Destinations, Places, People and Profiles of Tourism

INSIGHTS ABOUT DESTINATION BRAND: MADEIRA CASE STUDY

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Abstract

The concept of brand as known today is passed through various (re) definitions over the years. Initially, the brand was associated with house products, but with the evolution of society has come to represent industrial products, people, values, and services. Nowadays due to the great offer of tourist destinations, brands also represent countries, cities, and regions. This type of brands, result from maturation and of the coverage of the functionality of the same. Thus, the tourist brands or place brands, come from the necessity to value the places through its unique characteristics, boosting the visit of tourists and the sustainability of the destination. The island of Madeira is a typical tourist destination, which stands out from the competition through its heritage, in terms of culture and patrimony. With its economy based on tourism and to measure the importance of the Brand, an interview was conducted at one of the main actors in this area, specifically the Regional Tourism Director of the Autonomous Region of Madeira. In addition we have interview 118 tourists during July and August 2017 at Madeira airport.

Keywords: Tourist destination, Madeira, Brand, Madeira brand, Tourism

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Introduction

Nowadays, several countries have been compelled to compete because of the globalization of the world economy. They compete not only for the markets, technology, and skills but for the offshore outsourcing in product innovation as well as attraction of direct investment and obviously to grow and raise their quality of life standards in a sustainable way (e.g., Berger, 2005, Sheshabalaya, 2006, Vietor, 2007).

With the market globalization companies remain inevitably exposed to deal with "foreign" customers, competitors and suppliers even within their borders, as a result of the advancement of new information and communication technologies that are now more widely disseminated. This fact acts as a change agent and business catalyst by reducing cultural differences and by driving markets to a convergent community. As a consequence of liberalization and regional integration of markets, companies today face the need to create products on a global scale (Ilhéu, 2006). Today's competitive strategy is consumer-oriented and emphasizes customer satisfaction by delivering value, leading to product differentiation and innovation as well as a reduction in the overall generality life cycle.

The fierce competition among tourist destinations allied to the tourists' requirements, implied that the brand of a tourism destiny become crucial due to their potential development (Ribeiro da Costa, 2013). Consequently, countries, cities, and regions have invested in their resources in a consistent way, with the objective of shaping a unique and differentiated image from the others. Tourism destination marketing appears as a common practice (Morgan et al., 2004) to create more value to the product and to valorize it through brand (Lendrevie et al., 1996).

If we consider brand has an asset of a company and a synonym of competitiveness and permanence in the market, it is not surprising that under this perspective, destinations may be seen as products / services (Duarte, 2014) that enable the development of the region through investments and thus attracting new tourists. According to Morgan & Pritchard (2001: p.214), "the battle for customers in tomorrow's tourism industry will not be for the price but for the hearts and minds of customers - in essence, the brand (...) which will be the key to success". In the last decades, Madeira has become a major tourist destination, positioning itself as an international competitor in terms of tourism and therefore needing to promote its most unique values: traditions and nature in its most diverse forms.

This article has, therefore, the goal to answer the following questions: (i) what the concept of the brand Madeira is?; (ii) how important this brand is?; (iii) how the relationship between the brand and the tourist destination is? and (iii) what is the brand's influence on the growth of regional tourism in Madeira?

In order to answer the prior objectives, this article has been divided into four main sections. The first is the theoretical framework, where a careful review of the literature is presented. The second section draws attention to the evolution of tourism at the international and regional level, seeking to assess its importance and the challenges it

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faces, especially in the region of Madeira, which has played a significant role in this activity as a driving force for its development.

The third section deals with research methodology. Finally, the fourth section is the discussion of the case study.

Literature Review

Brand Evolution and History

The word "brand", or brandr, comes from the archaic Norwegian of the germanic root, which means to burn. This type of identification was used in order to facilitate the understanding of non-literate populations (Bassat, 1999). In this context, the trademark started to be used by traders, who used names and designs of animals, places or people, so that they could be differentiated from each other, in the case of producing similar articles, such as silverware, porcelain, ceramics, leather goods and swords (Schultz & Barnes, 1999). This type of identification facilitated product recognition, both by customers and competitors. With the development of commerce in the nineteenth century, and with mass production, it became quite difficult to distinguish products. The brand was the only link between buyer and producer, and in that sense, marketers began to become increasingly concerned with their brand, copyright and industrial property rights (Lencastre, 2007). While entrepreneurs used brands for their products as a way to capture consumer preference, differentiation of packaging made it easier for customers to identify them (Rouen, 2006).

From the twentieth century, the relationship between brand and marketing was born, giving rise to marketing actions, which sought to make the consumer associate the brand with a series of attributes of the product, a performance expectation, and differentiation in relation to the competing brands (Souza & Nemer, 1993).

The brand is nowadays considered a name, term, design, symbol or any other characteristic element that identifies and distinguishes the product or service of a company from other companies (American Marketing Association - AMA, 2013).

A brand can be understood as a double-sided coin since it can either be written or pronounced (brand name) as it can be recognized through design, symbol or sign (brand mark) (Valls, 1992). However, the importance of branding is not just about the symbol and the name, but about what it represents in the minds of consumers, that is, the brand may represent an idea or the image of a specific product or service (Bond 2013).

Over the years, with the development of society and economic and social realities, brands have become much more than products and services (Freling et al., 2011) and now they represent industrial products, people, values, and places. Hence, cities and regions have come to be understood as products (Azevedo, Magalhães & Pereira, 2011) since their association with a brand has given countries, cities and regions investments and attracting visitors. The association of a brand with a tourist destination can be done through an image that according to Buhalis (2000) can be a tourist attraction or a

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destination attribute, aiming to differentiate itself from similar destinations (Holloway, 1994).

Attributes and Characteristics of a Brand

Nowadays, brands appear as differentiating elements, representing a promise of value in relation to their competitors, translating into confidence and security and helping consumers to make choices in the face of the many choices available (Davis, 2002). They act as a form of guarantee and quality for the consumer, reducing the risk of choice. For this reason, there is certain attributes that should be identified by consumers in a brand (Kohli & Leuthesser, 2001): (i) value (equity foundations); (ii) knowledge of the brand and (iii) brand performance.

These attributes help consumers in their buying decision (Jacoby, Olson & Handdock, 1971; Jerry, Olson & Jacoby, 1972) and sustain contact between consumers and the brand (Ramos et al., 2010). As for the characteristics of a brand (Lindon et al., 2009) they are: (i) brand personality; (ii) attributes of the products / services; (iii) benefits / drawbacks for the consumer, and (iv) consumer attributes of the brand.

These characteristics function as drivers in the communication about consumer identity, status, and aspirations (Maehle & Supphellen, 2011) as well as creating differentiation and relating the consumer to the company (Kapferer, 2004a).

Therefore, brands seek to facilitate memorization, communication and add credibility (Aaker, 2004), thus stabilizing supply and reducing risk and uncertainty (Kapferer, 2000).

With the development of the brand concept, it is nowadays verified that they are one of the best tools to create differentiation between products (Kotler & Gertner, 2002), and in this sense they are no longer associated only with products and services, but they expand to other areas such as education, sport, fashion, travel, art, theater, literature, regions, and virtually every area we can imagine (Olins, 2003). Thus, places, products, and services are increasingly associated with a brand of their own, with the aim of creating their own identity, which in turn allows them to differentiate themselves from competitors (Boo, 2006; Pike, 2007). Of course, the concept of a brand has become increasingly important as it has become a continuous presence in our daily lives, creating trends and influencing consumption habits for the role they represent.

According to Kotler and Gertner (2002, pp.249-250) "brands incite beliefs, emotions and stimulate behavior (...), they have a social and emotional value that provokes desire". Brands thus project their promise of satisfaction (Ribeiro, 2014) regarding the service, product or place disclosed, also representing a relationship with the consumer that lasts in time and goes beyond the act of consumption itself. For Azevedo, Magalhães & Pereira (2011) brand as a tourist destination emerges as an agglutinating, integrating and mobilizing factor of competitiveness and development that must be sustainable.

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Since the nineteenth century the promotion of places has been practiced (Ward, 1998). Branding places, is a type of brand associated with countries, cities and regions, whose objective is "(…) to promote their individual personalities, culture, history and values, projecting an image that can be idealized but which is easily recognizable as being theirs "(Olins, 1999, p.3) or as" (...) the source of a distinctive promise for customers from a product, service or place." (Baker, 2012, p.193). The management of branding places is done through destination branding strategies (Caldwell & Freire, 2004) also known as a tourism brand, that according to Baker (2012, p.28) "(...) refers to the brand in the context of the location being an attractive place to visit."

Thus, brands associated with countries, cities, and regions must bet on the differentiating element of the place (Ruzzier & de Chernatony, 2013) giving it competitiveness, and exclusivity (Anholt, 2005) and therefore increasing its reputation and prestige (Lendrevie, Lévy & Dionísio, 2012).

Place branding is then characterized for all the thoughts, feelings and expectations that a person conceives about a place or destination (Baker, 2012). It is the image, the lived experience and the promise of value that allow the competitive advantage to the marks places, that in turn, have as objective to reinforce the presence of the regions, to generate opportunities and to reinforce their sustainability. In this sense, brands appear as a support of recognition and information for consumers, reducing the risk in the purchase decision process, since brands also assume the role of quality and reliability of the product (Holt, 2003).

Tourism Insights

Tourism has become a democratized activity, a right, a common practice, a habit of life and an authentic social need (Neto, 2009), a psychological, sociological, cultural and clearly an economic phenomenon (Firmino, 2007; Marujo & Santos, 2012).

Over the last six decades, tourism has expanded and diversified, with tourism becoming one of the largest and fastest growing sectors of the economy: in 1950 the number of international arrivals was 25 million people; in 1980, there were already 227 million; in 1990 this number was around 435 million, in 2015 it was 1186 million and is expected to reach 1.8 billion by 2030 (UNWTO, 2016).
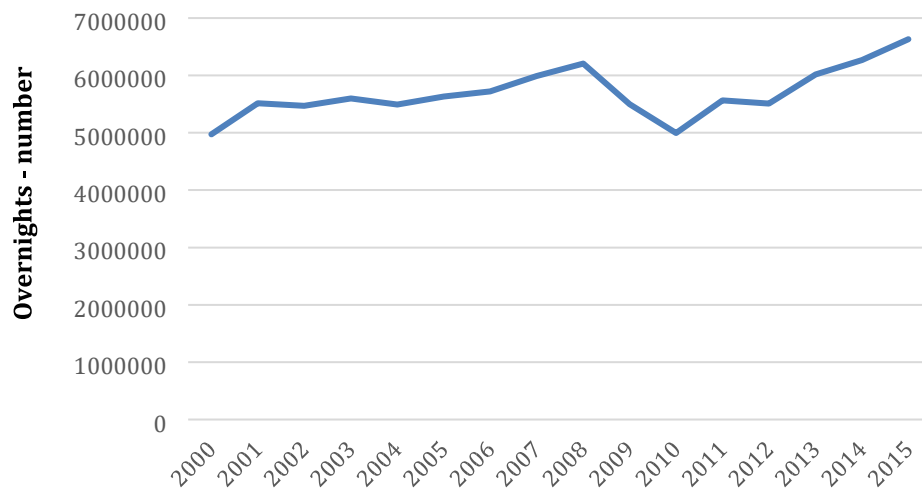
Regional Tourism

Madeira island is considered an international tourist center due to its environmental, landscape, climatic and cultural specificity. It was elected for the second consecutive year by the World Travel Awards as "Europe's Leading Island Destination 2014" (Visit Madeira, 2016).

Going back a few centuries, Madeira tourism began with the colonial phase (XV-XVIII centuries) and then with the therapeutic phase (19th and nearly 20th centuries).

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Both phases depended on Atlantic navigation, on the attraction exerted by the paradisiac beauty and on the mild climate of the island (Silva, 1985).

From the beginning of the century XX, Madeira was no longer seen only as a therapeutic instance but came to be seen as a potential tourist destination. With the development of the tourist flow in the region, in 1930 the Tourism Commission was created, which in 1936 gave rise to the Madeira Tourism Delegation, initiating a more rational tourism policy, focused on advertising and communication, as well as the creation of hotel infrastructures and sports venues. In 1964 the airport of Madeira was inaugurated, thus enabling the arrival of tourists from different countries. The region's national and international tourist projection has led to growth in the creation of public infrastructure (road, airport, and port) and accommodation, due to the growth of tourism as can be seen in the following graphs.

Source: Adapted from Direção Regional de Estatística da Madeira (DREM, 2015)

Graph 1. Evolution of overnight stays in hotel establishments of A.R.Madeira(2000-15)
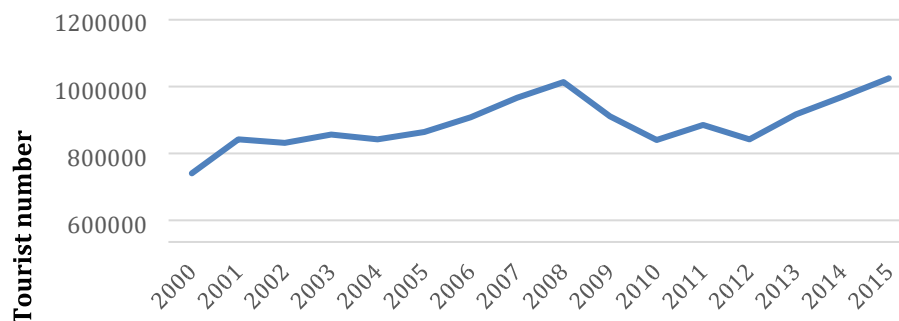
Source: Adapted from Direcção Regional de Estatística da Madeira (DREM, 2015)

Graph 2. Evolution of tourists that went to hotel establishments in A.R.Madeira(2000-15)

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Despite a sharp decline in the tourist market between 2008 and 2010, there has been a significant increase in the number of overnight stays, occupancy rates and a number of guests entering the hotel establishments of the Autonomous Region of Madeira since 2012. This situation can be explained by the commitment to the communication of the Island and its positioning since Madeira intends to reinvent itself as an ideal destination to attract younger tourists (Sapo Viagens, 2016). According to Silvia Dias, responsible for the strategic planning of the Madeira Promotion Association, the perception of the national market towards Madeira Island is that it is old-fashioned and without novelty (Sapo Viagens, 2016). In this sense, with a communication strategy, they intend to show "what Madeira has again and how we can be an attractive destination not only for older people but also for younger people." In other words, it is important to show that Madeira is not an old-fashioned destination, but it is an increasingly modern destination (Sílvia Dias in Sapo Viagens, 2016).

Despite the continuous growth of tourism between 2012 and 2015, over the years there has been an imbalance in the number of guests in hotel establishments by countries of habitual residence. In this sense, it would be important to note what has led to this decrease in the number of tourists from Austria, Finland, Italy, Norway, and Sweden between 2005 and 2014, and to understand how it will be possible to recover these markets.

The first statistics concerning the number of overnight stays in the ARM in 2016 indicate that there was an increase of 10.8% in January compared to the previous year (DREM, 2016).
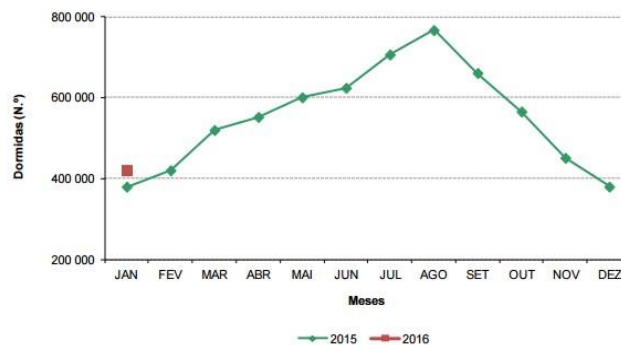
Source: Direcção Regional de Estatística da Madeira (DREM, 2015)

Graph 3. Evolution of overnight stays in hotel establishments of A.R.Madeira (2015/2016)

On the other side, occupancy rate (beds) increased up to 50.9%, compared to January 2015, which stood at 45.9% (DREM, 2015; DREM, 2016).

According to the DREM data for January 2015, 49.400 tourists went to hotels, which means a growth in terms of the homolog period in 2016 (54,700 tourists). In this

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context, tourism has been a relevant economic activity with a great impact on the regional GDP as well as employment (DREM, 2016).

Madeira increasingly depends on more of its singularities, "the diversified offer of activities, leveraged in its intrinsic characteristics (...)" (ACIF, 2015), but also of its customs. The archipelago has adopted a sustainable development model in tourism, where investment in its heritage, customs, traditions and festivities, such as the Carnival, the Flower Festival, the New Year's Eve Party, among others, have become the basis for the economic growth of the region. These specific differences make Madeira a destination so sought after and visited by people from all over the world, since a major part of tourists no longer identifies with conventional tourism, as they seek something more authentic.

Methodology

A general review of the most pertinent literature was made to identify main constructs in this field. Based on the secondary findings and reinforced with an in-depth interview, it was possible to evaluate our goal through the adaptation of the best theories to strengthen our analysis.

In addition to the case study based on the prior construct, the interview technique was used insofar as it provides the researcher with a complete and qualitative collection of primary and qualitative data, which are not found in records or documentary sources (Rosa & Arnoldi, 2006). The qualitative interview plays a flexible role in a scientific work because it allows the identification of valuable contextual information that may explain specific findings (Bauer & Gaskell, 2002).

In this article, the semi-structured interview was chosen to deepen specific questions. An adaptive script was used since this technique allows some flexibility in the response of the interviewee. In order to confirm the working hypotheses about Madeira brand, the Regional Director of Tourism of Madeira (Drª. Kátia Carvalho) was interviewed. In this sense and given that she was responsible, it was decided not to conduct other interviews. The interview was held on May 13, 2016, at 5:00 p.m., with a duration of 25 minutes, recorded in person at the premises of the Regional Directorate of Tourism of Madeira.

We also interviewed 118 visitors that were leaving Madeira airport during July and August 2017. Since it was not allowed to interview inside the airport, we decided to speak with the visitors that were coming to the airport.

In this vein, we have asked the following questions: (i) how did they see the brand Madeira; (ii) if not well known what could be done to create one.

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Table I

Sample profile

Gender		Ages		Nationalities	
Men: 43		18-28: 24		Sweden:	10
Women: 75		29-39: 30		Portuguese:	17
Total: 118		40-50: 23		German:	23
		50-60: 19		French:	31
		+ 60: 22		United Kingdom: 37	
		Total: 118		**Total: 118**	

Source: Authors

Findings

Evolution of Madeira Brand

Madeira Brand has been undergoing an evolution since the 19th century (Order of Economists Regional Delegation of Madeira [OEDRM], 2015). In the 19th and 20th centuries, Madeira Island was known as a destination for therapeutic tourism, for the treatment of tuberculosis and other respiratory diseases due to the mild climate of Madeira (Baptista, 2005). The dissemination of the region was made using letters and guides for patients and spread throughout Europe as a region of therapeutic tourism with the following logo. From the 1980s, Madeira lost the connotation of a health resort and won that of Holiday Island (Câmara, 2002).

Source: Associação de Promoção da Madeira (2016)

Figure 1. Madeira logo until 1978

Until 1978, Madeira had the slogan "The Pearl of the Atlantic" and presented itself as a mountainous island with lush vegetation, with enchanting landscapes (Madeira Promotion Association, 2016).

Between 1978 and 1984, Madeira used the slogan "The Floating Garden" (Madeira Promotion Association, 2016) with a different logo.

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Source: Associação de Promoção da Madeira (2016)

Figure 2. Madeira logo between 1978-1984

Between 1984 and 1993 Madeira used as a slogan "...a different way to enjoy the sun!" that besides being a tropical island, also had history, geography, climate, topography, traditions, infrastructures and people that are profoundly different from the competitors. In this sense, the logo inspires a combination of tradition and modernity where the sun and the gulls suggest vacations (Madeira Promotion Association, 2016).

Source: Associação de Promoção da Madeira (2016)

Figure 3. Madeira logo between 1984-1993

Between 1993 and 2002, Madeira had the slogan "Feel the nature around you," trying to be known as "A beautiful jewel placed in a blue sea." The contrasts in the characteristics of the landscape, vegetation, and climate, combined with the proximity to the sea, contribute to a fascinating combination of attractions within such a small geographical area (Association of Promotion of Madeira, 2016).

Source: Associação de Promoção da Madeira (2016)

Figure 4. Madeira logo between 1993-2002

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Between 2002 and 2004 Madeira maintained the slogan "Feel the nature around it", changing only the logo to MADEIRA, which represents "Simplicity, clarity in reading", using as an resource an orange flower with the representation of the human element Integrated in the Island (Association of Promotion of Madeira, 2016).

Source: Associação de Promoção da Madeira (2016)

Figure 5. Madeira logo between 2002-2004

From 2004 to 2015 Madeira adopted the slogan "Body. Mind. Madeira." trying to be visualized as "Madeira is your SPA." It has adopted a new, innovative position of well-being and self-discovery " (...) "with a very strong emotional load" (...) "a holistic island ... a mystical place of worship and tranquility. A place where nature is discovered while discovering ourselves." It is a "landscape of contrasts, in perfect harmony" (Madeira Promotion Association, 2016).

Source: Associação de Promoção da Madeira (2016)

Figure 6. Madeira logo between 2004-2015

According to the Madeira Promotion Association (2016), "Madeira islands" logo was already used before 2015 although it was not permanent because it was only used for international communications. As of 2015, "Madeira islands" has been used more frequently, with no differences in the market for whom it is intended. As for the slogan, it can be modified and adapted, according to the message they want to pass or to whom the communication is intended.

Source: Direcção Regional do Turismo (2016)

Figure 7. Madeira logo since 2015

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Since brand should add value to what is offered (Rouão, 2003), its creation should allow the construction of a unique identity and personality for the destination so that it differentiates itself from the competing destinations (Morrison & Anderson, 2002).
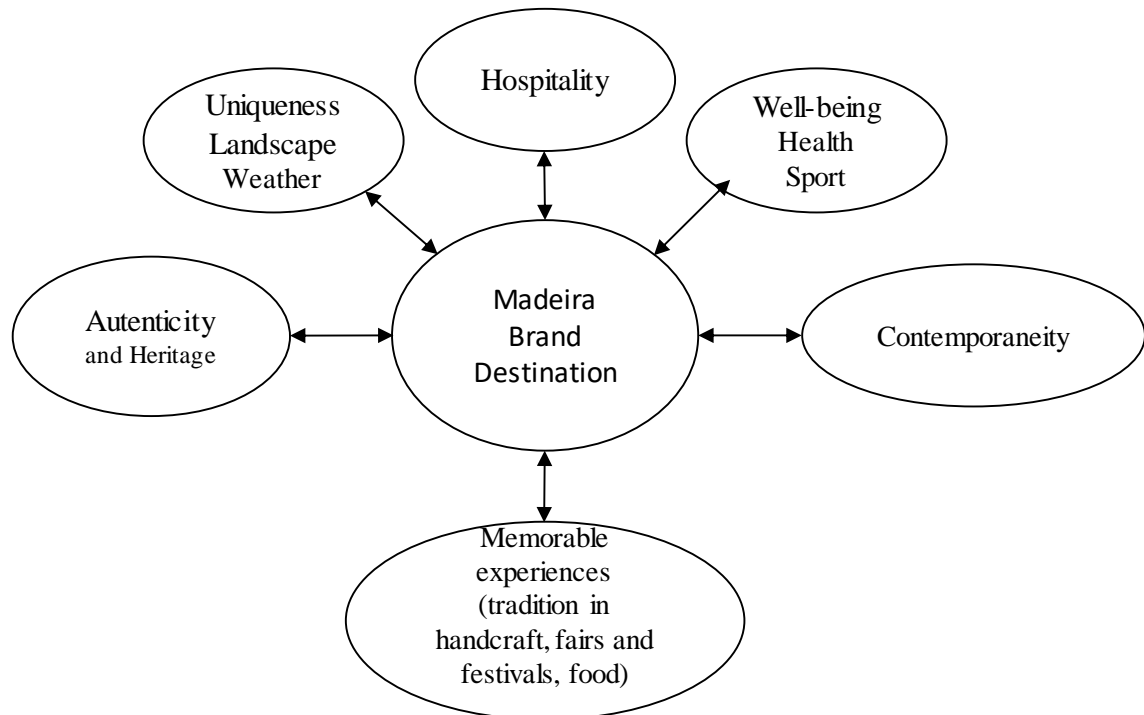
Therefore, Madeira brand bet on a modern and elegant logo, with the aim of positioning itself as a "mystical place" that allows to reflect unique emotions, because the Region is a "unique destination" which allows "to discover oneself and find a better balance for the body and mind", a destination capable of "freeing your mind" (Associação Portuguesa da Madeira, 2016). Kotler also (1995: p.195) asserts that a mark is "a promise by the seller to consistently offer a specific set of characteristics, benefits, and services to buyers." In this specific case, their entities want to stress the "natural purity and its benefits for the well-being of the people" (Associação Portuguesa da Madeira, 2016) provided by the Region provides, differentiating the "product" and attributing personality (Pine & Gilmore, 2007).

Thus, it is intended to convey the message that "Madeira is about the contemporary lifestyle, in a natural and authentic environment" reflecting a unique brand that evokes authenticity since "a destination brand is a DNA that defines the place" (Anholt, 2009: p.28).

The current positioning intends to differentiate the island of Madeira from other tourist destinations, thus appealing to the most beautiful and unique the island has, since nowadays, tourists increasingly seek to escape from the banality of the sun and the beach that are common to many islands destinations, seeking enriching experiences and original products (Kolar & Zabkar, 2010; Naoi 2004; Yeoman et al., 2007). This is because "the consumer no longer seeks a product but an experience in all its components" (ACIF, 2015). Pike (2004) emphasizes that the differentiation element is even more important in smaller destinations, given the immeasurable increase in tourism supply, which leaves destinations weaker. It is important for the tourist to feel an emotional involvement with the destination, through the hospitality of the people, the symbolism of the place and the products that have at their disposal.

Discussion

The growth of the tourism industry is largely due to tourism marketing (Baker & Cameron, 2008; Cooper & Hall, 2008), which associated to countries, cities, and regions, allows the creation of competitive advantages (Kotler et al., 1993). In the case of destination Madeira, tourism is more than a product and to paraphrase Cooper & Hall (2008, p.219), it is rather "the physical space where tourism takes place, where communities live and work and are imbued with symbols and images of culture and history". Figure 8 systematizes the main aspects to be highlighted in Madeira brand.

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Source: Authors' elaboration

Figure 8. Framework of the hexagonal features of Madeira Brand

From the interviews, we found that the main things most of the visitors referred about this destination were: good quality of tourism facilities as well as tourist services (10%), environment and peacefulness of the island (20%), hospitality (15%), beauty of nature (45%) and climate (10%). Several visitors concluded that this is a destination with a good value of money (55 answers) and the heritage "was very interesting and peculiar" (60 answers).

On the other hand, they were less satisfied with the "terrible" accessibilities to the region (70%) as well as the lack of some tourist information on the island.

In this sense, it is intended that the Madeira brand adopts a value that surpasses its tangible and material component such as social satisfaction (Caldwell & Freire, 2004) and allows to maximize the experience of value lived by consumers in relation to each of the numerous products, services, companies, institutions or even people with whom they relate (Sampaio, 2002).

With Madeira brand, it is intended to reinforce to the visitors the range of unique and memorable experiences (Zarantonello & Schmitt, 2010) that the Region provides, since they constantly seek the right contact with the differentiating elements of Madeira such as caco cake, wine, poncha, basket carts, flowers (Gruporcom, 2015), Madeiran embroidery, levadas, among others. All these elements make Madeira a unique and special Island. Keeping the heritage of its ancestors, values such as authenticity, the historical and cultural heritage of Madeira, make it authentic since history is the

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guarantee of truth and not something that is artificially constructed (Yeoman, Brass & McMahon-Beattie, 2007).

According to Kátia Carvalho, "Madeira is perhaps the destination of the world with more tradition in terms of a tourist destination. This tradition that afterward also comes that art of well receive that characterizes us. Everybody says that the Madeiran people are very hospitable, the people are very nice; they are very kind, know how to receive and care to speak the various languages, always have a ripped smile. Therefore, this is all part of the DNA of the region, the Madeiran people, the habit they have, who have always grown to see tourists strolling".

Recently the Region has been associated with active tourism since Funchal presents unique characteristics for the accomplishment of major events, due to the excellence of the hotel units, the extraordinary climate throughout the year, the capacity of reception of the population, the conditions for complementary activities leisure, stunning landscapes, quality cuisine and accumulated know-how and proven quality organizations (Cafôfo, 2016) as is the case with the European Championship of Adapted Swimming, the IPC Swimming European Open Champion Ships Funchal 2016.

Given that today's tourists are increasingly moving away from traditional sun and beach tourism, replacing it with the search for unique and distinct experiences, it is important to highlight the way in which the Madeira brand communicates and appeals to the different types of tourism existing in Region. According to Kátia Carvalho, "Madeira brand has presented campaigns that seek to promote active tourism. By engaging in various activities, we participate in active tourism fairs; we promote press activities called Press Trips and Fam Trips themselves with the operators. Through the Regional Directorate of Tourism, we support all these activities. There is a great concern to convey to potential visitors what we have to offer in terms of activities".

It is intended that Madeira brand can be recognized anywhere in the world and that it is a "shared, desirable and exclusive idea embedded in the products, services, places and experiences" (Kapferer, 2004b, p.13) that the island has to offer. Islands are the most attractive destinations for tourists due to their physical and climatic characteristics, as well as the traditions by which they are known (Dimitrios et al., 2008).

"Tourism in Madeira is not a tourism with a very high budget, that is, the communication actions we do, do not have the strength that some destinations have. Now, there are many markets in which Madeira has a very great notoriety. The UK market, Germany, for example. The truth is that Madeira is recognized in many markets, others not so much, Scandinavia needs a considerable reinforcement here. We work with APM directly in the production of the events, and we are also working to create a communication and a coherent image between the events and the communication that is made of the destiny by itself, in order to create an image more and more coherent and homogenous" (Kátia Carvalho). From the interviews, we found out that several visitors stressed some difficulty in obtaining prior information on the internet about this destination, mainly older people (54% of visitors over 55 years old).

Finally, with regard to the main aspects that value the Madeira brand, one can conclude that "Madeira brand has" undergone "an evolution of the times and is increasingly close to the people, which increasingly uses the human element, seeking especially different experiences, things that mark people and this is what we try to provide and transmit in the communication that we do. The vast majority of people who have this direct contact with Madeira and who come to Madeira, leave here completely involved and convinced that this is the best destination in the world. I usually say that the hardest part of our job is to bring people here because we are competing with a number of alternative destinations. But once here, it's easy, because fate speaks and ends up doing it alone. Madeira brand, its natural evolution has been very positive and from here will certainly go to another evolutionary level, and then yes, it is intended to work even more the whole of destiny" (Kátia Carvalho).

Conclusion and Implications

Tourist destinations increasingly depend on the brand as the only element capable of communicating, transmit quality, trust, and expectations to a potential customer. In this sense, the brand appears as an element of connection between the product, service or destination and the customer, and it is important that they transmit their values and appeal to the emotions of potential visitors.

Madeira is more than a holiday destination. It "is perhaps the destination of the world with more tradition" (Kátia Carvalho, Regional Director of Tourism), which is part of the Madeiran community and the experience that the tourist wishes to experience, since the History and traditions of the places also value the tourist destination (European Travel Commission, 2006). It is in this sense that the Madeira brand has been worked on. To strengthen its visibility in the market and to become closer to the people, in order to reflect the experiences, the unique emotions, the inheritance, and the customs, possible to be experienced in the Region. Tourists today are looking for brands by the type of experiences they offer (Schmitt, 1999; Brakus et al., 2009; Zarantonello & Schmitt, 2010) and this is how the Madeira brand has differentiated itself since the Region is recognized by the experiences and traditions enriching, characteristics of the destination. According to Coelho (2007, p.197), brand of a country, a city or region, "will only succeed in this new flat world if it is a contemporary but genuine reflection of the soul of its people" and if it is faithful to its origins, protecting and communicating its heritage in the brand (Ritson, 2003).

Over the years, it has been possible to verify the potential of Madeira island, and in this sense, these have been worked, making tourism an important industry for the local community. Recently, the Region has developed a campaign entitled "Discover Madeira," aiming to stress the different experiences that this destination offers and also to value and make known Madeira brand in the various tourist markets. This is because, Madeira is still perceived as a senior tourism destination and in this sense, campaigns are being developed in order to make known a modern and attractive Madeira for any

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segment. The recognition of Madeira brand and its association with events and traditions potentiates new investments and a greater number of visitors to the island, which in turn stimulates the local commerce where the community works. A greater number of visitors directly influences the economy of the Region, which in turn contributes to the improvement of the population's life. This is because tourism is reflected in the management of jobs - restaurants, cafes, museums, gardens, tourist agencies, hotels, pensions.

Thanks to tourism, most of the traditions and customs of the region that are part of its heritage, still prevail over the years, becoming the differentiating element, since they add value to the destination, making it authentic and coveted by several markets. Madeira is already a well-known brand with some notoriety in some markets, such as the United Kingdom and Germany, especially among the more experienced / senior tourist, since the region has been disclosed as a destination of choice for senior tourism. To other markets is not a potential destination, often because most tourists look for places with sun guarantees and great yellow beaches, or else because they associate Madeira with a destination for a more senior public. As such, the Regional Directorate of Tourism in partnership with APMadeira, have work to create a coherent and homogeneous image of Madeira, with the aim of transmitting to potential visitors what the Region has to offer, both for the senior public as well as for a younger, physically active target, apologist for aerial, terrestrial and nautical activities. In this way, the potential of Madeira Island and its communication should continue to be worked, so that the Region remains sustainable as a brand and tourist destination. The desires and needs of tourists should continue as a priority, and represent the incorporation of diversity in supply as a key factor for success in the tourism industry.

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