CHAPTER 3
DESTINATION BRANDING

3.1 Introduction

Branding is possibly the most powerful marketing weapon available to all kinds of marketers. Now a days, branding is used most commonly by the destination marketers. Today, most destinations have superb five-star to seven-star hotels, diverse kinds of attractions; every country (destination) claims a unique culture, heritage, and history of its own, each country (destination) has its own special uniqueness, e.g. friendly people, excellent services, natural beauty, infrastructure, etc. One or the other attribute of a particular country destination is liked by the people of one or more country. This is because; people of different countries have different kinds of tastes. For example, UK tourists often like destinations where they can have a beautiful sun and sand experience [116]. Similarly, Chinese tourists look for relaxation and exciting experiences during their holidays [189]. Thus, people from different places like different kinds of attractions or experiences. Therefore, there is a need for destinations to create a unique identity through which they can distinguish and differentiate themselves from their competitors. A destination competes approximately with ninety other destinations for only thirty percent of the world wide tourists [127]. Therefore, there is a strong need for the destinations to create their unique identity so that they can attract maximum tourists.

Branding is one of the ways to create uniqueness. Branding is the process of communicating the benefits of the product and creating an overall superior impression about the product. Brand managers brand a product in a way so that it gets positioned in the minds of the consumers in a way they want. Brand managers differentiate their product by stressing on the attributes they declare will match their target market’s needs more effectively and closely [137]. Thus, a strong brand should be developed which holds unique associations for the consumers. Like this, through a brand, a product conveys that how it will satisfy different consumer needs.
Thus, in this thesis, branding of destinations is discussed along with its importance. In this chapter, both the definitions of branding and destination are explained in the following paragraphs.

3.2 Important definitions and their explanations

Brand

The American Marketing Association (AMA) defines a brand as a "name, term, sign, symbol or design, or a combination of them intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of other sellers". Therefore, branding does not only position your product with your target market over competition but also provides your target market a proper clarity about your product. A brand is thus a product or service whose dimensions differentiate it in some way from other products or services designed to satisfy the same need. These differences may be functional, rational, or tangible-related to product performance of the brand [94]. 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. Brand is a dynamic relationship between the product (destination) and consumers (or potential visitors). This means that a brand is much more about how the consumer (or potential visitor) perceives the product (or destination). It is about the promise of an experience that a potential visitor foresees. It is therefore crucial for brand owners, or destination managers, to understand their target audience, so that they can develop this dynamic relationship with their most valuable groups of consumers.

According to Anholt, “A successful brand is an identifiable product, service, person or place, augmented in such a way that the buyer or user perceives relevant, unique, (sustainable) added values which match their needs most closely.”

Brand in a summarized form means:

- A brand is a **competitive identity**. It makes a product or destination distinctive and differentiates it from all others.
- A brand refers to the **essence**, or core characteristics, of a product or destinations, which comprises its personality and make it distinctive and different from all its competitors.
- A brand is **not** a logo, a slogan, a product, or a marketing campaign.
- A brand **exists in the eyes of the beholder**: it is a dynamic relationship between the product and how it is perceived by potential customers and visitors.
- A brand is the **fundamental building block** from which all marketing communications and behavior should flow.

In this thesis the term brand is used as **the core spirit of a product (destination, in this case) that makes it different from all other products (destinations) in the eyes of its potential customers (its competitive identity)**. This bestows a product with a ‘personality’ which makes it:
- Unique;
- Memorable; and
- Important and relevant to specific market segments;

**Destination Brand**

Destination branding is a process used to develop a unique identity and personality that is different from all competitive destinations [118]. Countries are competing worldwide not only for tourists but also for export markets, business investment, skilled migrants, etc. [25]. Therefore, Places are being branded to convert their unique selling opportunity into a unique selling proposition. The success of branding products has translated the practice of applying branding principles and techniques to places [146].

According to (Blain) [26], “The set of marketing activities that support the creation of a name, symbol, logo, word, mark or other graphic that readily identifies and differentiates a destination; that consistently convey the expectation of a memorable travel experience that is uniquely associated with the destination; that serve to consolidate and reinforce the emotional connection between the visitor and the destination; and that reduce consumer search costs and perceived risk” is branding of destination.

Branding a nation/place/city is all about identifying the place’s true identity. Thus, destination branding is all about combining all the attributes associated with the place under one umbrella.
that establishes a unique identity of the place and differentiates from that of the competitors for attracting more and more tourists [6].

Destination branding is the process of developing a unique identity or personality for a tourist (or investment) destination, and communicating the same to visitors (or prospective investors) using a name, a tagline, a symbol, a design or a combination of these to create a positive image [75].

A destination brand, much like that of a consumer product brand, can offer customers many benefits, including “providing potential tourists with pre-trip information that allows them to identify a destination, differentiate it from its competitors, and build expectations about the likely holiday experience offered by a destination” [119].

A destination brand is the sum of perceptions that someone has about a place (whether based on experience, hearsay or prejudice), which influence his/her attitudes towards that destination at an emotional level. It represents the mix of the core characteristics of the place that make it distinctive and memorable. It is the enduring essence of the place that makes it different from all other places (and competitors). Importantly, a destination brand exists in the eyes of the beholder. It has to be credible and real, it cannot be manufactured. It is the way in which a destination nurtures, develops and presents its core characteristics to its main audiences [28].

Thus destination brand in a summarized form means;

- A destination brand is the place’s competitive identity. It makes the destination distinctive and differentiates it from all other destinations.
- A destination brand refers to the durable essence, or core characteristics, of the destination, which comprise its personality and make it distinctive and different from all its competitors.
- A destination brand is a dynamic relationship between the destination and how it is perceived by potential customers and visitors.

To be truly effective, there must be harmony between the perceptions of a both visitors and residents regarding the destination brand, in terms of the destination’s key assets and the way in which it is presented in marketing communications [10].
3.3 Difference between place branding and destination branding

The term ‘place’ refers to a geographical entity, such as a country, a region, a city or a town. A ‘destination’ is much more specific and “indicates tourism only” [73]. Also, according to Hanna and Rawley [73] found in their study that the term ‘Destination’ is used predominantly in the tourism literature, articulated in various geographical entity forms, and application of place brand terms are used in a generic manner. Place branding has shifted from tourism to business and marketing; which means that destination is taken only for tourism but place is taken as a more generic form which encompasses not only tourism but also business, and a place to study, work and live.

According to (Maheshwari) [102], the brand of a territory can be conceived from two different points of view

• Destination brand, which only refers to tourism activity
• Place brand, which has a wider and holistic meaning that includes tourism, investment, commerce, education and quality of life.

The aim of a place brand is not only to communicate the main tourist attractions of a region but also to enhance its attractions as a business center as well as a good and comfortable place to work, live and study. Thus, place branding which is a new concept in Marketing is an important tool in development of a place and creating a strong brand of that place.

Also according to (Anholt) [10], the brand of a territory can be conceived from two different points of view: as a destination brand, which only refers to tourism activity and as a place/Nation brand, which has a wider and holistic meaning that includes tourism, investment, commerce, education and quality of life. Many countries are simply trying to ensure that their international reputations keep pace with the rapid dynamic growth of their economic and political power. Others believe that their strong negative reputations are unjustifiable, and obstruct their progress. The aim of a place brand is thus, not only to communicate the main tourist attractions of a region but also to enhance nation’s/ place’s reputation as a business center, as well as a good economy, stable politics and comfortable place to work and live.
Place branding deals with correcting nation’s negative reputation in a holistic way that encompasses politics, business, trade, economics, and culture, whereas, destination branding means to correct a specific destination’s image for tourism purpose only. The term ‘destination’ refers as a tourist destination and works on attracting tourists. This term is quite specific and is not used in any other context [10].

![Place Branding Diagram](image)

**Figure 3.1: Place Branding Diagram**


Therefore, the term ‘place’ is a much more holistic concept than ‘destination’. ‘Place’ embraces the total economic activity and feel of a place. The term ‘place’ can refer to a nation (or country), a city or a region. It doesn’t just relate to tourism, whereas destination refers to improve and work-on certain destination for tourism purpose only. In this dissertation only the term ‘destination’ will be used, which will always imply a link to leisure tourism.

### 3.4 Consumer Product brands

The fast moving consumer goods (FMCG) is considered to have a best branding practice. A key differentiator is found to distinguish one FMCG product from another one. When there is technically no difference between the FMCG products then emotional values associated are used to differentiate one product from another. For example; one shampoo can be associated as no tear shampoo and the other shampoo is associated for long hair, etc. However, branding for holiday
destinations is completely different from consumer products. FMCG companies do have certain advantages over destination branding:

- They control, own and manufacture the products;
- They can discontinue, change or re-design products that aren’t selling well;
- They can invent and reinvent new products (e.g. by adding vanilla to Coke) [10].

In contrast to consumer products, destination products are more complex and challenging for the destination marketer [116]. Products are made but places exist as holistic entities or as a collection of many nuclear products. Thus, a destination can have an overall reputation as an industrial place, or through individual elements; like; shopping, sports, heritage, etc. These individual elements build individual reputations for a place. The job of the destination marketer is to select a portfolio from individual elements to form the basis of the destination product [12]. Also, unlike consumer product, a place product can simultaneously offer multifunction(s) like; historical buildings, shopping facilities, sports facilities, entertainment facilities, etc.

Another thing is that destination marketers have relatively little control or no control over the components of the place (which includes accommodation, culture, tourist attractions, art and natural environment), whereas marketers have a complete control on the features and components of the consumer product [114].

Every Country or a place has its own identity. We cannot market a place like a product. The product is tangible while a place refers to services which are intangible. Due to intangibility nature of places, places cannot be sampled out or tested before the purchase like that of the consumer products.

3.5 Thematic Brands

Thematic brand, known as theme based brands refers to the selection of a particular theme, usually based on the interests of a particular segment. For instance, people who are interested in art, or cuisine, or adventure or culture will be prone to brands built around these themes. Thematic brands are more useful for the destinations where countries share similar kind of geography and culture which reduces its prospects for differentiation. Thematic branding helps a
country in building a strong theme which also differentiates it from other similar countries. Most destinations have a range of different tourism products and experiences that is liked by different market segments with diverse motivations. Themed branding enables destinations to customize their products according to individual market segments. Destinations can take the form of themes; such as adventure, spirituality, food, natural beauty, culture, cruise, luxury, etc. It is very essential in the thematic branding that themes chosen for the destinations should reflect the destination’s brand values. Also, themes chosen should actually communicate the destination’s brand values and its uniqueness to the target segment. Examples of thematic branding by some of the countries are; Scotland: Home of Golf, Malaysia: Malaysia - Truly Asia; France: World capital of gastronomy, etc. A destination can use different themes and use it as a competitive advantage. Therefore, thematic branding is very useful in conveying the differentiator of the destination and its competitive advantage to the target segment.

The New Zealand was initially inspired by New Zealand businesses – largely agricultural and food producers – in an effort to regain sales during a period of economic down turn in the 1980s. New Zealand’s majestic beauty and beautiful natural environment, coupled with a zeal for adventure and innovation in extreme sporting activities (e.g. bungee jumping, jet-boating, zorbing, etc.), projected a new image of New Zealand as a fresh, crisp, clean, natural youthful adventure destination. This was an extreme howl from its previous demure and rather old-fashioned image. This was helped by a steady stream of young backpackers who fuelled the demand for a more exciting form of tourism, which led both to a growth in adventure activities and a fresh image of the country.

New Zealand focused on its natural environment, youthful energy and quality. The recent New Zealand’s slogan ‘100% Pure’ may now be more associated with leisure tourism.

Northern Ireland is a good example of a destination that improved its international image by using a focused themed message which associated with welcome, friendliness, and humor. These branding attributes changed the negative perception of Ireland to a friendly and a peaceful destination.
3.6 Importance of branding destinations

If a destination has to attract tourists, it has to give its visitors reasons to visit that destination. Through branding, a destination has to express that how it is different from the other destinations. The process of differentiating one destination from another is actually about destination branding. It is about identifying what makes a destination unique and communicating these differences consistently in order to encourage potential visitors to understand the distinctive appeals of the destination so that they visit it. Following are some of the key reasons explained by Simon Anholt regarding the importance of branding destinations;

- “In the globalized world in which we now live, every place has to compete with every other place for share of mind, share of income, share of talent, share of voice.
- Unless a place can come to stand for something, it stands little chance of being remembered for long enough to compete for any of this precious attention.
- Most of us spend no more than a few seconds each year thinking about a country on the other side of the world.
- So, unless that country always seems exactly like itself every time it crops up, there is little chance that those few seconds will ever add up to a preference for its products, a desire to go and visit the place, an interest in its culture, or, if we were prejudiced beforehand, a change of heart.” (Anholt) [8]

Thus, destination branding is required for the following reasons;

- Countries are competing worldwide not only for tourists but also for export markets, business investment, skilled migrants, etc. [25].
- Places are being branded to convert their unique selling opportunity into a unique selling proposition.
- The success of branding products has translated the practice of applying branding principles and techniques to places [146].
- Place branding’s impact has been widespread and is needed to advocate stimulated tourism [101].
- To achieve competitive advantage
- To earn more tourism revenues

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• To have a clearer positioning and differentiation from competitors.
• Branding contributes to a faster recovery when a destination is affected by crisis or some disaster
• To overcome negative and inaccurate image and perceptions about the place
• To create a barrier to new entrants wanting to introduce the similar messages or themes.

Thus, it can be concluded that destinations need to be branded because there is a need to differentiate the destination from its competitors. There is also a need to increase awareness, recognition, and memorability of the destination over time amongst potential visitors. Also, to create a positive image for the destination that would enable people more likely to visit and to give the destination a strong and compelling brand identity.

3.7 Brand Positioning
Brand positioning is how a product is perceived in the minds of the consumers in relation to its competitors in the market. Thus, positioning is an act of placing a company’s brand over and against competitors in terms of characteristics and benefits that the brand offers. According to Philip Kotler [92], “Positioning is the act of designing the company’s offerings and image to occupy a distinctive place in the target market’s mind”. According to Ries & Trout [130] “Positioning starts with the product but positioning is not what you do to the product. Positioning is what you do to the mind of the prospect”. According to Anholt [8], “Brand positioning is about understanding what your target markets think of your destination and ensuring you occupy the most positive position in their perception compared to your competitors. It is also about ensuring that they understand what your destination stands for, what its strengths are and where it outstrips its competitors”.

It is very important for all the stakeholders to understand the role of a destination brand as a competitive identity. A successful destination has to be:
• Credible
• Deliverable
• Differentiating
• Conveying Powerful Ideas
• Enthusing for traditional partners
3.8 Challenges of Destination Branding

It doesn’t matter that in which stage of the life cycle a destination lie, also it doesn’t matter whether a destination is successful in bringing high rate of tourism or not, whatever destination is, it will face a number of marketing challenges.

1. The challenge of politics: Destinations are highly affected and hampered by political pressures. Destination marketers are extremely affected by short termism of the tourism organizations political heads. Bureaucratic red tapism can also affect branding. One example of a destination which has seen its destination branding activities getting weak and shaken due to political changes is Israel. Country’s branding activities were seriously affected and hurt by the breakdown of the peace process due to political instability. Due to this disturbance, Israel’s image has again changed to violent and sectarianism.

2. The challenge of external environment: Destinations are affected greatly by external environment, like; international politics, terrorism, disasters, economics, etc. The gulf war, volcanic eruptions, hurricanes in Caribbean, political instability in Fiji, spread of SARS in Asia, UK foot and mouth outbreak, etc. are some of the recent crisis that wrecked the destination’s branding and image.

3. The challenge of destination product: According to Ritchie & Crouch [27], [132], destinations are not a single product but composite products consisting of a bundle of different components, including: accommodation, tourist attractions, arts, entertainment, culture, natural environment, etc. Destination marketers have a relatively little or no control over these different components in the task of creating brand identities.

4. The challenge of creating differentiation: Most destinations have some uniqueness that can be converted into a unique selling proposition. Every country has some or the other unique attribute. Uniqueness should be such that can be converted into the unique selling proposition. For example, there are many cities in the world that claim to be spiritual but only Rome is ‘The Eternal City’. Virginia is very successful in getting itself branded as a romantic place and it is also very successful with its theme ‘Virginia is for lovers’. Virginia, despite having so much success as a romantic destination, cannot surpass Paris for its association with romance. Rather, not only Virginia but no other destination can compete with Paris for
being a romantic destination. Whatever proposition is used must have the potential to last, grow and evolve as long term branding. Thus, good destination branding is actually branding on some unique attributes but then those unique attributes should be sustainable, believable and relevant and should match with visitor’s expectations and should be of one of its kind only.

5. The challenge of extremely limited budgets as compared to consumer goods and the challenge of not being changed and altered like it is possible in the case of consumer durable goods.

3.9 Five phases of destination branding

• Phase 1 - Market investigation, analysis and strategic recommendations
• Phase 2 - Brand identity development
• Phase 3 - Brand launch and introduction – communicating vision
• Phase 4 - Brand implementation
• Phase 5 - Monitoring, evaluation and review

The first stage in the brand building process is to ascertain the basic core values of the destination. Also brand is made keeping in view the basic core values of the destination; which should be durable, relevant, and communicable for potential tourists. In this first stage, it is seen that how relevant the brand is according to present tourism consumer and how is it different from its key competitors. Once the market investigation is done, the next phase is to develop the brand identity. Building of brand benefit pyramid and brand architecture is done in this stage. Once the brand core values are identified, its identity is established then all subsequent marketing activities should be decided. It is ensured that all marketing activities should be properly communicated. The logo type, design style guide, theme and the message for branding should be properly made and communicated to the target audience. The vision must be shared by all the potential consumers and should be properly expressed in the brand’s values which are strengthening the product in all its marketing communications. After these efforts are made to implement the brand, then next and the last stage is monitoring, evaluation and review of the brand.
It is explained further with an example of New Zealand. New Zealand is in the process of building a strong brand. New Zealand came with the campaign of ‘100% pure New Zealand’. This campaign of New Zealand was launched somewhere between July, 1999 to Feb 2000. Campaign was advertised on television and print media and the campaign showcased diverse landscapes, people, culture, and tourism activities. The theme of 100 percent and purity is reverberated in all the visuals whether TV media or print media with the scenery, wine and food, people, experiences, being seen as unadulterated, unaffected, and undiluted. It communicates the pure quality of the destination and build the clear and the unique identity as ‘100% pure romance’, ‘100% pure spirit’, and overall ‘100% pure New Zealand’ i.e. pure in everything.

Figure 3.2: Destination Branding of New Zealand
3.10 Destination brand benefit pyramid


**Level 1:** What are the tangible, verifiable, objective, measurable characteristics of the destination?

This phase tells that what do visitors like to see and do in the country? This phase is actually telling about the rational benefits. So, brand pyramid starts with rational benefits which are country’s main tourism assets, i.e. the things which people like to see and do in the country.

**Level 2:** What benefits do the visitors result from the destination’s features?

This level tells that how a destination different from other destinations. The destination’s brand personality is then established following a competitor analysis, to identify what is truly unique about the destination. This reflects how the destination would like to be seen by its key target segment.

**Level 3:** What emotional benefits and psychological rewards do visitors get from the destination?

This phase tells that how visitors feel about the place. The brand is then built by exploring visitor’s emotional fish out. Through consumer research, consumer’s perceptions and their motivations for travel are found at deep psychological level.
Level 4: What does value mean to a typical repeat visitor?
Through consumer research it is found that what particular benefits consumers associate with the destination. Once it is known that what benefits consumers are looking for in a destination then it becomes relatively easier for the brand managers to put those values in the destination to get more repeat visits of the customers.

Level 5: What is the essential nature and character of the brand?
This stage tells about the nature and character of the brand which means the ‘Brand essence’. Brand Essence is the true character of the brand. The brand essence includes 3 to 4 core values that are lasting and which, in combination, comprise the ‘destination’s DNA’. These define the core essence of the destination. These are generally single word descriptors (e.g. invigorating, vitalizing, tranquil, passionate, friendly, energetic, etc.) They should be more visible to the audience and should be communicated to the target audience effectively and strategically.

3.11 Destination Branding Process
Destination Marketing Organizations (DMO) along with many key stakeholders are involved in the process of building brand and marketing the destination. For last some years DMO’s are giving more attention to shape the destination image. According to Aaker [1], a brand should be viewed from both demand and supply side. Therefore, it is important to understand the concepts of both brand identity and brand image of the destination.

Figure 3.4: Destination Branding Model

Source: Risitano, 2005.
**Brand Image:** Brand image is how the consumers perceive the brand. Many researchers have defined the term ‘image’ in different ways. Figure 3.5 shows, definitions of brand image given by various researchers over the years. Precisely, destination image means, ‘impressions about the place’ or ‘perception about the place’.

Following are some of the definitions of brand image by various authors.

<table>
<thead>
<tr>
<th>Reference</th>
<th>Objective</th>
<th>Definition of Image</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hunt (1975)</td>
<td>To measure the images of four states: Utah, Montara, Colorado, Wyoming</td>
<td>&quot;Perceptions held by potential visitors about an area&quot;</td>
</tr>
<tr>
<td>Crompton (1977)</td>
<td>To measure the image of Mexico</td>
<td>&quot;Organized representations of a destination in a cognitive system&quot;</td>
</tr>
<tr>
<td>Goodrich (1977)</td>
<td>To measure the image of nine destinations: Florida, Hawaii, Mexico, California and five Caribbean Islands</td>
<td></td>
</tr>
<tr>
<td>Crompton (1979)</td>
<td>To measure the image of Mexico in different States of the United States</td>
<td>&quot;Sum of beliefs, ideas and impressions that a person has of a destination&quot;</td>
</tr>
<tr>
<td>Pearce (1982)</td>
<td>To measure and compare the pre-travel and post-travel images of seven countries</td>
<td>Not defined</td>
</tr>
<tr>
<td>Haathi &amp; Yayas (1983)</td>
<td>To measure the image of Finland (twelve countries included in the survey)</td>
<td>Not defined</td>
</tr>
<tr>
<td>Crompton &amp; Duray (1985)</td>
<td>To measure the image of Texas (while testing alternative approaches to importance-performance analysis)</td>
<td>Not defined</td>
</tr>
<tr>
<td>Kale &amp; Weir (1985)</td>
<td>To measure the image of India</td>
<td>Not discussed</td>
</tr>
<tr>
<td>Phelps (1985)</td>
<td>To measure pre-travel and post-travel images of Menorca</td>
<td>&quot;Perceptions or impressions of a place&quot;</td>
</tr>
<tr>
<td>Tourism Canada (1986-1989)</td>
<td>To measure the image of Canada in various major tourism generating markets</td>
<td>&quot;How a country is perceived relative to others&quot;</td>
</tr>
<tr>
<td>Gartner &amp; Hunt (1987)</td>
<td>To measure the change in Utah’s image over a 12 year period</td>
<td>&quot;Impressions that a person...holds about a state in which they do not reside&quot;</td>
</tr>
<tr>
<td>Richardson &amp; Crompton (1988)</td>
<td>To explore differences in images held of USA and Canada between French and English Canadians</td>
<td>&quot;Perceptions of vacation attributes&quot;</td>
</tr>
</tbody>
</table>

**Figure 3.5: Brand Image Definitions by Various Authors**

Source: Echtner & Richie, 2003

According to Marino [104], Hunt [78] was the first researcher to talk about the importance of the destination image and giving its importance to increase the number of tourists. According to Marino [104], destination image is the way to differentiate a destination from other destinations with the same relative attributes and to enhance the destination’s competitiveness. According to Kotler [90], image is the mental structure that integrate the elements, the impressions and the values that people have about a specific place; and, it is based on a series of more or less material knowledge of those people, and on a series of perceptions of a more emotional and effective
nature. A destination image is “the expression of all objective knowledge, impressions, prejudice, imaginations, and emotional thoughts an individual or group might have for a particular place” [98].

According to Kotler, et al. [90], “Destination image” is the sum of beliefs, ideas and impressions that people have about a place. In other words, image is the mental structures (visual or not) that integrate the elements, the impressions and the values that people have about a specific place; and, it is based on a series of more or less material knowledge of those people, and on a series of perceptions of a more emotional and effective nature.

**Brand Identity**

Brand identity is how an organization seeks to identify itself. It represents how an organization wants to be perceived in the market. Brand identity is the total proposal/promise that an organization makes to consumers. An organization communicates its identity to the consumers through its branding and marketing strategies. A brand is unique due to its identity. Brand identity is a bundle of mental and functional associations with the brand. Associations are not “reasons-to-buy” but provide familiarity and differentiation. (For example - Britannia “ting-ting-ta-ding”), trademark colors (for example - Blue color with Pepsi), logo (for example - Nike), tagline (for example - Apple’s tagline is “Think different”) (Source: http://www.managementstudyguide.com/brand-identity.htm).

![Figure 3.6: Relationship between the destination image and the destination identity](image-url)
Thus, from the above figure, (figure 3.6) and definitions, it is very clear that brand identity is what brand managers define about their brand and want how their customers to perceive it. Whereas, brand image is that how that identity is actually perceived by the customers. Therefore, efforts of the brand managers are that there should be maximum commonalities and overlapping between the two. According to the branding cycle shown in figure 3.4, brand managers, first communicate their brand identity to the customers, then customers perceive that brand identity and form an image about the brand and at last, they in turn communicate their feedback about the brand to the company.