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Destination Brand Equity-A Conceptual Model

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***Abstract**: Tourism industry is important for economic growth and development globally, as it has contributed 10.2% of the world's GDP in the year 2016 (WTTC report 2016)[4]. Countries are competing in global tourism industry by creating the tourist destination brand. The aim of the branding activities is to create the brand equity and enjoy the competitive edge over others. The past and existing research literature displays many studies on the concept of brand equity of tourist destination; however; the research works are focused only on four particular dimensions that contributes in brand equity. The dimensions are brand image, brand awareness, perceived service quality and brand loyalty. Besides these dimensions, other dimensions also contribute in the creation of brand equity. Marketing and promotional activities also have an equivalent role to play. The present study of past literature has developed a comprehensive conceptual model based on the other additional brand dimensions; and, incorporates the role of marketing and promotion activities in creation of brand equity and brand value and the factors influencing the tourist's choice of destination.*

***Keywords:** Brand, brand equity, brand value, tourist and destination*

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I. Introduction

The destinations are developing themselves as a destination brand in order to compete in a today's competitive environment. The corporate concepts of marketing and branding are furiously applied to the tourism industry to develop a destination brand. The sole purpose of all the branding activities is to create a brand equity for the brand. The brand with higher brand equity automatically has edge over its competitors. This paper is presenting a conceptually developed model of destination brand equity to highlight the role and importance of brand equity in the area of destination branding.

I.I *Rationale of reviewing the research literature*

There are different brand dimensions in the research literature, only few dimensions based on Aaker definition have been used in creation of brand equity; however other dimensions equally contribute in creation of brand name and brand equity of the tourist destinations. Marketing and promotional activities does have an equivalent role in building brand equity. Therefore, the present research aims at developing a conceptually holistic model of brand equity of the tourist destinations based on the evidence from the literature. The study will incorporate the role of other brand dimensions, marketing and promotion activities; that has been overlooked in the research literature until this date.

I.II Defining the term brand

In, the 21st century, most modern definition of the brand can be explained as "A name, term, design, symbol, or any other feature that identifies one seller's good or service, as distinct from those of other sellers. The legal term for brand is trademark. A brand may identify one item, a family of items, or all items of that seller. If used for the firm as a whole, the preferred term is trade name (AMA, 1960)"[1].

I.III Defining the term brand equity

David Aaker (1991) defined brand equity as "A set of assets and liabilities linked to a brand, its name and symbol that adds to or subtracts from the value provided by a product or service to a firm and/or to that firm's customers." The identified five core elements for formation of brand equity, are brand loyalty, brand awareness, perceived quality, brand associations and other proprietary assets.

"Brand equity is the added value endowed on products and services. It may be reflected in the way consumer think, feel and act with respect to the brand as well as in the prices, market share, and profitability the brand commands"(Keller, 1993). Customer based brand equity is the differential effect brand knowledge has on consumer response to the marketing of that brand

Customer based brand equity has four dimensions; brand salience, brand image, brand quality and brand loyalty (Bianchi and Pike, 2009). Prasad and Dev (2000) defined customer based brand equity for hospitality industry as "the sum of favourable and unfavourable perception of the people that influences them to book a hotel". Service quality is the most important content for the formation of customer based brand equity. (Kayaman and Arasli, 2007; Dhillion Jaskaran Singh, 2013; Sabir et al. 2013)

Pike (2010) defined brand equity as "the representation of the brand performance, which is measured in terms of financial performance on the company's balance sheet". Customer based brand equity can be measured by understanding of the impact of branding initiatives on consumer learning and brand recall. The four major dimensions of brand equity further identified are brand awareness, brand image, service quality and brand loyalty. (Gartner and Ruzzier, 2011)

I.IV Tourism branding scenario

The tourism industry is very most important for any economy of the world. Tourism generates foreign exchange earnings for the country and leads to infrastructural and economic development. Realizing the true potential of tourism industry countries are competing with each other in terms of providing employment, creation of additional facilities and services. Some of the examples of tourism campaigns by the different countries are:

- Incredible India
- Malaysia-Truly Asia
- Amazing Thailand
- 100% Pure New Zealand
- Restaurant Australia

The above-mentioned examples signify a particular brand for a particular country. Countries are developing and projecting their image as a brand to enhance their tourism. Tourism industry is essential for the development of the country. Thus, countries are applying the corporate practices and principles of marketing and branding in tourism industry. The countries are developing their tourism destination as a brand; and how a tourist selects a particular destination brand in tourism industry is a matter of concern for all the countries. Tourist choice of destination influences the tourist visit and experience resulting into creation of brand equity of the tourist destinations.

II. Literature Review

II.I Research literature in tourism branding

Simon Anholt has coined the term '**nation brand**' in 1996; however, Simon stated that the "naive governments" over the years have distorted the term and they have transformed nation brand to nation branding. He said that the nation branding carries promise about the images of the country, which can be manipulated by the use of commercial marketing techniques. In words of Anholt, "countries are judged on the basis of what they are; not on the basis of what they say and do". Country's images are based on the reputation they have in the world, and the dialogues and communication that the countries have with rest of the world. Countries having good reputation based on their rich history and culture enjoy good reputation, over the countries, which are not so good and affected by war like situations and epidemic.

Yee has taken a country example of 'Singapore' to explain the nature of nation branding. Yee (2009) defined Nation branding as "branding or marketing of a country by selling the attributes of the country. It is a joint effort by the country and its people, there is a need for cooperation from both the sides". For successful branding, there is a need for continuous effort in branding. By analysing the nation branding activities of Singapore, few strategies like SWOT Analysis, umbrella branding and export control are suggested in the research. Formulation of a proper segmentation strategy is considered necessary for nation branding. These are some strategies suggested for nation branding by taking a successful example of Singapore.

Adriana Anca Cristea (2012) examined the role of nation branding for tourism development with reference to Romania. All the efforts and advertising campaigns of Romanian tourism were studied thoroughly and it was found that they failed one after another because they were missing on the quality aspect. It was suggested that making a nation as a touristic brand involves creation and development of promotional campaigns based on complex economic, social, political and marketing studies. Quality holds good importance for tourism branding. Due importance was given to quality however how to incorporate the concept of quality in tourism industry was not explained in the research study.

Balakrishnan (2009) provided strategic branding framework for designing of successful destination branding strategies. The key components of destination branding identified are vision and stakeholder management, target customer and product portfolio matching, positioning, differentiation strategies, communication strategies, feedback and response management strategies.

Kaplan et al. (2010) carried out a research study, which aimed to implement the concept of brand personality for the tourism destinations. The research defined brand personality as" the set of human characteristics associated with the city brand". The characteristics were based on symbolic, experiential and utilitarian benefits. Three cities from Turkey were selected for study purpose. The city are Istanbul, Ankara and Izmir. The factors of brand personality identified for place branding are excitement, malignancy, peacefulness, competence, conservatism and ruggedness. Out of six, four were congruent with the earlier researches. However, two new factors are significant contribution to the existing literature. The new factors are malignancy and conservatism.

The research cited that brand personality is important for place branding for the cities all around the world. Places have their own personality like individuals. Brand personality of the place differentiates it from the competing destination like in the case of conventional products. It was stated that brand personality of the destinations is based on pre-existing notions in the mind of the people unlike the consumer products and it is not created easily by the marketing efforts. However, it is created on the basis of attributes and offerings of the place. Thus, the components of brand personality identified in the research have limited practical application and it varies from place to place.

Rajesh (2013) developed a conceptual model of destination loyalty using tourist perceptions, image and satisfaction. Holistic model is developed for destination loyalty and the constructs of the model are tourist satisfaction, brand image, loyalty, pre-trip and post trip image. The model suggests that pre-trip image makes perception and post trip image influence the tourist satisfaction that leads to creation of brand loyalty. Three major components identified for the formation of loyalty are destination image, tourist perception and tourist satisfaction.

Sharma and Uniyal (2014) compared India and Spain as a destination brand. The suggestions of the study include making destination brand as a necessary measure. The research suggested that brand identity needs to be created in such a competitive environment that fit between the projected image and perceived image is the need of the hour. The study concluded that there is no specificity and uniformity in the brand 'Incredible India' and its campaign. There is a need to develop destination image, which could influence tourist's decision-making process and their visits to the country. Comparatively Spain marketing campaign is very good as it covers all the facets of their country like their lifestyle, cool, hospitality, and culture. The study suggested that 'Incredible India' is not doing as compared to Spain tourism campaign. Tourism ministry also ignore certain factors like hygiene, safety and security of tourists etc...

II.II Concept of Brand Equity in tourism industry

Konecnik and Gartner (2007) measured the concept of customer based brand equity for two tourism destination; Slovenia and Croatia. From the past literature, the variables of customer based brand equity identified are brand image, brand awareness, perceived service quality and brand loyalty. Brand image was considered as the main component in the formation of brand equity. However, the study stated that all four variables are important for the consumer based brand equity. Three sub dimensions of the brand image stated in the study are cognitive, affective and conative. Cognitive refers to consumer's knowledge about the brand, while affective component define the feelings of the customer for the brand based on their knowledge. Conative component refers to action of the tourist or consumer for the tourist destination based on cognitive and affective component.

In the research finding, it was observed that all the four components of the brand equity are important; however, it slightly varies according to different market evaluations of brand equity dimensions. Bianchi and Pike (2009) conducted a comprehensive research study on the concept of consumer based brand equity for Tourism Australia in a Latin American market as a long-haul destination. Tourism Australia had launched its advertising campaign in the year 2006 to reposition itself, because it had failed in its earlier campaign. The study stated that consumer based brand equity provides a performance measure of brand identity. The four dimensions defined in the study for consumer based brand equity are brand salience, brand image, brand quality and brand loyalty. 'Top of mind' variable was used to measure Brand Awareness. Australia was not found as a compelling brand among Chilean tourists. They suggested that tourism offices should focus on call to action instead of image building.

Pike (2010) conducted a longitudinal research to measure consumer based brand equity of Bundaberg Island in Australia. The time frame of the research was 2003-2007. In 2003 data was collected and analysed and place was found to be low on consumer based brand equity. Factors that discovered for low brand equity of the place are:

- long distance from Brisbane,
- nothing to do image of the place
- Absence of night life.

In 2007 research concluded that the place still has low brand equity as a tourist destination. The research identified brand loyalty, brand resonance, brand association and brand salience as component of consumer based brand equity. Brand salience was measured through 'top of mind awareness'.

Ahmad and Hashim (2010) conducted a research study for a special segment of conference market in hotel industry of Malaysia. The study was conducted in Penang and Klang Valley. They aimed to explore the relationship between brand equity multiple constructs, brand loyalty and brand satisfaction. Staff service was found to be key factor linked with satisfaction and post purchase behaviour of the consumer. Other constructs of the study; brand loyalty, brand awareness and self-image was found to be low scoring variables. The direct relationship was not established; however, satisfaction mediates all these constructs to brand loyalty. Pre-purchase behaviour of the conference attendee was not considered in the research despite it affects the human behaviour resulting into creation of brand loyalty and subsequently brand equity.

Gartner and Ruzzier (2011) investigated the concept of customer-based brand equity for tourism destinations. The study measured the German tourist perception towards Slovenia. They classified tourism destination in two different kinds of markets; renewal market and repeat market. Dimension of brand equity used for the research are: brand awareness, brand image, quality, brand loyalty and brand value.

Renewal market was defined as the market in which the tourist who are coming at the place for the first time and replacing those who will never come again.

Repeat market refers to the tourists who are regular and loyal visitors to the place.

Clash between stakeholder's interests is a hurdle for destination branding. They argue that every tourism destination should brand and position itself according to the nature of the market.

Brand awareness and brand image was found important for renewal market, while quality, brand loyalty and brand value was more important for repeat market. New dimension of novelty was added to the concept of customer-based brand equity. The research study defined Novelty as "the uniqueness offered by the place which differentiates it from the other competing destinations. It is important for both kind of market".

The difference between consumer products and tourist places are stability and experiential factor. Consumer products are available same everywhere in the world, however destination changes and tourists have to experience the destination in its real environment therefore, it was concluded that every tourist place should consider two kinds of market i.e. renewal and repeat market.

II.III Tourism & Marketing

Julie Vardhan (2008) presented a case study of Dubai, which raised itself from desert land to dream land. The successful strategies adopted by Dubai are presented in the study. The outcome of the study is that, the marketing of the destination is based on the five-reference point; First the purpose of the visitor to visit the place, it may be relaxing, enjoying time with family and friends or it may be some official work. Secondly, the main attractions that a place has to offer. Thirdly, there should be coordination between public and private sector to serve the interest of travellers in the best manner. Fourth thing is the participation of local people and their benefit also. Local people take care of the natural and social environment and provide good hospitality to tourist and traveller. Lastly, there must be an organization that should take care of the interest of all the concerned parties in destination marketing.

Baker and Cameron (2008) identified critical success factors (CSF) in destination marketing. Various CSF identified in the study are strategic orientation, destination identity and destination image, stakeholder involvement, implementation, monitoring and review of policies. The research also discussed Morgan and Pritchard destination brand positioning map, which measures countries based on emotional pull and celebrity value on two axes. India lies in first quadrant scoring high on emotional value and low on celebrity value.

Hankinson (2009) suggested some nation branding strategies; they are stakeholder’s partnership, stakeholder’s communication, departmental coordination, brand culture and brand leadership. Two additional themes identified are brand architecture and brand experience. All these strategies were verified by taking viewpoints of senior managers of tourism industry of United Kingdom and the two measures used for verification are mentioning of these strategies by the respondents and frequency of mentioning on the destination.

Devillard and Bouzan (2012) conducted a comprehensive research study focusing on standardization approach of communication in travel industry and the role of internet for the travel industry. It was found that in tourism industry the communication message should be standardized. Different tour and travel operators should follow the standardized approach across the different countries for promoting their home country. The major goal of business houses is to develop consumer friendly brand approach, which would help them in maintaining good brand image. Ukaj (2014) provided a framework for the development of a tourist destination on the basis of marketing activities. It was identified in the research that marketing and branding activities are necessary for the development of tourism destination. Marketing activities create the differentiation effect for the destination. Marketing mix of the place and integrated marketing communication (IMC) has profound impact on the

destination as IMC maintains uniformity in the messages and marketing mix allows the stakeholders to know better about the destination. Sustainable tourism involves equal participation from all the stakeholders and the local community. Marketing activities attracts the tourists and urge them to stay long and have profound impact of tourist destination choice among competing destinations. Promoting the destination is the main key to attract visitors to your place.

Omar et al. (2014) conducted the research to apply the concept of product life cycle for tourism destinations. The research was based on the model of tourism life cycle given by Butler in 1980. Stages are exploration, involvement, development, consolidation, stagnation, decline and rejuvenation. Exploration stage involves visitation by few adventure tourists where less tourism facilities are available, progressing ahead with more number of tourists coming to places, locals start providing tourism & hospitality services, facilities and advertisement is done initially. In the development phase, a well-defined tourist area emerges with less control of locals and intensive advertising by the destination marketers. In the consolidation, stage the rate of tourist arrival decreases with wider options of advertising. Tourism becomes part of the local economy dominated by major franchise chains. Stagnation stage involves the place receiving the peak of tourist arrival; capacity is exceeded by the arrivals at the place. Place becomes dependent on repeat visits and manmade attractions exist more than the natural ones. In the decline stage, the place receives less number of tourist arrivals, tourist places are replaced by non-tourist structures with high property turnover rate. After decline stage, the place has the option to rejuvenate itself. New set of attractions and new facilities are developed.

II.IV Risk in tourism industry

Venkatachalam and Venkateswaran (2010) focused their study on uncertainty in the environment for tourism industry in India. Factors that may create uncertainty in the environment for tourism are terrorism, political instability and economic recession. Six crisis situations identified in the study are place failure, resident failure, infrastructural failure, natural disasters, terrorism and human failure. To deal with the crisis, it is necessary to build a brand. Brand building is suggested in the study; however, it is not the sole solution of all the problems. There is a need to identify measures separately for each of the identified problem in the research.

II.V Analysis of the literature review

Literature review is focusing on brand equity of the tourist destinations, and the four-major dimension based on the Aaker definition has been used; the dimensions are brand image, brand awareness, perceived service quality and brand loyalty. Evident from the literature, other brand dimensions contribute in the creation of the brand equity also. Except from the branding activities; marketing and promotion has prior role in creation of brand and its equity. The next section presents the different brand dimensions identified from the review and role of marketing and promotion in creation of brand equity.

TABLE 1-Variables Identification Table

Brand dimensions identified	**Research study**
Brand equity	Kayaman and Arasli (2007); Konecnik and Gartner (2007); Sabir et al. (2013); Dhillon (2013)
Brand awareness	
Brand image	
Perceived service quality	
Brand loyalty	
Brand satisfaction	Ahmad & Hashim (2010)
Brand personality	Kaplan et al. (2010)
Brand novelty	Gartner and Ruzzier (2011)
Brand association	Pike et al. (2010)
Brand resonance	
Brand identity	Simon Anholt (1996), Yee (2009)
Brand positioning	Yee (2009)
Brand value`	Kotler, Keller, Koshy & Jha (2013)
Brand leadership	Graham Hankinson (2009)
Brand/Destination experience	
Brand promise	Cristea (2012)
Risk perception	Venkatachalam and Venkateswaran (2010)

III. Understanding The Identified Dimensions For Tourist Destinations

Brand Awareness- It refers to awareness about a particular tourist destination or its brand name in the mind of the tourist. For example: if tourists say, 'I know the name Incredible India' or tourist recall the brand 'Incredible India', it represents the awareness of the brand in the mind of the potential tourist.

Brand Image- It represents the opinions of the tourists towards a particular destination brand. It is influenced by the marketing activities of the tourist destination, based on experience & word of mouth from other people. For

example: A statement by the tourist 'Switzerland is for nature lovers', this depicts the image held by the tourist about Switzerland.

Brand Identity- The image of the brand, which the destination marketer tries to project and create in the mind of the tourist. It is not necessary what is projected would be perceived same by the target audience. It includes brand elements used in the marketing and promotion of the brand to create its unique brand identity. The brand elements can be unique colour, logo, etc..., Example: The usage of exclamation mark in Incredible India campaign, it identifies the 'Incredible India' campaign.

Brand Personality- "Brand personality is a set of human characteristics that are attributed to a brand name". A brand personality is something to which the consumer can relate, and an effective brand will increase its brand equity by having a consistent set of traits. This is the added-value that a brand gains, aside from its functional benefits. There are five main types of brand personalities: excitement, sincerity, ruggedness, competence and sophistication.

Examples of traits for the different types of brand personalities:

Excitement: carefree, spirited, youthful

Sincerity: genuine, kind, family-oriented, thoughtful

Ruggedness: rough, tough, outdoors, athletic

Competence: successful, accomplished, influential, a leader

Sophistication: elegant, prestigious, pretentious"[2]

For example: Adventure tourism activities are carried outdoor & involves risk and adventure for the tourists. The nature of adventure tourism activities reflects 'ruggedness' trait of brand personality.

Brand Novelty- The uniqueness offered by the tourist destination in relation to other competing destination is known as 'brand novelty'. It can be tangible or intangible. For example: better infrastructure or better service quality creating distinctive image in the mind of the tourist.

Brand Association-It consists of all the feelings, perceptions, beliefs and images held by the customer/tourist towards a particular brand/ destination brand. It is a sum of tourists' overall feelings and experience towards a particular tourist destination. For example: A tourist may think Kashmir as an ideal destination for nature tourism and adventure tourism. It also has good connectivity with major cities in the countries. Brand association factor represents the association held by the tourists with reference to a particular destination, in tourism industry context

Brand Resonance- The relationship between the customers and the brand. It represents the consumer feeling towards a brand that how much they are alike with the brand. It is generally the positive feelings of the customers. Similar, in the case for tourists. For example; an adventure tourist would resemble himself or herself with the places where adventure tourism activities are available at the tourist locations. In India, Goa, Himachal Pradesh, Uttarakhand Andaman and Nicobar Islands are major adventure tourist destinations.

Brand Leadership- It reflects the leaders, the managers of the brand. The top-level people, who manages the brand. The brand managers are champion in creating and delivering the brand values. Every brand needs strong leadership to ensure brand commitment.

Example: Mr. Amitabh Kant has created the successful tourism marketing campaign of Kerala 'Gods own country'. Later, he got transferred from state tourism department to tourism ministry and again he came up with the creation of most successful advertising campaign for the Indian tourism industry 'Incredible India'. The campaign success is witnessed by the appearance of India on world's tourism map.

Brand promise- It is the commitment of the brand what it is supposed to do for customers. It involves brand working for the good experience and satisfaction of the customers/tourists. To experience something Incredible is the brand promise of the brand 'Incredible India'. For example, Bharatpur bird sanctuary fulfils the aspirational needs of the bird lovers.

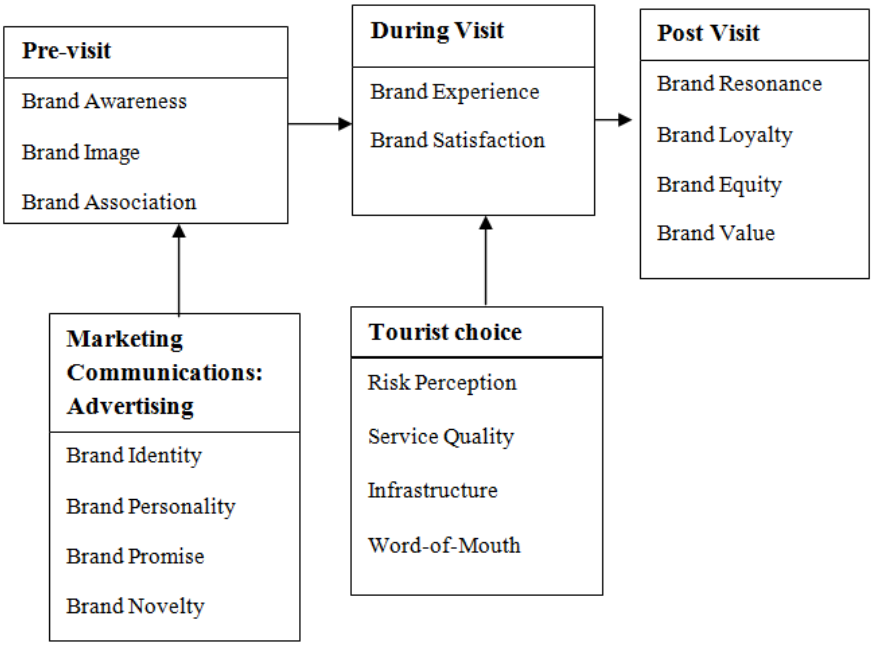
Brand experience- It refers to tourist's experience with the brand. It may be positive or negative. A positive experience will generate satisfaction among the tourists and negative brand experience will lead to dissatisfaction among the tourists. For example, if a tourist faces difficulty in reaching to a particular tourist destination and people are not friendly there, then tourist had bad experience and will become a dissatisfied tourist.

Brand satisfaction- It arises out of brand experience. The positive experience with the tourist destination/brand will generate feelings of satisfaction and delight in the tourist.

Brand loyalty- The repeat usage of the brand by a customer is regarded as brand loyalty. In case of tourism industry, the repeat visits to tourist destination represents brand loyalty.

Brand value: "It is considered to be the net present value of the estimated future cash flows attributable to the Brand"[3]. In case of tourism industry, brand value can be represented by increase of tourists' earnings, tourists' arrivals, increase in market share of tourist arrivals etc...

IV. Destination Brand Equity Conceptual Model



V. Explanation To The Model

The task of developing a destination brand equity lies in the hands of the destination marketer. First a blueprint is prepared by the marketer how they are going the promote their tourism destinations. Once the plans are formulated they are executed through effective marketing strategies. Advertisement the most popular medium of promotion is used to communicate with the target audience. Through advertisements the marketer tries to create a unique identity for its destination brand by showcasing new tourist attractions, highlighting the brand personality. Through advertisements a promise is made by the marketer to provide a unique experience to the tourists, specific to the destination characteristics,

With the help of advertising the customers (here reference to potential tourist) come to know about the destination brand, they become aware and develop their knowledge about the brand. In tourism industry, an exposure of the customers with the advertising campaigns creates the brand image in their mind. However, it is based on the tourist perceptions and it is not necessary; that what is projected is being perceived. There should be match between the brand identity and brand's perceived image (Sharma and Uniyal, 2014). Based on the knowledge, past experiences and peer referral the customers develop their feelings and judgements about the brand, which is called as brand association. Customers having positive brand association are likely to visit the tourist destination. Apart from the efforts by the brand leaders, there are some other factors influencing tourist's choice of destination. The factors are service quality, infrastructure, safety, and security at the tourist destination.

While, visiting the tourist destination, the tourist has a first-hand experience of the destination in reality. At this point of time, there is a need for the brand to deliver its performance as promised earlier through marketing activities. Tourism industry involves good infrastructure in terms of good quality hotels at safe locations and at affordable rates, roadways, railways, airways and the developed tourist destinations constitutes the service quality provided to the tourists. The good experience of the tourists will make them happy and satisfied (Rajesh, 2013).

Happy and satisfied tourist takes good memory of their visit along with them. Following their visit, tourists cherish their memories and relate themselves with the destination. They resemble themselves with the tourist destination; this is known as brand resonance. With high brand resonance tourist would like to visit again the destination and the repeat visitation is referred as brand loyalty of the tourist destination (Rajesh, 2013). The tourist repeat spending and happy feeling for the same destination brand depicts brand equity Brand equity leads to brand value creation and brand value can be depicted by increase in earnings of tourist destinations and DMOs from tourists spending, increased foreign exchange and tourist arrivals.

VI. Conclusion

The tourist destinations are branding themselves to compete in today's competitive environment. The brand leaders develop their brand and aims to create brand equity. Brand leaders develop brand identity and brand personality through marketing and promotion activities. Tourist develops brand image and brand

association based on the marketing efforts by the DMOs. Based on the brand exposure and expected level of risk perception, service quality and infrastructure, tourist decides to visit the destination and experiences it. Tourist experience is influenced by service quality and infrastructure. Good experience leads to satisfaction in the tourist's minds and leads to creation of brand equity, which ultimately derives brand value. Brand equity represents the tourist strong positive feelings towards a brand, based on the brand name; tourists become loyal to the destination. Brand value in tourism industry can be measured in terms of increased tourist spending and tourist arrivals. The present study has attempted to present a conceptual framework of destination brand equity based on the past literature research in the field of tourism branding and tourist destination brand equity.

VII. Managerial Implication

The DMOs needs to maintain good health of their brand through marketing and promotion activities. They need to gauge the factors that influence tourist choice of destination and contribute in creation of memorable experience for the tourists. Good tourist experience leads to high level of brand resonance and that leads to creation of brand equity and brand loyalty. Brand value is enhanced through creation of brand equity. Countries aim to increase their foreign exchange earnings and tourist arrival; which is achieved through creation of brand value. The proposed model can be followed by the DMOs for creation of brand equity of their tourist destination, the proposed model is involving the complete procedure from the stage of the brand creation to the creation of brand value incorporating the tourist perspective of decision-making and experience during the pre-visit, visit and post-visit stage.

VIII. Limitations Of The Research Study

The study is conceptual in nature and the developed model needs to be tested empirically for generalizing the results, which would derive benefits for the different destination brands worldwide.

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