selected destination brand should be an entity that captures the targeted group of tourists' overall experiences, impressions or emotional attitudes rather than evaluations of each element that are managed by each individual stakeholder or certain areas in the selected destination context.

2.2.2 Multi-stakeholders in the destination

There is a variety of stakeholders within a destination (e.g, Buhalis, 2000; Wang & Pizam, 2011; Kavaratzis & Hatch, 2013). For example, Buhalis (2000, p. 2) suggests 'indigenous people, business and investors, tourists, tour operators and intermediaries and interest groups'. Comprehensively, adapting from Buhalis and Fletcher (1995), Buhalis (2000, p. 4) purposed a 'wheel' of stakeholders in tourism, comprising small and medium tourism enterprises; host population; tourists; public sector, government and tour operators as the main stakeholders of the destination. Wang and Pizam (2011, p. 117) list the 'local government; tourism offices; departments; visitors bureaus; tourism development councils; chambers of commerce; and public and private suppliers; associations and organisations of these suppliers' and further add 'news media and private citizens' as the important stakeholders.

Stakeholders are significant aspects to be taken into consideration when branding a destination (e.g., Buhalis, 2000; Wang & Pizam, 2011). Without stakeholders' effort and support the destination cannot reach success in marketing activities (Wang & Pizam, 2011). Managing destinations ultimately aims to bring stakeholder benefits (Buhalis, 2000). Importantly, each stakeholder is working to enrich their own benefits, which may cause conflict between them (Buhalis, 2000). Thus, it is necessary to be aware of the involved stakeholders and their requirements when marketing the destination, to alleviate conflict and maximise benefits.

2.2.3 Understanding destination marketing and branding

Broadly speaking, destination marketing is defined as the tools and mechanisms for satisfying stakeholders and balancing their interests of benefits (Buhalis, 2000, p. 3). Specifically, Buhalis (2000) lists four major objectives of destination marketing according

to the needs of each stakeholder: '(1) enriching the long-term benefits for local people of a destination; (2) satisfying visitors as much as possible; (3) maximising local enterprises' benefits and multiplier effects; (4) maintaining sustainable balance between economic benefits and socio-cultural and environmental costs at a destination.' Collectively, Kozak and Buhalis (2019, p. 1) highlight that 'destination marketing must lead to the optimisation of tourism impacts and the achievement of strategic objectives for all stakeholders'.

Among destination marketing activities, branding comprises a set of tools for differentiating the destination from competitors and attracting a specific type of stakeholder: visitors (Morgan et al., 2003). Govers (2013, p. 71) defines destination brands as 'representations of place identity, building a favourable internal (public, private and civil society stakeholders) and external (tourists, investors, traders, migrants) image'. Ashworth and Kavaratzis (2010) focus on city branding, mentioning that city brands are effective tools for distinguishing themselves from competitors. Govers (2013) adds that destination branding is mainly about managing the brand equity of a destination, including many important elements, such as brand awareness, perceived quality, image and reputation.

Consequently, studies (Kneesel et al., 2010; Wong & Teoh, 2015) have summarised the objectives of destination banding: '1) to support the creation of a name, symbol, logo, word mark or other graphic that readily identifies and differentiates a destination; 2) to consistently convey the expectation of a memorable travel experience that is uniquely associated with the destination; (3) to serve to consolidate and reinforce the emotional connection between the visitor and the destination; and 4) to reduce consumer search costs and perceived risk' (Blain et al., 2005, p. 337). The objectives of destination branding are to differentiate the destination from competitors by communicating to tourists the special identities of a destination (Qu et al., 2011). By differentiating from competitors, destination branding helps create a positive destination image, triggering tourists' decision-making process (Kneesel et al., 2010). The core purpose of destination branding is to distinguish the destination from others, by developing positive associations for the destination (Blain et al., 2005; Költringer & Dickinger, 2015; Kladou et al., 2017). Therefore, destination branding is a set of marketing activities or strategies that create a unique identity and positive image of a destination, to differentiate it from competitors, improve tourists' visiting experience and enhance their emotional connections with tourists (Blain et al., 2005; Kneesel et al., 2010; Qu et al., 2011; Wong & Teoh, 2015; Zavattaro et al., 2015; Wong, 2018).

2.2.4 Complexity of destination branding

The complex, dynamic and idiosyncratic nature of destination branding are significantly highlighted by many scholars (e.g., Buhalis, 2000; Fyall et al., 2006; Pike, 2007; Wang & Pizam, 2011; Kavaratzis & Hatch, 2013; Kladou et al., 2017; Ruiz-Real et al., 2020). For instance, Wang and Pizam (2011) and Kladou et al. (2017) mention that destination branding is extremely complex in nature and needs to be evaluated comprehensively, systematically and holistically. Its complexity is rooted in the diverse destination products' ingredients, operations and stakeholders (Tasic mentioned in Wang and Pizam, 2011). Boo et al (2009) and Sartori et al (2012) support Pike (2005), comparing destinations with general consumer goods and suggesting that destinations are far more complex and multi-dimensional. As highlighted by Pike and Bianchi (2016), branding destinations are more complex than products. Chekalina et al (2018) support that measuring D-CBBE is more complex than analysing the brand equity of a general product or service. Fyall et al. (2006) predict that destination branding will become increasingly more complex.

Studies further explain the reasons behind the complex, dynamic and idiosyncratic nature of destination branding (e.g., Pike, 2009; 2010; Ferns & Walls, 2012; Wong & Teoh, 2015). Firstly, diverse markets with a wide range of segments are targeted by different destination stakeholders (Pike, 2005). Similarly, Gomez et al. (2015) suggest that the involvement of numerous stakeholders are more dynamic and complex than for general products. Secondly, the complex feature of relationships among destination stakeholders results in the complex nature of destination branding (Pike, 2009). Buhalis (2000, p. 2) identifies that destination is the most difficult entity to manage and market, due to the complex relationships of local stakeholders. Different stakeholders may work together as partners when targeting some groups of tourists. Conversely, they may also compete with each other to attract tourists (Wang & Pizam, 2011). DMOs cannot access all tourists' contact information; consequently, it is difficult to monitor whether visitors have strong loyalty to a destination. Thirdly, the decision-making process regarding the marketing strategies that local destinations conduct is usually at a governance level, depending on government funding, which makes different from that for a general product (Pike, 2005; 2010). Fourthly, destinations are risky and difficult to administer (Wong & Teoh, 2015; Dedeoğlu et al., 2019), since no destinations are the same (Molina et al., 2017). Destination marketers cannot directly govern the distribution of the brand promised by any tourism communities (Pike, 2005). Destinations are heterogeneous with multiple attributes (Pike, 2005; 2007; Ferns & Walls, 2012).

2.2.5 Consumers' perspective of destination branding

Existing studies focus on destination branding from the tourists'/ consumers' perspective (e.g., Oliveira & Panyik, 2014; Séraphin et al., 2016; Kladou et al., 2017). Specifically, this involves creating a favorable image (Campelo et al., 2014); improving negative images (Séraphin et al., 2016), reducing perceived risk (Költringer & Dickinger, 2015) and communicating the image to tourists (Campelo et al., 2014). Destination branding from the tourists' perspective includes linking destination image to tourist self-image (Ekinci, 2003); developing positive access to tourists' minds or stimulating emotional connection with tourists (Költringer & Dickinger, 2015). All these important elements, together, form the brand equity of a destination.

Studies have claimed the significance of studying destination branding from the tourists' perspective (e.g., Morgan et al., 2002; Campelo et al., 2014). Effective destination branding from this perspective helps with attracting visitors (Cai et al., 2004; Kneesel et al., 2010; Kladou et al., 2017) and enhancing competitive advantages over competitors (Lee & Arcodia, 2011; Campelo et al., 2014). This point is essential since a variety of destinations are usually offered to tourists to choose with different unique features that cannot be added to one destination without a strategy (Qu et al., 2010). Consequently, social and economic development will be enhanced (Campelo et al., 2014), and issues in a destination can be identified and addressed strategically (Oliveira & Panyik, 2014). Therefore, destination branding is crucial in creating positive images, building strong brand equity, attracting tourists and enhancing competitive advantages for a destination.

2.3 Brand equity in the general and destination marketing literature

Successful destination brands build positive associations, awareness, perceived quality among tourists, positive relationships with tourists (Ekinci, 2003) and improve destination performance (Pike, 2010), all of which are important elements included in D-CBBE. Current studies on D-CBBE have exclusively adapted brand equity from the general branding area, thus, brand equity is firstly discussed (Blain et al., 2005; Pappu et al., 2007; Buil et al., 2008; Spry et al., 2011).

2.3.1 Definition and importance of brand equity

Studies have revealed the significant role of brand equity in measuring the strength of a brand (e.g., Christodoulides & de Chernatony, 2010; Veloutsou et al., 2013; Davcik et al., 2015; Iglesias et al., 2019). Definitions of brand equity have shown its importance (Table 2.1). Considering brand equity as 'added value' has been primarily agreed, no matter which entity endows it to the product or service (Farquhar, 1989; Ailawadi et al., 2003; Cai et al., 2015; Nguyen et al., 2015). For example, Farquhar (1989) views brand equity as an added value to the product by a brand, which is usually beyond the functional purpose of the product. Ailawadi et al. (2003, p. 1) suggest the added value should be endowed by its brand name (mentioned in Christodoulides & de Chernatony, 2010; Nguyen et al., 2015). Davcik et al. (2015) claim that the value is added by 'consumer, product and financial markets' (p. 5). Although a few studies, such as Srinivasan et al. (2005) use the term of 'incremental contribution' to replace 'added value, it has shown the significant role of brand equity in capturing the added value or incremental contribution from the brand by the organisation (French & Smith, 2013).

Table 2.1. Definitions of brand equity in general

Studies	Definitions	Adapted by
Brand equity in general		
Farquhar (1989)	'The added value endowed by the brand.' (p.1)	Mahajan et al. (1994); Ailawadi et al. (2003); Boukis and Christodoulides (2018)
Ailawadi et al. (2003)	'The marketing effects or outcomes that accrue to a product with its brand name compared with those that would accrue if the same product did not have the brand name.' (p. 1)	Christodoulides and de Chernatony (2010); Nguyen et al. (2015)
Davcik et al. (2015)	'Value accrued by these markets (consumer, product and financial markets) may be designated as brand equity.' (p. 5)	N.A.

Evaluations regarding what is covered by brand equity explains why brand equity is essential (e.g., Veloutsou et al., 2013; Davcik et al., 2015; Wang & Sengupta, 2016). For example, in Pappu et al. (2006), brand equity covers the state of the brand's health as the essential value of the brand. According to Krishnan and Hartline (2001, p. 328), brand equity provides 'quality-laden informational content' to consumers when they are looking for information

about the products from a brand. Christodoulides and de Chernatony (2010) and Veloutsou et al. (2013) add that brand equity creates a bond between a brand and its stakeholders, which is another crucial intangible asset. Thus, brand equity covers core strategic assets associated with brand name, symbol, consumer perception, knowledge, attitude and behaviours (Buil et al., 2008; Veloutsou et al., 2013; Chatzipanagiotou et al., 2016; 2019) for an organisation (Davcik et al., 2015) as well as the brand's ability to create more returns for shareholders (Wang & Sengupta, 2016).

Studies have also implied the significance of brand equity from its outcomes (e.g., Godey et al., 2016; Wang & Sengupta, 2016). For example, a brand with a high level of brand equity leads to consumers' willingness to pay a premium, have stronger consumer loyalty or brand preference (Christodoulides & de Chernatony, 2010; Godey et al., 2016). French and Smith (2013) and Ding and Tseng (2015) mention that brand equity facilitates greater consumer satisfaction, increases consumers' confidence in purchase decisions, and improves the efficiency of advertising. Wang and Sengupta (2016) support that strong brand equity contributes to consumers' current or further willingness to purchase products from a brand. Holistically, Nguyen et al. (2015) classify potential contributions of brand equity into three categories: consumer mindset, product-market, and financial-market outcomes. The consumer mindset includes consumers' opinions or reactions to the brand, such as loyalty, perceived quality, and social value (e.g., Aaker, 1996; Pappu et al., 2005; Buil et al., 2008; Davcik & Sharma, 2015). Product-market outcomes are related to products directly, such as price premium, the life cycle of products, market share and volume premium (e.g. Aaker, 1991; Ailawadi et al., 2003). Financial-market outcomes capture aspects such as the residual market value of a brand, discounted cash flow, or stock values of a brand (e.g., Simon & Sullivan, 1993; Mahajan et al., 1994).

Brand equity offers brand competitive and differential advantages for marketers (de Chernatony et al., 2004; Wang & Sengupta, 2016; Raji et al., 2019). As suggested by Ailawadi et al. (2003, p. 1), brand equity is 'the marketing effects or outcomes that accrue to a product with its brand name compared with those that would accrue if the same product did not have the brand name'. French and Smith (2013) explain that brand equity creates value for firms to generate barriers to competitive entry and higher perceived quality for the firm's products than its competitors. This supports Yoo et al. (2000), that brand equity increases competitive barriers and strengthens intangible assets. Similarly, Barney (2014) explains that brand cover competitive advantage since branding a product contributes to the creation of economic value to the firm in comparison to those products without a brand name.

Thus, Wang and Sengupta (2016) conclude that brand equity is a form of strategic and competitive advantage. In Mishra et al. (2014), brand equity was a necessary concept in generating competitive advantage to differentiate the firm's products from competitors. In Liu et al. (2017), brand equity captures significant assets of a brand, which help with creating competitive advantage for the firm, which helps with differentiating the company's products from competitors (Kumar et al., 2018).

2.3.2 Brand equity as approached in the literature

Literature has proposed different perspectives to approach brand equity, such as employer-based, employee-based, financial-based and consumer-based brand equity based on internal or external stakeholders' needs (Table 2.2) (e.g., Buil et al., 2008; Christodoulides & de Chernatony, 2010; Wang & Sengupta, 2016; Tasci, 2019). Considering internal stakeholders, employers' perspectives of brand equity has been named as employer-based brand equity (e.g., Wilden et al., 2006; Alshathry et al., 2016). Ewing et al. (2002) refer to it as 'a set of employment brand assets and liabilities linked to an employment brand, its name and symbol that add to (or subtract from) the value provided by an organisation to that organisation's employees' (p. 14). Later studies support this definition (Backhaus & Tikoo, 2004; Jiang & Iles, 2011, Benraiss-Noailles & Viot, 2020). For example, Jiang and Iles (2011) refer to it as 'the value provided by employment to existing or potential employees' (p. 99). Usually, the more attractive the firm's employer is to employees, the stronger the employer-based brand equity is generated (Jiang & Iles, 2011).

Research on employer-based brand equity is usually associated with employees' perspectives (Wilden et al., 2006; Alshathry et al., 2016). In Wilden et al. (2006), employer can help with establishing a high identity for the firm and motivating current and potential employees of the firm, which will lead to the strengthening of the firm's value. Similarly, Alshathry et al. (2016) suggest that employer-based brand equity is associated with employees' working experience within a firm as well as their comparison about that firm with other companies with which they had previous employment experience. Studying employer-based brand equity is significant for strengthening recruitment, improving employees' experience and encouraging employees to engage with the firm's culture and strategy (Balmer & Gray, 2003; Backhaus & Tikoo, 2005). Strong employer-based brand equity encourages employees to react better to the firm, such as staying within the firm and, further, making more contributions to the value-increase (Backhaus & Tikoo, 2005).

Table 2.2. Definitions of employer- and employee-based brand equity

Studies	Definitions	Adapted studies
Employer -based brand equity		
Ewing et al. (2002)	'A set of employment brand assets and liabilities linked to an employment brand, its name and symbol that add to (or subtract from) the value provided by an organisation to that organisation's employees.' (p. 14)	Backhaus and Tikoo (2004); Jiang and Iles (2011); Benraiss-Noailles and Viot (2020)
Jiang and Iles (2011)	'The value provided by employment to existing or potential employees.' (p. 99)	Verma and Ahmad (2016)
Employee-based brand equity		
King and Grace (2009)	'The differential effect that brand knowledge has on an employee's response to their work environment, requires the translation of the brand identity in a way that is meaningful to the employee in the context of their roles and responsibilities.' (p. 130)	King et al. (2012); King and So (2015); Tavassoli et al. (2014); Baalbaki and Guzmán (2016)
King et al. (2012)	'The differential effect that brand knowledge has on an employee's response to internal brand management.' (269)	Xiong et al. (2013); Poulis and Wisker (2016)
Tavassoli et al. (2014)	'The value a brand provides to a firm through its effects on the attitudes and behaviours of its employee- and outline some of its implications for marketing, management, and economic.' (676)	N.A.
Boukis and Christodoulides (2018)	'The perceived added value that employees receive as a result of employee-based brand building efforts.' (p. 1)	Erkmen (2018)

Catering to the role of employees in employer-based brand equity has stimulated focuses on the employee's perspective to brand equity, named employee-based brand equity (EBBE) (e.g., King & Grace, 2009; Boukis & Christodoulides, 2018; Iglesias et al., 2019). EBBE covers brand endorsement, which means the extent to which employees are willing to provide positive interpretation about the brand; brand-consistent behaviours, which means employees provide supportive behaviours to the brand; as well as brand allegiance, which means employees' willingness to stay within a firm (King & So, 2015; Poulis & Wisker,

2016). EBBE captures the impact of employees' brand knowledge on their attitudes and reactions (Wilden et al., 2006).

The importance of EBBE is shown by its linkage with consumers' reactions (e.g., King & Grace, 2008; Piehler et al., 2016). Firstly, employees are essential for the development and maintenance of the relationship between brands and their customers (King & Grace, 2008). Employees play essential roles in markets, since they can bring what the brand promises to consumers (Piehler et al., 2016). Employees are the bridge, which understand what the firm wants its consumers to know and provide value to consumers for the firm (King & Grace, 2008). Internal branding success of a firm is shown by how the brand is interpreted by its employees to consumers. Firms need employees to make the brand become meaningful for its consumers, so that positive consumption behaviours can be obtained (King & Grace, 2009). Thus, if employees are not aligned with the firm, then consumer experience with the brand can be influenced (Boukis & Christodoulides, 2018). Similarly, in Iglesias et al. (2019), employees are even considered as the ones that can easily build or break the particular brand during their interactions with customers.

A considerable volume of studies has turned to approach brand equity from external consumers (e.g., Aaker, 1991; Buil et al., 2008; Chatzipanagiotou et al., 2016; 2019; Veloutsou et al., 2020). Comprehensively, CBBE is 'the value of the brand to consumer' (Schultz, 2016, p. 507). It measures customers' beliefs, attitudes, reactions and interactions associating with the brands (Keller, 1993; Davcik et al., 2015; Veloutsou et al., 2013; 2020) (Table 2.3). Added value driven by consumers' needs and behaviours, such as strong brand awareness, associations, high perceived quality, value, and loyalty is the main focus in those studies on CBBE (e.g., Aaker, 1991; Buil et al., 2008). CBBE is for creating added long-term value to meet consumers' demands or matching their behaviours (Davcik et al., 2015).

Approaching brand equity through the consumer's perspective is significant (e.g., Veloutsou et al., 2013; Davcik et al., 2015; Keller, 2016). Keller (2016) suggests that consumers, as the heart of marketing, should be studied explicitly for building up strong brand equity. Lee et al. (2011) and Liu et al. (2017) claim that the value of a brand occurs mostly when it is relevant to consumers' favourability or associations about the brand in their minds. When the brand is analysed with relevance to consumers, consumers will react more or less to the marketing mix than those unbranded products (Christodoulides & de Chernatony, 2010). Studying CBBE is essential to leverage purchase intention, keep existing

consumers, attract new consumers and strengthen consumers' commitment to a brand (Cable & Turban, 2003; Davcik et al., 2015).

Table 2.3. Definitions of consumer-based brand equity

Studies	Definitions	Adapted studies
Aaker (1991)	'A set of assets and liabilities linked to a brand, its name, and symbol, that add to or subtract from the value provided by a product or service to a firm and/or that firm's customers.' (p. 15) The assets and liabilities include 'brand awareness, perceived brand quality, brand image/associations, and brand loyalty.' (Aaker, 1996, p. 103)	Yoo et al. (2000); Vázquez et al. (2002); Pappu et al. (2006); Christodoulides et al. (2006); Christodoulides and de Chernatony (2010); Buil et al. (2013b); Ding and Tseng (2015); Mostafa (2015); Stojanovic et al. (2018); Iglesias et al. (2019)
Keller (1993)	'The differential effect of brand knowledge on consumer response to the marketing of the brand.' (p. 2)	Krishnan (1996); Ambler (2000); Netemeyer et al. (2004); Bauer et al. (2005); Anantachart (2006); Christodoulides et al. (2006); Pappu et al. (2006); Christodoulides and de Chernatony (2010); French and Smith (2013); Stojanovic et al. (2018)
Park and Srinivasan (1994)	'Incremental preference endowed by the brand to the product as perceived by an individual consumer.' (p. 273)	Netemeyer et al. (2004); Kocak et al. (2007); Christodoulides and de Chernatony (2010); Valette-Florence et al. (2011)
Lassar et al. (1995)	'The enhancement in the perceived utility and desirability a brand name confers in a product.'(p. 12)	Bravo et al. (2007); Stojanovic et al. (2018)
Erdem and Swait (1998)	'The value of a brand signal to consumers.' (p. 140)	Kocak et al. (2007); Christodoulides et al. (2006)
Yoo et al. (2000)	'The difference in consumer choice between the focal branded product and an unbranded product given the same level of product features.' (p. 196)	Pappu et al. (2006); Bravo et al. (2007);
Ambler et al. (2002)	'What we carry around in our heads about the brand.' (p. 14)	Ishaq and Di Maria (2020)
Vázquez et al. (2002)	'The overall utility that the consumer associates to the use and consumption of the brand; including associations expressing both functional and symbolic utilities.' (p. 28)	Ahmad and Thyagaraj (2014); Christodoulides et al. (2015)

Table 2.3. Definitions of consumer-based brand equity (continue)

Studies	Definitions	Adapted studies
Pappu et al. (2006)	'The value consumers associate with a brand, as reflected in the dimensions of brand awareness, brand associations, perceived quality and brand loyalty.' (p. 698)	Šerić (2017); Nguyen et al. (2015); Sarker et al. (2019)
Christodoulides and de Chernatony (2010)	'A set of perceptions, attitudes, knowledge, and behaviours on the part of consumers that results in increased utility and allows a brand to earn greater volume or greater margins than it could without the brand name.' (p. 48)	Wang and Sengupta (2016); Chatzipanagiotou et al. (2016; 2019); Veloutsou et al. (2020)
Iglesias et al. (2019)	'A relational market-based asset generated by means of interactions and relationships between brands and their customers.' (p. 2)	N.A.

Some studies have suggested **FBBE** to measure the financial performance of brands to meet investors' demands (e.g., Simon & Sullivan, 1993; Ailawadi et al., 2003; Davcik & Sharma, 2015). Typically, such short-term profit as stock price, market share, revenues, cash flows, price and profitability when a product is sold or included on a balance sheet as well as capitalized value or asset, are the focal points of FBBE (Wang & Sengupta, 2016). Simon and Sullivan (1993, p.31) view brand equity as 'the capitalized value of the profits that result from associating that brand's name with particular products or services,' which has been discussed in Ailawadi et al. (2003) and Wang and Sengupta (2016). Ailawadi et al. (2003) uses the '…price, market share, revenue-premium, and cash flow' that a brand can bring to the firm to measure brand equity (p.1). Thus, Ailawadi et al. (2003, p.3) explain brand equity as 'the difference in revenue (e.g., net price × volume) between a branded good and a corresponding private label', which was adapted by Wang and Sengupta (2016). Similarly, Vázquez et al. (2002) adapted Feldwick (1996, p. 2) by viewing brand equity as 'the total value of the brand that is a separable asset when it is included in a balance sheet' (Table 2.4).

Table 2.4. Definitions of financial-based brand equity

Studies	Definitions	Adapted studies
Simon and Sullivan (1993)	'The capitalized value of the profits that result from associating that brand's name with particular products or services.' (p. 31)	Ailawadi et al. (2003); Wang and Sengupta (2016)
Feldwick (1996)	'The total value of the brand that is a separable asset when it is sold or included in a balance sheet.' (p. 2)	Vázquez et al. (2002); Atilgan et al. (2005); King and Grace (2009)
Ambler et al. (2002)	'The asset that will drive future cash flows from the sales of that brand.' (p. 23)	N.A.
Ailawadi et al. (2003)	'…price, market share, revenue, and cash flow.' (p. 1). 'The difference in revenue (i.e. net price × volume) between a branded good and a corresponding private label.' (p. 3)	Wang and Sengupta (2016)

In comparison, FBBE cannot reach the advantages that CBBE has (e.g., Ambler, 2008; Veloutsou et al., 2013; Davcik et al., 2015; Keller, 2016; Raji et al., 2019). First, if FBBE is for assessing brand value, then CBBE has its advantage in creating brand value ahead of FBBE (Keller, 2016). FBBE measures the valuable and financial outcome of brand strategies, while CBBE provides an insight into the strategic guidelines, since CBBE further evaluates how much consumers would like to pay for the brand (Keller, 2016; Schultz, 2016). It is necessary to secure positive attitudes and perceptions from consumers; if they would like to pay more, then the companies would obtain an excellent achievement regarding financial performance (Veloutsou et al., 2013).

Second, the financial worth of brands is usually prioritized by performance marketers who focus on the short-term financial goals, while the long-term value that determines a brand's future potential should be created by investigating its consumers (Veloutsou et al., 2013; Davcik et al., 2015). Although marketing financial valuation is a direct indicator of performance, it cannot be further predicted in a long-term period without paying attention to consumers' opinions on whether they will purchase the specific brands (Davcik et al., 2015).

Third, tangible brand assets are captured by FBBE, while CBBE contributes to the formation of intangible assets, which cannot be captured by FBBE (Ambler, 2008). When Krishnan

and Hartline (2001) discuss brand equity in a service industry, they suggest that the key to success should be a focus on intangible assets and making them the embodiment for marketers. Keller (1993) even claims that if a firm only focuses on financial value, rather than paying attention to value for consumers, then their financial value will be considered as nil, and even inexistent in marketplaces. Similarly, Poulis and Wisker (2016) agree that if solely focusing on tangible benefits, then the brand cannot be sustainable, while intangible resources bring sustainable advantage to a firm. Consequently, intangible assets created by CBBE seem more important for a firm (Mostafa, 2015; Poulis & Wisker, 2016).

Studying CBBE is more important for the service industry (e.g., Krishnan & Hartline, 2001; Sarker et al., 2019). Krishnan and Hartline (2001) explain the particular significance of CBBE in the service industry since consumers' experience and attitude usually dominate the brand equity of a service. Thus, studies on CBBE can help with making the service tangible for a firm to manage and lower risks for consumers (Krishnan & Hartline, 2001). Sarker et al. (2019) focus on brand equity in the airline sector and support Berry (2016), which suggest that services with a strong intangible nature are more complex and challenging for the firm to brand when compared with general products. To build a service brand equity, direct experience is dominant, which is different from the general product industry (Sarker et al., 2019). Similarly, Kimpakorn and Tocquer (2010) use the example of service contexts, such as hotels, airlines, and financial services that are difficult to brand since the interaction between consumers and staff or self-service technologies make consumers' reactions or opinions more complex and vital.

2.3.3 Definition and main characteristics of consumer-based brand equity

There is a lack of agreement concerning the definition of CBBE (e.g., Aaker, 1991; Keller, 1993; Yoo et al., 2000; Pappu et al., 2006; Veloutsou et al., 2013) (Table 2.3). For example, Aaker (1991, p. 15) viewed brand equity as 'a set of assets and liabilities linked to a brand, its name, and symbol, that add to or subtract from the value provided by a product or service to a firm and that firm's customers' (p. 15). Later, Aaker (1996, p. 103) explains 'assets' and 'liabilities' as including 'brand awareness, perceived brand quality, brand image/associations, and brand loyalty.' After that, many studies have extended Aaker (1991; 1996) in their understanding of brand equity (e.g., Yoo et al., 2000; Ailawadi et al., 2003; Pappu et al., 2006. Yoo and Donthu (2001, p. 1) refer to CBBE as 'the difference in consumer choice between the focal branded product and an unbranded product given the

same level of product features,' which was adapted in later studies (Ailawadi et al., 2003; Pappu et al., 2006; Bravo et al., 2007; Cai et al., 2015).

Another frequently adapted definition of CBBE is from Keller (1993, p. 2) is 'the differential effect of brand knowledge on consumer response to the marketing of the brand.' Recent literature, such as Wang and Sengupta (2016), have adopted Keller (1993) directly. Some other studies extend Keller (1993). For example, Christodoulides and de Chernatony (2010) change Keller's (1993) 'consumer knowledge' to 'perceptions, attitudes, and knowledge' in their definition of brand equity. Similarly, Ambler et al. (2002, p. 14) view brand equity as 'what we carry around in our heads about the brand,' which is used in Ishaq and Di Maria (2020).

More studies combine Aaker (1991; 1996) and Keller (1993) in their understanding of CBBE (e.g., Pappu et al., 2006; Christodoulides & de Chernatony, 2010). Vázquez et al. (2002, p. 28) suggest brand equity as 'the overall utility that the consumer associates to the use and consumption of the brand; including associations expressing both functional and symbolic utilities,' which has been seen in Ahmad and Thyagaraj (2014) and Christodoulides et al (2015). Pappu et al. (2006) define brand equity as 'the value consumers associate with a brand, as reflected in the dimensions of brand awareness, brand associations, perceived quality and brand loyalty' (p. 698), which is adapted by Nguyen et al (2015); Šerić (2017) and Sarker et al. (2019). Christodoulides and de Chernatony (2010, p. 48) define CBBE as 'a set of perceptions, attitudes, knowledge, and behaviors on the part of consumers that results in increased utility and allows a brand to earn greater volume or greater margins than it could without the brand name,' which has recently been adopted in Veloutsou et al. (2020) and Chatzipanagiotou et al. (2016; 2019).

The destination branding literature has exclusively adapted the definition of CBBE with small modifications to fit with the destination context (e.g., Molina et al., 2017; Chekalina et al., 2018; Tasci, 2018). For example, Konecnik and Gartner (2007) claim that D-CBBE represents the performance and added value of destination brands. Similar to CBBE, D-CBBE is a tool that helps with understanding tourists' different responses between a focal destination and an unbranded destination when both have the same level of marketing stimuli and destination attributes (Im et al., 2012; Lim & Weaver, 2014). Corresponding to CBBE (Christodoulides & de Chernatony, 2010), D-CBBE is a set of perceptions, attitudes, knowledge, and behaviours on the part of tourists that results in increased utility and allows a brand to earn greater volume or higher margins than it could without the branding.

2.4. Approaches used to capture consumer-based brand equity in the general marketing literature

2.4.1 Dimensions used to capture consumer-based brand equity

CBBE has been viewed as a static construct without dimensions in general marketing literature (e.g., Raithel et al., 2016; Šerić, 2017; Garanti & Kissi, 2019). For example, in Raithel et al. (2016, p. 3791), CBBE is measured by the 'BrandIndex provided by YouGov Group,' including six indicators: perceived brand quality, value, satisfaction, recommendation, affect, and workplace-reputation. Šerić (2017) measures CBBE with several items, including that it makes sense to visit this hotel; preference for the hotel even if another has the same features; preference for the hotel even if another is as good; and it is smarter to visit this hotel. In Garanti and Kissi (2019), CBBE is measured by two items. Similarly, Iglesias et al. (2019) view CBBE as a construct that includes two items that are similar to Garanti and Kissi (2019).

Differently, more studies consider CBBE as a second-order construct including different dimensions (e.g., Aaker, 1991; Keller, 1993; 2001; Buil et al., 2008). Aaker (1991), is the first, with a far-reaching study in the field that suggests brand awareness, associations, perceived quality, loyalty, and other proprietary assets, such as patents as dimensions of CBBE (Figure 2.2). By adopting Aaker (1991), the following four dimensions were predominantly regarded: brand awareness (e.g., Xi & Hamari, 2020); associations (e.g., Buil et al., 2013b); perceived quality (e.g., de Oliveira et al., 2015) and brand loyalty (e.g., Ding & Tseng, 2015). For example, Pappu et al. (2006) and Spry et al. (2011) both use brand awareness, association, perceived quality, and loyalty as dimensions of CBBE. Differently, Lee et al. (2011) drops brand awareness from those dimensions to measure CBBE, while in Godey et al. (2016), CBBE is measured by brand awareness and brand image. Sticking with Aaker (1991), Liu et al. (2017) still apply brand awareness, associations, perceived quality, value, and loyalty to measure CBBE.

Figure 2.2. Brand equity model suggested by Aaker (1991)
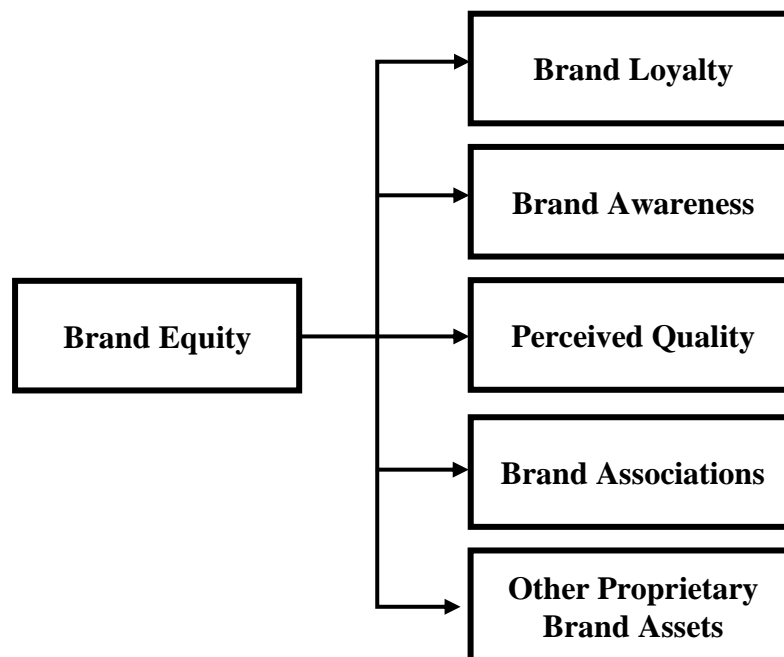
Source: Aaker (1991, p. 269-270)

Another popularly adapted conceptualisation is Keller (1993; 2001), in which (Figure 2.3), CBBE is conceptually suggested as a pyramidic construct formed by four stages: 1) brand salience is at the bottom, 2) then performance and imagery; 3) judgments and feelings, and 4) finally reach the resonance at the top. Keller's (2001) pyramidal structure includes six 'brand-building blocks,' which indicate that brands should accomplish corresponding blocks at each level/stage in this hierarchical pyramid to create significant brand equity. Comparing to Aaker (1991), Keller's brand equity pyramid further conceptually details more possible dimensions to be included to capture CBBE more holistically. However, Keller's (1993) idea has not been empirically captured.

Figure 2.3. Brand equity pyramid suggested by Keller (2001)
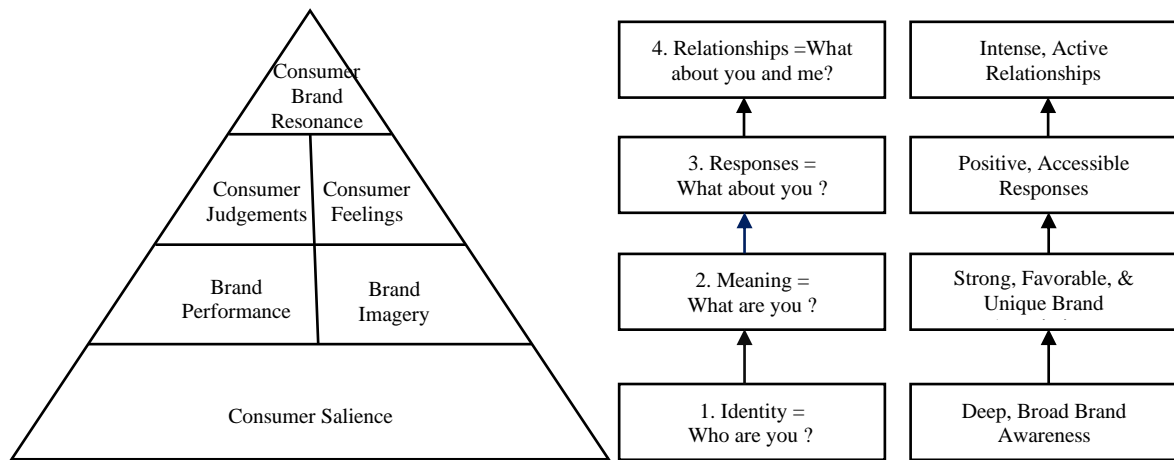
Source: Keller (2001, p. 7)

More studies combine Aaker's (1991) and Keller's (1993) dimensionality of CBBE to fit with their research purpose (e.g., Lassar et al., 1995; de Chernatony et al., 2004; Netemeyer et al., 2004; Veloutsou et al., 2013; de Oliveira et al., 2015). For example, in addition to brand image and perceived value, Lassar et al. (1995) suggest performance, attachment, and trust to fulfil CBBE theory. de Chernatony et al. (2004) suggest adding reputation and satisfaction to the concept of loyalty in the formation of CBBE, which is different from those predominantly regarded dimensions of CBBE. Netemeyer et al. (2004) purpose brand uniqueness to be incorporated with perceived quality and value as dimensions to measure CBBE. Veloutsou et al. (2013) combine literature with qualitative data and generated brand associations, personality, heritage, reputation, leadership, quality, uniqueness, relevance, and trust as significant dimensions of CBBE. de Oliveira et al. (2015) consider brand personality with brand awareness, associations, perceived quality, perceived value, and loyalty to understand CBBE. Similar to Veloutsou et al. (2013), Chatzipanagiotou et al. (2016) empirically use the dimensions of: brand leadership, quality, heritage, personality, competitive advantage, nostalgia, associations, awareness, reputation, self-connection, relevance, trust, intimacy and partner quality as dimensions of CBBE, which was then adapted in Chatzipanagiotou et al. (2019) and Veloutsou et al. (2020) (Table 2.5).

Table 2.5. Dimensions/sub-dimensions of consumer-based brand equity in the general literature

Authors	Dimensions suggested in conceptual or measurement models of CBBE
	Heritage/ History	Self-connections	Fulfilment	Nostalgia	Brand awareness	Performance	Uniqueness	Reputation	Personality	Leadership	Comparative advantage	Brand salience	Brand associations	Relevance	Image	Partner-quality	Perceived quality	Perceived value	Emotional connection	Trust	Satisfactions	Attachment	Loyalty	Intimacy	Preference	Social influence	Sustainability
Aaker (1991)					√								√				√						√				
Lassar et al. (1995)						√										√		√		√		√					
Yoo and Donthu (2001) *					√								√				√						√				
Washburn and Plank (2002) *					√								√				√						√				
de Chernatony et al. (2004)							√														√		√				
Christodoulides et al. (2006) *			√																√	√							
Buil et al. (2008)					√								√				√						√				
Veloutsou et al. (2013) *	√				√		√	√	√	√			√	√			√										
Baalbaki and Guzmán (2016)																	√								√	√	√

*Note: * means that the study has included the concept of overall brand equity as an outcome of dimensions of CBBE.*

Table 2.5. Dimensions/sub-dimensions of consumer-based brand equity in the general literature (continue)

Authors	Heritage/ History	Self-connections	Fulfilment	Nostalgia	Brand awareness	Performance	Uniqueness	Reputation	Personality	Leadership	Comparative advantage	Brand salience	Brand associations	Relevance	Image	Partner-quality	Perceived quality	Perceived value	Emotional connection	Trust	Satisfactions	Attachment	Loyalty	Intimacy	Preference	Social influence	Sustainability
Yoo et al. (2000) *					√								√				√						√				
Ashill and Sinha (2004)					√										√								√				
Pappu et al. (2006)					√								√				√						√				
Bravo et al. (2007) *					√								√				√						√				
Tong and Hawley (2009) *					√								√				√						√				
Lee et al. (2011)													√				√						√				
Spry et al. (2011)					√								√				√						√				
Buil et al. (2013b)					√								√					√					√				
Cai et al. (2015)													√				√			√			√				
Christodoulides et al. (2015)					√								√				√						√				
de Oliveira et al. (2015)					√				√				√				√	√					√				
Ding and Tseng (2015)					√								√				√						√				
Chatzipanagiotou et al. (2016) *	√	√		√	√			√	√	√	√		√	√		√	√			√					√		
Godey et al. (2016)					√										√												
Liu et al. (2017)					√								√				√	√					√				
Chatzipanagiotou et al. (2019) *	√	√		√	√			√	√	√	√		√	√		√	√			√					√		
Veloutsou et al. (2020) *	√	√		√	√			√	√	√	√		√	√		√	√			√					√		

*Note: * means that the study has included the concept of overall brand equity as an outcome of dimensions of CBBE.*

Holistically, some literature has included OBE in understanding CBBE (e.g., Yoo et al., 2000; Mostafa, 2015; Chatzipanagiotou et al., 2016; 2019; Veloutsou et al., 2020). Yoo et al. (2000) is the first study to introduce OBE as an aggregated result of those elements of brand equity. OBE measures an aggregate result of dimensions of CBBE, representing consumers' preference to buy the product from a particular brand rather than its competitors (Yoo et al., 2000). Later studies might name OBE slightly different, such as service brand equity in Sarker et al. (2019) or brand equity in Bravo et al. (2007) but have followed Yoo et al.'s (2000) idea to add OBE as an abstracted outcome of consumer perception or attitude in their CBBE models (Machado et al., 2019; Sarker et al., 2019). For example, Bravo et al. (2007) include brand equity, measured by OBE. Tong and Hawley (2009) and Cai et al. (2015) directly use OBE. Recently, Chatzipanagiotou et al. (2016; 2019) and Veloutsou et al. (2020) have also included OBE as an outcome in their comprehensive CBBE model.

2.4.2 Relationship between the suggested dimensions and consumer-based brand equity

Inspired by Keller, that building a successful brand should go through a complicated process, including creating the identity, meaning, responses and relationships, some literature pays attention to the interrelationships between those dimensions of CBBE (e.g., Yoo & Donthu, 2001; Mischra et al., 2014). For example, brand loyalty is considered as an outcome of other dimensions of CBBE in Mischra et al. (2014) (Figure 2.4). Buil et al. (2013a, p. 64) and Buil et al. (2013b, p. 117) propose the impact of brand awareness on perceived quality and brand associations simultaneously. Brand loyalty is then a direct outcome of both perceived quality and brand associations (Figure 2.5). Stojanovic et al. (2018) evaluate the impact of brand awareness on brand image, quality, and customer value simultaneously within their CBBE model.

Previous literature that includes OBE as an abstracted outcome of dimensions of CBBE has discussed the relationships within the conceptualisation of CBBE as well (e.g., Yoo et al, 2000). Yoo et al. (2000) include OBE as an outcome of each dimension of brand equity, including perceived quality, brand loyalty, and brand awareness/associations (Figure 2.6). The direct impact of each dimension on OBE was evaluated. By adopting from Yoo et al. (2000), Tong and Hawley (2009) include OBE as a direct outcome of perceived quality, brand awareness, associations, and loyalty separately. Differently, OBE is directly impacted

by brand loyalty but indirectly influenced by brand image, perceived quality, and brand trust in Cai et al. (2015). In Buil et al. (2013a), OBE is viewed as a direct outcome of perceived quality, brand loyalty association, but an indirect outcome of band awareness.

Figure 2.4. Relationship between dimensions of consumer-based brand equity (1)
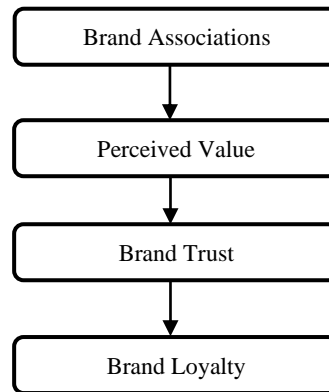
Source: Partly from Mischra et al. (2014, p. 336)

Figure 2.5. Relationship between dimensions of consumer-based brand equity (2)
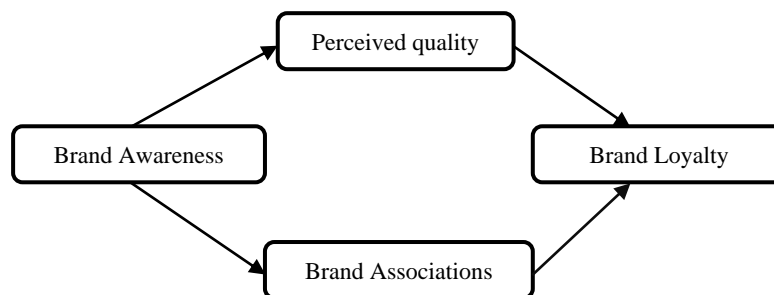
Source: Partly from Buil et al. (2013a, p. 64) & Buil et al. (2013b, p. 117)

Figure 2.6. Brand equity and overall brand equity by Yoo et al. (2000)
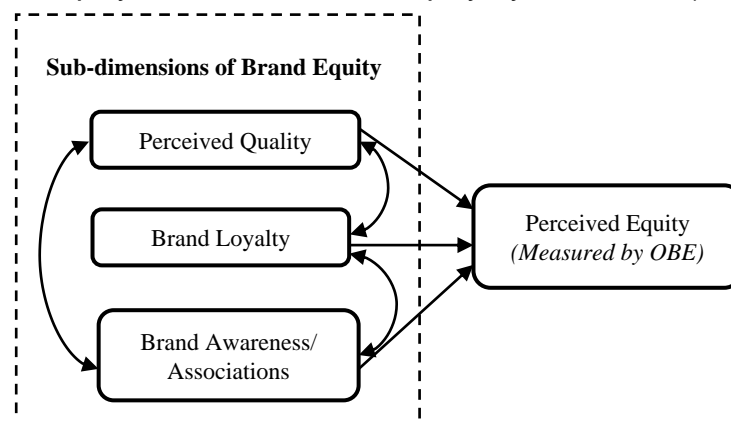
Source: Own elaboration based on Yoo et al. (2000, p. 198)

2.4.3 Consumer-based brand equity as an evolving process

Moving away from viewing CBBE as a construct, recent studies consider CBBE as a process including building blocks (Veloutsou et al., 2013; 2020; Chatzipanagiotou et al., 2016; 2019). Veloutsou et al. (2013, p. 238) suggest a qualitative CBBE-developing process formed by four sequential categories: 'consumers' understanding of brand characteristics'; 'brand evaluation'; 'affective response towards the brand'; and 'behaviour towards the brand.' Closely interrelated brand concepts are allocated in each category of the CBBE process. Furthermore, Chatzipanagiotou et al. (2016) empirically verify and update a CBBE process (Figure 2.7), formed via three sequential building blocks, including brand building (BBB); understanding (BUB) and relationship block (BRB), followed by OBE as an outcome. Specifically, this starts from consumers' perceptions towards marketing inputs' (BBB) reach to OBE, through consumer understanding of the (BUB) and relationship with the brand (BRB). Each block includes important dimensions.

The establishment of the CBBE process model in Chatzipanagiotou et al. (2016) demonstrates the proposed 'brand pyramid' by Keller (2001). Chatzipanagiotou et al. (2019) add consumer behaviour-relevant concepts, including willingness to pay a price premium, brand recommendation and repurchase intention, as outcomes of CBBE. Later, Chatzipanagiotou et al. (2019) confirm the robustness of the original CBBE model from Chatzipanagiotou et al. (2016) into a cross-cultural environment. Veloutsou et al. (2020) adopt Chatzipanagiotou et al. (2016) but focus on the negative aspect of consumer perception, sentiment and behaviour of brands, meaning that unliked brands are evaluated.

Differing from traditional studies that focus on linear relationships between dimensions of CBBE, Chatzipanagiotou et al. (2016) assume configurational relationships within this CBBE process model, based on complexity theory (Woodside, 2013; 2014; 2015a). The combinations of dimensions in one block generate solutions that lead to a high level of each dimension in the next block and, further, lead to high scores in OBE are explored. Thus, the dynamic, complex and idiosyncratic nature of CBBE is fully captured. Also, the multi-dimensionality and dynamic feature of CBBE is successfully visualised.

Figure 2.7. Consumer-based brand equity process model by Chatzipanagiotou et al. (2016)
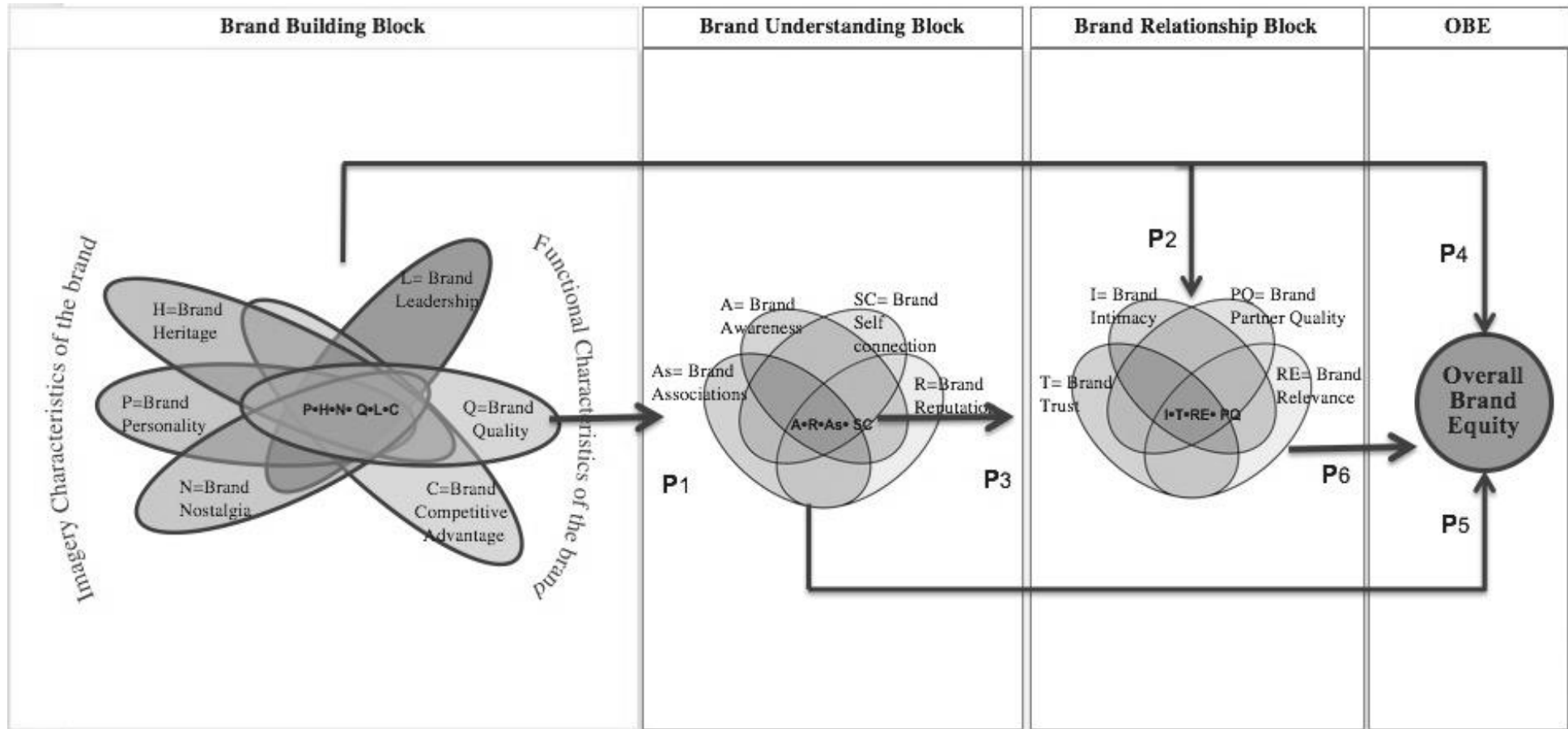
2.5. Approaches used to capture destination consumer-based brand equity

2.5.1 Dimensions of destination consumer-based brand equity

D-CBBE in the destination marketing literature exclusively conceptualises D-CBBE as either a unidimensional or a multi-dimensional construct (e.g., Kim et al., 2009; Chekalina et al., 2018; Dedeoğlu et al., 2019). To the researcher's best knowledge, Kim et al. (2009) is the only instance in the destination marketing literature to consider D-CBBE as a unidimensional construct which includes several measurement items: awareness, preference, value, uniqueness, popularity, and prices of a destination brand.

More studies have conceptualised D-CBBE as a second-order construct that includes several dimensions (e.g., Kladou & Kehagias, 2014; Yang et al., 2015; Chekalina et al., 2018; Dedeoğlu et al., 2019). For example, by adapting Aaker (1991) and Keller (1993), the first D-CBBE model (Figure 2.8) purposed by Konecnik and Gartner (2007) supports D-CBBE as a construct which includes destination image as its core dimension with three other dimensions: destination awareness, perceived quality and loyalty.

Figure 2.8. Destination consumer-based brand equity model by Konecnik and Gartner (2007)
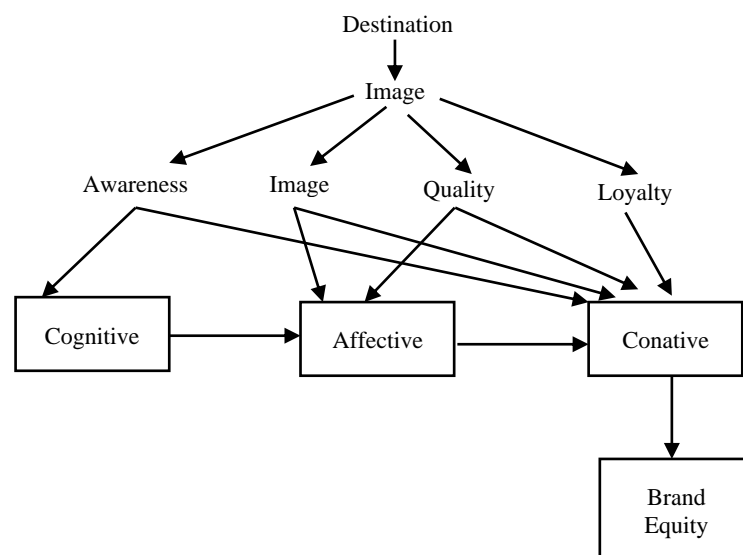
Source: Konecnik and Gartner (2007, p. 403)

After that, more studies focus on D-CBBE as a multidimensional construct (Pike, 2007; Yang et al., 2015; Chekalina et al., 2018; Dedeoğlu et al., 2019). The dimensions of destination awareness/salience, destination image/associations, perceived quality, and tourist loyalty have been frequently regarded (Pike, 2007; Pappu & Quester, 2010; Kladou & Kehagias, 2014; San Martín et al., 2019) (Table 2.6). For example, Pike et al. (2010) include brand salience, image, quality and loyalty as dimensions of D-CBBE. Some studies include brand value (Boo et al., 2009; Tasci et al., 2018). Brand relationship-relevant concepts, such as trust and satisfaction, were included, although not frequently (Dioko et al., 2011; San Martín et al., 2019). Few studies have introduced OBE as proposed by Yoo et al. (2001) as an abstracted construct in representing D-CBBE (Im et al., 2012; Kim et al., 2016a; Frías Jamilena et al., 2017; Tran et al., 2019).

Table 2.6. Dimensions of destination consumer-based brand equity in destination marketing area

Studies	Dimensions of D-CBBE												Outcome of D-CBBE's dimensions
	Brand awareness	Brand salience	Brand associations	Brand image	Brand resonance	Perceived quality	Perceived value	Trust	Satisfactions	Performance	Attachment	Loyalty	Overall brand equity
Konecnik and Gartner (2007)	√			√		√						√	
Pike (2007)		√	√		√							√	
Boo et al. (2009)	√			√		√	√					√	
Pappu and Quester (2010)	√			√		√							
Chen and Myagmarsuren (2010)	√			√		√							
Gartner and Ruzzier (2011)	√			√		√						√	
Bianchi and Pike (2011)	√			√			√					√	
Dioko et al. (2011)				√		√	√	√				√	
Evangelista and Dioko (2011)				√			√	√		√	√		
Ferns and Walls (2012)	√			√		√						√	
Horng et al. (2012)	√			√		√						√	
Im et al. (2012)	√		√	√		√						√	√
Ruzzier et al. (2014)	√			√		√						√	
Wong and Teoh (2015)				√	√								
Kim et al. (2016a)						√						√	√
Pike and Bianchi (2016)	√			√		√	√					√	
Frías Jamilena et al. (2017)	√			√		√	√					√	√
Chekalina et al. (2018)	√					√						√	
Tasci et al. (2018)				√		√	√					√	
Dedeoğlu et al. (2019)	√					√	√					√	
San Martín et al. (2019)	√			√		√			√			√	
Tran et al. (2019)	√			√		√						√	√
Cano Guervos et al. (2020)	√			√		√	√					√	

The concept of brand image holds a focal point among D-CBBE models, which is different from that in the CBBE models (Cai, 2002; Wong & Teoh, 2015). Interestingly, the concept of brand associations has been measured in a similar way of brand image within the destination branding studies, especially in D-CBBE relevant literature. So that brand association was seldom included in existing D-CBBE models. There has been only one study that included both destination image and brand associations, while the brand associations represented the brand quality and attitude (Im et al., 2012). Tran et al. (2019) even mentioned that brand image can directly lead to and contain brand associations. Thus, brand image is dominant in destination branding and D-CBBE relevant studies.

Different opinions regarding the meaning of brand image has also been largely discussed. In most studies on D-CBBE, brand image is limited to the social image and self-image that tourists have toward a destination brand personality (e.g., Boo et al., 2009; Tran et al., 2019). Some other studies adopted Keller (1993) to define brand image as tourists' perceptions towards a destination as reflected by the brand associations in tourists' minds. Cano Guervos et al. (2020, p.109) defined brand image as the 'reasoned or emotional perceptions consumers attach to specific brands'.

The meaning of other frequently applied dimensions of D-CBBE are largely adapted from the area of general marketing. Brand awareness means the strength of the brand to be presented and recalled in tourists' minds (e.g., San Martín et al., 2019; Tran et al., 2019; Cano Guervos et al., 2020). Brand salience is similar to the concept of brand awareness, which represents 'unaided top of mind for a consumer, rather than that which can be recalled or recognized as a result of prompting such as point of sale collateral' (Pike, 2007, p. 54). Brand associations is anything that are linked in tourists' memory to a destination brand (Im et a., 2012). Brand resources represents 'a willingness to engage with the destination' (Pike, 2007, p. 54). Perceived quality concerns tourists' perception of the overall quality of the destination (e.g., Chen & Myagmarsuren, 2010; Pike & Bianchi, 2016; Cano Guervos et al., 2020). Perceived value represents the benefits that the tourists believe the destination can bring to them (e.g., Bianchi & Pike, 2011; Dedeoğlu et al., 2019). Loyalty represents attachment that tourists have towards a destination (e.g., Dioko et al., 2011; Pike & Bianchi, 2016; Tran et al., 2019). Overall brand equity is an overall discussion on the strength of the destination brand (e.g., Im et al., 2012; Frías Jamilena et al., 2017).

2.5.2 Relationship between the dimensions and overall brand equity

Studies on D-CBBE have investigated the relationships between dimensions of D-CBBE (e.g., Chekalina et al., 2018; Tasci, 2018). The most common focus was to evaluate the influence of several attitudinal dimensions, including associations, awareness, perceived value and perceived quality on loyalty (e.g., Bianchi & Milberg, 2017; Kim & Lee, 2018; Dedeoğlu et al., 2019). For instance, Bianchi and Pike (2011) have evaluated the impact of destination brand salience, quality, image, and value on destination brand loyalty. Yang et al. (2015) propose that destination brand loyalty should be a direct outcome of brand awareness, image, and quality. Differently, Boo et al. (2009) found that destination brand image has an indirect influence on destination brand loyalty through brand value.

Varied interrelationships between dimensions of D-CBBE before reaching loyalty are detected in detail as well (e.g., Kim et al., 2017; Chekalina et al., 2018; Tasci, 2018; San Martín et al., 2019). For example, direct influences of brand awareness on brand perceived quality and image, simultaneously, are demonstrated by Kim and Lee (2018). Boo et al. (2009) explore the impact of destination brand awareness, image and quality on destination brand value. Dedeoğlu et al. (2019) partly support Boo et al. (2009) by proposing an awareness-quality-value-trust-satisfaction-loyalty sequence in conceptualising the brand-building process of D-CBBE. In Chekalina et al. (2018), the impact of awareness on value through destination resources is proposed. More complex, the impact of image on perceived quality, consumer perception of value for money and price premium are evaluated first, then the influence of perceived quality on the consumer's perception of value for money are investigated in Tasci (2018). San Martín et al. (2019) add satisfaction between perceived quality and loyalty.

Several studies holistically suggest the influence of dimensions of brand equity on OBE (e.g., Im et al., 2012; Tran et al., 2019). For example, Im et al. (2012) suggest a direct impact of destination brand awareness, associations and loyalty on OBE separately, as well as an indirect influence of destination brand image on OBE through destination brand loyalty. Comparing to Kim et al. (2016a) where OBE is indirectly influenced by perceived quality through the level of loyalty, Frías Jamilena et al. (2017) simultaneously include destination brand awareness, quality, image, loyalty and value as five antecedents of OBE in the D-CBBE model. Similarly, Tran et al. (2019) propose different directions among the dimensions of D-CBBE and the OBE (Figure 2.9).

Figure 2.9. Destination consumer-based brand equity model by Tran et al. (2019)
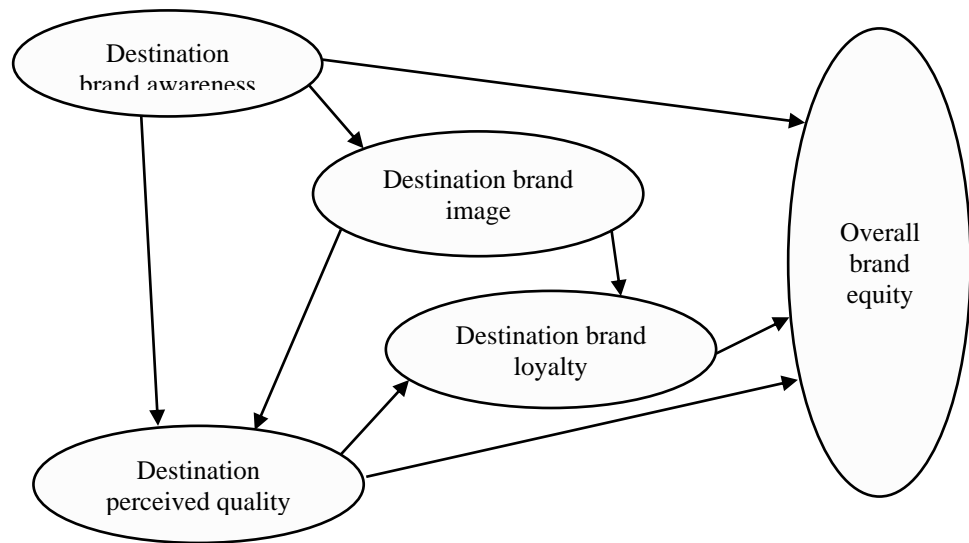
2.5.3 Linear relationships in existing destination consumer-based brand equity models

The interrelationships within D-CBBE models that have been focused upon so far are **causal linear relationships** (e.g., Pike & Bianchi, 2011; Im et al., 2012; Kim et al., 2015; Dedeoğlu et al., 2019; Tasci, 2019). Structure Equation Modelling (SEM) has commonly been used in those relevant D-CBBE studies to test the linear relationships between variables used to measure D-CBBE (Table 2.7). For example, Boo et al. (2009) capture the linear relationship between destination brand awareness, experience, value, and loyalty. Chen and Myagmarsuren (2010) add brand image and brand choice into those linear relationships. Brand associations and OBE are then added by Im et al. (2012). Dedeoğlu et al. (2019) add destination brand trust, while Dedeoğlu et al. (2019) and San Martín et al. (2019) add satisfaction.

Table 2.7. Data analysis methods in tourism destination domain

Authors	Analysis methods	Relationship Type	Relationship results
Boo et al. (2009)	EFA; CFA; MI; SEM	Causal linear	BA→ BE BE→BV BV→ BL
Chen and Myagmarsuren (2010)	EFA; CFA; SEM	Causal linear	BA→ BI BI → BQ BQ→ BC BC→ BL
Pike (2010)	CFA; SEM	Causal linear	BA→ BQ; BA→ BI; BA→ BL BQ→ BI; BQ→ BL BI→ BL
Bianchi and Pike (2011)	t-Test; CFA; SEM	Causal linear	BA→ BL; BI→ BL; BV→ BL
Im et al. (2012)	EFA; CFA; SEM	Causal linear	BA→ OBE; Bass→ BL; BL→ OBE BI→ BL Bass→ BL
Pike and Bianchi (2016)	EFA; CFA; SEM	Causal linear	BS→ BL; BI→ BL; BV→ BL
Dedeoğlu et al. (2019)	SEM	Causal linear	BA→ BQ BQ→ BV BV→ BT BT→ BSa BSa → BL
San Martín et al. (2019)	CFA; SEM	Causal linear	BA→ BI BI→ BQ BQ → BSa BSa→ BL

EFA=Exploratory Factor Analysis; CFA= Confirmatory Factor Analysis; SEM= Structure Equation Modelling; MI= Measurement Invariance; BA= Brand Awareness; BQ= Brand Quality; BL= Brand Loyalty; BE= Brand Experience; BV= Brand Value; BC= Brand Choice; Bass= Brand Associations; OBE= Overall Brand Equity; D-CBBE= Destination Consumer-based Brand Equity; BS= Brand Salience; BT= Brand Trust; BSa= Brand Satisfaction; DBQ= Destination Brand Equity.

2.6. Shortcomings in the capturing of destination consumer-based brand equity

Several shortcomings regarding existing D-CBBE models have emerged: **Firstly,** existing literature considers D-CBBE as a construct failure to capture the complex, idiosyncratic and dynamic nature of D-CBBE simultaneously (Frías Jamilena et al., 2017; Chekalina et al., 2018; Tasci, 2018; Dedeoğlu et al., 2019). Conceptualising D-CBBE as a construct focuses solely on the direct impact of one dimension on another per time, which neglects the combined effect of some dimensions, simultaneously. For example, if destination brand awareness and associations impact tourists' preference simultaneously, two pathways of impact are estimated separately and independently when viewing D-CBBE as a construct (Im et al., 2012; Frías Jamilena et al., 2017). However, there might be a solution that, when destination brand awareness and associations are combined, an impact on loyalty is observed.

It is even claimed by scholars that branding a destination is more complex than branding a product or service in general (e.g., Chekalina et al., 2018; Chaulagain et al., 2019; Dedeoğlu et al., 2019). This is because more stakeholders are involved in destination administrations (Zavattaro et al., 2015; Chaulagain et al., 2019; Dedeoğlu et al., 2019). A wide range of services and products are involved in a destination to influence tourists' preferences (Chekalina et al., 2018). Many complex characteristics included in a destination, such as historical buildings and culture, which are not directly created but could be promoted by DMOs (Boo et al., 2009; Dedeoğlu et al., 2019).

An increasing number of studies have put forward the idea of developing a holistic, advanced and actionable D-CBBE model to capture the nature of the destination branding phenomenon (e.g., Im et al., 2012; Chekalina et al., 2018; Dedeoğlu et al., 2019). For example, Chekalina et al. (2018) mention that developing significant destination brand equity should go through a complex and challenging process; thus, the D-CBBE pyramid formed by hierarchical brand building stages is proposed.

Secondly, there has been no agreement on the dimensionality of D-CBBE. Research has chosen a limited number of dimensions of D-CBBE to suit their contexts. Studies have selected brand awareness, associations, perceived quality and loyalty (e.g., Konecnik & Gartner, 2007; Pike & Scott, 2009; Bianchi et al., 2014; Dedeoğlu et al., 2019). In the tourism field, but not destination context, some studies have added satisfaction and brand trust (Lee & Back, 2008; 2010; Kimpakorn & Tocquer, 2010; Dioko & So, 2012). When Govers (2013) was discussing destination branding, managing the brand equity of a destination was suggested as the core aspect, in which, destination brand equity was considered as including brand awareness, perceived quality, image and reputation.

In the general marketing area, more dimensions, such as brand personality, nostalgia, reputation, self-connection, intimacy, partner-quality and relevance have been added (Chatzipanagiotou et al., 2016; 2019; Veloutsou et al., 2013; 2020). Although there is no agreement on which dimensions and how many dimensions should be included, studies have suggested that the dimensionality of D-CBBE should be further examined by including all the necessary dimensions in a model.

Thirdly, regression-based techniques are popularly used to test the linear relationship between dimensions of D-CBBE in traditional studies. Nevertheless, regression analysis solely focuses on the net effects, which fail to illustrate the prediction of causal combinations

of many factors on a strong brand equity (Sun et al., 2018). The circumstance, in which many conditions may be combined to simultaneously predict an outcome, cannot be clearly detected by the regression-based analysis (Woodside, 2013;2014; 2015b). Tourists' complex and dynamic perceptions toward a destination, understanding of a destination or the relationship between tourists and the destination cannot be fully captured by the use of regression analysis, which only provides rather simplistic "one fits all" solutions (Ragin, 2008; Woodside, 2013;2014). The diversiform of tourists' reactions leading to both positive and negative cases may exist in the relationships, which cannot be fully captured by regression analysis. Thus, regression analysis may cause a simplistic or distorted explanation on D-CBBE.

2.7. Need for adaptation of consumer-based brand equity as a process model for destination brands

The **shortcomings** of existing D-CBBE models had ever emerged in the general marketing area but was lately solved by Chatzipanagiotou et al. (2016). In this regard, Chatzipanagiotou et al.'s (2016) CBBE process model (Figure 2.6) can be adapted for a destination brand in this research because they have proposed a holistic, advanced and actionable CBBE process model.

There has been no straightforward adoption of CBBE models from the commercial world into the destination marketing domain (e.g., Konecnik & Gartner, 2007; Kladou et al., 2017), since destination brands are very different from product brands in general (Tran et al., 2019). Varied attributes are included in a destination, such as the economic, social, political, cultural and regional elements, which are more dynamic and complex than the attributes of a product in general (Konecnik & Gartner, 2007; Yousaf et al., 2017). Multi-stakeholders in a destination work together to improve the destination. Thus, complex relationships exist among these stakeholders that may cause more issues (Tran et al., 2019).

Consequently, some studies adopt modified CBBE models from the general branding area. For example, Konecnik and Gartner (2007) introduce the CBBE model from Aaker (1991) with a switch in focus from brand association to brand image, further highlighting the significant role of destination brand image. Similarly, Boo et al. (2007) test the applicability of Aaker's (1991) CBBE model but with a specific emphasis on the dimensions of destination brand image and value of D-CBBE. Im et al. (2012) extend Yoo et al.'s (2000) holistic CBBE model by adding brand image as a dimension of CBBE as well as OBE as its

outcome. However, Im et al. (2012) do not follow Yoo et al. (2000) to combine brand awareness and associations in their conceptualisation of D-CBBE. Instead, in Im et al. (2012), brand awareness and associations form two separate dimensions of D-CBBE.

Chatzipanagiotou et al.'s (2016) CBBE model should not be directly adopted in this study for several reasons. Firstly, the destination marketing context has its uniqueness and complexity that make it different from the general branding area. In most of the situations, destination branding is more complex than branding a general product or service, since diverse elements, such as hotels, historical buildings and residents are included in a destination (Zavattaro et al., 2015; Chaulagain et al., 2019; Dedeoğlu et al., 2019). Thus, a further evaluation is needed to confirm the adaption of Chatzipanagiotou et al. (2016). Secondly, the dominant role of destination image in the developing process of D-CBBE has been supported in the destination marketing area (e.g., Konecnik & Gartner, 2007; Wong & Teoh, 2015; Wong, 2018; San Martín et al., 2019). However, brand image is valued as less important in D-CBBE models than in destination image studies. Thus, a modification is needed to suit the destination image's role in the adapted D-CBBE process in the current research project.

Corresponding to Chatzipanagiotou et al. (2016), the modified D-CBBE process model in the current research will be formulated as an evolving process covering three sequential blocks: brand building (BBB); understanding (BUB); and, relationship block (BRB), followed by OBE as an outcome. Some modifications regarding which dimensions to be included in D-CBBE will be needed to make the adapted model fit well with a destination branding context.

2.7.1 Brand building block

The BBB captures the results of marketing efforts. Companies put effort into positioning and creating attributes, symbols and functional utility to represent the brand abstractly to differentiate their brands from competitors (Chen, 2001; Chatzipanagiotou et al., 2016). Both functional attributes and imageries, including brand heritage, nostalgia, personality, perceived quality, leadership and competitive advantage are included in BBB in Chatzipanagiotou et al (2016; 2019) and Veloutsou et al (2020) as CBBE dimensions. Turning to the destination context, BBB is set as being assembled from attributes generated from destination marketing efforts. Destination marketers develop different marketing

activities or strategies to create attributes to attract tourists. When discussing destination brands, Wang and Pizam (2011, p. 2) identify that a collection of 'tourist resources and attractions, infrastructure, equipment, service providers, other support sectors and administrative organisations, who's integrated and coordinated activities', offered in a destination, should be the first step when evaluating destination branding.

Further exploration is needed to seek the most appropriate dimensions fit in BBB. Existing literature provides possibilities to incorporate destination image into BBB in a holistic way. Firstly, destination image captures most of the destination attributes that are perceived by tourists (e.g., Konecnik & Gartner, 2007; San Martín et al., 2019), which corresponds to the meaning of BBB. Although studies use 'destination competitiveness' to capture functional attributes, it is substantially deconstructed from destination image (Wong & Teoh, 2015; Wong, 2018). Secondly, matching the role of BBB in D-CBBE, destination image has been supported as crucial in D-CBBE and can be a pre-existing concept from which destination brands are derived (Pike, 2009; Martínez & de Chernatony, 2013; Wong & Teoh, 2015). Wong and Teoh (2015) and Wong (2018) view the destination image as the core and precursor of D-CBBE's dimensions. Thus, it is logical for this research to assume that destination image and destination competitiveness can provide references for the identification of attributes included in BBB.

2.7.2 Brand understanding block

Chatzipanagiotou et al. (2016), capture BUB's four dimensions: brand awareness, associations, reputation and self-connection, to represent consumers' understanding of a brand. As Keller (1993) proposes, and agreed by the literature (e.g., Lee et al., 2011; Cai et al., 2015), brand knowledge is key to the brand equity-developing process, which captures the 'uniqueness, strength and favourability of associations' related to a brand (Chatzipanagiotou et al., 2016, p.5480). In Keller's (2001) 'brand pyramid', if consumers can identify a brand, access the brand as favourable, or have a positive response to the brand, then strong brand equity will likely be built.

When adapting the destination context, the BUB should capture tourists' knowledge associated with a particular destination, but this requires further empirical confirmation, because tourists' knowledge of a destination should be built based on perceived attributes, which have not been detected in this study (Dedeoğlu et al., 2019). Importantly, the non-uniform conceptualisation and operation of some dimensions in existing D-CBBE models,

such as brand image and associations, require the current study to clarify possible dimensions included in the BUB. For example, existing D-CBBE models primarily include destination awareness and image/associations as important dimensions of tourists' destination knowledge (San Martín et al., 2019). Brand image and associations are sometimes considered as interchangeable concepts (e.g., Pike & Bianchi, 2016). In several studies, such as Im et al. (2012), brand image and association are two independent concepts, both of which contribute to the formation of D-CBBE. The former (brand image) includes cognitive, affective and conative aspects, while the latter (brand association) includes attributes, benefits and attitudes (Im et al., 2012).

2.7.3 Brand relationship block

Chatzipanagiotou et al. (2016) include BRB brand trust, intimacy, relevance and partner-quality to capture relationships and emotional connections between a brand and its consumers. As suggested in Keller's (2001) 'brand pyramid', dynamic relationships between a brand and its consumers are considered as brand resonance that is at the top point of the brand equity pyramid. Veloutsou et al. (2013) suggest inclusion of relevant brand relationship concepts in the formation process of CBBE. Šerić (2017) supports this, believing that brand relationships contribute to the formation of CBBE. Subsequently, Chatzipanagiotou et al. (2016) is the first empirical study to comprehensively incorporate brand relationship elements into the D-CBBE process, subsequently used by Chatzipanagiotou et al. (2019) and Veloutsou et al. (2020). Turning to the destination context, BRB has the potential to be included in D-CBBE.

Further exploration regarding the possible dimensions included in the BRB still needs empirical confirmation (Dioko et al., 2011; San Martín et al., 2019). For example, Dioko et al.'s (2011) destination brand equity is reflected in five dimensions, among which destination trust is included. San Martín et al. (2019) include the concept of satisfaction to represent tourists' emotional feelings towards a destination. Lee and Back (2008; 2010) focus on a conference's attendee-based brand equity; they also include brand satisfaction, brand trust between destination brand knowledge and tourists' behaviours. A single concept cannot represent the brand relationship in a comprehensive way.

2.7.4 Overall brand equity

OBE holistically represents the strength of a brand and consumers' overall preference of the brand (e.g., Yoo & Donthu, 2001; Tong & Hawley, 2009; Chatzipanagiotou et al., 2016; 2019). Those studies that include the OBE in their CBBE models, adapt the definition of OBE from Yoo and Donthu (2001) (Table 2.8). For example, Yoo and Donthu (2001) define OBE as 'the strength of the brand, which overall preference and purchase intention primarily indicates.' After that, studies such as Buil et al. (2013b) and Christodoulides et al. (2015) are introduced from Yoo and Donthu's (2001) definition. Chatzipanagiotou et al. (2016; 2019) and Veloutsou et al. (2020) define OBE as the strength of the brand, which overall preference and purchase intention primarily indicates.

The significant role of OBE in the CBBE formation process has been discussed in the general branding area (Yoo et al., 2000; Chatzipanagiotou et al., 2016; Veloutsou et al., 2020). Yoo et al. (2000) initially proposed the inclusion of OBE, which is influenced by CBBE's dimensions. Similarly, OBE is impacted by perceived quality, awareness, association and loyalty separately in Tong and Hawley (2009). Being slightly different, Buil et al. (2013b) find that brand awareness influences OBE through perceived quality or association. OBE is directly influenced by perceived quality, associations and loyalty in Buil et al. (2013b). Comprehensively, Chatzipanagiotou et al. (2016), followed by Chatzipanagiotou et al. (2019) and Veloutsou et al. (2020), demonstrate a combination of brand heritage, personality, nostalgia, brand quality, leadership and competitive advantage; a combination of brand associations, awareness, reputation and self-brand connection or a combination of brand relevance, trust, intimacy and partner-quality would predict a higher level of OBE.

Table 2.8. Definition of overall brand equity

Studies	Definition
Destination marketing domain *(several studies include overall brand equity, which are adapted from Yoo et al (2000) and Yoo and Donthu (2001))*	
Im et al. (2012); Buil et al. (2013a); Kim et al. (2016a); Frías Jamilena et al. (2017)	"The strength of the brand, which overall preference and purchase intention primarily indicates."
The general marketing domain	
Yoo and Donthu (2001) adapted in Christodoulides et al. (2015); Chatzipanagiotou et al. (2016; 2019); Veloutsou et al. (2020)	"The strength of the brand, which overall preference and purchase intention primarily indicates."

In the destination marketing domain, although few studies (Im et al., 2012; Kim et al., 2016a; Frías Jamilena et al., 2017) include OBE as the outcome of the dimensions of D-CBBE, they uniformly adapt this concept directly from Yoo et al. (2001). This is because the goals of destination branding are the same as branding a product or service in general (Im et al., 2012; Frías Jamilena et al., 2017). OBE refers to tourists' preference in destination marketing (Im et al., 2012; Frías Jamilena et al., 2017).

2.7.5 Relating to research objectives

Even if a CBBE process model is selected to be adapted in this research to reconceptualise D-CBBE, it cannot be directly applied without modification because branding destinations are different from, and even more complex than, general products. Further study designs are needed to: (a) explore possible dimensions in this D-CBBE process; (b) detect the operationalisation of this D-CBBE process; and (c) examine similarities and difference between visitors' and non-visitors' perceptions about the same destination.

2.8 Chapter summary

Literature concerning two concepts have been reviewed: 1) CBBE and 2) D-CBBE in the destination branding area. Existing literature exclusively considers D-CBBE as a construct by adapting traditional CBBE models. Also, differences between destination brands and general product brands have not been clarified. Consequently, this literature review gives the current research a direction to view D-CBBE as a process and capture destination brands' specific characteristics. The dimensionality of D-CBBE in existing studies is somewhat simplified, thereby neglecting an agreement on the number of dimensions which should be included. Some concepts, such as brand relevance, reputation, self-connection, nostalgia, and personality, contribute to well-established CBBE but do not examine D-CBBE. Studies in tourism solely focus on linear relationships and net effects, which limit the potential of capturing the complex nature of D-CBBE. Therefore, the use of new methodology (fs/ QCA) is necessary.

Chapter 3 : Research Methodology

3.1 Introduction

This chapter includes two sections; the first discusses the methodology from an overall analytical perspective. An overview of the research philosophy that guides the research paradigm is discussed. A research paradigm is 'a set of basic beliefs that deals with ultimate or first principles' (Guba & Lincoln, 1994, p. 107). Deciding upon the research paradigm based on philosophical assumptions is important, since it is the basic beliefs and grounds that influence the choice of research methods and techniques (Henderson, 2011). Subsequently, the overall research design, as well as the corresponding data collection and analysis methods, is discussed, thereby providing an overall guide to the direction for the rest of this research project. Then, this section will provide the description and justifications for the selected research context, Scotland, as the tourism destination, in detail.

The second section discusses the methodological procedures of three studies, including Study 1: inductive content analysis; Study 2: semi-structured interviews; and Study 3: e-survey.

For the Study 1, its overall procedure, including data collection, such as how to select the websites, followed by the data clean and further data analysis process, which includes keywords analysis and inductive content analysis of the original textual data are presented.

Study 2 outlines the methodological procedures, including the design of the interview guide, participant recruitment, data collection, analysis, ethical considerations, and rigour of the qualitative analysis in detail. Specifically, Study 2 was conducted to identify dimensions included in this destination consumer-based brand equity (D-CBBE) model (an initial tentative framework developed from the literature review and content analysis is shown in Appendix B).

Study 3 presents the methodological procedure, including two phases; in each, a different questionnaire was used. Specifically, it starts with an overall view of the inclusion of the two phases in Study 3. Next, it discusses development of the two questionnaires, including specific and detailed discussion concerning the questionnaire for each phase, such as the

questions/instrument design (content, response strategy and wording) and questionnaire structure (sequence and visual aspect of questions). A discussion on the choice of measurement scales for the second phase is presented. Subsequently, the pre-test and pilot study are discussed. The sampling technique and questionnaire administration process will be illustrated. Finally, it will present the techniques to be used for the preliminary (EFAs &CFAs) and main data analysis (fs/QCA).

3.2 Research paradigm

This research project follows a **post-positivism** research paradigm, which is based on several philosophical assumptions on the truth of knowledge and the nature of reality (Creswell, 2014). Specifically, two types of philosophical assumptions are discussed here: epistemology and ontology (Henderson, 2011). Firstly, **epistemology** concerns what the acceptable knowledge is in a research file (Bryman & Bell, 2015). In an epistemological continuum, **positivism** and **interpretivism** are two extremes and **post-positivism** is located between the extremes. Positivism suggests that a social phenomenon should be investigated using natural science methods. Nevertheless, interpretivism claims that some social science issues related to human perspective or behaviours can be evaluated by applying different methods, depending upon the research logic (Bryman & Bell, 2015). Thus, positivism believes the truth of knowledge, while interpretivism highlights the opposite points of view (Saunders et al., 2015). **Post-positivism** is, to some extent, considered as close to but not adhering to positivism.

When considering the **epistemology** in this study, post-positivism is chosen due to this research project believing that existing knowledge is somehow insufficient to explain reality. That is to say, existing literature on D-CBBE has its shortcomings in detecting the impact of complex combinations of many factors on the overall brand equity. Although a CBBE process model can be adapted from the general marketing areas, the dimensions that should be included in each destination brand equity building block still need in-depth confirmation and clarification. To the researcher's best knowledge, there has not been a study in the destination marketing area that investigates all those dimensions for each block. In line with the research objective, which is to better understand the D-CBBE process, an additional qualitative phase, including inductive content-analysis and semi-structured interview methods, should first be implemented. The qualitative phase is used here to help with understanding the required knowledge, which includes the possible dimensions that can reinforce the major attributes representing the destination (BBB), tourists understanding of

(BUB) and the relationship with the destination (BRB). Thus, the additional qualitative methods are important here, which means that it is a post-positivism study (Guba & Lincoln, 1994). However, the significance of quantitative research methods in estimating the reliability and validity of research is not overlooked (Creswell, 2014). Quantitative survey is necessary here to verify the relationships between each block as well as the final outcome of the D-CBBE process: OBE. Thus, this research believes that absolute true knowledge does not exist, and socially constructed knowledge is the standpoint that needs exploration first (Henderson, 2011).

Secondly, ontology is another reflection of this research orientation (Bryman & Bell, 2015). **Ontology** concerns the nature of reality (Bryman & Bell, 2015), and two extremes that are held, ontologically, continue: **objectivism** and **subjectivism**. Objectivism believes that the reality of the world is independent of social actors. In contrast, subjectivism assumes that reality should be developed by social actors, and individuals' perspectives contribute to the building of the social phenomenon (Saunders et al., 2012).

From the ontological perspective, this research has selected post-positivism, which is between objectivism and subjectivism, for the following reasons: first, this research does not believe in the extremely objective or subjective nature of reality within a social phenomenon. On one hand, major attributes that represent a tourism destination can be nature, such as mountains and lakes; these are objective attributes. On the other hand, the attributes can also be culture, customs or local people and even regulations that are developed subjectively by individuals. Tourists' understanding towards, as well as emotional relationships with, the destination can be subjective. When collecting these elements into a D-CBBE process model in this study, the destination brand building process model itself can be objectively applied to other destinations.

Second, the researcher has learned knowledge from participants rather than by simply testing the reality. The major attributes of the destination, tourists' understanding of, relationships with, and preference towards the destination can only be partly introduced from existing literature and knowledge. A destination is an umbrella covering different services and products, such as hotels, restaurants, local people, buildings and nature. Different destinations may have their own characteristics that distinguish them from competitors. Thus, the researcher should discover the reality from participants before testing it.

Third, this research not only focuses on objective reality, but also concerns 'the predictability that can occur in traditional interviews' (Ryan, 2006, p.18). As suggested by Henderson (2011), post-positivism values the significance of subjective reality, but still adheres to some principles that are close to positivism. This study analyses qualitative data through semi-structured interviews and identifies the possible and potential relationship between constructs. For example, when an interviewee had a strong impression of nature at a destination, he/she would mention that this attribute (nature) was highly regarded or even express a connection with the destination as well as a willingness to visit it rather than others. Thus, it can be a potential pathway from certain attributes to destination brand reputation or self-connections and even overall brand equity. As such, the important role of subjective reality is supported. After interviews, quantitative questionnaires were distributed to test the predicted relationships (research propositions). Thus, the tenets of post-positivism are shown.

Considering the research paradigm based on philosophical assumptions is important here, since these are basic beliefs that can guide research practice and influence the choice of research questions and methodology (Creswell, 2014). A discussion on philosophical assumptions offers grounds for the selection of research methods and generating results for social problems (Henderson, 2011). By using different methods, researchers will be able to articulate the social phenomenon (Saunders et al., 2015).

3.3 Overall research design

From an overall perspective, this study applies a **mixed-methods design**. A mixed-methods strategy allows both numbers and words to be collected during the research process and can help develop deeper understanding regarding complex research problems (Creswell & Clark, 2008; Harrison, 2013). Both qualitative and quantitative research approaches are included in mixed-methods (Harrison & Reilly, 2011; Venkatesh et al., 2013). The current research has identified shortcomings in the existing literature; thus, it aims at filling the identified gaps to reinforce the relevant theory. Specifically, the literature review shows that a study empirically detecting the impact of combinations of many factors on the overall band equity is lacking. To address this issue, this study adapts the latest CBBE process model from the general marketing area, which is supposed to refine the D-CBBE theory in the destination marketing area. In line with abductive reasoning, that relying on a set of procedures that can best answer research questions (Harrison, 2013), an exploratory phase with content-analysis and semi-structured interview technique was designed as the first stage. The employment of this qualitative phase is to explore the destination attributes, tourists' understanding and

relationships with a destination. In a second stage, the qualitative findings are evaluated and selected to refine and modify the conceptual framework of the D-CBBE process in this study. After this, the modified D-CBBE model with the application of identified dimensions from the qualitative phase is then tested in a quantitative phase. Therefore, utilisation of mixed-methods, here, can help with achieving a more complete understanding of the research objectives (Creswell, 2014).

Specifically, this study uses **an exploratory sequential mixed-methods design**, which is defined as an 'intent of the strategy is to develop better measurements with specific samples of populations and to see if data from a few individuals can be generalized to a large sample of a population' (Creswell, 2014, p. 226). This exploratory sequential process includes collections and analysis of qualitative data at the beginning, followed by quantitative data collection and analysis (Figure 3.1). This integration of the qualitative and quantitative phases is a methodological triangulation that helps understand the phenomenon (Bryman, 2006; Venkatesh et al., 2013). It means that the integration in mixed-methods has explored the destination branding phenomenon and evaluated the interrelationships within this D-CBBE process comprehensively. 'The integration of quantitative and qualitative data can dramatically enhance the value of mixed methods research' (Fetters et al., 2013, p. 2135).

Figure 3.1. Exploratory sequential mixed methods design
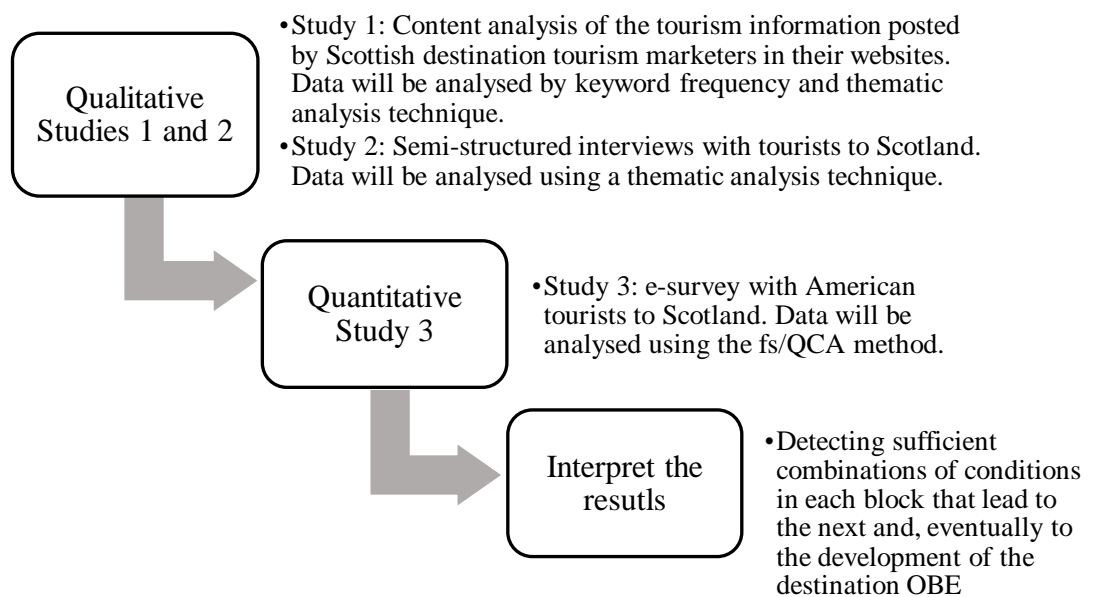
Source: Adapted from Creswell (2014)

The current research contains three studies (Appendix A). **Qualitative Study 1:** Inductive content analysis of information regarding Scotland as a tourism destination published in Scottish tourism websites before May 2017. Study 1 identifies the major themes promoted by marketers about Scotland. The inductive content analysis technique was used to analyse the data. The results of Study 1 provided a basic understanding of Scotland to the researcher and were used as a reference for the interview guide in Study 2.

Qualitative Study 2: Semi-structured interviews with visitors and non-visitors to Scotland. Study 2 was conducted to identify key attributes of Scotland perceived by tourists and evaluate the destination-tourists relationship. Thematic analysis was used to analyse the data. Study 2 provides a significant contribution to refine and reinforce the proposed conceptual D-CBBE process model as well as complement the measurements for the Study 3, by identifying tourists' perceptions, understanding and feelings about the destination to inform possible dimensions included in each block of the D-CBBE model.

Quantitative Study 3: Online survey with two phases of self-administered questionnaires distributed through the MTurk platform to visitors and non-visitors from the US. A fuzzy set qualitative comparative analysis method (fs/ QCA) was used to analyse the data. Study 3 was conducted to test the interrelationships within the D-CBBE model. This also assists answering the research propositions to empirically detect the operationalisation of this D-CBBE model.

Studies 1-3 each plays an important role and significantly contribute to each other. First, a content analysis in Study 1 is necessary for the researcher to become familiar with the research context. More significantly, the results of the content analysis provide an overall view of attributes concerning Scotland that have the possibility to be perceived by tourists. Thus, the researcher can use this as a reference to design the guidelines for the questions to be asked in the semi-structured interviews in Study 2. Without Study 1, Study 2 cannot obtain a reference to guide analysis and generation of the major themes. Second, the semi-structured interviews help refine the possible dimensions included in the final conceptual framework of the D-CBBE process and reinforce the measurements of each dimension of this D-CBBE process model. Without Study 2, the final conceptual model cannot be refined. Third, Study 3, as the main study, is significant for empirically testing and identifying relationships between the dimensions of this D-CBBE model. Without Study 3, the possible solutions, formed by the dimensions of D-CBBE, which lead to high-level overall brand equity cannot be clearly identified.

A qualitative phase is employed in this research for several reasons. Firstly, it is needed to inform the D-CBBE process model. The qualitative approaches, here, aim at discovering possible attributes of a destination, as well as tourists' understanding of and relationship with this destination. Although existing literature investigates the brand equity theory in a destination marketing area (e.g., Pike & Bianchi, 2016; Frías-Jamilena et al., 2018; Tasci, 2019), it has been a challenge to decide the appropriate and important dimensions to be included in a D-CBBE formation process in a holistic manner. Secondly, it can help with identifying the outcome of D-CBBE's dimensions. Studies have realised the importance of including OBE as an outcome of the dimensions of D-CBBE; nevertheless, little research empirically demonstrates this in destination marketing (Im et al., 2012). Thirdly, it will provide a guide for adapting measures of constructs of D-CBBE in quantitative Study 3. Although many existing scales in previous literature can be introduced, modifications are still needed to suit the measures within a specific context.

In line with the research objective, **quantitative** Study 3 is necessary to address two research tasks: 1) evaluate the interrelationship among the dimensions of the D-CBBE (BBB, BUB and BRB) process; 2) examine the impact of dimensions of D-CBBE (BBB, BUB and BRB) on OBE. Within this quantitative phase survey, the instruments for measuring the constructs, identified based on the literature review and qualitative phase, are decided. This corresponds to Fetters et al. (2013) that qualitative results can inform the instruments developed in the quantitative phase. More importantly, the quantitative phase contributes deeper insight into how those dimensions in the D-CBBE-building process can be configured to predict strong overall D-CBBE.

Details regarding the procedure and contributions of each study will be seen from sections 3.5 to 3.7.

3.4 Research context: Scotland

Previous literature has suggested a focus on one specific destination as the research context for several reasons. First, the attributes associated with different destinations may vary greatly, so that one destination would have its unique destination attributes distinguishing it from competitors (Eid et al., 2019; Milovanović et al., 2019). Second, due to marketing globalization, tourists from different countries or regions would perceive a destination differently; therefore, their reactions are distinguished (Kim, 2018; Eid et al., 2019). If

focusing on many destinations, then different opinions on these destinations may result in the too complicated issue in the model development. Third, corresponding to the complex and dynamic nature of destination brands, different patterns regarding the relationship between antecedents and D-CBBE dimensions would be seen in different destination contexts (Chaulagain et al., 2019). Lastly, if more than one destination in included, then there are possibilities to include all destinations, which is impossible to conduct. Therefore, after asking for experts' advice, this research decided to use one destination as the research context. Therefore, it could be concluded that choosing one specific place as the research context is the trend in empirical literature in destination branding.

In this research, many considerations suggested Scotland as a good focus: **Firstly**, Scotland has obtained tremendous success within global tourist market competition in recent years (Scottish Tourism Alliance, 2019a), which makes it a good example for other destinations to learn from. Scotland has been suggested as one of the top best destinations in the world that are worth visiting in travel magazines (The Scottish Sun, 2018). In detail, The Scottish Sun (2018) posted that Scotland has beat its competitors, such as Mexico, New Zealand, and Portugal, and become one of the top travel spots in an international 'travel hotlist', due to its poetic and breath-taking beauty, fascinating Celtic and Norse history and culture. Therefore, Scotland is a stunning place suitable for visitors who would like to explore a pleasant destination (Scotland info Guide, 2019a).

Secondly, Scotland has immense potential to develop tourism in the future, since the local government has put a lot of effort into boosting tourism development in Scotland (Scotland Government, 2019; Scottish Tourism Alliance, 2019a). Specifically, the Scottish government aims at stimulating a boost in the share of Gross Domestic Product that the tourism industry accounts for. Therefore, the government of Scotland has developed several policies and strategies to promote Scotland as a tourism destination. The popular strategy is Tourism Scotland 2020 (TS2020), launched in June 2012, by the Tourism Leadership Group and the Scottish Tourism Alliance. Its goal for 2020 is to make Scotland 'a destination of the first choice for high quality, value for money and memorable customer experience, delivered by skilled and passionate people' (Scottish Tourism Alliance, 2019a). The strategy targets 'those markets that offer Scotland the greatest growth potential, to collaborate within and across Scotland's tourism destinations and to develop the authentic memorable experiences today's visitors seek, delivered to the consistently high quality they expect' (Scottish Tourism Alliance, 2019a). The Scottish tourism sector aims to increase visitor spend from £4.5bn in 2011 to £5.5bn in 2020; total employment in the tourism industry was

185,100 in 2011; and tourism turnover from £6,221m in 2011 (Scottish Tourism Alliance, 2019b). This strategy corresponds to the megatrends, that destinations should provide more genuine experiences to market Scotland as a whole, rather than just some special places; culturally and demographically identify different potential tourists; and widely introduce updated technology and data to improve tourist experience (Scottish Tourism Alliance, 2019c). To achieve the goal in 2020, there is still much to develop in Scotland (Scottish Tourism Alliance 2019a).

Thirdly, Scotland shares many common features with popular destinations in Europe which, to some extent, enables the research results to be generalized with those similar destinations. For example, Scotland is a part of Europe and its attractions come from the same origin as many other countries in Europe. Previous literature focuses on some countries in Europe, such as Greece and Spain. Greece has been used many times, since it has sea, mountain, customs, culture, and buildings (Stylos et al., 2016). Similarly, Spain was used frequently, due to the successful wine industry in this county (Gómez et al., 2015). In a similar way, these common features of a popular tourism destination can also be found in Scotland, to be focused upon and promoted. Scotland is now an English-speaking region, which makes it easier and more convenient to attract international tourists.

Fourthly, Scotland has unique characteristics that distinguish it from competitors. Although located in the northern region of the UK, Scottish life and the rich heritage in Scotland gives it a special and fascinating identity to be investigated. For example, the Celtic languages, especially as spoken in parts of Scotland, cannot be found in England (Scotland is Now, 2019). Scotland has customs, such as the kilt, traditional Scottish clothing and bagpipes, the traditional musical instrument that is played in Scotland. Unique histories are presented in the style of buildings in this place. Its unique culture, politics, haggis, whisky production, and distilleries are representations of Scotland as a unique tourist destination. The thriving cities and sparsely inhabited countryside in Scotland are considered as unique spots for traveling as well. The friendly local people and accommodation make it a unique place for holidays. Even the dynamic weather and a Scottish accent make Scotland into a unique destination brand (Scotland info Guide, 2019b). Therefore, Scotland as a tourist destination, has its unique identity and special destination attributes to explore its potential in tourism.

Consequently, this project set the research context in the area of Scotland, in the United Kingdom (UK). Scotland is a region that occupies the northern side of Great Britain (Scotland is Now, 2019). It shares a border with England within the UK and is close to the

best European spots which makes it a great place to travel to or work in. Scotland's natural geography is a huge part of its appeal, as it has a 10,000 km coastline, which accounts for 69% of the UK's total coastline, including almost 800 small islands, such as the majestic northern isles of Shetland and Orkney, the Hebrides, Arran and Skye (Scotland info Guide, 2019b and Scotland is Now, 2019). In detail, on the west side of Scotland, there are many impressive archipelagos, for example, the Outer Hebrides, and the Isle of Skye, which are famous for visitors or photographers to pursue. Within Scotland's mainland, central Scotland consists of the lowlands and southern Scotland is the uplands (Home away, 2019). Tourists can enjoy the pristine beaches, lochs, rolling valleys and towering mountains (Scotland is Now, 2019), for example, Ben Nevis, Britain's highest mountain (Home away, 2019). Other than the small islands, on the east side, Scotland is geographically separated from most other European countries by the North Sea. To the north-west side, the Atlantic Ocean separates Scotland from Iceland, the USA, and Canada, and the Irish Sea separates Scotland from Ireland.

3.5 Study 1: Inductive content analysis

Study 1 is conducted for the following reasons: 1) Content analysis is a systematic method for searching and interpreting textual data to address 'not only manifest content but also the themes and core ideas found in texts as primary content' (Drisko & Maschi, 2015, p. 85). Study 1 is designed with a pragmatic intention, here, to identify possible attributes of Scotland that are promoted by local destination marketers. 2) Content analysis is usually used when previous literature on the phenomenon is fragmented (Armat et al., 2018). 'If there is not enough former knowledge about the phenomenon or if this knowledge is fragmented, the inductive approach is recommended' (Elo & Kyngäs, 2008, p. 109). In this study, fragmented information could be found from previous literature but is not sufficient to form key themes specifically reflecting Scotland's attributes.

Study 1 contributes to the development of the interview guides and provides reference for interview data analysis in Study 2. The DMOs, such as VisitScotland, can use these identified attributes to compare with their promoted themes about the destination. They could identify which themes have been mentionded more frequqncy and then balance the frequency of occurrence of each theme in their websites.

3.5.1 Choice of the websites

An important step prior to data collection is to choose appropriate websites that are created by Scottish destination marketers and focus on promoting Scotland as a tourism destination to attract tourists. Specifically, the sample of Scottish tourism websites was collected through a comprehensive and exhaustive search of website lists under the travel directories in the Google search engine (http://www.web-directories.ws/sitemap.php) from 26 February 2017 9 March 2017. After visiting each website listed under the sub-category of 'Region of Scotland', 20 top websites related to Scottish tourism information were collected. By visiting the website listed under the sub-category of 'UK travel directory', 43 relevant websites were found. When, complementarily, the researcher applied the Google engine to search 'Scotland government tourism official websites' and 'Scotland tourism website', five additional websites were collected. Thus, 69 websites were collected in the pool of possible websites that might provide the information to answer the question for Study 1.

Google was used to search for possible websites for several reasons. Firstly, although 'website research has been plagued by the difficulties in establishing a population and a sampling frame' (Neuendorf, 2016, p. 88), some content analysts have used the travel directories in Google to look for textual information (Choi et al., 2007; Elo & Kyngäs, 2008; Hanna & Rowley, 2019). Secondly, this study intended to collect data from websites which are usually searched and compared in a similar manner by visitors using similar search keywords (Buhalis & Inversini,2014). The internet has become the most important data information source for tourists to look for services and information of a destination (Buhalis, 2003; Buhalis et al., 2011). The Google engine provides an overall view of all possible websites that tourists may find from the internet if they would like to research for some information about Scotland as a tourism destination. Thirdly, it was also agreed by experts in the same field that using the directories in Google can be an appropriate technique to collect possible websites' relevant destination information at the initial step. Thus, it is significant to detect the multiple attributes of a destination that exist on websites (Choi et al., 2007; Molinillo et al., 2018).

Each of the 69 websites were reviewed individually by the researcher, following the criteria below, to decide which are appropriate and ready for data collection:

1) If the contents are highly related to Scotland's destination attributes, since some websites offer information regarding travel agencies themselves rather than about Scotland or provide little information about Scotland. If Scotland was not the focus in those websites, then they would be dropped.

2) If the websites were provided by travel guides, tour operators or official government organisations, then they should be kept for data collection because the websites provided by those destination marketers would usually be reviewed by potential visitors, such as 'VisitScotland.com is the official consumer website of VisitScotland, Scotland's national tourist board' (Visit Scotland, 2019).

3) If there is redundancy regarding the information in a website, then it should be dropped, since the information is unlikely to attract tourists to read.

Some studies show that websites identified through Google are suitable and cover major aspects concerning Scotland promoted by destination marketers. For example, images promoted by VisitScotland have been focused upon as visually representative of tourist brochures (e.g., Scarles, 2004; Bregoli, 2013). Bregoli (2013), focusing on the context of Edinburgh, a city in Scotland, also collected secondary data from websites of local destination partnerships, such as the National Tourism Organisation. This corresponds with the current study which selected websites from Scottish destination partnerships.

After removing the redundant websites that did not meet any of those criteria, the final sample of 51 websites was generated, including **tour operators** (29) or **official sources and guides** (22) that provide travel guides to online audiences. These websites were considered as the sample from a population of all the Scottish tourism websites promoting Scotland to tourists. Those websites operating in the '.com' or '.co.uk' domain were classified into the group of tour operators, while the websites described in the '.eu'; '.scot' or '.org.uk' domain were classified into the group of official sources and guides.

In total, around two months were used for data collection, which started with the initial websites searching on 26 February 2017, until the final textual data collected on 7 April 2017. Specifically, from 9 March 2017, to 7 April 2017, all the webpages in these 51 selected websites were manually reviewed and plain texts related to the study purpose were downloaded by the researcher. The contents from each site were saved as Microsoft Word

documents. Each document was stored separately since it would be coded according to the name of each website.

3.5.2 Data cleaning procedures

After reading all the textual data (119,278 words) many times to ensure familiarity, several steps were conducted to clean the raw data for final analysis. **Firstly**, A website (http://demos.datasciencedojo.com/demo/stopwords/) was used to drop stop words. Stop words, such as 'the', 'is' and 'are', as well as numbers, were firstly eliminated from the original data, as they were irrelevant to the study's purpose; 42,710 words remained. **Secondly**, the NVivo software was used to smooth the textual data. It has been suggested that data smoothing is necessary before any content analysis (Stepchenkova et al., 2009). Thus, the following important operations were applied to smooth the raw data to achieve interpretable results (Stepchenkova & Morrison, 2006; Choi et al., 2007):

1. The texts were manually reviewed to check the correct spelling of the words. Since the text data were downloaded from local tourism websites, most of which were official websites, the spelling was correct. Only situations such as, the word 'Scotland' being written as 'SCOTLAND' was it modified to the same format. Thus, 42,710 words remained at this stage.

2. The multi-word concepts were replaced with one word to reduce redundancy in the data analysis. For example, this study has transferred the 'Isle of Skye' to 'Isle' and transferred 'loch Ness' to 'loch'. Cities in Scotland, such as the words 'Edinburgh city' were also replaced by the word 'city'. The names of castles, such as 'Urquhart Castle' and 'Aldourie Castle' were replaced by the word 'castle'. Thus, 14,626 words remained at this stage.

3. Synonyms were checked using the NVivo dictionary. For example, it replaced 'sandstone' with 'stone'. However, some synonyms were kept, such as 'lake'— 'loch' and 'isle'— 'island'. Some animals in Scotland have a specific name, such as Shetland-pony which is a Scottish breed of pony, thus, Shetland-pony was replaced by pony. This is because the keywords would be classified into themes if they have the same meaning, and these words are considered as representing Scottish destination attributes. Consequently, this stage led to 9,301 words remaining.

4. Plural nouns were then transferred into their singular form (e.g., 'highlands' into 'highland'). Thus, data smoothing resulted in 9,301 words still remaining after this stage.

Thirdly, however, the words remaining from data smoothing were not the final set of keywords that can represent attributes of Scotland. Thus, the researcher manually and critically checked the listed words, once again, to drop those words that were irrelevant to the study purpose but that had not been dropped during the data smoothing process. Those dropped words that cannot directly capture the meaning of attributes of a destination could be, for example, the word 'however, 'somewhat', 'almost', 'let', 'many', 'part', 'report', 'counts' and 'since'. Then 962 words were finally generated and checked by experts in the field, to enter into the next step of data analysis, including frequency analysis, keywords clustering as well as inductive content analysis.

3.5.3 Data analysis

Although there is a lack of agreement concerning systematic rules for analysing inductive textual data, the guide of 'classifying many words into smaller content categories' has been adopted in many content analyses studies (Elo & Kyngäs, 2008; Armat et al., 2018). To achieve such an interpretation and explore the text, the collected website information was analysed based on this study's question: 'what are the attributes of Scotland that have been promoted by its local destination marketers in their websites?' This study, therefore, applied the frequency analysis technique to first extract relevant keywords from the content data. During the frequency analysis, among 962 words, 299 meaningful keywords that appeared at least 10 times (threshold of a minimum number of co-occurrences), were finally kept as being highly related to the destination attributes of Scotland. These keywords were mostly nouns, verbs, and descriptors (i.e., adjectives and adverbs). The researcher then critically clustered these 299 keywords into several themes, on the basis that they are highly related to the attributes of Scotland as a tourism destination as well as the previous literature on exploring the themes of destination attributes (e.g., Stepchenkova et al., 2009; Sun et al., 2015). After that, **inductive content analysis** was then used (Barreda & Bilgihan, 2013). The original, textual data were reviewed again, and some sentences highly related to the attribute of Scotland were classified into sub-themes. After that, the internal and hierarchical relationships of each theme were discussed separately (Barreda & Bilgihan, 2013).

Conducting this analysis of keywords, here, has its advantages in this study. Firstly, it allows the researcher to effectively focus on various characteristics of Scotland from a macro-level.

Secondly, this summative analysis of the keywords can provide an overall and specific view regarding which words have been used to describe the attributes of Scotland. Therefore, the textual data were approached by looking at the keywords that have close meaning to explain the Study 1 question and literature review. This analysis of keywords provides the base that can lead to the interpretation of patterns regarding the meaning of content in further analysis (Hsieh & Shannon, 2005).

The employment of this inductive content analysis is due to several considerations. Firstly, it complements the results of the analysis of keywords. As an advanced method, it can capture the specific contexts that are related to the destination attributes of Scotland from the data. Secondly, this technique is necessary, here, since it can pick up the possibility of missing some significant component that could not be clearly identified from the analysis of keywords and explore the attributes that represent Scotland in a holistic way. Thus, applying the inductive content analysis can help with capturing the essence of the destination attributes of Scotland and extending the existing knowledge on the attributes of a destination in previous literature.

3.5.4 Rigour in the data collection approach

Although no agreement on how to maintain the rigour in content analysis exists, this study has followed several steps to ensure the study is internally consistent and coherent (Drisko & Maschi, 2015). Firstly, the post-positivism paradigm has guided this qualitative Study 1 to start with a clear question to be addressed, which is: what are the attributes of Scotland that have been promoted by the local destination marketers? The whole data collection, analysis and report process was based on this primary question. Secondly, following the post-positivism method, Study 1 was mainly used to explore the attributes of Scotland, which previous literature has not specifically identified. Thus, the research design in this study was explained at the beginning. The data were collected using a dictionary (Gottschalk, 1995 cited in Drisko & Maschi, 2015). Thirdly, after draft patterns (clusters) were generated from 299 keywords (codes), these keywords were revisited regarding their major meanings within the original content. Then the author placed the keywords in different patterns to determine the final clusters. Fourthly, for the qualitative content analysis designed in this study, inductive coding methods were used (Krippendorff, 2012), thus, this study provides several examples of the raw data by describing the codes in the next chapter, to show how the coding process was developed. Fifthly, the researcher also self-reflected that website content only collected during a specific period could be an expectation that might influence the study

question. It was impossible for the researcher to track the website content all the time and data collection was stopped when it reached a point where the researcher could not identify any more information related to the attributes of Scotland at a certain period.

3.6 Study 2: semi-structured interviews

Semi-structured interviews are employed for the following reasons. Firstly, although content analysis has detected major attributes of Scotland promoted by local destination marketers, it cannot fully represent the attributes of Scotland perceived by tourists. It has been specified that the subjects of perceived destination attributes should be tourists, who might perceive a destination in a different way from destination marketers (Sun et al., 2015). Tourists' perceptions and attitudes towards Scotland are crucial and fundamental elements in this research project. Secondly, the content analysis has explored the possible attributes about Scotland but has not discovered other elements related to tourists' understanding of, relationship with, or preference towards, Scotland. To comprehensively explore possible dimensions to further refine the D-CBBE model, semi-structured interviews are necessary. Also, the qualitative results can inform the measurement developed in the quantitative phase (Fetters et al., 2013). Thus, the results of the semi-structured interviews will contribute to the development of instruments in Study 3, the e-survey. Thirdly, the results of the semi-structured interviews provide local DMOs, such as VisitScotland, some reference to be aware of their tourists' perceptions and understanding of the destination, as well as the emotional relationships that tourists have with the destination in their minds. For example, they can check for other attributes that have been perceived as important by tourists that can be further added to their websites.

3.6.1 Development and structure of the interview guide

An interview protocol, which took approximately six weeks, was developed in advance. The researcher decided the major objectives of the interviews, including: 1) to identify the attributes of Scotland, as perceived by international tourists; 2) to discuss dimensions of tourists' understanding of the destination; 3) to explore possible dimensions of the brand relationship of a destination from tourists' perspectives; 4) to check tourists' emotional and behavioural reactions to the destination. Next, previous literature was reviewed to see if there were previously used interview questions that could be adapted in this study. Simultaneously, the results of qualitative Study 1 were also reviewed to see if any elements could be applied in the questions. For example, tourists' perceptions of Scotland need to be explored in the

interviews, therefore, attributes of Scotland that had been identified from Study 1 were listed in the interview guide to provide the researcher with an overall view of the destination in mind. Then, the most important stage was to formulate a good flow of interview questions. Several revisions on these questions were conducted and checked by the expert in the field until the finalized guide (Appendix C) was decided for the interviews to start.

The interview questions were classified into two major groups corresponding to the study's objectives. Firstly, these participants were asked to talk about the attributes of Scotland that would surface in their minds. They were then asked to elaborate on the reasons why they would perceive Scotland in this way. At this time, the researcher asked about their attitudes or feelings with the mentioned attributes of Scotland. Secondly, the participants were questioned about other travelling experiences. Their attitudes and feelings towards the other destinations were elicited.

Another important step during the development of the interview protocol was to translate the English questions in Chinese to ensure the validation of this study. The question's comparability and translation equivalence should be maintained as much as possible (Sinkovics et al., 2005). Question comparability mainly falls in the 'etic' school, which means identifying the universal or common phenomenon in tourists' perceptions of, attitudes to, relationship with and preference of a destination (Pike, 1966 and Elder, 1976 cited in Sinkovics et al., 2005). Translation equivalence means that the translated guide should capture the same meaning as the original English guide. Thus, the bilingual researcher of this study, fluent in Chinese and English, initially checked whether the main concepts used in the questions had the same function in both Chinese and English contexts. For example, 'elements' in this study is used to ask respondents about attributes of Scotland, while in Chinese, 'elements' is predominantly applied for describing chemical components. Thus, the researcher needed to rephrase the question to make sure the questions in Chinese were asking about the same objectives. After that, the Chinese version of questions was submitted to a bilingual full-time worker (Chinese, currently living in the UK for 20 years), a linguist (Chinese English tutor in the UK for 15 years) and a bilingual student (Chinese student fluent in both Chinese and English) to check. The guide was reviewed by each and comments provided. After modifying the translated guide, the guide was then sent back to the reviewers until all agreed with the finalized version.

The role of interview guide is to allow researchers to guide interview data collection. The researcher uses this guide to consider if the question is complete, if it is biased or leading.

The actual interviews did not adhere to the guide exactly. During the actual interviews, the interview guide was adjusted to continually strengthen the flow and logic of the conversations.

3.6.2 Selection of participants

Participants were recruited applying the **purposeful technique**. 'A purposeful sample is chosen in which participants meet the criteria you have identified as part of your question' (Krippendorff, 2012, p. 250). Thus, the potential participants were selected referring to certain criteria:

Firstly, this study targeted tourists from top inboard visiting countries, the United States, China and the UK (but not from Scotland). This is because participants from these places represent a large percent of Scotland's inboard tourists. Specifically, the evidence was obtained from marketing investigation reports published by VisitScotland. The USA was ranked as the first in the top 10 inbound countries to Scotland in 2018 (VisitScotland, 2019, p. 4) (Table 3.1). In the Asian market, China has been recognized as a large potential international market for destinations in the tourism industry in Scotland, since visitors from China have increased since 2006 (VisitScotland, 2020, p. 7) (Figure 3.2).

Table 3.1. Tourists from USA to Scotland compared to other overseas markets in 2018

Country	Trips		Spend		Nights	
	000s	%	£m	%	000s	%
USA	492	14%	438	20%	3,907	16%
Germany	451	13%	246	11%	2,818	12%
France	318	9%	209	9%	1,985	8%
Italy	268	8%	110	5%	1,220	5%
Spain	205	6%	79	4%	1,192	5%
Australia	172	5%	153	7%	1,801	7%
Netherlands	172	4%	86	4%	945	4%
Canada	131	3%	117	5%	1,269	5%
Sweden	121	3%	74	3%	605	2%
Norway	106	3%	40	2%	338	1%
Rest of World	1,102	31%	653	30%	8,158	34%
Total	3,538	100%	2,206	100%	24,237	100%

Source: VisitScotland (2019, p. 4)

Figure 3.2.Tourist from China to Scotland from 2009/11 to 2017/19

Domestic visitors to Scotland are another big market for its tourism as well. Importantly, UK but not Scots residents contributed more trips, nights and spend in Scotland than Scottish local residents or international visitors in 2018 (VisitScotland, 2018, p. 5) (Table 3.2). Targeting participants from different countries can help with capturing the diversity of destination images, as participants from different countries may provide different points of view about Scotland. These criteria cannot be satisfied using other sampling techniques, such as random samples.

Secondly, tourists who have or have never been to Scotland were targeted. The **purposeful sampling technique** has suggested that participants recruited using this technique should be knowledgeable about the research and can really help with developing useful information for the questions for Study 2 (Bryman, 2008). Therefore, although never having been to Scotland before, non-visitors at least have some knowledge about Scotland.

Table 3.2. Domestic visits, nights and spend to Scotland in 2018

Country of Residence	Visits		Nights		Spend	
	000s	% Change 2017/18	000s	% Change 2017/18	£ m	% Change 2017/18
Scotland	5,788	+8%	16,123	+3%	1,036	+<1%
England	5,751	-5%	23,168	+2%	1,667	-13%
Wales	264	+22%	1,039	+29%	58	+9%
Total GB Overnight Tourism	11,803	+1%	40,331	+3%	2,762	-8%
Northern Ireland Overnight	221	+26%	821	+20%	101	+31%
International Overnight	3,538	+10%	24,237	-1%	2,206	-3%
Total Overnight Tourism	15,562	+3%	65,389	+2%	5,069	-5%
Total Day Tourism	137,800*	-9%	N/A	N/A	5,474	-9%
Grand Total	153,362	-8%	65,389	+2%	10,543	-7%

Sources: VisitScotland (2018, p. 5)

Third, for the goal: 'adequately capture the heterogeneity in the population' (Maxwell, 2012, p. 98), the researcher checked the profiles of participants to ensure they do not have a close relationship with each other because close relationships would cause them to share or develop similar ideas towards the destination, unintentionally. For example, family members, close friends or couples may provide similar answers. As a consequence, the snowball sampling technique is not suitable in Study 2.

The participants recruitment process continued until reaching the data saturation point, in which the researcher could not explore new information from new interviews (Baker et al., 2012).

3.6.3 Data collection procedures

Potential respondents were contacted from 18 April 2018 to 1 August 2018. Eight were introduced by different friends and the researcher made sure that they did not know each other. Sixteen were interested in this study topic and contacted the researcher when they saw the relevant post on social media (e.g., Facebook & Weibo) or leaflets in a public area. One respondent expressed interest in participating in the interview, when accidentally having a conversation with the researcher at a tourism site. During the process of reaching potential

participants, British and American respondents were contacted in English, while Chinese respondents were communicated with using Chinese.

Initially, 25 alternative respondents were willing to participate, who were formally contacted via emailing them an invitation letter (Appendix D). One person did not return the signed invitation letter to the researcher and one potential respondent was unable to participate in the interview process until the end of September.

Before interviews, participants were:

1) Informed of the study's purpose;
2) assured that their anonymity would always be maintained;
3) asked permission to record the interviews;
4) informed that the goal of the interviews was to understand tourists' points of view towards destinations;
5) informed that the interview should take up to one hour.

During the interviews, the sequencing and wording of questions were modified to fit each situation (Krysik, 2013). For instance, a question was reworded by the interviewer when a participant could not fully understand the question and offered an answer which was not related to the question. In another situation, if a response is too terse, a semi-structured interview allows the researcher to ask additional questions (Patten & Newhart, 2017), for example, "Can you explain more about these words?" when a participant was only using certain words to describe their perceptions towards Scotland, without more description on those words. During the interviews, participants revealed some unexpected topics that allowed the interviewer to probe with additional follow-up questions (Patten & Newhart, 2017); for example, a participant was discussing her image towards Scotland and compared it with perceptions towards Barcelona. The participant mentioned that Barcelona could be her lover. Thus, the interviewer probed with a question about a brand relationship, by asking this participant to explain more about the "lover".

To avoid missing important information, all the interviews were audio-recorded and transcribed verbatim. Interviews were anonymized on transcription and checked against the original recording to ensure fidelity. Data collection and transcription were undertaken concurrently, which ensured the researcher was immersed in the dataset. This enables the researcher to examine the emergence of new information and decide to stop the interviews when 'saturation' or 'data adequacy' is reached (Cope et al., 2014). This point was judged

to have been reached after the researcher conducted the 21st interview because the researcher found there was enough data to build the important themes and the richness of data within the potential themes no longer appeared to be increasing with subsequent interviews.

Since the interviewees were from three countries, the researcher ensured time-related factors would not influence equivalence during the international data collection. For example, the researcher communicated with interviewees to agree on a time that would not impact daily lives on both sides. Interviews with British or American participants were in English, and the interviews with Chinese respondents were in Chinese.

By the end of the data collection, 22 interviews were eventually conducted, among which one interview was dropped due to the interview content not fully matching the interview objective. The participant preferred talking about the politics in Scotland rather than their image towards Scotland as a tourist destination. Therefore, 21 valid interviews finally remained.

3.6.4 Characteristics of participants

The 21 interviewees were almost equally split between male (12) and female (9). Among these interviewees, nine had never been to Scotland before (non-visitors) and 12 had already been to Scotland (visitors). One-third of the sample were repeated visitors. Seven of the sample came from China, seven came from the US while the remaining seven came from the UK but not Scotland. British interviewees would travel to Scotland with friends or solely rather than with a tour group, which was the preference of the Chinese tourists. To keep participants' anonymity, this research changed interviewees' name with codes. All participants' codes start with 'F' or 'M' which is corresponding to their gender and is then followed by a number from 1 to 12 (Table 3.3).

Table 3.3. Interviewee demographics

Name	Interview Duration (min)	Gender	Nationality	Age Group (years)	Visiting Status	Occupation	Language	NO. of Words	Way of Contact
M1	40.50	Male	China	18-25	Visitor	Student	Chinese	3962	Skype
F1	47.32	Female	China	46-55	Visitor	Working full-time	Chinese	4401	Skype
F2	25.22	Female	China	26-35	Visitor	Working full-time	Chinese	3403	Skype
F3	49.08	Female	China	36-45	Visitor	Working full-time	Chinese	5517	Face-to-face
M2	33.12	Male	China	26-35	Non-visitor	Student	Chinese	5905	Skype
M3	50.00	Male	China	36-45	Non-visitor	Working full-time	Chinese	5416	Skype
F4	48.19	Female	China	26-35	Non-visitor	Student	Chinese	5454	Skype
M4	37.39	Male	USA	26-35	Visitor	Working full-time	English	3472	Skype
F5	37.39	Female	USA	18-25	Visitor	Student	English	4758	Skype
M5	40.01	Male	USA	26-35	Visitor	Student	English	3844	Skype
F6	42.21	Female	USA	26-35	Visitor	Working full-time	English	6071	Skype
M6	25.54	Male	USA	26-35	Non-visitor	Working full-time	English	2591	Skype
M7	40.50	Male	USA	26-35	Non-visitor	Working full-time	English	3780	Skype
F7	43.20	Female	USA	36-45	Non-visitor	Student	English	4542	Skype
F8	40.42	Female	UK	26-35	Visitor	Student	English	5052	Face-to-face
M8	57.13	Male	UK	56-65	Visitor	Retired	English	7083	Skype
M9	40.50	Male	UK	26-35	Visitor	Working full-time	English	4473	Skype
M10	49.15	Male	UK	66-75	Visitor	Retired	English	4407	Skype
M11	36.00	Male	UK	18-25	Non-visitor	Self-employed	English	4185	Skype
M12	40.04	Male	UK	26-35	Non-visitor	Working full-time	English	4449	Skype
F9	26.35	Female	UK	26-35	Non-visitor	Working full-time	English	3490	Skype

The interviewees covered a wide variety in terms of age and occupation, representing the possible differences among the typical niche markets of tourists visiting Scotland. The interviews polled participants with a mean age of 33.5 years. More males (57.1%) were interviewed than females (42.9%). The nationalities of respondents were as described above. American and British participants spoke in English, and the Chinese participants spoke Chinese mandarin. Of the sample, 57.1% were actual visitors of Scotland, 42.9% were non-visitors. The length of each interview depended on participants' willingness to share information. Therefore, the total length of all the interviews was 835.44 minutes. Most interviews lasted for approximately 40 minutes; with the shortest at approximately 26 minutes.

3.6.5 Data analysis

NVivo software was used to conduct **thematic analysis** to identify key themes in BBB, BUB and BRB as well as substantiated the inclusions of OBE. Thematic analysis is 'a way of managing a mass of data by reducing several interconnected themes to develop a structure that is credible' (Saks & Allsop, 2012, p. 250). It has a flexible, straightforward and accessible nature (McLeod, 2011). Therefore, data were analysed via the following stages:

1. Each transcript was read through by the researcher to make sense of the narrative.
2. Notes were made about first impressions. At this stage, the researcher employed the heading style (Sinkovics et al., 2015), which means providing a 'rough' coding to group each data item in line with the interview objectives. For example, one interviewee was talking about the specific natural environment, culture and buildings in Scotland in a long paragraph, then it was labelled as a rough coding: 'Attributes in BBB'.
3. Transcripts were re-read, very carefully and line by line, one by one, to be more familiar with the content.
4. Relevant words, phrases, sentences, or sections were labelled and then coded firstly as themes. For example, the interview answers about restaurants in Scotland were labelled as 'dining facilities'; the description about lakes in Scotland were labelled as 'water'; and an interviewee mentioned about how Scotland met his lifestyle, this was initially labelled as 'meeting lifestyle'.
5. All the codes created in the previous step were gone through and related with content analysis results and literature review results. For example, the themes of 'variety of activities' identified from content analysis was them margined into the theme of tourism

infrastructure as a sub-category after the interviews, due to interviewees usually relating activities to infrastructure in their answers.

6. New codes were created by combining two or more codes. For instance, the codes of 'facilities', 'hospitality', and 'transportation' were combined as basic infrastructure.

7. Unnecessary codes were dropped. For example, one code was called 'natural authenticity', which includes interviewees' ideas, such as the greenery and nature in Scotland was not influenced by human societies. However, it was dropped, since the same ideas were included in other codes, such as talking about the 'green' nature in Scotland.

8. Important codes were kept and grouped into categories. For example, the important codes of 'destination can provide what it promised, 'offer trustful information', and 'feel of trust' were combined as 'destination trust' to be included in BRB of the model.

9. Categories were labelled and a decision made regarding the most relevant and how they connect.

10. These codes and quotes were checked with definitions from literature to largely maintain reliability (an example of thematic analysis is shown in Appendix E).

As per the thematic analysis advantage, there is no rule regarding the number of patterns is coded. If the transcripts match the interview objectives, they are coded and then classified into key themes. For example, one participant (M8) mentioned the seals in Scotland, which was coded as "wildlife" in the authentic image of Scotland. M8 indicated that seals with water and sun in Scotland are all belonging to the beautiful natural landscape so this whole paragraph was, again, coded as "landscape".

The original Chinese transcripts were used for data analysis to ensure equivalence. Different languages were initially coded using different languages, since it can maintain the equivalence subsequently and the first coding phase should be close to the meaning of the data (Van Nes et al., 2010). When the researcher put the first codes into categories or sub-categories, English was used only in naming the categories. In the report of the study, all the Chinese quotes were translated into English using the same procedure the researcher used to translate the interview guide into Chinese.

To assure the validity and accuracy of the data coding, the author emailed the initially coded transcripts to some of the interview participants and asked them to check for any expressions that might be miscoded. Tables including coded transcripts were sent to experts to check the

validity. As a first step in reporting the findings, the main and sub-themes derived from thematic analysis are presented in the next section.

3.6.6 Ethic consideration

This study has taken several ethical issues into consideration. Firstly, the researcher made sure that the participants would not be exposed to the risk of physical or psychological harm, such as threats to participants' safety and comfort, through taking part in the study. Although minimal risks were likely to occur, efforts were made to ensure the safety and privacy of participants: 1) Participants could ask for an explanation of the research aims. The details of this research, such as name, scope and ethical considerations were made available to the respondents allowing them to decide if they wanted to participate. 2) Participation was entirely voluntary without inappropriate inducement. 3) Participants had the right to withdraw from the interview at any time if they felt inconvenience or discomfort. The researcher highlighted that the research offers complete confidentiality to them. All the participants were adults (over 18 years old) and competent to give consent. Also, participants' personal details and identities will remain anonymous, and they will be given a pseudonym. They were identified by an ID number. Before formally contacting the potential interviewees, this research obtained the approval from the Ethics Committee at the University of Glasgow. The Plain Language Statement and the Consent Form that were approved by the school were translated into Chinese and shown to Chinese participants.

After the interviews, the research data will be retained for 10 years after the end of the research. Data will be stored in the researcher's computer in the office at the University of Glasgow. The computer will be password protected. The research data may be required to enable the researcher to address any comments and questions from the PhD examination, the editors, or publishers (if publications arise from the current research). After 10 years, electronic records will be deleted, and paper records will be shredded and recycled.

3.6.7 Rigour in qualitative phase

From a philosophical perspective, the post-positivism paradigm has established the validity and generalizability criteria to ensure **rigour** in the qualitative phase (Creswell & Miller, 2000). Valid research means that the generated conclusions are integrated (Bryman & Bell, 2011). In a qualitative phase, there is debate on the use of 'validity', however, validity commonly requires the study process to be integrated, truthful, authentic and useful (Leavy,

2014). The generalizability criteria are usually applied in a quantitative study which will be used later to verify the qualitative results. Therefore, the rigour in the qualitative phase suggests insurance of study validity.

Some systemic approaches, as suggested by Guba and Lincoln (1994), have been carried out to ensure a high quality and validity standard of the qualitative phase (Forrester & Sullivan, 2018). Through clarity in the data gathering, data analysis, and data interpretation process, rigour has been demonstrated (Velmans, 2000). During the **data-gathering stage**, the interviewees at least had some knowledge about Scotland, and they were informed about the research problem so that the participants were strategically chosen (Stenbacka, 2001). The questions, including the interview guide, were not the final ones, the researcher could add questions during the interviews according to different circumstances so that the flexibility of the interview was ensured. The researcher had reduced the pressure to participants during the interviews, by informing them there were no right or wrong answers to any questions, and they could exit the interviews at any point without any explanation (Shenton, 2004). During the **data analysis**, the audit trail approach was used, and the codes were shown to two academics in the same field to ensure the analysis is correct (Guba & Lincoln, 1994). During the **data interpretation**, the researcher used the member checks approach, by sending the transcripts and interpretations of quotes back to some interviewees to check, so that the accuracy was satisfied (Creswell & Miller, 2000). To check validity, the findings of the qualitative phase study were discussed with supervisors to demonstrate that the advantage of richness of results was taken.

This study has applied the **data triangulation** approach to ensure validity. It applied content analysis and semi-structured interviews in the qualitative phase, ensured that the qualitative results were generated from Scottish destination marketers, and then refined by actual as well as potential tourists. After the qualitative phase, the results could then be used to finalize the conceptual model that would be further tested by a quantitative phase.

3.7 Study 3: e-survey

Study 3: e-survey within this research project is for providing a deeper insight into the operationalisation of the D-CBBE model, which concerns how those dimensions in the D-CBBE building process can be combined to form different 'recipes' to predict strong D-CBBE. So that the finalised D-CBBE model can be empirically demonstrated within a large sample.

Study 3 is necessary, here, to explain how destination attributes, tourists' understanding of, or relationships with the destination are combined, leading to high-level brand equity. The generalizability of the original CBBE model can be extended by Study 3, thereby contributing to demonstration of the applicability of the adapted CBBE model in a destination branding context. Study 3 provides potential implications to DMOs, for example the VisitScotland, to understand the core conditions that help predict strong brand equity for the destination as well as alternative ways to combine these core conditions to achieve their goal of building strong destination brands.

3.7.1 Two phases in the quantitative study

Two phases were designed in this quantitative Study 3. **The first phase** examined whether the tourists have been to Scotland or are planning to visit. It aimed at selecting participants that are eligible to participate in the survey for the second phase. **The second phase** aimed at testing the research propositions related to the conceptual framework. All the questions related to the D-CBBE model are contained in this second phase.

The inclusion of two different phases in Study 3 is due to following reasons: 1) The researcher could not ensure the respondents met the criteria, since no contact was made with participants before distributing the questionnaires. It might happen that some participants pretended they met the criteria to obtain compensation from the survey. Other respondents might go through the questionnaire without paying enough attention to the questions. These are called **speeders**. The existence of speeders causes misleading data (Smith et al., 2016; Ford, 2017). Some respondents might lie in the questionnaire. The more questionnaires the respondents completed, the more the possibility that they might be aware of how to avoid screening questions. They (called cheaters) do not want to be screened out without getting the money (Ford, 2017). Therefore, both speeders and cheaters were avoided as much as possible in this study, to maintain the quality of survey data (Kahan, 2013). 2) This funnelling technique (Oppenheim, 1992) helps with limiting the potential respondents to a certain population closely related to the research. Thus, only the respondents who fill the first questionnaire and meet the criteria could be selected to answer the second questionnaire. 3) It takes longer for participants to answer, if all the questions are placed in one questionnaire, which may reduce respondents' patience and influence the validity of the data.

3.7.2 Questionnaire development

Within Study 3, a questionnaire was developed to meet each of the phase's purposes. The questionnaire for the first phase was called the screening questionnaire and questionnaire for the second phase was called the main questionnaire. Both questionnaires were discussed with two experts (one senior lecturer and one professor in Marketing Management) before the pre-testing. Specifically, the screening questionnaire for the first phase was discussed in four rounds of meetings with both experts following the process: **First,** it was decided that the whole questionnaire should not allow the participants to discover that the research context was specifically about Scotland, to avoid cheaters. **Second,** a list of questions was organised in a flow, which was mainly about filtering out the participants who had not been to Scotland and were not even planning to go to the UK. **Third,** some questions were dropped since they were not that useful for the first phase. For example, the first question: 'which international countries have you been to before?' was dropped and replaced by the question: 'Have you ever been to Europe?' to narrow the questionnaire target.

The development of the main questionnaire for the second phase was mainly about selection processes from existing scales (Figure 3.3): **First,** define the constructs. The definitions of each construct are reviewed and collected from an extensive amount of literature. At this stage, the definitions of constructs in the BBB are not easy to find, since most are considered as sub-dimensions of destination images in the literature, which does not provide clear definitions. Thus, the qualitative study helped with identifying the central meaning of each construct. All the alternative definitions for each construct were further discussed until the most appropriate definition to fit the specific research context of Scotland was decided. **Second,** identify possible sub-dimensions of some constructs. According to the definition and qualitative study results, appropriate sub-dimensions of the constructs of Tourism infrastructure and Destination personality were decided. **Third,** transform the concepts into variables. The researcher started with searching for relevant measurement scales from high quality literature and only the measurements with a high-reliability score (above 0.8) were collected. **Last**, choose appropriate measurement scales. These alternative measurement scales were then organised for further evaluation to identify the most appropriate scales for each construct.

Figure 3.3. Measurement scales choosing process

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┌─────────────────────────────────────────────────────┐
│  Extensive literature review and collect definitions │
│                of each construct                      │
└─────────────────────────────────────────────────────┘
                          ⬇
┌─────────────────────────────────────────────────────┐
│     Finalise definitions of study concepts in detail │
└─────────────────────────────────────────────────────┘
                          ⬇
┌─────────────────────────────────────────────────────┐
│  Organise alternative options of measurement scales  │
│      for each concept according to definitions       │
└─────────────────────────────────────────────────────┘
                          ⬇
┌─────────────────────────────────────────────────────┐
│         Face and content validity assessment         │
└─────────────────────────────────────────────────────┘
                          ⬇
┌─────────────────────────────────────────────────────┐
│  Decisions on final measurement scales for each      │
│                    construct                          │
└─────────────────────────────────────────────────────┘
```
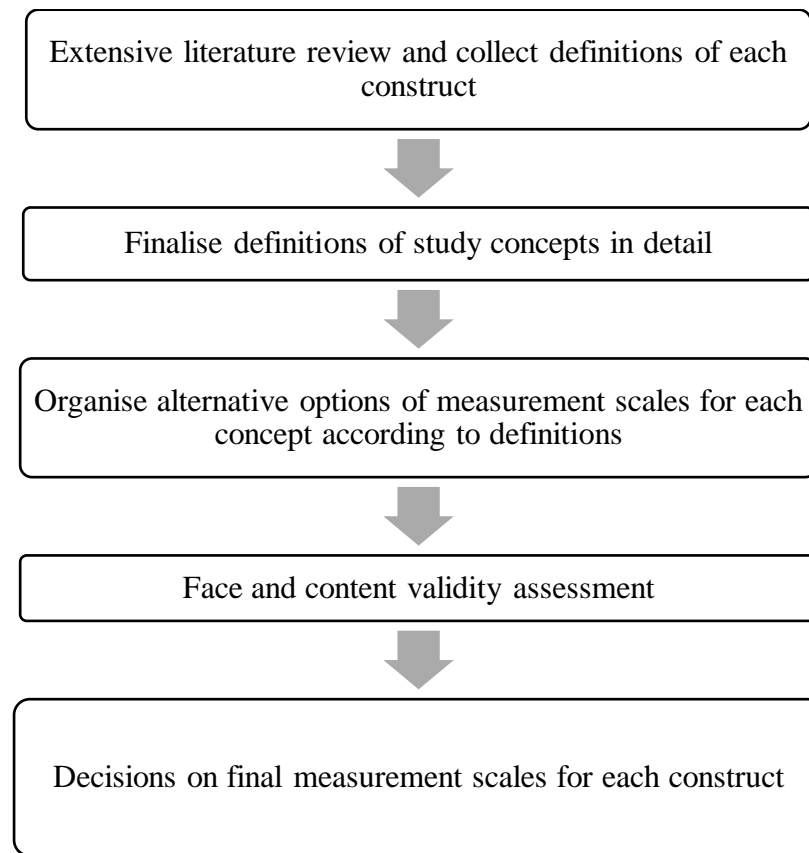
Source: developed from Veloutsou (2007)

The literature review suggested 76 alternative scales for constructs in BBB; 43 for constructs in BUB; 36 for constructs in BRB and five for OBE (Table 3.4). These alternative measurements were then assessed in terms of their face and content validity. **Face validity** means the selected scales were measuring the variables appropriately (Webb, 2002). This was followed by **content validity** assessment, in which the measurements were assessed by the two experts, to check whether all the items were measuring what they were supposed to measure. Specifically, what was checked here was to refer the selected scales back to the selected definitions (the chosen definition in Table 3.5) to make sure the chosen scales could reflect the conceptual definitions of each concept. The results of face and content validity are presented in Appendix F. After eight rounds of discussions, the most appropriate scale for each construct was finally chosen.

Table 3.4. Alternative scales for constructs

Constructs		Number of scales	Studies
Brand Building Block			
Political, economic and social environment		6	Beerli and Martín (2004 a & b); Deng and Li (2014); Phillips et al. (2013); Xie and Lee (2013); Basaran, 2016; Zhang et al. (2018)
Natural environment		4	Hallmann et al. (2015); Basaran (2016); Stylos et al. (2016);
Tourism infrastructure	Basic infrastructure	4	Basaran (2016); Beerli and Martín (2004 a & b); Deng and Li (2014); Wang et al. (2016)
	Leisure infrastructure (Amenity- and Entertainment- based)	4	Beerli and Martín (2004 a & b); Chi and Qu (2008); Deng and Li (2014); Wang et al. (2016)
	Outdoor infrastructure	5	Beerli and Martín (2004 a & b); Chi and Qu (2008); Ramseook-Munhurrun et al. (2015); Basaran (2016); Wang et al. (2016)
Destination personality		2	Freling et al. (2011); Chatzipanagiotou et al. (2016)
Perceived destination quality		4	Martín-Ruiz et al. (2010); Chatzipanagiotou et al. (2016); Campón-Cerro et al. (2017); Konuk (2018)
Destination heritage		4	Beerli and Martín (2004 a & b); Deng and Li (2014); Gómez et al. (2015); Basaran (2016)
Destination nostalgia		2	Chatzipanagiotou et al. (2016); Ford et al. (2018)
Brand Understanding Block			
Destination awareness		11	Pike (2007); Boo et al. (2009); Pappu and Quester (2010); Im et al. (2012); Christodoulides et al. (2015); Liu et al. (2015); Chatzipanagiotou et al. (2016); Frías Jamilena et al. (2017); Chekalina et al. (2018); Foroudi (2019)
Destination associations		7	Pappu and Quester (2010); Im et al. (2012); Bianchi et al. (2014); Christodoulides et al. (2015); Chatzipanagiotou et al. (2016); Foroudi (2019)
Destination reputation		5	Veloutsou and Moutinho (2009); Artigas et al. (2015); Chatzipanagiotou et al. (2016); Su et al. (2018); Foroudi (2019)
Destination self-brand connections		7	Kemp et al. (2012); Dwivedi et al. (2015); Chatzipanagiotou et al. (2016); Sicilia et al. (2016); Lin et al. (2017); Harrigan et al. (2018); Moliner et al. (2018)
Brand Relationship Block			
Destination trust		17	Delgado-Ballester and Munuera-Alemán (2005); Christodoulides et al. (2006); Smit et al. (2007); Lee and Back (2008); Viktoria Rampl and Kenning (2014); Jung et al. (2014); Han et al. (2015); Srivastava et al. (2015); Abubakar and Ilkan (2016); Chatzipanagiotou et al. (2016); Abubakar et al. (2017); Bidmon (2017); Su et al. (2017); Wottrich et al. (2017); Bhandari and Rodgers (2018); Portal et al. (2019); Shoenberger and Kim (2019)
Destination intimacy		5	Aaker et al. (2004); Smit et al. (2007); Francisco-Maffezzolli et al. (2014); Srivastava et al. (2015); Chatzipanagiotou et al. (2016)
Destination relevance		2	Backhaus et al. (2011); Chatzipanagiotou et al. (2016);
Destination partner-quality		6	Aaker et al. (2004); Chang and Chieng (2006); Long-Tolbert and Gammoh (2012); Smit et al. (2007); Chatzipanagiotou et al. (2016)
Overall Brand Equity			
Overall brand equity		4	Yoo and Donthu (2001); Buil et al. (2013b); Chatzipanagiotou et al. (2016)

3.7.3 Screening questionnaire for the first phase

A cover letter (Appendix G) with an introduction on 1) the purpose of the questionnaire; 2) the role of participants; 3) the reason of choosing the respondents; and, 4) researcher's contact information in case a classification or data summary were shown to participants (Bryman, 2008). At the end of this cover letter, two statements were provided for participants to tick: 'I give my consent for my responses to this questionnaire to be used as described in the privacy statement' and 'I allow the researchers to archive the survey data'. Only those respondents who ticked both statements would be directed to the questions in the first questionnaire. Figure 3.4 outlines the content and flow of questions in the first phase questionnaire in detail. It contains nine close-ended screening questions, which are qualification questions (Appendix H).

Figure 3.4. Content and flow of screen questions
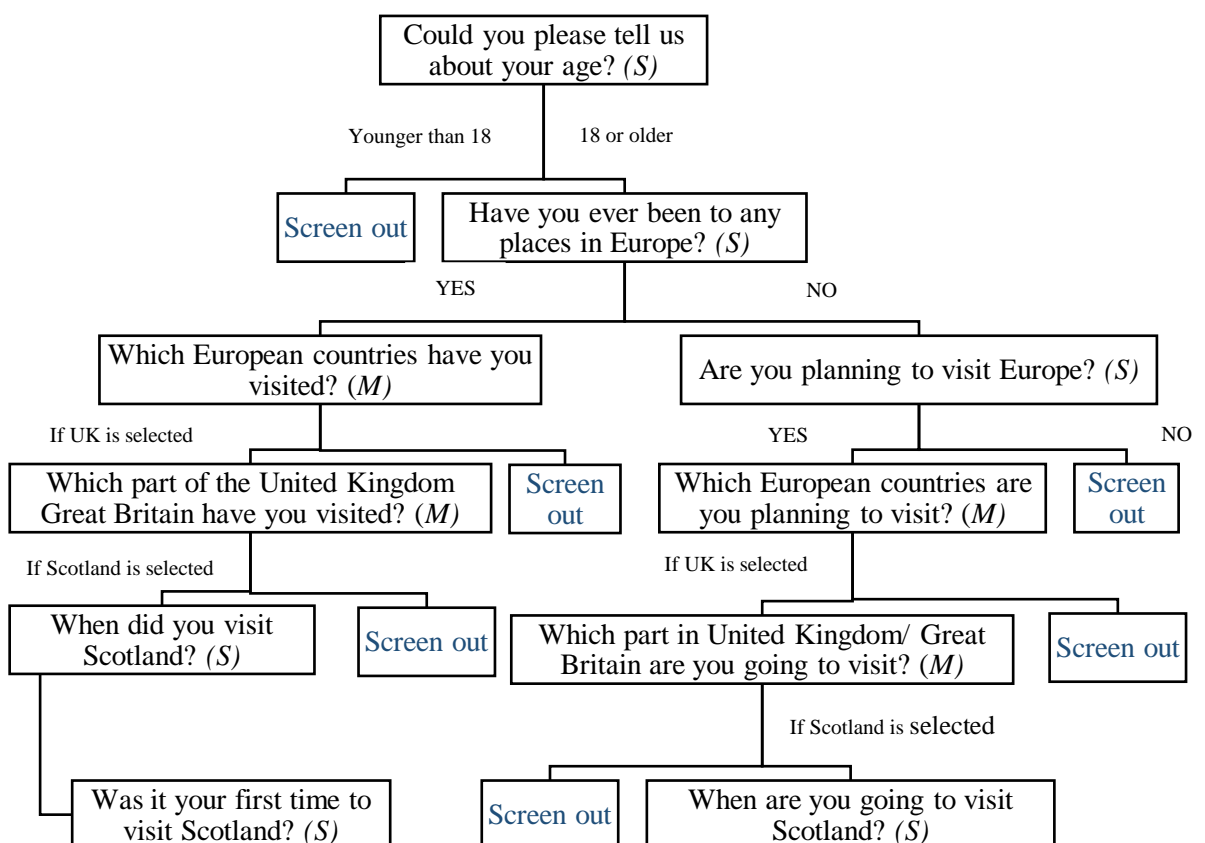
M: Multiple answers; S: Single answer

Regarding the visualization of the questionnaires, this study applied online-survey platform (Qualtrics) functions to adjust the **visual aspect** of the questionnaire into a mobile-friendly version. The questionnaire was set to provide respondents with comfortable question spacing to read the questions. A progress bar was provided although it was a very short questionnaire (estimating three minutes to finish), including only numerical questions.

To avoid **cheaters** being involved in the participants, this questionnaire rephrased the study's purpose as: collecting places in Europe that the tourists have been to or are going to. Scotland was listed as an option.

3.7.4 Questionnaire design for the second phase
3.7.4.1 Question design considerations

This questionnaire applied single-choice and closed questions as its **response strategy**. This remains the format for homogeneity and analysis consistent for self-administered surveys (Buckingham & Saunders, 2004). The majority of instruments are measured with seven-point Likert-style questions (an ordinal/ranked scale), which is anchoring with 1= 'strongly agree' and 7 = 'strongly disagree' (Brand, 2008). For example, one construct is 'destination natural environment', which entails indicating the extent of agreement or disagreement with the statement 'Scotland has a lot of natural attractions' and for 'destination awareness' one of the statements was 'I am quite familiar with Scotland'.

The choice of Likert-scale was due to several considerations, such as the nature of the group being measured, the researcher's preference and its own advantage (Hair et al., 2007). Firstly, the statements used in Likert-scales can largely capture participants' perception, evaluation, and emotional ties with the destination as well as their behavioural intention to interact with the destination. This is an advantage of using the Likert scale, especially when single adjective words cannot reflect the constructs. Secondly, Likert-scales are ordinal-level scales, frequently used in advanced data analysis (e.g., correlations and factor analysis) and treated as the interval in nature (Frey, 2018). Thus, this method is suitable for the data analysis plan later.

Apart from Likert-scale, the **semantic differential scale** was used to measure the construct of destination personality. Several bipolar adjectives describing destination brand personality appeal were identified and adapted from Freling et al. (2011). Opposite adjectives words are included at either end of the scale (Kilcast & Subramaniam, 2011). For

instance, 'clear— unclear'. Respondents were asked to look at each item and then rate according to whichever end of the scale they felt best applied. So, if the participants felt Scotland's personality is clearer, they could place a mark on the clear end of the scale that most closely fit their ideas.

Using a semantic differential scale as a supplement of the Likert-scale, here, has its advantages. Firstly, it helps researchers to obtain participants' attention and avoid automated responses from participants. Participants need to read the questions in the questionnaire carefully to recognize the words are different, here, from the statements in Likert-scales. Secondly, the variance of response can be improved. Thirdly, although 'the difficulty in using this type of scale is being able to come up with adjectives that are opposite' (Hair et al., 2007, p. 233), the bipolar adjective words that are related to the assessment of destination personality to be used in this study, have been empirically demonstrated as reliable in previous literature (e.g., Freling et al., 2011). Fourthly, it is easier to be understood using this semantic differential scale (Hair et al., 2007).

A **seven-point scale** is chosen for several reasons. Firstly, using more points elicits better precision obtained regarding the extent to which participants agree or disagree with a statement (Hair et al., 2007). Secondly, scales with a larger number of points would not produce a higher score of reliability or validity than seven points (Dawes, 2008). Thirdly, to perform better factor analysis results, seven-points are considered as the most appropriate in this research (Malhotra & Birks, 2006). Thus, this research considers the seven-point scale as the appropriate amount to use in the questionnaire.

To avoid **common method variance (CMV)**, several techniques were used in the questionnaire design. First, this questionnaire only labelled end-points (Czaja & Blair, 2005). Second, a social desirability scale (Table 3.5) was included and mixed with other measurements in the questionnaire (Hays et al., 1989 cited in Deng et al., 2018). Third, positive and negative wording was mixed by the researcher. Finally, the use of both Likert-style and sematic differential-style questions helped avoid common method bias. All these techniques were conducted to elicit a better variance of response and avoid common method bias.

The scales of constructs in this study were adapted from high-quality literature, which have been empirically established with high levels of reliability. Thus, the issues raised from

question-wording were minimized. Nevertheless, some necessary considerations still needed to be taken to fit the established scales into this research context. Double-barrelled, leading, ambiguous, reverse-coding and too general questions were rephrased without changing the original meaning of each statement (Buckingham & Saunders, 2004; Bryman, 2008). For example, one of the items used to measure the 'destination natural environment' was 'A varied and unique alpine plant and wildlife habitat'. Two instances of the word 'and' were included in this original item, which might confuse participants. Thus, it was rephrased as 'A varied alpine plant/wildlife habitat'. All items were checked to avoid the emergence of jargon.

Table 3.5. Five-item social desirability scales

Items	How to adopt	Resource
I am always courteous even to people who are disagreeable.	*These five items will be allocated and mixed with other research relevant items.*	
There have been occasions when I took advantage of someone.	*Seven-points Likert (1=strongly agree; 7=strongly disagree).*	Hays et al. (1989)
I sometimes try to get even rather than forgive and forget.		
I sometimes feel resentful.	*The items are not too many so will not influence the length of the questionnaire. This has been adapted by many high-quality articles.*	
When I don't get my way, no matter who I'm talking to, I'm always a good listener.		

This study paid careful attention to the transformation of questions' wording. Most of the established scales measure the dimensions of the destination image that would have covered the quality of destination attributes in the scales. For example, a dimension of 'infrastructure' was frequently measured by items such as 'Well-developed road systems' and 'high-quality accommodation.' That is to say, the items, here, measure the existence of high-quality attributes. However, in this study, perceived destination quality is considered as a construct independent from other attributes. For example, the infrastructure in this study only captures the existence of attributes. Simultaneously, a construct, perceived country quality, includes the service quality of the destination. Therefore, the words 'well-developed', 'high-quality', 'good', 'perfect', 'tempting' and 'terrific', etc., were replaced by 'a variety', 'extensive' and 'a lot of'. Therefore, this wording transformation ensures the discriminate validity of the construct.

3.7.4.2 Questionnaire structure

The **sequence** of the main questionnaire in the second phase starts from the introduction of the questionnaire. A cover letter (Appendix I) regarding the introduction of the purpose and content of the survey was provided at the beginning of the questionnaire. Key points in this introductory statement include: 1) study purpose; 2) reasons for choosing participants; 3) confidentiality approach; 4) a link to the University Research guidance; 5) researcher's contact information upon the request of classification; 6) condensed version of the survey results can be offered upon request.

At the end of the introduction page, two ethics-relevant statements were provided for the participant to tick if they agree: 1) I allow the researchers to archive the survey data; and, 2) I give my consent for my responses to this questionnaire to be used as described in the privacy statement. Only participants who ticked both statements would be directed to the main questions.

The sequence of the main questions followed a certain rule. Due to the specific context in this study being to collect tourists' perceptions, evaluations, feelings, and preferences toward Scotland, a cognitive-affective-conative logical process and simple-complex sequence was followed. Thus, the questionnaire was broken down into five broad sections, which opened the questions by firstly asking tourists to recall and rate their perceptions on the attributes of Scotland. After that, tourists were asked to think about further evaluation of Scotland. This was followed by examinations of their in-depth feelings or emotional ties to Scotland. Finally, tourists' preference was asked when comparing Scotland with competitors. Therefore, this sequence of questions follows the human mental process.

To avoid the participants' sense of being threatened, this questionnaire placed the ego-involving (demographic) questions at the end (Breugelmans, 2008). Eight frequently asked demographic questions in the tourism field were adapted from the existing literature, such as age, gender and occupation.

In terms of the **visual aspect** of the questionnaire, a numeric scales format is in accordance with the questions in the first questionnaire. The Likert scales were directed with instructions (e.g., 'Please choose the appropriate number (1=*Strongly Disagree*, 4=*Neutral*, 7=*Strongly Agree*) to express the level of which do you agree or disagree with the following statements.

There is no right or wrong answer'). Scale point table was provided for each Likert-style item with a mobile-friendly version.

By improving the **overall layout** participants can be motivated to finish the questionnaire (Churchill, 1999). Thus, the physical questionnaire includes eight pages (Appendix J), with breaks between sections. The participants were paid for completing the questionnaire; as a consequence, questions could not be skipped but respondents could choose to quit the questionnaire at any time without obtaining payment. A progress bar was shown on the top of each page for participants to discourage and reduce drop-out rate (Couper et al., 2001).

3.7.5 Measurement selections for the second phase
3.7.5.1 Brand building block

The **final scales** (Appendix K) were all adapted from established scales from existing literature with minor modifications to fit the specific destination context. The semi-structured interview results provide a guide for the selection of measurement scales for each construct. The adapted scales were carefully discussed by the author with experts in the field and the potential scales were checked for their value of reliability and validity in the original study. Only those scales with high reliability and validity were kept. After discussing the selected scales with experts for several meetings, some items in the selected scales were modified and several omitted to further fit with the destination context in this research. Details regarding each selected scale are shown below.

Political, economic and social environment

Analysis of existing literature yielded six alternative scales to measure the political, economic and social environment comprising measures for country image (Phillis et al., 2013; Zhang et al., 2018). For example, the sub-dimension: 'social/ economic development' in Phillips et al. (2013) was measured by items such as 'economically stable country' and 'industrialised country'. However, the social environment was not included. Similarly, some options involve measures of destination image (Xie & Lee, 2013; Basaran, 2016). The dimension: 'social setting and environment' in Basaran (2016) was measured by items such as 'personal safety' and 'hospitable and friendly residents'. However, this measurement scale has an item that overlaps other constructs. For example, the item: 'cleanliness of environment' overlaps the definition of the 'natural environment' construct in this study. Thus, these alternative scales were finally excluded after several rounds of meetings with experts.

The final decision was operationalising the concept of the political, economic and social environment as a unidimensional construct and the measures chosen for this construct were adapted from Deng and Li (2014), whereby two items were modified to suit the understanding of political, economic and social environment in the context of Scotland. This is because the selected items should measure the political, economic and social situation at the destination, but should not talk about the quality of the environment, otherwise it will overlap with the construct: perceived destination quality. So, for example, 'high level of economy development' was modified to 'stable economy'. One extra item 'friendly people' was added based on findings from the interviews because this item was mentioned many times and considered as a specific point of Scotland. In total, four items finally measure the construct of the political, economic and social environment.

Natural environment

Natural environment includes the realistic, basic and natural characteristics of a destination, such as weather, scenery, flora and fauna. Four options were collected from a wide range of scales. These four alternative scales include some items that are highly related to the results of the interviews, such as 'good climate' (Stylos et al., 2016), 'beautiful and natural scenery of mountains, forests and valleys' (Basaran, 2016) as well as 'scenic beauty' (Stylidis et al., 2017a). However, words such as 'good 'and 'beautiful' not only talk about the existence of natural characteristics, but also mention the quality of these natural environments, which somehow overlaps with the construct 'perceived destination quality' in this model. So, after several rounds of discussion with experts in the field, those scales were subject to minor modifications to show the focus of these items is mainly on the existence of the natural environment.

Evaluation of the existing potential scales finally led to three items being adapted from Hallmann et al. (2015). Among these three items, two were slightly modified to fit the research context of Scotland. The word 'beautiful' was omitted. Also, the third item, 'a varied and unique alpine plant and wildlife habitat', was modified to 'varied natural resource (alpine plant and wildlife habitat)' because the revised item indicates natural resources.

Tourism infrastructure

a. Basic infrastructure

Among four identified alternative scales for tourism infrastructure, many items can measure the basic infrastructure in this research project, such as 'convenient transportation system'

in Wang et al. (2016), 'well-developed road system' in Deng and Li (2014) and 'private and public transport facilities' in Beerli and Martín (2004a & b). However, some items in these alternative measurement scales, such as 'wide variety of shop facilities' in Chi and Qu (2008) overlap the conceptualisation of service or leisure infrastructure, which is another sub-dimension of tourism infrastructure in this study. Therefore, after several rounds of discussion with the experts, those alternative scales that include items which overlap with other constructs were excluded.

The measures from Deng and Li (2004) were finally selected to measure the basic infrastructure in this study since their scale can capture the indicated definition of basic infrastructure, including road systems, airports and transport facilities in a destination. However, two original items ('pleasant weather' and 'urban planning and landscape') from Deng and Li (2004) were dropped because they overlappied natural environment in this study. The remaining three items were modified to fit the context of Scotland because the original measures focus on the quality of those basic facilities at a destination, which overlap with the construct of perceived country quality in this study. Thus, words, such as 'good' or 'great' were removed. The finalised three items were rephrased to neutrally reflect the existence of the indicated basic infrastructure at a destination.

b. Leisure infrastructure

The results of the interviews and literature review highlight the necessity of a further classification of leisure infrastructure into two groups, including amenity- and entertainment-based infrastructure. The **amenity-based** aspect captures basic leisure facilities, while **entertainment-based** captures entertainment-relevant facilities at a destination.

The review of existing literature yielded four potential measurements as alternative options, including scales for related constructs, such as 'tourists infrastructure' and 'tourist leisure and recreation' in Beerli and Martín (2004a &b), 'infrastructure and facilities' in Basaran (2016), 'entertainment and events' and 'outdoor activities' in Chi and Qu (2008), as well as 'events' in Ramseook-Munhurrun et al (2015). However, some items in the four alternative scales might not cover all the leisure infrastructure at a destination. After several rounds of discussions with experts in the field, a four-items scale was adapted from Wang et al. (2016) to measure the amenity-based infrastructure. A five-items scale was adapted from Chi and Qu (2008) to measure the entertainment-based infrastructure. Some original items mention

the quality of a destination, such as 'good' and 'great'; these items were modified to specifically focus on the existence of the indicated infrastructure at a destination.

c. Outdoor infrastructure

The extensive literature review revealed four potential scales, such as the 'sports' and 'tourist leisure and recreation' in Beerli and Martín (2004 a & b), 'outdoor activities' in Chi and Qu (2008), and 'sport' in Ramseook-Munhurrun et al. (2015). After careful evaluation and discussions with experts in the field, the scales used in this study to measure outdoor infrastructure were adapted from Chi and Qu (2008), with the items modified to fit the research context of Scotland because other alternative scales cannot largely include most of the information related to the outdoor infrastructure or activities that have been mentioned in the interviews. Among the four potential scales, Chi and Qu (2008) match the interview results the most and holistically include the major outdoor activities at a destination. To be distinguished from the construct of the perceived destination quality, the adapted measurement scales have been slightly modified; that is, some words, such as 'interesting' or 'good' were removed, to make the items only focus on the existence of the indicated infrastructure.

Perceived destination quality

Many studies discuss the quality of attributes when measuring other concepts, such as infrastructure and heritage (Hallmann et al., 2015). Some studies focus on service quality, measured with 'tangibles', 'reliability', 'responsiveness', 'assurance' and 'empathy' (Akdere et al., 2020). The perceived destination quality in this study is conceptualised as capturing an overall evaluation of the quality provided by the destination, rather than specifically focusing on the quality of numerous elements constituting the destination. Thus, the literature review yielded four potential scales used to measure similar constructs, such as 'service quality' (Martín-Ruiz et al., 2010), 'quality' (Campón-Cerro et al., 2017), 'brand quality' (Chatzipanagiotou et al., 2016) and 'perceived quality' (Konuk, 2018) from an overall perspective.

Among the four potential scales, this study, after few rounds of meetings, finally decided to adapt Martín-Ruiz et al. (2010), since they are closely related to the interview results. Although other alternative scales have the potential for use in this study, such as Chatzipanagiotou et al. (2016), there were three items, which are used to measure the perceived quality of a product in general. However, they do not match with the complex

destination context in this study. More measurements are suggested from the interview results.

Destination heritage

Four measurement scales were selected as alternative options, including the measure for 'culture, history and art' in Beerli and Martin (2004a & b); 'cultural environment' in Deng and Li (2014); 'culture' in Gómez et al. (2015); and 'cultural attractions' in Basaran (2016). However, some alternative scales, such as in Beerli and Martin (2004a & b) as well as Deng and Li (2014) could not cover all the information regarding the destination heritage collected in the interviews. After several rounds of discussions with experts in the field, this study adapted the scale from Basaran (2016), but some quality-relevant words, such as 'interesting' or 'appealing' in the items were omitted to fit with the meaning of destination heritage in this research. Thus, six items were finally included in the measurement scale.

Destination personality

In tourism, most studies measure destination personality with human characteristics or personality traits (Ekinci & Hosany, 2006; Radler, 2018). Such studies follow Aaker (1991) in defining destination personality as a set of human characteristics associated with a destination, which is different from this study. Purely referring brand personality to human characteristics has been criticised, as some characteristics cannot represent the destination personality, for example, gender or appearance. In the general branding area, some studies have used brand personality appeals rather than human characteristics to measure brand personality (Freling et al., 2011; Chatzipanagiotou et al., 2016). Therefore, those measurement scales measuring personality traits or characteristics in previous literature are excluded for this study.

This study adapts brand personality appeal (Freling et al., 2011) to measure destination personality, which includes three sub-dimensions: (a) **Favourability:** the extent to which tourists positively regard the destination's brand personality. (b) **Originality:** the extent to which tourists perceive the destination's brand personality to be novel and distinct from other brands in the same product category. (c) **Clarity:** the extent to which a destination's brand personality is apparent and recognizable to tourists (Freling et al., 2011). Freling et al. (2011) use a semantic differential scale to measure destination personality, most of which was directly adopted in this study.

Destination nostalgia

Tourists consider the destination as a nostalgic place that can evoke within them feelings of the past (Cho et al., 2017). Extensive literature has yielded two potential scales of 'brand nostalgia' from the general marketing area to measure destination nostalgia, from Chatzipanagiotou et al. (2016) and Ford et al. (2018). Chatzipanagiotou et al. (2016) include two items, 'this brand reminds me of things I have done or places I have been' and 'this brand reminds me of a certain period of my life', used to measure the brand nostalgia of a product in general, which was considered as more suitable for this study, after discussing with the experts. However, considering the further data analysis, a scale with two items is not suitable in this study. By comparing the items with the results of interviews, this study finally adapted the scale from Chatzipanagiotou et al. (2016), but added one extra item, 'Scotland reminds me of memories of my past', developed from the interviews. Also, tourists in the semi-structured interviews mentioned a lot about their previous memories that should not be neglected in this study. Therefore, the final scale to measure the destination brand nostalgia in this study contains three items, two of which are from Chatzipanagiotou et al. (2016) and one from the interviews.

3.7.5.2 Brand understanding block

Destination awareness

The extensive literature review yielded eleven potential measurements as options, including measures for brand awareness from both destination (Boo et al., 2009; Frías Jamilena et al., 2017; Chekalina et al., 2018) and general marketing (Chatzipanagiotou et al., 2016). However, after careful discussions with relevant experts, it was found that most alternative measurement scales for brand awareness of destinations would overlap with the concept of brand reputation, since words such as 'good' and 'famous', were used. The concept of brand reputation is another significant construct in this D-CBBE model; therefore, as this study seeks appropriate measurement scales from the general marketing area, the scale in Chatzipanagiotou et al. (2016) was finally adapted, with some modification to fit the research domain because the adapted items do not overlap other concepts but capture the meaning of destination awareness in this study.

Destination associations

Review of the existing literature identified seven potential measurement scales of brand associations. However, the measurement of destination associations in tourism largely focused on destination attributes or overlapped with concepts such as destination personality

and image, which are unsuitable for this study. After discussions with experts in the field, this study adapted and modified Chatzipanagiotou et al.'s (2016) three-items measurement scale of brand associations fit the destination context. One extra item was further developed from the results of interviews. Thus, four items in total were used to measure destination associations.

Destination reputation

The literature review identified five alternative measurement scales to measure destination reputation, including brand reputation (Veloutson & Moutinho, 2009; Chatzipanagiotou et al., 2016) in general; hotel (Foroudi, 2019) and destination context (Artigas et al., 2015; Su et al., 2018). However, the scale closely related to information regarding destination brand reputation mentioned in the interviews should be those from Chatzipanagiotou et al. (2016). Also, Chatzipanagiotou et al. (2016) have no redundant items to omit. Consequently, minor modifications were conducted to fit the destination context.

Destination self-brand connection

Seven potential measurement scales were identified, including self-brand connection of a musical brand (Kemp et al., 2012); tourist sites (Harrigan et al., 2018); banks (Moliner et al., 2018) and general brands (Dwivedi et al., 2015; Sicilia et al., 2016; Lin et al., 2017) for this study. Among the selected scales, some items in Escalas (2004) can be used in the destination context and are highly related to interviewees' answers in the qualitative phase. Therefore, Escalas (2004) is more appropriate than other scales for this study. Alternative scales lacked important items such as 'It reflects who I consider myself to be or the way that I want to present myself to other(s)'; this appeared in Escalas (2004) but not in Chatzipanagiotou et al. (2016). Thus, this study finally adapted Escalas (2004)to fit the destination context.

3.7.5.3 Brand relationship block

Destination relevance

Brand relevance has not obtained enough attention in the destination context; thus, the extensive literature review yielded only two potential measurements, which were used to measure brand relevance in the general branding area (Backhaus et al., 2011; Chatzipanagiotou et al., 2016). After comparison, this study decided to adopt the three-items scale from Chatzipanagiotou et al. (2016) to measure destination relevance, since this scale fully captures the meaning of destination relevance in this study and corresponds to the

information provided by interview participants . The original scale was slightly modified, by adding the word 'Scotland' in each item, as in for example, 'Scotland fits my lifestyle'.

Destination trust

Attention to brand trust in the destination context or general branding area resulted in 17 potential measurement scales, such as 'cognitive brand trust' and 'affective brand trust' (Srivastava et al., 2015); 'trust to brand service' (Su et al., 2017), 'trust of conference' (Lee & Back, 2008) and 'trust to general brands' (Jung et al., 2014; Viktoria et al., 2014). However, some scales are unsuitable for the destination context; for example, Lee and Back (2008) include items specifically for conferences rather than destination. This study consequently adopted the three-items measurement scale from Chatzipanagiotou et al. (2016), since it corresponds with the interview results closely. However, some modifications were made to fit the context. For example, the word 'Scotland' was added in the items, for example 'Scotland delivers what it promises'.

Destination intimacy

The extensive literature review identified five alternative scales measuring intimacy of brands in general (Aaker et al., 2004; Smit et al., 2007; Francisco-Maffezzolli et al., 2014) or a service (Aaker et al., 2004; Srivastava et al., 2015). After careful comparison and discussions with experts, Chatzipanagiotou et al.'s (2016) two-items scale was considered the most appropriate fit for the results of interviews; furthermore, it has no redundant items. However, two items may influence the data analysis later, so one item (I feel close to Scotland) from Francisco-Maffezzolli et al. (2014) was added because of the results from interviews and experts' advice. The word 'Scotland' is added in each item or replaces the original brand subject in the adapted scale.

Destination partner-quality

Six alternative measurement scales were identified from general branding literature (Aaker et al., 2004; Smit et al., 2007; Long-Tolbert & Gammoh, 2012) and a coffee store (Chang & Chieng, 2006). However, there was little on this concept in the destination context. By carefully considering the interview results and suggestions from relevant experts, this study adapted Chatzipanagiotou et al.'s (2016) two-items scale since these are closely related to the interview results and contain no redundant items. Modifications were undertaken to fit the research context of Scotland; That is, the word 'Scotland' was added to replace the original subject in the items. One extra item 'Scotland takes good care of me' was developed

from the interviews. Thus, the construct of destination partner quality was measured with three items in total in this study.

3.7.5.4 Overall brand equity

Several recent studies in the tourism destination area (Im et al., 2012) have paid attention to the concept of OBE of a destination, exclusively adopting the measurement scales from Yoo and Donthu (2001). Thus, the original measurement scale developed by Yoo and Donthu (2001) was adopted in this study also.

3.7.6 Pre-test and pilot study

Before the main data analysis, a **pre-test** using **iterative approach** was conducted for questionnaires in each phase for several considerations. Firstly, it can help with making sure there are no omissions or mistakes that might influence the final results. Some missing wording and content problems can be identified and corrected (Czaja & Blair, 2005), especially when the questionnaires were checked by American native speakers, since the targeted population of this survey was American tourists. Secondly, the face validity of questionnaires can be improved. Thirdly, it provides the researcher with an overall view of how long it takes to finish each questionnaire. Finally, the clarity of questions was improved.

The respondents (Table 3.6) who were chosen for the pre-test for both questionnaires include: 1) industrial expertise in tourism in Scotland; 2) academic expertise in marketing or survey design; and 3) linguistic experts in American-style English. This is because the respondents of the pre-test are usually experts (Diamantopoulos et al., 1994).

Table 3.6. Pre-test respondents' profile

Profile of pre-test respondents	Number of respondents	Platform
Expertise in tourism in Scotland	1	Qualtrics link
Academic expertise in survey design	3	Qualtrics link
Academic expertise in marketing	4	Qualtrics link
Linguistic experts in American-style English	1	Qualtrics link
American users in MTurk	1	MTurk link to Qualtrics

Thus, the questionnaires underwent re-examination over many rounds with a small sample of friends and colleagues (Bryman & Bell, 2011). Some issues regarding the sequence, wording, and content of the instruments were further identified and improved upon during

the pre-test and pilot stages. Also, some questions were re-phrased. For instance, the questionnaire for the first phase initially used the 'United Kingdom' as an option, when asking participants to choose the countries in Europe that they have been to or they were planning to visit. An industry expert in the field of Scottish tourism, who has rich experience with survey design, suggested using the word 'Great Britain'. He commented: 'You might want to check but the term the United Kingdom may be extended to include Great Britain as our research shows that people conflate the two.'

Regarding the pre-testing of the questionnaire for the second phase, more comments are related to the **wording of items**. For example, two bipolar adjective words 'poor— excellent' were initially used to measure destination brand personality. However, poor might confuse respondents, as one respondent asked whether it means poor quality or wealth. Therefore, the researcher changed 'poor' to 'poor quality' and 'excellent' to 'excellent quality'. Similarly, when the initial words 'unapparent— apparent' was used, a respondent suggested the use of 'hidden' to replace 'unapparent'. For other scales, one item ('It makes sense to go to Scotland instead of other destinations, even if they are the same') was initially used to measure the participant's destination overall brand equity. However, one respondent, who is a native English speaker, commented he could not understand the meaning of 'It makes sense', therefore, the researcher replaced the initial phase with 'It is understandable if I go to Scotland instead of other destinations, even if they are the same'. One of the initial items used to measure 'tourism infrastructure' was 'Excellent and fun country music', Nevertheless, the respondents commented that country music is American-style music rather than Scottish, so if the context is in Scotland, then it might better to use 'local music'. This suggestion was adopted in the study.

At the last stage of the pre-test, the revised questionnaires were then sent to some participants through Qualtrics (a data collection platform). This helps avoid issues from different versions, and respondents can experience the real survey condition. The discussion with some participants was then carried out through Skype or face-to-face, to make sure that the correction was accurate. After all these approaches, the finalized questionnaires were ready for the pilot.

After the pre-test, a **pilot study** was carried out to help with reducing questions that may mislead respondents in the implementation of main data collection later. Specifically, according to Gray (2019, p. 205, initially cited from De Vaus, 1986), piloting the questionnaires in this study is for the following purposes. Firstly, 'check the ability of a

question to discriminate'. If a question obtained the same answer from all participants, then the question would not be able to capture the diversity of views from different people. Thus, the pilot study was conducted to make sure all questions were able to obtain different points of view. Secondly, 'check the redundancy'. This was conducted by sending the emails to participants to ask if they found any questions were measuring the same thing, after they finished the questionnaire. Thirdly, check whether respondents tick almost the same answer within all the Likert-type questions.

Different decisions have been made regarding the **sample size** of a pilot study. According to (Gideon, 2012), earlier researchers have suggested a small group of 20-25 respondents in a pilot study. Saunders (2011) suggests the minimum sample size for a pilot study should be 10. After combining previous suggestions, a sample of 125 responses was generated for the first phase questionnaire, among which, 33 qualified for the second phase questionnaire; however, 31 responses were finally returned.

The pilot study applied the Qualtrics questionnaire design tool and distributed questionnaires through MTurk, since the administration condition of the pilot study should be as similar to the final data collection as possible (Czaja & Blair, 2005). Therefore, the screening questionnaire for the first phase was distributed through the MTurk, in which participants were provided with a link to the questionnaire in Qualtrics. After that, the researcher sent the link of the main questionnaire for the second phase to those potential participants who filled out the screening questionnaire for the first phase and met the criteria for the second phase.

The results of the pilot study highlight that there were no changes for the screening questionnaire of the first phase. For the main questionnaire of the second phase, the results indicate that participants did not provide the same answer to all questions. However, some participants did tick the same answer, such as 'strongly agree', for a list of questions in the same page of the semantic differential scales; for example, the measurement scales for three sub-dimensions of destination personality. Thus, the researcher decided to reverse some of the questions to measure destination personality. Specifically, the items: 'unsatisfactory-satisfactory', 'unattractive-attractive', 'indistinct-distinct', 'not obvious-obvious' and 'negative-positive' were reversed.

3.7.7 Sampling and questionnaire administration

This study resembles the general population as closely as possible (Tasci, 2018), thus, several techniques were used to decide the sample size. Hair (2007) suggests five participants per item/variable. Therefore, the second phase was planning to obtain at least 630 respondents (210 visitors, 210 non-visitors but who have the intention to visit; 210 non-visitors who do not have the intention to visit). Since the screening questionnaire for the first phase was designed for recruiting suitable participants for the second phase, around 2550 respondents were targeted for the first phase. This decision was influenced by the results of the pilot study, in which around 26% respondents of the first phase was qualified for filling the main questionnaire in the second phase.

No specific **sampling technique** was applied, since it was impossible for the researcher to initiate contact with respondents through MTurk (Tasci, 2018). The only control possible during the sampling process involved limiting participants to Americans with MTurk worker accounts who were recorded as having an 80% reliability or approval rate as well as a minimum of 500 HITs on the MTurk platform (hosted by Qualtrics) for **the first phase,** initially.

MTurk is an open online marketplace offering a large online participant pool and integrated participant compensation system for researchers to design a study, recruit participants, and conduct data collection (Goodman et al., 2013; Buhrmester et al., 2018). Researchers register on MTurk as 'requesters' to create and post tasks (e.g., survey & experiments). The tasks (called 'HITs' in MTurk) can be completed by linking workers (paid task completers) to an external online survey tool (e.g., Qualtrics) (Buhrmester et al., 2018).

Since the sample is recruited from the MTurk, it cannot be fully viewed as a probability sample for the general population of American tourists to Scotland; nevertheless, this study applied MTurk to recruit participants because: First, tourists' visitations are complex and influenced by many factors (time, location, experience, cost). Thus, it is impossible to reach all American visitors or non-visitors to Scotland. Nevertheless, MTurk participants are significantly more demographically diverse than typical American college samples (Smith et al., 2016). This study targeted American tourists; therefore, Americans anywhere in the US would be reached if they had an MTurk account. Also, if this study reached potential participants through social media or emailing the questionnaire link, then recruitment would

be limited to certain people who would like to use social media or who offer contact information. Using MTurk can improve the diversity of participants, since people who do not leave contact information or do not use social media could also receive the questionnaire.

Second, 'although MTurk samples are known to be dominated by younger and more educated individuals, the results of MTurk samples have been reported to be very similar to those acquired using other online sample platforms, as well as traditional samples acquired face-to-face, by telephone, or by mail' (Bartneck et al., 2015 cited in Tasci, 2018, p.150). The data collected through MTurk are as reliable and high-quality as data obtained through traditional methods (Smith et al., 2016; Buhrmester et al., 2018). Third, MTurk provides convenient access to a large pool of respondents rapidly and inexpensively (Smith et al., 2016). It has become increasingly popular in many social science disciplines, including the marketing domain (Kees et al., 2017).

The first phase of questionnaire targeted American tourists to Scotland as the main population for several considerations. Firstly, American tourists remain the largest proportion of tourists to Scotland, in comparison with tourists from other countries. As shown by VisitScotland (2019) visitor numbers from the US to Scotland have grown in terms of value and volume. In 2018, more than half a million American visitors travelled to Scotland and spent around 438 million pounds whilst there. Most American tourists travel to Scotland for holidaying purposes, rather than business or visiting friends. Thus, American tourists are Scotland's largest market, comprising a large segment of holidaying visitors.

Among the respondents of the first phase, only visitors to Scotland, non-visitors to Scotland but who are at planning to visit the UK or Scotland were targeted by **the second phase**. Similar to much of the literature that identifies differences between visitors and non-visitors, in terms of perceived value, destination image, and preferences (Fallon & Schofield, 2004; Shanka & Taylor, 2004; Li et al., 2008), it would be a contribution for this research to compare visitors and non-visitors, in terms of the developing process of D-CBBE. All the dimensions of D-CBBE in this study are perceptual, attitudinal or emotional constructs, so that both visitors and non-visitors can have at least some level of D-CBBE. A comparison in this study contributes to the development of effective marketing strategies and provides practical advice to marketing segmentation (Petrick, 2004; Li et al., 2008). It helps the destination marketers to position the destination when targeting different segmentations (Priestley & Mundet, 1998; Li et al., 2008).

During the data collection process, the questionnaire for the first phase was distributed initially. After that, the answers were checked and only those respondents **who had visited Scotland (visitors)**; **who have not been to Scotland but were planning to do so (non-visitors with intentions) and who have not been to Scotland but are going to the UK rather than Scotland (non-visitors without intentions)** (Figure 3.5) were able to obtain the link to the main questionnaire for the second phase. Thus, the role of the screening questionnaire for the first phase was to recruit participants for the second phase. This second phase aimed to evaluate the tourists' (who responded to the first phase) perceptions, evaluations, feelings, and preferences towards Scotland. After that, reminder emails were sent to selected participants to let them know about the follow-up to the main questionnaire for the second phase (Li et al., 2008).

Figure 3.5. Three groups of participants for survey
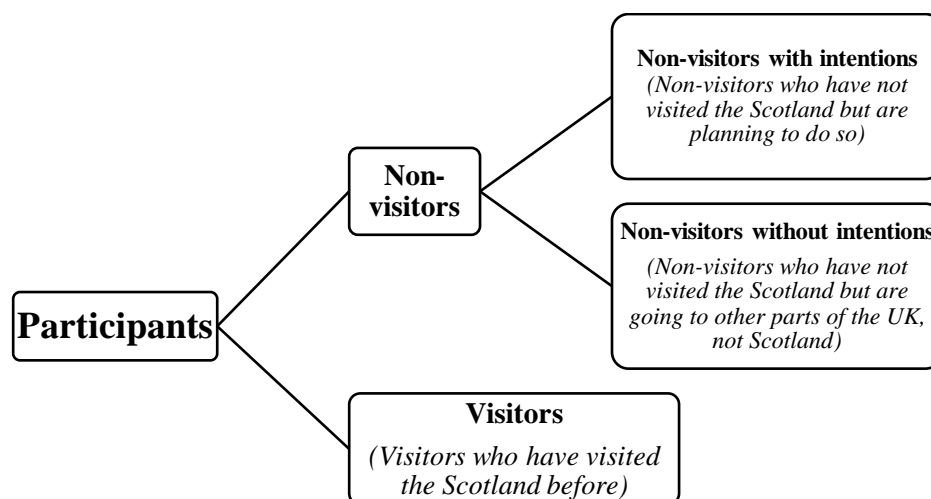
Both screening and main questionnaires were designed as self-administered online questionnaires on Qualtrics. Using the Qualtrics online survey in this research has its advantages. Firstly, it shortens the response time and lowers the financial cost. MTurk can help with collection of quality data quickly and conveniently (Berinsky et al., 2012). The participants of this study are tourists from America, who have geographic distance from the researcher; therefore, it would be costly for the researcher to conduct a face-to-face survey. Thus, online survey, here, can solve such an issue. Secondly, data are loaded into the analysis tools directly without a manual entry process. The Qualtrics can organise all the answers from the participant into an Excel spreadsheet. Thus, it reduces possible errors caused by manual data entry process. Thirdly, researchers are not involved in a survey which reduces

the researchers' control over samples (Ilieva et al., 2002). In this research, the questionnaires were distributed through the MTurk platform and the researcher would not be able to contact the participants.

The survey links to both questionnaires for each phase were distributed through the Amazon Mechanical Turk survey panel (MTurk: https://www.cloudresearch.com/). Compensation was paid to valid respondents via MTurk. The first phase data collection was conducted between 23 May 2019 and 21 July 2019. The second phase of data were collected between 26 July 2019 and 8 September 2019. The first phase questionnaire was viewed by 4.6k people but generated 2513 valid responses out of 2550 requests sent in MTurk. Of the 2513 responses (Table 3.7), 663 (218 visitors; 221 non-visitors are going to Scotland; 224 non-visitors are going to the UK but not Scotland) were suitable for the second phase questionnaire. After dropping 21 who did not respond, finally, the second phase reported 210 responses to the visitor survey; 216 responses as non-visitor with visiting intention survey; and 216 responses as non-visitor without visiting intention survey (Table 3.8).

Table 3.7. Characteristics of respondents for the first phase

	Visitors	Non-visitors
	European countries visited	European countries planning to visit
Spain	607	1102
France	387	985
Greece	593	753
United Kingdom	407	645
Sweden	379	701
Germany	436	664
Finland	399	610
Others	206	363
	Area in the UK visited	Ares in the UK planning to visit
England	375	410
Wales	117	105
Scotland	218	221
Northern Ireland	226	203

Table 3.8. Characteristics of respondents for second phase

Sociodemographic characteristics		Number of participants			Percentage (overall sample)
		Visitors (N= 210)	Non-visitors (432)	overall sample (N= 642)	
Gender	Female	135	287	422	65.7%
	Male	75	145	220	34.3%
Age	18-24	24	60	84	13.1%
	25-44	110	268	398	62%
	45-64	64	98	142	22.1%
	65+	12	6	18	2.8%
Educational level	High school	18	93	111	17.3%
	TAFE/ Polytechnic/ College	20	73	93	14.5%
	University	161	247	408	63.6%
	Other	11	19	30	4.7%
Marital status	Single	68	174	242	37.5%
	Married/ Live in partner	120	225	345	53.9%
	Divorced/ separated/ windowed	22	33	55	8.6%
Household income	Less than $20,000	16	58	74	11.5%
	$20,001- $50,000	53	160	213	33.2%
	$50,001- $70,000	47	88	135	21.0%
	$70,000 +	94	126	220	34.3%
Occupation	Student	23	53	76	11.8%
	Enterprise staff	57	101	158	24.6%
	Unemployment	6	34	40	15.3%
	Government/ public institution staff	33	65	98	15.4%
	Freelance	36	63	99	4.7%
	Retired	16	14	30	6.2%
	Others	39	102	141	22.0%
Annual travel frequency	Once	49	159	208	32.4%
	Twice	69	134	203	31.6%
	Three times	46	70	116	18.1%
	Four times and over	46	69	115	17.9%

3.7.8 Ethics consideration

In line with the University of Glasgow, ethics approval was sought from the relevant Ethics Committee. Corresponding to the University's ethics policy the questionnaire design and distribution will not pose any risk to respondents and the researcher will take great care to ensure that ethical practices are built into the instruments and to the ways in which the data will be gathered and subsequently handled. Specifically, the risks can be mitigated by explaining to the participants that their participation is voluntary, and they can withdraw at any time. Participants will be informed about the purpose of the research and the time it will require them to complete the survey. Participants will be advised that their anonymity will be preserved, where identifiers will be replaced by a code, and so their identities will not be disclosed in any publication resulting from the research. Therefore, the information of respondents will not be identified through online survey. The researchers will not meet, or know the identity of participants, as participants are part of a random sample in MTurk and are required to return responses with no form of personal identification. Due to the nature of the study, which deals with non-intrusive issues, this is not expected to be a problem. If the participants feel uncomfortable with filling the questionnaire, they have the right to withdraw from the research at any time, and they are not required to give a reason. The electronic data will be kept in a personal computer protected by private password. The researcher will delete the collected electronic data on receiving the degree of PhD and completing related publications in 2023.

3.7.9 Data preparation

Before data analysis, data from the second phase in Study 3 were cleaned to identify potential issues before main data analysis. Any issues arising at this stage needed to be solved in case it influenced the following, main data analysis. Therefore, the data were checked in terms of errors associated with data input, missing data, and common method bias.

To check the **errors regarding data input**, this study first re-coded the answers of the reversed questions. Specifically, it transformed the negatively worded measures, so that the negative correlation between negatively and positively worded measures could be avoided (Nunnally, 1978).

Missing data did not occur in this main sample. This is because the respondents were recruited from MTurk. Only those who fully completed the questionnaires and provided quality data could obtain compensation. When the respondents went through the questions in Qualtrics, they were forced to answer each question and they could not skip any of them. Therefore, the final main data were obtained with no missing data.

"If left undetected or unaddressed, CMV can potentially lead to incorrect conclusions based on the significance of (and the magnitude of) correlations between substantive variables in a study" (Schaller et al., 2015, p.178). Therefore, common method variance bias was then examined using exploratory factor analysis (EFA), the results of which indicated common method bias was of no concern (Gannon et al., 2019). Some techniques were employed to reduce social desirability biases and consistency motifs (Podsakoff et al., 2003). Firstly, the Likert scales, semantic differential scale, and some multiple-choice questions could reduce the possible issues from using a common scale format. The questionnaires were designed online, thus, participants could not retrieve the answers to earlier questions. Therefore, respondents would not be able to look for patterns in questions. Lastly, respondents were informed there were no right or wrong answers within the questionnaire.

3.7.10 Data analysis
3.7.10.1 Exploratory fact analysis and confirmatory fact analysis

The statistical software SPSS 26.0 and SPSSAmos were applied during the **preliminary statistical analysis** to test the measurement model. This data analysis is only for the second phase in Study 3. First of all, the EFAs were conducted for constructs in each block of the D-CBBE model to check if the constructs were independent from each other. After that, the first level **measurement model** of the **latent variables**: 'tourism infrastructure' and 'destination personality', were estimated before testing the overall measurement model.

This study decided to initially evaluate the first-order constructs because of the **manifest indicators** under these **latent variables**, which need to be tested to confirm that the scales for each sub-dimension are appropriately combined (Blunch, 2008). Links between the latent variable and its manifest indicators should be estimated to make sure that items are used appropriately for tourism infrastructure and destination personality. This is because both the tourism infrastructure and destination personality are constructs that include sub-dimensions. Although previous literature has purposed relevant multidimensional constructs, the

combination of basic, leisure (amenity and entertainment), and outdoor dimensions into tourism infrastructure in this study was the first attempt.

Consequently, two second-order constructs were tested individually using both confirmatory factor analysis (CFA) and exploratory factor analysis (EFA). However, the EFA and CFA cannot be conducted with the same dataset, thus, the main sample (N=642) was randomly split into two parts: **The first part (N=320)** was used for the EFA of the constructs of tourism infrastructure and destination brand personality. **The second part (N=322)** was used for the assessment CFA of the constructs of tourism infrastructure and destination brand personality, based on suggestions from the EFA.

3.7.10.2 Reliability and validity testing

After the above-mentioned analysis, the reliability and validity of all constructs were assessed in the overall sample (N=642) with the improved constructs of tourism infrastructure and destination personality.

Reliability is 'a necessary condition for quality measurement' (Dane, 2011, p. 140), which discusses the extent to which the measurement scale is consistent and stable even when the test will be repeated many times (Pallant, 2005). The internal consistency, with an estimation concerning the coefficient of Cronbach's alpha, is evaluated in this study to demonstrate reliability. The **internal consistency** is 'the extent to which all of the items in an instrument are correlated or measuring the same phenomenon' (Curtis & Drennan, 2013, p. 320). This discusses whether items can be combined well as scales to measure the constructs. Thus, the Cronbach's alpha coefficient for each construct was calculated independently.

Validity means the degree to which the scales measure what is supposed to be measured (Pallant, 2005). Two types of construct validity need to be estimated (Johnson et al., 2015). Specifically, **convergent validity** is 'when a measure of a concept is related to a measure of another concept with which the original concept is thought to be related' (Johnson et al., 2015, p 250). **Discriminant validity** 'means that dissimilar constructs should differ' (Moutinho & Chien, 2007, p. 59). The items that measure different objects should lead to different results. It 'involves two measures that theoretically are expected not to be related; thus, the correlation between them is expected to be low or weak' (Johnson et al., 2015, p 250). When AVE $\geq$ 0.50 and CR $\geq$ 0.70, the convergent validity could be established. When AVE > SIC, the discriminant validity could be established (Table 3.9).

L_i is standardized factor loadings, **i** is the number of items, the sum of L_i^2 was then divided by **n** (number of the items), and the **e** refers to the error variance terms. The SIC was calculated by the squared correlation values.

Table 3.9. Types of validity test

Construct validity	Coefficient/ test	Recommended value	Source
Convergent validity	Average Variance Extracted (AVE)	≥ 0.50	Hair et al. (1992)
	Composite Reliability (CR)	≥ 0.70	Hair et al. (1998)
Discriminant validity	Comparison of AVE and Squared Correlations (SIC)	AVE> SIC	Fornell and Larcker (1981)

AVE is the 'overall amount of variance in the indicators accounted for by the latent construct' (Hair et al., 1992, p. 449). The formula used for calculating the AVE is as follows:

$$AVE= \frac{\sum_{i=1}^{n} L_i^2}{n}$$

And the formula used for calculating the CR is as follows:

$$CR= \frac{(\sum_{i=1}^{n} L_i)^2}{(\sum_{i=1}^{n} L_i)^2 + (\sum_{i=1}^{n} e_i)}$$

3.7.10.3 Fuzzy-set qualitative comparative analysis

Fs/QCA is a type of set-theoretic method that can 'bridge the qualitative and quantitative research by maximizing the advantages and minimizing the drawbacks of both' (Gannon et al., 2019, p. 244 cited from Ragin, 2008). Based on the set-theoretic function fs/QCA helps with detecting causal combinations of the high level of the outcome of interest. This configurational comparative approach provides researchers a way to analyse the quantitative data as well as explore new knowledge rather than confirming the previous literature. Studies in the general (e.g., Sun et al., 2018; Chatzipanagiotou et al., 2016; 2019; Bigne et al., 2020; Veloutsou et al., 2020) or destination (Gannon et al.,2019) marketing areas have employed this method.

Comparing to the regression-based techniques, Fs/QCA has its uniqueness in achieving the research objective and addressing the research propositions. The traditional quantitative approach usually evaluates the linear impact of one independent variable on one dependent

variable (Elliott, 2013). Differently, fs/QCA can help with identifying specific combinations or configurations of elements to predict a certain outcome (Ragin & Fiss, 2008; Fiss, 2011). The configurations to be identified using the fs/QCA go in-depth from only focusing on correlations among causal factors. In this study, to better explain tourists' understanding of, relationship with, as well as preference to, the destination, a configurational analysis using fs/QCA is more appropriate than solely focusing on the relationships between dependent and independent variables.

Importantly, fs/QCA is employed, here, since it follows the **main tenets** of **complexity theory**: Firstly, **causal complexity** which suggests a complex relationship between many factors as a combination in leading to one outcome of interest, rather than a simple relationship between one causal factor and one outcome factor. For example, this study mainly focuses on whether there are combinations of those destination attributes in BBB which can lead to high level of tourists' self-brand connection to a destination. Secondly, **equifinality** suggests that multiple causal conditions can be combined as alternative configurations in sufficiently predicting one outcome of interest. In this study, the seven dimensions that represent the tourists' perceived attributes of Scotland can be important causal conditions in understanding tourists' preference to the destination but can be combined as different configurations in explaining the same outcomes. Thirdly, **causal asymmetry** suggests that if a configurational combination can predict a high level of a certain outcome of interest, then it does mean that a mirror opposite of the combination will definitely lead to a low score in the same outcome. Thus, the presence or absence of a causal condition to an outcome depends on how the certain causal condition will be combined with other potential conditions. For instance, if a tourist evaluates the destination with high reputation (Destination reputation) can lead to a high score in trusting the destination (Destination trust), then it does not mean that if the person perceives the destination as having a low level of reputation will lead to a low level of trust. Whether the low level of reputation will influence the trust depends on all the other combined causal conditions (Ragin, 2008; 2009; Fiss, 2011; Woodside, 2014; 2015a). Consequently, fs/QCA was employed to analyse **the notion of multiple conjectural causation** of the D-CBBE process model in this research project. Thus, this D-CBBE model is mainly focusing on the configurational relationships of causal conditions in each block that can lead to high sores of each dimension in the next block (Ragin, 2008).

3.8 Chapter summary

This chapter included two sections. The first section, from an overall perspective, briefly presented the exploratory sequential mixed-methods applied in this research. Also, Scotland is chosen as the research context, since it has potential for exploration and is currently putting a lot of effort into tourism development.

The second section separately discussed the procedures of three studies, including qualitative Study 1: content analysis of Scottish destination tourism website information; qualitative Study 2: semi-structured interview with tourists of Scotland and quantitative Study 3: e-survey with tourists of Scotland. Studies 1 and 2 aimed at identifying appropriate dimensions included in each block of the D-CBBE process model. In Study 1, tourism information from 51 Scottish tourism websites was collected following strict criteria. The process of data collection was then discussed, which was followed by the data clean, including some steps, such as dropping keywords and combining multi-word concepts. Subsequently, the collected content data were analysed by focusing on the keywords and evaluated by the use of inductive content analysis techniques to detect patterns to represent attributes of Scotland. In Study 2, an interview guide was developed following the study's objectives, which were to identify the potential destination attributes and dimensions representing tourists' understanding of, relationship with, and preference towards the destination. After several rounds of revision with experts, the final interview guide was decided. Following the qualitative study being approved by the University of Glasgow Ethics Committee, 21 valid semi-structured interviews with tourists from China, the UK or the US to Scotland were conducted.

The quantitative phase (Study 3) aimed at testing the interrelationships among the D-CBBE process. Specifically, this study contained two phases of questionnaires, distributed in a sequence: The first questionnaire included filter questions for collecting potential participants suitable for participating in the second questionnaire. The second questionnaire was designed based on the D-CBBE model. Both Likert-scales and semantic differential scales were used. The MTurk platform was employed to distribute the questionnaires (created on the Qualtrics). By the survey's closing date, 642 valid responses were received. Those missing data were dropped; the CMVs were checked, and reverse questions re-coded. The final data were used for EFA and CFA to evaluate the measurement model, firstly, and then for fs/ QCA to further test the research propositions.

Chapter 4 : Research Findings

4.1 Introduction

This chapter is divided into four sections which present the results of three studies and the finalised model.

In the **first section**, the results of content analysis (Study 1) capturing the destination attributes of Scotland as promoted by destination marketers in their websites, are outlined. Specifically, the results of key words' analysis are presented, followed by detailed findings of inductive content analysis of the original textual data.

In the **second section**, the findings of semi-structured interviews (Study 2) are presented. Specifically, this section lists the potential dimensions/attributes that represent tourists' perceptions (BBB); understanding (BUB); emotional relationships (BRB) with Scotland to be included in each block as well as tourists' preferences for Scotland as the overall brand equity (OBE). Examples of interviewees' quotes are provided in each section.

In the **third section,** the conceptual framework is presented. Firstly, the included dimensions in each block of the proposed D-CBBE model, as well as their justifications, are outlined. Based on the finalised D-CBBE model in this research, details regarding the research propositions for the Study 3 to test are outlined.

In the **fourth section**, the results of both the measurement model test and final data analysis using fuzzy-set Qualitative Comparative Analysis (fs/QCA) are presented. Specifically, the results of EFA and CFA for two second-order constructs for the measurement model test are presented. Thereafter, this section mainly focuses on the e-survey results, using fs/QCA. Specifically, inter-correlations between constructs are presented, demonstrating that non-linear relationships exist between dimensions and OBE in the current research. Later, the results of contrarian case analysis are presented to further demonstrate the existence of asymmetric relationships. Subsequently, the results of fs/QCA are presented in terms of the overall sample (N=642) to explore the relationships among the D-CBBE model and compare the difference between visitors (N=210) and non-visitors (N=432).

4.2 Study 1: attributes of the destination perceived by the marketers

4.2.1 Main keywords

A list of 299 meaningful keywords that appeared at least 10 times in the relevant Scottish tourist websites could be classified into five broad clusters (Table 4.1).

Table 4.1. Themes of keywords representing attributes of Scotland

Category	Relevant words
Scenery and Natural Attractions	island, loch, mountain, coast, estuary, isle, valley, stone, park, sea, river, bird, garden, hill, landscape, wildlife, beach, nature, water, winter, peninsula, forest, fish, firth, shore, tree, sand, bay, cliff, woodland, countryside, seal, horse, canal, climate, sun, waterfall, animals, wind, species, flora, volcano, otters, dolphins, plants, rainfall, peat, cattle, lake, cave, sheep, stream, gulf, ocean, soil, oil, zoo, fauna, pony, steep, urban, riversides, goat, squirrels
Destination Infrastructure	land, guide, accommodation, house, road, ferry, trail, bridge, shops, restaurant, street, bank, rail, service, train, harbour, company, theatre, bar, flight, pub, airport, bus, transport, hospitality, café, business, club, government, slopes, ship, chamber, viaduct, marine, court, landmarks, cinema, lighthouse, trade, library, conference, mansion
Tourism Activities	explore, walking, drink, golfing, drive, biking, event, fishing, sport, kayaking, ski, sailing, games, outdoor, adventure, ride, shopping, climb, dance, hiking, shows, canoeing, paddling, football, stroll, hunting, yacht, swimming, tennis, picnic, basking, rafting, spa
Destination Personality	bonnie, famous, old, stunning, spectacular, wonderful, royal, wealth, magnificent, popular, interesting, unique, fantastic, prefect, picturesque, international, medieval, amazing, modern, lovely, romantic, stately, memorable, welcome, rugged, warm, happy, real, friendly, magical, fresh, truly, outstanding, favourite, unspoiled, classic, breath-taking, incredible, comfortable, quiet, fun, charming, fashion, mysterious, attractive, luxury, peaceful, remarkable, gentle, success, grand, abundance, glorious, enchanting, awe, sheltered, inspiring, kind, tide, tranquil, leisure, rum, creative, quaint, relaxing, exotic, extraordinary, pure, knowledge, active, fancy, cosmopolitan, agricultural, elegant, global
Destination Heritage	city, castle, history, whisky, town, distillery, village, ancient, museum, art, battlefield, festival, building, food, clan, capital, queen, heritage, music, abbey, palace, gallery, film, runs, church, military, cathedral, artist, collection, inhabitants, architecture, prince, university, legend, parliament, tower, monument, ancestors, taste, kings, Celtic, flavour, haggis, chapel, science, dish, prehistoric, Viking, crown, holy, cottages, education, council, epic, massacre, poet, scone, cuisine, fortress, ingredient, lord, shipbuilding, priory, chocolate, cheese, kirk, religious, shortbread, cream, culinary, dining, legacy, Christian, cairn, folklore, concert, knowledge, sausage, pilgrimage, exhibits

These keywords demonstrate that destination marketers promote diverse attributes of the destination brand of Scotland, such as **destination heritage** (e.g., castle, museums, palace, kilt, bagpipe, Scottish accents, distillery, whisky, and tartan); **scenery and natural**

attractions (e.g., birds, coast, sea, loch, island, and mountain); **destination infrastructure** (e.g., cars, airplanes, roads, accommodation, shopping centres, bars, hotels, and restaurants); **destination personality** (e.g., amazing, modern, lovely, romantic, memorable, welcome, friendly, magical, and fresh); and **tourism activities** (e.g., outdoor, adventure, ride, shopping, climb, dance, hiking, shows, canoeing, paddling, football, stroll, hunting, yacht, swimming, tennis, picnic, basking, and rafting).

4.2.2 Inductive content analysis

The results of the inductive content analysis explore the five themes (scenery and natural attraction; destination heritage; destination infrastructure; destination personality and tourism activities) identified from the analysis of keywords and further add an extra theme (destination quality). Thus, six themes were finally explored (with sub-themes) from the original textual data. An overall map of these identified attributes and their sub-themes is shown in Figure 4.1.

Figure 4.1. Overall map of destination attributes
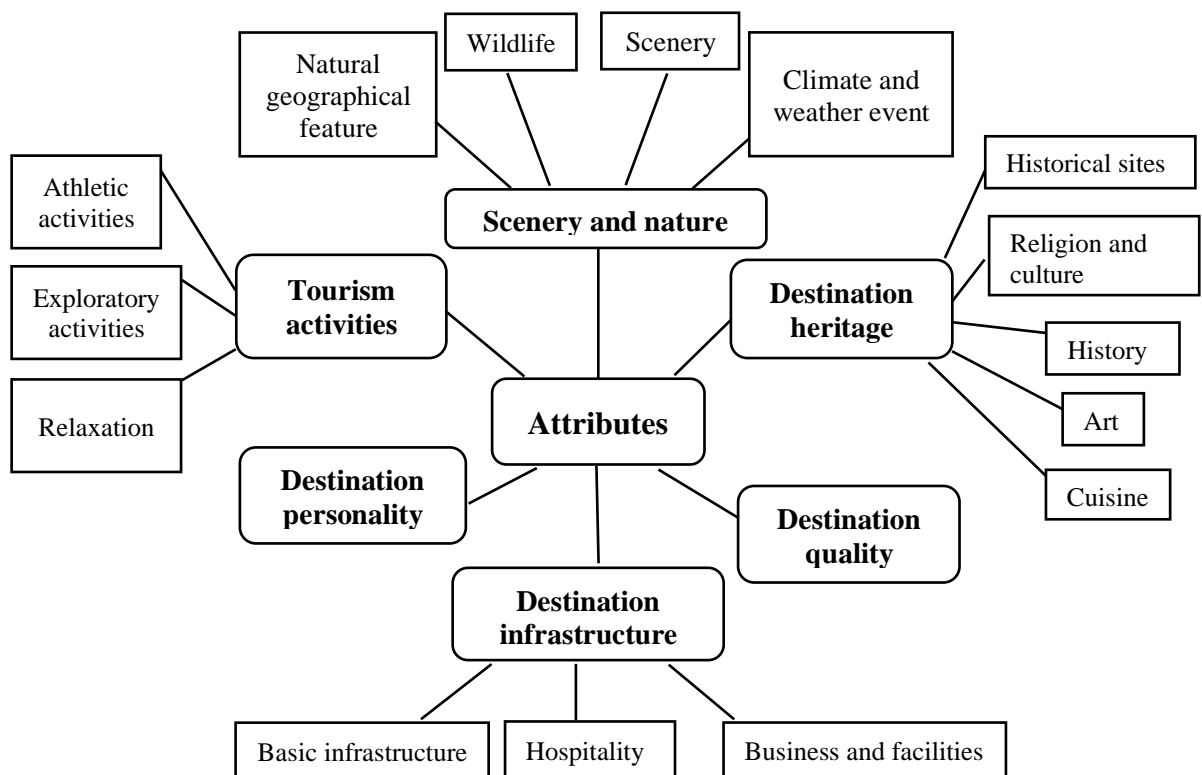
The first theme, named '**scenery and natural attraction**', includes 'natural geographical feature', 'wildlife', 'climate and weather event' and 'scenery' as sub-themes. Regarding the **natural geographic feature**, for example, a website mentions it is:

> 'Small but mighty, Scotland's geography is a huge part of its charm… and with a strategic location near the best of Europe and beyond, it's the perfect destination for work and play' (Scotland is Now).

These websites usually relate the geographical feature to the scenery in Scotland, thus they would further add:

> 'From wild coastlines to sandy coves, rolling hills, towering Munros, dense forests and sparkling lochs, Scotland is home to some of the most stunning landscapes in the British Isles' (Scotland is Now).

Similarly, the landscapes, nature and natural attractions in Scotland are attributes about **scenery** that have been largely promoted by those Scottish destination marketers in their websites. For example, one website talked about the nature in Scotland, such as the islands, cliffs, caves, sea and bays according to the geographic locations:

> '…lying just south of Barra, the islands boast spectacular coastal landscapes. To the west lie rugged cliffs, caves, sea stacks and promontories; in the east, green grassy slopes, white sandy bays and turquoise seas…' (National Trust for Scotland).

Another website posted that:

> '…hike in the Scottish Highlands and Islands and immerse yourself in peaceful nature, wild landscapes and magical islands …' (Walk Wild Scotland).

Specifically, destination marketers would post different sections of some famous natural attractions. For example, one website mentioned Glencoe, describing it as:

> 'One of the most famous places in Scotland, known equally for its awe-inspiring views... Glencoe is a place of … wildlife…' (National Trust for Scotland).

Other than the scenery and geographical feature, **wildlife** is another sub-theme frequently mentioned among Scottish tourism websites. There are many Scottish breed animals that have been posted in websites, for example, websites have listed many seabirds that can be viewed in Scotland:

'Watch Gannets, Fulmars, Razorbills and other Seabirds…' (Walk Wild Scotland).

Similarly, another website mentioned:

'…Skye has an impressive density of otters, golden eagles plus sea eagles, and whale watching boat trips' (Wild Scotland).

The **climate and weather events** are an additional element frequently discussed by destination marketers among their websites. They would post descriptions about the temperate climate as part of the reasons contributing to specific nature in Scotland. For example, one website posted:

'A temperate climate, dramatic landscapes, and generations of traditional care for the land have shaped Scotland into a wonderful place…' (Wild Scotland).

Similarly, another website posted:

'Scotland's climate is moderate and accommodating, and only on rare occasions does it hit extremes on the temperature scale…' (Embrace Scotland).

The second theme concerning the destination attributes of Scotland is the '**destination heritage**' which consists of 'historical sites', 'art', 'history', 'religion and culture' and 'cuisine'. Regarding **historical sites**, destination marketers have largely promoted many historical attractions that might be built 2,000 years ago. For example, one website mentioned:

'Visit places such as the remote peninsula Glenelg with its mysterious 2000-year-old towers' (Walk Wild Scotland).

Similarly, more websites posted about castles or monuments in Scotland with very long histories. For instance, one website mentioned:

'…the most beautiful castles… Standing on a hilly part of Stirlingshire, the National Wallace monument is a spectacle to behold…' (Scotland info Guide).

Some websites would promote a famous historical attraction that could, simultaneously, be a natural attraction. For example, the website mentioned about the scenery of Glencoe in Scotland, commenting on its historical value:

> 'No description can re-create the impact of seeing Glencoe for the first time. It has long been one of the most famous places in Scotland, known equally for its awe-inspiring views and sorrowful past. Glencoe is a place of history, wildlife, adventure and myths…' (National Trust for Scotland).

Thus, nature and history enabled some attractions in Scotland to become famous and attractive.

Speaking of historical sites, the unique **history** in Scotland should be another element that attract tourists; thus the destination marketers would post some of the history of Scotland on their websites to describe the destination and attract tourists. For example, one website mentioned:

> 'Here you will find a wide range of Scottish facts from information on its…fascinating history to facts about Scotland's population, economy and industry…' and 'it's no wonder that 50 million people around the world claim Scottish ancestry – and so many want to be a part of our Scottish family' (Scotland is Now).

Similarly, one website mentioned about the battles and famous people in history, such as William Wallace and Rob Roy McGregor, to inspire potential tourists who might have read the relevant books or watched relevant movies:

> 'There are darker sides to the history of the Highlands and one of them is the Highlands of the clans with their chieftains, the battles, the massacres and the bloodsheds, portrayed in history books and later turned into movies we all know such as William Wallace and Rob Roy McGregor' (Scotland info Guide).

Some recent history was mentioned by marketers and related to other attributes, for example a website mentioned about the history of football:

> 'Scotland competed England 's international football match West Scotland Cricket Club, Patrick, 1872; match ended 0-0' (Scotland.com).

Apart from history or historical sites, websites have talked about **religion and culture, arts, and cuisine** in Scotland. For example, one website promoted the cathedral in a city in Scotland and mentioned:

> 'St Mungo's Museum of Religious Life and Art next to Glasgow Cathedral and Necropolis' (Scotland info Guide).

The culture is another important aspect of destination heritage of Scotland that has been mentioned by destination marketers. For example, one website posted:

> 'Culture… and an appetite for Scotland's cultural delights…' (Walk Wild). Another website discussed 'Scotland is a richly diverse country with dozens of different cultures living in harmony…' (Scotland is Now).

Culture is a broad concept which can be related to many elements, such as unique art in a destination. Thus, many destination marketers pay attention to the art, such as tartan in Scotland, promoting that:

> 'Tartan is without doubt a remarkable decorative fabric with an enduring role to play, even without its traditional Scottish associations…' (Luxury Scotland).

Specifically, destination marketers promote certain famous galleries in Scotland, such as the Kelvingrove Art Gallery to provide audiences with a material guide about traveling in Scotland. One website posted

> 'The most important collection in Kelvingrove must be the one of the "Glasgow Boys", a group of twenty artists of which around 140 paintings can be seen in the museum' (Scotland info Guide).

Scottish destination marketers have highly commented Scottish food to some extent. One website mentioned:

> 'The food might look a tad weird, but we reassure you that it is some of the best food you will come across in the world…' and 'From the seas, lochs and fields, the square sausage, haggis, or anything deep fried will literally having you pining for more…' (Highland Traveler).

Similarly, another website talked about whisky, and fish soup that are can represent Scottish cuisine:

> 'The commonly used fish soup haddock. Traditional dessert scrumptious; pudding layers, raspberries, oats, honey, whisky cream served parfait wine glass…' (Extra mile Scotland).

The third theme that represents the destination attribute of Scotland is **'destination infrastructure'**. This theme mainly captures 'basic infrastructure', 'hospitality' and 'business and facilities'. In terms of the **basic infrastructure**, destination marketers

mentioned about airports in Scotland being convenient, connecting to other places. For example, one website mentioned:

'…from our major airports no destination is out of reach…' (Scotland is Now).

This website then listed many places in Scotland that have an airport, such as:

'Glasgow, Glasgow Prestwick, Edinburgh, Inverness and Aberdeen Airport are served by regional and international airlines, offering excellent links to major European airport hubs like Amsterdam, London, Paris and Frankfurt' (Scotland is Now).

Specifically, these websites would mention about transport or infrastructure at a certain place in Scotland. For example:

'…the Subway is the easiest way to get around the City Centre and West End of Glasgow…' (People Make Glasgow). As well as 'Scotland has a comprehensive transport infrastructure…Excellent train routes and a number of airports make getting to London and Europe a breeze…' (Scotland is Now).

As a unique factor, some websites mentioned about the roads in Scotland. For instance, one described the twisting roads and many backroads in Scotland that can enable tourists to enjoy the scenery in Scotland:

'A narrow and tortuously twisting road winds its way up the coast…There's not much tourist traffic this far north and once you get off the main road and on to the backroads, you can enjoy the wonderful sensation of having all this astonishingly beautiful scenery to yourself…' (Travel Scotland).

Another mentioned the trails:

'…a network of trails will lead you up and around the mountains, lochs, glens and coastline' (National Trust for Scotland).

Hospitality in Scotland is another element of its tourism infrastructure that was promoted by local destination marketers. Their websites usually promoted that many hotels and restaurants in Scotland are offered for tourists to select to stay. For example, one website mentioned about the comfort of hotels:

'For your comfort we have chosen excellent, cosy and hospitable 3-star hotels and guesthouses…' (Walk Wild Scotland).

More specifically, another website mentioned about the hotels in Scotland in more detail:

> '…here you will find a range of hotels with conferencing and meeting facilities to suit your clients' needs, from boutique hotels perfect for incentive groups to resort hotels with world-class golf and spa facilities…' (Visit Scotland).

Business and facilities were discussed in the websites, for example, one mentioned about the restaurants, gift shops, coffee houses or shopping centres in Scotland offered for tourists to enjoy when travelling in Scotland. For example:

> 'Coffee house, gift shop and restaurant…' (Celtic Legend) and 'we like to have an undercover excursion at this time of year and together with the undoubted glories of the retail heaven of Braehead shopping centre, this fits the bill perfectly…' (Highland Heritage).

The fourth theme concerning the destination attribute of Scotland is **'tourism activities'** which captures 'athletic activities', 'exploration' and 'relaxation' as sub-themes. There are many **athletic activities** in Scotland promoted by Scottish destination marketers in their websites to attract tourists. For example, fishing and golfing are popular activities in Scotland, thus a website posted

> 'Fishing still has a role here but ultimately it is to St Andrews, Scotland's oldest university town and the home of the world-famous Royal and Ancient golf club, that most visitors are drawn…' (Scotland info Guide).

Another website mentioned about football in Scotland:

> 'The national football team of Scotland has played international football longer than any other nation in the world, along with England....' (Scotland.com).

Biking is a popular athletic activity in Scotland that has been mentioned by those websites:

> 'Our mountain biking holidays in Scotland offer the chance to ride superb trails through some of the most unspoiled scenery in Europe' (Wilderness Scotland).

Diverse **exploratory activities** in Scotland were mentioned by destination marketers in their websites. For example, one destination marketer posted adventures in their website as

> '… a trip for those with a taste for wilderness and adventure…' (Walk Wild Scotland).

Other websites mentioned more outdoor activities, such as cycling, sailing, kayaking or climbing to attract tourists. One website posted:

> 'You'll find a multitude of other challenging outdoor activities to experience here – sea kayaking, climbing or high-intensity hill walking' (National Trust for Scotland).

Another website posted:

> "If you're looking for a fabulous adventure exploring the outdoors or watching wildlife during your holiday in Scotland, all types of outdoor activities, including walking holidays, cycling, mountain biking, sailing, whale-watching, fishing and all kinds of adventures!' (Wild Scotland).

Activities in Scotland provide tourist **relaxations** as well, thus destination marketers promoted opportunities, such as walking, for tourists to relax. For instance, one website posts that walking or hiking in Scotland brings tourists a peaceful feeling:

> 'Hike in the Scottish Highlands and Islands and immerse yourself in peaceful nature… Walking brings you up close and is the best and easiest way to experience nature and wildlife' (Walk Wild Scotland).

Similarly, another website mentioned about the relaxing walking in Scotland:

> 'If you are more of an outside person, why not enjoy a relaxing walk up this spectacular hill?' (Scotland info Guide).

The fifth theme about the destination attribute of Scotland is **'destination personality'**, which does not include sub-themes, since all the relevant descriptions about Scotland that are related to personality were about different characteristics that Scotland has if viewing it as a person. For example, one website mentioned about the friendliness of Scotland:

> 'You'll find an enthusiastic friendliness in so many places…' (Scotland is Now).

Another website describes Scotland as old-fashioned:

> 'The town itself and the hills and hamlets of the surrounding area retain an appealing and old-fashioned feel' (Scotland info Guide).

Scotland was promoted as magnificent in another website:

'Stand in magnificent countryside overlooking a small loch….' (Britain Express).

The characteristics of being unspoiled was applied to the brand personality of Scotland:

> 'Our mountain biking holidays in Scotland offer the chance to ride superb trails through some of the most unspoiled scenery in Europe' (Wilderness Scotland).

The last identified theme in this inductive content analysis is **'destination quality'**, which was not discovered by the frequency analysis. This theme does not include sub-themes, since all the quotes under this theme were talking about the high-quality travelling experience tourists could obtain. For example, one website used the words 'cosy' and 'excellent' to promote the high quality of hostilities in Scotland:

> 'For your comfort we have chosen excellent, cosy and hospitable 3-star hotels and guesthouses…' (Walk Wild Scotland).

Similarly, another website mentioned about the high-quality hotels in Scotland in detail:

> 'Here you will find a range of hotels with conferencing and meeting facilities to suit your clients' needs, from boutique hotels perfect for incentive groups to resort hotels with world-class golf and spa facilities' (Visit Scotland).

Another website mentioned the aim to provide high quality destinations, overall, for tourists to Scotland:

> 'Our collective ambition is be a destination of first choice for a high quality, value for money and memorable customer experience, delivered by skilled and passionate people' (Scottish Tourism Alliance).

In detail, some destination marketers mentioned about the high quality of some products in Scotland, such as cashmere and islands:

> 'Scottish cashmere is another guarantee of quality' (Scotland is Now) and 'these islands truly have a magical quality….' (Absolute Escapes).

One website posted about the high-quality life in Scotland and explained the reasons behind why people can experience a good quality of life in Scotland:

> 'There are many reasons why living in Scotland is wonderful. As well as excellent work opportunities, you will find friendly cities, beautiful scenery, good travel links and a great quality of life' (Scotland is Now).

4.3 Study 2: dimensions of the destination consumer-based brand equity

4.3.1 Attributes in brand building block

The BBB includes attributes of Scotland that have been perceived by tourists. This encapsulates 'outcomes of the company's brand-positioning efforts' (Chatzipanagiotou et al., 2016, p. 5480). Interviewees highlighted some attributes of Scotland that can be classified into eight categories (Figure 4.2): *Political, social and economic environment, Natural environment, Destination heritage, Tourism infrastructure, Destination perceived quality, Destination personality, Destination nostalgia and Destination stereotype*.

Figure 4.2. Attributes in the Brand Building Block
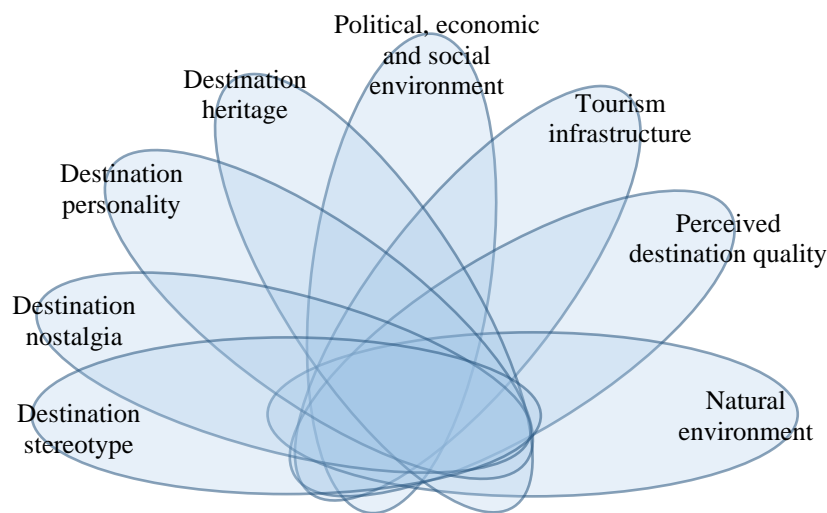
4.3.1.1 Attribute 1: Political, economic and social environment

Both visitors and non-visitors to Scotland were interested in Scotland's **political environment** from relevant news, regarding the unique politic situation (Scottish independence) between Scotland and the UK. Specifically, tourists will evaluate the role of a destination bearing in mind world politics when considering a destination to visit (Nadeau et al., 2008). The political tensions shown in news coverage have led to the formation of unique **political factors** among tourists (Becken et al., 2017). One American participant (M7) had not been to Scotland but was very interested in Scottish independence. The first thing that came to her mind about Scotland was its status in the UK.

> 'I know they are a part of the United Kingdom, but that there's some tension there and a lot of people would like Scottish independence. I read about that in the news...' (M7).

Scotland's unique political environment has led to a **multicultural social environment**. Some tourists, seeing visitors from different countries in Scotland, thought that multiculturalism is a unique **social factor** in Scotland which distinguishes it from competitors. For example, an American visitor (M4) commented:

> 'Probably the multiculturalism… I got to learn a lot about the culture of different countries…we shared a lot of stories. And I felt like that was more prevalent in Scotland than in the US…I really appreciated that…' (M4).

Interestingly, most of the visitors to Scotland provided positive comments on the **local people**. The friendly and kind-hearted locals impressed visitors and contributed to the formation of the socially relevant attributes. For instance, a 24-year-old Chinese interviewee (M1) mentioned:

> '… Scottish people are more enthusiastic. English people are friendly, but there is always a sense of alienation. In England, people make me feel that I am an outsider, but the Scottish people wouldn't give me this feeling…' (M1).

Similarly, another Chinese interviewee (F3) commented on the friendly locals:

> '…The local people are different from people from other parts in the UK. People in Scotland are easy to approach. Very approachable…'(F3).

When, in rare cases, local people were not kind, this would surprise tourists. For example, a 26-year-old American visitor (F6) mentioned:

> '…the person behind the counter just so rude. Like, heard the American accent, and he was just like making snide remarks about Americans, and being really rude to me, like, I asked for a toasty with crisps and he said: "Do you mean the sandwich with chips? "… No, I mean the toasty with crisps, because that was what I asked for…I guess, like while I have been in Scotland, that that definitely sticks out in my mind' (F6).

Nevertheless, she (F6) further commented:

> 'Scottish people have been very friendly to me. It's like, the most welcoming place I have been to. But if that (the anti-Americanism experience) would be my first impression, I might have a different opinion…' (F6).

a few respondents discussed Scottish social factors from the opposite perspective. For example, a 46-year-old Chinese respondent (F3) mentioned about her first perceptions towards Scotland through the news or historical documents about the drug issues and the safety in Scotland:

> '… historically, Edinburgh and Glasgow had really high drug sales and these two cities put together could have been ranked as the number one in the world for drug trafficking…There was a period when these two cities became the commercial centre of drug sales. It was a black period…It seemed dangerous to stay in the older part of the city' (F3).

Issues regarding safety at the destination somehow relate to other social attributes, such as the educational level in the local area. Consequently, the respondent (F3) further added the reason behind the drug issues in Scotland based on her perceptions:

> '…I think the education in this area …was a big problem before…there was a lack of education, meaning that they didn't teach poor children to work harder to change their lives. Some families might rely on the benefits that they got from the government and lived on the dole for generation after generation…' (F3).

Differently, tourists would comment that the political and social environment in Scotland is stable. For example, one American respondent (F5) who had been to Scotland mentioned:

> '…I think aware of different social and political issues that aren't just occurring in Scotland…' (F5).

Associating with the attributes of politics or the social environment in Scotland, the **economy** in Scotland has amazed tourists. For example, openness and multiculturalism in Scotland and its desire to be independent from the UK have somehow contributed to open trade between Scotland and other countries. Thus, one 67-year-old British interviewee (M10) commented:

> '… they are quite a unique economic environment, because there are many islands in Scotland, they were colonized by other countries, in a different way to Scotland. They became trading islands. So, they were rich because of the business. For example, the Orkney and Shetland islands, both are rich islands...' (M10).

The political, economic and social environment attribute was a frequently discussed functional attribute of Scotland and was noticed across the interviews. Factors concerning the political situation, social environment and economy were associated and perceived by tourists from a country or governance level perspective.

4.3.1.2 Attribute 2: Natural environment

If tourists consider the wilderness in a destination as an attractive attribute, it should be somehow related to the natural resources and environment in that destination (Jiang et al., 2017). It was frequently stated by respondents that they were amazed by the **natural scenery**, diverse natural resources, and attractions in Scotland. For example, a participant (M4) mentioned:

> '…so, nature attractions...I think the Highlands, the islands too, are magnificent to visit. It's natural beauty that you can't experience in a whole lot of other places that are phenomenal…I thought the scenery was amazing' (M4).

However, some tourists expressed a dislike of the **cold weather** in Scotland; for example, a participant (M2) mentioned:

> 'The weather… In winter, I would feel it might be hard to imagine how I spend the winter in Scotland. This could be the reason why I feel quite uncomfortable with in Scotland. The weather in Scotland should make me explode' (M2).

For some non-visitors, the cold weather might be an issue that influences their perceptions towards Scotland. For example, a British non-visitor (F9) mentioned:

> 'I have thought about it, but I think the weather makes me… If I can't handle it in the south, I'm not sure I'd survive, there, since it's very cold…' (F9).

Although the **weather** was commented on and had formed a unique impression of the natural environment among some tourists, for most visitors, their perceptions of Scotland were not influenced by the weather; in contrast, they still enjoy the natural environment destinations and would specifically mention the name of attractions that they have been to or that have significantly impressed them. As mentioned by a 30-year-old British visitor (F8):

> 'The landscape was quite flat, that was good... There are beautiful beaches... Loch Ness… Loch Lomond and some of the Monros and hills' (F8).

Similarly, tourists compared the destination with their home countries; in this way, people with different backgrounds form different perceptions of the **natural resources** of Scotland. Thus, an American non-visitor (F7) expressed her impression of the natural resources of Scotland based on pictures she had seen:

'The Highland mountains are much steeper, whereas the Shenandoah are very gentle and rolling, and then I would say our mountains have a lot more trees on them, whereas the Scottish ones, at least from what I've seen on pictures, have much less. Like our mountains are literally covered in trees… Whereas from what I've seen of the Scottish ones they seem to be barer' (F7).

The natural environment, therefore, has become a prominent attribute of Scotland that was perceived by most of the tourists. These tourists, from different backgrounds, would emphasize different aspects of the natural environment, such as the weather, specific natural attractions, natural resources, and scenery. No matter which natural aspect was commented upon, this functional attribute of the natural environment is taken into consideration in this research.

4.3.1.3 Attribute 3: Tourism infrastructure
Basic infrastructure

Basic infrastructure includes the facilities that are considered as basic aspects that a destination should have, such as the road systems, airports, and transport facilities. Previous literature shows that the basic infrastructure has become an important attribute that might influence tourists' evaluations of a destination (Deng & Li, 2014; Wang et al., 2016). In Scotland, as a tourism destination, basic infrastructure-relevant factors have formed impressions among tourists who liked to talk about availability of transportation and the traffic situation when they were asked about any perceived attributes of Scotland. For example, an American participant (M4) mentioned:

'… There are highways or motorways that connect all of the cities, there are a few airports throughout the country…' (M4).

Similarly, more respondents (F6 & F3) talked about their impressions of the basic infrastructure in Scotland as well:

'Emmm…. I have been on a tour bus and I have been on the train. I had not driven there…' (F6).

'If you go travel in Scotland, and it is convenient for you to drive yourself... I think transportation is not a big problem in Scotland…' (F3).

F6 further commented that because she did not drive in Scotland, she did not have the chance to see some places as the train could not reach them. This was a common opinion among many tourists:

'Depends on where you are going. Because I hate buses so much, so I would always prefer a train. But there are some places that you cannot get to by train…' (F6).

It can be concluded that the sub-category of basic infrastructure at a destination is an important attribute that is taken into consideration by many tourists.

Leisure infrastructure

Tourists to Scotland frequently expressed their impressions and perceptions of the *leisure infrastructure* in Scotland. These impressions could be divided into **amenity-based** and **entertainment-based** infrastructure. Within the amenity-based leisure infrastructure, tourists paid attention to accommodation and restaurants. For example, some non-visitors considered whether there would be enough **hotels or restaurants** to choose from. A British visitor (M8) particularly mentioned about the existence of hotels that he was staying at when travelling around Scotland:

'In Scotland, you can get true, absolutely true luxury hotels. Gleneagles, I was staying there last year…a true luxury hotel, truly luxury…, but the Crinan Hotel in Crinan is a lovely hotel, fantastic location, and it's expensive, but it is not a luxury hotel…' (M8).

Similarly, a Chinese respondent (F3) mentioned about the accommodation and restaurants in Scotland:

'There are a lot of B&Bs scattered throughout Scotland. The standard of this accommodation varies, but there are many pubs and restaurants around' (F3).

At the end of the interview she (F3) particularly recommended a restaurant in Scotland that had impressed her:

'There is a restaurant in Oban that sells fish and chips, which I would recommend to you. It offers one of the best fish and chips in Scotland. The restaurant is located at the way to the top of the mountain in Oban' (F3).

The **entertainment-based leisure infrastructure** concerns tourists' perceptions towards the existence of facilities, such as festivals, music, nightlife and events at a destination. Some

tourists appreciated the availability of entertainment in Scotland. An American visitor (M4) mentioned:

> 'You know Glasgow and Edinburgh have all of your entertainment needs. So, I really appreciated that…' (M4).

Some tourists had travelled to Scotland specifically to attend **festivals or events**. Festivals and events at a destination were found to be important elements that can help with building a destination brand (Stylos et al., 2016). When tourists travel to Scotland to attend festivals and music events, such as the Fringe in Edinburgh, their perceptions towards these attributes in Scotland are highly related to these festivals and events. One British participant (M8) mentioned:

> 'And we go to the Fringe there, it's like over 4,000 performances in the Fringe, we again really see three to four performances a day…. It would start 10:00 in the morning and see the show. Then go to the pub, and crash, and then get up to do the same thing… It's a really wonderful time to be in Edinburgh' (M8).

Entertainment at a destination is perceived by some tourists who are interested in experiencing the nightlife, traditional music or dance (Chen & Phou, 2013). Some tourists specifically talked about their impressions of the **nightlife** in Scotland. For example, one American visitor (F5) mentioned:

> 'The nightlife makes the city awesome… They go to pubs like every other night, it's a culture that you don't really see in the States – or maybe in colleges, but it's just cool how sociable they are in terms of going to bars and things like that' (A21).

Not only visitors, but potential tourists (non-visitors) have perceptions regarding the nightlife in Scotland. For instance, one American respondent mentioned (M6):

> '… I think drinking culture out there that people like to participate in bars… that people drink pretty much at night, all throughout the day over there, in Scotland' (M6).

One interesting phenomenon is that the entertainment-based leisure infrastructure, such as the nightlife, was seldom mentioned by Chinese tourists but was more often mentioned by British and American tourists. Thus, differences regarding the perceptions of Scotland's attributes differ according to tourists' nationality, so both amenity-based and entertainment-based leisure infrastructure at a destination has become a significant component of destination attributes of Scotland.

Outdoor infrastructure

Tourists were attracted to **wilderness activities** in Scotland, such as walking, hiking, climbing mountains, and kayaking. For example, as discussed by one 45-year-old Chinese participant (F3):

> '… Every year, people from all over the world come here to climb those mountains and conquer Glencoe. Mountain climbing activities could be a year-round business here… every year, regardless of season and weather, people will come just for exploring and climbing activities' (F3).

Some tourists were particularly interested in **sports** in Scotland, such as football or golf. Some tourists had impressions of specific athletes or sports teams in Scotland. For example, Scotland has two famous football teams, which were mentioned by a Chinese participant (M3):

> '… athletes, because I like football very much, I know that Scotland has Glasgow Rangers and the Celtic team. And athlete Andy Murray who is playing tennis…' (M3).

Golf was born in Scotland and some tourists travelled to Scotland to pursue this sport. For example, A Chinese participant (F1) mentioned:

> 'One of the people that I went travelling with participated in a local golf tournament… that person was an amateur participant back in China, so he went to Scotland for this event…' (F1).

Thus, local sports activities form a special perception in tourists' minds. This is supported by previous literature commenting that wilderness activities, and other tourist activities in a destination are an important and attractive attribute (Chi & Qu, 2008). Therefore, a combination of basic, leisure and outdoor infrastructures has become a significant component of Scotland's destination attributes.

4.3.1.4 Attribute 4: Perceived destination quality

Perceived destination quality captures tourists' judgments about the quality of a destination (Konuk, 2018). Specifically, this includes the quality of various aspects/components of the destination, such as the food, information obtained and destination environment. Tourists found it was **convenient** to look for information about a destination and they could easily

access tour guides about destinations. For example, two American visitors (F6 & M5) mentioned:

'I think it was very easy to get the information about the tour guides, I could see information centres everywhere' (F6).

'Scottish government has lots of information online for these routes and things to do in each of the cities' (M5).

Similarly, non-visitors distinctly commented on the **quality of information obtained** in Scotland. For example, a Chinese non-visitor (M3) mentioned:

'So, I have seen lots of photos from brochures and maps about Scotland before. If you ask whether I would go to search for something specifically, I would say maybe information about Scotland, like its geography. It is convenient to obtain some basic understanding of Scotland' (M3).

Some tourists emphatically discussed the quality of services at a destination. This specifically concerns the **quality of accommodation** and the quality provided by local staff members, such as at local B&Bs. Especially, tourists found that local people offer high-quality service to tourists. For example, a Chinese visitor (F3) mentioned a story during her travels in Scotland:

'…We were staying at a local hotel (B&B). The breakfast was ready at 7 AM. The B&B proprietor knocked at the door of each room and shouted "Breakfast" … we could not really understand what she was saying, so we missed breakfast…Because of the Scottish accent, we could not understand the B&B proprietor. It was our fault. However, the proprietor offered us special care. She cooked breakfast again particularly for us, without an additional charge' (F3).

In light of Chi and Qu (2008), lodging and **dining quality** are considered significant attributes of a destination when perceived by tourists. Regarding dining quality, some tourists suggested that the quality of food in Scottish restaurants has improved. For example, a 64-year-old British visitor commented, particularly, on the quality of food and cuisine (seafood) in Scotland (M8):

'…something which has been improved very much is the quality of food and the quality of cuisine. Beautiful seafood. That is really improved in last three to four years… really lovely and high-quality seafood, lovely beautifully cooked. Generous portions. There is nothing you could say to against it, it was really nice' (M8).

Similarly, a Chinese participant (F3) commented on the **cuisine** in Scotland:

'… Scotland has fish and chips. It is not very famous, but very good. There is a good quality restaurant in Oban that sells fish and chips, which I would like to recommend to you' (F3).

Another aspect of perceived destination quality is that of the local environment, which has been identified as a key element amongst a range of perceived attributes concerning tourist destinations (Becken et al., 2017). The environment, especially, concerns the condition of the air in Scotland. A British visitor (M8) commented on the air **quality** and cleanness at Scotland:

'It is the air quality, plus the water quality…Very pure … Clean, incredibly clean air... Here, the air quality is fantastic.' (M8).

4.3.1.5 Attribute 5: Destination personality

When tourists discuss a place, they like to describe **personality-**relevant **traits or characteristics** (Papadimitriou et al., 2015). Tourists used words such as unsophisticated, tolerant, straightforward, friendly and welcoming to talk about their impressions of Scotland. For example, one 28-year-old British participant (M9) mentioned:

'I would say inviting… very approachable, very welcoming and very calm… When I am driving, I feel it is quite natural, just be going travelling, I feel it is quite easy and quite welcoming' (M9).

Although similar words and comments could be seen within most respondents' answers, tourists expressed their overall opinions regarding the evaluative aspects of destination personality. The evaluative aspects of destination personality concern the concept of **brand personality appeal,** as proposed and supported by previous literature (Freling et al., 2011).

Destination personality favourability

Tourists commented on their favourite destination personality of Scotland. Destination personality **favourability** concerns the goodness or badness of a destination. Specifically, it measures whether the destination personality can satisfy tourists or lead to positive evaluations in tourists' minds (Freling et al., 2011). Tourists to Scotland have provided some positive comments on the destination personality of Scotland after they generated the

personality traits representing Scotland. An American visitor (M4) thought Scotland was friendly, open and progressive:

> '…I believe Scotland, or the UK has a lot of allies and you don't really think of people having a lot of negative opinions of Scotland. So, I would put a very friendly and open personality trait' (M4).

M4 expressed that he liked these personality traits:

> 'I liked a lot of the, again, forward-thinking and progressive nature. So, if you translate that to a person, that's someone who is progressive and open-minded. So, I would make that analogy and it is what I like about Scotland…' (M4).

Another Chinese non-visitor (M2) appreciated the destination personality of Scotland:

> '…my first impression of Scotland comes from the theme of the movie Braveheart. Another thing that I am thinking about is men are wearing kilts in Scotland… I feel very appreciative of all those personality characteristics of Scotland' (M2).

The difference arose when this participant (M2) discussed Scotland's personality, he talked about some characteristics representing the appearance of a person, rather than actual personality traits. However, personal appearance cannot be used to represent the destination personality. This has been criticized in much of the previous literature (Veloutsou et al., 2013).

Destination personality originality

Tourists suggested that Scotland has a unique personality that is easy to distinguish from other places. These participants compared Scotland to some places they are familiar with. For example, one Chinese visitor (M2) compared Scotland to China and the US, commenting:

> '… In England, it makes me feel that I am an outsider, but Scotland wouldn't give me this feeling. In my language, I would say Scotland keeps you grounded…' (M2).

Some participants directly used the term 'unique' or 'uniqueness' to show that the personality of Scotland was strongly distinguished from others. Uniqueness makes the destination personality of Scotland stronger than other destinations. For example, a non-visitor (M3) mentioned:

'I think it should be the unique things… Scotland gives people a strong and unique feeling. The uniqueness of other places is not so clear. For example, if you compare France with Scotland, when you mention about Scotland… it will give you a very strong feeling' (M3).

Similarly, one Chinese visitor (F1) talked about many personality traits of Scotland and commented that these traits are the spirit associated with Scotland, specifically:

'I think the following words can express my impression: unsophisticated, natural, harmonious, serene, friendly, fashionable, this is the spirit that Scotland stands for' (F1).

It could be generated that Scotland has a personality, which is unique and can be distinguished from competitors. Even when other destinations have their own uniqueness, the individuality of Scotland is more significant than that of others.

Destination personality clarity

Some tourists suggested that it was not easy to provide an overall view of the destination personality of Scotland. Indeed, the country's personality seems not that accessible to visitors or non-visitors. The interview results have detected a reason behind such ambiguity. The major reason is that there are many cities in Scotland and the diversity between cities contributes to the different personality of each; tourists, therefore, cannot recognize an overall destination personality. For example, an American visitor (F5) mentioned:

'… all the different cities have different personality traits. Like you could say Edinburgh is the more posh side of it, but it is its own subculture within Scotland. So it's very different from how you would describe Glasgow…I would say even that each city you could describe as its own person…' (F5).

Similarly, a Chinese visitor (M1) thought it was difficult to view Scotland as an individual, due to its dynamic nature:

'I think it's a bit difficult to accurately express this place as a person because I have been to Glasgow and Edinburgh. Even the temperament between these two places is very different...I think Scotland is very big and it is very difficult to generalize' (M1).

Although these are criticisms, some tourists provided their opinions regarding the clarity of destination personality. These tourists pointed out a significant characteristic of Scotland's

personality and expressed that they felt it was easy for them to recognize this destination personality. For example, one Chinese visitor (F3) mentioned:

> 'It feels different from other places in Europe, the pride in Scotland is very powerful. I can easily feel that…' (F3).

Even for non-visitors, some personality traits could be accessed by them through channels such as the news or movies. For example, a Chinese non-visitor (F4) specifically commented upon its pride about wanting to be independent. The personality of Scotland was easily recognized by her through the relevant political situation:

> 'First of all, I think Scotland should have a strong personality. Because they always want to be independent from the UK. I can easily get it from many channels…' (F4).

Although several tourists criticized that more than one person's characteristics could be found in Scotland, more tourists supported describing their perception of Scotland's personality. Some tourists misunderstood destination personality by considering personal appearance instead of actual personality traits. Some tourists mentioned a few destination personality characteristics of Scotland, such as friendly, open and progressive. However, the multi-faceted nature of Scotland's personality makes it impossible to capture all the personality traits in one study. Therefore, **more tourists prefer to evaluate destination personality rather than listing a few words to describe the personality of Scotland.** By concentrating on the evaluative aspects of the destination personality of Scotland, three aspects have been discussed: favourability, originality, and clarity.

4.3.1.6 Attribute 6: Destination heritage

Destination heritage is understood to be the existence of interesting culture, distinctive history, and arts, customs and historical buildings, such as castles and museums at a destination. Importantly, destination heritage captures and expresses the attributes that the destination has, anchored in the past or the continuity between past, present, and future. In Scotland, tourists are impressed by its multi-ethnic **culture**. For instance, a Chinese visitor (F1) mentioned:

> '…I think that Scotland is a relatively open, internationalized place that incorporates a multi-ethnic culture. This gave me a very deep impression. Many cultures can be integrated very well' (F1).

Additionally, the culture in Scotland impressed interviewees. For instance, a Chinese visitor (M1) mentioned:

> 'First speak of Scotland, this is a place associated with a lot of cultural charm. Many cultural monuments reflect the local culture of Scotland…I like these Scottish things…I agree that culture, and customs associated with Scotland, is quite well maintained and unique…' (M1).

Many tourists suggested that history, and knowledge developed through history, is an important element that represents Scotland. Tourists usually praised the history and development of knowledge. For example, a British visitor (M8) commented:

> 'I would choose natural beauty and **history**…I think there is some… that really enshrines the place...well... If I was to try to put an advertisement for Scotland, I would certainly have natural beauty, **history**, and friendliness of the people…' (M8).

Young visitors liked to discuss the history of Scotland and recommended it as well. Tourists thought that, when talking about Scotland, **history** should be an element to be promoted frequently. For example, an American participant (M5) mentioned:

> 'Scotland has a history and culture going back a thousand years and the Scottish have done a lot for humanity in terms of medical advances and philosophy…'(M5).

Some mentioned the **historical buildings** they could visit in Scotland. Even for non-visitors, castles in Scotland impressed them. For instance, an American non-visitor (M6) mentioned:

> 'I've just heard that Scotland is so filled with castles and that there are tons of **castles** everywhere, and you can visit castles pretty much…' (M6).

While the castle might be the first thing tourists mention, a lot of museums and galleries are included in the second top places tourists would visit to experience the local heritage of Scotland. The local arts have impressed both domestic and international tourists. For example, a Chinese participant (M1) mentioned:

> '…I saw some better scenery and paintings…' (M1).

Music, shows, and dance in Scotland have attracted many tourists. For example, a British visitor (M8) was impressed by Scottish dance, mentioning St. Andrews and a Caledonia society that people can join:

'And I like Scottish dancing and the, if you join a St. Andrews society or Caledonia society… you see an awful lot of good arts or heritage about Scotland, about traditional Scotland. I like that' (M8).

Tourists, similarly, expressed their interest in **local customs;** for example, men wearing a kilt and the playing of bagpipes are unique Scottish customs. These unique customs have become icons representing Scotland among tourists. For example, a British participant (M12) mentioned:

'There is a lot of unique fashion in Scotland, like the kilts… so quite unusual in Britain when contrasted with English culture. The people in Scotland will wear kilts which is unique to that country' (M12).

Another interesting point is Scotland's **local cuisine**. Non-visitors are interested in trying local cuisine and drinks in Scotland; however, visitors did not pay attention to this point. For example, an American non-visitor (M6) mentioned:

'And the third one was haggis…I watch some cooking shows once in a while. And I was thinking about some of the traditional Scottish food' (M6).

The data show many important elements of destination heritage that have impressed both visitors and non-visitors, alike. These elements representing the destination heritage of Scotland include the history, culture, customs, arts, buildings, and cuisine. From tourists, it could be found that the destination heritage of Scotland has been perceived as an important attribute, since many tourists liked to mention heritage-relevant elements.

4.3.1.7 Attribute 7: Destination nostalgia

Tourists consider destinations as nostalgic places that evoke feelings of the past (Cho et al., 2017). Most tourists mentioned their experience when they were watching movies filmed in Scotland. One Chinese visitor (F3) mentioned that the mountains around Glencoe reminded her of James Bond and Braveheart. The relationship between Scotland and the movies stimulated her nostalgia for the feeling when she was watching the movie:

'…in a James Bond movie, there is a famous shot in highlands… which gave me complicated feelings…I want to stop and see how I feel there. Before the James Bond movie, there was no such feeling in my mind… the movie Braveheart is similar to that' (F3).

Some non-visitors have not yet been to Scotland but would like to go because of their nostalgia regarding sites in Scotland that is linked to their previous feelings and experience when watching relevant movies. For example, two Chinese non-visitors (F4 & M3) mentioned:

> 'The earliest impression was Pride and Prejudice. Part of the film was shot at a location in Scotland... Besides, I had seen Scotland from some other TV shows, for example, Downton Manor… Crown... When I went to Scotland these views reminded me of the TV shows and movies' (F4).

> '…The impression of a place will be based on these points. For me, I am very easy to remember those things happened in the movies when I talk about Scotland' (M3).

Scotland reminded tourists of a moment that they had experienced. Some tourists might recall a period when they were young while others might remember the view in their hometown in a previous period. For example, an American visitor provided a short story about what he saw when he was in Scotland. The person's memory of high school was stimulated:

> 'I guess one of the most memorable stories I have is when I first went to Edinburgh…I saw that there was this little graveyard... and found the burial site of David Hume… a famous philosopher. I just remember that so clearly because... like I read some of his work when I was in high school and college and I just happened to find his grave just by pure coincidence. It even reminded me of the time when I was in high school' (M5).

A Chinese non-visitor commented that pictures showing scenery in Scotland reminded him of his hometown: less polluted and more green areas in China at that time, which seems like Scotland to some extent for him:

> 'The natural landscape is very special, it made me think of mountains in my hometown when I was a kid. At that time, it was clean and green as well in China' (M3).

Some activities in Scotland reminded tourists of their experience at other destinations. The Highland Games is an important and famous activity in Scotland and has been extended to other countries which hold similar events, such as Tokyo and New York. Thus, when tourists who have been to Tokyo and experienced Highland Games there, it has become a special element that stimulates their nostalgia.

> 'It is called Highland Games. These are big. Almost all places in Scotland have highland games. But I have been to highland games in Tokyo and in Canada. Emm…I

still remember the time when I was in Tokyo and Canada...I think those are bigger than here…' (M8).

Although destination nostalgia emerges in interview answers less frequently than the natural environment and heritage, it is a significant attribute. First, many famous movies were filmed in Scotland, and tourists who came to Scotland linked Scotland to those movies. Second, destination nostalgia developed by linking Scotland to tourists' previous experiences or what they have done before would contribute to an in-depth impression of Scotland.

4.3.1.8 Attribute 8: Destination stereotype

Brand stereotype means an 'oversimplified and generalized set of beliefs about the characteristics of a social group' (Greenwald & Banaji, 1995, p. 13 cited in Kolbl et al., 2019). Interviewees mentioned Scotland in their minds that are more or less related to their stereotype. For some visitors, following a trip to Scotland, their impressions differed from what they had previously thought, so they provided comparisons between their stereotypical view of Scotland before and after visiting. For example, one Chinese visitor (F3) mentioned that Scotland, in her mind was polite, formal or gentleman, but after visiting, some of things she saw in Scotland were, to a degree, different from what she previously thought:

> '… when you mentioned Scotland… It gives you images of being polite, formal dress, gentleman, reading newspaper every day, and holding an umbrella. That was a stereotype. However, when you got to Scotland, you found that actually different. The men in Scotland wear kilts…' (F3).

A British visitor (F8) mentioned the stereotypical aspects that can significantly impress tourists to Scotland:

> 'There are lots of things and lots of stereotypical things that people might think of when they think of Scotland, kilts, haggis, tartan or Irn Bru... So, I guess that kind of identity is perhaps different…' (F8).

For non-visitors, more stereotypes existed in their minds. For example, a Chinese non-visitor (M2) thought that Scotland is part of the UK, so that it should be similar to other places in the UK:

> 'Because I think that, the impressions that Scotland and England show me are very different. Because people always think of England, when we talk about the UK.…' (M2).

Although an American non-visitor (M6) mentioned about Scotland in his mind, he added that these images he talked about were basic stereotypes:

> '… I don't really know when I think of Scotland, I just think of the basic stereotypes a bit. That's essentially it…' (M6).

Interestingly, another British non-visitor (F9) mentioned about the cold weather in Scotland and thought it was extremely cold:

> 'I have thought about it, but I think the weather makes me… If I can't handle it in the south, I'm not sure I'd survive, there since it's very cold…' (F9)

From a different perspective, interviewees commented that tourism marketing in Scotland should promote its destination products more to reduce the stereotype that the world has concerning the country. One Chinese visitor (F3) mentioned:

> '… the tourism industry is developed. However, the world's understanding of this place is still influenced by stereotypes. This country does not express/present or show itself to the world. I've heard a joke here that says if a small city in Scotland is attacked, then people in the world may ask which country this city is in…' (F3).

Consequently, the interviews generated the view that non-visitors usually have impressions of a destination that are related to their stereotypes. For visitors, although they have been to a destination, their stereotypes of the place would still exist in their minds and even stimulate their actual memories of the attributes in their minds, since comparisons were made in their minds.

4.3.2 Dimensions in brand understanding block

The BUB captures tourists' understanding, knowledge or assessment of the destination (Chatzipanagiotou et al., 2016). Analysis of the interview data explored five dimensions of BUB, including *destination awareness, associations, reputation, self-connections and familiarity* (Figure 4.3).

Figure 4.3. Attributes in the Brand Understanding Block
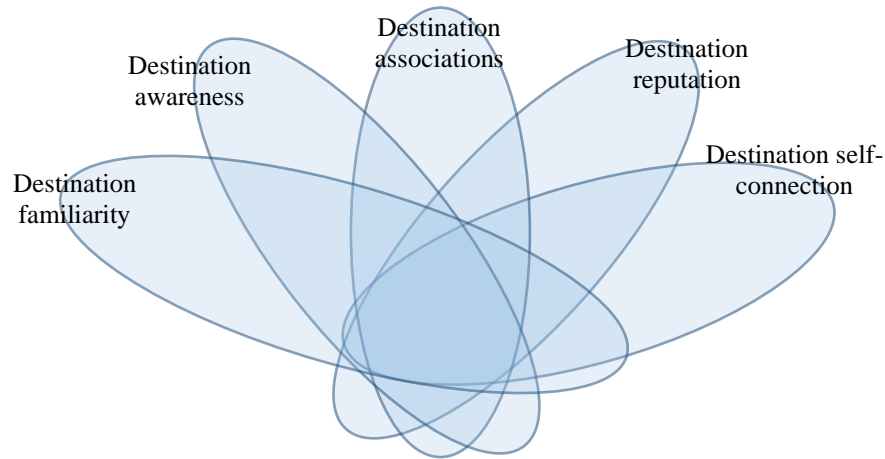
4.3.2.1 Dimension 1: Destination awareness

Destination awareness discusses whether tourists can recognize or recall the knowledge, name or characteristics of a destination (Bianchi et al., 2014). Some tourists **have at least heard of Scotland**. For visitors, some Chinese interviewees recalled the reasons for visiting Scotland, such as they had heard of it from others. For example, one visitor (F2) had heard that Scotland is quite different from England:

> 'And I have always heard that Scotland has its own characteristics which is worth to go there. So, I always wanted to see it, so I went there… I think it is very different from England' (F2).

Non-visitors liked to discuss what they had heard about Scotland which, therefore, shows the level of awareness they have towards Scotland. Most of what they have heard about Scotland are positive descriptions, making them want to visit. For example, two American non-visitors (M7 and M6) mentioned golf and castles in Scotland:

> '…I have heard…and I know my parents visited Scotland before. My Dad really likes golf. He knows a lot of things about golfing in Scotland. Golf originally from Scotland….' (M7).

> 'I've just heard that Scotland is so filled with castles and that there are tons of castles everywhere' (M6).

Similarly, one British (M2) and one Chinese non-visitor (M11) mentioned lakes and scenery in Scotland that they had heard about. The British participant believed that Scotland is

relaxing. The Chinese participant commented that although Scottish cities are not, it has beautiful scenery:

> 'It might because I heard some descriptions of the North of Scotland from many people before, they said the scenery is very good. This is someone told me … I also have heard that Scottish cities are not clean enough…. I often heard people introduced the natural scenery in Scotland...' (M2).

> 'I have heard some very beautiful and relaxing and lakes, going to visit Scotland…' (M11).

The unique attributes of Scotland have led to tourists' ability to **distinguish the country from competitors**. This is an important aspect of tourists' destination awareness as well. Specifically, tourists like to compare Scottish attributes to other places, finding that the impressive architecture, culture, history, people, and countryside in Scotland are very different from other places. For example, one Chinese visitor (F2) commented on the classical architecture in Scotland:

> 'I think the classical architectural style in Scotland is very impressive. It is very different from the city where I am living. So, for me, it is a very interesting thing to go see' (F2).

A Chinese non-visitor (F4) compared the wild scenery in Scotland to that in the Netherlands or Switzerland. Then she supported that Scotland is unique:

> 'Scotland will be wild, and you can see that it is different from the natural scenery of the Netherlands or Switzerland…' (F4).

Another Chinese non-visitor (M2) compared Scotland to England, believing that culture, history, and people in Scotland are distinctive, although many Chinese have the stereotypical impression that Scotland is the same as other places in the UK:

> '…the impressions that Scotland and England show me are very different. Because people always think of England, when we talk about the UK. However, there is a lot of culture, history and people's attitudes are quite distinctive and unique in Scotland.' (M2).

One British visitor (F8) further explained the differences between Scotland and England in terms of countryside:

> 'I think the countryside in Scotland is very different from England, it is a lot more rugged and wild and whereas in England it is a bit more pristine and well-kept and it

is just very different in Scotland…it's a bit different from some of the countryside in England…' (F8).

The interview results show that tourists have expressed their awareness of Scotland. First, some tourists mentioned whether they had heard of Scotland. Visitors recalled their initial visiting intention and thought that the uniqueness of Scotland was an important reason for their visit. Non-visitors mentioned that they had heard many positive descriptions about Scotland which brought them to visit (Kim & Lee, 2018; Dedeoğlu et al., 2019). Secondly, tourists were able to distinguish Scotland from competitors, which indicates a high level of awareness. The unique attributes of Scotland make it easy for visitors to distinguish Scotland from competitors.

4.3.2.2 Dimension 2: Destination associations

Another dimension that represents tourists' understanding of Scotland that has been documented in the interviews is destination associations. 'Destination associations' are 'anything linked in memory to a brand' (Aaker, 1991, p. 109). Tourists have **clear ideas about what Scotland stands for**. For example, one Chinese visitor (F1) mentioned:

> 'I think the following words can express my impression: unsophisticated, natural, harmonious, serene, friendly, fashionable' (F1).

Several tourists have a clear understanding regarding favourable, strong and unique associations of Scotland. For example, both a Chinese visitor (M1) and non-visitor (F1) listed some attributes associated with Scotland:

> 'First speaking of Scotland, this is a place associated with a lot of cultural charm. Many cultural monuments reflect the local culture of Scotland…I like these Scottish things…' (M1).

> '…the castle and the royal background are very impressive, especially the elegant and classical style of Edinburgh city. The culture reminds people of a lot of historical stories that can be linked with some scenes in famous movies.…' (F1).

Similarly, an American visitor (F5) specifically mentioned bagpiping in Scotland and claimed it as one of her favourite things associated with Scotland.

> 'It's also the hub of bagpiping, like the centre of bagpiping, which is one of my favourite things in Scotland…' (F5).

This participant (F5) further added that she had expanded her knowledge of Scotland after visiting and she liked everything associated with Scotland:

> '…immersing myself in the actual country has helped me expand my knowledge about Scotland, and Scottish history, the people here… I really like everything that Scotland has provided for me' (F5).

The interview data documented that the associations of Scotland are strong enough to change tourists' stereotypical perceptions of Scotland. For example, one Chinese visitor (F3) mentioned some stereotypes of Scotland that Chinese visitors usually have, such as the formal dress. Then she commented that the stereotype would be changed by the unique and **strong associations** of Scotland, such as the kilt:

> '… when you mentioned Scotland… It gives you images of being polite, formal dress, gentleman, reading newspaper every day, and holding an umbrella. That was a stereotype. However, when you got to Scotland, you found that actually different. The men in Scotland wear kilts…' (F3).

Similarly, an American visitor (M4) discussed the friendly people, food and education system associated with Scotland and thought it was strong:

> '… I thought the people were friendly, the food was certainly good. And the education system that I was exposed to, to some degree, was **high calibre**' (M4).

Some tourists discussed the associations of Scotland that are considered to be unique. For example, one American visitor (M4) mentioned the uniqueness of Scotland, such as golf, whisky, and castles:

> 'Other places are not going to have whisky distilleries, islands. Other destinations have castles and golf courses. They're unique in Scotland…I felt like Scotland had a unique and mixed association of history, but also modern tourist infrastructure. So, you can go and see the castles, and you can go and see the ruins…' (M4).

Interestingly, M4 mentioned about the identity of Scotland when he was talking about unique associations. He considered those unique associations as identities of Scotland:

> '…you have thinks like golf, whisky, and castles and things like that, that are unique identities throughout the world with the Scottish' (M4).

Similarly, a British visitor (F8) mentioned the identity of Scotland when she was talking about some associations of Scotland:

'If I think about differences between England and Scotland, Scotland's got more of, kind of cultural heritage, like it's got more of an identity than England does. There are lots of things and lots of stereotypical things that people might think of when they think of Scotland, kilts, haggis, tartan or Irn Bru... So, Scotland's got more identity, maybe more identity than England' (F8).

Both a Chinese visitor (M1) and non-visitor (M2) thought the culture and customs associated with Scotland were unique:

'I agree that culture and customs associated with Scotland are quite well maintained and unique. I am very much in agreement, men wear skirts…very unique, something that you only can really see in Scotland' (M1).

'There are a lot of culture, history and people's attitudes associated with Scotland are quite distinctive and unique from other places' (M2).

The interview data suggested the destination associations that tourists would like to assess Scotland. First, tourists liked to evaluate their favourite associations of Scotland, which indicates that associations of Scotland are favourable. Second, tourists can identify what Scotland stands for. They believed that Scotland stands for a harmonious, serene, friendly, fashionable spirit. Third, tourists' knowledge of associations of Scotland can be strong enough to change their stereotype. The unique associations have made up an important role in tourists' understanding of Scotland.

4.3.2.3 Dimension 3: Destination reputation

The interviews show that participants appreciate Scotland's good reputation. For example, one Chinese visitor (F3) mentioned that the Scottish distilleries are unique and ranked as one of the best by some magazines. She used the word 'famous' to describe Scotland. This means that Scottish distilleries are **highly regarded**:

'Scottish distilleries here are unique and, again, are ranked as some of the best in the world… These rankings are developed based on the world travel standards. For example, each year, world famous travel magazines and world travel consumer associations evaluate tourism destinations all over the world and publish the results…' (F3).

F3 added that the natural scenery in Scotland had been ranked as the top destination to visit among European destinations. So, evidence of Scotland's appeal is found in these magazines:

'The landscape of the highlands is ranked as the top in Europe. In the rankings, the Highlands is even better than some snowfields, such as Switzerland or Belgium…' (F3).

One Chinese non-visitor (M3) had read magazines talking about Scotland. To his understanding, the nature, culture, and history of Scotland have been highly regarded in many magazines as well as in his mind:

'The landscapes, history and culture in Scotland have been recommended by many magazines that you will feel that only when you go to Scotland you will have the chance to feel this unique sense and feeling' (M3).

Some tourists directly used the term 'famous' to indicate the **good reputation** of these natural attributes of Scotland. For example, both a Chinese non-visitor (M2) and visitor (F1) supported that the natural scenery in Scotland is famous:

'It might also because I heard some descriptions of the North of Scotland from many people before, they said the scenery is very famous in the world… Yes…especially the north highland is very well-known' (M2).

'I feel that…Scotland is famous for preserving natural aspects. Elements that are very relevant to nature are very well preserved and are not devoured by modern civilization' (F1).

Specifically, one Chinese non-visitor (F1) also mentioned Loch Ness and golf in Scotland are two famous elements, known worldwide:

'The second example is Loch Ness, which is also very famous in the world. The myths surrounding the lake area also gives people a very fascinating feeling… I think golf in Scotland has had global influences…' (F1).

The unique heritage of Scotland has also been documented as famous in interviews. One American visitor (M4) mentioned:

'…there is a unique culture that has prevalence and is famous in the world and that could be described as a brand' (M4).

Another Chinese visitor (M1) mentioned the unique food, haggis, in Scotland. Although he did not like eating it, he knew that haggis was very famous in representing Scottish cuisine:

'The food from Glasgow, I meant haggis. I can only say that it is famous. Some people like it, but I do not like eating it' (M1).

Very few participants thought attributes of Scotland were not that famous or as highly regarded as other countries. For instance, the American visitor (M4) compared the uniqueness in Scotland to the Eiffel Tower, Taj Mahal or Great Wall, and suggested that Scotland does not have an iconic monument:

> '…it [Scotland] has things that are uniquely Scottish but not necessarily unique like the Eiffel Tower or the Taj Mahal in India, or the Great Wall of China. I don't think it's that level of prominence or uniqueness, but I would say that there are things that are uniquely Scottish' (M4).

Although several people thought Scotland is less famous than some competitors in terms of specific attributes, most interviewees agreed that Scotland is highly regarded or has a good reputation, especially, in terms of nature or heritage.

4.3.2.4 Dimension 4: Destination self-brand connection

Self-brand connection refers to the question of whether the consumer and his or her brand have things in common (Gill-Simmen et al., 2018). Some tourists felt self-connections to Scotland since they thought themselves and Scotland **had something in common**. For example, one American visitor (M5) mentioned:

> 'I feel me and Scotland have something in common... I'm kind of a history buff so I always like being around historical sites and buildings and stuff' (M5).

Another Chinese visitor (M1) commented that the relaxing and refreshing feeling of Scotland can represent him and further satisfy him:

> 'I think going to a trip is mainly about going to a place where I can relax myself, I can maybe refresh myself, talk to myself, and even find something about myself that I have never thought about…. Scotland can satisfy me at this point…' (M1).

One Chinese visitor (F1) further described the connection between herself and the destination personality traits of Scotland, since the inspiration from Scotland have directed her to become a person with a sense of peace, sincere, security and well-being:

> 'The overall feeling is that I feel very relaxed and serene in Scotland. It gives people a sense of peace, sincere, a sense of security and a sense of well-being. I think that it has inspired me to be a person like it' (F1).

Some tourists felt that Scotland suits them. For example, one Chinese visitor (M1) felt comfortable with the peaceful, quiet and elegant feeling in Scotland and thought it suits him:

> 'It is this kind of feeling that Scotland and I are connected. I felt so comfortable there' (M1).

An American interviewee (M5) directly expressed that he felt Scotland suited him and it could even be a very special place like his home away from home:

> 'Very positive. I really enjoyed my time in Scotland and I actually really miss it there. I think it's a very special place and it's almost like my home away from home. I feel it suits me, if that makes sense' (M5).

This interviewee (M5) further added that Scotland could represent a piece of him to express how he felt connecting to Scotland:

> 'Like I said Scotland is my home away from home and I think I'll always feel like a piece of me is there' (M5).

Non-visitors could also develop a small self-brand connection between Scotland and themselves. For example, one British non-visitor (M11) has Scottish relatives, which made him felt that he and Scotland had some matching points:

> 'I have some relatives from Scotland a long time ago. And they were talking to me about their life in Scotland, also…. Think Scotland is matching my characteristics as I am a bit lazy and I like making friends' (M11).

The interview data, therefore, have detected the self-connections between Scotland and tourists. First, some tourists felt themselves and Scotland had something in common. Second, some tourists thought Scotland suited them or inspired them to develop a relaxing, peaceful or elegant personality like Scotland has. Third, some tourists added that Scotland could be a piece of them or match some of their characteristics.

4.3.2.5 Dimension 5: Destination familiarity

Brand familiarity, in the general branding area, captures several experiences that customers have with a brand (Alba & Hutchinson, 1987; Klein et al., 2016). Some interviewees mentioned about **whether they were familiar with Scotland**. For example, an American non-visitor (M6) thought that he was not that familiar with Scotland:

'… No, I don't think I'm that familiar with Scotland…' (M6).

Even a British non-visitor (F9) would think that she was not that familiar with Scotland although she was in the same country:

'… To be honest, I am not very familiar. The only thing that I know about Scotland is the Loch Ness monster and the referendum they did recently' (F9).

Although some non-visitors may not have been to Scotland yet, they knew about Scotland from reading or TV, thus one American non-visitor (F7) also thought that she was somewhat familiar with Scotland:

'I know a little bit from reading, and maybe a little bit from TV but not a lot. So, I think a bit familiar with it...' (F7).

Differently, a British non-visitor (M12) mentioned that he had never been to Scotland before, but he would be familiar with Scotland because he has friends that came from Scotland, which provided him with knowledge about the country:

'…I have actually never been. But I have met some people from Scotland. I feel like I have a kind of a general knowledge of the country. When I think of Scotland, there is lots of things that jump to my mind' (M12).

Similarly, one American non-visitor (M7) had not been to Scotland, but his family member had travelled to Scotland, so he thought he was familiar with Scotland to some extent:

'I have heard a little bit from that, and I know my parents visited Scotland before. My Dad really likes golf. He knows a lot of things about golfing in Scotland…' (M7).

Some interviewees thought that they had familiarities with Scotland because **it was friendly.** For instance, one British non-visitor (M11) mentioned that he felt friendly towards Scotland because he has many friends from there:

'I think I am very familiar with Scottish people, but I have not been to Scotland before, but I know there in Scotland, that they have very strong accents. And there are some very interesting hot spots….' (M11).

Some interviewees did not mention about being familiar with Scotland; however, one American visitor (M4) provided an overall view regarding people's familiarity with Scotland:

'A lot of people are familiar with, maybe a basic level of the history of Scotland…' (M4).

The interviews have reflected tourists' familiarities toward a destination. First, when tourists were asked about their understanding of a destination, they would start with whether they are familiar with the destination and to what extent they would be familiar with the destination. Second, some interviewees discussed whether their familiarity with a destination was related to their thoughts of being friendly with it.

4.3.3 Dimensions in brand relationship block

The BRB captures the emotional ties or relationships between tourists and destinations when they are travelling or learning something about a destination (Veloutsou et al., 2013; 2020; Chatzipanagiotou et al., 2016; 2019). This emotional relationship varies across different types in previous literature. In this study, five dimensions were detected as potential dimensions in the BRB: *Destination trust, Relevance, Partner quality, Intimacy and Attachment* (Figure 4.4).

Figure 4.4. Attributes in the Brand Relationship Block
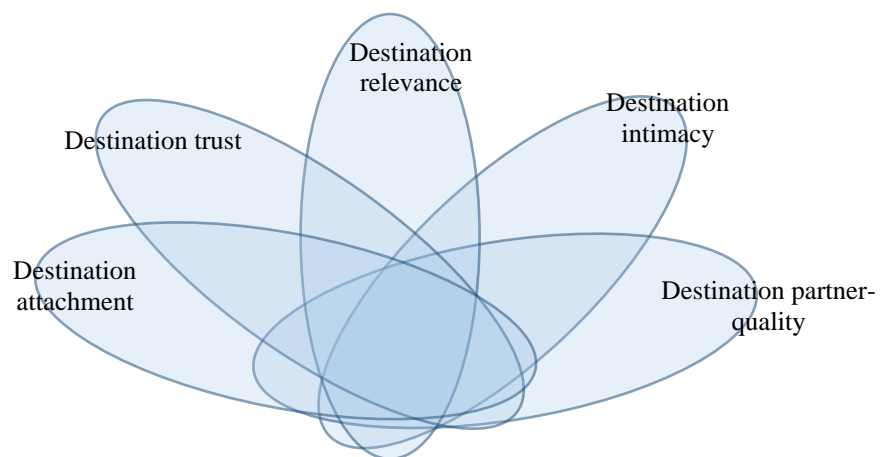
4.3.3.1 Dimension 1: Destination trust

The interview data have revealed destination trust as an important indicator of the emotional relationship between tourists and destinations. Destination trust, here, captures tourists' willingness to rely on the destination's ability to perform its functions (Abubakar et al., 2017). Specifically, trust is shown when tourists think that the destination delivers what it has promised, offers believable information or simply has a name can be trusted. For

example, one American interviewee (M5) mentioned his experience in a destination, before he went there, he expected it to be a welcoming city and the people there should be enthusiasm. However, when he was there, he was disappointed. Thus, M5 thought that the destination did not **deliver what it promised**:

> 'I thought people there were enthusiastic, but I remember there was a ton of graffiti that said, "tourists go home" and stuff like that… like even though I was a tourist, I was annoyed with them, but it doesn't make for a positive experience when you see things like the graffiti' (M5).

Another American respondent (M7), talking about his traveling experience, thought the destinations gave him the feeling of trust since he had experienced what the destinations promised:

> 'I got to know these cities pretty well and I trust the things I experienced in those places. Most of my experiences were positive and very real, as what they promoted…' (M7).

Some people trusted a destination because they found it **offered believable destination information** to tourists. For example, one American tourist (M4) mentioned how he had a higher level of trust towards Scotland since he found the information about Scotland from the internet was believable:

> 'So, in Scotland, I had an overwhelmingly positive experience. It was really like what I have heard about from the internet. I probably have a higher level of trust there than I do for other places…' (M4).

From a negative perspective, another Chinese tourist (M3) presented his feeling of not trusting a destination. He had heard that the people there would lie to Chinese tourists so that he did not believe the information from that destination even before he visited; or we could say that the stereotype had to some extent impacted the tourist's trust:

> '… I feel that the services-relevant information, as well as security issues, will influence a person's trust with one country … I think it is not a place that I can trust if I go there. People there often lie to Chinese tourists' (M3).

Differently, one Chinese interviewee, (F1), mentioned how his experience of travelling to another destination gave him a feeling of trust:

'… usually know it is a good place to go. So, I trust it, and I really felt comfortable when I was there. People and products there are trustful. The sense of trust was even greatly improved…' (F1).

Some destinations offer an attractive landscape and culture; however, talking about the name of these places would have the feeling of not trusting. For example, one Chinese tourist (M3) mentioned about how much he thought a destination was good in terms of landscape and history. However, he decided not to go, following a stereotypical perception that the destination represented safety issues to him:

'I always wanted to go to there before, but I heard that it is dangerous and bombing sometimes, and tourists may be a robbed there, then I thought of giving up the idea of going there' (M3).

From a positive point of view, some tourists trusted a destination as these places have a name that they can trust in their minds. For example, a Chinese tourist (F3) mentioned that she trusted a destination, as this place represented peace and energy to her:

'I trust there. It gives me peace and energy' (F3).

Another American tourist (M4) trusted Scotland as it has a name representing safety to him:

'… again, because I went to Scotland and did not have any major issues or things stolen. So, I'm pretty trusting of Scotland in my experience…Because it was Scotland…' (M4).

The interview data has revealed destination trust as a kind of relationship between tourists and a destination, which was specifically discussed by the interviewees. Tourists' feelings of trusting a destination is shown in different aspects. First, destinations would deliver believable information to tourists. Second, destinations would offer the believable information promised. Third, tourists would trust a place when they heard about the destination's name.

4.3.3.2 Dimension 2: Destination partner-quality

Partner-quality captures the destination's ability to treat tourists well or to take good care of tourists (Long-Tolbert & Gammoh, 2012). Some tourists develop a relationship with the destination based on how the destination treats them. For instance, a British interviewee

mentioned her visiting experience in a destination and thought it **was good to her** when she was there:

> '… this place is always nice to me, does not give me pressure. So, you can feel quite… like the things you are worried about or concerned about can feel quite insignificant…' (F8).

From an opposite perspective, some tourists expressed their negative relationship with a destination, since the people at a destination were bad to them or they did not feel comfortable with the destination. For example, a Chinese tourist (M2) had a bad experience in a restaurant when he travelled to a destination, thus, he thought the people there were not nice to him:

> 'For example, I went to a restaurant there and I was ordering food for dinner. They did not ask me whether I wanted to order take-out or eat inside. But in the end, they prepared a lunch box which looks like fast food. So, I told them that I was going to sit in there. They were very angry, blamed on me…I felt this destination was not that friendly to me' (M2).

Some tourists evaluate the destination as having high partner-quality because they were **treated as an important person** at the destination. When local people at a destination are friendly, it would be easy for tourists to feel that the destination is welcoming or valuing tourists. For example, one American tourist (M5) thought he was treated badly in a destination but was welcomed in another:

> '… I just felt that everyone was really nice and welcoming. The country was very nice to me. Like, have you ever gone travelling and you could tell that the local people didn't like tourists? I had that happen in a place but in another destination, everyone was super friendly and seemed happy to have people visiting' (M5).

Sometimes, tourists feel that the destination **takes good care of them**. For example, a Chinese tourist (F2) mentioned that the local people would help her or take care of her when she needed:

> 'People there are very friendly. So, I said we are friends; that is, when I need help, a friend will help me and take care of me' (F2).

Interestingly, some tourists developed negative views towards partner-quality. For example, a Chinese visitor (F1) mentioned about her negative experience in a hotel in a city. She was

disappointed with the air conditioning there, which made her feel uncomfortable and she was not taken good care of:

> 'For example, in the hotel that we were staying at there was no air conditioning, only a fan there. We felt uncomfortable and a bit disappointed in there' (F1).

The interview data detected another important dimension of the destination relationship: partner-quality. First, the destination may be good for tourists. Second, destinations may treat tourists as important people. Third, and more in-depth, tourists may feel the destination would take good care of them.

4.3.3.3 Dimension 3: Destination relevance

Destination relevance is the degree to which a destination is personally relevant or shows appreciation towards tourists (Veloutsou et al., 2013). Tourists feel close to a destination since the destination **is relevant to the tourist's family or friends**. For example, an American visitor (M4) went to Scotland because his family was originally from there:

> '… my family is from there, Stirling, from that castle, a long, long time ago. I feel it is related to my family when I went there' (M4).

M4 further described his experience when he was in Stirling. Due to his family originating from there and he had found the graves where his ancestors were probably buried, he went to Stirling twice; whenever he was there, he felt a neatness and relevance towards Scotland, which was different from what he felt about other places:

> 'I went there twice and visited the castle and found some graves in the cemetery by the castle where I presume my ancestors are buried. I don't know who they were but it was kind of neat to visit your ancestral homeland and find out where people came from' (M4).

Similarly, another American tourist's (M5) father's family was originally from the country. When he (M5) was travelling there, he remembered his ancestors and felt close to them:

> 'Yeah, well like I said my Dad's family is from there and so, when I went there, I found like our family crest in a souvenir shop. And while being there, I kept thinking "Oh maybe some of my ancestors used to walk around here" ... Like it helped me get in touch with my own personal history…' (M5).

Although there may be a considerable distance between the destination and their home country, some tourists would feel relevance to a destination because of many friends they have met from there. For example, a British interviewee (M11) had a special memory about a destination far from him, since he has a lot of friends there:

> 'I have lots of, lots of, lots of, lots of friends there, and I have been there three times, and I like the weather first of all, the food, I also like the atmosphere and the behaviour and the attitude of people, because they are very friendly, and I think also they have a work ethic there as well' (M11).

Similarly, another American interviewee (M5) has positive memories with Scotland, because he met his friends and girlfriend in Scotland. Thus, he felt special relevance between him and Scotland:

> 'A lot of my positive memories come from the friends that I met at Scotland and I met my girlfriend there as well. It's... I guess my positive feelings aren't necessarily dependent on Scotland, per se, but in a way I think the best place I have been to so far was when I was in Scotland' (M5).

Some tourists feel relevance between them and a destination since they feel the destination **fits with their lifestyle**. For example, an American tourist (M4) thought that Scotland suits his lifestyle:

> 'I have positive memories that come from there and come from the time I spent there so… think Scotland suits my lifestyle, so, it'll always be a part of my life' (M4).

Similarly, a Chinese tourist (M2) mentioned a town. He felt relaxed and comfortable at that town, which fits with the lifestyle he pursued:

> '…. We can walk around there slowly and relaxing. I have been there for two to three times. I felt very comfortable and very relaxed there. I think it fits with the lifestyle that I want' (M2).

The interview data have demonstrated that destination relevance is an important dimension in BRB. Some tourists have a positive relationship with a destination due to their family originating from the location; meanwhile some tourists have friends at the destination. Thus, the destination is considered as relevant to their family or friends. Some tourists feel the destination suits their lifestyle.

4.3.3.4 Dimension 4: Destination intimacy

Destination intimacy refers to psychological or emotional closeness, bonding, and connectedness between tourists and destinations (Erber & Erber, 2016; Almubarak et al., 2018). Specifically, when tourists feel intimacy with a destination, they usually **empathize with a destination**. For example, an American respondent (F5) mentioned that she empathized with Scotland:

> '…Because of all that [associations], it's helped increase my empathy and in turn I really like everything that Scotland has provided for me so I really like the country….' (F5).

Similarly, another American interviewee (M5) directly mentioned that he empathized with Scotland. It seems that Scotland instructed his willingness and desire to learn more about Sottish history:

> '**I** mean I feel like I'm passionate about Scotland. I almost empathized with it. A lot of the historical stuff I mentioned I learned after I came to Scotland just because being there made me curious and led me to want to learn more about it' (M5).

Although some participants did not directly mention the term 'empathic emotion' or 'passionate', their emotional intimacy with the destination could be detected from some statements. For instance, a Chinese respondent (F3) expressed his continuous appreciation and admiration towards a city:

> 'Mystery. I am attracted to it and miss it, but I cannot own it. It gives me a sense of distant beauty. My appreciation and admiration towards this place do not fade with time…Every time you see it, you will love it more. It is a mysterious relationship' (F3).

Specifically, this interviewee (F3) further explained that she viewed the destination as a person she has **known and admired for a very long time** and the need to see this person soon:

> 'I would say I felt passionate when I first time went there. The first time I went travelling there, it was like meeting a person that you had been admiring for a long time, and you finally got to see him. You would be so excited' (F3).

Thus, the feeling of knowing a destination for a long time is an important indicator of intimacy between tourists and destinations. For example, two American interviewees (M5 & M7) felt they knew a place as though it was a long-time friend:

'Whenever I think of my time in Scotland, I feel kind of happy. Like thinking about friends, I made for a long time and the adventures I had' (M5).

'That is a friend that I really enjoyed spending time with during a specific part of my life, but one that I haven't really contacted for a long time and haven't… and it was a really intense and intimate friendship, but it didn't last' (M7).

Another Chinese interviewee (F1) also thought of a famous place she has known since her childhood:

'For example, the Orphans was also written using that city as the background. Many literary works have given me a very deep memory and impression since my childhood...It feels like I went to meet with an old friend again after many years' (F1).

From the opposite point of view, some tourists wanted to be alienated or have **emotional distance** from the destinations, which is considered as a negative aspect of intimacy. For example, a Chinese participant (F3) had been to a destination, but felt distanced from this city:

'I went to famous places there and was looking forward to it, but when I was there, I did not feel a connection to the place. I did not feel that I was in the city's arms. It was just a polite, cold way to give you an impression, and there was no deep emotional connection' (F3).

The interview data demonstrates the important role of destination intimacy in representing the relationship between tourists and destinations. Specifically, tourists feel an intimate relationship with a destination when they feel empathy with a destination or have known the destination for a very long time. In these tourists' minds, intimacy is usually represented as a long-term friendship or relationship that they have created between them and a destination. Interestingly, few tourists mentioned the negative aspect of intimacy between them and destinations. The negative aspect of intimacy is usually expressed by the emotional distance between them and the destination.

4.3.3.5 Dimension 5: Destination attachment

If tourists feel attached to a destination, then they have the sense of physically being and feeling close to that place (Yuksel et al., 2010). Sometimes, tourists have a **strong attachment to** a destination. For example, an American visitor (M4) mentioned about his strong feelings of attachment to Scotland:

'I have positive memories that come from there and come from the time I spent there so I do feel attached to and I think they'll always be a part of my life' (M4).

Similarly, another American visitor (F5) mentioned her visiting experience in Scotland and expressed that she loved Scotland and felt attached to it:

'I love it. I love Scotland, attach to it… I have friends and memories and things that are here that would make me feel attached…' (F5).

Differently, several tourists did not feel attached to a destination, for example, one Chinese non-visitor mentioned that:

'I think I may not yet have a feeling of attachment to a place, but I can say that I like some places' (F2).

Sometimes, tourists' attachment to a destination is shown by their feelings of a **strong sense of belonging to** Scotland. For example, one Chinese visitor (F3) mentioned that people would have a sense of love and belonging towards Scotland if they like Scotland:

'People here have a sense of love and belonging to Scotland…' (F3).

Another Chinese visitor (F1) was talking about her experience with Scotland and thought that she has an attachment to Scotland which is also related to her nostalgic memories there. Thus, she would like to go back to Scotland since she felt belonged there:

'…after coming back from Scotland, I would say that I would like to visit Scotland again. I think this may be the attachment. I think it is a feeling related to nostalgia... I think I belong there...' (F1).

Similarly, a British visitor (F8) has family in Scotland, thus her feeling of attachment to Scotland is also because it is related to her family and she is also part of that family:

'…think I have got attachment to… before I came here, I had attachment to Scotland, because I had family here, so I was coming to visit…' (F8).

Some tourists thought that if a destination **means a lot to them**, then their attachment to that place would be established. For example, an American visitor (M5) thought of Scotland as another home away from his hometown which means that Scotland is important for him:

'…Scotland is my home away from home and I think I'll always feel like a piece of me is there…' (M5).

Similarly, the American visitor (M4) mentioned about his experience in Scotland and thought that Scotland was linked to his lifestyle. Thus, Scotland means a lot for him:

'…I have positive memories that come from there and come from the time I spent there so I do feel attached to and I think Scotland suits my lifestyle, so, it'll always be a part of my life…' (M4).

The interview data have detected the attachment as an important type of relationship between tourists and destinations. Firstly, some interviewees expressed that Scotland means a lot to them, in terms of relating to their family or suitability for their personal lifestyle. Secondly, some interviewees directly expressed their strong feelings of being attached to Scotland. Thirdly, several other interviewees also have a sense of belonging to Scotland to some extent because of different reasons, such as it is related to their nostalgic memories.

4.3.4 Outcome of dimensions of destination consumer-based brand equity

OBE captures the strength of a destination brand, in which tourists' overall preference is indicated. The interview data have documented that OBE has been frequently considered and discussed by tourists. For example, an American interviewee (M4), asked whether he would feel regret about traveling to Scotland, answered:

'Probably not because I had such a good experience that I don't regret it at all in Scotland, and since I don't regret it, I can't say that there's another place that I'd rather go'(M4).

Interestingly, more participants thought that they would not choose Scotland instead of other destinations when they were asked about whether Scotland was their top priority. For instance, a Chinese visitor (F2) put Scotland in a list of destinations that she would like to visit:

'…I may have wanted to go to several countries and Scotland as well. So, I would not say that I would only go to Scotland, but I would choose to go to some other countries as well. I may change the order of visitation slightly' (F2).

However, a British non-visitor (M11) directly mentioned that Scotland would not be his top priority:

> 'I would say that going to Scotland is not a top priority. But for me, I would say it is a place just to go to if I have some spare time' (M11).

Another British visitor (F8) further mentioned about visiting Scotland was because it was close and cheaper for her to go to Scotland than other places:

> '… no, it is just seeing places in Scotland, but of course there are other places, yeah, I do want to visit over and above Scotland…' (F8).

Some tourists expressed an opposite point of view about visiting Scotland. Scotland was not the first choice when compared with other destinations. For example, an American tourist (M5) was impressed by the history of Scotland and thought that there are connections and relevance between him and Scotland. However, he preferred to go to places other than Scotland:

> 'I've always wanted to go to England and Ireland. Scotland was actually a bit lower than the other two on my "list" …' (M5).

The results have detected many pieces of evidence in representing both positive and negative aspects of tourist's overall destination equity. Specifically, international tourists, including Chinese or American tourists would either positively or negatively put Scotland as the top priority in their trip list. More British tourists would stand at the neutral point of view, by mentioning that they would go to many places as a priority, while Scotland can be included in as well.

4.4 Reformation on the destination consumer-based brand equity process
4.4.1 Brand building block

The BBB captures destination attributes of Scotland after combining the results of an extensive literature review and the findings of qualitative Studies 1 and 2. Table 4.2 shows an overview of how possible dimensions inconsistently appeared in different results. The developing process of the finalized dimensions in the BBB contains three stages.

Table 4.2. Presence of constructs in brand building block based on literature review and qualitative studies

Potential dimensions in BBB	Qualitative phase results		Original dimensions in Chatzipanagiotou *et al* (2016)	More supportive evidence in previous literature		
	Study 1 results	Study 2 results		Other literature on CBBE in general marketing area	Literature on destination image & competitiveness	Literature on D-CBBE
Political, economic and social environment	-	Interviewee M7; M4; M1; F6; F8; F3; F5; M10	-	-	Wong and Teoh (2015); Wong (2018);	-
Natural environment	Scenery and natural attraction	Interviewee M4; M2; F9; F8; F7	-	-	Park et al. (2017);	Im et al. (2012);
Tourism infrastructure	Destination infrastructure / Tourism activities	Interviewee M4; F6; F3; M8; F3; M4; F5; M6; M3; F1	-	-	Wong and Teoh (2015); Kim et al. (2016a); Stylidis et al. (2017a & b); Wong (2018);	Im et al. (2012);
Destination perceived quality	Destination quality	Interviewee F6; M5; M3; F3; M8	Brand quality	Aaker (1991); Veloutsou et al. (2013); Yoo and Donthu (2001); Buil et al. (2008); Baalbaki and Guzmán (2016); Pappu et al. (2006); Tong and Hawley (2009); Spry et al. (2011); Cai et al. (2015); Christodoulides et al. (2015); de Oliveira et al. (2015); Liu et al. (2017)	Park et al. (2017); Stylidis et al. (2017a);	Konecnik and Gartner (2007); Boo et al. (2009); Pike and Scott (2009); Chen and Myagmarsuren (2010); Gartner and Ruzzier (2011); Im et al. (2012); Frías Jamilena et al. (2017); Dedeoğlu et al. (2019); San Martín et al. (2019)
Destination personality	Destination personality	Interviewee M9; M4; M2; M1; M3; F5; F7; F6; F3; F4	Brand personality	Veloutsou et al. (2013); de Oliveira et al. (2015);	-	-
Destination heritage	Destination heritage	Interviewee F1; M8; M5; M6; M1; M12; F8	Brand heritage	Veloutsou et al. (2013);	Gómez et al. (2015); Park et al. (2017);	Im et al. (2012);
Destination nostalgia	-	Interviewee F3; F1; F4; M3; M5; M8	Brand nostalgia	-	-	-
Brand leadership	-		Brand leadership	Veloutsou et al. (2013);	-	-
Brand competitive advantage	-		Brand competitive advantage		-	-
Destination stereotype	-	Interviewee F3; F8; M2; M6; F9	-	-	-	-

The bold cells reveal the finalized dimensions included in the D-CBBE model in the current research.

At the first stage, implications of the qualitative phase contributed to confirmation of the finalized dimensions in the BBB. Specifically, Study 1 detected six attributes of Scotland that were promoted by local destination marketers, which were *Scenery and natural attractions, Destination heritage, Destination infrastructure, Tourism activities, Destination personality*, *and Destination quality*. Based on Study 1, and the literature, Study 2 discovered eight attributes of Scotland that were perceived by tourists, which are *Political, social and economic environment*, *Natural environment*, *Tourism infrastructure, Destination heritage, Destination personality, Perceived destination quality, Destination nostalgia and Destination stereotype*.

To some extent, the results of Study 2 complement the attributes of Scotland that are promoted by destination marketers in Study 1. For example, marketers seldom mentioned the political, social, and economic environment when promoting Scotland on their websites while tourists discussed it when talking about their impressions of Scotland. In Study 2, tourists also mentioned about their imageries related to Scotland, such as destination nostalgia, personality, and stereotype. Destination marketers (Study 1) might put more emphasis on the functional attributes of Scotland while paying less attention to imageries. Holistically, the 'tourism activities' in Study 1 were combined into the destination infrastructure in Study 2, and the literature closely associated tourism activities with destination infrastructure. Thus, the eight attributes generated from Study 2 could be potential dimensions in the BBB at this stage.

At the second stage, similarities and differences between the qualitative phase's results and the original model in Chatzipanagiotou et al. (2016; 2019) and Veloutsou et al. (2020) led to confirmation of the finalized dimensions. The dimension of political, social and economic environment was developed in Study 2. The dimensions of the natural environment and tourism infrastructure were developed from Studies 1 and 2, although the original model did not mention them. Destination quality, personality and heritage from Studies 1 and 2, correspond to brand quality, personality and heritage in the original model. Thus, these dimensions were kept as the potential dimensions in the BBB

Nevertheless, brand leadership and competitive advantage in Chatzipanagiotou et al. (2016; 2019) and Veloutsou et al. (2020) were two dimensions that were only suitable for the general marketing area but were not detected from Study 1 or 2. After looking at the relevant D-CBBE literature and asking for advice from experts in the field, these two attributes were not included as potential dimensions in BBB.

At the third stage, extensive literature provided clues to support the inclusion of finalized dimensions in BBB. In the general marketing area, typically, Veloutsou et al. (2013) use qualitative data to suggest brand quality, leadership, heritage, and personality in the block of consumer's understanding or evaluation of brand characteristics in a CBBE building process. These findings support the inclusion of destination perceived quality, personality, and heritage in this D-CBBE model. Other literature on CBBE, D-CBBE or destination image and competitiveness bas been synthesized in influencing the development and confirmation of each dimension in the finalized BBB.

The inclusion of **Political, economic, and social environment**, **Natural environment**, and **Tourism infrastructure** corresponds with previous literature that has primarily used destination attributes to represent destination comparativeness (e.g., Wong, 2018; Zhang et al., 2018). For example, Wong and Teoh (2015) and Wong (2018) use functional attributes, including the overall economic conditions, political stability, facilities, and infrastructures, to measure destination competitiveness. More studies have aggregated attributes to understand the destination image. For instance, Kim et al. (2016b) include functional attributes of a destination, such as 'entertainment and shopping attraction' and 'safety.' Similarly, the attributes of 'natural environment,' 'amenities/tourist infrastructure,' 'attractions,' 'social/travel environment' were also used to measure destination image in Stylidis et al. (2017a). Importantly, Im et al. (2012) propose 'tourism facilities and attractions,' 'environmental, natural and cultural resources,' 'hospitality and amusements, 'convenience and comfort' as well as 'sports or food' to measure destination image, which was also included as a significant dimension of D-CBBE.

The inclusion of **Perceived destination quality** is due to two considerations: 1) When the functional attributes mentioned above were included, tourists' favourable assessments of those attributes were automatically measured as well (Wong & Teoh, 2015; Wong, 2018; Sürücü et al., 2019). Although not labelled clearly, studies have, to some extent, evaluated the quality of destinations. For example, when Wong and Teoh (2015) and Wong (2018) measured destination competitiveness using dedicated tourism attractions and high-quality accommodation, the quality was also queried. Park et al. (2017) employed 'good quality of life,' 'prosperous tourism industry,' 'good place for shopping' and 'famous hot springs' in measuring destination image, the terms of 'good,' 'famous' and 'appealing' show that the quality of the destination was also evaluated. 2) Some studies have developed perceived quality as an independent construct. For example, Yang et al. (2015) specifically discuss the

quality of the service and name it as destination service performance. When Frías Jamilena et al. (2017) conceptualised D-CBBE, destination brand quality was included as its dimension. Konuk (2018) specifically discuss tourists' perceptions about whether the quality of a destination is excellent or not as a dimension of D-CBBE. In Sürücü et al. (2019), physical quality was included as a dimension contributing to CBBE formation.

The inclusion of **Destination heritage** corresponds with previous literature. For example, in tourism, Gómez et al. (2015) include 'culture' as a destination attribute, considering it as a group of historical or cultural interests, interesting local customs, and interesting cultural activities in destinations. Although Wong (2018) focuses on the attribute-based competitiveness of a destination, history; cuisine; different culture; the local way of life; interesting architecture, interesting festivals, music, and performance were included as measurement items as well. However, culture/ history are the concepts that cover a board meaning. Instead, in the general marketing area, brand heritage provides a comprehensive view of symbols, values, culture, and history (e.g. Urde et al., 2007; Pecot & de Barnier, 2017).

The inclusion of **Destination personality** and **nostalgia** has been influenced by literature in general marketing. Other than Veloutsou et al. (2013), de Oliveira et al. (2015) also express their support to Aaker (1991) that brand personality is one of the significant assets of brand equity that should be included in the formation of CBBE. In the area of destination marketing, although brand nostalgia has not been discussed in D-CBBE, studies have found that destination marketers may create relevant attributes for tourists to memorize destinations and form unique impressions among previous tourists (e.g., Agapito et al., 2017; Sthapit & Coudounaris, 2018; Sharma & Nayak, 2019; Sterchele, 2020). Thus, the memorable tourism experiences that tourists have represent their perceptions of some attributes at the destination that can stimulate tourists' memory relating to their personal history.

Different from the above-included dimensions, the concept of **Destination stereotype** was detected from the results of Study 2 but was not dropped from the finalized list of dimensions in BBB, since no studies on D-CBBE have included this concept as a dimension. Studies on destination image did not consider destination stereotype as an attribute of a destination. Even in the extensive literature on CBBE in the general marketing area, there has not been a study that includes brand stereotype as a dimension. Although destination stereotype captures tourists' beliefs of a destination, here, it may represent the idea of non-visitors more than that of visitors. After visiting the destination, previous visitors may reduce their

stereotype of the destination to some extent. Also, the experts' advice supported exclusion of destination stereotype.

Overall, explained by the dimensional continuum approach used to classify destination perceptions (e.g., Echtner & Ritchie, 1991; Govers et al., 2007), the seven finalized destination attributes (dimensions in BBB) can be viewed in a **functional-psychological continuum** (Figure 4.5).

Figure 4.5. Dimensions in brand building block
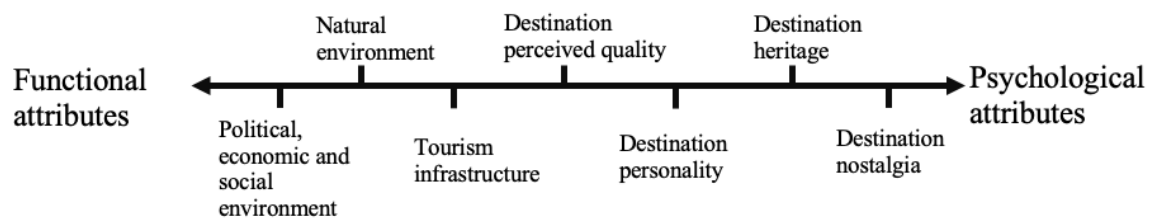
Source: Developed from Echtner and Ritchie (1991)

4.4.2 Brand understanding block

To capture tourists' knowledge, opinions and understandings of a destination, the BUB dimensions were developed based on the results of Study 2 and the literature review (Table 4.3). **At the first stage,** Study 2 has suggested five dimensions with the potential to be allocated in BUB, which are *destination awareness, associations, reputation, self-connection,* and *familiarity.* For example, some non-visitors would recall their understanding of Scotland as a place with a unique landscape and history from their memories. They also mentioned the Scottish kilt and bagpipes as emblems of Scotland. Other interviewees claimed to be familiar with Scotland or at least have heard of Scotland. Some interviewees even mentioned that they have clear minds about what Scotland stands for and some even felt strong associations with Scotland. Thus, destination association is represented, here, as well. Some interviewees mentioned that Scotland is highly regarded or has a good reputation, which means that tourists have assessed the destination reputation to Scotland. In advance, some tourists thought that they and Scotland have something in

common or Scotland matches their characteristics. Thus, their self-brand connection is shown in these interview data.

Table 4.3. Presence of dimensions in brand understanding block

Potential dimensions in BUB	Study 2 results	Literature on CBBE	Literature on D-CBBE
Destination awareness	Interviewee M6; M7; F7; M11; M12; M1; F2; M2; F4; F8;	Pappu et al. (2007); Tong and Hawley (2009); Kim and Hyun (2011); Spry et al. (2011); Veloutsou et al. (2013); Christodoulides et al. (2015); de Oliveira et al. (2015); Liu et al. (2017); Chatzipanagiotou et al. (2016; 2019); Veloutsou et al. (2020)	Konecnik and Gartner (2007); Pike and Bianchi (2016); Frías Jamilena et al. (2017); Dedeoğlu et al. (2019)
Destination associations	Interviewee F1; M1; F5; F3; M4; F8; M2;	Pappu et al. (2007); Tong and Hawley (2009); Spry et al. (2011); Veloutsou et al. (2013); Cai et al. (2015); Ding and Tseng (2015); Chatzipanagiotou et al. (2016; 2019); Veloutsou et al. (2020)	Pike (2007); Pike (2010); Im et al. (2012);
Destination reputation	Interviewee F3; M3; M2; F1; M4; M1;	Veloutsou et al. (2013); Raithel et al. (2016); Chatzipanagiotou et al. (2016; 2019); Veloutsou et al. (2020)	-
Destination self-brand connection	Interviewee M5; M1; F1; M11;	Chatzipanagiotou et al. (2016; 2019); Veloutsou et al. (2020)	-
Destination familiarity	Interviewee M6; F9; F7; M12; M7; M11; M4; F2	Rego et al. (2009);	-

The bold cells reveal the finalized dimensions included in the D-CBBE model in current research.

At the second stage, the dimensions generated from Study 2 were further examined according to relevant literature in both the general (e.g., Yoo et al., 2000; Veloutsou et al., 2013; 2020; Chatzipanagiotou et al., 2016; 2019) and destination marketing areas (e.g. Im et al., 2012; Liu et al., 2017; Dedeoğlu et al., 2019):

Firstly, in the destination marketing area, among the few studies on D-CBBE, destination brand awareness (Konecnik & Gartner, 2007; Pike & Bianchi, 2016; Frías Jamilena et al., 2017; Dedeoğlu et al., 2019) and associations (Im et al., 2012) have been included as significant dimensions of D-CBBE. Although many studies on D-CBBE include the concept of destination image as a dimension of D-CBBE, the conceptualisation and measurement of destination image overlap with destination associations in these studies (e.g. Pike & Bianchi, 2016; Frías Jamilena et al., 2017; Kotsi et al., 2018; San Martín et al., 2019). Thus, both destination awareness and associations should be included in this research. **Secondly**, the

interview results were also incorporated with the literature in the general marketing area; it was found that other than brand awareness and associations, brand reputation (Veloutsou et al., 2013; Raithel et al., 2016) and self-brand connection (Chatzipanagiotou et al., 2016; 2019; Veloutsou et al., 2020) have also been included as dimensions of CBBE. **Thirdly**, the adapted CBBE model in Chatzipanagiotou et al. (2016; 2019) and Veloutsou et al. (2020) include four dimensions that almost correspond with Study 2, except for destination familiarity. Thus, previous literature provides extensive possibilities for this study to include destination awareness, associations, reputation and self-brand connection in BUB.

The concept of brand familiarity was dropped from the finalized dimensions of BUB for several considerations. Although it was suggested by Study 2, less interview data and relevant studies in the general marketing area (Rego et al., 2009) supported this dimension. It was not included in the original model in Chatzipanagiotou et al. (2016; 2019) or Veloutsou et al. (2020), which means that it does play an essential role in forming CBBE in general. Brand familiarity might overlap with brand awareness in terms of their measurements. Thus, after combining experts' advice and the relevant literature, this study decided to drop brand familiarity in the final conceptualisation of BUB.

4.4.3 Brand relationship block

The inclusions of dimensions in BRB were influenced by the findings of Study 2 and the literature review (Table 4.4). Firstly, Study 2 suggested five dimensions have the potential to be included in BRB: *destination intimacy, trust, partner-quality, relevance,* and *attachment.* Interviewees discussed, explicitly, different kinds of emotional relationships with a destination. For example, some interviewees thought a destination would deliver what it promised or felt offered believable information to tourists. Some other interviewees mentioned that a destination could be useful to tourists or treat tourists as important people; the destination partner-quality is, thereby, shown in these answers. Other interviewees mentioned that their family or friends felt relevant to a destination or that the destination fit with their lifestyle, here destination relevance is shown. Some interviewees felt empathy with a destination, as though they have known a destination for a long time or have a secure attachment with the destination.

Although hardly any literature in the destination marketing area has considered the brand relationship in the formation process of D-CBBE (e.g., Dioko et al., 2011), many studies in the general marketing area have supported this decision. For example, destination brand trust,

intimacy, relevance, and partner-quality correspond to four dimensions in the originally adapted CBBE process model in Chatzipanagiotou et al. (2016; 2019) and Veloutsou et al. (2013). Other literature has also supported the inclusion of brand trust (e.g., Lassar et al., 1995; Christodoulides et al., 2006; Veloutsou et al., 2013; Cai et al., 2015), relevance (e.g., Veloutsou et al., 2013) and attachment (e.g., Lassar et al., 1995).

Table 4.4. Presence of dimensions in brand relationship block

Potential dimensions in BRB	Study 2 results	Literature on CBBE	Literature on D-CBBE
Destination trust	Interviewee M5; M7; M4; M3; F1; F3; F2;	Lassar et al. (1995); Christodoulides et al. (2006); Veloutsou et al. (2013); Cai et al. (2015); Chatzipanagiotou et al. (2016; 2019); Veloutsou et al. (2020)	Dioko et al. (2011)
Destination intimacy	Interviewee F5; M5; F3; M7; F1; M1;	Chatzipanagiotou et al. (2016; 2019); Veloutsou et al. (2020)	-
Destination relevance	Interviewee M4; M5; M6; M11; M2;	Veloutsou et al. (2013); Chatzipanagiotou et al. (2016; 2019); Veloutsou et al. (2020)	-
Destination partner-quality	Interviewee F8; M2; M5; F2; F3; F1;	Chatzipanagiotou et al. (2016; 2019); Veloutsou et al. (2020)	-
Destination attachment	Interviewee M4; F5; M1; F2; F3; F1; F8; M5	Lassar et al. (1995);	-

The bold cells reveal the finalized dimensions included in the D-CBBE model in current research.

Nevertheless, this study decided to drop the concept of destination attachment in the final list of dimensions in BRB because very little supportive evidence could be found in previous literature that brand attachment should be a dimension of CBBE (Lassar et al., 1995). Although interviewees mentioned their attachment to a destination, they would also relate it to other dimensions. For example, some interviewees felt attached to a destination because they have known the destination for a very long time and can trust the destination. That is to say; interrelationships might exist between attachment and other dimensions. It has also been suggested by experts that destination attachment is not suitable for inclusion in BRB. Thus, the finalized dimensions in BRB were destination trust, intimacy, relevance, and partner-quality.

4.4.4 Overall brand equity

The inclusion of OBE is influenced by Study 2 and the literature review. Firstly, some interviewees thought that they wanted to travel to Scotland one day but would not select

Scotland as their first choice. Differently, some interviewees preferred Scotland than other destinations. Thus, their preference for a destination was shown when they were asked about a destination in their minds. Secondly, few studies in the destination branding area have included the OBE as an outcome to conceptualise the D-CBBE holistically (Im et al., 2012; Kim et al., 2016a; Frías Jamilena et al., 2017). It has also corresponded with literature in the general marketing area, such as Chatzipanagiotou et al. (2016; 2019), and Veloutsou et al. (2020) who include OBE in the original CBBE process model. Similarly, Yoo et al. (2001) and many other studies demonstrate the importance of including OBE in the formation process of D-CBBE (e.g., Machado et al., 2019; Sarker et al., 2019).

4.5 Finalised destination consumer-based brand equity model
4.5.1 Finalised brand building block

The finalised BBB includes seven dimensions (Figure 4.6 & Table 4.5). The **political, economic, and social environment** refers to the existence of political, economic, and social stability, quality, the security of the destination (Beerli & Martin, 2004a; 2004b; Deng & Li, 2014). **Tourism infrastructure** is the extent to which a destination can offer the basic, leisure and service infrastructure (Beerli & Martin, 2004a; 2004b; Wang et al., 2016). Tourism infrastructure also includes three sub-dimensions: (a) **Basic infrastructure** is the existence of some supporting facilities, such as roads, airports, convenient financial, commercial, and transport facilities. (b) **Leisure infrastructure** is the availability of facilities, such as high-quality hotels, restaurants, entertainment centres, and an interpretation system. (c) **Outdoor infrastructure** captures the existence of entertainment and activities (Beerli & Martin, 2004a; 2004b), such as exhibitions, cultural events, music and nightlife, as well as outdoor or sports activities, such as playing golf, hiking, climbing and kayaking (Beerli & Martin, 2004a; 2004b; Wang et al., 2016). The **natural environment** is the existence of pristine conditions, which are naturally based, rather than a human-made environment (Utama, 2015). This includes relevant realistic, basic and natural characteristics of a destination, such as the weather, scenery, flora and fauna. **Perceived destination quality** means tourists' judgment about whether the quality of a destination is excellent (Konuk, 2018), capturing an evaluation of the quality provided by the destination, rather than specifically focusing on the quality of elements that constitute the destination.

Figure 4.6. Finalized conceptual framework

Brand Building Block

BB1= Political, economic and social environment

BB4= Personality

BB5= Perceived quality

BB2= Natural environment

BB1·BB2·BB3·BB4·BB5·BB6

BB3= Tourism infrastructure

BB6= Heritage

BB7= Nostalgia

RP1

RP2

Antecedents of D-CBBE dimensions

Brand Understanding Block

DAss= Associations

DA=Awareness

DS=Self-connection

DR=Reputation

DA· DAss· DR· DS

RP4

RP3

Brand Relationship Block

Din=Intimacy

DT=Trust

DRel=Relevance

DPq=Partner quality

DIn· DT· DPq· DRel

RP6

RP5

CBBE

D-CBBE dimensions and aggregated D-CBBE outcome

Adapted from Chatzipanagiotou et al. (2016)

Table 4.5. Final definitions of each concept in this study

Constructs		Definitions	Studies
Brand Building Block			
Political, economic and social environment		The existence of political, economic and social stability, quality, security of the destination.	Beerli and Martin (2004a; 2004b); Deng and Li (2014); Utama (2015)
Natural environment		The existence of pristine conditions, which are naturally-based, rather than man-made environments at a destination.	Beerli and Martin (2004a; 2004b); Utama (2015)
Tourism infrastructure		The extent to which a destination can offers the indicated basic, leisure and service infrastructure.	Beerli and Martin (2004a; 2004b); Utama (2015); Wang et al. (2016)
Tourism infrastructure	Basic infrastructure	The existence of some supporting facilities, such as roads, airports, convenient financial, commercial and transport facilities.	
	Leisure infrastructure	The availability of some facilities, such as high-quality hotels, restaurants, entertainment centres and interpretation systems.	
	Activity infrastructure	The existence entertainment, activities, events and traveling environment.	
Destination personality		A destination brand's ability (favourability, originality and clarity) to appeal to tourists through the combination of human characteristics associated with the destination brand.	Freling et al. (2011)
Destination personality	Favourability	The extent to which tourists positively regard the destination's brand personality.	
	Originality	The extent to which tourists perceive the destination's brand personality to be novel and distinct from other brands in the same product category.	
	Clarity	The extent to which a destination's brand personality is apparent and recognizable to tourists.	
Destination perceived quality		Tourists' judgment about whether the overall quality of a destination is excellent.	Zeithaml (1988); Konuk (2018)
Destination heritage		The existence of interesting culture, distinctive history and arts, rich religion and customs at a destination. All the attributes express that the destination has an anchoring in the past or the continuity between past, present and future.	Basaran (2016); Beerli and Martin (2004a; 2004b); Chen and Tsai (2007); Gómez et al. (2015); Kim and Richardson (2003); San Martín and del Bosque (2008); Utama (2015)
Destination nostalgia		This study conceptualises destination brand nostalgia as the object-based nostalgia, which dealt with nostalgia for a period within or outside of a tourist's living memory.	Merchant et al. (2016); Ju et al. (2016); Chatzipanagiotou et al. (2019); Cho et al. (2017)

Table 4.5. Final definitions of each concept in this study (continue)

Constructs	Definitions	Studies
Brand Understanding Block		
Destination awareness	The ability of a tourist or potential tourist to recognize or recall the knowledge, name or characteristics of a destination.	Aaker (1991); Bianchi et al. (2014); Christodoulides et al. (2015); Chen and Myagmarsuren (2010); Ferns and Walls (2012)
Destination associations	Anything that is linked in memory to the destination. It measures the destination associations based on its strength and clarity to tourists.	Aaker (1991) Bianchi et al. (2014); Zavattaro et al. (2015); Chatzipanagiotou et al. (2016)
Destination reputation	The objective and subjective evaluation and judgement of overall value, esteem and character of a destination by both internal and external stakeholders based on a complex marketing resource.	Chaudhuri (2002); Chatzipanagiotou et al. (2016); Darwisn and Burns (2018)
Destination self-brand connection	The extent to which the destination is part of the self, part of the self-image or self-concept, and refers to the question of whether the consumer and his or her brand have lots in common.	Chatzipanagiotou et al. (2016); Gill-Simmen et al. (2018); Smit et al. (2007)
Brand Relationship Block		
Destination trust	The confident expectations of the destination's reliability and intentions. It captures tourists' willingness to rely on the destination's confidence and the destination's ability to perform the functions that it has promised to tourists.	Delgado-Ballester and Munuera-Alemán (2005); Lee and Back (2008); Abubakar and Ilkan (2016); Abubakar et al. (2017); Chatzipanagiotou et al. (2016); Abubakar et al. (2017)
Destination intimacy	Psychological or emotional closeness, bonding and connectedness in the relationship between tourists and a destination.	Christodoulides et al. (2006); Keh et al. (2007); Smit et al. (2007); Srivastava et al. (2015); Chatzipanagiotou et al. (2016); Erber and Erber (2016); Almubarak et al. (2018)
Destination relevance	The degree to which a destination is personally relevant or has appreciation to tourists, at both a personal and a social level.	Christodoulides and de Chernatony (2010); Backhaus et al. (2011); Veloutsou et al. (2013); Chatzipanagiotou et al. (2016; 2019);
Destination partner-quality	The capacity of a destination to treat tourists well or value tourists' feelings in partnership with tourists. It represents whether the destination takes good care of the tourists.	Fournier (1998); Smit et al. (2007); Breivik and Thorbjørnsen (2008); Leung (2011); Long-Tolbert and Gammoh (2012); Chatzipanagiotou et al. (2016; 2019);
Overall Brand Equity		
Overall brand equity	The strength of a destination brand, which tourists' overall, consider as superior, when comparing with other destinations.	Yoo and Donthu (2001); Im et al. (2012); Buil et al. (2013b); Chatzipanagiotou et al. (2016)

Destination personality is the destination brand's ability (favourability, originality, and clarity) to appeal to tourists through a combination of human characteristics associated with the destination brand (Freling et al., 2011). The destination personality also includes three sub-dimensions: (a) **Favourability** is the extent to which tourists positively regard the destination's brand personality. (b) **Originality** is the extent to which tourists perceive the destination's brand personality to be novel and distinct from other brands in the same product category. (c) **Clarity** is the extent to which a destination's brand personality is apparent and recognizable to tourists (Freling et al., 2011). **Destination heritage** is the existence of an exciting culture, distinctive history, arts, rich religion and customs at a destination. All such attributes express that the destination is anchored in the past or the continuity between past, present and future (Kim & Richardson, 2003; Chen & Tsai, 2007; Gómez et al., 2015; Basaran, 2016). This research also conceptualises **destination nostalgia** as object-based nostalgia, which deals with nostalgia for a period within or outside a tourist's living memory. The object, here, indicates the overall tourist destination (Merchant & Rose, 2013; Ju et al., 2016; Chatzipanagiotou et al., 2016; 2019). Tourists usually consider the destination as a nostalgic place that can evoke feelings of the past (Cho et al., 2017).

4.5.2 Finalized brand understanding block

The finalized BUB includes four dimensions. **Destination awareness** is the ability of a tourist or potential tourist to recognize or recall the knowledge, name or characteristics of a destination (Aaker, 1991; Chen & Myagmarsuren, 2010; Ferns & Walls, 2012; Bianchi *et al.*, 2014; Chatzipanagiotou *et al.,* 2016; 2019). It is about the things that come up in tourists' minds during the early stages of a trip. **Brand associations** are 'anything linked in memory to a brand' (Aaker, 1991, p. 109). This research measures the destination associations based on strength and clarity to tourists (Aaker, 1991; Bianchi *et al.*, 2014; Zavattaro *et al.,* 2015; Chatzipanagiotou *et al.,* 2016; 2019). **Destination reputation** is the objective and subjective evaluation and judgment of overall value, esteem, and character of a destination by tourists, based on a complex marketing resource (Chaudhuri, 2002; Chatzipanagiotou *et al.*, 2016; Darwish and Burns, 2018). This is considered as a key dimension of band understanding (Chatzipanagiotou *et al.*, 2016; 2019) as it captures tourists' assessment of the destination attributes. **Self-brand connection** is part of the self, part of the self-image or self-concept, and refers to the question of whether consumers and their brands have lots in common. It measures the links, ties, or relationships between brand and an individual; these links can be further defined as needs, goals, values and identity (Smit *et al.*, 2007; Chatzipanagiotou *et al.,* 2016; 2019; Gill-Simmen *et al.,* 2018).

4.5.3 Finalized brand relationship block

The finalized BRB includes four dimensions. **Destination trust** is the confident expectation of a destination's reliability and intentions. It captures tourists' willingness to rely on the destination's confidence and ability to perform its functions (Lee & Back, 2008; Abubakar & Ilkan, 2016; Abubakar *et al.*, 2017). The functions provision can be transparent, reliable, risk- and hassle-free (Abubakar *et al.*, 2017). **Destination relevance** is the degree to which a destination is personally relevant or has appreciation to tourists, at both a personal and a social level (Christodoulides & de Chernatony, 2010; Backhaus *et al.*, 2011; Veloutsou *et al.*, 2013; Chatzipanagiotou *et al.*, 2016; 2019). **Destination intimacy** refers to psychological or emotional closeness, bonding, and connectedness between the relationship partners and knowledge about the destination (Christodoulides *et al.,* 2006; Smit *et al.*, 2007; Srivastava *et al.*, 2015; Chatzipanagiotou *et al.*, 2016; Erber & Erber, 2016; Almubarak *et al.*, 2018). This relationship is created through information disclosure (Leung, 2011; Almubarak *et al.*, 2018). **Destination partner quality** is the capacity of a destination to treat tourists well or value tourists' feelings in partnerships with tourists. It represents whether the destination takes good care of tourists (Fournier, 1998; Smit *et al.*, 2007; Leung, 2011; Long-Tolbert & Gammoh, 2012; Chatzipanagiotou *et al.*, 2016; 2019).

4.5.4 Outcome of destination consumer-based brand equity dimensions

The finalized D-CBBE model includes OBE as the outcome. OBE will be a unidimensional construct as the aggregated results of D-CBBE dimensions in this research, which corresponds to previous literature and the qualitative phase of this study, capturing the strength of a destination brand, in which tourists' overall preferences are indicated (e.g. Im *et al.*, 2012).

4.6 Research propositions for the quantitative phase

As shown in the Venn diagrams (Figure 4.6 above), arrows display the directions of the configurational relationship between each block of the D-CBBE process. Combinations of selected factors (also called antecedent conditions) in each of BBB, BUB, or BRB generate different recipes in influencing each factor (outcome condition) in the next block (seen in the research propositions below) or the OBE. For example, different configurations of

dimensions in BBB predict the attendance of each dimension in BUB and BRB, as well as OBE. A similar fashion is applied to BUB, BRB, and OBE. Thus, the research propositions, below, discuss details regarding the relationships within the D-CBBE model.

4.6.1 Brand building block to brand understanding block

The key attributes in the BBB can be managed and promoted by destination marketers to make sure that tourists can develop their knowledge of the destination to some extent. Destination characteristics can be easily recorded among tourists' minds, or tourists can recognize the destination when it is mentioned (**destination awareness**). When tourists can recognize the destination, it will be possible to remember relevant things associated with the destination (**destination associations**). An advanced level of understanding, if destination marketers successfully promote the destination, helps with obtaining favourable judgments regarding the value and character of, as well as esteem to, the destination (**destination reputation**). Similarly, tourists may identify themselves as related to the destination if the attributes are positioned well (**self-connections**).

Previous literature in the general or tourism marketing area have found similar kinds of relationships to some extent (e.g. Pike & Scott, 2009; Chatzipanagiotou et al., 2016; 2019; Gannon et al., 2019). For example, when an attribute of a destination is presented in tourists' minds, the destination with strong brand associations can activate other associated destination attributes in tourists' memories (Pike & Scott, 2009). The perceived quality of a festival in a destination has a significant impact on the self-connections in Gannon et al. (2019). Artigas et al. (2015) detect that if a tourist positively perceives destination attributes, then it may contribute to a good destination reputation. In Gomez et al. (2015), whether tourists perceive destination attributes positively can be related to their awareness of the destination. Veloutsou et al. (2013) qualitatively suggest that brand personality should be an essential indicator of consumers' understanding of brand characteristics. Similarly, Chatzipanagiotou et al. (2016; 2019) and Veloutsou et al. (2020), also demonstrate the impact of brand personality on dimensions in BUB. Considering the achievement of each possible outcome condition in BUB, this research thereby proposes the propositions below:

RP₁: Sufficient configuration of attributes in the BBB lead to high scores in each component of BUB.

4.6.2 Brand building or understanding block to brand relationship block

Either when influenced by destination attributes (BBB) or tourists' knowledge (BUB), different aspects of tourists' feelings (BRB) can be achieved. For example, tourists may feel willing to trust and have confidence in the destination (**destination trust**). They may also feel they are relevant to the destination (**destination relevant**); have psychological or emotional closeness, bonding and connectedness to the destination (**destination intimacy**); or, even think that the destination can treat them well (**destination partner-quality**). So, a combination of attributes in BBB or tourists' opinions in BUB can contribute to the achievements of each dimension in BRB.

Tourists' perceptions towards the destination attributes (BBB) may further lead to the establishment of BRB, in which tourists develop feelings towards the destination and would like to link themselves with the destination. Some clues have also been seen in previous literature (e.g. Chen & Phou, 2013; Artigas et al., 2017; Souiden et al., 2017), For example, Chen and Phou (2013) and Artigas et al. (2017) also find that if tourists perceive the destination attributes positively, then their trust to the destination would be increased as well. Souiden et al. (2017) find that consumers' evaluation regarding whether a destination is the right decision or whether they love the destination brand personality would broadly impact the destination. Kim et al. (2019a) support that tourists' nostalgic memories can result in intimacy or the feeling of happiness to a destination (Couldry, 1998; Chen & Lin, 2012).

Similarly, tourists' feelings (BRB) can be stimulated by their understanding of a destination (BUB). The relationships between tourists' understanding of and relationship with a destination can be seen in previous literature (e.g. Su et al., 2002; Johnson & Grayson, 2005; Chatzipanagiotou et al., 2016; 2019; Veloutsou et al., 2020). The combinations of dimensions in BUB leveraging high levels of each dimension in BRB have been demonstrated in Chatzipanagiotou et al. (2016) and further supported by Chatzipanagiotou et al. (2019). Turning to the destination marketing area, studies have suggested that brand reputation reduces the risk impressions of a destination and increases tourist trust (Su et al., 2002; Johnson & Grayson, 2005). Therefore, the following two research propositions are proposed in this research:

RP2: Sufficient configuration of attributes in the BBB contribute to high scores in each component of BRB.

RP₃: Sufficient configuration of attributes in the BUB lead to high scores in each component of BRB.

4.6.3 Brand building, understanding and relationship block to overall brand equity

Each of BBB, BUB, and BRB includes antecedent conditions that lead to the formation of OBE separately. OBE captures the strength of destination branding in an aggregated way. Firstly, if tourists appreciate the attributes promoted by the destination marketers (BBB), then a high score in OBE can be generated. Many studies have supported that OBE is influenced by attributes of a destination (Martínez & de Chernatony, 2013; Wong, 2018; Sürücü et al., 2019). For example, Lin et al. (2007) have found that tourists' perceptions of destination attributes would influence their preference to a specific destination. Tong and Hawley (2009) and Wong (2018) have also found destinations with favourable functional attributes would predict a strong OBE. Chen and Myagmarsuren (2010) also suggest that perceived destination attributes would significantly influence tourists' decisions. Sthapit and Coudounaris (2018) suggest that tourists might memorize their previous experience with a destination. When positive sensory impressions with the destination are created, tourists have long-term memories with the destination that can stimulate their preference to destinations (Agapito et al., 2017). Although brand nostalgia has been rarely mentioned in destination marketing, its importance in the strengthening of destination brand value and formation of D-CBBE supported by Chen et al. (2014) and Leong et al. (2015).

In the general marketing literature, Chatzipanagiotou et al. (2016) were the first to empirically demonstrate the influence of brand nostalgia on OBE. Chatzipanagiotou et al. (2019) and Veloutsou et al. (2020) adopt and extend this CBBE process model. Although it has not been included in the formation of D-CBBE in tourism, the importance of brand personality in influencing OBE has been seen in the general marketing area (e.g., Aaker, 1991; de Oliveira et al., 2015; Veloutsou et al., 2013; 2020; Chatzipanagiotou et al., 2016; 2019). For example, Chatzipanagiotou et al. (2016) have found brand personality can be combined with other brand attributes in leading to high scores in OBE. Veloutsou et al. (2013) suggest, qualitatively, that brand personality may influence OBE.

A combination of tourists' positive opinions (BUB) can lead to a high level of OBE, as brand knowledge significantly contributes to the formation of brand equity (e.g., Im et al., 2012;

San Martín et al., 2019). Specifically, the important role of brand awareness in predicting a high level of OBE is demonstrated in the general marketing area, such as Veloutsou et al. (2013; 2020) and Chatzipanagiotou et al. (2016; 2019). Similarly, Yoo and Donthu (2001) and Buil et al. (2013b) also demonstrate that positive evaluation of brand awareness will increase consumers' preference for a brand.

In the destination marketing area, destination brand awareness is considered as a significant driver of OBE in Im et al. (2012) and Buil et al. (2013a). For example, Im et al. (2012) have detected that if tourists can recall or recognize a destination easily, they would have more of a preference to the destination. Similarly, the ability of the destination to be recalled by tourists would contribute to tourists' positive perception of the destination quality and anything associated with tourist minds, then tourists' preference can be further guaranteed (Martínez & de Chernatony, 2013).

Studies also suggest that a variety of brand associations are linked to form brand knowledge which further contributes to the formation of CBBE (Pappu et al., 2005; de Oliveira et al., 2015; Chatzipanagiotou et al., 2016; 2019). Strong brand associations play essential roles in influencing consumer decisions and gaining brand value (Yoo and Donthu, 2001; Pappu et al., 2005; Buil et al., 2008; de Oliveira et al., 2015). Although rarely discussed in destination marketing, brand reputation and self-brand connection are essential elements that can predict a high level of OBE within the CBBE evolving process (Chatzipanagiotou et al., 2016; 2019; Veloutsou et al., 2020). In destination marketing, precise and favourable destination brand associations in influencing OBE should be taken into consideration (Pike & Scott, 2009).

A similar method can also be applied concerning the prediction of BRB to a high level of OBE. The significant role of brand trust, relevance, intimacy and partner-quality can be seen in the literature in both general and destination marketing (e.g., Veloutsou et al., 2013; 2020; Choi et al., 2016; Artigas, 2017; Portal et al., 2019). **Brand trust** as a dimension of brand relationship has been seen in the formation of CBBE or D-CBBE (Dioko et al., 2011; Kotsi et al., 2018; Chatzipanagiotou et al., 2016; 2019; Veloutsou et al., 2020). For example, Chatzipanagiotou et al. (2016; 2019) and Veloutsou et al. (2020) also support that consumers' trust in a brand can largely help with predicting a high level of brand preference among consumers. In destination marketing, the influence of tourists' trust to a destination on the tourists' reactions or travelling preference has been discussed by limited literature, for example, in Dioko et al. (2011). Kotsi et al. (2018) also support that tourists with trust in

a destination would, likely, be more willing to travel to the place and would select the destination rather than a competitor with a low level of trust. Even in some situations, what tourists believe to be accurate would stimulate their decision making, regardless of whether their perceptions were positive or not.

Brand relevance, intimacy and partner-quality have not been applied in the formation of D-CBBE, but their significant roles in contributing to positive consumer preference have been demonstrated in the general marketing area. Chatzipanagiotou et al. (2016) explored the contribution of positive relevance, intimacy, and partner-quality to the high level of OBE. The importance of brand relevance in determining branding success and measuring the CBBE has been mentioned in Christodoulides and Chernatony (2004) and Veloutsou et al. (2013). Brand intimacy measures the strength of the emotional connections between a brand and consumers, and a positive intimacy will contribute to success in branding (Smit et al., 2007; Erber & Erber, 2016; Almubarak et al., 2018). A brand needs to understand partner-quality to measure the quality of the relationship between the brand and its consumers (Smit et al., 2007). Therefore, three research propositions regarding the possible antecedent conditions of OBE were developed among tourists who are existing visitors or non-visitors:

RP$_4$: Sufficient configuration of attributes in the BBB contribute to high scores of OBE.
RP$_5$: Sufficient configuration of components in the BUB contribute to high scores of OBE.
RP$_6$: Sufficient configuration of components in the BRB lead to high scores of OBE.

4.7 Preliminary results and causal relationships
4.7.1 Exploratory factor analysis and confirmantory factor analysis

The results of EFA specifically for tourism infrastructure (Table 4.6) and destination personality (Table 4.7) have shown that the structure of the measurement scales for their sub-dimension is acceptable. Thus, three components were clearly classified for tourism infrastructure or destination personality.

Table 4.6. Exploratory fact analysis model for tourism infrastructure

	Component		
	1	2	3
TLI3 (*A lot of restaurants*)	0.789		
TLI2 (*A lot of accommodation for tourists*)	0.745		
TLI 6 (*A variety of cultural events / festivals*)	0.733		
TLI 9 (*A variety of entertainment*)	0.723		
TLI1 (*A variety of shopping facilities*)	0.706		
TLI4 (*Extensive tourism information system*)	0.664		
TLI 7 (*A lot of local music*)	0.627		
TLI 5 (*Wide arrays of shows/ exhibitions*)	0.626		
TLI 8 (*Extensive nightlife*)	0.542		
TOI 3 (*Enormous opportunities for outdoor recreation*)		0.827	
TOI 2 (*A lot of places for hiking/ camping/ picnicking/ hunting*)		0.823	
TOI 1 (*A variety of sports/ activities (boating, fishing, etc.)*)		0.726	
TOI 4 (*A lot of facilities for golfing*)		0.601	
TBI2 (*A lot of airports*)			0.825
TBI1 (*Extensive road systems*)			0.712
TBI3 (*A lot of transport facilities*)			0.700

TLI= Tourism leisure infrastructure; TOI= Tourism outdoor infrastructure; TBI= Tourism basic infrastructure.

Table 4.7. Exploratory fact analysis model for destination personality

	Component		
	1	2	3
DPF4_R (*Positive-negative*)	0.826		
DPF3_R (*Attractive-Unattractive*)	0.773		
DPF5 (*Undesirable-desirable*)	0.752		
DPF2 (*Unpleasant-pleasant*)	0.749		
DPF6 (*Bad-good*)	0.745		
DPF1_R (*Satisfactory-unsatisfactory*)	0.727		
DPF7 (*Poor-excellent*)	0.727		
DPO1 (*Common-distinctive*)		0.779	
DPO2 (*Ordinary-novel*)		0.766	
DPO3 (*Predictable-surprising*)		0.741	
DPO4 (*Routine-fresh*)		0.685	
DPC3_R (*Obvious-non-obvious*)			0.804
DPC4_R (*Unclear-clear*)			0.698
DPC1 (*Unapparent-apparent*)			0.626
DPC5 (*Vague- well-defined*)			0.527

DPF=Destination personality favourability; DPO=Destination personality originality; DPC= Destination personality clarity.

The results of model fit indices of first run and the re-specified model are shown below (Table 4.8 & 4.9). Simultaneously, the standardized regression weights factor loadings were

checked and where any item's value was lower than 0.5 it would be dropped. After that, major model fit indices were checked until meeting the criteria. Therefore, the EFA and CFA suggested dropping the items of TLI7 and TLI9 from tourism infrastructure and the items of DPC2 and DPC3 from destination personality.

Table 4.8. Confirmantory fact analysis model for tourism infrastructure

Model fit indices	Value (first run)	Value (re-specified model)	Criteria
CMIN	297.752	213.828	the higher the better
CMIN/DF	4.024	2.970	< 2 – ideal, 2 – 5 – acceptable
CFI	0.908	0.942	> 0.9 – acceptable, > 0.95 – good
RMSEA	0.097	0.078	< 0.08, ideally < 0.05
TLI	0.887	0.926	> 0.9
NFI	0.882	0.915	> 0.9

Table 4.9. Confirmantory fact analysis model for destination personality

Model fit indices	Value (first-run)	Value (re-specified model)	Criteria
CMIN	450.553	164.817	the < the better
CMIN/DF	4.461	2.747	< 2 – ideal, 2 – 5 – acceptable
CFI	0.887	0.955	> 0.9 – acceptable, > 0.95 – good
RMSEA	0.104	0.074	< 0.08, ideally < 0.05
TLI	0.865	0.942	> 0.9
NFI	0.859	0.932	> 0.9

4.7.2 Reliability

The reliability of the pilot sample (N=31) was tested, the results indicating that the Cronbach alpha of the construct is > 0.7 (threshold), except for the destination awareness (DA) construct (0.663). Considering the experts' advice, it was suggested to **drop the item of DA1** (*item: I have heard of Scotland*) prior to the main data analysis so that the reliability would increase to 0.754. The same issue applied to destination intimacy (DIn); thus, the item of **DIn 1** (*item: I really empathize with Scotland*) **was dropped** as well. After that, the reliability was estimated with the overall sample (N=642), and the final results of **Cronbach's α** ranged between 0.754 and 0.916 (Table 4.10).

Table 4.10. Reliability test of all constructs of the overall sample

Construct	Items	α	α if item deleted
Political, economic and social environment (PEse)	A stable political environment (PEse 1)	0.849	0.815
	A stable economy (PEse 2)		0.786
	A safe environment (PEse 3)		0.778
	Friendly people (PEse 4)		0.852
Destination natural environment (NE)	A lot in terms of natural scenic beauty (NE 1)	0.838	0.823
	Varied natural resource (alpine plant, wildlife habitat) (NE 2)		0.781
	A lot of natural attractions (NE 3)		0.708
Destination heritage (DH)	Historical and cultural heritage (DH1)	0.867	0.835
	Architecture and buildings (DH2)		0.839
	Historical sites and museums (DH3)		0.829
	Customs and traditions (DH4)		0.832
	Local food cuisine and variety of foods (DH5)		0.863
	Variety of products that promote local culture (DH6)		0.833
Perceived destination quality (PDq)	I believe that the information on how to travel around Scotland is readily available for the visitor (PDq 1)	0.893	0.881
	Scotland is well explained to the visitor (PDq 2)		0.866
	Scotland provides good services (restrooms, bar, souvenir shop, etc.) (PDq 3)		0.866
	The visitor receives enough information to enjoy a visit to Scotland (brochures, maps, etc.) (PDq 4)		0.860
	I can say that people in Scotland have provided me with good service (PDq 5)		0.889
	Scotland knows how to use the new technologies to make a visit more interesting (PDq 6)		0.886
Destination personality: Favourability (DPF)	Satisfactory- unsatisfactory (DPF1)	0.909	0.899
	Unpleasant-pleasant (DPF2)		0.898
	Attractive- unattractive (DPF3)		0.902
	Positive-negative (DPF4)		0.893
	Undesirable-desirable (DPF5)		0.890
	Bad-good (DPF6)		0.890
	Poor-excellent (DPF7)		0.894
Destination personality: Originality (DPO)	Common-distinctive (DPO1)	0.826	0.797
	Ordinary-novel (DPO2)		0.762
	Predictable-surprising (DPO3)		0.787
	Routine-fresh (DPO4)		0.778
Destination personality: Clarity (DPC)	Unapparent-apparent (DPC1)	0.756	0.733
	Clear- unclear (DPC4)		0.636
	Vague-Well defined (DPC5)		0.648
Tourism basic infrastructure (TBI)	Extensive road systems (TBI1)	0.796	0.750
	A lot of airports (TBI2)		0.717
	A lot of transport facilities (TBI3)		0.699
Tourism leisure infrastructure (TLI)	A variety of shopping facilities (TLI1)	0.901	0.886
	A lot of accommodation for tourists (TLI2)		0.884
	A lot of restaurants (TLI3)		0.880
	Extensive tourism information system (TLI4)		0.884
	Wide arrays of shows/ exhibitions (TLI5)		0.884
	A variety of cultural events / festivals (TLI6)		0.885
	Extensive nightlife (TLI8)		0.901
Tourism outdoor infrastructure (TOI)	A variety of sports/ activities (boating, fishing, etc.) (TOI1)	0.842	0.877
	A lot of places for hiking/ camping/ picnicking/ hunting (TOI2)		0.723
	Enormous opportunities for outdoor recreation (TOI3)		0.732
	A lot of facilities for golfing (TOI4)		0.782

Table 4.10. Reliability test of all constructs of the overall sample (continue)

Construct	Items	α	α if item deleted
Destination nostalgia (DN)	Scotland reminds me of: Things I have done or places I have been to (DN1)	0.873	0.919
	Scotland reminds me of: A certain period of my life (DN2)		0.746
	Scotland reminds me of: Memories of my past (DN3)		0.781
Destination awareness (DA)	I am quite familiar with Scotland (DA2)	0.754	-
	I can distinguish Scotland from other destinations (DA3)		-
Destination associations (DAss)	Scotland has favourable associations (DAss1)	0.882	0.859
	Scotland has strong associations (DAss2)		0.827
	It is clear what Scotland stands for (DAss3)		0.869
	Scotland has unique associations (DAss4)		0.836
Destination reputation (DR)	Scotland is highly regarded (DR1)	0.850	0.817
	Scotland has status as a tourism destination (DR2)		0.802
	Scotland has a good reputation (DR3)		0.754
Destination self-brand connection (DS)	Scotland reflects who I am (DS1)	0.940	0.925
	I can identify with Scotland (DS2)		0.926
	I feel a personal connection to Scotland (DS3)		0.924
	Scotland helps me become the type of person I want to be (DS4)		0.929
	I consider Scotland to be me (It reflects who I consider myself to be or the way that I want to present myself to other(s)) (DS5)		0.927
	Scotland suits me well (DS6)		0.939
Destination relevance (DRel)	Scotland is relevant to my family and/or close friends (DRel1)	0.885	0.849
	Scotland fits my lifestyle (DRel2)		0.866
	Scotland has personal relevance to me (DRel3)		0.788
Destination trust (DT)	Scotland delivers what it promises (DT1)	0.862	0.831
	Scotland offers believable destination information (DT2)		0.785
	Scotland has a name you can trust (DT3)		0.803
Destination intimacy (DIn)	It feels like I have known Scotland for a long time (DIn2)	0.897	-
	I feel close to Scotland (DIn3)		-
Destination partner quality (DPq)	Scotland has always been good to me (DPq1)	0.903	0.898
	Scotland treats me as an important tourist (DPq2)		0.864
	Scotland takes good care of me (DPq3)		0.882
Destination overall brand equity (OBE)	It makes sense to go to Scotland instead of another brand, even if they are the same (DOE1)	0.901	0.908
	Even if another destination has the same features as Scotland, I would prefer to go to Scotland (OBE2)		0.845
	If there is another destination as good as Scotland, I prefer to go to Scotland (OBE3)		0.852
	If another destination is not different from Scotland in any way, it seems worthwhile to go to Scotland (OBE4)		0.878

4.7.3 Validity

After reliability testing, the factor loadings generated from the CFA were then used for the convergent validity test and discriminant validity test. Thus, the AVE, CR and SIC were calculated. The results (Table 4.11 & 4.12) suggested dropping the items of **TOI 1** from Outdoor infrastructure and **DH 1** from Destination heritage. Except for destination

awareness (DA) and destination intimacy (DIn), the rest of the constructs had satisfactory levels of CR. This is because only two items were included in the DA or DIn measurement scales, which cannot produce the results of corresponding factor loading. Thus, it can be concluded that the measurement model is acceptable.

Table 4.11. Convergent validity results

Constructs/ variables	Convergent validity	
	AVE (>0.5)	CR (>0.7)
PEse (Political, economic and social environment)	0.57	0.84
NE (Natural environment)	0.67	0.86
DH (Destination heritage)	0.59	0.78
PDq (Perceived destination quality)	0.60	0.78
DPF (Destination personality favourability)	0.58	0.76
DPC (Destination personality clarity)	0.53	0.70
DPO (Destination personality originality)	0.54	0.71
DN (Destination nostalgia)	0.71	0.89
TBI (Tourism basic infrastructure)	0.58	0.77
TLI (Tourism leisure infrastructure)	0.57	0.75
TOI (Tourism outdoor infrastructure)	0.54	0.71
DA (Destination awareness)	–	–
DAss (Destination associations)	0.63	0.82
DR (Destination reputation)	0.66	0.85
DS (Destination self-connections)	0.70	0.89
DRel (Destination relevance)	0.73	0.91
DT (Destination trust)	0.64	0.83
DIn (Destination intimacy)	–	–
DPq (Destination partner quality)	0.75	0.92
OBE (Overall brand equity)	0.70	0.88

Table 4.12. Final discriminant validity results

	AVE	PEse	NE	DH	PDq	DPF	DPO	DPC	DN	TBI	TLI	TOI	DA	DAss	DR	DSC	DRel	DT	DIn	DPq	OBE
PEse	0.57	1.00																			
NE	0.67	0.39	1.00																		
DH	0.59	0.32	0.58	1.00																	
PDq	0.60	0.33	0.29	0.33	1.00																
DPF	0.58	0.25	0.25	0.25	0.26	1.00															
DPO	0.53	0.09	0.21	0.21	0.11	0.33	1.00														
DPC	0.54	0.08	0.11	0.13	0.12	0.42	0.29	1.00													
DN	0.71	0.07	0.05	0.06	0.15	0.07	0.03	0.02	1.00												
TBI	0.58	0.12	0.05	0.09	0.27	0.08	0.03	0.04	0.11	1.00											
TLI	0.57	0.20	0.22	0.25	0.43	0.21	0.13	0.15	0.09	0.33	1.00										
TOI	0.54	0.18	0.30	0.23	0.37	0.18	0.13	0.11	0.09	0.17	0.42	1.00									
DA	-	0.18	0.12	0.10	0.25	0.15	0.08	0.08	0.25	0.09	0.17	0.17	1.00								
DAss	0.63	0.21	0.22	0.21	0.29	0.28	0.19	0.21	0.13	0.08	0.26	0.31	0.40	1.00							
DR	0.66	0.29	0.30	0.32	0.36	0.33	0.19	0.20	0.12	0.15	0.35	0.27	0.28	0.41	1.00						
DS	0.70	0.09	0.06	0.06	0.17	0.10	0.07	0.05	0.27	0.16	0.16	0.12	0.30	0.18	0.19	1.00					
DRel	0.73	0.08	0.08	0.05	0.16	0.08	0.06	0.03	0.23	0.09	0.13	0.12	0.32	0.19	0.15	0.59	1.00				
DT	0.64	0.25	0.24	0.19	0.35	0.25	0.14	0.13	0.13	0.13	0.31	0.32	0.26	0.38	0.46	0.22	0.21	1.00			
DIn	-	0.06	0.04	0.04	0.14	0.06	0.04	0.04	0.28	0.11	0.11	0.08	0.35	0.18	0.17	0.67	0.62	0.22	1.00		
DPq	0.75	0.17	0.07	0.07	0.28	0.12	0.08	0.04	0.29	0.15	0.21	0.20	0.35	0.24	0.21	0.43	0.39	0.40	0.45	1.00	
OBE	0.70	0.12	0.12	0.16	0.23	0.11	0.16	0.07	0.08	0.13	0.18	0.16	0.20	0.23	0.27	0.36	0.33	0.19	0.29	0.24	1.00

PEse= Political, economic and social environment; NE= Natural environment; PDq= Perceived destination quality; DH= Destination heritage; DPF= Destination personality favourability; DPC= Destination personality clarity; DPO= Destination personality originality; TBI= Tourism basic infrastructure; TLI= Tourism leisure infrastructure; TOI= Tourism outdoor infrastructure; DN= Destination nostalgia; DA= Destination awareness; DAss= Destination associations; DR= Destination reputation; DS= Destination self-connection; DRel= Destination relevance; DT= Destination trust; DIn= Destination intimacy; DPq= Destination partner-quality; OBE= Overall brand equity.

4.7.4 Ensuring asymmetric relationships

The **inter-correlations** between constructs were not above 0.80 (Appendix L), at conventional levels, which means non-linear relationships exist, and subsequent analysis is appropriate (Woodside, 2013; 2015a). **Contrarian case analysis** was conducted to explore the asymmetric relationships in the D-CBBE model. The data for all the variables were compared using cross-tabulation analysis (Table 4.13: examples). The bold cells in the tables reveal both positive and negative contrarian cases do occur. **Positive contrarian** means a negative factor supports a positive outcome when, in most situations, it is assumed as a positive factor supporting a positive result. **Negative contrarian** means a scenario in which a positive factor supports a negative outcome, contrary to the assumption that a positive factor supports a positive outcome. The phi values were all higher than 0.5 ($p < 0.001$), indicating all the impacts are considered as positive and significant. Thus, simply focusing on the main effect between constructs would distort the truth of the results (more examples seen in Appendix M). Thus, fs/QCA should be employed to test the asymmetric relationships (Ragin, 2008).

Table 4.13. Examples of the contrarian case analysis (overall sample)

		Overall Brand Equity					
		1	2	3	4	5	**Total**
Destination Nostalgia (Phi= 0.416, p < 0.001)	1	58 9.0%	33 5.1%	27 4.2%	21 3.3%	16 2.5%	155 24.1%
	2	41 6.4%	27 4.2%	16 2.5%	27 4.2%	12 1.9%	123 19.2%
	3	31 4.8%	32 5.0%	26 4.0%	26 4.0%	21 3.3%	136 21.2%
	4	18 2.8%	28 4.4%	24 3.7%	44 6.9%	20 3.1%	134 20.9%
	5	14 2.2%	11 1.7%	6 0.9%	17 2.6%	46 7.2%	94 14.6%
Total		162 25.2%	131 20.4%	99 15.4%	135 21.0%	115 17.9%	642 100%

		Overall Brand Equity					
		1	2	3	4	5	**Total**
Destination Political, economic and social environment (Phi= 0.408, p < 0.001)	1	67 10.4%	37 5.8%	23 3.6%	17 2.6%	11 1.7%	155 24.1%
	2	49 7.6%	38 5.9%	20 3.1%	42 6.5%	24 3.7%	173 26.9%
	3	25 3.9%	22 3.4%	26 4.0%	26 4.0%	17 2.6%	116 18.1%
	4	7 1.1%	11 1.7%	14 2.2%	27 4.2%	15 2.3%	74 11.5%
	5	14 2.2%	23 3.6%	16 2.5%	23 3.6%	48 7.5%	124 19.3%
Total		162 25.2%	131 20.4%	99 15.4%	135 21.0%	115 17.9%	642 100%

4.7.5 Calibration

The first step of fs/QCA is to calibrate the data set, using a direct method of **calibration** (Ragin, 2009). Specifically, SPSS 26.0 was used to rank each variable in five quintiles and extract the number at the 25%, 50%, and 75% points. Based on the rank of variables, the study used the 25%, 50%, and 75% points as three qualitative anchors (1.0= full membership, 0= full non-membership, and 0.5= the crossover point of maximum ambiguity regarding membership). The calibrations were conducted for each of the overall study and sub-samples. For example, for the construct of OBE in the overall sample (N= 642), the study set cases in the 75% quintile equal to 0.95 membership (464= 0.95), cases in the 50% quintile at 0.50 (294= 0.50), and calibrated cases in the 25% quintile at 0.05 (72= 0.05). A similar fashion applied to all the constructs in the model.

4.7.6 Fuzzy-set qualitative comparative analysis

Within the fs/QCA, to maintain the robustness of the choice of threshold and results, this study used the alternative checking method (Fiss, 2011) to adjust the different frequency of case number and level of consistency to obtain an optimal result. There is no agreement on how many cases should be involved for a fs/QCA (Ragin, 2009), but the consistency of 0.85 and the configuration of five cases in a "**truth-table**" analysis was employed as thresholds for the overall sample (N=642). Further, due to the calibration being conducted based on their quintiles in different samples, the thresholds for consideration were, therefore, decided differently for each sample. The case number for consideration depends on the total sample size. When splitting the overall sample, the consistency of 0.83 was employed as a threshold and the configuration of three cases in a "**truth-table**" analysis for the sub-sample of tourists who have been to Scotland before (Visitors: N=210). For the sub-sample of non-visitors with intention to visit Scotland/the UK (Non-visitors: N=432), the consistency of 0.83 was employed as a threshold and the configuration of three cases in a "**truth-table**" analysis.

The theoretical significance and empirical relevance of the results refer to two important indices: consistency and coverage (Woodside, 2013 cited in Bigne et al., 2020). These two indices are the 'measures for the strength of the empirical support for the argument of a set-theoretic connection between the outcome and the combination of conditions' (Fischer, 2011, p. 42). **Consistency** measures the reliability of the model in determining the membership scores for causal condition while **coverage** measures to what extent the causal conditions account for an outcome (Ragin, 2008). However, there has not been strict agreement on

which consistency value is acceptable (Ragin, 2008, p. 118; Schneider & Wagemann, 2010; Gannon et al., 2019; Bigne et al., 2020). Schneider and Wagemann (2010) set 0.75, while other studies (e.g., Chatzipanagiotou et al., 2016; 2019; Gannon et al., 2019; Veloutsou et al., 2020; Bigne et al., 2020) have set 0.8 as the minimum acceptable threshold. Thus, this research agrees 0.8 as the minimum acceptable value in consistency (Ragin, 2008) and 0.25 as the minimum acceptable value in coverage (e.g., Woodside, 2013).

To identify appropriate combinations in each block that are relevant to the outcome of interest, core and peripheral models were mainly focused upon, following the rationale from Ragin and Fiss (2008) and Fiss (2011). Thus, core and peripheral causal conditions were identified after combining intermediate and parsimonious solutions in the output of fs/QCA 3.0. From the analysis output, by looking at **intermediate** and **parsimonious solutions**, the core and peripheral causal conditions could be identified (Ragin & Fiss, 2008; Fiss, 2011). '**Core causal conditions** are the conditions with strong evidence of a causal relationship to the outcome of interest' (Chatzipanagiotou et al., 2016, p. 5482 cited from Fiss, 2011). '**Peripheral conditions** are those that contribute to the outcome, but their role is weaker' (Chatzipanagiotou et al., 2016, p. 5482 cited from Fiss, 2011). Solutions are considered as accepted when the raw coverage is above 0.25 and consistency above at least 0.75 (normally above 0.8) (Ragin & Fiss, 2008; Fiss, 2011).

4.8 Study 3: confirmation of research propositions
4.8.1 Overall look of research propositions

Six research propositions are addressed in quantitative Study 3 (Table 4.14). Specifically, RP_1- RP_3 examine the relationship between elements included in BBB, BUB, and BRB. RP_4-RP_6 examines how each block of BBB, BUB, and BRB predicts the OBE (outcomes in the D-CBBE model). All the research propositions were addressed using the fs/QCA method.

Table 4.14. Summary of research propositions

D-CBBE process	
Interrelationships among BBB, BUB and BRB	
RP1	Sufficient configuration of attributes in the BBB lead to high scores in each component of BUB.
RP2	Sufficient configuration of attributes in the BBB contribute to high scores in each component of BRB.
RP3	Sufficient configuration of attributes in the BUB lead to high scores in each component of BRB.
Influences from BBB, BUB, or BRB to OBE	
RP4	Sufficient configuration of attributes in the BBB contribute to high scores of OBE.
RP5	Sufficient configuration of components in the BUB contribute to high scores of OBE.
RP6	Sufficient configuration of components in the BRB lead to high scores of OBE.

4.8.2 Results of brand building block predicting high scores in brand understanding block (RP$_1$)

The overall sample (N=642) was used to confirm each of the research propositions. Table 4.15 summarizes the results of RP$_1$, which suggested that sufficient configuration of attributes in the BBB lead to high scores in each component of BUB. Specifically, t**o predict high scores in destination awareness**, four solutions were generated (overall coverage=0.37, overall consistency=0.87). Destination brand nostalgia constitutes core causal conditions in all combinations. Among four solutions, the most empirically relevant should be Solution 4 (raw coverage=0.28, consistency=0.90), in which high perceived quality, tourists' nostalgia, heritage and natural environment, and destination personality are core causal conditions leading to a high level of destination brand awareness.

Solutions 2 and 3 are alternative solutions, which have similar raw coverage values to Solution 4. Solution 2 suggested a combination of destination heritage with perceived quality and nostalgia as core causal conditions. Solution 3 advised a combination of destination natural environment, personality, perceived quality and nostalgia as core causal conditions. Thus, the existence of imageries of destinations seems to be more important than their functional attributes in predicting high levels of brand awareness that tourists have toward destinations.

To predict high scores in destination association, perceived destination quality was considered as a core cause in all three solutions. In **Solution 1**, the natural environment, destination perceived quality, and personality were core causes. Further, political, economic and social environment, as well as tourism infrastructure were peripheral causal conditions in both Solutions 1a and 1b. Solution 1a added destination heritage as a peripheral causal condition (raw coverage=0.31), while Solution 1b added destination nostalgia as a peripheral causal condition (raw coverage=0.27). Thus, tourists' perceptions of the functional attributes: natural environment and perceived destination quality as well as imagery: destination personality, lead to high scores in destination association.

Table 4.15. Core-periphery models of brand building block predicting high scores in brand understanding block (RP$_1$)

BBB	A: Overall sample (N=642)														
	Solutions predicting high scores in BUB														
	Destination Awareness				Destination Associations				Destination Reputation				Destination Self-connection		
	(1)	(2)	(3)	(4)	(1a)	(1b)	(2)	(3)	(1a)	(1b)	(1c)	(1d)	(1)	(2a)	(2b)
Political, Economic and Social Environment	•	•	•		•	•	•		•	•	•			●	●
Natural Environment	●	•	●	●	●	●	•	●	●	●	●	●		●	●
Destination Heritage	●	●		●	•		●	●	•	•		•	⊗		•
Tourism Infrastructure	⊗	•	•	•	•	•	•	•	●	●	●	●	●	•	
Perceived Destination Quality		●	●	●	●	●	●	●	•		•	•	●	•	
Destination Personality	•		●	●	●	●		●		•		•	•		•
Destination Nostalgia	●	●	●	●		•	●	●			•	•	•	●	●
Raw Coverage	0.09	0.27	0.26	0.28	0.31	0.27	0.28	0.29	0.38	0.37	0.33	0.30	0.14	0.31	0.29
Unique Coverage	0.03	0.03	0.02	0.04	0.07	0.02	0.03	0.05	0.01	0.04	0.04	0.04	0.05	0.05	0.05
Consistency	0.85	0.89	0.88	0.90	0.90	0.91	0.91	0.92	0.88	0.88	0.89	0.90	0.88	0.86	0.87
Overall Consistency	0.87				0.88				0.86				0.85		
Overall Coverage	0.37				0.42				0.50				0.40		

Note: The black circles indicate the presence of a condition, and circles with "x" indicate its absence. The large circles indicate core conditions; the small circles indicate peripheral conditions. Blank spaces in a pathway indicate "don't care". The analysis of necessary conditions (NC) does not confirm the existence of any NC.

Solution 2 (raw coverage=0.28) suggested the inclusion of destination heritage, perceived quality and nostalgia as three core causal conditions, accompanied by three peripheral causal conditions, including tourism infrastructure, political, economic and social environment as well as natural environment. This configurational combination indicated that a strong destination association could also be formed if tourists perceive more imagery of a destination, including existing destination heritage and nostalgia than functional attributes, such as distinct perceived quality.

The complex nature of D-CBBE has also suggested **Solution 3** (raw coverage=0.29), where natural environment, destination heritage, personality, nostalgia, and perceived quality were core causal conditions combined with tourism infrastructure as a peripheral causal condition. This solution revealed that tourists' perceptions of the existing heritage and natural environment, favourable personality, distinct perceived quality and nostalgia simultaneously lead to strong destination associations.

To predict high scores in destination reputation, Solution 1 is the only empirically relevant one that consists of four sub-solutions. Among these four sub-solutions, natural environment and tourism infrastructure were considered as two core causal conditions. Solution 1a (raw coverage=0.31) combined the two core causal conditions with political, economic and social environment, destination heritage and perceived quality as peripheral causal conditions. Being slightly different, Solution 1b replaced the destination perceived quality with destination personality as a peripheral causal condition. Solution 1c (raw coverage=0.33) combined the two core causal conditions with three peripheral causal conditions, including political, economic and social environment, destination nostalgia and perceived quality. In Solution 1d (raw coverage=0.3), four peripheral causal conditions (destination heritage, personality, nostalgia and perceived quality) were suggested. Thus, tourists would evaluate a destination with a good reputation when they perceived the existence of tourism infrastructure and the natural environment.

To predict high scores in destination self-connection, two solutions were suggested, only **Solution 2** was considered as the most empirically relevant. The political, economic and social environment, natural environment and destination nostalgia were considered as core causal conditions. Slight differences regarding peripheral causal conditions were included between Solutions 2a and 2b. Solution 2a (raw coverage=0.3) added two peripheral causal conditions: infrastructure and perceived destination quality, Instead, Solution 2b (raw coverage=0.29) added heritage and personality as peripheral causal conditions.

In summary, the RP$_1$ has been confirmed from these results. Thus, sufficient configurations of BBB elements (political, social and economic environment, natural environment, tourism infrastructure, perceived destination quality, destination heritage, personality, and nostalgia) lead to each understanding of the (BUB) components (consistency of each solution is above 0.80). Overall, tourists' perceptions of those imageries, such as nostalgia, personality and heritage rather than functional attributes, such as political, economic and social environment and infrastructure of a destination seem to be more important in leading to high levels of destination awareness and associations. Nevertheless, importantly, destination perceived quality is core in all solutions in predicting high scores in destination awareness and associations. Only functional attributes, including natural environment and tourism infrastructure are core for predicting high level of reputation. Political, economic and social environment only plays an important role with natural environment and nostalgia when it comes to predicting high scores in destination self-connection.

4.8.3 Results of brand building block predicting high score in brand relationship block outcomes (RP$_2$)

Table 4.16 summarizes the results of RP$_2$, which suggests configurations of the antecedent conditions in the BBB sufficiently lead to each of the dimensions in BRB. **To predict high scores in destination trust,** the most empirically relevant combination was **Solution 1** (raw coverage=0.36). Tourism infrastructure, personality, and perceived destination quality were combined as core causal conditions, with a peripheral causal condition: destination nostalgia. Thus, tourists' high levels of trust towards a destination could be established when they perceived functional attributes (the existence of tourism infrastructure and distinct destination quality) rather than imagery (favourable personality).

Table 4.16. Core-periphery models of brand building block predicting high scores in brand relationship block (RP$_2$)

BBB	Overall sample (N=642)										
	Solutions predicting high scores in BRB										
	Destination Trust				Destination Relevance			Destination Intimacy		Destination Partner-quality	
	(1)	(2)	(3a)	(3b)	(1)	(2)	(3)	(1a)	(1b)	(1a)	(1b)
Political, Economic and Social Environment		●	●	●		.	.	●	●	.	
Natural Environment		●	●	●		●	●		.		
Destination Heritage		.	.				.		.		
Tourism Infrastructure	●	●	●	●	●	●		.			.
Perceived Destination Quality	●		●	●	●	●		●	●	●	●
Destination Personality	●	●			.		.	●	●		.
Destination Nostalgia	.			.	●	●	●	●	●	●	●
Raw Coverage	0.36	0.34	0.35	0.31	0.36	0.30	0.27	0.29	0.25	0.45	0.38
Unique Coverage	0.08	0.03	0.01	0.02	0.10	0.04	0.04	0.01	0.001	0.10	0.07
Consistency	0.89	0.89	0.89	0.91	0.85	0.85	0.86	0.85	0.86	0.88	0.90
Overall Consistency	0.86				0.83			0.85		0.86	
Overall Coverage	0.57				0.44			0.36		0.56	

Note: The black circles indicate the presence of a condition, and circles with "x" indicate its absence. The large circles indicate core conditions; the small circles indicate peripheral conditions. Blank spaces in a pathway indicate "don't care". The analysis of necessary conditions (NC) does not confirm the existence of any NC.

Solutions 2 and 3 are alternative combinations, since they have similar raw coverage with Solution 1. The attributes of the political, economic and social environment, natural environment as well as tourism infrastructure were combined as core causal conditions in both Solutions 2 and 3. **Solution 2** (raw coverage=0.34) added one core causal condition: destination personality and one peripheral causal condition: destination heritage. **Solution 3** added perceived destination quality as a core causal condition and some peripheral causal conditions. Thus, both Solutions 2 and 3 have indicated that based on the establishment of functional attributes, including stable political, economic and social environment, attractive natural environment, enough tourism infrastructure, a destination could obtain tourists' trust through building either a favourable destination personality or distinct perceived quality.

T**o predict high scores in destination relevance**, the most empirically relevant combination is **Solution 1** (raw coverage=0.36). Tourism infrastructure, perceived destination quality, and destination nostalgia were combined as core causal conditions. Then, destination personality was added as a peripheral causal condition. Thus, to predict strong relevance with tourists, Solution 1 signalled that tourists need to perceive enough tourism infrastructure, distinct perceived destination quality and their nostalgic memories of previous lives.

Comparing with Solution 1, **Solution 2** (raw coverage=0.3) has less empirical relevance. In Solution 2, natural environment, tourism infrastructure, perceived quality and nostalgia were viewed as core causal conditions. Political, economic and social environment was added as a peripheral causal condition. Thus, if tourists can perceive the natural environment, tourism infrastructure, distinct destination quality and could remember their previous lives simultaneously, then strong destination relevance can be predicted.

Alternatively, **Solution 3** (raw coverage=0.27) suggested less core causal conditions (destination natural environment and nostalgia). Political, economic and social environment, destination heritage and personality were added as peripheral causal conditions. This solution required destinations to focus on less functional attributes than either Solution 1 or 2. Thus, high scores in consumers' feelings of relevance of a destination need to be predicted by their perceptions of the existence of natural environment and strong nostalgia.

T**o predict high scores in destination intimacy, Solutions 1a and 1b** were suggested. Political, economic and social environment, perceived destination quality, destination personality, as well as nostalgia were combined as core causal conditions in both Solutions 1a and 1b. Solution 1a (raw coverage=0.29) combined these four core causal conditions with

one peripheral causal condition: tourism infrastructure, while Solution 1b (raw coverage=0.25) combined four core causal conditions with two peripheral causal conditions: natural environment and destination heritage. Thus, high scores in consumers' feelings of destination intimacy should be predicted by both functional attributes and imageries.

T**o predict high scores in destination partner-quality**, one solution was suggested, including two sub-solutions (Solution 1a and b). Perceived destination quality and nostalgia were combined as core causal conditions in both. Solution 1a added one peripheral causal condition: political, economic and social environment. Differently, Solution 1b added two peripheral causal conditions, including tourism infrastructure and personality. Thus, tourists' perceptions of destination quality and destination nostalgia can lead to a high level of partner-quality among tourists.

In summary, RP_2 has been confirmed. Sufficient configurations of BBB elements (political, social and economic environment, natural environment, tourism infrastructure, perceived destination quality, destination heritage, personality, and nostalgia) lead to each of the relationship (BRB) components (consistency of each solution is above 0.80). Interestingly, destination heritage is not important for leading to high scores in any of tourist-destination relationships. Both functional attributes and imageries play core roles in leading to high levels of each dimension in BRB, except for Solution 3 in leading to high scores in destination trust, in which only four functional attributes were combined as core causal conditions.

4.8.4 Results of brand understanding block predicting high scores in brand relationship block (RP₃)

Table 4.17 summarizes the results of RP_3, which suggest that configurations of the antecedent conditions in the BUB sufficiently lead to each of the dimensions in BRB. **To predict high scores in destination trust**, two solutions were suggested with high empirical relevance. Destination reputation and self-brand connection were core causal conditions in Solutions 1 and 2. The difference was that **Solution 1** (raw coverage=0.48) also added destination awareness as a core causal condition, instead, **Solution 2** (raw coverage=0.5) added destination associations as a core causal condition. Neither solution suggested any peripheral causal conditions. Thus, to predict their high level of trust a destination, reputation and self-brand connection are the most important elements, while awareness or associations are alternatives.

Table 4.17. Core-periphery models of brand understanding block predicting high scores in brand relationship block (RP$_3$)

BUB	Overall sample (N=642)								
	Solutions predicting high scores in BRB								
	Destination Trust		Destination Relevance			Destination Intimacy	Destination Partner-quality		
	(1)	(2)	(1a)	(1b)	(2)	(1)	(1a)	(1b)	(2)
Destination Awareness	●		.		●	●	.		●
Destination Associations		●	●	●			●	●	
Destination Reputation	●	●		.	●			.	●
Destination Self-connection	●	●	●	●	●	●	●	●	●
Raw Coverage	0.48	0.50	0.54	0.50	0.49	0.64	0.53	0.51	0.49
Unique Coverage	0.04	0.06	0.09	0.05	0.04	0.64	0.08	0.05	0.04
Consistency	0.91	0.91	0.90	0.89	0.89	0.88	0.88	0.88	0.88
Overall Consistency	0.90		0.88			0.88	0.85		
Overall Coverage	0.54		0.63			0.64	0.63		

Note: The black circles indicate the presence of a condition, and circles with "x" indicate its absence. The large circles indicate core conditions; the small circles indicate peripheral conditions. Blank spaces in a pathway indicate "don't care". The analysis of necessary conditions (NC) does not confirm the existence of any NC.

To predict high scores in destination relevance, two solutions were suggested. **Solution 1** includes two sub-solutions (Solution 1a and 1b), in which destination associations and self-brand connection were two core causal conditions. Solution 1a (raw coverage=0.54) combined two core causal conditions with a peripheral causal condition of destination awareness. Solution 1b (raw coverage=0.5) added destination reputation as a peripheral causal condition. Thus, when tourists have high levels of awareness and associations towards a destination as well as evaluating the destination as having high reputation, then their feelings of high levels of relevance to a destination will be predicted.

Alternatively, **Solution 2** (raw coverage= 0.49) did not include any peripheral causal conditions. Destination awareness, reputation and self-brand connection were three core causal conditions to be combined to lead to a high level of relevance between tourists and destinations. Thus, except for the tourists' evaluation of destination associations, the remaining elements would lead to high scores in destination relevance.

To predict high scores in destination intimacy, one solution included destination awareness and self-brand connection as two core causal conditions. This was a strong empirically relevant solution (raw coverage= 0.64). No peripheral causal condition was needed. Therefore, if tourists have strong awareness of and self-brand connection with a destination, then high levels of intimacy to the destination would be predicted.

To predict high scores in destination partner-quality, two solutions were generated as the most empirically relevant ones. **Solution 1** included two sub-solutions. Solution 1a (raw coverage=0.53) combined two core causal conditions (destination associations and self-connection) with one peripheral causal condition (destination awareness). Differently, Solution 1b (raw coverage=0.51) combined two core causal conditions (destination associations and self-connection) with one peripheral causal condition (destination reputation). Thus, tourists' high-level feelings regarding their brand partner-quality with a destination can be predicted when they have strong destination associations and self-brand connection with destinations in their minds.

Solution 2 (raw coverage=0.49) suggested a combination of destination awareness, reputation, and self-brand connection as core causal conditions in leading to distinct levels of destination partner-quality. However, peripheral causal conditions were not included in this solution. Therefore, tourists' feelings of partner-quality can also be predicted when they

have strong awareness and evaluate the destination as having a high reputation, as well as having strong self-brand connection with the destination.

In summary, dimensions in BUB play either core or peripheral roles in sufficiently contributing to high scores in each dimension of the emotional relationship (BRB) between tourists and the destination (the consistency of each solution is above 0.80). **Two interesting points** have been highlighted: 1) all the solutions, above, include self-brand connection as the core causal condition in leading to high levels of each dimension in BRB. 2) The same solution, including destination awareness, reputation and self-brand connection as core causal conditions can predict high scores in either destination trust, relevance or partner-quality.

4.8.5 Results of brand building, understanding, and relationship predicting overall brand equity (RP$_4$, RP$_5$, RP$_6$)

Table 4.18 summarizes the results for RP$_4$, which suggests that configurational combination of the attributes included in BBB play either core or peripheral roles in sufficiently leading to high scores in OBE.

Table 4.18. Core-periphery models of brand building block predicting high scores in overall brand equity (RP$_4$)

BBB	A: Overall sample (N=642)			
	Solutions predicting high scores in OBE			
	(1a)	(1b)	(2a)	(2b)
Political, Economic and Social Environment		.	.	.
Natural Environment		.	●	●
Destination Heritage		.		.
Tourism Infrastructure	●	●	.	
Perceived Destination Quality	.		.	
Destination Personality	●	●		.
Destination Nostalgia	.		●	●
Raw Coverage	0.33	0.33	0.28	0.27
Unique Coverage	0.09	0.09	0.04	0.03
Consistency	0.82	0.85	0.83	0.87
Overall Consistency	0.81			
Overall Coverage	0.51			

Note: The black circles indicate the presence of a condition, and circles with "x" indicate its absence. The large circles indicate core conditions; the small circles indicate peripheral conditions. Blank spaces in a pathway indicate "don't care". The analysis of necessary conditions (NC) does not confirm the existence of any NC.

To predict high scores in OBE from BBB, two solutions were revealed. For **Solution 1**, the set of core causal conditions included destination personality and tourism infrastructure.

Solution 1a and 1b were the most empirically relevant (raw coverage= 0.33). Solution 1a combined the two core causal conditions with two peripheral causal conditions, which were perceived destination quality and destination nostalgia. Solution 1b included different peripheral causal conditions: political, economic and social environment, natural environment, and destination heritage.

Alternatively, **Solution 2** captured two core causal conditions: natural environment and destination nostalgia. The political, economic and social environment was a peripheral causal condition for both solutions 2a and 2b. Further, Solution 2a (raw coverage= 0.28) added perceived destination quality and tourism infrastructure as two peripheral causal conditions. Solution 2b (raw coverage= 0.27) included destination heritage and destination personality as two peripheral causal conditions. The findings indicated that tourists who perceived the existence of tourism infrastructure and a distinct destination personality would prefer Scotland rather than other destinations (Solution 1). Although not the most empirical, a combination of the existence of the natural environment and strong destination nostalgia would lead to tourists' preference of Scotland (Solution 2). This might be because some Americans visit Scotland to trace their origins.

Table 4.19 summarizes the results for RP_5, which suggests that configuration of the attributes included in BUB play either core or peripheral roles in sufficiently leading to high scores in OBE. **To predict high scores in OBE from BUB,** two solutions were suggested. Destination awareness and self-brand connection were included as core causal conditions, while no peripheral causal condition was suggested in **Solution 1** (raw coverage= 0.57). Therefore, when tourists have strong awareness and self-brand connection of a certain destination, they would choose to visit this destination rather than its competitors.

The results have also suggested Solution 2 (raw coverage= 0.47). Destination associations and self-brand connection formed as core causal conditions, which were combined with a peripheral causal condition: destination reputation. This solution has indicated that when tourists have strong self-brand connection with a destination, they would prefer the destination than its competitors, when they either have strong awareness or associations.

Table 4.19. Core-periphery models of brand understanding block predicting high scores in overall brand equity (RP$_5$)

BUB	Overall sample (N=642)	
	Solutions predicting high scores in OBE	
	(1)	(2)
Destination Awareness	●	
Destination Associations		●
Destination Reputation		.
Destination Self-connection	●	●
Raw Coverage	0.57	0.47
Unique Coverage	0.16	0.05
Consistency	0.84	0.86
Overall Consistency	0.83	
Overall Coverage	0.62	

Note: The black circles indicate the presence of a condition, and circles with "x" indicate its absence. The large circles indicate core conditions; the small circles indicate peripheral conditions. Blank spaces in a pathway indicate "don't care". The analysis of necessary conditions (NC) does not confirm the existence of any NC.

Table 4.20 summarizes the results for RP$_6$, which suggests that configuration of the attributes included in BRB play either core or peripheral roles in sufficiently leading to high scores in OBE. To predict high scores in OBE, one solution that combined all the elements in BRB (destination trust, relevance, intimacy, and partner-quality) was suggested. This solution is a highly empirically relevant one (raw coverage= 0.48). This solution has demonstrated that tourists would prefer a destination than its competitors when they have a strong destination relationship with the destination, including trust, relevance, intimacy, and partner-quality.

Table 4.20. Core-periphery models of brand relationship block predicting high scores in overall brand equity (RP$_6$)

BRB	Overall sample (N=642)
	Solutions predicting high scores in OBE
	(1)
Destination Trust	●
Destination Relevance	●
Destination Intimacy	●
Destination Partner-quality	●
Raw Coverage	0.48
Unique Coverage	0.48
Consistency	0.87
Overall Consistency	0.87
Overall Coverage	0.48

Note: The black circles indicate the presence of a condition, and circles with "x" indicate its absence. The large circles indicate core conditions; the small circles indicate peripheral conditions. Blank spaces in a pathway indicate "don't care". The analysis of necessary conditions (NC) does not confirm the existence of any NC.

In summary, the results have confirmed RP$_4$, RP$_5$, RP$_6$ that a combination of elements in BBB, BUB or BRB can contribute to high scores in the overall brand equity of a destination. Specifically, to have a strong preference about a destination rather than its competitors (OBE), tourists usually perceived high levels of both functional attributes (natural environment or tourism infrastructure) or imagery (destination personality or destination nostalgia) of the destination. When tourists have strong brand awareness and self-brand connection with a destination, or when they have strong associations about, and self-brand connection with, a destination in their minds, they would prefer the destination than its competitors. When tourists feel a strong relationship with the destination, including trust, relevance, intimacy and partner-quality simultaneously, their preference to a certain destination can be obtained as well.

Overall, since greater brand equity can help the destination to earn greater volume or margins than it could without branding in the future, the major dimensions included in the BBB, BUB and BRB are considered as the important elements assisting strong brand equity. Specifically, tourism infrastructure and destination personality or the natural environment and destination nostalgia are core causal factors that, combined simultaneously, can predict strong brand equity. Similarly, a combination of destination brand awareness and self-connections or destination brand associations and reputation, as core factors, can form two important solutions, leading to strong brand equity. Then, a combination of destination brand trust, inimacy, partner-quality and relevance as core factors can also predict strong brand equity.

4.8.6 Additional findings

Certain relationships in this D-CBBE process model might be contingent upon whether participants have visited the destination or not.

4.8.6.1 Relationship between brand building, understanding, and relationship block

Table 4.21 compares visitor and non-visitor samples regarding whether configurations of attributes in BBB sufficiently lead to each dimension in BUB. Among visitors, the overall consistency of solutions for the combination of elements in BBB predicts strong destination awareness, associations, self-brand connection and reputation, all above 0.80 (acceptable). However, the original overall coverage in terms of the self-brand connection as the outcome condition was low (0.22), Considering the overall coverage was acceptable (0.25), this study

followed the experts' advice to increase the corresponding coverage by including more cases in the analysis and provide the results with an * note that a modification has been made as the results were partially accepted. Among non-visitors, the original overall consistency in predicting awareness was lower (0.76). However, its overall converge was 0.3. Thus, considering experts' advice, the researcher increased the corresponding consistency.

The solutions for predicting high levels of visitors' understanding of the destination were different from that for non-visitors. Perceived destination quality is considered as the only core causal condition in leading to both visitor **awareness** and associations. However, to obtain strong awareness among most cases of non-visitors, perceived destination quality is not the only core cause. Nostalgia that non-visitors have should work with perceived destination quality simultaneously in predicting high levels of destination awareness. Besides, perceived destination quality was not included in the conditions in predicting high levels of non-visitors' understanding of destination **associations**. Instead, two solutions were generated in predicting high levels of destination association among non-visitors (Solutions 1 and 2). Solution 1 suggested a combination of destination personality and nostalgia, while Solution 2 suggested a combination of destination heritage and tourism infrastructure as core causal conditions.

To predict high scores in **destination reputation** among visitors, destinations should promote the existence of destination natural environment, heritage and infrastructure as core causes simultaneously. Differently, the natural environment is not that important for non-visitors to predict a high level of understanding of destination reputation. Instead, two solutions are suggested from the sample of non-visitors. Specifically, Solution 1 suggested a combination of political, economic and social environment as well as destination heritage as core causal conditions. Solution 2 suggested a combination of two functional attributes (tourism infrastructure, perceived destination quality) and two imageries (destination personality and nostalgia) as core causal conditions in leading to high levels of destination reputation.

Table 4.21. Brand building block Predicting high scores in brand understanding block: similarities and differences between visitors and non-visitors

BBB	A: Visitor sample (N=210)								
	Solutions predicting high scores in BUB								
	Destination Awareness		Destination Associations		Destination Reputation		Destination Self-connection		
	(1a)	(1b)	(1a)	(1b)	(1a)	(1b)	(1a)	(1b)	(2)
Political, Economic and Social Environment	.		.		.		●	●	●
Natural Environment	.	.	.	.	●	●	●	●	
Destination Heritage	.	.	.	.	●	●			
Tourism Infrastructure	.	.	.	.	●	●			.
Perceived Destination Quality	●	●	●	●		.	.		●
Destination Personality	.	.	.	.	.	.		.	.
Destination Nostalgia		.		.			●	●	●
Raw Coverage	0.27	0.25	0.29	0.26	0.30	0.31	0.30*	0.30*	0.27*
Unique Coverage	0.07	0.05	0.08	0.05	0.04	0.04	0.03*	0.03*	0.02*
Consistency	0.86	0.87	0.89	0.89	0.90	0.87	0.87*	0.87*	0.87*
Overall Consistency	0.87		0.89		0.88		0.80*		
Overall Coverage	0.32		0.34		0.35		0.46*		

Note: The black circles indicate the presence of a condition, and circles with "x" indicate its absence. The large circles indicate core conditions; the small circles indicate peripheral conditions. Blank spaces in a pathway indicate "don't care". The analysis of necessary conditions (NC) does not confirm the existence of any NC.

Table 4.21. (continue)

BBB	B: Non-visitor sample (N=432)													
	Solutions predicting high scores in BUB													
	Destination Awareness			Destination Associations					Destination Reputation				Destination Self-connections	
	(1a)	(1b)	(1c)	(1b)	(1b)	(2a)	(2b)	(2c)	(1a)	(1b)	(1c)	(2)	(1a)	(1b)
Political, Economic and Social Environment	·	·			·	·	·	·	●	●	●			·
Natural Environment	·		·		·	·	·		·	·				·
Destination Heritage	·	·	·		·	●	●	●	●	●	●			·
Tourism Infrastructure	·	·	·	·		●	●	●		·	·	●	·	
Perceived Destination Quality	●	●	●	·		·		·		·	·	●	·	
Destination Personality		·	·	●	●			·	·			●	●	●
Destination Nostalgia	●	●	●	●	●			·			·	●	●	●
Raw Coverage	0.28*	0.28*	0.30*	0.40	0.30	0.35	0.35	0.33	0.42	0.38	0.36	0.43	0.39	0.30
Unique Coverage	0.03	0.03	0.05	0.11	0.03	0.01	0.01	0.01	0.08	0.01	0.01	0.12	0.06	0.05
Consistency	0.82	0.81	0.83	0.90	0.89	0.88	0.89	0.88	0.85	0.89	0.89	0.90	0.84	0.85
Overall Consistency	0.80*			0.85					0.83				0.82	
Overall Coverage	0.40*			0.58					0.63				0.51	

Note: The black circles indicate the presence of a condition, and circles with "x" indicate its absence. The large circles indicate core conditions; the small circles indicate peripheral conditions. Blank spaces in a pathway indicate "don't care". The analysis of necessary conditions (NC) does not confirm the existence of any NC.

Regarding the solutions for predicting high scores in **self-connection**, the dominant role of destination nostalgia as one of the core causes has been demonstrated by both visitors and non-visitors. To predict high levels of self-brand connection among visitors, two solutions were suggested (Solutions 1 and 2). Both political, economic and social environment and destination nostalgia are combined into the core causal conditions. Specifically, Solution 1 (raw coverage= 0.3) suggested adding natural environment while Solution 2 suggested adding perceived destination quality into the core causal conditions. Further, destination nostalgia as a core cause is not sufficient to lead to high scores in self-brand connection among non-visitors either, non-visitors need to have perceptions toward the destination personality simultaneously.

In summary, similarities and differences are shown between visitors and non-visitors in terms of the combination of perceived destination attributes in predicting their high level of understanding towards a destination. Specifically, perceived destination quality is core for predicting high scores in destination awareness and associations for visitors but comprised only one of the conditions to predict a high level of destination awareness among non-visitors. Besides, a combination of imageries (destination personality and nostalgia) can be core causal conditions in leading to high scores of both associations and self-brand connection for non-visitors.

Table 4.22 compares visitor and non-visitor samples in terms of configurations of the attributes in BBB which sufficiently lead to each dimension in BRB. The consistency of all the solutions was above 0.80, which means that the attributes included in BBB play either core or peripheral roles in sufficiently leading to high scores in tourists' feelings regarding their relationship with the destination (BRB) in both visitor and non-visitor samples.

The complexity of branding destinations has been shown in a shared solution regarding a combination of political, economic and social environment and destination nostalgia in predicting high scores in **destination intimacy** for both visitors and non-visitors. Different from the results for visitors, the results from non-visitors suggested an extra solution in leading to high levels of destination intimacy. Specifically, this solution (raw coverage= 0.43) suggested a combination of tourism infrastructure, perceived destination quality and nostalgia as core conditions in predicting high scores in destination intimacy.

Table 4.22. Brand building block predicting high scores in brand relationship block: similarities and differences between visitors and non-visitors

BBB	A: Visitor sample (N=210)					
	Solutions predicting high scores in BRB					
	Destination Trust		Destination Relevance	Destination Intimacy	Destination Partner-quality	
	(1a)	(1b)	(1)	(1)	(1a)	(1b)
Political, Economic and Social Environment	.			●	.	
Natural Environment	.	.	●	.	●	●
Destination Heritage	.	.	●	.	●	●
Tourism Infrastructure	.	.	●	.	●	●
Perceived Destination Quality	●	●	●	.		.
Destination Personality	.	.	.	.	.	.
Destination Nostalgia		.	●	●		.
Raw Coverage	0.31	0.28	0.26	0.22	0.34	0.26
Unique Coverage	0.08	0.05	0.26	0.22	0.12	0.05
Consistency	0.89	0.88	0.87	0.85	0.88	0.88
Overall Consistency	0.88		0.87	0.85	0.87	
Overall Coverage	0.36		0.26	0.22	0.38	

Note: The black circles indicate the presence of a condition, and circles with "x" indicate its absence. The large circles indicate core conditions; the small circles indicate peripheral conditions. Blank spaces in a pathway indicate "don't care". The analysis of necessary conditions (NC) does not confirm the existence of any NC.

Table 4.22. (continue)

BBB	B: Non-visitor sample (N=432)									
	Solutions predicting high scores in BRB									
	Destination Trust			Destination Relevance		Destination Intimacy		Destination Partner-quality		
	(1)	(2)	(3)	(1a)	(1b)	(1)	(2)	(1a)	(1b)	(2)
Political, Economic and Social Environment		·	·		·	●				●
Natural Environment		●	●		·				⊗	
Destination Heritage		●	●		·			⊗		
Tourism Infrastructure	●	●	●	●	●		●			·
Perceived Destination Quality	●	●		·			●	●	●	●
Destination Personality			●	●	●					
Destination Nostalgia	·			●	●	●	●	·	·	●
Raw Coverage	0.48	0.36	0.34	0.37	0.25	0.46	0.43	0.24	0.31	0.39
Unique Coverage	0.20	0.01	0.03	0.11	0.02	0.14	0.10	0.01	0.05	0.17
Consistency	0.85	0.90	0.89	0.84	0.86	0.81	0.82	0.87	0.86	0.86
Overall Consistency	0.84			0.84		0.81		0.85		
Overall Coverage	0.59			0.42		0.57		0.54		

Note: The black circles indicate the presence of a condition, and circles with "x" indicate its absence. The large circles indicate core conditions; the small circles indicate peripheral conditions. Blank spaces in a pathway indicate "don't care". The analysis of necessary conditions (NC) does not confirm the existence of any NC.

To predict high scores in **destination trust**, solutions from visitors are more simple than that from non-visitors. That is to say, perceived destination quality was considered as the only core causal condition, with the remaining attributes all being considered as peripheral causal conditions among visitors. Differently, three solutions were generated from non-visitors to predict high levels of destination trust, in which tourism infrastructure as one of the core causes is shared in three solutions. The most empirically relevant solution (Solution 1: raw coverage=0.48) indicates that if a non-visitor perceived enough tourism infrastructure and distinctly perceived destination quality then a high level of destination trust would be predicted. Alternatively, Solution 2 suggests that a combination of destination heritage, natural environment, tourism infrastructure and perceived destination quality as core causal conditions can also lead to high scores in trust. Solution 3 with lower raw coverage then suggested a combination of natural environment, tourism infrastructure, destination heritage and personality as core causal conditions in leading to high scores in destination trust.

When it comes to the **partner-quality**, different solutions have been suggested from visitors and non-visitors. One solution was suggested from visitors, in which, destination heritage, natural environment, and tourism infrastructure were combined as core causal conditions in leading to high scores in partner-quality. Two solutions were suggested from non-visitors. Solution 1 suggested that once the destination quality is perceived as distinct by non-visitors,

the absence of destination heritage (Solution 1a: raw coverage=0.24) or natural environment (Solution 1b: raw coverage=0.31) will not be an issue. Solution 2 (raw coverage=0.39, unique coverage=0.17) suggested that a combination of stable political, economic and social environment, destination quality and nostalgia can lead to a high level of partner-quality simultaneously.

Table 4.23 compares visitor and non-visitor samples in terms of configurations of attributes in BUB sufficiently leading to each dimension in BRB. Overall consistency of all the solutions is above 0.80, which is considered as acceptable. This means that four dimensions that reflect tourists' assessment or understanding of destinations (BUB) play either core or peripheral roles in sufficiently leading each of the dimensions representing tourists' feelings regarding their relationship with the destination (BRB) in both visitor and non-visitor samples.

Similarities can be detected from both samples. One solution regarding the prediction of combination of dimensions in BUB on **destination relevance** is shared in both the visitor (Solution 1) and non-visitor sample (Solution 3). This shared solution suggests that destination associations and self-brand connection are core causal conditions in leading to high levels of relevance among both samples. Also, two extra solutions were further suggested by non-visitors, in which a combination of destination awareness and self-brand connection (Solution 1) or a combination of reputation and self-brand connection (Solution 2) can be core causal conditions in predicting high scores in destination relevance for non-visitors.

Different solutions were also found between visitors and non-visitors, in terms of predicting high scores in **destination trust**. Three empirically relevant solutions were generated for visitors, while one solution was suggested by non-visitors. Among visitors, destination reputation plays a core role in contributing to high levels of trust in three solutions. Specifically, Solution 2 (raw coverage=0.53) combined destination reputation with awareness as core causes. Solution 3 (raw coverage=0.55) combined destination reputation with association as core causes. Solution 1 then combined core conditions in both Solution 2 and Solution 3. Thus, strong destination awareness, favourable destination associations and reputation are essential for leading to high scores in visitors' trust in Solution 3. Inconsistently, non-visitors seldom pay attention to favourable destination associations, instead destination self-connections, reputation, and awareness were three core causes in leading to strong trust among non-visitors. Especially self-connection was neglected by

visitors but was valued as a core cause by the non-visitor sample in stimulating their trust toward a destination.

Table 4.23. Brand understanding block predicting high scores in brand relationship block: similarities and differences between visitors and non-visitors

BUB	A: Visitor sample (N=210)						
	Solutions predicting high scores in BRB						
	Destination Trust			Destination Relevance		Destination Intimacy	Destination Partner-quality
	(1)	(2)	(3)	(1a)	(1b)	(1)	(1)
Destination Awareness	●	●		.		●	
Destination Associations	●		●	●	●	●	●
Destination Reputation	●	●	●		.		●
Destination Self-connection		.	.	●	●	●	●
Raw Coverage	0.59	0.53	0.55	0.51	0.53	0.54	0.52
Unique Coverage	0.11	0.05	0.07	0.06	0.08	0.54	0.52
Consistency	0.85	0.86	0.86	0.89	0.89	0.86	0.86
Overall Consistency	0.83			0.89		0.86	0.86
Overall Coverage	0.71			0.59		0.54	0.52

Note: The black circles indicate the presence of a condition, and circles with "x" indicate its absence. The large circles indicate core conditions; the small circles indicate peripheral conditions. Blank spaces in a pathway indicate "don't care". The analysis of necessary conditions (NC) does not confirm the existence of any NC.

Table 4.23. (continue)

BUB	B: Non-visitor sample (N=432)					
	Solutions predicting high scores in BRB					
	Destination Trust	Destination Relevance			Destination Intimacy	Destination Partner-quality
	(1)	(1)	(2)	(3)	(1)	(1)
Destination Awareness	●	●				●
Destination Associations				●		●
Destination Reputation	●		●			
Destination Self-connection	●	●	●	●	●	●
Raw Coverage	0.49	0.57	0.56	0.6	0.77	0.48
Unique Coverage	0.49	0.04	0.04	0.03	0.77	0.48
Consistency	0.90	0.90	0.88	0.88	0.88	0.85
Overall consistency	0.90	0.87			0.88	0.85
Overall Coverage	0.49	0.71			0.77	0.48

Note: The black circles indicate the presence of a condition, and circles with "x" indicate its absence. The large circles indicate core conditions; the small circles indicate peripheral conditions. Blank spaces in a pathway indicate "don't care". The analysis of necessary conditions (NC) does not confirm the existence of any NC.

To predict high scores in **destination intimacy**, a sole solution (Solution 1) in the non-visitor sample suggested self-brand connection as a core cause (raw coverage = 0.77). The visitor sample suggested a sole solution as well (raw coverage=0.54), in which, a combination of self-connection, awareness and association were included as core causes in predicting high

scores in destination intimacy. Destination reputation seemed not that vital for both visitors and non-visitors in stimulating their high scores in destination intimacy.

To predict high scores in **destination partner-quality**, a sole solution was generated for the sample of visitor and non-visitor separately. For the visitor, a combination of their self-connection, reputation and associations as core causal conditions was suggested, while for non-visitors, a combination of self-connection, associations and awareness as core causal conditions was advised. In comparison, favourable associations and strong tourists' destination-self connection play important roles in predicting high scores in partner-quality among both the visitor and non-visitor sample.

In summary, differences exist between different groups of cases. For example, destination self-brand connection was more important for non-visitors than for visitors. It is included as one of core causal conditions in leading to a high level of four types of relationship between non-visitors and destinations. Less than that, self-brand connection was important for predicting high scores in destination relevance, intimacy, and partner-quality among visitor samples. Further, the element of destination associations was core for visitors. In comparison, favourable destination associations have played a dominant role in leading to high scores of emotional relationships between destinations and visitors. However, non-visitors did not pay as much attention to destination associations as visitors did.

4.8.6.2 Predicting high scores in overall brand equity

Table 4.24 compares whether visitor and non-visitor samples in terms of configurations of attributes in BBB sufficiently lead to high scores in OBE. The overall consistency of the solutions of combinations of attributes in BBB that lead to high scores in OBE in both samples of visitors and non-visitors is above 0.80. It could be generated that the attributes in BBB play either a core or peripheral role in sufficiently leading to tourists' preference towards the destinations (OBE) in both samples.

To predict high scores in **OBE**, both Solutions 1a and 1b for visitor samples have shown that distinct perceived destination quality was a core cause. Once the distinct destination quality was perceived, visitors would like to choose a certain destination rather than other marketing competitors. Being more complex among non-visitors, to lead to a high level of destination preference (OBE), Solutions 2 and 3 are considered as the most empirically relevant. Solution 2 (raw coverage=0.39) suggested a combination of political, economic and social

environment as well as destination personality as core causal conditions in leading to a high level of OBE. Alternatively, Solution 3 (raw coverage=0.37) suggested a combination of perceived destination quality and destination personality as core causal conditions in leading to a high level of OBE. In summary, to predict high scores in OBE among visitors or non-visitors, both functional attributes and imagery are important. Specifically, their perceptions of natural environment, destination heritage or nostalgia seemed not that important here.

Table 4.24. Brand building block predicting high scores in overall brand equity: similarities and differences between visitors and non-visitors

BBB	A: Visitor sample (N=210)		B: Non-visitor with intentions sample (N=432)			
	Solutions predicting high scores in OBE					
	(1a)	(1b)	(1a)	(1b)	(2)	(3)
Political, Economic and Social Environment	.			⊗	●	
Natural Environment	.	.	⊗		.	
Destination Heritage	.	.			.	
Tourism Infrastructure	.	.	●	●		●
Perceived Destination Quality	●	●	●	●		.
Destination Personality	.	.			●	●
Destination Nostalgia		.	.	.		.
Raw Coverage	0.27	0.23	0.21	0.20	0.39	0.37
Unique Coverage	0.08	0.03	0.02	0.003	0.15	0.03
Consistency	0.86	0.81	0.82	0.76	0.84	0.83
Overall Consistency	0.83		0.80			
Overall Coverage	0.30		0.58			

Note: The black circles indicate the presence of a condition, and circles with "x" indicate its absence. The large circles indicate core conditions; the small circles indicate peripheral conditions. Blank spaces in a pathway indicate "don't care". The analysis of necessary conditions (NC) does not confirm the existence of any NC.

Table 4.25 compares whether visitor and non-visitor samples in terms of configurations of the dimensions in BUB sufficiently lead to high scores in OBE. The overall consistency of all the solutions was above 0.80, which is acceptable. Thus, four dimensions represent visitors' and non-visitors' understanding and assessment of the destination (BUB) playing either a core or peripheral role in sufficiently leading to destination preference (OBE).

There are shared solutions regarding the prediction of high scores in OBE between the visitor and non-visitor sample. Both visitor or non-visitor samples have recommended a combination of destination awareness and self-brand connection as core causal conditions in leading to high levels of visiting preference (Solution 1). Specifically, this shared solution in the non-visitor sample (raw coverage=0.57) is more empirically relevant than that in the

visitor sample (raw coverage=0.45). Non-visitors suggested an extra solution in which a combination of destination associations, reputation and self-brand connection are core causal conditions in leading to high levels of OBE as well (raw coverage= 0.49).

Table 4.25. Brand understanding block predicting high scores in overall brand equity: similarities and differences between visitors and non-visitors

BUB	A: Visitor sample (N=210)	B: Non-visitor sample (N=432)	
	Solutions predicting high scores in OBE		
	(1)	(1)	(2)
Destination Awareness	●	●	
Destination Associations	.		●
Destination Reputation			●
Destination Self-connection	●	●	●
Raw Coverage	0.45	0.57	0.49
Unique Coverage	0.36	0.14	0.07
Consistency	0.82	0.89	0.89
Overall Consistency	0.82	0.87	
Overall Coverage	0.55	0.63	

Note: The black circles indicate the presence of a condition, and circles with "x" indicate its absence. The large circles indicate core conditions; the small circles indicate peripheral conditions. Blank spaces in a pathway indicate "don't care". The analysis of necessary conditions (NC) does not confirm the existence of any NC.

Table 4.26 compares whether visitor and non-visitor samples in terms of configurations of dimensions in BRB sufficiently lead to high scores in OBE. The overall consistency of all the solutions is above 0.80. It could be understood that four dimensions represent the emotional relationship between destination and tourists (BRB), playing either a core or peripheral role in sufficiently leading to their preference towards the destinations (OBE) in both visitor and non-visitor samples.

Although no shared solution is detected between visitors and non-visitors, destination relevance and partner-quality are included as core causes for both samples. For the visitors' sample, Solution 1 (raw coverage=0.40) suggests a combination of destination relevance, intimacy, and partner-quality as core causal conditions in predicting high scores in OBE. For the non-visitors, Solution 1 (raw coverage=0.51) recommends a combination of destination trust, relevance, and partner-quality as core causal conditions in leading to high scores in OBE. This result has indicated that strong destination trust is not that important for visitors, while strong intimacy is not that essential for non-visitors in leading to their high scores in preference to a destination. Strong relevance and high partner-quality play significant but not sufficient roles in attracting high levels of preference from visitors and non-visitors.

Table 4.26. Brand relationship block predicting high scores in overall brand equity: similarities and differences between visitors and non-visitors

BRB	A: Visitor sample (N=210)	B: Non-visitor sample (N=432)
	Solutions predicting high scores in OBE	
	(1)	(1)
Destination Trust	.	●
Destination Relevance	●	●
Destination Intimacy	●	
Destination Partner-quality	●	●
Raw Coverage	0.40	0.51
Unique Coverage	0.40	0.42
Consistency	0.86	0.88
Overall Consistency	0.86	0.86
Overall Coverage	0.40	0.60

Note: The black circles indicate the presence of a condition, and circles with "x" indicate its absence. The large circles indicate core conditions; the small circles indicate peripheral conditions. Blank spaces in a pathway indicate "don't care". The analysis of necessary conditions (NC) does not confirm the existence of any NC.

4.8.7 Additional tests on the results

During the analytical procedure, Study 3 has also conducted a sensitive analysis with several alternative checks to generate and test the solidarity of the above-mentioned solutions (Fiss, 2011). For each of the research propositions, testing using the overall sample (N=642), this study has 1) run the analysis with different frequency cut-off points; 2) tried different consistency in solutions as suggested by Woodside (2013; 2014; 2015). Specifically, the test has tried when frequency cut-off equals to 2 and consistency cut-off equals to 0.83; then a combination of frequency cut-off equals to 4 and consistency cut-off equals to 0.83; after that, a combination of frequency cut-off equals to 5 and consistency cut-off equals to 0.85 was tested. Although there were slight differences between the findings from each test, the overall interpretation of the findings was substantively similar to the original solutions (Skaaning, 2011). After comparing and balancing different results, the final findings decided to set the frequency cut-off equal to 5 and consistency cut off equal to 0.85. When the comparison was conducted between the sample of visitors and non-visitors, separately, several alternative checks were conducted to balance the results as well. Thus, the above-mentioned solutions have been explored by these additional tests.

4.9 Chapter summary

This chapter presented the results of three studies and the finalised D-CBBE model: **Firstly**, within the qualitative Study 1: content analysisidentified 299 frequently used keywords used

by local tourism marketers to represent the attributes of Scotland. These keywords were classified into five broad themes: scenery and natural attractions, destination heritage, destination infrastructure, tourism activities and destination personality. An inductive analysis on the original data added an extra theme, destination quality. Consequently, six themes were generated by content analysis to widely represent the destination marketers' expectations regarding the perceptions of Scottish destination attributes that marketers want to build in tourists' minds.

Secondly, the qualitative, semi-structured interviews results (Study 2) were presented. Specifically, this identified eight attributes (political, economic and social environment, natural environment, tourism infrastructure, perceived destination quality, destination heritage, nostalgia, personality, and stereotype) perceived by tourists as potential dimensions of BBB. Subsequently, it explored five elements (destination awareness, associations, reputation, self-brand connection and familiarity) as potential dimensions to include in BUB. Then it detected five elements (destination trust, relevance, intimacy, partner-quality and attachment) as potential inclusions in BRB. Finally, it discovered the possibility of including OBE as the outcome of dimensions of D-CBBE.

Thirdly, the D-CBBE model, finalised by the results of the literature review and the findings of the qualitative studies (Studies 1 & 2), was presented. Although Studies 1 and 2 suggest eight potential dimensions in BBB, this study dropped the concept of destination stereotype from BBB. Similarly, Study 2 suggests five dimensions in BUB, but destination familiarity was dropped. Among the five dimensions suggested in BRB by Study 2, destination attachment was also dropped. Both Study 2 and the literature largely support the inclusion of OBE as an outcome of this D-CBBE-building process. Regarding interrelationships in this model, research propositions were generated, based on previous literature and qualitative findings.

Fourthly, it also discussed the results of the Study 3: e-survey in two steps. The first step involved the results of the measurement model test. The results of EFA and CFA for two second-order constructs: tourism infrastructure and destination personality were presented. Then, the factor loadings from CFA were used to test the validity and reliability of the model. Reliability was established by checking the Cronbach's Alpha. Validity was established after calculating the AVE, CR and SIC. In summary, the DH1, DPC 2; DPC 3; TLI 7; TLI 9; TOI 4; DA 1; and DIn 1 were dropped in this study and the final measurement model was considered as acceptable.

The second step focused on the findings of the final analytical phase. Study 3 examined the research propositions regarding relationships between every two blocks within the D-CBBE process model as well as the prediction of BBB, BUB or BRB to OBE (RP_1-RP_6). Specifically, the most empirically relevant solutions indicating different combinations of attributes in BBB leading to high scores in each of the elements in BUB and BRB were explored. Solutions illustrating different combinations of elements in BUB to contribute to high scores in each of the elements in BRB were identified also. Regarding relationships between D-CBBE dimensions and OBE, Study 3 also evaluated the most empirically relevant solutions that indicate different combinations of elements in BBB, BUB, and BRB which lead to high scores in OBE.

Chapter 5 : Discussion

5.1 Introduction

This chapter discusses how the findings in this research project are related to relevant knowledge in previous literature, since it is necessary to scrutinize these findings at this stage to further explore and extend the existing knowledge of destination consumer-based brand equity (D-CBBE). To achieve the research objective, the literature review has identified five major tasks to be addressed by Studies 1-3 (Table 5.1). Thus, this chapter specifically scrutinizes the findings with literature. At the end, additional relationships regarding a comparison between the visitor and non-visitor samples generated in Study 3 will be scrutinized.

Table 5.1. Identified tasks and corresponding studies to be conducted

Tasks	Studies
To identify major attributes of Scotland included in the initial stage (BBB) of D-CBBE building process.	Study 1 Study 2
To explore the inclusion of dimensions in the BUB and BRB within this D-CBBE model.	Study 2
To evaluate the interrelationship among the dimensions of the D-CBBE (BBB, BUB and BRB) process.	Study 3
To explore the inclusion of OBE as an outcome of dimensions of D-CBBE.	Study 2
To examine the impact of the dimensions of D-CBBE (BBB, BUB and BRB) on OBE.	Study 3

5.2 Discussion on dimensions contributing to destination consumer-based brand equity

The first objective in this study concerned the explanation of D-CBBE in the destination context due to several considerations: 1) A limited amount of literature has focused on D-CBBE in a tourism destination domain, and even fewer research studies have considered the conceptualisation of D-CBBE (e.g., Frías-Jamilena et al., 2018; San Martín et al., 2019). Nevertheless, previous studies have agreed that branding a destination is more complex and dynamic than branding a general product or service brand (e.g., Boo et al., 2009; Zavattaro et al., 2015; Chaulagain et al., 2019; Dedeoğlu et al., 2019). Although deciding to use

Chatzipanagiotou et al.'s (2016) CBBE model in this study, it was for general product brands which are distinguished from destinations. Thus, the constant development of the tourism industry requires an in-depth exploration of D-CBBE. 2) The concept of destination image has been well studied in tourism, since it is an important concept to understand destination branding (e.g., Kim & Stepchenkova, 2015; Ryu et al., 2016; Mak, 2017; Chaulagain et al., 2019). Despite being largely considered as a dominant component of D-CBBE, the measurement of destination within D-CBBE remained still vague and even overlapping with brand associations (e.g., Pike & Bianchi, 2016; Dedeoğlu *et al.*, 2019). Thus, there limitation remains concerning integrating destination into the conceptualisation of D-CBBE comprehensively.

Study 1 (content analysis of Scottish tourism websites' information) and Study 2 (semi-structured interviews with tourists of Scotland) were applied to address *How is the process of D-CBBE developed?* The results support the adaption of BBB, BUB and BRB from Chatzipanagiotou et al. (2016). To the researcher's best knowledge, this is the first study in tourism literature to conceptualise D-CBBE as a process formed by multiple dimensions allocated in three blocks: BBB, BUB and BRB.

5.2.1 Perceived destination attributes that contribute to brand building block

Studies 1 and 2 were conducted to answer *What are the perceived destination attributes contributing to formations of BBB?* The results support and extend relevant knowledge in the literature. Firstly, the results of content analysis (Study 1) support literature which acknowledges that DMOs promote a variety of destination attributes to develop unique destination image, attract tourists and further enhance competitive advantage (e.g., Wong, 2018). Secondly, content analysis was complemented by the semi-structured interviews (Study 2), which support that the destination attributes promoted by destination marketers are perceived differently by tourists (e.g., Pike & Page, 2014; Reitsamer & Brunner-Sperdin, 2017; Kim et al., 2019b). Thirdly, the similarities and differences regarding the findings of Studies 1 and 2 further support previous literature, which indicates that some tourists focus on specific characteristics of a destination that are promoted by destination marketers (Kim et al., 2019b), while destination marketers can help with increasing tourists' attention to destination attributes. Fourthly, and in-depth, the combined results of Studies 1 and 2 support the literature, which acknowledges that core destination attributes promoted by destination marketers and perceived by tourists form an important group that covers perceived elements of a destination brand, which are also outcomes of destination marketing activities. This

further corresponds with the idea of BBB in the brand equity building process are demonstrated in Chatzipanagiotou et al. (2016), except that the included attributes are, to some extent, distinguished.

Specifically, the findings have explored seven attributes: **political, economic and social environment; natural environment; tourism infrastructure; perceived destination quality; destination heritage; destination personality** and **destination nostalgia** encompassed in the BBB of D-CBBE. These results support the destination marketing literature, which either focuses on well-discussed dimensions of destination image (e.g., Im et al.,2012; Sürücü et al., 2019) or concentrates on the brand competitiveness of a destination (e.g., Wong & Teoh, 2015; Wong, 2018). Importantly, to the researcher's best knowledge, this is the first study that classifies those attributes in a block (BBB) and incorporates them into the formation process of D-CBBE in destination marketing.

The first identified destination attribute is the **political, economic and social environment**, which resonates well with the literature on country image (Zhang et al., 2018), which suggests that political environment, social environment and economic environment (Nadeau et al., 2008; Zhang et al., 2018) are core dimensions of a country's image. This is partly resonated with the dimensions of destination competitiveness in the literature (Wong & Teoh, 2015; Wong, 2018), which considers a stable political, economic and social environment as a competitive advantage of a destination. Some destination image-relevant literature also suggests the inclusion of the political and economic environment (Deng & Li, 2014), social/economic development (Phillips et al., 2013), political and economic factors (Beerli & Martín, 2004a; 2004b), social environment (Beerli & Martín, 2004a; 2004b) as well as the political and economic dimensions (Martin & Eroglu, 1993) as a dimension of destination image which is also resonated in the current research findings. This is because political, economic and social environment is viewed as an important attribute perceived by tourists in the literature on destination image as well as in the current research.

The second destination attribute is the **natural environment**, which largely resonates with the relevant literature that includes similar concepts, such as the natural characteristics/environment (Lin et al., 2007; Stylidis et al., 2017a), natural scenery (Lee, 2009), natural environment (Beerli & Martín, 2004a; 2004b; San Martín & del Bosque, 2008; Chen & Phou, 2013; Xie & Lee, 2013; Kayat & Abdul Hai, 2014; Stylos et al., 2016), natural environment beliefs (Nadeau et al., 2008), natural resources (Beerli & Martín, 2004a; 2004b), natural attractions (Chi & Qu, 2008; Basaran, 2016), nature (Gómez et al., 2015) as

dimensions of destination image. These natural environment-relevant dimensions of destination image have close meaning to the attribute of natural environment that has been suggested in the BBB in the current research. The existence or quality of the natural environment is an important attribute that represents the destination as a brand.

The third destination attribute is **tourism infrastructure**, which resonates with two streams of literature (e.g., Wong & Teoh, 2015; Kim et al., 2016b; Wong, 2018; Sürücü et al., 2019). Firstly, studies that have focused on the conceptualisation of destination image have largely included tourism infrastructure-relevant concepts as dimensions of destination image. These dimensions of destination image are, for example, amenities/tourism infrastructure (Deng & Li, 2014; Wang et al., 2016; Stylidis et al., 2017a; 2017b), accessibility/supporting infrastructure (Stylidis et al., 2017a), cognitive infrastructure (Becken et al., 2017), infrastructure (Lin et al., 2007; Chi & Qu, 2008; Deng & Li, 2014; Artigas et al., 2015; Ramseook-Munhurrun et al., 2015; Kim et al., 2016b), infrastructure and facilities (Basaran, 2016), accessibility (Chi & Qu, 2008; Lee et al., 2014; Basaran, 2016), sport and event facilities (Hallmann et al., 2015). All these dimensions of destination image and the tourism infrastructure included in BBB in the current research have a similar meaning in common, which is that tourism infrastructure is an important attribute representing the destination as a brand. Secondly, this result also resonates with the dimensions of destination competitiveness in the relevant literature (Wong & Teoh, 2015; Wong, 2018), in which the quality of facilities and infrastructure at a destination are important competitive advantages for a destination.

The fourth identified destination attribute is the **perceived destination quality**, which also resonates with previous literature focusing on the quality of a destination which has been perceived by tourists (e.g., Zeithaml, 1988; Mostafa, 2015; Frías Jamilena et al., 2017; Konuk, 2018; Sürücü et al., 2019). For example, it corresponds with Konuk (2018), which suggests tourists' perceptions about whether the destination's quality is excellent or not as an important building attribute of a destination that can attract tourists. Similarly, it also supports Sürücü et al. (2019), and other literature, that tourists' perceptions concerning the convenience or quality of information obtained at a destination is an important destination building attribute that should be considered when examining the brand equity of a destination. The inclusion of perceived destination quality in the result also supports the relevant literature on D-CBBE or CBBE that includes perceived quality as a dimension (Kim & Hyun, 2011; Christodoulides et al., 2015; Raithel et al., 2016; Chatzipanagiotou et al., 2016; 2019).

The fifth identified destination attribute is **destination heritage**, which resonates well with Chatzipanagiotou et al. (2016; 2019), in which brand heritage is an important characteristic representing the brand that is included in BBB. This result also corresponds with relevant literature on heritage tourism, which includes destination heritage-relevant elements as significant attributes, specifically for the destination as a brand to be promoted. Most of these studies have also found that these heritage-relevant elements of a destination will help to attract tourists (e.g., Adie & Amore, 2020; Lin et al., 2020; Mariani & Guizzardi, 2020). The destination heritage in current research captures the existence of heritage relevant elements in a destination, which is resonated with previous heritage tourism relevant literature (Lin et al., 2020; Mariani & Guizzardi, 2020). Differently, previous literature on destination competitiveness and DI have also included some dimensions that are related to heritage, although the term of 'heritage' was not used; instead, culture, art, cultural environment, cultural attractions and history are frequently used (Beerli & Martin, 2004a; 2004b; Frías Jamilena et al., 2018; Wong, 2018). However, the meaning of culture seems broad, thus this study uses destination heritage which also corresponds with some literature in the general product branding area (Chatzipanagiotou et al., 2016; 2019).

The sixth identified destination attribute is **destination personality**, which resonates well with some literature in the general product branding area that includes personality as a dimension of CBBE (Veloutsou et al., 2013; de Oliveira et al., 2015; Chatzipanagiotou et al., 2016; 2019) to capture the favourability of brand personality as a significant building characteristic of a brand. Especially, this finding significantly supports Chatzipanagiotou et al (2016; 2019) that includes destination personality in BBB: the starting stage of the CBBE formation process. Although destination personality in this study corresponds with the meaning of destination personality in much tourism literature (Ekinci & Hosany, 2006; Lieven, 2017; Souiden et al. 2017), to the researcher's best knowledge, this research is the first to include destination personality in the formation process of D-CBBE.

The seventh identified destination attribute is **destination nostalgia**, which significantly resonates with Chatzipanagiotou et al. (2016; 2019), who include brand nostalgia in the BBB of the CBBE process model. Destination nostalgia, in this research, means the tourists' experience or memories that are related to the destination, which is viewed as an essential attribute representing the destination in tourists' minds. This result has not only directly resonated with Chatzipanagiotou et al. (2016; 2019), but also supported the understanding of brand nostalgia in other literature in both the general branding area and tourism domain. For example, the result is similar to Leong et al. (2015), which considers brand nostalgia as

a driver that motivates tourists to seek more assessments or feelings towards brands, based on their relevant previous experience. It is also related to Ford et al. (2018), which considers brand nostalgia as a reflection of memories and experience that are related to the brand and stored in consumers' minds. In tourism, it corresponds Sthapit and Coudounaris (2018), among others, viewing destination nostalgia as memories and previous experiences that are related to the destination. Although resonating with the understanding of destination nostalgia in the tourism domain, to the researcher's best knowledge, this study is the first to include destination nostalgia as a dimension of D-CBBE.

5.2.2 Dimensions that contribute to brand understanding block

The second part of Study 2 (to explore tourists' assessment and understanding of Scotland) was conducted to answer *What are tourists' understandings that contribute to formation of BUB?* The findings identify and explore four dimensions: **destination awareness**, **associations**, **reputation** and **self-brand connection** in BUB that represent tourists' assessment, evaluation and understanding of a destination brand.

These results support and extend the relevant knowledge in two streams of literature: one is the CBBE-relevant literature in the general product area (e.g., Veloutsou et al., 2013; Chatzipanagiotou et al., 2016; 2019; Liu et al., 2017; Xi & Hamari, 2020); the other is the D-CBBE-relevant literature in the tourism destination domain (e.g., Pike et al., 2010; Im et al., 2012; Pike & Bianchi, 2016; Dedeoğlu et al., 2019; San Martín et al., 2019). 1) The findings support the literature in the general product branding area, which acknowledges the above-mentioned concepts as essential dimensions of CBBE (e.g., Veloutsou et al., 2013; de Oliveira et al., 2015; Chatzipanagiotou et al., 2016;2019; Raithel et al., 2016; Liu et al., 2017; Xi and Hamari, 2020). 2) This corresponds with the BUB (as a second stage) in Chatzipanagiotou et al.'s (2016; 2019) model of the CBBE evolving process. 3) In the tourism domain, the findings extend existing knowledge regarding the nature and dimensionality of D-CBBE (e.g., Ruzzier et al., 2014; Frías Jamilena et al., 2017; Dedeoğlu et al., 2019; San Martín et al., 2019). 4) To the researcher's best knowledge this is the first research that classifies these four dimensions in the BUB, which represents tourists' assessments of a destination, as the second stage of the D-CBBE evolving process.

Specifically, the findings reinforce existing D-CBBE relevant literature in tourism, which include either destination brand awareness (e.g., Ruzzier et al., 2014; Frías Jamilena et al.,

2017; Chekalina et al., 2018; San Martín et al., 2019) or salience (Pike, 2007; Pike et al., 2010; Pike & Bianchi, 2016) as an essential component of D-CBBE. Similarly, the results also support existing literature that includes either associations (e.g., Pike, 2007; Im et al., 2012) or image (e.g., Boo et al., 2009; Ferns & Walls, 2012; Pike & Bianchi, 2016; Frías Jamilena et al., 2017; San Martín et al., 2019) as another significant component of D-CBBE. Holistically, responding to existing D-CBBE-relevant literature in tourism, this research accepts the inclusion of destination awareness and associations as two dimensions of D-CBBE. The inclusion of destination awareness and associations also corresponds with the dimensions of CBBE in most literature in the general product branding area (e.g., Veloutsou et al., 2013; de Oliveira et al., 2015; Chatzipanagiotou et al., 2016; 2019; Xi & Hamari, 2020).

Significantly, the results claim that both destination awareness and associations represent tourists' assessment and evaluations of a destination, which corresponds to two streams of existing literature and specifically reinforces the BUB in Chatzipanagiotou et al. (2016; 2019). Firstly, the results regarding the meaning of destination awareness in this research resonate well with relevant literature in both the general product branding area and tourism domain, which acknowledge that brand (destination) awareness represents buyers' (tourists') assessment of a brand's (destination's) ability to be recalled and recognized (e.g., Yoo & Donthu, 2001; Chatzipanagiotou et al., 2016; 2019; Sarker et al., 2019). This is because the definition of destination awareness in tourism was mostly adapted from the general product branding domain (e.g., Konecnik & Gartner, 2007; Boo et al., 2009; Im et al., 2012). Secondly, destination associations in this research represents tourists' knowledge about anything concerning the destination that is linked in their minds, which supports the meaning of brand awareness in both the general product branding domain (e.g., de Oliveira et al., 2015; Chatzipanagiotou et al., 2016; 2019) and tourism field (e.g., Pike 2007; Pike & Scott, 2009; Im et al., 2012). Lastly, the results specifically correspond to Chatzipanagiotou et al. (2016; 2019), in which brand awareness and associations are two essential dimensions of BUB, which cover tourists' assessments, evaluation, knowledge or understanding of a brand.

The concepts of destination reputation and self-brand connection generated in the results support existing literature in the general product branding area, in terms of the meaning of these two concepts (e.g., Hardeck & Hertl, 2014; Lin et al., 2017; Chatzipanagiotou et al., 2016; 2019). Firstly, the results about destination reputation correspond to existing studies which claim that brand reputation covers individuals' knowledge, evaluation and judgement of a corporation (e.g., Chaudhuri, 2002; Hardeck & Hertl, 2014; Chatzipanagiotou et al.,

2016; 2019). Secondly, the results regarding self-brand connection support the relevant literature in the general product branding domain, which acknowledges that consumers would assess whether they and the brands have lots in common (e.g., Smit et al., 2007; Moore & Homer, 2008; Lin et al., 2017; Chatzipanagiotou et al., 2016; 2019). Overall, destination reputation and self-connection, which have been detected in the results, represent tourists' assessments and understanding towards the destination, which corresponds to the BUB included in Chatzipanagiotou et al.'s (2016; 2019) D-CBBE conceptual process model.

Notably, the inclusion of destination reputation and self-brand connection as dimensions of D-CBBE also supports relevant studies in the general branding area, but not tourism domain. In the general banding area, few studies have also included brand reputation (e.g., de Chernatony et al., 2004; Veloutsou et al., 2013; Chatzipanagiotou et al., 2016; 2019; Raithel et al., 2016) or brand self-connections as dimensions of CBBE (e.g., Veloutsou et al., 2013; Chatzipanagiotou et al., 2016; 2019). In contrast, to the researcher's best knowledge, this is the first research to include destination reputation and self-brand connection as dimensions of D-CBBE, although these two concepts have been considered as significant indicators of tourists' assessment towards a destination. Thus, this result further extends the existing literature regarding the dimensionality of D-CBBE in the tourism domain (e.g., Ruzzier et al., 2014; Frías Jamilena et al., 2017; Dedeoğlu et al., 2019; San Martín et al., 2019) by arguing that **destination reputation** and **self-brand connection** are two other, important dimensions of D-CBBE.

5.2.3 Dimensions that contribute to brand relationship block

The third part of Study 2 (to explore the emotional relationship between tourists and destinations) was conducted to answer *What are the destination relationships that contribute to the formation of D-CBBE?* The findings show four dimensions: **destination trust, relevance, intimacy** and **partner-quality** included in BRB, which represent different kinds of relationships between tourists and destinations that are felt by tourists.

The results regarding these four concepts, to be considered as representatives of the tourist-destination relationship and included in BRB, support two major streams of literature, which are relevant literature in the general product branding area (e.g., Veloutsou et al., 2013; Cai et al., 2015; Chatzipanagiotou et al., 2016;2019) and relevant studies in the tourism domain (Abubakar et al., 2017; Su et al., 2017). Firstly, the results show that destination trust represents tourists' feelings of reliability and security of a destination, which has been

largely seen as definition of brand/destination brand trust in both streams of literature (e.g., Viktoria Rampl & Kenning, 2014; Chatzipanagiotou et al., 2016; 2019; Abubakar & Ilkan, 2016; Abubakar et al., 2017; Su et al., 2017).

Secondly, the results claim that destination relevance represents the degree to which a destination is personally relevant to a tourist and meets tourists' needs. This understanding of destination relevance significantly corresponds to existing literature in the general product branding domain which defines brand relevance from a social and personal level (Veloutsou et al., 2013; Chatzipanagiotou et al., 2016). Thirdly, destination intimacy in this research means psychological closeness and bonded feelings, which supports the relevant literature in the general product branding area which apply the same terms to define brand intimacy (Aaker et al., 2004; Sarkar et al., 2012; Almubarak et al., 2018).

The findings also detected that destination partner-quality captures whether the destination can take good care of tourists, which corresponds with previous literature in the general product branding area, in which brand partner-quality means a brand's performance and capacity within the partnership between consumers and the brand (e.g., Smit et al., 2007; Nguyen & Nguyen, 2011; Long-Tolbert & Gammoh, 2012; Chatzipanagiotou et al., 2016; 2019). Overall, although from different perspectives, the meaning of the above-mentioned four concepts have discussed the psychosocial relationships between tourists and destination. Thus, the inclusion of destination trust, intimacy, relevance and partner-quality in the block of tourist-destination brand relationship directly supports Chatzipanagiotou et al. (2016; 2019), which consolidates these four concepts into BRB to present the brand relationship between consumers and brands.

The involvement of destination trust, relevance, intimacy or partner-quality as significant dimensions of D-CBBE in the results also support some relevant literature in general product branding (e.g., Veloutsou et al., 2013; Cai et al., 2015; Chatzipanagiotou et al., 2016; 2019). Especially the concept of brand trust is considered as an essential dimension of CBBE in several studies (e.g., Christodoulides et al., 2006; Lee & Back, 2008; Chatzipanagiotou et al., 2016; 2019). Fewer studies have considered brand relevance (Veloutsou et al., 2013; 2020; Chatzipanagiotou et al., 2016; 2019), brand intimacy (Chatzipanagiotou et al., 2016; 2019) and brand partner-quality (Chatzipanagiotou et al., 2016; 2019). Significantly, this directly supports the idea of including BRB in Chatzipanagiotou et al.'s (2016; 2019) CBBE conceptual model.

In contrast, in the tourism destination domain, the concept of destination trust has been considered once in the conceptualisation of D-CBBE (Dioko et al., 2011). However, to the researcher's best knowledge, this research is the first to attempt to holistically include destination trust, relevance, intimacy and partner-quality into the tourist-destination relationship group and further include them as dimensions of D-CBBE.

The qualitative phase results also advance the measures of constructs in D-CBBE. The information that are collected from the semi-structured interview and the content analysis provides guidelines for the selection of measurement scales. Especially for the destination BBB that covers major attributes of a destination that have been perceived by tourists. Specifically, extra items were developed from qualitative phase results to complement the adapted measurement scales of the constructs of 'political, economic and social environment' and 'destination nostalgia' in BBB; 'destination associations' in BUB and 'destination partner quality' in BRB.

5.3 Discussion regarding causal relationships

The relationships among this D-CBBE process were tested. This is driven by several **considerations**: 1) The existing literature has identified a variety of possible relationships between dimensions of D-CBBE but was usually limited to the causal impact of one dimension on another (e.g., Ruzzier et al., 2014; Wong, 2018; Dedeoğlu et al., 2019; San Martín et al., 2019). This, therefore, has neglected the possible influence of a combination of many dimensions on one dimension simultaneously, since tourists' perceptions, assessments and feelings towards a destination brand are complex and dynamic (Kumar & Kaushik, 2018; Luo et al., 2018; Molinillo et al., 2018). 2) Existing relevant literature on the relationships among dimensions of D-CBBE have exclusively tested the linear and symmetric relationships (e.g., Ruzzier et al., 2014; Wong, 2018; Dedeoğlu et al., 2019; San Martín et al., 2019), neglecting the impact of combination of many factors on one outcome. For example, based on the same perceived attributes, some tourists may provide positive, while some may offer negative assessment or feelings towards the destination (e.g., Gartner & Ruzzier, 2011; Wong & Teoh, 2015; Wong, 2018). 3) There has been limited understanding of the interrelationship between traditional dimensions with some newly proposed dimensions of D-CBBE in tourism (Dioko et al., 2011; Im et al., 2012).

Study 3 (quantitative survey) was conducted to answer *What are the interrelationships among the dimensions of the D-CBBE process?* The findings evaluated the tentative

interrelationships among the dimensions included in the BBB, BUB and BRB. Specifically, exploratory findings regarding the dimensions in BBB, BUB and BRB have been scrutinized with theoretical insight into the literature and then formalized into the D-CBBE process model in this research. Then, quantitative data were used to test the research propositions. The results of the relevant proposition testing are shown in Table 5.2, in which the findings test $RP_1 - RP_3$. The results of the research propositions testing in Study 3 explore that 1) the combination of causal conditions (the identified dimensions) in BBB can predict high scores in each condition (the identified dimensions) in BUB and BRB. 2) The combination of causal conditions (the identified dimensions) in BUB can predict high scores in each condition (the identified dimensions) in BRB.

Table 5.2. Results of research propositions testing (RP_1 - RP_3).

	Research propositions	Results
RP_1	Sufficient configuration of attributes in the BBB lead to high scores in each component of BUB.	Confirmed
RP_2	Sufficient configuration of attributes in the BBB contribute to high scores in each component of BRB.	Confirmed
RP_3	Sufficient configuration of attributes in the BUB lead to high scores in each component of BRB.	Confirmed

Considering the inclusion of the outcome of the dimensions of D-CBBE is due to several considerations: 1) The concept of OBE was initially proposed by Yoo et al. (2000) and has been increasingly accepted by many studies in the general product branding area (Veloutsou et al., 2013; Chatzipanagiotou et al., 2016; 2019) but remains rarely discussed in tourism, although it is significant. 2) Scant literature in the tourism destination area has started realizing it is important to include OBE to aggregate the contribution of dimensions of D-CBBE to the strength of brand equity from a holistic point of view (Im et al., 2012; Kim et al., 2016a; Frías Jamilena et al., 2017). The inclusion of OBE as the outcome of dimensions of D-CBBE is of benefit for destination marketers to comprehensively evaluate how to create, maintain and expand the value or strength of a brand through those dimensions (Im et al., 2012; Frías Jamilena et al., 2017). Thus, more studies that include OBE in the conceptualisation of D-CBBE are needed. 3) The measures of constructs in BBB, BUB and BRB are adapted from existing literature in either the tourism or general product branding domain. It would be better to test the convergent validity of these measurements by including OBE.

The last parts of Studies 2 and Study 3 were employed to answer *What is the outcome of D-CBBE's dimensions?* Specifically, the findings of Study 2 firstly explored the OBE to be included in the model of the D-CBBE process, which is also scrutinise with theoretical

insight in the literature. After that, supporting the CBBE model in Chatzipanagiotou et al. (2016; 2019) and Veloutsou et al. (2020), OBE was added in this research as an outcome following the BBB, BUB and BRB causal chain. After being tested by the quantitative data in Study 3, the findings support the $RP_4 - RP_6$, which examined the prediction of dimensions in BBB, BUB and BRB on the OBE. The results of the relevant proposition testing are shown in Table 5.3, in which the findings confirm $RP_4 - RP_6$. Findings of the research propositions testing (RP_4-RP_6) in Study 3 further verify that 1) the combination of causal conditions (the identified dimensions) in BBB; 2) the combination of causal conditions in BUB; and 3) the combination of causal conditions in BRB can predict high scores in OBE.

Table 5.3. Results of research propositions testing (RP_4 - RP_6).

	Research propositions	Results
RP_4	Sufficient configuration of attributes in the BBB contribute to high scores of OBE.	Confirmed
RP_5	Sufficient configuration of components in the BUB contribute to high scores of OBE.	Confirmed
RP_6	Sufficient configuration of components in the BRB lead to high scores of OBE.	Confirmed

The results of Study 3 have generated significant implications for existing literature and destination marketers. Specifically, to the researcher's best knowledge, in the tourism area, the current research is the first to suggest solutions that combing many factors to predict a certain outcome (e.g., overall brand equity) by demonstrating that D-CBBE is a complex process rather than a construct. Specifically, within this D-CBBE process, BBB, BUB and BRB have formed an evolutionary causal and sequential chain. Thus, a realistic 'mapping' of core results can be generated for destination marketers to refer to.

The results regarding the influence of dimensions in BBB on each dimension in BUB (BBB→BUB) indicate that the seven destination attributes included in BBB are all capable of contributing to the formation of tourists' understanding of the destination in BUB. Specifically, as summarized in Table 5.4, to enhance the destination's ability to be recalled (awareness) or linked in tourists' minds (associations), destinations should pay attention to the natural environment, perceived destination quality, destination heritage, personality and nostalgia. Differently, to strengthen destination reputation and self-connection, natural environment and tourism infrastructure are important, while political, economic and social environment, natural environment and destination nostalgia are more important for gaining destination self-connection. Importantly, among these attributes, natural environment is particularly important for four dimensions in BUB, while tourism infrastructure is solely significant for destination reputation.

Table 5.4. Synthesizing the results: core causes in destination consumer-based brand equity evolving process (N=642)

		BUB				BRB				OBE
		DA	DAss	DR	DS	DT	DRel	DIn	DPq	Overall Brand Equity
BBB	Political, Economic and Social Environment (PEse)				X	X		X		
	Natural Environment (NE)	X	X	X	X	X	X			X
	Tourism Infrastructure (TI)			X		X	X			X
	Perceived Destination Quality (PDq)	X	X			X	X	X	X	
	Destination Personality (DP)	X	X			X		X		X
	Destination Heritage (DH)	X	X							
	Destination Nostalgia (DN)	X	X		X		X	X	X	X
BUB	Destination Awareness (DA)					X	X	X	X	X
	Destination Associations (DAss)					X	X		X	X
	Destination Reputation (DR)					X	X		X	
	Destination Self-brand connection (DS)					X	X*	X*	X	X
BRB	Destination Trust (DT)									X
	Destination Intimacy (DIn)									X
	Destination Relevance (DRel)									X
	Destination Partner-quality (DPq)									X

X indicates the contribution of the condition as a core cause in the most empirically relevant models predicting the outcome of interests. X* indicates the role of a cause as a N.C.

The findings regarding the influence of dimensions in the BBB on each dimension of BRB (BBB→BRB) illustrate that, except for destination heritage, the remaining six destination attributes have pervaded tourists' relationships with the destination, especially as the perceived destination quality is core for predicting four dimensions in BRB, including destination trust, relevance, intimacy and partner-quality. Specifically, natural environment, tourism infrastructure and perceived destination quality are core for leading to high scores in destination trust and relevance. Political, economic and social environment and destination personality are essential for stimulating destination trust, while destination nostalgia is important for enhancing tourists' feelings of destination relevance. Differently, perceived destination quality and destination nostalgia are significant for both intimacy and partner-quality. However, to strengthen tourists' feelings of intimacy, political, economic and social environment and destination personality should be considered.

The findings regarding the influence of combinations of dimensions in BUB on each dimension in BRB (BUB→BRB) show that all dimensions in BUB have led to the enhancement of the tourist destination brand relationship. Especially, destination awareness, associations, reputation and self-brand connection are all considered as core causes for predicting high levels of destination trust, relevance and partner-quality. Only destination intimacy and self-brand connection as core causes needs awareness. Specifically, destination reputation and self-brand connection have been included in more than one solution for predicting strong destination trust. Self-brand connection has also been included in more than one solution for stimulating high scores in destination relevance and partner-quality. Significantly, both destination awareness and self-brand connection have been considered as essential elements in reinforcing the relationship between tourists and destinations, since all the dimensions in BRB need these core causes. Even self-brand connection is considered as a necessary condition for predicting high levels of destination relevance and intimacy. This means that self-brand connection must be presented if the destination wishes to obtain feelings of relevance or intimacy from tourists.

These relationships can be explained by the following reasons: firstly, the research setting in this study is Scotland since most recent literature would select one destination as the context (Dedeoğlu et al., 2019; San Martín et al., 2019). Thus, the attributes selected to be filled into the BBB are core attributes of Scotland as a destination, that have been promoted by local destination marketers and perceived by tourists to Scotland. At the stage of choosing the research setting, the researcher has explained the reasons for selecting Scotland which is because it is a country that includes diverse attributes that competitors have and the local destination marketers have put a lot of effort and strategies into making Scotland a tourism destination for different targeted tourists (The Scottish Sun, 2018; Scottish Tourism Alliance, 2019a). However, tourists' bias to a specific research setting cannot be fully eliminate (MacLeod et al., 2009). For example, Scotland is famous for its natural environment, thus this attribute is important for the enhancement of each dimension in BUB. Although tourists' bias to destination setting exists, the results still empirically demonstrate RP_1, that a combination of attributes of a destination can form different solutions to contribute to high levels of tourist understanding of the destination.

Secondly, some of the relationships can be related to evidence from existing literature to some extent. For example, the important causal role of destination personality in the solutions for predicting high scores in destination awareness, associations, trust and intimacy have been detected in this research which, to some extent, supports previous literature that

destination personality can drive tourists' attitudes and the tourist-destination relationship (Bekk et al., 2016; Souiden et al., 2017; Hanna & Rowley, 2019). The inclusion of destination nostalgia and heritage in the BBB as important causes to predict tourists' understanding of and relationship with the destination directly supports Chatzipanagiotou et al. (2016; 2019). Similarly, the importance of destination reputation for maintaining strong destination trust supports the relevant literature, which acknowledges that brand reputation can reduce the risk impressions of and raise tourists trust towards the destination (Su et al., 2002; Johnson & Grayson, 2005).

Thirdly, the essential causal role of destination awareness and associations in predicting high levels of tourist relationship with destination that have been generated from the findings, which support Chatzipanagiotou et al. (2016; 2019), in which brand awareness or association were combined with other relevant concepts, contribute to strong brand trust, relevance intimacy and partner-quality. However, few studies in tourism have identified the impact of destination awareness or associations on the tourist-destination relationship as part of the formation process in traditional D-CBBE models. Destination reputation and self-brand connection have also been found as core causes for predicting each dimension of the tourist-destination relationship, which also support Chatzipanagiotou et al. (2016; 2019), in which both concepts can stimulate strong brand intimacy, trust, relevance and partner-quality. However, neither destination reputation nor self-brand connection have been well studied regarding their impact on destination relationship-relevant dimensions.

Holistically, some studies in the tourism domain have accepted destination awareness and associations as dimensions of D-CBBE, while destination reputation and self-brand connection have not been considered yet. More importantly, the destination relationship has been rarely considered in traditional D-CBBE models either. Thus, to the researcher's best knowledge, this research is the first to include destination awareness, associations, reputation and self-connections as well as destination relationship-relevant concepts in D-CBBE models holistically and also further verify the relationship among them.

Core causes from the group of destination attributes (BBB), tourists' understanding of (BUB), or relationship with the destination (BRB) to OBE have also been summarized. Firstly, the results regarding the influence of dimensions in BBB on OBE indicate four destination attributes capable of contributing to the tourists' preference for the destination (OBE). Tourists would prefer a destination rather than its competitors when the destination has natural environment, tourism infrastructure, favourable destination personality and can

stimulate tourists' nostalgic memories. Secondly, the findings regarding the impact of BUB on OBE suggest two empirical solutions, with destination awareness, associations and self-brand connection as core causes for tourists' preferences. Destination self-brand connection is considered by two solutions simultaneously. Thus, all the constructs in BRB are found significant in predicting high levels of tourists' preferences.

Explanations of these relationships are as follow. Firstly, the results have shown that a combination of destination attributes, especially for the natural environment, tourism infrastructure, destination personality and nostalgia lead to high levels of tourists' destination preference, which partly supports Chatzipanagiotou et al. (2016; 2019) whereby brand nostalgia, personality, heritage and quality are combined to contribute towards high scores in OBE. Secondly, some literature has found the impact of destination attributes on OBE, such as Bekk et al. (2016); Souiden et al. (2017) and Hanna and Rowley (2019) who have detected the prediction of destination personality to OBE. Thirdly, regarding the influence of dimensions in BUB on OBE, the results correspond with literature in both tourism and the general product branding area, for example, the significant role of destination awareness and associations in predicting high levels of OBE in the findings partly support Im et al. (2012), in which destination awareness and associations have an impact on OBE. Although the influence of destination self-brand connection on OBE is seldom discussed in literature concerning tourism, the relevant results identified in this research support Chatzipanagiotou et al. (2016). Fourthly, the lesser significance of destination reputation in predicting high scores in OBE corresponds with Chatzipanagiotou et al. (2016), in which brand reputation was not included in the solution in leading consumers' brand preference. Lastly, regarding the influence of dimensions in BRB on OBE, this research has found that the combination of destination trust, relevance, intimacy and partner-quality contribute to high levels of tourists' destination preference. This finding fully supports Chatzipanagiotou et al. (2016) and partly supports several others in tourism, such as Dioko et al. (2011) who found the influence of destination brand trust on overall brand equity. This is similar to Kotsi et al. (2018), whereby tourists with trust in a destination would be more willing to travel to the destination rather than its competitors. However, to the researcher's best knowledge, this research is the first study in tourism to identify the prediction of other brand relationship-relevant concepts, such as destination relevance, intimacy and partner-quality on tourists' preference.

Important implications are generated from these results for existing literature and destination marketers to refer to. Specifically, the results indicate that OBE is the final outcome within

the sequential causal chain in D-CBBE (BBB->BUB->BRB). The direct predictions from BBB, BUB and BRB to OBE are discovered separately. This demonstrates that the stepwise sequence from BBB to OBE through BUB and BRB is not necessarily the only option, the dynamic nature enables direct impact of each block on overall brand equity. Thus, these results support previous literature and provide destination marketers with a realistic 'mapping' of possible outcomes of their marketing strategies.

The results of Study 3 demonstrate that the configurational analysis technique (fs/QCA) can help with exploring complex phenomenon. Differing from the SEM that was used to identify positive or negative impacting patterns, fs/QCA can help with detecting configurations that lead to certain outcomes (Ragin, 2008; Woodside, 2013; 2014). This study is the first attempt in tourism that applies the complexity theory and fs/QCA to explain the causal relationships among the D-CBBE evolving process. The asymmetric relationships, and complex causal patterns among antecedent and outcome conditions were explored, which makes this study as the first to visualise the complex situation in destination brand equity building process.

5.4 Discussion of additional findings

The current study also tested the D-CBBE process model with two sub-samples (visitors vs. non-visitors) for several considerations: 1) It can provide possible mechanisms for destination marketers to develop marketing strategies and target different tourists, depending upon whether or not they have been to a destination. 2) The robustness of the current model can be further demonstrated by illustrating the brand equity building process with different groups of tourists. 3) Many studies have focused on differences between visitors and non-visitors, especially in terms of destination image (e.g., Sroypetch et al., 2018; Dedeoğlu et al., 2019), while D-CBBE needs more attention (Tasci, 2018). 4) It is, therefore, important to understand the differences or similarities between visitors and non-visitors, so that first-hand experiences and pure perceptions can be distinguished, thus destination marketers would be able to develop different strategies or tactics to retain existing visitors and also convert non-visitors into visitors (Cherifi et al., 2014; Tasci et al., 2018; Kim & Hall, 2019).

The results show differences and similarities between visitors and non-visitors to a destination. The solutions generated from visitors and non-visitors are all different, although a single dimension or attribute is considered as core for both. More core causes are needed for targeting non-visitors than visitors when developing core attributes in BBB; especially, natural environment, tourism infrastructure, perceived destination quality, destination

heritage and destination nostalgia are core causes in predicting many dimensions in BUB and BRB (Table 5.5 & 5.6). For example, destination nostalgia is needed to predict high scores in destination awareness, associations, reputation, self-connection, relevance and intimacy among non-visitors. Natural environment, tourism infrastructure and destination heritage are important for leading to high levels of destination associations, reputation, relevance, partner-quality and OBE. Perceived destination quality is needed for predicting high scores in destination awareness, associations, self-brand connection, trust, relevance and OBE. This result supports Hughes and Allen (2008), that visitors and non-visitors are different in terms of perceptions of destination attributes. This is in line with Dedeoğlu et al. (2019), that positive perceptions towards a brand would motivate consumers, although they have not experienced the brand before. These results almost support the literature that, no matter tourists have or have not experienced the destination, they would pay attention to different destination attributes, which further stimulate their attitudes, feelings and preference related to the destination (Pike et al., 2010; Cherifi et al., 2014; Vigolo, 2015; Bianchi & Milberg, 2017).

The perceived destination quality was found important for both visitors and non-visitors, since perceived destination quality has been considered as a core cause in predicting high scores in destination awareness, associations, self-brand connection, trust, relevance and OBE among both visitors and non-visitors. This might be because the perceived destination quality can leave a deep impression among visitors who have already been to the destination and become significant if potential visitors have not developed the relevant experiences. This is partly in line with previous literature, which has suggested invariance and no significant difference regarding the perception of destination attributes and their impact on tourists' evaluations and intentions towards destinations among cross-markets, including visitors and non-visitors (McKercher et al., 2008; Huang & Gross, 2010; Horng et al., 2012; Tasci, 2018).

Differing from perceived quality, the attribute of destination personality is not included as core in any solution among visitors but is considered as important for predicting high scores in destination associations, reputation, self-brand connection and OBE among non-visitors. This might be because of non-visitors have not experienced a destination, they would focus more on imagery regarding the destination's attributes, while visitors have already developed experience of a destination, thus concrete attributes could be more important to them. Among visitors, destination reputation is a necessary condition for predicting high scores in destination trust and self-brand connection is necessary for stimulating a high level of intimacy. However, there is no necessary condition indicated for targeting non-visitors.

Nevertheless, self-brand connection is almost considered as core for creating all the dimensions in BRB and OBE among non-visitors and visitors, except for stimulating a high level of visitor trust to the destination. To the researcher's best knowledge, these findings, in detail, are the first to be identified among the literature in the destination branding domain.

Table 5.5. Core causes in visitors (N=210)

		BUB				BRB				OBE
		DA	DAss	DR	DS	DT	DRel	DIn	DPq	Overall Brand Equity
BBB	Political, Economic and Social Environment (PEse)				X			X		
	Natural Environment (NE)			X	X		X		X	
	Tourism Infrastructure (TI)			X			X		X	
	Perceived Destination Quality (PDq)	X	X		X	X	X			X
	Destination Personality (DP)									
	Destination Heritage (DH)			X			X		X	
	Destination Nostalgia (DN)				X		X	X		
BUB	Destination Awareness (DA)					X		X		X
	Destination Associations (DAss)					X	X	X	X	
	Destination Reputation (DR)					X*			X	
	Destination Self-brand connection (DS)						X	X*	X	X
BRB	Destination Trust (DT)									
	Destination Intimacy (DIn)									X
	Destination Relevance (DRel)									X
	Destination Partner-quality (DPq)									X

X indicates the contribution of the condition as a core cause in the most empirically relevant models predicting the outcome of interests. X* indicates the role of a cause as a N.C.

Table 5.6. Core causes in non-visitors (N=432)

		BUB				BRB				OBE
		DA	DAss	DR	DS	DT	DRel	DIn	DPq	Overall Brand Equity
BBB	Political, Economic and Social Environment (PEse)			X				X		X
	Natural Environment (NE)						X		X	
	Tourism Infrastructure (TI)		X	X			X		X	X
	Perceived Destination Quality (PDq)	X		X		X	X			X
	Destination Personality (DP)		X	X	X					X
	Destination Heritage (DH)		X	X			X		X	
	Destination Nostalgia (DN)	X	X	X	X		X	X		
BUB	Destination Awareness (DA)					X	X		X	X
	Destination Associations (DAss)						X		X	X
	Destination Reputation (DR)					X	X			X
	Destination Self-brand connection (DS)					X	X	X	X	X
BRB	Destination Trust (DT)									X
	Destination Intimacy (DIn)									
	Destination Relevance (DRel)									X
	Destination Partner-quality (DPq)									X

X indicates the contribution of the condition as a core cause in the most empirically relevant models predicting the outcome of interests. X* indicates the role of a cause as a N.C.

Interestingly, when OBE is considered as the outcome condition, perceived destination quality is solely considered as core among visitors, while for targeting non-visitors, it needs political, economic and social environment, destination personality, tourism infrastructure and perceived destination quality as core causes. This is in line with Tasci (2019), that visitors and non-visitors perceive different attributes of a destination, which further leads to different levels of brand equity.

Four dimensions in BUB are all core for obtaining high levels of OBE among non-visitors while only destination awareness and self-brand connection are included as core causes for visitors to develop a high level of destination preference. Regarding the prediction from BRB to OBE, visitors have suggested destination intimacy, relevance and partner-quality as core causes, while trust, relevance and partner-quality are core for non-visitors. This might be

because non-visitors would compare the destination attributes with their own environment, since their perception, understanding and feelings towards a destination somehow need more development, while visitors have already developed pure perceptions about the destination (Cherifi et al., 2014).

5.5 Chapter summary

This chapter has discussed results regarding the nature of D-CBBE and has identified close and interrelated concepts included in three 'constellations', which are BBB, BUB and BRB. The dimensions included in these three concise blocks have shown the dynamic and complex nature of D-CBBE. After that, to discuss the interrelationships among BBB, BUB and BRB, this research detected a sequential and evolutionary causal chain formed by these three blocks. Different causal solutions have been identified among these blocks. Thirdly, to evaluate the outcome of dimensions of D-CBBE, this research has identified the concept of OBE and included it as outcome of dimensions of D-CBBE in this study. Thus, OBE is the final outcome of the sequential causal chain formed by BBB, BUB and BRB in this research. This result further explores that D-CBBE should be conceptualised as an evolving process rather than a construct, which supports the idea in Chatzipanagiotou et al. (2016; 2019) and Veloutsou et al. (2020), making this research the first study in the tourism domain to empirically demonstrate D-CBBE as a process.

Chapter 6 : Conclusion

6.1 Introduction

This chapter presents the major contributions, limitations and implications of the current research project. Specifically, this chapter discusses 1) the core theoretical contributions, 2) the relevant methodological contributions, 3) the outline managerial implications and recommendations for destination marketing practice and 4) possible limitations which exist in this research project to provide a direction for future research.

6.2 Theoretical contributions

Holistic, Advanced and Comprehensive D-CBBE model

The first contribution of this study concerns the holistic, advanced and comprehensive reconceptualisation of D-CBBE, which fully covers the complexities surrounding the destination branding phenomenon in tourism. The literature suggests that having a strong destination brand equates to the achievement of strong brand equity (e.g., Frías Jamilena et al., 2017). Studies on destination brand equity in different destination-tourists' contexts have resulted in disagreement concerning the conceptualisation and operationalisation of D-CBBE (e.g., Bianchi & Pike, 2011; Ruzzier et al., 2014; Cano Guervos et al., 2020). Advancing the notion of D-CBBE as a concept that captures tourists' reactions to a destination (Boo et al., 2009; Dedeoğlu et al., 2019), and given that tourists' reactions are diverse and changing over time (Chaulagain et al., 2018), many studies stress that a study that integrates the different dimensions of D-CBBE in a holistic framework and reflects the evolvement in the D-CBBE is urgently needed. This study, therefore, enriches the existing theoretical and practical understanding of D-CBBE by empirically proposing and validating D-CBBE as an evolving process rather than a construct as well as integrating the different dimensions of the D-CBBE process in a holistic framework.

More specifically, previous studies stress individual or limited aspects of the D-CBBE formation process, while some necessary aspects, such as emotional relationships between destinations and tourists, are often neglected (Chaulagain et al., 2018; Dedeoğlu et al., 2019). This study proposes and empirically demonstrates that three specific building blocks exist in the process of developing high-level D-CBBE: brand building (BBB), brand

understanding (BUB) and brand relationship (BRB). As shown in Table 6.1, tourists' positive perceptions, understanding and feelings towards a destination brand are classified in these three blocks, which would ultimately predict the strength of the destination brand, measured by the overall brand equity (OBE) of the destination (e.g., Frías Jamilena et al., 2017). These findings, therefore, contribute to existing literature on the crucial aspects of D-CBBE by incorporating tourists' perceptions, understandings, and feelings towards a destination into different building blocks in the formation process of D-CBBE.

This study was conducted with the purpose of contributing to the wider destination branding-relevant literature by offering a multidimensional conceptualisation of D-CBBE that is replicable in any destination context. Thus, **the second contribution relates to the conceptualisation of D-CBBE, and this is among the first studies that deepens the dimensionality of D-CBBE by exploring its possible dimensions at a high level of abstraction.**

Destination marketers usually shift the destination information that they promote when targeting different markets (Im et al., 2012; Stepchenkova & Li, 2014). This results in different outcomes (perceived characteristics) being generated from their marketing activities. Thus, previous studies disagree on which destination characteristics should be particularly emphasised in the evaluation of a destination brand equity (Wong & Teoh, 2015; Wong, 2018). This study, therefore, identifies seven destination characteristics included in the BBB to represent tourists' perceptions. These characteristics range from functional to imagery, including (1) political, social and economic environment, (2) natural environment, (3) tourism infrastructure, (4) perceived destination quality, (5) destination heritage, (6) destination brand personality, and (7) destination brand nostalgia. A significant contribution, thus, lies in this research's comprehensive classification of the major characteristics of the destination, perceived by tourists, into abstract representations to be collected in the BBB (e.g., Wong & Teoh, 2015; Wong, 2018).

Previous studies in destination marketing have identified brand awareness and associations representing tourists' understanding about a destination (e.g., Im et al., 2012; Dedeoğlu et al., 2019). However, well developed brand equity theories in the general brand literature have shown novel dimensions of consumers' brand understanding that are significant but neglected in the destination marketing field. This study, therefore, proposes that multidimensions should be included to represent tourists' destination brand understanding. The findings indicate four dimensions in the BUB. These are destination brand (1) awareness,

(2) associations, (3) self-connections, and (4) reputation. This provides a contribution to the literature on D-CBBE by holistically incorporating tourists' examination of the favourability, uniqueness and strength of the meaning of destination into the formation process of D-CBBE. The inclusion of these dimensions in the BUB relates to an urge for a holistic evaluation of whether tourists clearly understand the meaning of a destination brand or not since, without a clear understanding of the destination brand, tourists' further responses cannot be developed (Im et al., 2012). Keller (2001) also mentions that consumers' understanding of a brand is more unique and idiosyncratic than consumers' further reactions, thus this needs particular attention.

In destination marketing, few studies have included the concept of destination brand trust that represents the emotional relationship between tourists and destinations in the formation of D-CBBE (e.g., Evangelista & Dioko, 2011). Also, many researchers stress the importance of consumers' emotional relationships with the destination (e.g., San Martín et al., 2019). However, these studies omitted other relational dimensions of destination-tourist relationships, such as brand intimacy and relevance, as a dimension of CBBE in the general branding area (e.g., Chatzipanagiotou et al., 2016; 2019; Veloutsou et al., 2013; 2020). Therefore, this study identifies four dimensions included in the BRB to represent the destination-tourist relationship. These dimensions are destination brand (1) trust, (2) intimacy, (3) partner-quality, and (4) relevance. These dimensions represent different types of destination-tourist relationships existing in tourists' minds (e.g., Francisco-Maffezzolli et al., 2014). A significant contribution lies in the inclusion of this BRB and its dimensions, since it comprehensively incorporates the strength of tourists' emotional relationship with the destination into the formation of strong D-CBBE (e.g., Chekalina et al., 2018; San Martín et al., 2019). This finding also enhances the existing theoretical understanding of D-CBBE by highlighting the importance of relational dimensions of destination-tourist relationships in the process of building strong destination brand equity.

Therefore, this study contributes to tourism marketing scholarship and practice by comprehensively incorporating relational dimensions of D-CBBE into its different building blocks. By incorporating the insights from brand equity research from the general branding area into the destination brand equity research in tourism, this study answers the call for empirical study into the conceptualisation and multidimensionality of D-CBBE.

Table 6.1. Building-blocks in the destination consumer-based brand equity process model

Destination Brand Building Block (BBB)	Destination Brand Understanding Block (BUB)	Destination Brand Relationship Block (BRB)	D-OBE
1. Political, social and economic environment *(Wong & Teoh, 2015; Wong, 2018; interviews)* 2. Natural environment *(Im et al., 2012; Wong & Teoh, 2015; Wong, 2018; interviews)* 3. Tourism infrastructure *(Im et al., 2012; Wong & Teoh, 2015; Wong, 2018; interviews)* 4. Destination heritage *(Im et al., 2012; Chatzipanagiotou et al., 2016;2019; Veloutsou et al., 2013; 2020; interviews)* 5. Destination perceived quality *(Konecnik & Gartner, 2007; Pappu & Quester, 2010; Dioko et al., 2011; Ruzzier et al., 2014; Pike & Bianchi, 2016; Dedeoğlu et al., 2019; Tran et al., 2019; Chatzipanagiotou et al., 2016; 2019; Veloutsou et al., 2020; Cano Guervos et al., 2020; interviews)* 6. Destination brand personality *(de Oliveira et al., 2015; Chatzipanagiotou et al., 2016;2019; Veloutsou et al., 2013; 2020; interviews)* 7. Destination brand nostalgia *(Chatzipanagiotou et al., 2016;2019; Veloutsou et al., 2020; interviews)*	1. Destination brand awareness *(Konecnik & Gartner, 2007; Boo et al., 2009; Pappu & Quester, 2010; Bianchi & Pike, 2011; Ferns & Walls, 2012; Ruzzier et al., 2014; Frías Jamilena et al., 2017; Tran et al., 2019; Chatzipanagiotou et al., 2016;2019; Cano Guervos et al., 2020; Veloutsou et al., 2020; interviews)* 2. Destination brand associations *(Pike, 2007; Im et al., 2012; Chatzipanagiotou et al., 2016; 2019; Veloutsou et al., 2020; interviews)* 3. Destination brand reputation *(de Chernatony et al., 2004; Chatzipanagiotou et al., 2016;2019; Veloutsou et al., 2020; interviews)* 4. Destination brand self-connections *(Chatzipanagiotou et al., 2016;2019; Veloutsou et al., 2020; interviews)*	1.Destination brand intimacy *(Chatzipanagiotou et al., 2016; 2019; Veloutsou et al., 2020; interviews)* 2.Destination brand trust *(Christodoulides et al., 2006; Dioko et al., 2011; Evangelista & Dioko, 2011; Chatzipanagiotou et al., 2016; 2019; Veloutsou et al., 2020; interviews)* 3.Destination brand relevance *(Chatzipanagiotou et al., 2016; 2019; Veloutsou et al.,2013; 2020; interviews)* 4.Destination brand partner-quality *(Chatzipanagiotou et al., 2016; 2019; Veloutsou et al., 2020; interviews)*	*Overall brand equity (Im et al., 2012; Kim et al., 2016a; Frías Jamilena et al., 2017; Tran et al., 2019; interviews)*

Building Blocks Modelling: The configural nature of D-CBBE

A third novel theoretical contribution of this study concerns the proposed configural nature of the D-CBBE process. To the researcher's best knowledge, no study in the destination branding field has empirically detected the D-CBBE formation process holistically. The current study proposes that the three building blocks and the OBE within this D-CBBE-evolving process follow a configural nature in order to achieve strong destination brand equity (Figure 6.1). The findings indicate that the BBB captures the antecedents of D-CBBE's dimensions, and the process from BUB to OBE through the BRB follows a cognitive (BUB)- affective (BRB)-conative (OBE) sequence.

This BBB->BUB->BRB->OBE configural process relates to numerous other studies in the literature. Tourists' high-level evaluation or assessment of the destination largely depends on whether these tourists can perceive certain destination attributes (e.g., Wong & Teoh, 2015; Wong, 2018). Once the destination's attributes are perceived among tourists' minds, their further knowledge regarding the destination would be developed (Wong, 2018). Without a clear understanding of the destination, tourists cannot develop further reactions to the destination (e.g., Chekalina et al., 2018). Consequently, tourists develop their feelings towards the destination (e.g., Dioko et al., 2011). At the end of this D-CBBE process, tourists' positive perceptions, understandings, and feelings of the destination lead to the strength of destination brand equity (Chekalina et al., 2018).

Thus, this study answers the call for empirical investigation into how D-CBBE is an evolving process (Chekalina et al., 2018). The contribution of this study also lies in its novelty in explaining the configural sequence of this D-CBBE process.

Figure 6.1. Destination consumer-based brand equity as a configural process
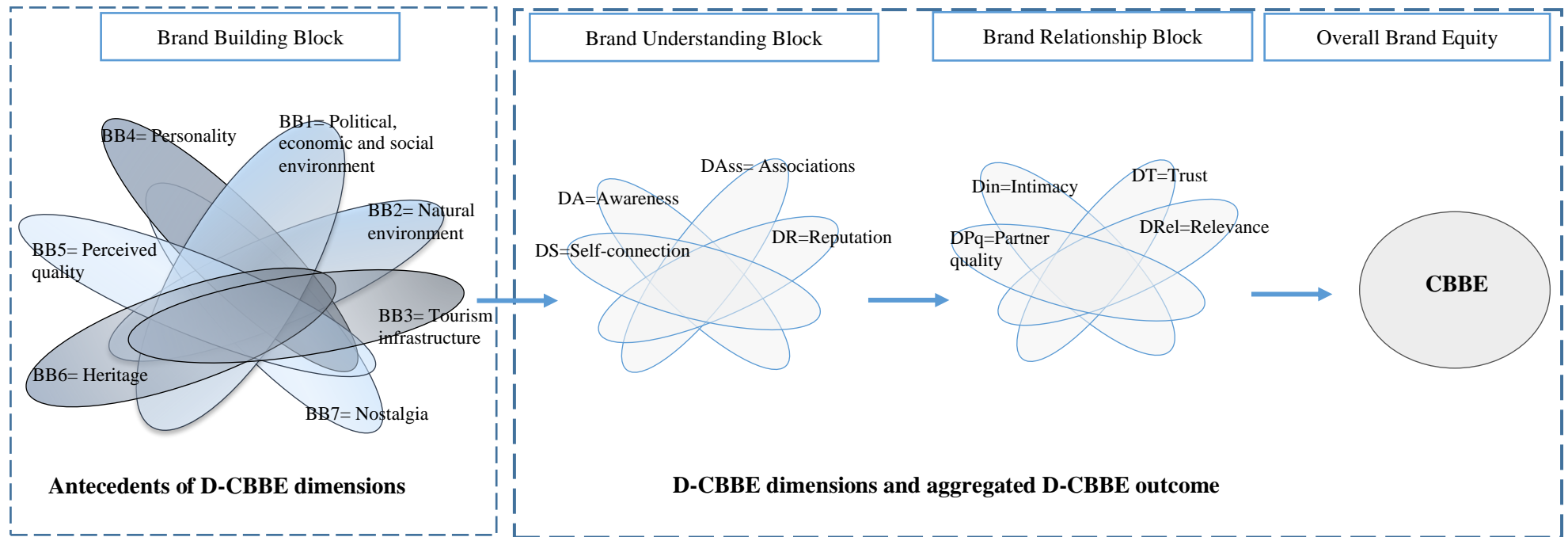
Adapted from Chatzipanagiotou et al. (2016)

Dynamic Operationalisation of D-CBBE Model

The fourth contribution of this study concerns its detection of the dynamic operationalisation in the proposed D-CBBE process, in which the complexity, equifinality and asymmetry in relationships are empirically identified. Disagreement concerning the operationalisation of D-CBBE in previous literature has resulted in different pathways that lead to positive destination brand equity (Tran et al., 2019). For example, destination brand awareness is found to directly influence the OBE (Im et al., 2012), while brand associations and image are found to indirectly influence OBE through brand loyalty. However, these studies ignore the possibility of reaching high levels of D-CBBE, when some dimensions of D-CBBE are simultaneously considered to be at a strong level, while some are viewed as low level by many tourists. In other words, tourists may simultaneously perceive unique associations and self-connections, but negative reputation and awareness about a destination, the evaluation of these configurations towards the building of strong brand equity is possible but neglected.

Based on the complexity and configural theory (Woodsides, 2014), this study proposes and validates six research propositions, which concern the configurations of the dimensions in each block in predicting the high level of each dimension within a following block, until reaching strong OBE. The findings reveal that sufficient configurations of the antecedent conditions (dimensions) in each block lead to high scores in each outcome condition (dimension) in a following block until contributing to a high level of OBE within this D-CBBE process model (Complexity). This study finds that more than one sufficient combination exists which can lead to the high score of result of interest (equifinality).

The findings contribute to destination brand equity research which has, so far, experienced difficulties in revealing the dynamic and complex relationships within the formation process of D-CBBE (Katz &Kahn, 1978; Woodsides, 2014). This study is the first to embrace the complexity, equifinality and asymmetry in relationships in the D-CBBE process. The configurations leading to interest in this study relate to previous literature's requirements for a study to identify various pathways to achieve strong destination brand equity (e.g., Im et al., 2012; Cano Guervos et al., 2020). This study also answers the call for research that focuses on each individual tourists' reactions by identifying which conditions can be combined to predict the outcomes of interest. The dynamic roles of each building block, with several core conditions, each enriching the destination brand equity, are verified. This is achieved through a series of research propositions that link the brand building, understanding and relationship block to overall destination brand equity.

Figure 6.2. Dynamic Operationalisation within the destination consumer-based brand equity process
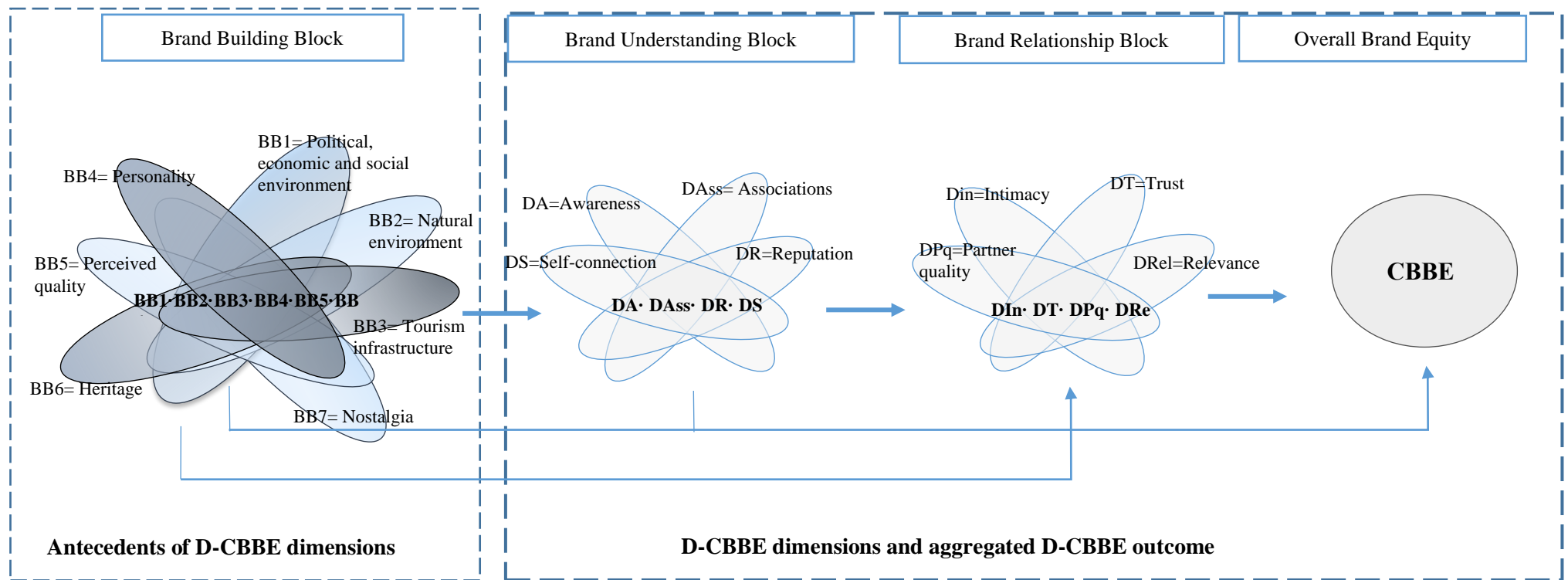
Adapted from Chatzipanagiotou et al. (2016)

Empirical Documentation of the Proposed Model

The empirical findings have shown that configurations of dimensions in the BBB, such as natural environment, tourism infrastructure, destination personality and destination nostalgia are core conditions towards the development of high scores in OBE. In a similar manner, configurations of dimensions in the BUB, including destination awareness, associations and self-brand connections, are core conditions building towards high scores in OBE. The configurations of dimensions in the BRB, including destination trust, intimacy, relevance and partner-quality, are core conditions contributing to high levels in OBE.

The suggested model provides a fine-grained understanding of the formation of significant intermediate outcomes, too. Table 6.2 provides an overall view of the core conditions leading to outcomes of interest. All imagery characteristics of the destination (destination personality; heritage; nostalgia) play core roles in the successful development of tourists' brand awareness and associations. Functional destination characteristics, such as the natural environment and perceived destination quality, also play a core role in destination brand awareness and associations. In this sense, tourists' positive perceptions about the above core aspects lead them to understand the destination and easily recall and explain it.

The natural environment is a core condition for all BUB dimensions. This indicates that tourists' positive perceptions about the natural environment enable a better understanding of the destination, ease of recall, thinking highly of and feeling connected to it among tourists. Interestingly enough, functional characteristics play a significant role in tourists' positive perceptions about the destination's reputation. Consequently, the destination is highly regarded when the natural environment and tourism infrastructure are perceived positively by tourists. The formation of destination self-connections, based mainly on the political, economic and social environment, natural environment and destination nostalgia, highlights the importance of characteristics such as previous experience, natural environment, safety and stable environment lead to tourists' strong and unique evaluation about personal connections with the destination.

Differently, destination nostalgia is a core condition for three dimensions of destination-tourists' relationships (brand relevance; intimacy; partner-quality), implying that tourists' previous experience and memories lead them to have positive relationships with the destination and feel close to it. Importantly, all functional characteristics and one imagery characteristic (destination personality) play core roles in the successful development of tourists' destination brand trust. This means that tourists' positive perceptions about the

above core characteristics contribute to the reliability of the destination. The natural environment, tourism infrastructure, perceived destination quality and destination nostalgia play core roles in the formation of strong destination brand relevance. In this sense, tourists' perceptions of these characteristics would lead to their feelings of relating to the destination. Slightly different, political, economic and social environment, perceived destination quality, destination personality and nostalgia are core conditions when considering strong destination brand intimacy. This means that the above-mentioned characteristics contribute to the tourists' feelings of closeness to the destination. Destination brand partner-quality formations are mainly based on perceived destination quality and nostalgia, thus indicating that tourists feel the destination takes good care of them when they can positively perceive these two characteristics.

Tourists' understanding towards the destination play a core role in leading to strong destination-tourist relationships. All the dimensions that represent tourists' understanding towards a destination play core roles in the successful development of destination brand trust, relevance and partner-quality. In this sense, if tourists can recall the destination easily, perceive strong associations with it, think highly of it and feel a strong connection to it, then these tourists would feel that the destination fits their lifestyle, and they can trust the destination. In a different respect, destination brand intimacy is formed mainly based on tourists' understanding of destination brand awareness and self-brand connection. This means that if tourists feel connected to the destination, with easy recollection of it, they will feel close to, and empathise with it.

Strong destination OBE can also be explained by these core conditions in each block. Firstly, two functional (natural environment; tourism infrastructure) and two imagery characteristics (destination personality; nostalgia) of the destination play core roles in the successful establishment of strong destination OBE. This means that tourists' positive perceptions about these core conditions can lead to the development of a strong brand. Secondly, three core conditions (destination brand awareness; associations; self-brand connection) that represent tourists' understanding of the destination are core for the development of strong OBE. This implies that when tourists have positive understanding in terms of this aspect, a strong destination brand can be established. Thirdly, all dimensions representing the destination-tourist relationship play a core role in contributing to strong OBE. In this sense, tourists' positive feelings about their relationship with the destination in terms of the above four aspects also lead to the development of a strong destination brand.

Table 6.2. Core causes predicting the outcome of interests

		BUB				BRB				OBE
		DA	DAss	DR	DS	DT	DRel	DIn	DPq	Overall Brand Equity
BBB	Political, Economic and Social Environment (PEse)				X	X		X		
	Natural Environment (NE)	X	X	X	X	X	X			X
	Tourism Infrastructure (TI)			X		X	X			X
	Perceived Destination Quality (PDq)	X	X			X	X	X	X	
	Destination Personality (DP)	X	X			X		X		X
	Destination Heritage (DH)	X	X							
	Destination Nostalgia (DN)	X	X		X		X	X	X	X
BUB	Destination Awareness (DA)					X	X	X	X	X
	Destination Associations (DAss)					X	X		X	X
	Destination Reputation (DR)					X	X		X	
	Destination Self-brand connection (DS)					X	X	X	X	X
BRB	Destination Trust (DT)									X
	Destination Intimacy (DIn)									X
	Destination Relevance (DRel)									X
	Destination Partner-quality (DPq)									X

X indicates the contribution of the condition as a core cause in the most empirically relevant models predicting the outcome of interests.

Perceptual dynamics in the D-CBBE development process: Detecting idiosyncrasies between visitors' and non- visitors' perceptions

A fifth theoretical contribution in this study relates to the detection of idiosyncrasies between visitors' and non-visitors' perceptions, by examining the D-CBBE process model among these two groups. Previous studies either focus on visitors or concentrate on non-visitors, while a comparison between these two groups in terms of the operationalisation of the same D-CBBE model is rare.

The core conditions that lead to the outcomes of interest are included in Table 6.3. This illustrates that perceived destination quality is core for strong brand awareness among visitors. However, both perceived destination quality and destination nostalgia should be considered as core conditions in leading to non-visitors' understanding of strong brand awareness. This means that visitors' positive perceptions of destination quality will enable

easy recollection of the destination, while non-visitors' positive perceptions concerning destination quality and their memory about previous experiences relating to the destination enable easy recollection as well.

Interestingly, only perceived destination quality plays a core role in the development of strong destination brand associations among visitors. However, all the imagery characteristics, as well as the tourism infrastructure, are core conditions for leading to strong brand associations among non-visitors. This shows that differences exist between visitors and non-visitors, in terms of the core conditions that lead to their better understanding towards destination association.

Being more complex, all the imagery characteristics of the destination play a core role in leading to strong brand reputation among non-visitors. Also, the functional characteristics, except for the natural environment, are core conditions that also result in strong brand reputation among non-visitors. This means that non-visitors' positive perceptions of these core characteristics of a destination will lead them to think highly of the destination. Differently, natural environment, tourism infrastructure and destination heritage play core roles in the formation of a strong destination brand reputation. In this sense, visitors' positive perceptions of these characteristics lead them to think highly of the destination.

To develop a strong self-brand connection among visitors, several functional characteristics (political, economic and social environment; natural environment; perceived destination quality) and destination nostalgia are core conditions. However, only destination personality and nostalgia are core conditions for non-visitors to reach strong self-brand connection. In this sense, when building strong connections among tourists, more characteristics should be perceived positively by visitors than those by non-visitors.

Table 6.3. Core cause predicting the outcome of interests for groups of visitors vs. non-visitors

		BUB				BRB				OBE
		DA	DAss	DR	DS	DT	DRel	DIn	DPq	Overall Brand Equity
BBB	Political, Economic and Social Environment (PEse)			NV	V			V NV		NV
	Natural Environment (NE)			V	V		V NV		V NV	
	Tourism Infrastructure (TI)		NV	V NV			V NV		V NV	NV
	Perceived Destination Quality (PDq)	V NV	V	NV	V	V NV	V NV			V NV
	Destination Personality (DP)		NV	NV	NV					NV
	Destination Heritage (DH)		NV	V NV			V NV		V NV	
	Destination Nostalgia (DN)	NV	NV	NV	V NV		V NV	V NV		
BUB	Destination Awareness (DA)					V NV	NV	V	NV	V NV
	Destination Associations (DAss)					V	V NV	V	V NV	NV
	Destination Reputation (DR)					V NV	NV		V	NV
	Destination Self-brand connection (DS)					NV	V NV	V NV	V NV	V NV
BRB	Destination Trust (DT)									NV
	Destination Intimacy (DIn)									V
	Destination Relevance (DRel)									V NV
	Destination Partner-quality (DPq)									V NV

V indicates the contribution of the condition as a core cause in the most empirically relevant models predicting the outcome of interests FOR VISITORS.

NV indicates the contribution of the condition as a core cause in the most empirically relevant models predicting the outcome of interests FOR NON-VISITORS.

Interestingly, the core destination characteristics that contribute to the development of strong destination-tourist relationships among visitors are the same as the characteristics for non-visitors. Firstly, the perceived destination quality is a core condition for leading to strong brand trust among visitors and non-visitors. Secondly, the formation of destination brand relevance is mainly based on the natural environment, tourism infrastructure, perceived destination quality, destination heritage and nostalgia. Thirdly, the political, economic and social environment and destination nostalgia are core conditions for leading to strong destination brand intimacy for both visitors and non-visitors. Fourthly, natural environment, tourism infrastructure and destination heritage play a significant role in tourists' positive perceptions about the destination brand partner quality. These results imply that visitors' or non-visitors' positive perceptions of the above-mentioned destination characteristics lead them to believe in the destination, feel close to it and that the destination fits their lifestyle, the destination is relevant to them, and takes good care of them.

To reach strong destination-tourist relationships, core conditions could be identified from visitors' or non-visitors' different aspects of understanding towards the destination. Firstly, destination awareness and reputation are significant for leading to strong brand trust among both visitors and non-visitors. Furthermore, brand association is also core for visitors, while self-brand connection is core for non-visitors to develop strong brand trust. This means that if visitors can recall the destination easily, perceive strong destination associations and think highly of the destination, their strong feelings of trusting the destination can be developed.

Secondly, all types of destination understanding play core roles in leading to strong destination brand relevance among non-visitors. However, only destination associations and self-brand connection are significant conditions leading to strong destination brand relevance among visitors. This means that the different aspects of tourists' destination understanding, above, contribute to tourists' strong feelings of being relevant to the destination.

Thirdly, destination awareness, associations and self-brand connection are core conditions leading to strong destination brand intimacy among visitors. However, destination self-brand connection is core for leading to strong brand intimacy among non-visitors. This means that if visitors easily recall the destination, understand its strong associations and have strong connections with it, they will feel close to the destination. Furthermore, if non-visitors feel a strong connection, they will also feel close to the destination.

Fourthly, for both visitors and non-visitors, destination brand associations and self-brand connection are core conditions leading to strong destination partner-quality. Additionally, destination brand reputation is also core for predicting strong destination partner-quality among visitors, while brand awareness is important for non-visitors. This means that if visitors and non-visitors have strong understanding about the destination in terms of the above-mentioned aspects, they will feel the destination is good to them or treats them as an important person.

To establish strong destination OBE among visitors and non-visitors, different core conditions can be generated from BBB, BUB or BRB. Specifically, perceived destination quality concerns only visitors, while more destination characteristics, including political, economic and social environment, tourism infrastructure, perceived destination quality and destination personality are core for non-visitors when considering strong destination OBE. In this sense, visitors' positive perceptions of the destination quality will contribute to establishment of a strong destination brand.

Among the dimensions in the BUB, brand awareness and self-brand connection are core conditions leading to strong OBE for visitors, while all the dimensions that represent tourists' understanding of the destination are significant for strong OBE among non-visitors. In this sense, in order to develop a strong destination brand, more aspects of destination understanding are needed when targeting non-visitors. However, if visitors recall the destination easily and have strong connection it, a strong destination brand is also developed.

To develop strong OBE by focusing on the dimensions in BRB, some core conditions are generated for targeting visitors and non-visitors. For both groups, brand relevance and partner-quality are core conditions. Destination brand intimacy is also significant for visitors, while destination brand trust is important for non-visitors. In this sense, when visitors and non-visitors feel strong relevance to the destination and that the destination is good to them, a strong destination brand can be developed. Also, if visitors feel close to the destination, while non-visitors feel that the destination is reliable, then a strong destination brand can also be developed.

These findings significantly contribute to the existing literature calling for a study to identify the differences and similarities between visitors and non-visitors regarding their perceptions, understandings and feelings towards a destination in a comprehensive way. This brings

clarity into the visitors' and non-visitors' reactions towards a destination. By providing the comparison between visitors and non-visitors, this study is timely in detecting the idiosyncrasies inherent in the destination brand-building process and enhances the literature on D-CBBE among visitors or non-visitors.

6.3 Methodological contributions

Firstly, this study contributes to the literature by applying the fuzzy-set qualitative comparative analysis technique (fs/QCA) to provide a fine-grained understanding of D-CBBE in tourism. Previous literature on D-CBBE largely applies regression-based techniques to test the relationships inherent among the dimensions of D-CBBE (Frias et al., 2020). However, the idiosyncrasies in combining tourists' reactions to develop strong destination brand equity cannot be embraced by these regression-based techniques. To solve this research gap and test the propositions regarding the asymmetric and complex causal relationships among D-CBBE in this study, fs/QCA is used instead of any regression-based techniques.

The Fs/QCA technique meets both qualitative (case-oriented) and quantitative (variable-oriented) techniques' advantages (Ragin, 1987). It allows systematic comparison of the observed cases in the data and multiple conjunctural causations across the cases (Ragin, 2009). Table 6.4 highlights the difference between fs/QCA and regression-based techniques. The fs/QCA used in this study is beneficial in solving a complex causal phenomenon. It also focuses on each individual case in the data, thereby investigating negative and positive cases fully (Ragin & Fiss, 2008; Ragin, 2009; Woodsides, 2013; 2014).

In this study, fs/QCA embraces the idea that tourists may, simultaneously, have different perceptions about the destination or have opposite perceptions, understandings and feelings that can, alternatively, result in a strong destination brand. The existence of differences between tourists' perceptions provides multiple solutions to the same outcome of interests; thereby, tourists' idiosyncratic perceptions are covered and considered in order to generate optimal solutions for developing a strong destination brand.

The contribution of this study, therefore, lies in the introduction of fs/QCA in destination branding. The introduction of fs/QCA provides a major contribution to existing literature, by verifying the uniqueness and potential of fs/QCA in embracing complex and dynamic phenomena in other relevant topics in tourism.

Table 6.4. Differences between the fuzzy-set/qualitative comparative analysis and regression-based techniques

Assumptions	Regression Analysis	Fs/QCA
Approach	"Effects-of-causes" approach	"Causes of effects" approach
Causality	Identification of the magnitude of the net effect of each independent variable.	Identification of the magnitude of a causal condition or causal combination of conditions.
	Correlational associations.	Identification of Necessary and Sufficient causal conditions.
Symmetrical Relationships	Linear and Symmetrical; Relationships.	Asymmetrical relationships allow the identification of the causal condition led to the presence or absence of an outcome.
Equifinality	Not allow the identification of multiple causal solutions.	Allows the identification of more than one causal solution led to outcome.

The second methodological contribution concerns the application of mixed methods in this study. Previous studies on the conceptualisation of D-CBBE largely apply quantitative methods (e.g., Cano Guervos et al., 2020). Some studies incorporate a qualitative interview technique, while ignoring evaluation of the elements that are initially promoted by destination marketers. This study, therefore, designs a mixed methods content analysis comprising semi-structured interviews and survey. Specifically, content analysis explores destination attributes promoted by destination marketers, while semi-structured interviews detect tourists' perceptions, attitudes and feelings towards the destination. The survey was conducted to further verify the research propositions and test the D-CBBE process model.

The mixed methods used in this study make a contribution to the reformation of the proposed D-CBBE process model. An integration of the results of content analysis and semi-structured interviews helps refine and finalise the D-CBBE process model. This relates to previous studies' suggestions that, when the research is not for purely developing a new theory or testing an existing theory, mixed methods is a suitable method, here, to help with clarifying knowledge that has not been fully covered by the existing theory (Creswell, 2014).

6.4 Managerial implications

Fruitful managerial implications are offered to destination marketers on how to develop a strong destination brand. **Firstly, the findings of this study provide DMOs a view of how to operationalise tourists' multiple reactions when building a strong destination brand**

(OBE). The results in Table 6.2 also demonstrate a fine-grained understanding of the critical conditions in each building block that DMOs (i.e., VisitScitland) can use to develop a strong destination brand. On this ground, they can focus on the major blocks to develop strong brand equity for a destination.

Firstly, DMOs can focus on nourishing core destination characteristics in BBB towards the development of a strong destination brand. Specifically and importantly, DMOs should invest in and promote the natural environment and tourism infrastructure, enhance destination brand personality and stimulate tourists' memories of their previous experience related to the destination (nostalgia); thereby, tourists' strong preference towards the destination (OBE) can be developed. Strong destination brand is therefore developed.

Secondly, DMOs can also focus on the core conditions in BUB towards the development of a strong destination brand. Thus, DMOs should develop strategies which enable tourists to understand the destination clearly. Specifically, it is significant for DMOs to develop tourists' a strong, unique and favourable understanding of the destination association to establish strong connections with tourists and to leave a deep impression, enabling easy recollection of the destination. Therefore, strong destination brand can be generated.

Thirdly, DMOs can focus on all the conditions in BRB to develop a strong destination brand. Specifically, it is crucial for DMOs to deliver what they promise to tourists, fit the destination with tourists' lifestyles, take good care of, and build a strong bond with, tourists. Then, a strong destination brand can be developed from these strategic actions.

This study is also useful for DMOs to focus on specific outputs during the development process of a strong destination brand. For example, to enhance tourists' trust of the destination brand, DMOs could either focus on nourishing the destination characteristics in BBB or concentrating on enhancing tourists' understanding about the destination in BUB. Specifically, DMOs could invest in and promote tourism infrastructure, improve perceived destination quality, stimulate strong and clear destination personality, and provide a stable or good political, economic and social environment, as well as protect the natural environment, thereby leading tourists to feel they can believe in the destination and that the destination delivers what it promises (trust). The findings also add that DMOs could strengthen tourists' trust to the destination brand by enriching understanding towards the destination. Thus, if DMOs can stimulate tourists to recall the destination easily, make tourists to have favourable understanding about its associations, think highly of it and also

have strong connection with it, then these tourists will feel that the destination also delivers what it promised.

Thus, this study highlights the core conditions for DMOs to focus on, in order to develop a strong destination brand and also to evaluate any step within the process of strengthening their destination brand.

The second set of variable guidelines for DMOs concerns useful solutions to target different markets, including visitors and non-visitors. Table 6.3 provides a managerial roadmap for DMOs to target the markets of visitors and non-visitors. Firstly, it suggests several important core conditions for universally targeting both visitors and non-visitors. For example, strong destination awareness and self-brand connection constitutes strategic priorities for targeting both visitors and non-visitors towards the development of strong destination brands (OBE). This is probably due to the fact that if tourists can recall the destination in their minds and easily connect with features about the destination, they would have a preference to the destination, no matter whether they have visited the destination or not. Similarly, high levels in destination perceived quality contribute to strong OBE for both visitors and non-visitors, which is probably because of the factor that the perceived quality at a destination is a significant factor influencing existing tourists' travel experience and overall image about the destination and further reactions (e.g., Dedeoğlu et al., 2019).

Furthermore, the findings provide several important priorities when targeting non-visitors, which are core for visitors, in strengthening the destination brand. For example, DMOs should invest in and promote the political, economic and social environment, tourism infrastructure and provide a clear destination brand personality when they are targeting the non-visitors. However, only perceived destination quality should be improved when targeting visitors. This could be the reason that non-visitors perceive inaccurate or vague destination characteristics while visitors look more specifically (Stylidis & Cherifi, 2017).

Alternatively, DMOs could emphasise developing clear understanding that non-visitors have about the destination, such as building strong and unique brand associations and improving the destination's reputation, to reach a stronger destination brand. Furthermore, focusing on the strength of the relationship between tourists and a destination can also lead to the achievement of a strong destination brand. This means that DMOs should deliver their promises about the destination to enable non-visitors to feel that they can rely on the destination; thereby, a strong destination brand can be developed. However, if the targeting

market is the visitors, DMOs should develop a different strategy to enable visitors to feel the destination is close to or empathises with them; therefore, a strong destination brand can be established. The different marketing guidelines provided could be the reason that tourists usually perceive destinations in different ways, which depends on the extent to which the destination characteristics, understanding and feelings match different kinds of tourists, namely visitors and non-visitors (e.g., Rodríguez-Molina et al., 2019; Frias et al., 2020). Visitors usually perceive more positive destination characteristics, feel more positive connection with and often have greater feelings of attachment to destinations than non-visitors do (Stylidis & Cherifi, 2018).

6.5 Limitations and future research directions

This research project highlights several limitations useful for future research investigations. Firstly, the current research has a limitation regarding the data collection method in quantitative Study 3. The quantitative data were collected through the MTurk crowdsourcing platform. An increasing number of studies have been accepting the use of MTurk for collection of data (e.g., Bartneck et al., 2015; Smith et al., 2016; Buhrmester et al., 2018), and some studies in the tourism domain have used MTurk (Tasci, 2018). However, the use of data from MTurk has been also criticized as it probably reduces the generalizability of the results (Ford, 2017). Therefore, future studies can collect the data from tourism websites, such as the 'TripAdvisor official site' or tourism-relevance social media and collect data in a naturalistic setting, so that a comparison between online users and general tourists can be conducted.

Secondly, the qualitative sample included tourists from China, the UK and the US, while the quantitative phase solely focused on tourists from the US. This is because the purpose of this study was to mainly test the D-CBBE model in the tourism domain; if nationalities were included, elements of cultural difference might influence the test results. Further research should extend this research by comparing tourists from different countries. Thus, different standards can be generated from tourists with different nationality and cultural backgrounds. Based on the comparison between nationalities, destination marketers will be able to develop standardization and differentiation marketing strategies.

Thirdly, this study has identified key attributes included in the destination brand building block, BBB, and adapted dimensions that represent tourists' understanding of and relationship with the destination in the BUB and BRB from Chatzipanagiotou et al. (2016;

2019). Subsequently, this study adapted the concept of OBE as an outcome of the D-CBBE dimensions from Chatzipanagiotou et al. (2016; 2019). However, different destination contexts might be different in terms of the key attributes included in BBB. Although this study has identified dimensions included in BBB, BUB, BRB by combining the results of literature review, content-analysis and semi-structured interviews, additional elements representing destination attributes might be explored from other destinations. Thus, future research may explore additional elements included in this D-CBBE process model.

Fourthly, this study selected Scotland as the research setting. As discussed above, some elements included in the D-CBBE model are suitable for Scotland. Thus, this framework may be replicated in different destination contexts or conducted in many destinations targeting the same group of tourists. Thereby, the conceptual model can be further tested and enhanced.

This research has focused on the comparison between visitors and non-visitors. Some solutions for predicting high levels of OBE or other destination branding-relevant concepts were suggested for targeting either visitors or non-visitors. From the comparisons, key causal conditions included in each solution were identified. However, there more segments can be compared (Cherifi et al., 2014; Sroypetch et al., 2018; Dedeoğlu et al., 2019). Further research may focus on a comparison between tourists' and other stakeholders' perspectives. The development of a destination is not only contributed to by tourists, but also led by other stakeholders, such as business, employees and local residents. Future study may compare the D-CBBE process model among tourists from different targeting markets, such as tourists with different ages, or the difference between female and male tourists. In this way, destination marketers can develop different strategies to target different marketing segments.

Lastly, this study focused on the nature of D-CBBE as a complex process formed by BBB, BUB, BRB and OBE. The interconnection and interdependency relationships among these blocks have been discussed. However, many dimensions of this D-CBBE model will further influence some outcomes, such as tourists' visiting intentions and loyalty (e.g., Stylos et al., 2016; Park et al., 2017; Kim, 2018; Kotsi et al., 2018; Papadimitriou et al., 2018). Thus, future research may explore possible outcomes after this D-CBBE model.

6.6 Chapter summary

This research project offers several significant contributions to the existing literature, by combining the research on CBBE in the general branding area, D-CBBE in the tourism destination domain and destination image in tourism generally. Thus, by adapting a latest CBBE conceptual model from Chatzipanagiotou et al. (2016), this research thesis solves the shortcomings regarding traditional D-CBBE models. The quantitative survey data were analysed using fs/QCA which is the first among the D-CBBE literature. Thus, it makes a contribution by exploring the complex relationship between dimensions of D-CBBE. The findings have also generated several implications for destination marketers. Finally, this thesis has identified some limitations for further evaluations.

Appendices
Appendix A. Data collection methods

Method	Purpose	Sample	Timeframe
Inductive content analysis	Identify major themes of Scotland destination image	52 relevant Scottish tourism information websites	26 February 2017 - July, 2017
Ethics Application for semi-structured interviews (**13 December 2017-18 April 2018**)			
Semi-structured interviews	1. Verify content analysis results. Identify major themes of Scotland attributes. 2. Identify major themes of destination brand relationship	21 individual interviews with previous visitors and potential visitors to Scotland.	18 April 2018 - 1 August 2018
Ethics Application for survey (**December 17, 2018-March 22, 2019**)			
Survey pre-test and Pilot	1. Test participants' understanding of the questions. 2. Evaluate the internal consistency of the measures.	**Pre-test:** 10 completed. **Pilot:** 1st questionnaire: 125 completed; 2nd questionnaire: 31 completed	**Pre-test:** 23 March 2019 - 19 April 2019. **Pilot: 20** April 2019 – 17 May 2019.
Main data collection	Test the final conceptual model	642 completed and valid surveys (recruited through MTurkprime)	**1st questionnaire:** 23 May 2019 - 21 July 2019. **2nd questionnaire:** 26 July 2019 – 8 September 2019

Appendix B. Initial tentative framework for interviews

| Brand Building Block | Brand Understanding Block | Brand Relationship Block | Overall Brand Equity |

BB4 BB1
BB5 BB2
BB1·BB2·BB3·BB4·BB5·BB6
BB6 BB3

R=reputation   AS=associations
A=awareness
SC=self-connection

RE=relevance   I=intimacy
T=trust
PQ=partner quality

CBBE
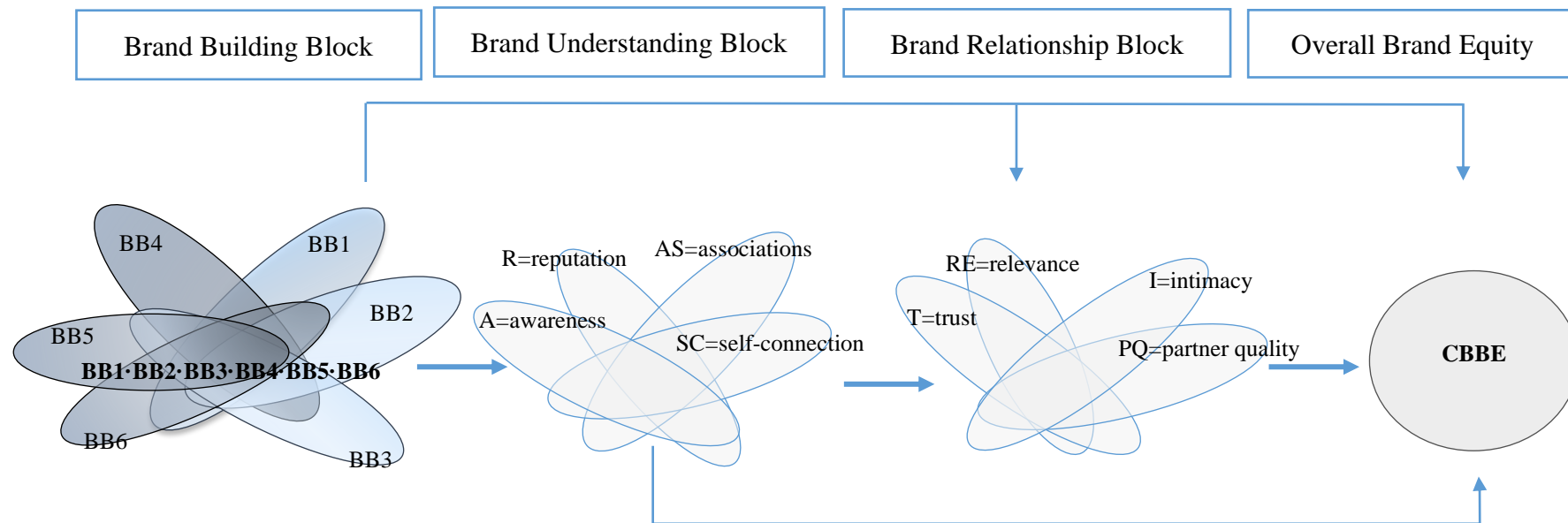
BB1: Destination Quality and Value
BB2: Destination Scenery and Natural Attractions
BB3: Variety of Tourism Activities
BB4: Destination Heritage
BB5: Destination Institutions
BB6: *other possible attributes can be generated from interviews*

Adapted from Chatzipanagiotou et al. (2016)

Appendix C. Semi-structured interview guide

Introduction

The objectives of this interview are: firstly, to identify the attributes of Scotland, as perceived by international tourists. Secondly, to discuss dimensions of tourists' understanding of the destination. Thirdly, to explore possible dimensions of brand relationship of a destination from tourists' perspective. Fourth, to check if tourists' emotional and behavioral reactions to the destination.

Interview guide:

Scotland as the destination

----Warm up questions for tourists who are already in Scotland----

1. What places did you visit in Scotland?
2. How long was your stay?
3. Do you have any particularly memorable stories about your visit in Scotland?

----Warm up questions for tourists have never been to Scotland----

1. How familiar are you with Scotland?
2. Have you ever been to Scotland before?
3. What do you know about Scotland?

----Formal questions for all tourists----

1. Can you give me a few elements that you would use to describe Scotland?

   1.1. Why? Can you explain? / What do you mean?

   1.2. What makes you think of these characteristics?

   1.3. Which elements were your favourite?

2. If you visualise Scotland as a person, how would you describe this person?

   2.1. Can you tell me more about why you think Scotland has these personality characteristics?

   2.2. Which characteristics do you like the most?

3. Can you please describe your overall feelings towards Scotland?

   3.1. What do these feelings mean to you?

4. Is there anything in Scotland that disappointed you?

   4.1. If so, can you tell me more about why these things disappointed you?

5. Do you think that Scotland can be described in terms of any of the following? Why or why not? If yes, can you give some examples?

   a). Scenery and Natural Attractions

   b). Characteristics if it is described as a person

   c). Brand culture/ history / customs

d). Ability to travel in a "value for money" manner

e). Tourism activities

6. Compared to other destinations, is there anything that you think Scotland has but other destinations do not have?

6.1.Can you tell me why you think these are things which distinguish Scotland from other destinations?

7. Are there other places you might have visited instead? *(to tourists who are already in Scotland)*

8. Were you considering traveling to any other places before deciding on Scotland? *(to tourists who have never been to Scotland)*

Other destinations:

----Warm up question for tourists who are already in Scotland----

9. What are your overall thoughts about your visit?

----Formal questions----

10. Can you please name a place or destination that you have strong feelings towards (positive/ negative)?

11. If this place was a person, can you tell me what relationship you might have with this person?

12. Why did you use these specific words in describing your relationship with this place?

13. Do you think you could have any of the following feelings or experiences with a place?

a). satisfaction or dissatisfaction

b). positive or negative passion

c). feelings of attachment to the place

d). the place helps to express who you are

e). you will stick with the place even if it let you down once

f). trust

g). you are comfortable with telling other people about this place

h). talk to the managers of specific destinations to learn more about the place

----Follow up questions for tourists who are already in Scotland ----

14. Do you think you will come back to Scotland?

15. Would you recommend Scotland to your friends and family?

----Follow up questions for tourists who have never been to Scotland----

16. Would you be interested in going to Scotland in the future?

Appendix D. Invitation letter to the potential interviewees

Dear XXX,

The Adam Smith Business School at University of Glasgow is conducting a study on Destination Consumer Based Brand Equity. We would like to invite you to take part in this research study by participating in an interview. Before participating, it is important for you to understand the nature of the research and what will be involved. Please take the time to read the following information carefully and discuss it with others if you wish. Please contact us if you have any questions or if you would like more information.

Thank you for reading this:

The purpose of this study is to identify possible elements that are included in the destination consumer-based brand equity (D-CBBE) developing process. Studying D-CBBE is a way to understand how strong a destination brand is. Scotland has been selected as the research context.

In this interview we want to understand your views of Scotland and your psychological relationship with a tourism destination. This is because destination image and brand relationship are considered as two important blocks that influence D-CBBE.

You are being invited to take part in this research because you are familiar with or at least have some knowledge of Scotland. Therefore, your answer will help this research with capturing tourists' ideas or impressions about Scotland. As tourists, your ideas regarding this destination are very important for the destination organisation managers to reflect on their marketing strategies. International or domestic tourists like you have been selected and invited to participate directly, after prior discussion, or indirectly through the recommendation of others.

It is up to you to decide whether to take part. If you decide to take part, you are still free to withdraw at any time without giving a reason and without facing any ramifications.

If you agree to participate, you will be asked for either a face-to-face or Skype based semi-structured interview that will probably last between 40 and 60 minutes. Face-to-face interviews will be conducted in a comfortable room/ office at the University of Glasgow. Only you and the researcher will be in the room during the interview. The door of the room will be closed during the interview, so that other people will not disturb the interview.

The interview will be recorded (audio only) to facilitate and increase the accuracy of data collection and the successive data analysis. This is also due to the fact that some of the interviews will not be conducted in English, and thus will need to be translated into English for the research project. Nevertheless, you have the right to refuse your interview being recorded. The interviews will tentatively take place between 2018 and 2020.

The findings of this study will be used in a doctoral thesis and may be published in academic journals and reports, conference proceeding or books. The data including your interview responses may be used for future publications arising from current research. Your personal details will always remain anonymous. Copies of the final manuscript can be presented if requested (e.g., thesis, article).

It may not be possible to completely provide assurances of confidentiality, for example, if someone will walk pass the interview room and happen to hear some of our conversations. However, we will protect your confidentiality as much as we can. All the data that are collected for this research project will be analysed by the researchers, whose details are available at the end of this document. The data may be re-used for publications arising from the current research project. All information, which is collected about you during the course of the research, will be kept strictly confidential. Your personal details and identities will remain anonymous, and you will be given an ID number. You will be identified by an ID number only. Your information will be stored in a password protected computer and any paper-based documents will remain locked in cabinets at the University of Glasgow when not in use. Please note that these guidelines on confidentiality will be strictly adhered to unless evidence of wrongdoing or potential harm is uncovered. In such cases, the University may be obliged to contact relevant statutory bodies/agencies.

If you have any questions or concerns, or you would like to know more about this research project please feel free to contact Xi Fang by email.

 If you have any other concerns regarding this research project, please contact the College Ethics Officer by contacting Doctor Muir Houston: Muir.Houston@glasgow.ac.uk.

Appendix E. Example of thematic analysis results

Theme	Sub-theme	Quote
Tourism infrastructure	Basic infrastructure	…If you go travel in Scotland, and it is convenient for you to drive yourself. Additionally, some of the road signs are very clear. Even if you get lost there, someone would come and tell you the way. For this reason, I think transportation is not a big problem in Scotland…
		… I think it is good that it is far away from public transport. That's why it's unspoiled beauty, and I think you don't want too many people here, you know, going to the same places, the way, like in Trolltunga in Norway, like, everyone goes to that location, you can get there by public transit, you can get there by bus…
		… The roads are quite good. Because we live in small country, we think it is a long way. But it's not really a long way…
		… You know, it was good electricity, good facilities and the place is very easy transport. So, I had really good time there…
		… However, this tour route is not really very well developed, so I would not recommend you go there. This is because this route is not quite completed. The road is very narrow, and it is inconvenient for two cars to go in parallel…
	Leisure infrastructure	… I think the big cities, such as Glasgow in Scotland, give people a deep sense of fashion. The shops, streets, and local cultural facilities in the downtown areas including the theatres, cinemas, museums, etc., all make people feel the perfect combination of fashion, both classical and modern….
		… I remember that some stores closed early during the time that I travelled there…
		… you can sit in a coffee shop and talk to people in the store and talk to the hotel's waiters…
		… I didn't really touch upon it but that's one of the things that I talk about, you know. Like Glasgow is second to London, for shopping. And it has an amazing theatre and music scene that you, know it's a UNESCO city of literature. Oh, no it's the city of music. Edinburgh is the city of literature. And it has the Fringe, so yes, there is absolutely, a lot of cultural draws for Scotland…
		… In Scotland, you can get true, absolutely true luxury hotels. Glen Eagles, I was staying there last year. It is magnificent, a true luxury hotel, truly luxury…
		… But when you were arriving in a small town, maybe 4:30 PM, and you go to a coffee shop, which is supposed to open until 5 and they will not take any orders, because the staff want to leave at 5 and won't take any orders. And then it closes at 5. But it's daylight till to 22:00 23:00 at night. It will be long long evenings. It's unless you want to go to a pub or a bar to drink, or go to restaurant and eat, there is nowhere you can go to sit, there is nowhere to go. Emmm…. There's no shop, because the shops aren't staying open. If you go to the small village in Scotland, called Luss, which is swamped with visitors during the summer and people are there all the time. The shop closes at 4:35 PM. And it's, I think a real problem for promoting the tourism. Emmm…. That shops and non-alcoholic drinking places do not stay open at all. They just close. So, that I don't like…
		… I'd definitely let people know about little small shops in some of the bigger cities that you might not know about unless you know someone who's been there…
	Outdoor infrastructure	… hikes to go on and activities to do, you can definitely describe that to somebody. I don't know the places to go or the hikes to go on, but yeah, if I were to visit Scotland, that would be something that I would look forward to…
		… One of the people that I went travelling with participated in a local golf tournament… That person was an amateur participant back in China, so he went to Scotland for this event… I think golf in Scotland has had global influences, meaning it will attract fans to travel there. There are also football matches in Scotland, for example, which are also a good highlight…
		…I saw a lot of natural scenery on the Internet. Scotland is also the birthplace of golf. I think these are all famous and characteristic things in Scotland…
		… if I go there for the bike tour, or travelling around the Highlands, those may be quite interesting things…
		…I especially want to go cycling and hiking in Scotland. I don't know much about golf there. But I don't know where to go by bike or hiking. But I really want to go…

Appendix F. Content validity results of all the constructs

Source	Items	Expert validation		
		Delete	**Edit**	**Keep**
Political, economic and social environment				
Deng and Li (2014)	Scotland has a stable political environment			×
	Scotland has a stable economy			×
	Scotland has safe environment			×
From interviews	Scotland has friendly people			×
Natural environment				
Hallmann et al. (2015)	A lot in terms of natural scenic beauty			×
	A varied and unique alpine plant and wildlife habitat		×	
	A lot of natural attractions			×
Tourism infrastructure				
Basic infrastructure				
Deng and Li (2014)	Scotland has extensive road systems			×
	Scotland has pleasant weather	×		
	Scotland has extensive urban planning and landscape	×		
	Scotland has a lot of airports			×
	Scotland has a lot of transport facilities			×
Leisure infrastructure (Facility-based)				
Wang et al. (2016)	Scotland has a variety of shopping facilities			×
	Scotland has a lot of lodging facilities		×	
	Scotland has a lot of restaurants			×
	Scotland has extensive tourism interpretation system		×	
Leisure infrastructure (Entertainment-based)				
Chi and Qu (2018)	Scotland has wide array of shows/exhibitions			
	Scotland has a variety of cultural events and festivals			
	Scotland has a lot of country/western music			
	Scotland has extensive nightlife			
	Scotland has wide variety of entertainment			
Outdoor infrastructure				
Chi and Qu (2018)	Scotland has a variety of sports/activities (boating, fishing, etc.)			×
	Scotland has a lot of places for hiking/camping/picnicking/hunting			×
	Scotland has outdoor recreations		×	
	Scotland has a lot of facilities for golfing			×
Perceived destination quality				
Martín-Ruiz et al. (2010)	I believe that the information on how to travel around Scotland is readily available for the visitor			×
	Scotland is well explained to the visitor			×
	Scotland provides good services (restrooms, bar, souvenir shop, etc.)			×
	The visitor receives enough information to enjoy a visit to Scotland (brochures, maps, etc.)			×
	I can say that people in Scotland have provided me with good service			×
	Scotland knows how to use the new technologies to make a visit more interesting			×
Perceived country quality				
Campón-Cerro et al. (2017)	Scotland has what I was looking for			×
	The visit was worth the effort			×
	Scotland made me feel good			×
	Scotland offers quality experiences			×

Appendix F. Content validity results of all the constructs (continue)

Source	Items	Expert validation		
		Delete	**Edit**	**Keep**
Destination heritage				
Basaran (2016)	Scotland has distinctive historical and cultural heritage			×
	Scotland has distinct characteristics of architecture and buildings		×	
	Scotland has unique historical sites and museums		×	
	Scotland has customs and traditions			×
	Scotland has local food cuisine and variety of foods			×
	Scotland has variety of products that promote local culture			×
Destination heritage				
Baloglu and McCleary (1999)	Scotland has a lot of historic buildings			×
	Scotland has distinct cultural flavour			×
From interviews				×
	Scotland has a lot of historical and cultural sets	×		
Destination personality				
Favourability				
Freling et al. (2011)	Positive… Negative			×
	Undesirable... Desirable			×
	Bad… Good			×
	Poor… Excellent			×
	Unpleasant… Pleasant			×
Originality				
Freling et al. (2011)	Common… Distinctive			×
	Ordinary… Novel			×
	Predictable… Surprising			×
	Routine … Fresh			×
Clarity				
Freling et al. (2011)	Unapparent… Apparent			×
	Distinct … Indistinct			×
	Obvious … No obvious			×
	Clear … Unclear			×
	Vague … Well-define			×
Destination nostalgia				
Chatzipanagiotou et al. (2016)	Scotland reminds me of things I have done or places I have been to			×
	Scotland reminds me of a certain period of my life			×
From interviews	Scotland reminds me of memories of my past			×
Destination awareness				
Chatzipanagiotou et al. (2016)	I have heard of Scotland			×
	I am quite familiar with Scotland			×
	I can recognize Scotland among other destinations			×
Destination associations				
Chatzipanagiotou et al. (2016)	Scotland has favourable associations			×
	Scotland has strong associations			×
	It is clear what Scotland stands for			×
From interviews	Scotland has unique associations			×
Destination reputation				
Chatzipanagiotou et al. (2016)	Is highly regarded			×
	Has status			×
	Has a good reputation			×

Appendix F. Content validity results of all the constructs (continue)

Source	Items	Expert validation		
		Delete	Edit	Keep
Destination self-connection				
Escalas (2004)	Scotland reflects who I am			×
	I can identify with Scotland			×
	I feel a personal connection to Scotland			×
	I use Scotland to communicate who I am to other people	×		
	Scotland helps me become the type of person I want to be			×
	I consider Scotland to be 'me' (It reflects who I consider myself to be or the way that I want to present myself to other(s))			×
	Scotland suits me well			×
Destination relevance				
Chatzipanagiotou et al. (2016)	Is relevant to my family and/or close friends			×
	Fits my lifestyle			×
	Has personal relevance to me			×
Destination trust				
Chatzipanagiotou et al. (2016)	Delivers what it promises			×
	Scotland's claims are believable		×	
	Has a name you can trust			×
Destination intimacy				
Chatzipanagiotou et al. (2016)	I really empathize with Scotland			×
	It feels like I have known Scotland for a long time			×
From interviews	I feel close to Scotland			×
Destination partner quality				
Chatzipanagiotou et al. (2016)	Has always been good to me			×
	Treats me as an important tourist			×
Interviews	Takes good care of me			×
Overall brand equity				
Yoo and Donthu (2001)	It makes sense to go to Scotland instead of another destination, even if they are the same			×
	Even if another destination has the same features as Scotland, I would prefer to go to Scotland			×
	If there is another destination as good as Scotland, I prefer to go to Scotland			×
	If another destination is not different from Scotland in any way, it seems smart to go to Scotland			×

Appendix G. Survey cover letter (the 1st phase)

Dear participant,

You are invited by the Adam Smith Business School to take part in a research study regarding your travelling experiences. We would like to know the places that you have been to or are planning to go to in Europe.

You will be asked to complete a short survey (approximately 3 mins). Participation is entirely voluntary. If you decide to take part, you are still free to withdraw at any time and without giving a reason.

Confidentiality will be respected in full accord with legal constraints and professional guidelines. All information, which is collected about you during the course of the research, will be kept strictly confidential. You will not be asked to disclose your name, so anonymity will be guaranteed. You will return responses with no form of personal identification.

The results of the study will be a part of the researcher's PhD thesis at the University of Glasgow. The results may be published in academic journals or conference papers, as well as presented at conferences. If you would like to have a summary of the findings of the research, please email the researcher.

The data will be used and restored in line with the Glasgow University Code of Good Practice in Research guidance detailed as below:
https://www.gla.ac.uk/myglasgow/it/informationsecurity/confidentialdata/

If you have any concerns regarding this study, please feel free to contact me by email: x.fang.1@research.gla.ac.uk. If you have any concerns regarding the conduct of the research project, you can also contact the College of Social Sciences Ethics Officer, Dr. Muir Houston, and email: Muir.Houston@glasgow.ac.uk.

Thank you.

☐   I give my consent for my responses to this questionnaire to be used as described in the privacy statement

☐   I allow the researchers to archive the survey data.

Appendix H. Survey questions (the 1st phase)

Page 1: Screening questions

1. Have you ever been to any places in Europe?

   (If YES, go to Question 2; if NO, go to Question 4)
   <div align="center">YES   NO</div>

2. Which European countries have you visited?

   (If United Kingdom is chosen, go to Question 3; if United Kingdom is not chosen, quit the questionnaire, "thank you for your participation, and you will be paid $XXX")
   Spain *(quit).*   France *(quit).*   Greece *(quit).*   United Kingdom
   Sweden *(quit).* Germany *(quit).* Finland *(quit).* Others, please specify *(quit)*

3. Which part of the United Kingdom have you visited?

   (If Scotland is chosen, go to Questionnaire 2a; if Scotland is not chosen, quit the questionnaire, "thank you for your participation, and you will be paid $XXX")
   England *(quit).*   Wales *(quit).*   Scotland   Northern Ireland *(quit)*

4. Are you planning to visit Europe?

   (If yes, go to Question 5; If no, quit the questionnaire, "thank you for your participation, and you will be paid $XXX")
   <div align="center">Yes   No</div>

5. Which European countries are you planning to visit?

   (If United Kingdom is chosen, go to Question 6; if United Kingdom is not chosen, quit the questionnaire, "thank you for your participation, and you will be paid $XXX")
   Spain *(quit).*   France *(quit).*   Greece *(quit).*   United Kingdom
   Sweden *(quit).* Germany *(quit).* Finland *(quit).* Others, please specify *(quit)*

6. Which part in United Kingdom are you going to visit?

   (If Scotland is chosen, go to Questionnaire 2b; if Scotland is not chosen, quit the questionnaire, "thank you for your participation, and you will be paid $XXX")
   England *(quit).*   Wales *(quit).*   Scotland   Northern Ireland *(quit)*

Page 2: Thank you

Your answers have been recorded. Thank you very much for completing this survey! Please enter this secret completion code ----------- to verify you have actually completed the survey and get your payment for filter questions.

You are qualified to our follow up survey, if you would like to, we will send you the 2nd questionnaire shortly.

Appendix I. Survey cover letter (the 2nd phase)

Dear participant,

You are being invited by Adam Smith Business School to take part in a research study regarding your perceptions towards Scotland. In accordance to data, we have collected before, we are making the assumption that you have already visited Scotland at some point before. Hence, we are hoping for you to provide us more information in this regard. We would like to know your thoughts.

You will be asked to finish a short survey (Approximately 10-15 mins). Participation is entirely voluntary. If you decide to take part, you are still free to withdraw at any time and without giving a reason.

Confidentiality will be respected subject to legal constraints and professional guidelines. All information, which is collected about you during the course of the research, will be kept strictly confidential. You will not be asked to disclose your name, so anonymity will be guaranteed. You will be required to return responses with no form of personal identification.

The results of the study will be a part of the researcher's PhD thesis at the University of Glasgow. The results may be published in academic journals or conference papers, as well as presented in conferences. If you would like to have a summary of the findings of the research, you can email the researcher.

The data will be used and restored in line with the University Code of Good Practice in Research guidance detailed as below:
https://www.gla.ac.uk/myglasgow/it/informationsecurity/confidentialdata/

If you have any concerns regarding this study, please feel free to contact me by email: x.fang.1@research.gla.ac.uk. If you have any concerns regarding the conduct of the research project, you can also contact the College of Social Sciences Ethics Officer, Dr. Muir Houston, and email: Muir.Houston@glasgow.ac.uk.

Thank you.

[ ] I give my consent for my responses to this questionnaire to be used as described in the privacy statement

 [ ] I allow the researchers to archive the survey data

Appendix J. Survey instrument (the 2nd phase)

Page 1: Social Desirability variables

1. Please indicate on a scale from 1 (strongly disagree) to 7 (strongly agree) to which extent you agree with the following statements.

	Strongly Disagree						Strongly Agree
I am always courteous even to people who are disagreeable	1	2	3	4	5	6	7
There have been occasions when I took advantage of someone	1	2	3	4	5	6	7
I sometimes try to get even rather than forgive and forget	1	2	3	4	5	6	7
I sometimes feel resentful when I don't get my way	1	2	3	4	5	6	7
No matter who I'm talking to, I'm always a good listener	1	2	3	4	5	6	7

Page 2: Brand Building Block related variables (1)

2. How much you agree or disagree with the statements below?

Scotland has…

(Political, economic and social environment related variables)

	Strongly Disagree						Strongly Agree
Stable political environment	1	2	3	4	5	6	7
Stable economy	1	2	3	4	5	6	7
Safe environment	1	2	3	4	5	6	7
Friendly people	1	2	3	4	5	6	7

(Natural environment related variables)

	Strongly Disagree						Strongly Agree
A lot in terms of natural scenic beauty	1	2	3	4	5	6	7
Varied natural resource (alpine plant, wildlife habitat)	1	2	3	4	5	6	7
A lot of natural attractions	1	2	3	4	5	6	7

(Tourism infrastructure related variables)

	Strongly Disagree						Strongly Agree
Basic infrastructure (sub-dimension 1)							
Extensive road systems	1	2	3	4	5	6	7
A lot of airports	1	2	3	4	5	6	7
A lot of transport facilities	1	2	3	4	5	6	7
Leisure infrastructure (sub-dimension 2)							
A variety of shopping facilities	1	2	3	4	5	6	7
A lot of accommodation for tourists	1	2	3	4	5	6	7
A lot of restaurants	1	2	3	4	5	6	7
Extensive tourism information system	1	2	3	4	5	6	7
Wide arrays of shows/exhibitions	1	2	3	4	5	6	7
A variety of cultural events/festivals	1	2	3	4	5	6	7
A lot of local music	1	2	3	4	5	6	7
Extensive nightlife	1	2	3	4	5	6	7
A variety of entertainment	1	2	3	4	5	6	7
Outdoor infrastructure (sub-dimension 3)							
A variety of sports/activities (boating, fishing, etc.)	1	2	3	4	5	6	7
A lot of places for hiking/ camping/picnicking/hunting	1	2	3	4	5	6	7
Enormous opportunities for outdoor recreation	1	2	3	4	5	6	7
A lot of facilities for golfing	1	2	3	4	5	6	7

Page 3: Brand Building Block related variables (2)

3. How much you agree or disagree with the statements below?

(Destination perceived quality related variables)

	Strongly Disagree						Strongly Agree
I believe that the information on how to travel around Scotland is readily available for the visitor	1	2	3	4	5	6	7
Scotland is well explained to the visitor	1	2	3	4	5	6	7
Scotland provides good services (restrooms, bar, souvenir shop, etc.)	1	2	3	4	5	6	7
The visitor receives enough information to enjoy a visit to Scotland (brochures, maps, etc.)	1	2	3	4	5	6	7
I can say that people in Scotland have provided me with good service	1	2	3	4	5	6	7

Scotland knows how to use the new technologies to make a visit more interesting	1	2	3	4	5	6	7

4. Scotland has…

(Destination brand heritage related variables)

	Strongly Disagree						Strongly Agree
Distinctive historical and cultural heritage	1	2	3	4	5	6	7
Distinct architecture and buildings	1	2	3	4	5	6	7
Historical sites and museums	1	2	3	4	5	6	7
Customs and traditions	1	2	3	4	5	6	7
Local food cuisine and variety of foods	1	2	3	4	5	6	7
Variety of products that promote local culture	1	2	3	4	5	6	7

5. If Scotland were a person, its personality will be…

(Destination brand personality related variables)
Favourability (sub-dimension 1)

1	**2**	**3**	**4**	**5**	**6**	**7**
satisfactory						unsatisfactory
unpleasant						pleasant
attractive						unattractive
positive						negative
undesirable						desirable
Bad						good
poor						excellent

Originality (sub-dimension 2)

common						distinctive
ordinary						novel
predictable						surprising
routine						fresh

Clarity (sub-dimension 3)

unapparent						apparent
distinct						indistinct
obvious						not obvious
unclear						clear
Vague						Well-defined

6. Scotland reminds me of…

(Destination brand nostalgia related variables)

	Strongly Disagree						Strongly Agree
Things I have done or places I have been	1	2	3	4	5	6	7
A certain period of my life	1	2	3	4	5	6	7

| Memories of my past (from interviews) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Page 4: Brand Understanding Block related variables

7. How much you agree or disagree with the statements below?

(Destination brand awareness related variables)

	Strongly Disagree						Strongly Agree
I have heard of Scotland	1	2	3	4	5	6	7
I am quite familiar with Scotland	1	2	3	4	5	6	7
I can distinguish Scotland from other destinations	1	2	3	4	5	6	7

(Destination brand associations related variables)

	Strongly Disagree						Strongly Agree
Scotland has favourable associations	1	2	3	4	5	6	7
Scotland has strong associations	1	2	3	4	5	6	7
It is clear what Scotland stands for	1	2	3	4	5	6	7
Scotland has unique associations	1	2	3	4	5	6	7

(Destination brand self-brand connection related variables)

	Strongly Disagree						Strongly Agree
Scotland reflects who I am	1	2	3	4	5	6	7
I can identify with Scotland	1	2	3	4	5	6	7
I feel a personal connection with Scotland	1	2	3	4	5	6	7
Scotland helps me become the type of person I want to be	1	2	3	4	5	6	7
I consider Scotland to be 'me' (It reflects who I consider myself to be or the way that I want to present myself to other(s))	1	2	3	4	5	6	7
Scotland suits me well	1	2	3	4	5	6	7

(Destination brand reputation related variables)

	Strongly Disagree						Strongly Agree
Scotland is highly regarded	1	2	3	4	5	6	7
Scotland has status as a tourism destination	1	2	3	4	5	6	7
Scotland has a good reputation	1	2	3	4	5	6	7

Page 5: Brand Relationship Block related variables

8. How much you agree or disagree that Scotland…

(Destination partner quality related variables)

	Strongly Disagree						Strongly Agree
Has always been good to me	1	2	3	4	5	6	7
Treats me as an important tourist	1	2	3	4	5	6	7
Takes good care of me	1	2	3	4	5	6	7

(Destination brand trust related variables)

	Strongly Disagree						Strongly Agree
Delivers what it promises	1	2	3	4	5	6	7
Offers believable destination information	1	2	3	4	5	6	7
Has a name that you can trust	1	2	3	4	5	6	7

(Destination brand relevance related variables)

	Strongly Disagree						Strongly Agree
Is relevant to my family and/ or close friends	1	2	3	4	5	6	7
Fits my lifestyle	1	2	3	4	5	6	7
Has personal relevance to me	1	2	3	4	5	6	7

(Destination brand intimacy related variables)

	Strongly Disagree						Strongly Agree
I really empathize with Scotland	1	2	3	4	5	6	7
It feels like I know Scotland for a long time	1	2	3	4	5	6	7
I feel close to Scotland	1	2	3	4	5	6	7

Page 6: Overall Brand Equity related variables

9. How much you agree or disagree with the statements below?

(Overall brand equity related variables)

	Strongly Disagree						Strongly Agree
It makes sense to go to Scotland instead of any other destinations, even if they are the same	1	2	3	4	5	6	7
Even if another destination has the same feature as Scotland, I would prefer to go to Scotland	1	2	3	4	5	6	7
If there is another destination as good as Scotland, I prefer to go to Scotland	1	2	3	4	5	6	7
If another destination is not different from Scotland in any way, it seems smarter to go to Scotland	1	2	3	4	5	6	7

Page 7: Demographics

10. Please mention your gender.
  [ ] Male   [ ] Female

11. Please mention your age.
  [ ] 18-24 [ ] 25-44 [ ] 45-64 [ ] 65+

12. Please mention your level of education.
  [ ] High school   [ ] TAFE/ Polytechnic/ College
  [ ] University   [ ] Other

13. Please mention your marital status.
  [ ] Single [ ] Married/ Live in partner [ ] Divorced/ separated/ widowed

14. Please mention your household income.
  [ ] Less than $20,000 [ ] $20,001- $50,000
  [ ] $50,001- $70,000 [ ] $70,000 +

15. Please mention your occupation.
  [ ] Student   [ ] Government/ public institution staff
  [ ] Enterprise staff [ ] Freelance
  [ ] Unemployment [ ] Retired
  [ ] Others

16. Please mention your annual travel frequency.
  [ ] Once   [ ] Twice
  [ ] Three times   [ ] Four times and over

17. What is your visiting Purpose to Scotland?
  [ ] Pleasure   [ ] Visiting friends and relatives
  [ ] Relaxing   [ ] Business [ ] Volunteer [ ] Others

Page 8: Thank you

Your answers have been recorded. Thank you very much for completing this survey! Please enter this secret completion code ----------- to verify you have actually completed the survey and get your payment for filter questions.

Appendix K. Final scales for the study constructs

Construct	Items		Source
	Scotland has…		
Political, economic and social environment	A stable political environment		Deng and Li (2014)
	A stable economy		
	A safe environment		
	Friendly people		Interviews
Natural environment	A lot in terms of natural scenic beauty		Hallmann et al. (2015)
	Varied natural resource (alpine plant, wildlife habitat)		
	A lot of natural attractions		
Tourism infrastructure	Basic infrastructure	Extensive road systems	Deng and Li (2014)
		A lot of airports	
		A lot of transport facilities	
	Leisure infrastructure (Amenity-based)	A variety of shopping facilities	Wang et al. (2016)
		A lot of accommodation for tourists	
		A lot of restaurants	
		Extensive tourism information system	
	Leisure infrastructure (Entertainment-based)	Wide arrays of shows/exhibitions	Chi and Qu (2008)
		A variety of cultural events/festivals	
		A lot of local music	
		Extensive nightlife	
		A variety of entertainment	
	Outdoor infrastructure	A variety of sports/activities (boating, fishing, etc.)	Chi and Qu (2008)
		A lot of places for hiking/camping/picnicking/hunting	
		Enormous opportunities for outdoor recreation	
		A lot of facilities for golfing	
Perceived country quality	I believe that the information on how to travel around Scotland is readily available for the visitor		Martín-Ruiz et al. (2010)
	Scotland is well explained to the visitor		
	Scotland provides good services (restrooms, bar, souvenir shop, etc.)		
	The visitor receives enough information to enjoy a visit to Scotland (brochures, maps, etc.)		
	I can say that people in Scotland have provided me with good service		
	Scotland knows how to use the new technologies to make a visit more interesting		

Construct	Items		Source
	Scotland has…		
Destination heritage	Distinctive historical and cultural heritage		Basaran (2016)
	Distinct architecture and buildings		
	Historical sites and museums		
	Customs and traditions		
	Local food cuisine and variety of foods		
	Variety of products that promote local culture		
	Scotland's personality is…		
Destination personality	Favourability	Satisfactory...Unsatisfactory	Freling et al. (2011)
		Attractive… Unattractive	
		Positive… Negative	
		Undesirable... Desirable	
		Bad… Good	
		Poor… Excellent	
		Unpleasant… Pleasant	
	Originality	Common… Distinctive	
		Ordinary… Novel	
		Predictable… Surprising	
		Routine … Fresh	
	Clarity	Unapparent… Apparent	
		Distinct … Indistinct	
		Obvious … No obvious	
		Clear … Unclear	
		Vague … Well-define	
	Scotland reminds me of…		
Destination nostalgia	Things I have done or places I have been to		Chatzipanagiotou et al. (2016)
	A certain period of my life		
	Memories of my past		Interviews
Destination awareness	I have heard of Scotland		Chatzipanagiotou et al. (2016)
	I am quite familiar with Scotland		
	I can distinguish Scotland from other destinations		

Construct	Items	Source
Destination associations	Scotland has favourable associations	Chatzipanagiotou et al. (2016)
	Scotland has strong associations	
	It is clear what Scotland stands for	
	Scotland has unique associations	Interviews
Destination reputation	*Scotland…*	
	Is highly regarded	Chatzipanagiotou et al. (2016)
	Has status as a tourism destination	
	Has a good reputation	
Destination self-brand connection	Scotland reflects who I am	Escalas (2004)
	I can identify with Scotland	
	I feel a personal connection to Scotland	
	Scotland helps me become the type of person I want to be	
	I consider Scotland to be 'me' (It reflects who I consider myself to be or the way that I want to present myself to other(s))	
	Scotland suits me well	
Destination relevance	Is relevant to my family and/or close friends	Chatzipanagiotou et al. (2016)
	Fits my lifestyle	
	Has personal relevance to me	
Destination trust	Delivers what it promises	Chatzipanagiotou et al. (2016)
	Offers believable destination information	
	Has a name you can trust	
Destination intimacy	I really empathize with Scotland	
	It feels like I have known Scotland for a long time	
	I feel close to Scotland	Francisco-Maffezzolli et al. (2014)
Destination partner quality	Has always been good to me	Chatzipanagiotou et al. (2016)
	Treats me as an important tourist	
	Takes good care of me	Interviews
Overall brand equity	It makes sense to go to Scotland instead of another brand, even if they are the same	Yoo and Donthu (2001)
	Even if another destination has the same features as Scotland, I would prefer to go to Scotland	
	If there is another destination as good as Scotland, I prefer to go to Scotland	
	If another destination is not different from Scotland in any way, it seems worthwhile to go to Scotland	

Appendix L. Inter-correlations between constructs (N=642)

	PEse	NE	DH	PDq	TI	DP	DN	DA	DAss	DR	DSC	DRel	DT	DIn	DPq	OBE	Mean	SD
PEse	1.000																5.66	0.88
NE	0.564**	1.000															6.19	0.88
DH	0.538**	0.735**	1.000														6.05	0.89
PDq	0.509**	0.483**	0.554**	1.000													5.47	0.95
TI	0.446**	0.467**	0.496**	0.709**	1.000												5.20	0.79
DP	0.430**	0.491**	0.539**	0.471**	0.452**	1.000											5.55	0.87
DN	0.234**	0.166**	0.219**	0.401**	0.384**	0.208**	1.000										4.52	1.49
DA	0.360**	0.364**	0.364**	0.509**	0.467**	0.352**	0.472**	1.000									5.48	1.15
DAss	0.421**	0.434**	0.496**	0.559**	0.545**	0.535**	0.390**	0.626**	1.000								5.62	0.97
DR	0.569**	0.493**	0.545**	0.578**	0.582**	0.539**	0.305**	0.485**	0.614**	1.000							5.84	0.92
DS	0.317**	0.265**	0.312**	0.453**	0.455**	0.369**	0.513**	0.511**	0.476**	0.467**	1.000						4.50	1.34
DRel	0.288**	0.254**	0.277**	0.433**	0.436**	0.308**	0.486**	0.525**	0.468**	0.431**	0.786**	1.000					4.59	1.50
DT	0.483**	0.442**	0.443**	0.611**	0.621**	0.513**	0.359**	0.494**	0.635**	0.686**	0.506**	0.507**	1.000				5.51	1.00
DIn	0.256**	0.213**	0.261**	0.409**	0.393**	0.303**	0.532**	0.541**	0.456**	0.416**	0.806**	0.777**	0.479**	1.000			4.45	1.59
DPq	0.398**	0.276**	0.318**	0.574**	0.539**	0.408**	0.522**	0.537**	0.539**	0.509**	0.688**	0.628**	0.691**	0.691**	1.000		4.95	1.22
OBE	0.360**	0.317**	0.375**	0.408**	0.423**	0.423**	0.295**	0.408**	0.444**	0.506**	0.615**	0.581**	0.471**	0.553**	0.509**	1.000	5.04	1.14

* Correlations are significant at the 0.05 level.
** Correlations are significant at the 0.01 level.

Appendix M. Examples of contrarian case analysis results

		Overall Brand Equity					Total
		1	2	3	4	5	
Tourism Infrastructure (Phi= 0.480, p < 0.001)	1	63 9.8%	30 4.7%	16 2.5%	11 1.7%	10 1.6%	130 20.2%
	2	39 6.1%	31 4.8%	23 3.6%	29 4.5%	7 1.1%	129 20.1%
	3	25 3.9%	29 4.5%	27 4.2%	33 5.1%	15 2.3%	129 20.1%
	4	25 3.9%	25 3.9%	23 3.6%	31 4.8%	27 4.2%	131 20.4%
	5	10 1.6%	16 2.5%	10 1.6%	31 4.8%	56 8.7%	123 19.2%
Total		162 25.2%	131 20.4%	99 15.4%	135 21.0%	115 17.9%	642 100.0%

		Overall Brand Equity					Total
		1	2	3	4	5	
Destination Trust (Phi= 0.574, p < 0.001)	1	81 12.6%	45 7.0%	18 2.8%	16 2.5%	9 1.4%	169 26.3%
	2	32 5.0%	32 5.0%	25 3.9%	23 3.6%	11 1.7%	123 19.2%
	3	33 5.1%	36 5.6%	41 6.4%	62 9.7%	21 3.3%	193 30.1%
	4	7 1.1%	5 0.8%	5 0.8%	11 1.7%	12 1.9%	40 6.2%
	5	9 1.4%	13 2.0%	10 1.5%	23 3.6%	62 9.7%	117 18.2%
Total		162 25.2%	131 20.4%	99 15.4%	135 21.0%	115 17.9%	642 100.0%

		Overall Brand Equity					Total
		1	2	3	4	5	
Destination Partner Quality (Phi= 0.603, p < 0.001)	1	98 15.3%	52 8.1%	26 4.0%	28 4.4%	18 2.8%	222 34.6%
	2	9 1.4%	11 1.7%	8 1.2%	7 1.1%	2 0.3%	37 5.8%
	3	32 5.0%	41 6.4%	40 6.2%	34 5.3%	14 2.2%	161 25.1%
	4	15 2.3%	20 3.1%	18 2.8%	48 7.5%	21 3.3%	122 19.0%
	5	8 1.2%	7 1.1%	7 1.1%	18 2.8%	60 9.3%	100 15.6%
Total		162 25.2%	131 20.4%	99 15.4%	135 21.0%	115 17.9%	642 100%

Appendix M. Examples of contrarian case analysis results (continue)

		Destination Reputation					Total
		1	2	3	4	5	
Perceived Destination Quality (Phi= 0.628, p < 0.001)	1	77 12.0%	17 2.6%	15 2.3%	10 1.6%	9 1.4%	128 19.9%
	2	43 6.7%	43 6.7%	37 5.8%	26 4.0%	10 1.6%	159 24.8%
	3	12 1.9%	31 4.8%	36 5.6%	21 3.3%	15 2.3%	115 17.9%
	4	7 1.1%	25 3.9%	28 4.4%	43 6.7%	26 4.0%	129 20.1%
	5	5 0.8%	9 1.4%	14 2.2%	33 5.1%	50 7.8%	111 17.3%
Total		144 22.4%	125 19.5%	130 20.2%	133 20.7%	110 17.1%	642 100%

		Destination Trust					Total
		1	2	3	4	5	
Destination Self-brand connection (Phi= 0.593, p < 0.001)	1	56 8.7%	37 5.8%	30 4.7%	3 0.5%	9 1.4%	135 21.0%
	2	65 10.1%	30 4.7%	26 4.0%	5 0.8%	6 0.9%	132 20.6%
	3	27 4.2%	32 5.0%	59 9.2%	11 1.7%	17 2.6%	146 22.7%
	4	15 2.3%	16 2.5%	45 7.0%	11 1.7%	19 3.0%	106 16.5%
	5	6 0.9%	8 1.2%	33 5.1%	10 1.6%	66 10.3%	123 19.2%
Total		169 26.2%	123 19.2%	193 30.1%	40 6.2%	117 18.2%	642 100%

		Destination Intimacy					Total
		1	2	3	4	5	
Political economic and social environment (Phi= 0.483, p < 0.001)	1	73 11.4%	38 5.9%	21 3.3%	9 1.4%	14 2.2%	155 24.1%
	2	34 5.3%	50 7.8%	48 7.5%	22 3.4%	19 3.0%	173 26.9%
	3	16 2.5%	34 5.3%	35 5.5%	18 2.8%	13 2.0%	116 18.1%
	4	6 0.9%	8 1.2%	27 4.2%	14 2.2%	19 3.0%	74 11.5%
	5	15 2.3%	12 1.9%	24 3.7%	31 4.8%	42 6.5%	124 19.3%
Total		144 22.4%	142 22.1%	155 24.1%	94 14.6%	107 16.7%	642 100%

Appendix N. Conference papers

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