

GRADUATE SCHOOL OF SOCIAL SCIENCES

MASTER THESIS

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**CREATING BRAND HERZEGOVINA AS A TOURIST  
DESTINATION**

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2016



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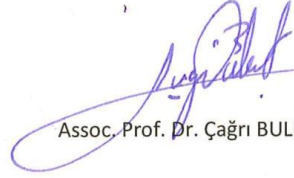
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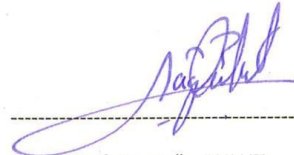


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## ABSTRACT

### CREATING BRAND HERZEGOVINA AS A TOURIST DESTINATION

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This paper discusses the issue of creating brand of Herzegovina as a tourist destination, and includes following sections:

*The introductory part* of the work has a purpose of understanding the problem and the purpose of research, identifying hypothesis and research goal, and it includes description of methodology used.

In *the first part* we get to know the concept and phenomenon of the brand, as well as the importance that brands have on the global market. We will present the theoretical basis of research by citing leading theories and authors in this field. After that we will specifically address the problem of our research – destination brand. We will define the elements of the brand identity and in the end present the factors that characterize a strong destination brand. Also, relationship between brand of country and brand of region will be enlightened.

*The second part* will discuss characteristics of Herzegovina as a tourist destination, analyzing factors which influence tourism development. We will show the value of Herzegovina tourist system. SWOT analysis of Herzegovina tourism as well as the portfolio of tourist offer will also be presented.

*The third part* of the work is completely dedicated to marketing research that we conducted among tourists and residents (721 residents, 221 tourist). Each step that we took is explained in details- starting with problem definition and ending with analysis and results' interpretation.

*The fourth part* of the work presents umbrella concept of brand Herzegovina which combines all the elements of Herzegovina image and identity.

*In the final part* a clear overview of the conclusions will be given. This part also includes literature review; books, research papers, books and tourist guides and Internet links, as well as attachments.



## ÖZET

Bu çalışma Hersek'in bir turizm destinasyonu, marka değeri olarak şekillenmesini incelemekte ve aşağıdaki bölümlerden oluşmaktadır.

*Çalışmanın giriş bölümü*, araştırmanın amacının ve probleminin anlaşılmasını içermekte, hipotez ve çalışma hedefini belirlemekte ve kullanılan metodolojiyi kapsamaktadır.

*Birinci bölümde*, marka konsepti ve olgusuna açıklık getirilmesinin yanı sıra dünya pazarında marka değerinin önemi ortaya konulacaktır. Araştırmanın teorik temeli, alandaki öncü teori ve akademisyenden alıntılar yapmak suretiyle sunulacaktır. Ardından, araştırma problemine ilişkin çözüm – markalaştırılmış destinasyon-detaylı olarak ortaya konulacaktır. Marka kimliğine ait öğeleri açıklayacak ve sonunda günümüzde güçlü marka değerlerinin ayırt edici özellikleri tanımlanacaktır. Ayrıca, ülke marka değeri ile bölge marka değeri arasındaki ilişki aydınlatılacaktır.

*İkinci bölümde*, turizm gelişimine etki eden öğeler çözümlenerek Hersek bölgesinin turizm destinasyonu özellikleri incelenecektir. Hersek turizm sisteminin değeri – Hersek'in turizmine ilişkin SWOF (GZFT) analizi ve turist arzı portföyü sunulacak- gösterilecektir.

Üçüncü kısım, tamamıyla, pazar araştırmasına yönelik olarak yerli kişi ve turist arasında yaptığımız (721 yerli kişi ve 221 turistle yapılmış) çalışmaya ayrılacaktır. Bu çalışmada takip edilen tüm adımlar – sorunun tanımlanmasından başlayarak analiz ve sonuçların yorumlanmasına kadar- detaylı bir şekilde açıklanmıştır.

*Dördüncü bölümde*, Hersek'in imajı ve kimliğine ilişkin tüm öğeleri içeren Hersek Markası şemsiye konsepti ortaya konulacaktır.

*Çalışmanın son bölümünde*, sonuca ilişkin açık bir genel bir bakış açısı verilecektir. Bu bölüm; ayrıca, kitap, araştırma yazılarını, turist rehberlerini (yazılı), ve internet sayfalarını ve bağlı ekleri içeren literatür taramasını da içermektedir.

## **ACKNOWLEDGEMENT**

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Izmir, 2016

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## Introduction

World and national tourism are moving big steps forward. The world has become a "global village" in which the majority of destinations became available for the visit. Since half of the last century until today, the number of tourist visits in the world increased from 25 to 1,184 billion.<sup>1</sup>

Data indicate a growth in tourism industry which is a generator of wealth and employment of national economies. Therefore the countries approach to the systematic management of their own identity and image i.e. to the process of branding in order to seek and get attention. The promotion and branding of certain places were once a luxury or added value, however, this process in recent years has become a necessity. On the one hand, people, capital and companies are becoming more selective when choosing a destination for investment, vacation or visit, so the countries have to put substantial effort to get their attention. Often different countries, cities and regions offer similar investment opportunities, equivalent standards of living, culinary or cultural offer. In this case, visitors, investors or perspective residents choose the city, region or country that stands out from the rest, which has greater appeal or positive associations and emotions- i.e. they will choose the one which has *stronger brand*. Places are like enterprises and products; if they have a strong brand, it's a lot easier to sell their products and services, they can more easily attract tourists and investment. Famous countries, regions or cities are in the minds of the people associated with specific attributes, promise or story (eg. France- chic, Milano- fashion, USA- power, Salzburg- Mozart and music, Toscana- romance, etc). This clear and strong brand image can influence people's decision where they want to travel. (Anholt, 2009)

Bosnia and Herzegovina (B&H) lies in the very heart of South-Eastern Europe and on the crossroads between Europe, the Middle East and Northern Africa. Here eastern and western civilizations met, sometimes clashed, but more often helped and enriched each other through a long and fascinating history.

When it comes to the image of Bosnia and Herzegovina, there's not enough of relevant research on this issue, but we can assume that this country is still burdened with the war associations and

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<sup>1</sup> Source: UNWTO, Yearbook of Tourism Statistics (2015),  
[http://cf.cdn.unwto.org/sites/all/files/pdf/annual\\_report\\_2015\\_lr.pdf](http://cf.cdn.unwto.org/sites/all/files/pdf/annual_report_2015_lr.pdf)

associations of ethnic divisions and instability. At the same time, we are aware that Bosnia and Herzegovina, when it comes to branding process, is in considerable disadvantage when compared to the neighbour countries, and doesn't use its own possibilities (geographic and traffic position, diversity of natural and cultural heritage). In fact, on the one hand there are exceptional natural, cultural, historical, human resources, and on the other, the image of the country is overburdened with different stereotypes and negative connotations. Most of the things that are happening in terms of tourism development, promotions and offers, are mainly left to the more uncontrolled action and inertia rather than to a strategic plan.

This thesis is supposed to explore unique elements of Herzegovina and express them through a brand. The brand will introduce Herzegovina as a desirable travelling destination in the tourist market. Herzegovina region should develop its own brand in a way that will on the one hand consider the demands for change and continuous progress, and on the other hand taking care not to violate its unique geographical features, historical heritage and socio-cultural dimensions.

## **1. Defining problem and purpose of research**

Many marketing experts have emphasized the importance of brand concept and have agreed on huge commercial success that brands brought to their holders but in terms of tourism, brand concept is quite new and has been studied on only recently.<sup>2</sup>

By following example of branding goods and services, the goal is to create a brand which will make destination more attractive and appealing to perspective tourists, whether by positioning itself as a new, interesting destination for travel or repositioning by creating more desirable image of destination. There are successful examples of well-designed brand destinations such as 100% Pure New Zealand, Edinburgh Inspiring Capital, I Love NY, or those destinations that have a "name" regardless of the marketing actions that have been undertaken. These are places with natural attractions, rich cultural heritage, history or constructed attractions which in itself attracts

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<sup>2</sup> The beginning of the study of destination branding is related to the middle 90s of the last century. Several researchers in the field of tourism management, who participated in the AMS (American Marketing Science) conference in Miami in 1997, spoke about the development of the brand destinations. Also theme of TTRA (Travel and Tourism Research Association) of 29th conference was "Branding the tourist market".

many tourists (theme parks Disney Paris or Lego Land). For most of destinations, however, creating

attractive brand brings greater popularity, raises the competitive ability and puts the destination on the world tourism stage. (Blain, Levy & Brent, 2005)

World tourism trends show that tourists prefer branded destinations that have a positive and developed tourism image, which guarantee trust and provide substantial amount of services. But on the other hand, EU continuously keeps welcoming new member countries which results in increased number of new, unexplored destinations that people want to visit. However, tourists will not rush into countries that have a problem with corruption, law, human rights violations or terrorism. Country can have well -designed and promoted brand, appealing slogan or logo but that will eliminate the fear of tourists to travel to unsafe country.

This research should provide answers to the following questions:

- What is the current perception of Herzegovina by both local population and residents of other regions/countries who came to visit- what are the strengths/weaknesses of the tourist offer?
- Does Herzegovina has positive image as a tourist destination and do tourists wish to visit it?
- What image should Herzegovina have in the future and how to articulate it?
- How Herzegovina differentiates against competition? What will make Herzegovina unique and attractive for tourist trips?
- What are the elements of its unique brand identity?
- What is the vision of B&H and its position on the world tourist market?

Therefore, focus of this research is creation of brand Herzegovina as a tourist destination, which is peculiar and distinguishing when compared to competing destinations, with the aim of better positioning in the domestic and regional tourist market as a desirable destination for tourist travel. It is important to emphasize that this work should present branding methods which will be applied by DMO, which means that the focus is on the *creators of the tourist offer* and future actions that will be taken towards the creation of a new, desirable and clearly expressed destination image.

## **2. General hypothesis and research goals**

*General hypothesis – H0:*

By applying the concept of the brand that best integrates a set of values that characterize Herzegovina as a tourist destination, Herzegovina is clearly positioned at the regional and international market as a distinctive and desirable tourist destination.

## **3. Methodology overview**

In order to make research on some topic we need methodology, a way to study and analyze the data in order to check, accept or reject the hypothesis. (Kothari, 2004)

To check the general hypothesis we will use method of observing defined problem, comparative method for determination of identity, similarities and differences, and survey method in the central part of the work. During the field research we will use methods of analysis and synthesis, abstraction and concretization, methods of induction and deduction, comparison methods, methods of sample, method of classification, methods of generalization and specialization. The methods comply with the requirements of clarity, precision, reliability and objectivity.

In order to see and understand problem more clearly, we will be using modern information technologies that provide greater access to other research in this area.

Secondary information is obtained from Tourism Strategy for the Federation of Bosnia and Herzegovina (2008-2018) and statistics on tourist visits to the cantons that constitute Herzegovina region. Promotional material from Herzegovina-Neretva and other cantons represents great source of information for our study, and that promotional material includes catalogues, brochures, touristic guides, presentations etc. Primary data or "first hand information", which refers to the tourists' impressions about Herzegovina identity, are absolutely necessary for our study. We will collect this data by survey method, by conducting questionnaire.

# 1. THEORETICAL FRAMEWORK- THE IMPORTANCE OF BRANDING HERZEGOVINA

## 1.1.Brand concept and its importance

The concept of brand was initially related to consumer goods, and its occurrence is related to the United States in the 19th century when the producers of miraculous, healing products had need to label their products and highlight them over the competition, loudly advertising it (Olins, 2004). Later on, large manufacturers applied the principle of labeling products that were consistent in quality and prices. Over the time, this phenomenon was getting stronger and stronger. The brand was including a sign, term, name, symbol or design that identified goods or services and differentiated from the competitors. (Keller, 2013)

Brand guarantees quality, quantity and adequate prices. Brand is the sum of all tangible and intangible characteristics of a product such as a trade name, symbols, and logos, distinctive design, which differs one product/service from the same or similar one of the competition. (Kotler, Bowen & Makens, 2003, p. 316).

According to the American Marketing Association (AMA), a **brand** is a “name, term, sign, symbol, or design, or a combination of both, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competition” (Keller, 2013)

Globalization and the increasing number of brands on the market make these issues more complex. Consumers have become much more sophisticated in their demands; they choose brands that somehow define their identity. Decision on the choice of brand is moved from the sphere of the rational to the emotional sphere. Consumers choose brands because they love them and because they correspond to their image (Olins, 2004, p. 14). They will decide how successful the brand is and is brand going to survive. This is best expressed Keller (2003, p. 41) when he says that *"the brand is something that is in the minds of consumers."* This suggests that there is an emotional connection between brands and consumers, thus creating the concept of emotional branding. So Marc Gobe (2001, p. 13) believes that branding is not just about ubiquity, visibility and function; its essence is the emotional connection with the people and their everyday life.

It is necessary to distinguish between the brand and branding. The brand is created through a long-term, persistent, patient and dedicated work, during the process which involves careful planning and a lot of long-term investment. It follows that in order to create a strong brand we need branding, or in other words strategic management process that includes designing and implementing marketing programs and activities in order to build, measure and manage the value of the brand. This process has four key stages: identifying and establishing brand position, planning and implementation of brand marketing programs, measuring and interpreting the performance of the brand, developing and maintaining brand value. (Keller, 2003)

This paper will address only the first phase of the branding process - identifying and establishing position of brand destination. This is just the beginning of a long journey which is called building strong and well-known brand.

## **1.2.Tourism destination branding**

Modern trends in tourism are moving towards meeting the diverse needs of more demanding consumers, in terms of designing destination offers that are based on the diversity of tourist attractions, adventures, high quality standards, authentic experiences and respecting environmental requirements. The choice of holiday destination is a significant indicator of tourists' lifestyle, and places they choose to spend their vacation in and spend disposable income need to have some kind of emotional turning, even "value of celebrities"<sup>3</sup>

As branded product represents the identity of consumers, status and group membership, also travel can pose a status symbol of tourists. The World Tourism Organization (UNWTO) also confirms this view, suggesting that in the twenty-first century we will see the emergence of treating tourist destinations as fashion accessories. The journey consists of detailed planned trip, excitement, anticipation and wistful recollections with souvenirs, postcards, maps, photographs

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<sup>3</sup> Morgan, Pritchard and Pride (2002, pg. 31) introduced a destination brand matrix whose success is measured in relation to two dimensions: emotional appeal and celebrity value. The most successful brands are those that are called "celebrities" and this refers to famous destinations visited by many tourists, destinations which have strong emotional significance and the high level of expectations (for example, New Zealand, Australia, Bahamas, Paris, Dubai, etc.).

on social media that show "I've been there and I've done that." Thus, the demand for a particular destination is heavily influenced by the media, fashion trends, prestige and social conventions.

According to the benefits they provide to consumers, brands can be viewed from two aspects: *functionality* (tangible values) and *representativeness* (intangible values). When it comes to destinations, term functionality may refer to the need to meet diverse needs of tourists for holidays, fun, adventure, new knowledge and so on. On the other hand, the representativeness refers to non-verbal messages that consumer wants to send people around them by using specific brand. Staying in well-known hotels, visiting luxury tourist destinations, purchasing exclusive products and souvenirs represents a way for tourists to reveal more about their identity, group membership and social status. However, it should be noted that the brand is distinguished not only by one of these dimensions but a combination of both. (Pike, 2004)

Kotler, Bowen and Makens (2003, p. 316) define conditions that support application of the brand concept in tourism, such as: 1) easy identification by consumers, 2) consideration of value compared to the price, 3) preservation of quality and standards, 4) large enough demand for the product and 5) the existence of economies of scale.

However, it is necessary to bear in mind that the creation of destination brand vary when compared to the branding of products and services, because destinations are complex entities that include collection of attractiveness, appropriate tourist facilities and services; those are the areas with different natural characteristics, cultural, and historical anthropogenic values. Given the above, destination branding is much more complex for at least a couple of reasons (Pike, 2005, p. 258):

1. Products come to market individually, consumers have no knowledge about them, even if there are mistakes in the communication mix towards target groups, product has that "luxury" to be repositioned, withdrawn from the market and replaced with new, and destinations do not have these options.
2. Destinations have many more dimensions than products and services, and therefore to reach out to the consumer's awareness should use concise messages aimed at several brand associations



3. Different interest groups that include destination management organizations DMO (representatives of regions, municipalities, tourism organizations, representatives of the accommodation sector, travel agencies, regional/local chambers of commerce, NGOs, etc.) have different market interests, making it difficult to achieve consensus on the main themes of the brand, selecting a logo, a slogan and ways of promotion.
4. Loyalty to the destination brand is difficult to measure, although to a certain level can be done through measurement of re-visit tourists.<sup>4</sup>
5. DMO is mainly financed from the state budget, private sector or from its own commercial revenues, however in relation to corporate brands their budgets are more modest and limited. Budgets of large corporate brands such as Nike, Coca-Cola or Microsoft often cannot be measured with the budgets for branding campaign of tourist superpowers such as Spain or France.

The key factor for any country that plans to promote tourism and increase attractiveness of its own tourist products is comprehensive branding. Adequate brand of the country, along with an intense promotional activity improves its image, increasing tourist traffic, volume of investments, export of domestic products and other. Taking into account complexity of the branding program, which is being implemented at the national level, it's led by the state government, special committees and expert bodies. From a clearly defined country brands we later set aside and develop brands of particular tourist regions and specific products. Methods on designing and building a brand depend on local conditions, finances and resources. That means you need to count on often destructive political influences, make market research to identify the needs and desires of consumers, and creating alliances and partnerships among key players who will support branding activities. (Pike, 2004)

Marketing literature persistently emphasizes the importance of experience that brand provides. Developer of Marketing aesthetics Bernd Schmitt points out the following: *“Today, customers take functional features and benefits, product quality, and a positive brand image as a given. What they want is products, communications, and marketing campaigns that dazzle their senses,*

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<sup>4</sup> The measurement is done by rate of return of tourists to the destination, but for this we need a good database of tourists with condition that each of their arrival has been recorded.

*touch their hearts, and stimulate their minds. They want products, communications, and campaigns that they can relate to and that they can incorporate into their lifestyles.*"<sup>5</sup>

Some believe that the creation of a brand destination should not be limited only to visual and verbal elements; it should create an emotional connection between the destination and potential visitors. In doing so, two perceptions need to be taken into account: how destinations i.e. the creators of the tourist offer see them and how others see it. Therefore, we took this concept as a base for exploring the image and identity of Herzegovina. It turned out that successful brand brings a competitive victory to those places that are rich in emotional appeals, have great conversational value, which is reflected in consumers' need to tell about experience they've had in the area. (Bakić, 2009)

### **1.3. The concept of brand identity**

Among many different products and services, to be special and have a character that attracts the customer is one of the main advantages. Having identity means *"to be truly his, guided by personal order to distinguish from the others and that you are also resistant to change (Kapferer, 2004, p. 96)."* The identity is a set of traits that make a person unique and unrepeatable.

People with a strong identity, which is often called the famous "X factor", stand out among others and achieve success. This is the case with destinations too. Let us take the example of Spain, whose identity carries the "spirit" of Almodovar movies; it is eccentric and unrestrained destination, full of energy. Sweden has a strong national identity that is embodied in its safety and orderliness, while Germany means organization, precision, accuracy and so on. And when one is asked where they prefer to travel - in B&H or Spain, the answer is, in most cases this other option. B&H has built no identity that makes it special, and suffers from a bad image which is monitored for years and with whom it will have to fight for years to come.

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<sup>5</sup> Retrieved from: <http://www.ft.com/cms/s/0/f96f0558-4a7b-11db-8738-0000779e2340.html#axzz4KeUJNAYK>

*Brand identity is the way we want the brand to be seen. It presents a unique set of associations that management wants to create and maintain, and expresses some kind of promise to the customers (Aaker, 1996, p. 357).*

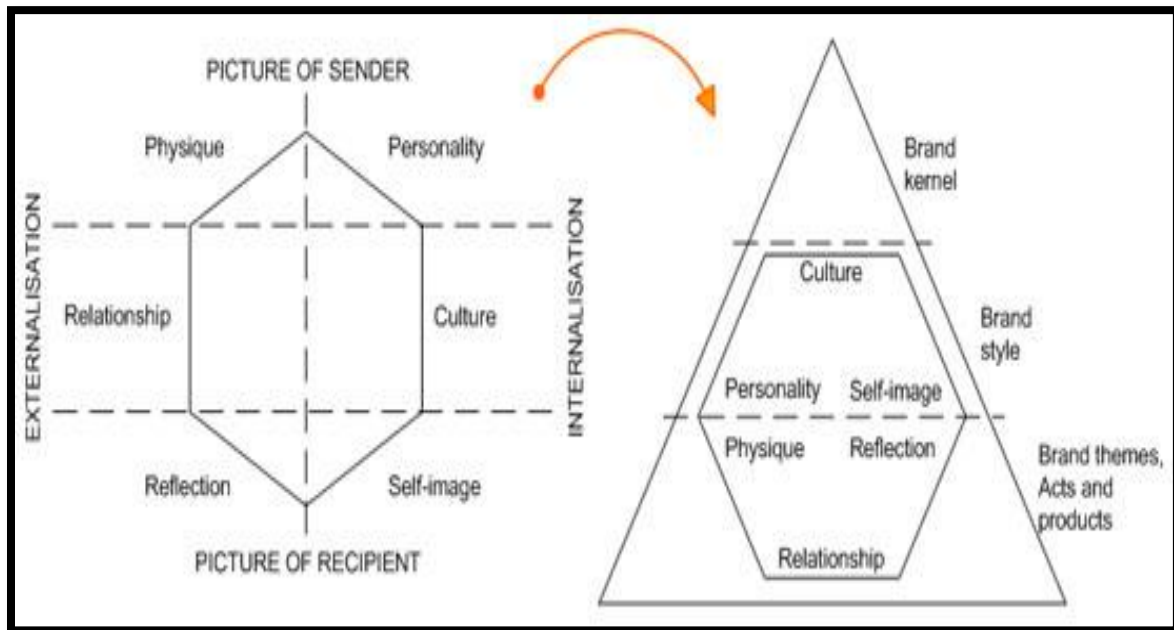
Why is there a need to create a brand identity? First, the modern world is "suffering" from information overload making it difficult to convey a message to the target listener. Secondly, there is constant pressure on the brands, which increasingly resemble each other. Namely, when a brand distinguishes itself in their innovation, others will follow its example and set a new, higher standard. Identity is more difficult to copy, and the diversification and differentiation over the competition requires knowledge of the brand identity of a product and services. (Keller, 2013)

Tourist destinations are a complex system consisting of many tourism products (services, attractions, tourism resources) and experiences, run by various interest groups which are organized in different legal forms. The concept of brand identity, applied to tourist destinations, is seen from the point of those who offer tourism products. This includes the impact of power of private owners, travel managers and authorities in the decision-making process of brand and branding tourist destinations. Brand identity should be a common vision of all "networked" holders of the tourist destinations. Although, some definitions emphasize the dual purpose of brand identity; on the one hand it is analyzing the brand from the perspective of the creators of tourism products, and on the other hand, recognizing the importance of brand for the consumers. From this perspective, the brand identity combines the creators of the tourist offer and its consumers whose return reactions indicate how successful the brand is. (Olins, 2004)

### **1.3.1. Different aspects of brand identity**

We will consider various aspects of brand identity, in order to better understand what does it entails. According to Kapferer (2004, p.182) it is necessary to analyze the three-tier pyramid for the brand so we can manage the brand during a period of time and provide its long-term success. Picture number 1 represents pyramid of brand identity, which consists of three layers.

Picture 1 – Brand identity prism



Source: *Top Ways to Brand Your Company Business Campaign*<sup>6</sup>

By posing a prism of identity, Kapferer has developed the first conceptual model which considers developing brand identity. Prism of identity consists of the following aspects of the brand (Kapferer, 2004, str.183):

- The physical aspect – are physical characteristics and quality, which represents basics of the brand and its tangible value.
- Personality - the brand has a personality represented by set of human characteristics, and it is therefore important that when creating the brand identity we imagine what human characteristics brand should have. The best-known study of this aspect has already been mentioned by Aaker, J. (1997), which groups human characteristics into five groups. Ekinci and Hosany (2006) found that scale brand personality of J. Aaker is also applicable to the destination, but needs renovation. According to these destinations have the following personality traits: loyalty, excitement and sociability. Dimension loyalty underscores the value of well-established relationship between visitors and hosts; a

<sup>6</sup> Retrived from: <http://topbusiness2016.blogspot.ba/>

dimension of excitement emphasizes personality traits such as vibrancy, uniqueness, humor and others.

- Culture - the brand has its own culture and internal values that make it different from the other brands.
- The relationship - between the brand and the people who. From the point of destination, this is a very important aspect of the brand which characterizes the way to deal with tourists, how are they welcomed and served while in the tourist visit. The hospitality of local people is vital to the holistic aspect of the brand. In Sweden there is an organization "Hostmanship"<sup>7</sup> which deals with development of hospitality by organizing training courses and workshops for the population which is interested.
- Reflection - the brand is a reflection of its customers. So Olins (2004, pg. 27) says that in a world that is confusing in terms of its competitive spirit, brands represent clarity, certainty and consistency, in a word - someone's identity.
- Image – while reflection is the external mirror of the brand, its image is the interior mirror. A person in attitude towards a particular brand develops a sort of inner relationship with brand. Consumers express their own image through brand which they consume.

#### **1.4.Relationship between country branding and region branding**

Branding country, as well as any destination branding, is complex process and differs from product branding. According to Fan (2006, p. 5) country cannot be compared with the product as it has a different purpose and audience, with numerous and indefinite owners.

There are differences between the branding of countries and regions, and the first and most important one is the size of space covering. Also, country has more variables involved in developing brand than a region which is an integral part of the country. Also, states have certain attributes that region may not have. For example, France is characterized by fashion, chic, perfumes, rich cultural attractions, etc. while Bretagne region is entirely different. (Bakić, 2009)

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<sup>7</sup> Hostmanship is founded in Sweden in 2003, in order to provide service to all who wish to develop their capacities in terms of hospitality, ie. to make people feel welcome in their society. They do not distinguish between tourists, visitors, patients, because in the world Hostmanship it does not matter.

World tourism trends are in favor of Bosnia and Herzegovina as an undiscovered tourist destination. However, the problem of Bosnia and Herzegovina is quite unfavorable image of which is monitored since the war that took place in 1990s, which has contributed to the destabilization of the country in every respect. Bosnia and Herzegovina needs a stable political and macroeconomic situation, a lot of effort and time to implement a strategy of positioning its new image, and comprehensive promotional activity. Therefore, the program of branding Bosnia and Herzegovina is task that government must address as soon as possible, because unfavorable image of the country is very much reflected in its tourist flows.

So, the starting point of all destination branding programs (region, city, resort) is national branding. Only when core values of the country brand are defined, then country can develop individual brand clusters, resorts within them, individual tourism products and etc. (Moutinho, 2005)

Looking at the countries in the region, we find the example of a well-developed brand in the region - Istria, which is consistent with national Croatia brand. Croatia realized it is necessary to divide country into regions in order to encourage intra-regional tourism processes. Croatia has identified new trends in when it comes to the needs of modern tourists, who apart from resting and sunbathing by the sea want some new experiences - recreation, adventure, rural tourism experience etc.

## 2. HERZEGOVINA AS A TOURIST DESTINATION

In this part we will discuss characteristics of Herzegovina as a tourist destination. We will show the value of the tourism system in Herzegovina, the factors that influence the development of tourism, and will also present competitive analysis, as well as a SWOT analysis of tourism in Herzegovina, the strong and the weak points. Based on the information we received, we will provide target goals for tourism development in Herzegovina and vision of Herzegovina as a tourist destination.

### 2.1. Factors affecting tourism destination

Each tourist destination consists of the following basic elements: primary attractiveness, built environment that provides spatial identity, support services and atmosphere, and socio-cultural dimensions of the destination (Keller, 2013). *Main attractions* include a mixture of different elements of natural attractiveness (climate, flora and fauna, geographical location, etc.) and social attractiveness (cultural and historical heritage, gastronomy, etc.). The built environment includes built objects such as historic sites, bridges, airports, business districts and the basic elements of infrastructure. Basic for tourism in all destinations are *supporting services* such as accommodation, communications, transport, catering and entertainment. *Socio-cultural dimension* of destination are cultural characteristics that connect the past and present, situation or atmosphere of destination, degree of affection and cohesion between the local population and visitors. (Bakić, 2009)

All developed tourist destinations are looking for new facilities to enhance their offer. There are two trends present in the world: one leads to the preservation of historical monuments, culture, heritage and nature - in one word authentic heritage; while the second is more focused on the derived attractions. However, it is interesting that such a type of themed attractions and amusement parks eventually become part of the physical, cultural and historical environment i.e. it becomes "somehow natural".

Development of tourist destination is based on accepting the fact that tourist destination is affected by more interdependent components, in particular financial resources, management and

human resources. Market research (*European Travel Commission, European Tourism in 2015: Trends & Prospects; World Travel & Tourism Council, Travel & Tourism Economic Impact in 2015, CEE*) clearly shows that tourists during their stay in a particular destination require all higher levels of quality that are willing to pay. Contemporary tourist knows to reward the effort invested in the improvement of supply and services.

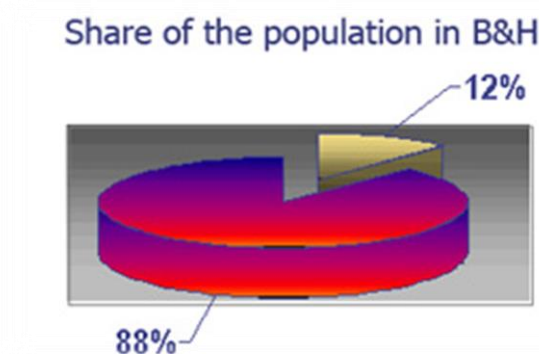
Herzegovina should ground its future in tourism on unique and available resource base. In this section we shall present the available resources, not for the purpose of their more detailed reasoning but to present foundation that could provide a successful tourist development.

### 2.1.1. Location

Herzegovina Region is located in the southern and south-eastern part of Bosnia and Herzegovina and it covers an area of 12.276 km<sup>2</sup> or 24% of B&H territory.<sup>8</sup>

According to the 2013 census, Bosnia and Herzegovina has overall 3 791 622 inhabitants, while region of Herzegovina has 483 352 inhabitants.<sup>9</sup>

*Chart 1 – Percentage of Herzegovina residents in Bosnia and Herzegovina*



*Source: Geographical characteristics<sup>10</sup>*

<sup>8</sup> Retrieved from: <http://www.redah.ba/index.php/en/about-herzegovina/geographic-characteristics.html>

<sup>9</sup> Retrieved from: <http://www.idpi.ba/analiza-dostupnih-rezultata-popisa-stanovnistva-u-bih-2013-godine/>

<sup>10</sup> Retrieved from: <http://www.redah.ba/index.php/en/about-herzegovina/geographic-characteristics.html>



Herzegovina borders Bosnia in the north, Montenegro in the east and the Republic of Croatia (Dalmatia) in the south and in the west. It has an exit to the Adriatic Sea at the coastal part of border with the Republic of Croatia in the Neum-Klek Bay in a narrow zone of indented coast 24.5 km long.<sup>11</sup>

The access to the Adriatic Sea makes Herzegovina specific region in B&H and gives it great potential in the development of tourism and economy in general.

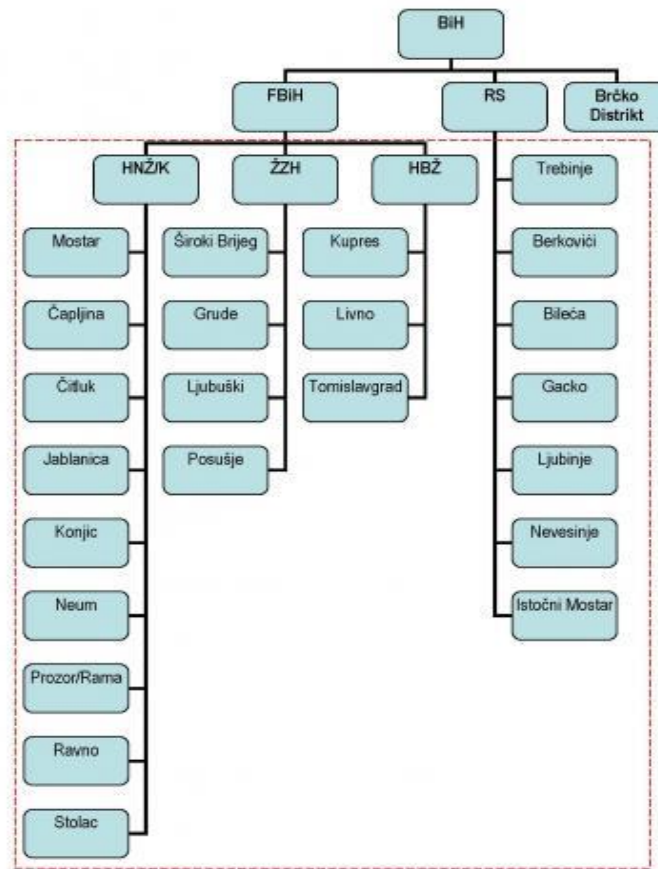
The largest economic center is the city of Mostar with 113 thousand inhabitants, and other important economic centers in Herzegovina are Trebinje, Konjic, Siroki Brijeg and Livno. In administrative terms, the Herzegovina region consists of 23 municipalities and spreads to both entities (The Federation of Bosnia and Herzegovina, and Republic of Srpska). Herzegovina region includes 16 municipalities in the Federation of B&H and 7 municipalities in Republic of Srpska.<sup>12</sup>

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<sup>11</sup>Retrieved from: <http://www.redah.ba/index.php/en/about-herzegovina/geographic-characteristics.html>

<sup>12</sup> Retrieved from: <http://www.redah.ba/index.php/en/about-herzegovina/geographic-characteristics.html>

Picture 3 – administrative composition and municipalities of Herzegovina



Source: Administrative composition<sup>13</sup>

### 2.1.2. Traffic position and infrastructure

"Geo-strategically speaking, Herzegovina is at a crossroad of two main communication routs of regional, national, international (B&H-the Republic of Croatia) and European character, which determines its present as well as its future position in this part of Europe. Both traffic routs are of equal importance, but the north-south transversal is given more priority. As a link between sea and mainland this rout, which runs through the Neretva valley, is the end of European communication vertical known as Corridor V-c (Baltic-Adriatic). The second communication

<sup>13</sup> Retrieved from: <http://www.redah.ba/index.php/en/hercegovina/administrative-composition.html>

*axis, the Ionian direction, stretches along Adriatic coast and connects Europe through Balkans with the Near East."*<sup>14</sup>

The road network binds the region with neighboring countries Croatian and Montenegro and rest of the Europe.

*"The only railway line in the region runs along the Neretva valley and its entire stretch is in Herzegovina-Neretva canton. It was built as a narrow-gauge line during the Austro-Hungarian rule at the end of 19th and beginning of the 20th century. Having been modernized in 1966, it became a standard-gauge line (European standard) and it was entirely electrified all the way to Sarajevo. Through Sarajevo and the junction in Doboj it is connected to the European railway network. This railway line can connect the region through Sarajevo to the west (via Zagreb) and to the east (via Belgrade)."*<sup>15</sup>

Air transport in the region works through the only regional airport in Mostar, which is located in the southern Mostar valley, the village Ortiješ, only 6 km from the center of Mostar and 35 km from Medjugorje. The airport is registered for international air traffic.

### **2.1.3. Vegetation**

Southern parts of Herzegovina have mostly evergreen vegetation and picturesque landscape is held throughout the year.

With its sub-mediterranean and mediterranean climate Herzegovina is a region in which thrive Mediterranean fruit and vegetables. Many call it "California" of Bosnia and Herzegovina. Here grow grapes, figs, peaches, tangerine, apple, pomegranate, olive and other varieties, as well as medicinal herbs such as sage, heather, immortelle etc. Thanks to the mild climate and its location, this place is also known for the first cherries, which ripen much earlier than in other parts of the country. At the same time, the landscape is decorated with numerous fruit plantations where they grow many plums, pears, apricots, peaches, apples, and so on. In addition, this part of our country

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<sup>14</sup>Retrieved from: <http://www.redah.ba/index.php/en/about-herzegovina/traffic-infrastructure.html>

<sup>15</sup> Retrieved from: <http://www.redah.ba/index.php/en/about-herzegovina/traffic-infrastructure.html>

has become one of the largest centers for growing vegetables throughout Bosnia and Herzegovina.

Because of this mild climate that Herzegovina has, it is the biggest and single grapes and wine producer in Bosnia and Herzegovina. Two autochthonous varieties, Žilavka and Blatina, have had acclimated here and provide crop and quality as nowhere else. Herzegovina is a country of sun and stone, and its glades and vales are covered by low and high vegetation, such as brambles, oak, ash, maple, spruce and pine. Everyone who has visited this landscape was offered unforgettable views pleasant to the eye and soul.

#### **2.1.4. Natural heritage**

Exceptional value and variety of natural, cultural and historical heritage are the main resources for the development of tourism and at the same time a significant competitive advantage over other destinations, so it is important that as far as possible retain their value, along with evaluation of the tourist market. (Bakić, 2009)

In the area of Herzegovina under special protection are following:<sup>16</sup>

- **Special Nature Reserves** (4): Vjetrenica Cave, Dolomitic area Vrtaljica, Meditarentum, Hutovo Blato;
- **Reserves of natural landscapes** (3): Neretva Canyon, Buna Spring, Basajkovac scenery;
- **Natural monuments** (39): geological and paleontological and geomorphologic sites, rare specimens of flora and botanical sites;
- **Ramsar locations**<sup>17</sup> (2): Hutovo Blato, Livanjsko polje

The wealth of natural heritage offers the potential for the development of ecotourism. In addition, there are good chances for developing rural, recreational and excursion tourism. Surely that can bring significant benefits to protected areas, as well as local communities. However, protecting and maintaining must remain a top priority, because without that valuable nature and landscape - as foundation of tourism- everything will be lost.

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<sup>16</sup>Zasticeni objekti prirode u BiH. Retrieved from: <http://www.fmoit.gov.ba/ba/page/58/ostali-dokumenti>

<sup>17</sup> Area of international importance under the Ramsar Convention

### 2.1.5. Cultural heritage

In today's world great importance is given to cultural and historical content in the tourism industry. Areas of interest are quite varied and include: cultural and historical monuments, art, cultural events etc.

Today's Herzegovina was established on the ruins of various empires: Roman, Byzantine, Ottoman, Austria-Hungarian. Precisely because of the richness of events, different peoples and of their respective cultures and traditions that have left their mark, mix of cultures was created and that makes Herzegovina unique.

According to Commission to preserve national monuments of Bosnia and Herzegovina, in Herzegovina we can find:<sup>18</sup>

- Cultural monuments (290): Of all cultural and historical treasure that Herzegovina has, Old Bridge & Old Town stands out. 16-th century Ottoman Old Bridge, which connects the left and right side of the city, was destroyed in 1990s conflict. It was rebuilt in 2004, and in 2005 together with Old Town was put under the protection of UNESCO World Heritage. Another cultural-historical treasure that was put under UNESCO protection is medieval tombstones graveyards. Herzegovina has preserved a large number of tombstones graveyards, but Radimlja and Boljuni are the most famous. The rest of the monuments are mosques, monasteries and churches, old castles and fortresses, traditional town houses.
- Archeological sites (15): Bosnia and Herzegovina is extremely rich in archaeological sites, there is lot of them, but are generally unprotected from being mined and decayed. Some of the locations are Boljuni, Huremovaca, Martinovica gomila etc.

In addition to static cultural and historical resources, to there are many attract festivals and events to attract domestic and foreign, and some of them are: Mostar Summer Fest, International Economic Fair in Mostar, West Herzegovina Fest, Neum Animated Film Festival, Mostar Blues Fest, Dani sljive Prozor / Rama etc. Of all the festivals in Herzegovina, the best known is Old Bridge Cliff Diving, which has become a real international event that every year in July assemble

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<sup>18</sup> Privremena lista nacionalnih spomenika. Retrieved from: [http://www.kons.gov.ba/nacionalni\\_spomenici/privremena\\_lista/default.aspx?id=7282&langTag=bs-BA](http://www.kons.gov.ba/nacionalni_spomenici/privremena_lista/default.aspx?id=7282&langTag=bs-BA)

a multitude of tourists. Sponsor for 2015 event was Red Bull who welcomed the world's best athletes and attracted visitors from around the world.

## **2.2. SWOT analysis**

After analyzing macro environment, market and competition, it is necessary to access and analyze internal resources of destination. While performing analysis of internal resources of certain destination it is important to emphasize that in each area we can find advantages and disadvantages. The analysis should reveal strengths and weaknesses, and identify ways to improve the strengths and eliminate weaknesses. This will be achieved by SWOT analysis. Tourism variables which will be assessed in the SWOT analysis are: natural and social resources, location and availability of attractions, accommodation facilities, human resources, marketing activities. (Kapferer, 2004)

On the basis of a questionnaire survey, tourist visits and interviews with relevant representatives of the Herzegovina tourism, we have observed what are the key strengths, weaknesses, opportunities and threats to Herzegovina as a tourist destination. (Presented in Table 1)

*Table 1 – SWOT analysis of Herzegovina tourism*

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Favorable geostrategic position</li> <li>• Mild climate</li> <li>• Rich cultural heritage; cultural tourism &amp; religion tourism</li> <li>• Unique mix of different ethnic groups and religions</li> <li>• Positive attitude of residents toward protections and maintenance of environment</li> <li>• Hospitality of residents</li> <li>• Traditional events</li> <li>• Cultural &amp; entertainment events</li> <li>• The great potential of rural areas for the development of agro/eco tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Relatively low average spending per tourist</li> <li>• Undeveloped tourism brand of product and region</li> <li>• Underdeveloped infrastructure</li> <li>• Lack of professional managerial personnel</li> <li>• Insufficient use of marketing techniques</li> <li>• Lack of vision of Herzegovina as a tourist destination, clear targets and their realization</li> <li>• Lack of well-known brands - hotel chains</li> <li>• Lack of tourist signalization</li> <li>• Lack of financial resources and investment</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Potential to develop key tourism sectors e.g. agro/eco-tourism, adventure sports, rural tourism, hunting, fishing, hiking</li> <li>• Regional integration and cooperation with other countries in the region</li> <li>• Connecting with foreign partners</li> <li>• Encourage entrepreneurship in tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Great competitiveness of countries in the region</li> <li>• The slowness of the process of EU integration</li> <li>• Lack of investors from around the world and lack of local initiatives</li> </ul>

In order to correct a number of deficiencies and limiting factors, it is necessary to set goals, determine the guidelines and vision of where tourist Herzegovina should be in the future.

## 2.3. Strategic framework for the development of tourist destination

### 2.3.1. Matrix of Herzegovina tourist products

In defining the strategic direction in terms of competitiveness, the first step is to determine the tourism products of destination which are good enough to compete immediately. The second step is selection of perspective products that are attractive enough to have a real possibility for future development.

The analysis will be based on the concept developed by the consulting group McKinsey for the company General Electric, which is a matrix in the form of 9 fields. It provides the ability to incorporate more variables that are important for selection of products and strategies for destination. Attractiveness of the markets is assessed with following elements: low, medium and high strength. Power of tourist destination has been assessed with following elements: high, medium and low. The attractiveness of a tourist destination consisting of several variables, such as: market size, market growth rate, intensity of competition and so on. Tourism destination power is consisted of elements such as product quality, knowledge about market efficiency etc. The most favorable situation is when high market attractiveness match strong power of tourist destination and least favorable situation corresponds to low attractiveness and low power destination.<sup>19</sup>

Portfolio of tourist offer of Herzegovina is presented in the following table:

*Table 2 – Portfolio of tourist offer of Herzegovina*

<b>Tourism product</b>	<b>Product segments</b>	<b>Location</b>
RIVER-MOUNTAINS-LAKES	<ul style="list-style-type: none"><li>• Hiking, walking, outdoor activities</li><li>• Biking, paragliding,</li></ul>	<ul style="list-style-type: none"><li>• Bike &amp; hike park: Čabulja, Čvrsnica, Prenj, Velež, Vran.</li><li>• Rafting: Neretva River</li></ul>

<sup>19</sup>Retrieved from: <http://www.quickmba.com/strategy/matrix/ge-mckinsey/>



	<p>sports and activities on water (boating, rafting etc), beach volleyball etc.</p>	<ul style="list-style-type: none"> <li>• Paragliding: Kupres</li> <li>• Sun &amp; bathing: Boracko Lake, Jablanicko jezero, Neretva River, Tebizat, Trebisnjica, Bregava, Buna, Bunica, Kravice Waterfalls</li> <li>• Ski centers: Risovac, Rujiste,</li> </ul>
RURAL TOURISM	<ul style="list-style-type: none"> <li>• Agro-tourism, farms, organic farms</li> </ul>	<ul style="list-style-type: none"> <li>• Village tourism: Etno selo Herceg, Gazdinstvo Sisic, Eco village Raj u raju</li> <li>• Agrotourism: Matuško (Neum), Hercegovina (Grude)</li> <li>• Farms: Ravno, Podvezlje, Kupres, Konjic</li> </ul>
SPORTS & RECREATIONAL TOURISM	<ul style="list-style-type: none"> <li>• Camping</li> <li>• Walking</li> <li>• Biking</li> <li>• Riding</li> <li>• Hunting &amp; fishing</li> <li>• Activities in nature (bird observation)</li> </ul>	<ul style="list-style-type: none"> <li>• Camping: Jablanica Lake, Boracko Lake</li> <li>• Horse riding: Čapljina, Mogorjelo, Blagaj</li> <li>• Photo safari and bird observation in Hutovo blato</li> <li>• Hunting: Prenj, Čvrsnica, Velež, Čabulja...</li> <li>• Fishing: rivers- Neretva, Rakitnica, Trebisnjica,</li> </ul>

		Trebizat, Buna.. lakes- Blidinje, Boračko, Jablaničko, Trebinjsko, Salakovac...
CULTURAL TOURISM	<ul style="list-style-type: none"> <li>• Festivals</li> <li>• Art &amp; amusement</li> <li>• Religious tourism</li> <li>• Gastronomy &amp; oenology</li> </ul>	<ul style="list-style-type: none"> <li>• Festivals: Mostarska liska, Neum Animated Film Festival, Mediteran Film Festival, Mostar Summer Fest, Mostar Blues Festival, Dani matice Hrvatske...</li> <li>• Special events: Old Bridge Cliff Diving, Mostar Fair.</li> <li>• Oenology: Dani berbe grožđa - Čitluk</li> <li>• Religious tourism: Medjugorje Pilgrimage, Zitomislci Monastery, Manastir Tvrđos near Trebinje, Humac Hercegovina, Dervish House in Blagaj...</li> </ul>
SUN & SEA PROGRAM	<ul style="list-style-type: none"> <li>• Sun &amp; swimming</li> </ul>	Neum- blue oasis; swimming, diving, parasailing, sailing

Presented product segments will be analyzed on the basis of attractiveness and competitiveness in the following matrix:

Picture 3 - Attractiveness and competitiveness matrix of interesting tourism products for Herzegovina

Attractiveness

High	Cultural tourism Religious tourism Gastronomy & oenology	Rural tourism	
Medium	Eco-tourism	Sports & recreational tourism	
Low			
	High	Medium	Low

Source: *Tourism Development Strategy of Bosnia and Herzegovina (2008)*<sup>20</sup>

Tourist products can be grouped as:

- Primary - cultural tourism, religious tourism, gastronomy and enology, ecotourism
- Secondary - rural tourism, ethno-tourism, sports - recreational tourism

It should be noted that there is great potential for sports & recreational tourism, but its development is possible only with serious investment. So far, there's not a single significant project on this.

<sup>20</sup>Retrieved from: [http://www.ruralexension.org/doc/Strategija%20razvoja%20turizma%20FBiH%202008-2018%20\(2008\).pdf](http://www.ruralexension.org/doc/Strategija%20razvoja%20turizma%20FBiH%202008-2018%20(2008).pdf)

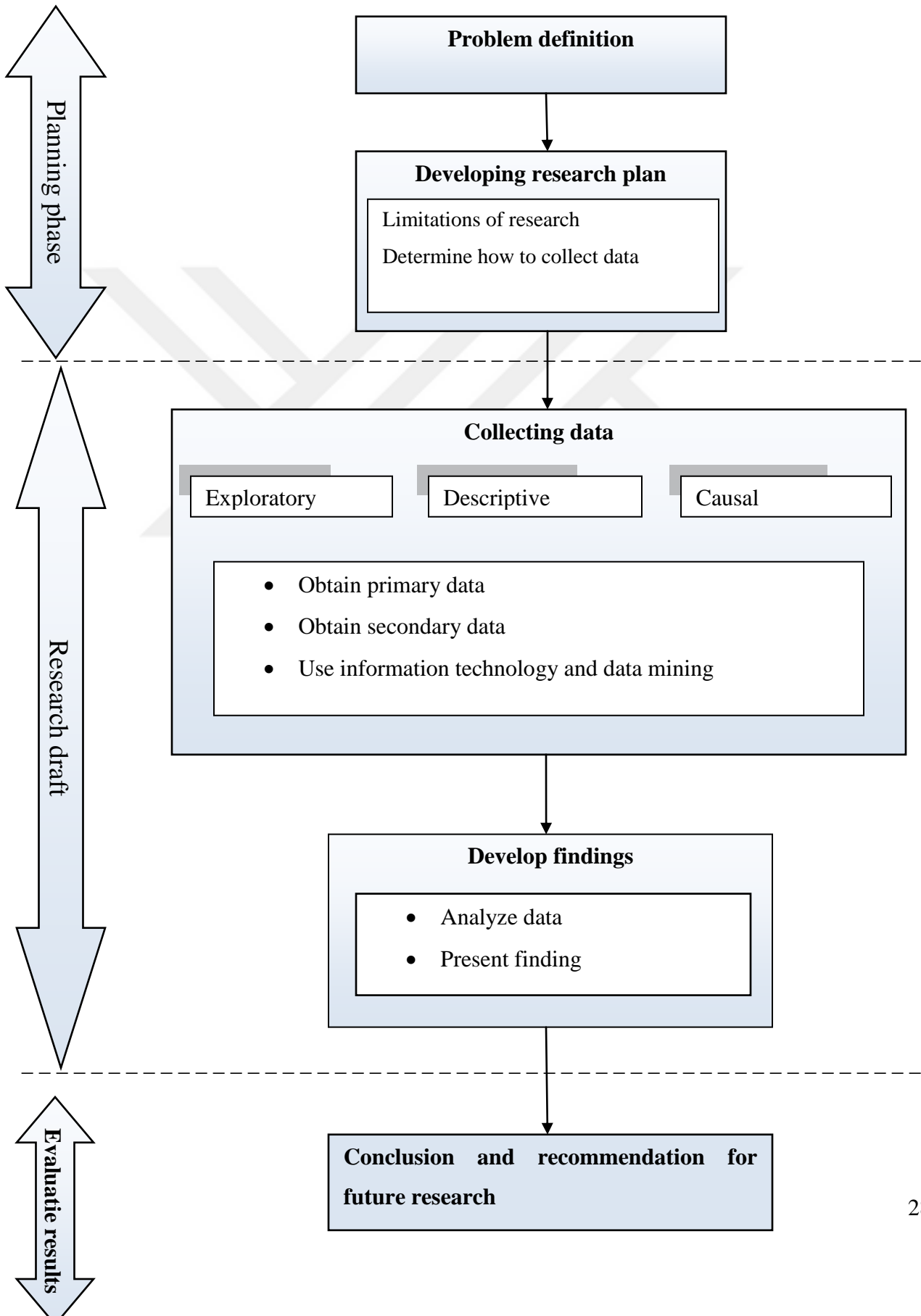
### **3. MARKETING RESEARCH ON TOURIST IMAGE OF HERZEGOVINA**

So far we have considered all the components and characteristics that make a real tourist offer. However, it is necessary to conduct marketing research in terms of tourists themselves i.e. service users who are the most authoritative in giving a rating, as well as residents who are directly involved in providing services in the area. This research will give us view on the current position of Herzegovina.

In order to start the positioning process and phase, it is necessary to research and investigate about current position Herzegovina. This section should present the *research process* through all its stages, as schematically shown in the picture number 5.

Selected process of marketing research corresponded to the research process according to Kumar, Aaker and Day (2002, p. 68).

Picture 4 - Schematic representation of marketing research process



### **3.1. Aim of the marketing research**

This part of paper is focused on understanding and assessing attitudes toward destination from two perspectives: external (tourists) and internal (residents) perspective.

Aim of the study was to determine the differences between two visions of Herzegovina, to realize whether the subjective image that residents have is significantly different from that one that tourists/users of services have, and eventually merge these two and create desired image of destination. Based on this analysis, but also on competition analysis which we will perform in the following chapter, we will be able to create a destination brand that represents the identity of the destination, its values and unique attractions. In this way, we will get comprehensive view to the problem, which generates the possibility of verifying the proposed research hypotheses.

### **3.2. Research type and the process**

Research process involves many interdependent decisions, but maybe the most important one is how data will be collected. A typical question at this stage is whether we can rely on secondary data, or the quality data we can get in case studies, or eventually the questionnaire method through which we receive information from "first-hand"?

Research in this paper absolutely requires both primary and secondary data sources. Taking into account that we are conducting survey about attitudes that tourists and residents have about Herzegovina as a tourist destination, we will be using mainly primary sources of data based on qualitative field research. Primary sources are all people who use tourist services in Herzegovina-domestic tourists who do not live in the territory of Herzegovina, foreign tourists ("look outside"), and residents ("look inside").

Secondary data were a valuable source of information when designing research questions and objectives of the primary research. This primarily refers to the part in which we have to analyze the attitudes of tourists about B&H, where we consulted Tourism Development Strategy for the Federation of Bosnia and Herzegovina (2008-2018), Herzegovina-Neretva Canton Tourism Board, and regional development organization REDAH.

In addition, by using desk research method we will find possible links with similar regions in neighborhood countries. By using Internet we will find the appropriate promotional material for

those regions, and then compare electronic promo materials of Herzegovina with promotional material of neighborhood environment.

Obtained primary and secondary data should form whole picture of what are the benefits of experiential stay in Herzegovina when compared to other destinations, where Herzegovina stands now in comparison to similar regions and destinations, and where it should be.

Primary data will be collected by applying descriptive and exploratory research methods. Descriptive studies are usually implemented in primary field research and to describe the existing characteristics of the defined target group or the structure of the market.

Exploratory research was undertaken after the descriptive one. After understanding data (which is quantities) on the general importance and performance by doing descriptive research on image and identity of Herzegovina, a researcher wanted to perceive more clearly attitudes, associations, visual identity and characteristics of Herzegovina as a personality, and that will serve for the future correction and proper organization of the touristic activities. These qualitative data can be collected only through exploratory research.

### **3.3 Methods and instruments for data collection**

During the field research phase we used questionnaire as a mean of survey method. Questionnaire is a list of questions to ask respondents in order to collect data and information relevant to the subject i.e. results of the research. (Kothari, 2004)

Form of communication used between the interviewer and the interviewee are both personal and written communication. Significant advantage of written surveys is that it's more economically affordable rather than personal surveys, but as a prerequisite you must ensure to have literate participants and their motivation to complete the same properly. Face-to-face survey is therefore more suitable, but also greater risk of subjective influence of interviewers on respondents.

Conducting survey on residents was a mission for twenty students of Faculty of Economics in Mostar, who were therefore able to verbally communicate with the respondents, whose qualification structure was very different, as well as the written communication skills. In direct

communication with the subjects they were able to explain or clarify questions in the questionnaire, get information needed and record responses received. In this way, they reduced possibility of making mistakes while giving answers. The survey on tourists was conducted by the author herself, leaving questionnaires in tourist facilities. In preliminary agreements with tourism management about the means of carrying out the survey, the author has drawn attention to "tourists do not want to be disturbed by the interviewer while on vacation" so that the surveys were filled out by tourists in their rooms (written form) or a receptionist who had politely asked for to (verbally).

### **3.3.1. Measurement scales**

Since the aim of the study is to assess the image of Herzegovina through the experience of tourists and sightings of residents who live in it, it is necessary to measure their opinions, attitudes and feelings - that are expressed in a questionnaire in the form of attributes (variables that can be nominal, ordinal, interval and ratio).

Scales represent a numeric representation of the values of variables. Due to the different nature of values and relations among values there are several types of scales but in our research we have applied three: nominal, ordinal and interval. (Kothari, 2004)

The nominal scale is used to classify individual (qualitative) characteristics, and there is no information about the direction and size of their differences. It consists of two or more categories (classes) that are qualitatively different from one another. Nominal scale was used in matters relating to geographic location, gender or marital status, as well as in multiple-choice questions which have been assigned with initial letters of the alphabet. (Kothari, 2004)

Ordinal scale determines the higher or lower, but the differences between the individual units of the scale are not equal. Mathematical operations cannot be carried out, but these values can be compared with each other. (Kothari, 2004)

Likert scale is a type of attitude scale that consists of a series of statements devoted to different aspects of an attitude. It gives the subject an option to express their level of agreement or disagreement on a five-point scale as "strongly disagree", "disagree", "no opinion", "disagrees", "I totally agree". Each respondent's answer is scored, and then adding the respondents' answers to



each statement gets the average score that expresses a positive or negative attitude. This type of scale is very grateful for the statistical analysis and the possibilities are really great; mean value, standard deviation, correlation, t-test, ANOVA, regression and factorial analysis. (Kothari, 2004)

### **3.3.2. Designing the questionnaire**

While composing the questionnaire we made clear thoughts about the types of information that we need to get out of the respondents, taking into account the purpose and aim of the research.

When designing the questionnaire, the intention was to respect general rules for composing the questionnaire defined by the numerous authors in this field, with particular respect for the rules defined by the author Kumar, Aaker, Day (2009). The aforementioned authors state the following suggestions:<sup>21</sup>

- Plan what to measure
- Formulate questions
- Order and wording of questions and the layout of the questionnaires
- Test for omissions and ambiguities
- Correct the problems (pretest again, if necessary)

Before formulating the right questions, we considered degree of freedom that is necessary to leave for respondents in their answers and whether those questions should be closed-ended, open-ended or mixed character. Taking into account their advantages and disadvantages, the choice fell on the side of the closed-ended questions in which the subjects are required to make one or more choices in relation to the answers offered. These questions are easier to answer, require less involvement of interviewers, it's faster to fill it, can be compared from subject to subject, and make statistical analysis and presentation of data easier. (Kumar, Aaker & Day, 2002)

In doing so, we have chosen different formats of questions, starting with dichotomous questions which have only two choices offered; circling over one or more responses in list offered, and evaluation of claims in the Likert scale. To get more information in the questionnaire for tourists,

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<sup>21</sup> Retrieved from: <http://slideplayer.com/slide/6150013/>

we asked questions that are a combination of opened and closed questions. This, in a way, represents the exploratory part to find out the reasons why none of the answers offered is considered appropriate, and respondents were given the opportunity to fill in the blank line under the name of "the other".

An important step in preparing the questionnaire is the appearance and structure of the questionnaire and the sequence of questions that need to go in a logical manner, from lighter to heavier questions. One of the basic rules is that at the beginning we should ask questions related to the demographic characteristics of respondents and later on move on to questions that delve more into the issue. The questionnaire should be clear, not overwhelmed with questions, have nice visual look, printed on paper of appropriate quality, with clear instructions given, and the words used need to be understandable and simple. (Kumar, Aaker & Day, 2002)

Before making decisions on the final shape and design of the questionnaire we made pre-testing that concerned "flow" of the questionnaire, clarity of questions, duration of filling, interest of participants to fill out the questionnaire, and difficulty of the task. We have detected deficiencies in the number of questions asked, which can reduce the desire and interest of participants to take part in the survey, and some linguistic confusion, which is corrected in order to draft the two final form of the questionnaire:

- 1) Questionnaire for tourists- contains ten questions mainly of closed-ended and few questions of mixed character. The information collected in this questionnaire will be used in the further design of Herzegovina identity. The questionnaire was made in Bosnian and English language (intended for foreign tourists).
- 2) Questionnaire for the residents - contains 12 closed character questions, some of which are the same as in the questionnaire of tourists. The reason for this is pre-set goal of research which is related to the determination of differences between these two visions and their mutual harmonization.

Complete forms of both questionnaires are attached to this paperwork (Appendix no. 1 and no. 2)

### **3.4. Identifying respondents**

The first step in the planning stage is to identify sample population, which is the subject of research. While carrying out this study and defining the relevant population, it has been found that it's acceptable that the research respondents are tourists who come to Herzegovina from the country (but are not residents of Herzegovina) and tourists from abroad, as well as residents of Herzegovina.

In terms of sample size, it is planned that research includes random sample of 800 respondents - residents of Herzegovina, residing in the following cities of Herzegovina: 1) Mostar, 2) Konjic, 3) Trebinje, 4) Neum, 5) Gacko, 6) Nevesinje, 7) Široki Brijeg, 8) Kupres, 9) Posušje, 10) Čapljina, 11) Jablanica, 12) Međugorje;

and 600 respondents - tourists who are not residents of Herzegovina.

### **3.5. Distribution of the questionnaires**

Collecting data by method of random sampling includes 800 respondents - sampling residents of Herzegovina has been conducted in the period from 28<sup>th</sup> March 2016 until 28<sup>th</sup> April 2016. Distribution of the questionnaire was carried out by students of the Faculty of Economics, in the exercises in the subject Statistics in the second year of study. Students were asked to interview residents of the city/place in which they live, as well as their surroundings. Because of the number of students who participated in this project, expectations regarding the scope of the planned sample and accuracy of completed surveys were higher than the survey testing tourists conducted by an interviewer.

The time frame for tourist research was something different and adapted to a larger number of tourist visits, including the period of 15<sup>th</sup> March 2016 until 30<sup>th</sup> April 2016.<sup>22</sup>

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<sup>22</sup>Distributing questionnaires was preceded by a selection of tourist facilities of different categories and purposes, in which reside both local and foreign tourists, which differ according to the motives of their stay, from vacation, visiting some event or business trip. Then we contacted facilities management to inquire whether they are willing to allow the researcher to contact the tourists. It is well known that when the tourists are traveling they don't want to be upset and disturbed, so organizing questionnaire conduction was planned very carefully and always in agreement with the hotel staff who are familiar with their guests and the ways how to reach them. In several selected objects

Taking into consideration all the requirements of tourism management of facilities, questionnaires were distributed in the following tourist facilities:

- 1) Mostar: Hotel Medium, Hotel Bristol, Villa Anri, Hostel Dalila, Hostel Don, Hostel Golden Bridge, Hostel Miran
- 2) Međugorje: Hotel San
- 3) Čapljina: Hotel Mogorjelo
- 4) Neum: Vila Obad, Vila Slavka
- 5) Kupres: Hotel Adria Ski, Apartments Marić
- 6) Konjic: Garden City Hotel Konjic, Guest House Konjic
- 7) Trebinje: Sesto Senso, Slobo Apartment

### **3.6. Preparing data for analysis**

Taking into account questionnaires which were forwarded to respondents, 760 have been filled by residents, and 240 questionnaires from tourists. The questionnaire return rate of the residents was 95% and significantly lower of the tourists, only 40%. A small rate of return of tourist questionnaires can be attributed to the reluctance of tourists to answer questions because of hurry and uncoordinated staff activities in tourist facilities during survey implementation (one shift didn't transfer task to another). These reasons are discussed and the researcher is aware of the limited scope of this research, and errors that have occurred (which are reflected in the non-inclusion of a representative sample or failure of respondents to answer) will hopefully be corrected in some future research with larger financial capabilities and a longer time frame.

On the other hand, respondents who answered made the following mistakes: not filling the questionnaire completely, and circling of the larger number of responses than anticipated. By separating faulty questionnaires we found 721 (91.12% of the collected) valid questionnaire for residents and 221 (92.11% of the collected) questionnaire for tourists.

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survey testing has already been done, and its management proposed to be done in the same way as the previous one, which is most often leaving questionnaires in the room where tourists are staying. In addition, as one of the best ways to conduct the survey is when the receptionist asks individual tourists who are leaving the hotel and have a fresh picture of Herzegovina in their mind as a tourist destination, to answer questions. In this way the actual communication with foreign tourists who have had difficulty in understanding the language (not understanding the English language version of the questionnaire) was established, because friendly staff accepted the role of translator. In several tourist facilities of high category they declined the request for survey, explaining that they don't want to disturb guests while on holiday.

Replies to the questionnaire should be transferred to a computer program for further analysis. Different types of questions require different computer programs and therefore different coding systems. In our case, for processing data obtained in the form of closed questions we will use the program SPSS 15, and for processing data received through the open questions we used an Excel spreadsheet in which we record all responses received.

### **3.7. Analysis and interpretation of questionnaire results**

Questionnaires for residents and tourists, as already stated, are different due to the different characteristics of the sample, but in the central part of the questionnaire which is related to the researches on the image and identity of Herzegovina – questionnaires are the same (see questionnaires attached no1 and no2). So now we will present results of the research in a special way, by grouping specific questions in the questionnaire in the thematic areas in order to have easier and more user friendly comparisons:

- general characteristics of the respondents;
- key attributes;
- Sum of associations related to Herzegovina;
- The visual identity, colors and Herzegovina as a person;
- Tourist potential of Herzegovina
- The leading topic in brand positioning

#### **3.7.1. General characteristics of respondents**

##### **General characteristics of tourists**

It is very important for our research to determine what kind of position Herzegovina takes in mind of domestic and foreign tourists, what are the opinions about it, which also represents indicator of tourism success and marketing actions that were undertaken previously.

Data about general characteristics of the tourists are illustratively and transparently displayed in table number 3. Processed responses were obtained from general questions related to the demographic structure of respondents and include questions no. 1, 2, 3, and 9.

Table 3 - Demographic characteristics of tourists, mode and purpose of arrival, and other information

<b>Gender</b>			<b>Marriage status</b>		
	<b>Freq</b>	<b>(%)</b>		<b>Freq</b>	<b>(%)</b>
Male	112	50,67	Married	117	52,94
Female	109	49,33	Not married	104	47,06
<b>Age</b>			<b>Reason for visit</b>		
	<b>Freq</b>	<b>(%)</b>		<b>Freq</b>	<b>(%)</b>
Under 20	11	4,97	Vacation	87	39,36
21-30	50	22,6	Attending event	7	3,16
31-40	84	38	Exploring new	90	40,72
41-50	52	23,5	Work	6	2,71
51-60	15	6,8	Visit family/friends	29	13,12
Above 60	9	4,07	Other	2	0,9
<b>Source of information</b>					
<b>Country</b>			<b>about Herzegovina</b>		
	<b>Freq</b>	<b>(%)</b>		<b>Freq</b>	<b>(%)</b>
Australia	2	0,9	Previous visit	93	42,1
Austria	5	2,6	Documentary	54	24,5
China	4	1,8	Tourist agencies	28	12,6
Croatia	15	6,8	From people of Herzegovina	78	35,3
Germany	6	2,7	Recommendation	120	54,3
Italy	16	7,2	Newspapers, magazines	27	12,2
<i>Bosnia and Herzegovina</i>	80	36,2	Internet	102	46,1
			Tourism fair	32	14,5
			Other	12	5,4
<b>Japan</b>			<b>Number of visits</b>		
	<b>Freq</b>	<b>(%)</b>		<b>Freq</b>	<b>(%)</b>
Kuwait	10	4,5	First time	72	32,6
Montenegro	8	3,6	1-10 times	79	35,8

Poland	5	2,2	10-15 times	18	8,1
Qatar	8	3,6	More than 15 times	52	23,5
Russia	10	4,5			
Serbia	13	5,8			
Slovenia	4	1,8			
Spain	2	0,9			
			<b>Arrival mode</b>	<b>Freq</b>	<b>(%)</b>
Turkey	27	12,3	Individual	53	24
United Kingdom	3	1,3	Family	36	16,3
			Friends	51	23
			Tourist groups	68	30,8
			Other	13	5,9

*Note: n = 221, in some cases the percentage exceeds 100 because of possibility to select more options*

The questionnaire found that the certain number of tourists (of 221 valid questionnaires) is *domestic* (36.2%), and that the most important source for Herzegovina market is Sarajevo area (21.7%). There has been 8% of tourists from Tuzla, and several respondents from other cities in Bosnia and Herzegovina.

When it comes to foreign tourists, other 63,8% of respondents are foreigners coming from all around the world. Most visitors come from Turkey (12.3%), but also from republics of the former Yugoslavia (Croatia- 6,8%; Serbia- 5,8%; Montenegro- 3,6%; Slovenia- 1,8%)

We have tourists from the EU, of which the most present are Italians (7.2%). Also, there was a noticeable increase in visits from Arab countries, where leading visitors come from Kuwait (4.5%) and Qatar (3.6%).

We have interviewed two guests from far away Australia (0.9%).

As for the composition of the sample, is relatively equal participation of men (50.67%) and women (49.33%). According to age, the most numerous group between 21-30 (22.6%) and 41-50 (23.5%), while at least we have tourists over 60 years (4.07%).

The high degree of education of guests, even 55.6% are highly educated people, can point to the fact that this is mainly about the people who came for business purposes or their higher education provides such a standard of living where they can afford the trip.

Responses we received regarding the purpose of the arrival of tourists indicate that they visit Herzegovina often because of its very favorable interregional and transit position, even 67.4% of tourists indicated that they did not come the first time, as often found in passing on route to other destinations or are originally from Herzegovina.

In the questions tourists were asked to exactly specify how many times they visited Herzegovina, the majority of respondents (35.8%) said that it was more than once, 8,1% was in Herzegovina more than 10 times, and some responses were funny because some of the respondents stressed that they have visited Herzegovina "at least 100 times" or did not answer without knowing that exact number of visits to Herzegovina. This data indicates the great customer loyalty, satisfaction of tourist offer, but still working on the promotion of tourism in a way that will attract new visitors and encourage them to visit again.

As the main reason for coming to Herzegovina, respondents mostly cited discovering new (30.2%), then coming to rest from the stressful and hectic lifestyle (27.5%) and visiting relatives and friends (19%).

*Table 4- Reasons for domestic and foreign tourists' arrival; comparison*

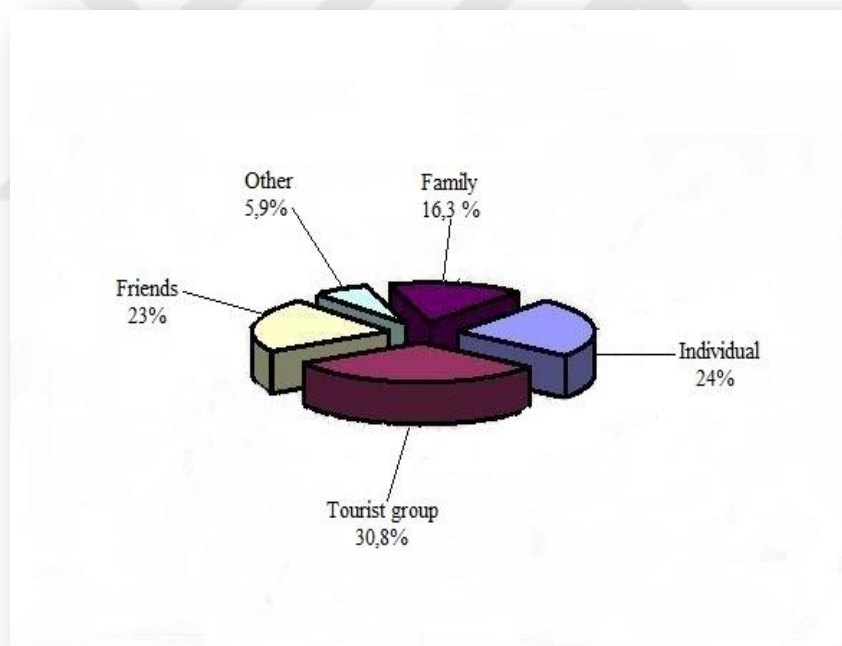
Reason for tourist arrival	Classification of tourists to the country of origin		Total	
	Domestic	Foreign	Freq	(%)
1. Vacation	11	50	61	27,5
2. Attending event	25	4	29	13,5
3. Exploring new	2	65	67	30,2
4. Work	9	2	11	4,9
5. Visit family/friend	28	14	42	19
6. Other	5	6	11	4,9
<b>Total</b>	<b>80</b>	<b>141</b>	<b>221</b>	<b>100</b>



Obtained data indicate the two most important reasons the arrival of domestic and foreign tourists: exploring new and vacation.

Arrivals of tourists with tourist groups are dominant (30.8), followed by individualized travel (24%) and travel with friends (23%). From other modes of travel, 5.9% of respondents said they had come with colleagues or love relationship partner. Significant number of guests came with family (16.3%)

*Chart 2 – Tourists travel mode*



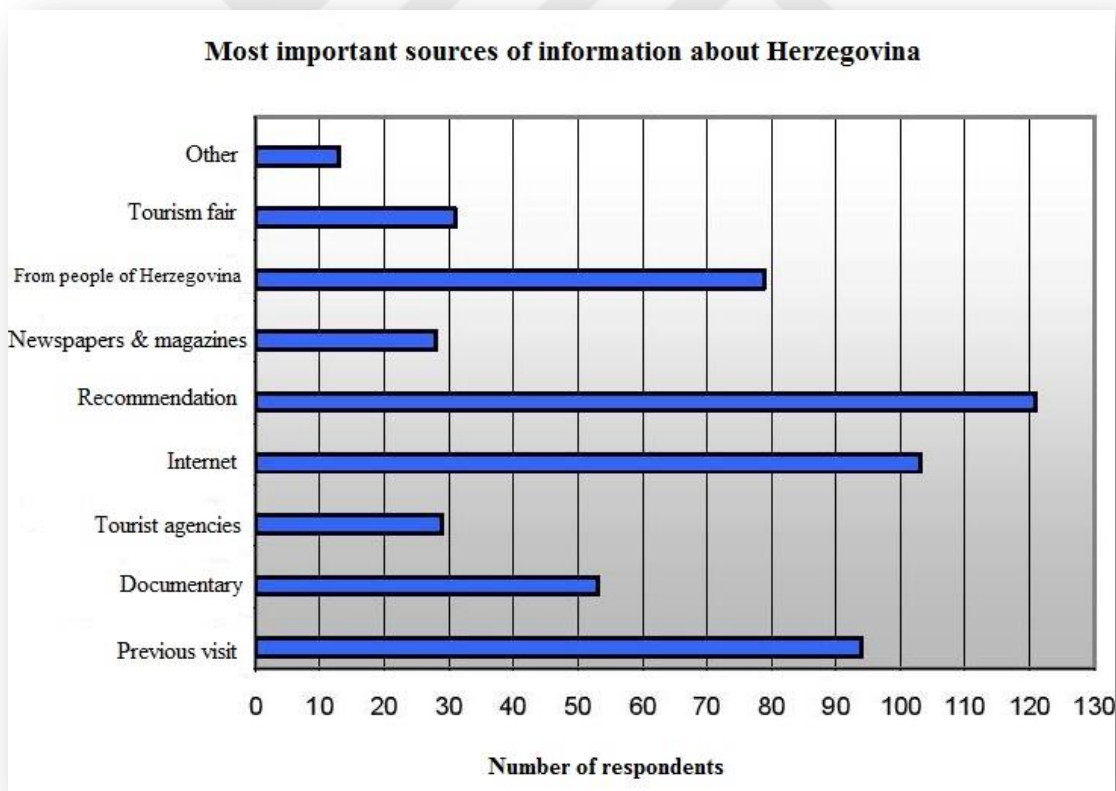
Most important sources of information which encouraged tourists to make a decision about the visit are recommendation of friends, colleagues or family (54.3%), and Internet promotion (46.1%) as evidence that the well done website presence can attract and make tourists interested in tourist offer. 3.5 billion people now use the Internet, while taking into account the characteristics of the Internet in terms of speed and quality of spreading the message, as well as

reasonable prices, it should definitely represent a dominant channel of communication in the process of building a tourist brand Herzegovina.

Satisfaction during a previous visit to the area was crucial to 42.1% of tourists to come back again in Herzegovina, which indicates that tourists return to destination that responds well to their demands and expectations.

Also, people from Herzegovina who are very good promoters of tourism, since 35.3% of tourists heard their recommendation when they took decision. The results indicate the strength of word-of-mouth communication, whereas conventional forms of tourism promotion (tourist reports, guides, catalogs, brochures, trade show appearance) to a lesser extent influenced the tourists.

*Chart 3 – Most important sources of information about Herzegovina*



Crossing the data in Table 5 shows that the domestic tourists mainly came based on the recommendation of friends, colleagues or relatives, while the largest number of foreign tourists came to Herzegovina on the basis of information available on the Internet.

*Table 5 - The most important sources of information about Herzegovina for domestic and foreign tourists*

Sources of information about Herzegovina	Classification of tourists to the country of origin		Total	
	Domestic	Foreign	Freq	(%)
1. Previous visit	83	10	93	42,1
2. Documentary	7	47	54	24,5
3. Tourist agencies	2	26	28	12,6
4. From Herzegovinian people	68	10	78	35,3
5. Recommendation	92	28	120	54,3
6. Newspapers/magazines	7	20	27	12,2
7. Internet	12	90	102	46,1
8. Tourism fair	1	31	32	14,5
9. Other	2	12	14	5,4

*Note: respondents could select more than one answer*

In addition to word-of-mouth communication, Internet sites, and conventional promotion, no less important role in providing information and causing interest for a trip to a destination have intermediaries - tour operators and travel agencies. Travel agents are between destinations and tourists, are therefore in a strong position to convey their impressions of the destination, its image, based on information in their possession. They are the "protagonists" who in contact with potential tourists have an impact on their decision to travel to a destination.

### **General characteristics of residents**

The population is an important factor in the development of tourism as one of the main resources of overall economic development. The population clearly represents the culture, customs and mentality and on those bases it differentiates destination among competition.

Local people should be associated with tourism activities because tourist developments have favorable effects on development of their general cultural and educational level and deepen their

view of the world. By having contact with tourists who not only meet cultural and historical heritage but also customs, habits and even lives of other people, there is a mutual permeation of individual cultures, communication and better understanding.

In the mutual communication between residents - tourists, residents have an important role in communicating the value of the brand. Residents can be compared to workers who tell the story of the brand to consumers (tourists). If they are satisfied, consumers will be assured of the truth of a message that the firm sells. In this case the destination is like a corporation, but residents are its employees who indirectly (by working in the tourist system) or indirectly (on the street, in the shop and others situation) broadcast brand value to users of tourist services.

Taking into account the above-mentioned findings we surveyed residents of Herzegovina whose opinion is extremely important when creating position of the brand. The analysis will include 721 valid questionnaires we received during fieldwork, made in 12 different towns.

*Table 6- demographic characteristics of the residents and attitudes towards tourism development*

<b>Gender</b>			<b>Attitudes toward tourism development</b>		
	<b>Freq</b>	<b>(%)</b>		<b>Freq</b>	<b>(%)</b>
Male	320	44,4	Invested enough in tourism	51	7,1
Female	401	55,6	Could be better	390	54
			Insufficiently invested	280	38,8
<b>Age</b>			<b>Town</b>		
	<b>Freq</b>	<b>(%)</b>		<b>Freq</b>	<b>(%)</b>
Under 21	160	22,2	Mostar	287	39,8
21-30	179	24,8	Konjic	60	8,3
31-40	119	16,5	Trebinje	72	10
41-50	139	19,3	Gacko	25	3,4
51-60	93	12,9	Neum	48	6,6
Above 60	31	4,3	Nevesinje	34	4,7
<b>Educational level</b>			Široki Brijeg	20	2,7
	<b>Freq</b>	<b>(%)</b>	Kupres	11	1,5
Primary school	19	2,6	Posušje	13	1,8

High school	329	45,6	Čapljina	30	4,1
Advanced Technical School	173	24	Jablanica	57	7,9
University diploma	200	27,7	Međugorje	44	6,1
			Livno	20	2,7

Most of the respondents come from Mostar (39.8%), and least from Kupres (1.5%) and Posusje (1.8%).

Mostar is the leading administrative and economic center in the region, with developed infrastructure and an attractive tourist product, and is therefore the bearer of tourism in this region. Of course, if there's large tourist traffic, the population is more interested in the issues of tourism development.

We got a little more response from the female population (55.6%) than is the case with the male population (44.4%), while in the age structure we have a fairly homogeneous dispersion, where the largest age group is 21-30 years (24,8%), and under 21 years of age (22.2%). The smallest group interviewed is residents of older age, over 60 years (4.3%), which does not mean that their opinion does not matter; it is just that student interviewers randomly chose respondents, primarily orientating toward younger population.

Residents have been asked for their views on the issue of development and investment in tourism in the region. More than half of respondents (54%) believe that it could be more attention paid to the development of tourism, increasing the competitiveness and attractiveness of the tourism product which has the end result of an increase in the number of guests; a significant number of respondents think it hasn't been enough invested in tourism (38.8 %). The smallest number of respondents (7.1%) share opinion that sufficient investments have been made for tourism. The data are indicative for the government in B & H, the region and tourism management, that it is important to work on priorities and objectives in the following period that will develop tourism in that way that brings the benefit for both tourists and residents.

### **3.7.2. Key attributes of Herzegovina**

Decisions about the choice of destinations to which tourists will go on vacation are result of the following factors: knowledge, experience, perception, attitudes, emotions, and the news served through the media. Experience is acquired by residing at some destination and if it's positive it may determine the decision to come back again.

Relevant literature on the image of the destination (O'Leary and Deegan, 2005) gave us an insight into the list of attributes that theoretically measure image of destination. Among the most important characteristics are certainly attractions, natural environment, climate, hospitable people, accommodations and quality of service that comes with invested money.

In addition, tourists are increasingly becoming aware of their safety during visits. After the terrorist attacks in the USA in 2001, and subsequently recorded terrorist attacks and in Paris, Istanbul, Nice there is a growing perception of the world as a risky place to live and travel and that can have serious consequences for marketer's destination.

Due to human environmental pollution and global warming which is changing climate and makes the stay of tourists sometimes very unpleasant (think only of the horrible consequence of the tsunami in Thailand), people become aware of the necessity of preserving the richness of nature and biodiversity, both for better and cleaner world today, and for the world of tomorrow. Therefore, more and more tourists are interested in ecotourism and go to areas of pure and pristine nature. Herzegovina is known as a safe and secure place, so attributes related to the safety and security are not included in the analysis, but we asked the tourists to take a stand on whether they see the nature of Herzegovina as unpolluted, environmentally clean.

Secondary sources of information about Herzegovina (such as tourist guides, tourist brochures, visual information, the official website Herzegovina, Tourism Development Strategy of Bosnia and Herzegovina) gave us a lot of information about the image that is projected about tourist destination.

Specifically, it is important to take into account the specific attributes that characterize each destination individually. Bosnia and Herzegovina is on the tourist market recognized for its natural beauty and diversity of landscapes, friendly and hospitable people, rich cultural and

historical heritage, gourmet cuisine. Certainly, the dominant influence on the image of the region has the image of the country in which the region is, but we should not neglect the fact that the specificity of the region can develop its distinguishing image.

Finally, based on the discussions we had with tourism managers, based on previous research and secondary data sources, we got a list of 12 elements of image that can be applied to Herzegovina (shown under numbers in the table no. 7).

Tourists and residents had the task to estimate how much they agree with the above positions on a five-point Likert scale (1 = strongly disagree, to 5 = strongly agree). Since we are interested in different views of Herzegovina tourism from the perspective of tourists and residents, whether there are differences and where they appear, the results will be displayed in parallel columns in the following table:

*Table 7 - Comparative review rating characteristics of Herzegovina image*

Destination attributes	Tourists (221)		Residents (721)	
	Mean	Std deviation	Mean	Std deviation
1. Accommodation facility	3.4909	1.13649	2.8934	1.16329
2. Cultural attractions	4.1880	.97844	3.9720	.97597
3. Service quality in line with price	4.1014	.90657	2.9679	1.08447
4. Local cuisine	3.2005	1.2314	3.3983	1.25735
5. Hospitality and kindness of residents	4.3938	.85217	3.9809	1.03881
6. Unique mix of different ethnic groups and religions	3.5458	1.10185	3.4212	1.22467
7. Nightlife and fun	3.3628	1.08289	2.8024	1.04900
8. Traditional products	3.3932	1.1562	2.7893	1.06939
9. Local infrastructure/transportation	2.7000	1.04419	3.1959	1.16701

10. Availability of tourism information	2.7952	1.13229	2.4998	1.112218
11. Landscape	4.3030	.78247	4.0213	1.01496
12. Unpolluted environment	3.0969	1.32945	3.7995	1.34531

In addition, we were interested what the measure of the variability is or the deviation from the mean score expressed in standard deviation. The results obtained show that the average value of the Herzegovina image attributes range from 2.60 to 4.46, and all respondents ranked these attributes between the "I disagree" to "strongly agree".

### **Attitudes of tourists**

Tourists agree that the top three key values Herzegovina as a destination are "hospitality and kindness of residents" (4.46), "landscape" (4.24), and cultural attractions (4.19). Prices of accommodation in tourist facilities Herzegovina are more competitive compared to prices in other parts of Bosnia and Herzegovina, which is reflected in the assessment of the image of "quality in line with price" (4:12). The results were mostly in line with the image that is projected through tourist catalogs, brochures, official site of Herzegovina, which relates to multiculturalism, traditional life, natural beauty, relaxation and enjoyment, and with affordable price.

Tourists have marked accommodation facilities and unique mix of different ethnic groups and religions as important, but haven't recognized it as a key value of Herzegovina.

Following elements of Herzegovina image have encountered negative assessment of tourists: "a local infrastructure of transportation" (2.68) and "availability of tourism information" (2.81). This score obtained, in fact, coincides with the analysis of key success factors for destination given in the Tourism Development Strategy of Bosnia and Herzegovina from 2008 to 2018.<sup>23</sup>

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<sup>23</sup> It has been stated that tourists face difficulties in obtaining the required information, which is reflected in the following: no tag / signposts to locate the tourist organizations so tourists and visitors find it difficult, tourist organizations offer information for their area of operation and do not offer tourist information attractions in other parts of Bosnia and Herzegovina, in some tourist organizations there is a lack of information materials, information



According to the opinion of tourists, in order to improve future image of Herzegovina, it is necessary to work on rectifying the identified weaknesses of the tourist system.

### **Attitudes of residents**

Out of twelve attributes of Herzegovina image, residents highly agree that the key value of Herzegovina is "landscape" (4.02). A smaller degree of agreement has been made for the attributes "hospitality and kindness of residents"(3,98) and "cultural attractions" (3.97). So we can consider those as three key values of Herzegovina.

It is interesting that a higher assessment than the one given by the tourists received "unpolluted environment" (3.79). There is a gap between the ways residents perceive Herzegovina in relation to the vision of the outside. It is often pointed out that Herzegovina is clean and safe, but tourists feel that it should be done more to protect the environment.

Residents have given negative assessment following attributes "accommodation facilities" (2.89), "the quality of services is in line with the price" (2.96), "nightlife and fun" (2.80), "traditional products" (2,78) and the "availability of useful tourist information" (2.49).

### **3.7.3. Set of associations related to Herzegovina**

In our research, we asked tourists and residents of the associations they have while mentioning Herzegovina, citing several possible answers. Winning results for both samples with comparison is shown in the following table:

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materials are not consistent in design, image, quality, positioning, quality of information, there is still no well-structured and organized products and / or activities focused on the needs and expectations of tourism demand. As for the infrastructure, it is also a weak point of the whole country, but also Herzegovina as the region due to bad roads, public transport, which does not meet international standards of quality, rail transport, which is not competitive in relation to the bus service, expensive taxi service.

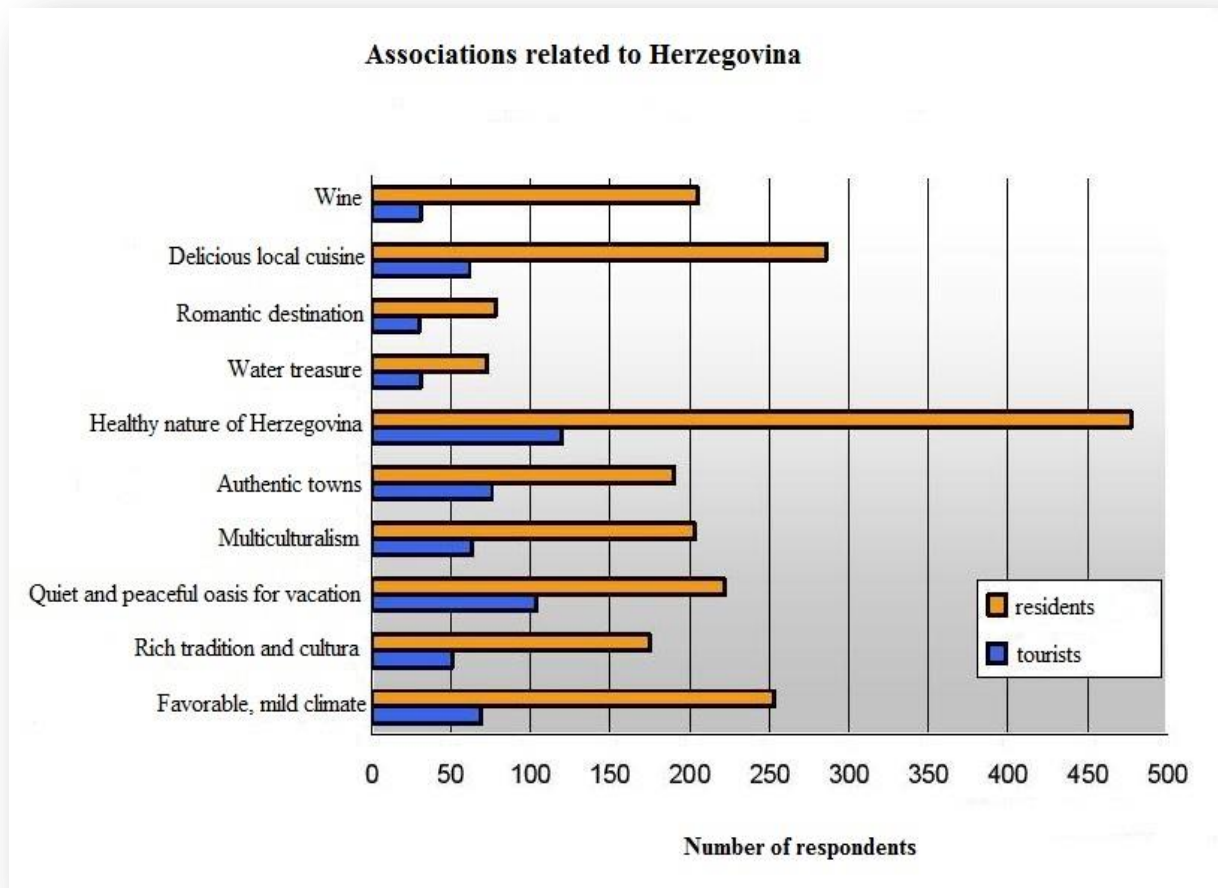
*Table 8 – Associations respondents have when mentioning Herzegovina*

Associations	Respondents		Total	
	Tourists	Residents	Freq	(%)
1. Healthy nature of Herzegovina	121	475	596	63,2
2. Rich tradition and culture	52	174	226	24
3. Quiet and peaceful oasis for vacation	104	221	325	34,5
4. Multiculturalism	64	204	268	28,4
5. Authentic towns	74	189	263	28
6. Favorable, mild climate	68	252	320	33,9
7. Water treasure	30	76	106	11,2
8. Romantic destination	29	80	109	11,5
9. Delicious local cuisine	61	287	348	36,9
10. Wine	30	204	234	24,8

*Note: respondents were allowed to select more than one association*

The largest number of respondents (54.7% of tourists and 65.8% of the population) says they associate Herzegovina with healthy nature; significant number of tourists sees Herzegovina as peaceful and quiet oasis for relaxation (47%). Residents, in turn, put local delicious food (39,8%) in second place. For more clarity, the data is presented in parallel in chart no 4.

Chart 4 – Comparison of residents’ and tourists’ associations about Herzegovina



Brand concept listed in the Strategy for Tourism Development of B&H (2008-2018) which refers to the recognition of Herzegovina by rich river courses and lakes got relatively few votes from tourists (13,5%) and residents (10,5%), it wasn't recognized as a primary association.

There is a noticeable difference in the point of view of tourists and residents on the issue of Herzegovina wines and their recognition (13,5% of tourists and 28,2% of residents associate wine with Herzegovina. This difference probably comes from better awareness of the residents about the importance of wine in the Herzegovina region.

Wine business becomes a significant source of income in Herzegovina late XIX century, when we can track the first wine exports to Western Europe, and this trend continues winning market worldwide.

Winemaking in Herzegovina has had its ups and downs but has never stopped being the main agriculture branch, but it can be said and the way of life of the local people. Herzegovinian winemakers today want and will be identified by their Žilavka and Blatina as unique varieties in the wine world, and present yourself to the world through this wine that carries the smell of the earth and the fury of the Herzegovinian sun.

As said before, tourists are not presented enough with Herzegovina wines, for that reason the project Herzegovina Wine Route is an attempt to approach the serious promotion of the tourist product, but the effects will be shown only in the periods to come.

#### **3.7.4. Herzegovina as a person, visual identity and colors that reflect it**

Visual symbols represent potential promotion tool that identifies destination. Most of the world's natural beauty is a pre-positioned in the minds of consumers. Consequently, countries that have adopted the visual symbols that are based on impressive architectural masterpieces or natural resources may adopt positioning strategy based on visual symbols. For example, France has taken the Eiffel Tower as the image of a country that easily communicates to the target segments. Also a few illustrative examples are Big Ben in London, Statue of Liberty in New York/USA and the Pyramids of Egypt.

On the tourist brochures, covers of tourism books and Internet sites in this region the most common symbols that we find is Mostar Old Bridge and Old Town, Blagaj Dervish House, Medjugorje Sanctuary. In addition to these symbols, we have added the following: Kravica Waterfalls, Hutovo Blato, Pocitelj, Natural Park Blidinje, Neum.

Each of the listed symbols has its own story, and the opinions of tourists and residents have matched and highly allocated Mostar Old Bridge and Old Town as *the most striking visual symbol* of Herzegovina. The streets of the Old Town will lead you to numerous handcraft shops that show the life of five centuries ago.

Visit to the Franciscan monastery and the city's new content will be an ideal opportunity to experience the blend of East and West, two civilizations between Islam and Christianity.

All responses we received to the question of what is a visual symbol Herzegovina are presented in the following table:

*Table 9- Visual symbols of Herzegovina*

Visual symbols of Herzegovina	Respondents		Total	
	Tourists	Residents	Freq	(%)
1. Natural Park Blidinje	1	3	4	0,4
2. Blagaj Dervish House	7	17	24	2,5
3. Hutovo Blato	2	6	8	0,8
4. Mostar Old Bridge & Old Town	159	531	690	73,2
5. Kravice Waterfalls	4	10	14	1,5
6. Pocitelj	14	24	38	4
7. Neum	3	11	14	1,5
8. Trebinje	8	27	35	3,7
9. Medjugorje Pilgrimage	23	92	115	12,2
<b>Total</b>	<b>221</b>	<b>721</b>	<b>942</b>	<b>100</b>

Imagining destination as a person is a bit strange for many people, unthinkable at the conscious level, but research shows that we unconsciously choose destination brand that is similar to our character and sensibilities. When we chose features that we offer as possible answers, from the variety of characteristics investigated by Aaker, J. L. (1997), we chose the traits that Herzegovina most fit and have already been implied in previous research. Respondents could select more answers offered, because the figure is always composed of a set of characteristics. We have already mentioned in the theoretical part that commercial brands are defined by five groups of traits, but for destination it is convenient 3 - sincerity, excitement and sophistication. Winning answers will present in the following table:

*Table 10 – Personality of Herzegovina*

Personality traits of Herzegovina	Respondents		Total	
	Tourists	Residents	Freq	(%)
1. Wine & food lover	94	352	446	47,3
2. Hospitable	126	351	477	50,6
3. Rugged	120	347	467	49,5
4. Traditional	74	215	289	30,6
5. Wild and hectic	32	119	151	16
6. Open	72	195	267	28,3
7. Creative	13	41	54	5,7
8. Romantic	12	27	39	4,1

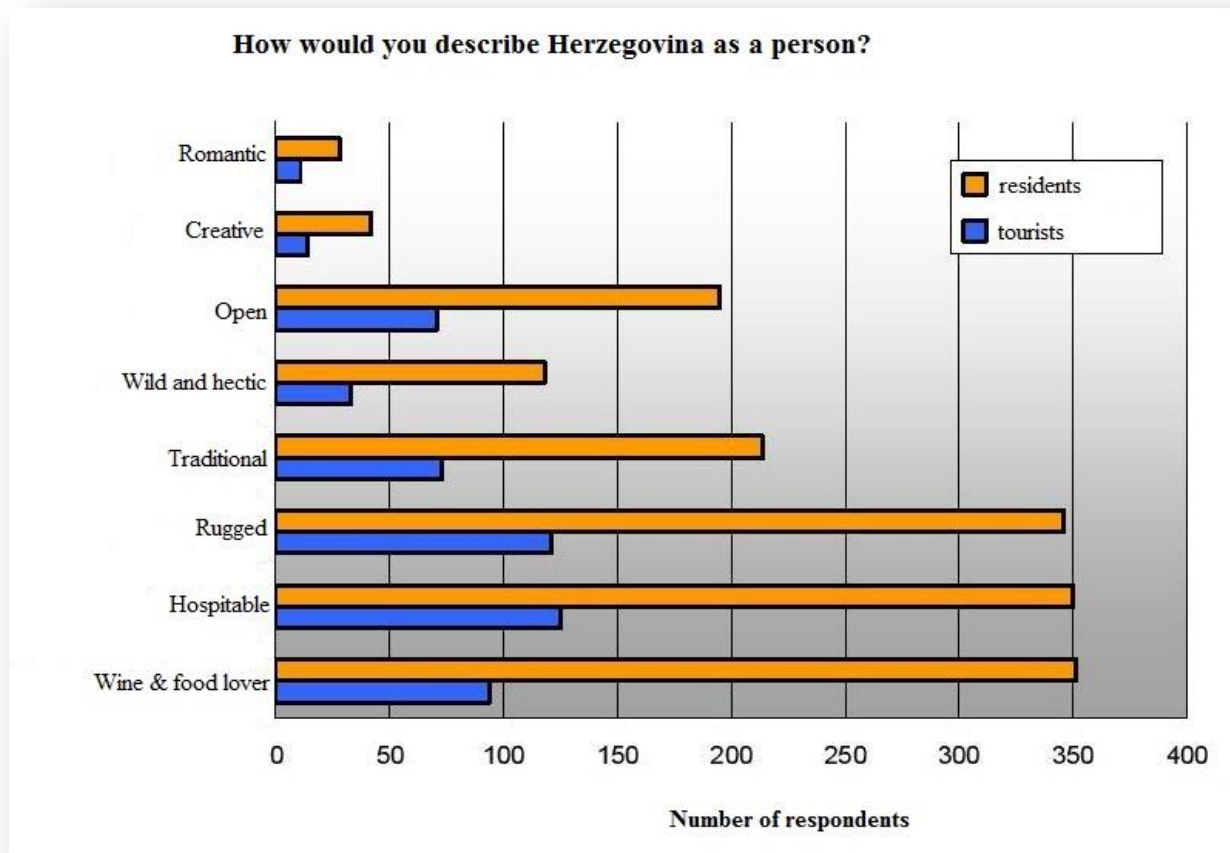
*Note: respondents were allowed to select more than one trait*

The feature that most adorns Herzegovina is hospitality; Herzegovina is perceived as hospitable person by 50,6% of respondents. Also 49,5 % of respondents believe that Herzegovina is rugged, and 47,3% and that Herzegovina is a hedonist who enjoys good food and drink.

30,6% considers it traditional, but also 28,3 open with wide heart and soul that accepts travelers from all around the world.

Respondents at least thought that Herzegovina is romantic and creative. For a better review, obtained responses of tourists and residents were presented in the following graph.

Chart 5 – Herzegovina as a person



In the context of tourism destinations logo is a graphic design that is intended to identify destination and can be used in a number of marketing activities. Logo should reflect the identity of the destination and desired destination image. When developing a logo, the essence of destination should be displayed briefly and in a simple way to the target audience. In doing so, it is necessary to choose appropriate color as well as the letter font which should help destination to achieve the goals. Before designing logo, we asked visitors to think about the colors that would best paint Herzegovina. The colors are divided into three groups: warm colors, cool colors and pastel shades. Tourists believe that cool colors best fit Herzegovina (70,9%); warm shades of brown, chocolate, orange, wine (24,2%), but at least they would wear Herzegovina in pastel, soothing colors such as light pink or baby blue (only 4,9 % of respondents).

### 3.7.5. Tourism potential of Herzegovina

Starting from the idea that the population should be involved in questions of development of tourism, we wanted to ask residents which forms of tourism should be given the most attention. On the basis of SWOT analysis that forms the basis for defining the position of the tourism system Herzegovina, and taking into account the tourism potential that region has, Herzegovina has the prerequisites to develop the following types of tourism: cultural tourism, agro/eco tourism, religion tourism, excursion tourism.

*Table 11- Forms of tourism to be focused on*

<b>Tourism forms</b>	<b>Freq</b>	<b>(%)</b>
1. Cultural	389	54
2. Event	34	4,7
3. Agro-eco	209	29
4. Religion	89	12,3

We also asked residents about main advantages and disadvantages of Herzegovina. Mean values and deviation will be presented in the following table:

*Table 12- Advantages of Herzegovina*

<b>Advantages</b>	<b>Mean</b>	<b>Standard deviation</b>
1. Preserved nature	3.5368	1.11666
2. Cultural-historical heritage	3.5875	.97078
3. Quality of goods & services offered	3.4659	1.02857
4. Hospitality	4.1684	.95301

The answers we get confirm what we learned from previous responses; residents agree that the biggest advantage of Herzegovina tourism is hospitality and kindness of residents (4.16), and partly agrees with the fact that the advantages are also cultural and historical monuments (3.58), preserved nature (3.53), and quality of good & services offered (3.46).



In terms of the greatest disadvantages, population gave different responses.

*Table 13 – Disadvantages of Herzegovina*

<b>Disadvantages</b>	<b>Mean</b>	<b>Standard deviation</b>
1. Transportation and utility infrastructure	3.3780	1.12640
2. Quality of accommodation	3.3533	1.03618
3. Level of environmental protection	2.8.177	1.10148
4. Insufficient number of attractions	3.0542	1.11170

### **3.8. Conclusions and recommendations for future research**

As the presentation and interpretation of the data obtained in the open and closed-ended questions is too demanding and lengthily, it must be briefly summarized in order to understand distinctive image of Herzegovina, both positive and negative. Opinions of the respondents and their perception of Herzegovina tourist image is of particular importance for researchers before they approach to proposal of umbrella brand framework in the next chapter.

The results of researches on the image are more interesting if their meaning can be compared with previous surveys. Since we didn't find that such a survey was conducted, we are unable to make comparison.

The results that we have from *tourists' questionnaire* are:

- Most of the tourists are people who came to visit with tourist groups (30,8%), A large number of tourists arrived with their families as well (16,3%).
- For most of the guests it is not their first time in Herzegovina (67.4%), while 31.6% of respondents have visited Herzegovina more than 10x, which is strongly correlated with loyalty of guests.
- Guests got most of the information about Herzegovina from their friends and families, in form of recommendations (54,3%), as well as over the Internet (46,1%).

Regarding *residents*, they have perceived Herzegovina as follows:

- The basic characteristics of Herzegovina are landscape, hospitality and kindness of local population as well as cultural attractions.
- Herzegovina is mostly associated with healthy nature (63.2%), mild and favorable climate, and delicious local cuisine. As for the visual symbols, residents are of the opinion that the most recognizable symbol of the region is Old Bridge and Old Town in Mostar. Colors that best suit Herzegovina are cool colors (45.9%). As a personality, Herzegovina is primarily hospitable, but also rugged because of its landscape, and a person who enjoys food and wine.
- We have asked residents about future potential of Herzegovina wishing to engage them in a discussion about the development of tourism Herzegovina. It is indicative that more than half of the population thinks that more attention should be paid to the development of tourism (54%), a significant number of respondents thinks that not enough is invested in tourism (38.8%). The greatest potentials are recognized in the cultural and agro-eco tourism, which indicates that Herzegovina should be set aside as a destination that is rich in historical and cultural heritage, but also a destination that offers refreshment surrounded by rivers and mountains. The advantage of Herzegovina tourism is reflected in the hospitality and kindness of the local population, while the biggest disadvantage is transportation and utility infrastructure.

Conducted research gave an insight into the image of Herzegovina as a destination on whose positive elements will be based Herzegovina brand identity, but in order to obtain more relevant information, it is necessary to carry out research over a larger sample size, especially tourists.

## 4. Creating Herzegovina umbrella brand

*Creating umbrella model for Herzegovina brand is the culmination of this research work. It should combine the results of the analysis about advantages and disadvantages of Herzegovina, opportunities and threats in the external environment, survey of residents and tourists, as well as the vision and personal inspiration of the author. In this section, we present the basics of competitive positioning of Herzegovina, proposal of the key values and eventually how to manage the branding process of destination.*

### 4.1. Identification and basics of brand positioning

Tourists have a particular idea (image) about some destination, whether it is positive or negative. This image of the tourist destination arises from personal experience or the experience of other tourists, which was transferred to potential visitors of destination. Therefore, in order to form a positive opinion about the tourism destination it is of great importance to run promotional activity in a right way, and to have positive recommendations of previous guests, relatives and friends. (Bakić, 2009)

A key factor in influencing brand image is the positioning of the tourist destination, which is based on realistic values that are sustainable over time. (Kotler, Bowen & Makens, 2003)

Ries and Trout (1981) argued that “... *positioning is not what you do to a product. Positioning is what you do to the mind of the prospect*”.

*“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.” (Handbook on Tourism Destination Branding)*

By positioning the brand, we achieve following in the minds of consumers: (Kotler, Bowen & Makens, 2003)

- create a positive image of the product, service and destination,
- acquiring benefits for consumers, and

- ensuring better market position in relation to the competing destinations.

We have already stated that, while developing destination brand, we will start from the existing image of the - current position of destination, which is positive and causes clear associations. Considering that no one hasn't actively accessed the creation of the brand so far, that there is imbalance in promotional messages that are sent from the destination, that image of Herzegovina has been created spontaneously, we will create a brand identity Herzegovina from the supply side.

Herzegovina is a region marked by various civilizations that have stayed here, which is reflected in a variety of architectural buildings and monuments. Staying in Herzegovina is a pleasant experience because of the hospitality of local population, and gastronomic specialties will satisfy even the most refined tastes of all those who know how to enjoy. Based on previous studies and survey conducted among tourists and population, we get a picture of the current position of Herzegovina in the minds of consumers.

### Unique characteristics Herzegovina in relation to the competitive destinations

#### Current characteristics

- Rich cultural and historical heritage
- Multiculturalism
- Gastronomic & hedonistic pleasure
- Oasis made for break from hectic life
- Hospitality and kindness of residents
- In terms of security, safety level is high

#### Desired characteristics

- Destination is recognized by healthy products of organic origin
- Revitalization of rural villages through the high quality offer
- The wide cultural offer, festivals that are "opening" themselves to tourists
- Destination to stay longer than one day, because there are many things to see and visit
- Ecologically clean and washed, proudly shining region

The importance of destination branding is reflected in the fact that it puts the focus on the development of a destination - and that is what Herzegovina wants to achieve, prosperity for locals and tourists who will get a complete and high-quality experience.

In accordance with current features and future positioning of Herzegovina destination, based on previous research conducted and the survey, we state the following vision Herzegovina:

Herzegovina is "tucked" among the mountains, surrounded by rivers and dotted with lakes, and for travelers tired of the hectic lifestyle it is a quiet and peaceful hiding place for vacation. It is all about healthy living and feeling good.

Many see Herzegovina as a stone, rugged region, and indeed some parts are like that but Herzegovina has some of the freshest water springs, crystal clear rivers and endemic species of flora and fauna. This is also a region of flowers and greenery, and numerous times celebrated blossom who knows to bloom in February and make strangely beautiful and unreal image that inspires.

Herzegovina is oriented toward new, appreciating tradition and heritage and all those who "came from somewhere" to Herzegovina and stayed to live there.

Herzegovina is a rugged region, with favorable geographical position through which pass important routes of Europe, which valorizes its natural and cultural resources at its disposal. This multiethnic and multi-confessional region in which live different kind of people who will host guests kindly, will be presented through following positioning proposal:

Herzegovina is positioned as destination of preserved nature and tradition where staying is pleasant and safe. The richness of diversity is reflected in the different ethnic groups which live there, religions that are observed, cultural monuments from different historical eras, and diversity of nature and colors which reflect Herzegovina.

After we identified basis of Herzegovina brand positioning, we can further develop the unique elements of its identity. Herzegovina takes the position "a region rich in diversity" and that will be the basis for designing the umbrella brand that will be the carrier for all tourism products.

*Elements of Herzegovina umbrella brand are following:*

### **I. Cultural heritage**

- Representatives: Old Brige in Mostar, Radimlja Stolac, Pocitelj Old City, different churches and monasteris, museums, traditional houses...
- Associations: rich and turbulent history, Kingdom of Bosnia, Ottoman era, Austria-Hungary...

### **II. Preservation and authenticity of nature**

- Representatives: rivers (Neretva, Bregava etc.), habitats of rare birds (Hutovo blato, Livanjsko polje), lakes (Boracko, Blidinje etc.), mountains (Velez, Prenj etc.), Adriatic sea (Neum), watrefalls (Kravice), Rakitnica Canyon...
- Associations: natural oasis, wild river, sea&sun

### **III. Outdoor activities**

- Representatives: Rep: Rafting (Neretva), Canoe Safari (Capljina), Waterfalls (Kravice), nature parks (Blidinje, Hutovo), biking and hiking (Prenj, Velez)
- Associations: recreation, adventure, fun

### **IV. Gastronomic enjoyment**

- Representatives: local cuisine (japrak, dolma...), wine, rakija, different kind of cheese
- Associations: eco and etno food, healthy life, agrotourism

### **V. Events and manifestations**

- Representatives: Mostar Old Bridge Cliff diving, Mostar Blues Fest, Mostar Summerfest, Neum Animated Film Festival...
- Associations: traditional, business, contemporary festival

Picture 5 – Key attractions of Herzegovina

**Culture:**

Mostar Old Bridge  
Museums & galleries  
Old towns  
Ottoman architecture monuments  
Different churches & monasteries



**Nature:**

Adriatic Sea  
Neretva River  
Nature park Hutovo Blato  
Nature park Blidinje  
Velez Mountain



**Outdoor activities:**

Neretva Rafting  
Canoe Safari  
Biking and Hiking



**Events:**

Old Bridge Cliff Diving  
Mostar Summerfest  
Neum Animated Film Festival  
Slovo Gorcina



**Gastronomy:**

Local cuisine (japrak, dolma)  
Wine (Žilavka i Blatina)  
Rakija



## **Target groups**

- Tourists with special interests (youth, families, people in the middle and third age, transit passengers)
- Tourists who prefer cultural heritage and other traditional values
- Nature lovers
- Hedonists
- Recreational athletes

## **Target markets**

- Primary markets: Bosnia and Herzegovina, Croatia, Serbia, Montenegro, Turkey, Italy
- Perspective markets: Russia, Poland, Slovenia, Spain
- New markets: United Arab Emirates, Kuwait, Qatar

Herzegovina brand positioning should cause interest among target groups to visit Herzegovina, stay there, recommend it to potential visitors and return again in the future. Considering its tourist potentials, Herzegovina needs to commercialize the following products:

- Eco-tourism (emphasis on the lakes and mountains)
- Rural Tourism & ethno villages
- Events and manifestations

Herzegovina brand should create recognition as for an integrated product as well as for individual products.

### **4.2. Tourism logo for Herzegovina**

Logo is a graphic design that is used to identify destination and to send message to the target audience. In developing our brand logo, we chose the following key elements:



1. Herzegovina – represent name of the destination, certain letters have been replaced by cultural and historical monuments for which this region is famous. Of course, the main symbol of the region is Old Bridge, which is a perfect fit for our initial letter of the logo “H”. The letter “O” presents tombstone, and “I” was colored in green evoking the pure nature of the region, with dot on “I” being replaced with the sun symbol telling us about sunny weather that mostly prevails in this region.
2. Diversity – This region is full of diversities in many aspects so in this graphic solution we represent diversities by using different colors in logo.

Here is the suggestion for Herzegovina logo:



*Picture 6 – Herzegovina logo proposal*

Logo is characterized by simplicity, impressiveness, originality and color representing Herzegovina: colors of sun, stone, sky, sea, river.

#### **4.3.Slogan**

The slogan is the next element of brand identity that can be used to differentiate destination. It is a simple construction of words causing strong associations for destination. For Herzegovina we suggest the following slogan:

***Region rich in diversity***

The slogan clearly expresses the essence of the destination, it is simple and easy to remember.

## **Conclusion**

Result of this research is development of brand for Herzegovina region, with the aim to position itself as a recognizable in terms of tourism.

The results that we scored are only starting points and guidelines for further consideration of a marketing logo, visual identity and slogan, which for sure requires engagement of experts - marketing specialists.

For the country of Bosnia and Herzegovina it is essential to create branding strategy and vision which would bring brighter future for the country. It would be ideal to form The Council for branding Bosnia and Herzegovina, whose professional team would be in charge for significantly improving the image of the country, which is a very challenging task with an uncertain outcome. Branding process requires a lot of time, effort and investment as well as the compliance of all stakeholders. Until this is achieved, successful B&H companies, sports events, cultural events, authentic tourist destination, people who represent Bosnia and Herzegovina at its best, can do more to improve the nation's image. From this point of view, tourism in Herzegovina deserves particular attention and provides opportunities for the development of the region. If we objectively look on true value, but also recognize the real disadvantages of Herzegovina, and take steps to resolve the problem according to the professional aspect and long-term strategy, it opens possibilities to gradually achieve positive results and to position tourism as one of the key sectors in the economy of the region.

The geographical position of Herzegovina, mild Mediterranean climate, a part of the Adriatic coast, as well as the hinterland provides opportunities for development of summer tourism. The current trend of tourism development does not represent exclusively selling "sun and sea", nowadays tourists require well thought-out and organized facilities such as cruises, rafting, rafting, hiking, tours of historical sites etc. Neretva rafting , Boracko lake, Jablanica lake, Hutovo Blato tour, river Trebižat, cultural and historical monuments in Mostar, Blagaj, Trebinje, Siroki Brijeg, Capljina, Rama, and other points of interest throughout the region are just part of the natural resources that provide opportunities for quality development of summer tourism.

In addition to summer tourism, Herzegovina has potential for development of winter tourism in the area of Blidinje and Kupres, which are distinguished by richness and diversity of flora and fauna; for this reason his area earned the epithet of “botanical garden of Europe”.

Religious tourism is one of the few benefits of Herzegovina. In this region there is an abundance of religious and cultural monuments of different confessions and extremely high degree of value. Medjugorje is worldwide known pilgrimage destination which has been visited by millions of people in the last 25 years.

Concentration of a large number of cultural and historical sites and monuments, an abundance of natural beauty represent a rarity in the world and provide high-quality foundation for the development of religious and cultural tourism throughout the year.

Rural tourism is becoming trend in tourism, and this area is rich in natural resources and exceptional potential. At present rural tourism is still on the margins of our thinking and action. Rural tourism provides opportunities to offer original Herzegovinian products from meat and milk, culinary specialties of local cuisine, quality wines, rare species of fruit that because of its specificity, ways of growing and processing give us the right to call them "original Herzegovinian products".

Taking into account all this potential, Destination Marketing Organization (DMO) needs to be established to manage all activities of creating brand. Position interconnected entities must be strengthened in order to provide as better tourist product destination. This is a prerequisite for rapid repositioning of the tourism, for creating a favorable climate for attracting investors, for better use of capacity, for raising quality of life of local population.

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## Appendices

### APPENDIX NO 1

#### Questionnaire for tourists

##### Part I – Tourist profile

1. Gender:  Male  Female
2. Age:  less than 21  21-30  31-40  
 41-50  51-60  over 60
3. City: \_\_\_\_\_
4. Country: \_\_\_\_\_
5. Education level:  Primary school  Secondary School  
 Advanced technical school  Master/ PhD
6. Is this your first visit to Herzegovina?  
 Yes  No, I have visited Herzegovina \_\_\_\_\_ times (enter the number)
7. What is the main reason for your visit to Herzegovina?
  - a) Vacation
  - b) Attending event
  - c) Exploring new
  - d) Business trip
  - e) Visiting friends/family
  - d) other \_\_\_\_\_

8. With who have you arrived to Herzegovina?

- a) Travelling alone      b) Family/cousins      c) Friend(s)  
d) Tourist group      e) Other \_\_\_\_\_

9. Identify the most popular sources of information that encouraged you to visit Herzegovina.

*You can mark more than one source.*

- Previous visit  
 TV documentary  
 Tourist agency  
 From people of Herzegovina  
 Recommendation from family, friends and colleagues  
 Newspapers, magazines, tourism books/brochures  
 Internet  
 Tourism fairs  
 Other (please cite) \_\_\_\_\_

## **Part II – Attributes of Herzegovina image**

Please indicate on a scale of 1-5 how much you agree with the following statement regarding the tourist offer in Herzegovina (1- strongly disagree, 2- disagree, 3 – neutral, 4- agree, 5 – strongly agree).

- |                                       |   |   |   |   |   |
|---------------------------------------|---|---|---|---|---|
| a) Accommodation facilities           | 1 | 2 | 3 | 4 | 5 |
| b) Cultural attractions               | 1 | 2 | 3 | 4 | 5 |
| c) Service quality in line with price | 1 | 2 | 3 | 4 | 5 |

d) Local cuisine	1	2	3	4	5
e) Hospitality and kindness of residents	1	2	3	4	5
f) Unique mix of different ethnic groups and religions	1	2	3	4	5
g) Nightlife and fun	1	2	3	4	5
h) Traditional products	1	2	3	4	5
i) Local infrastructure and transportation	1	2	3	4	5
j) Availability of tourism information	1	2	3	4	5
k) Landscape/natural attractions	1	2	3	4	5
l) Unpolluted environment	1	2	3	4	5

### Part III – Personality, visual identity and colors of Herzegovina

1. What associations you have when mentioning Herzegovina? *You can select more than one association.*

- a) healthy nature of Herzegovina      b) rich tradition and culture
- c) quiet and peaceful oasis for vacation      d) favorable, mild climate
- e) multiculturalism      f) authentic towns      g) delicious local cuisine
- h) water treasure      i) romantic destination      j) wine

2. Which symbol best describes Herzegovina as a tourist destination? Circle your answer.

- a) Natural park Blidinje      b) Blagaj Dervish House      c) Hutovo Blato
- d) Kravice Waterfalls      e) Mostar Old Bridge & Old Town
- f) Pocitelj      g) Neum seaside      h) Trebinje      i) Medjugorje Pilgrimage

3. Try to imagine Herzegovina as a person. It's a little bit weird, but circle characteristics that suits Herzegovina best. *You can circle more than one option.*

- a) Wine & food lover
- b) hospitable
- c) wild and hectic
- d) charming
- e) traditional
- f) romantic
- g) open
- h) creative

4. What colors would best express the identity of Herzegovina?

- a) Warm colors (brown, orange, yellow, red)
- b) Cool colors (blue, green, violet)
- c) Pastel colors (pink, baby blue)

This questionnaire is completely anonymous. The results we obtain will be used for the purpose of making a master's thesis "Creating brand Herzegovina as a tourist destination."

**THANK YOU FOR YOUR TIME!**

## APPENDIX NO 2

### Questionnaire for residents

#### Part I – Resident profile

1. Gender:       Male       Female
2. Age:       less than 21       21-30       31-40  
                  41-50       51-60       over 60
3. City: \_\_\_\_\_
4. Education level:  Primary school       Secondary School  
                                  Advanced technical school       Master/ PhD
5. In your opinion, is it invested enough for development of tourism in Herzegovina?
- a) yes      b) could be invested far more      c) insufficient

#### Part II – Attributes of Herzegovina image

Please indicate on a scale of 1-5 how much you agree with the following statement regarding the tourist offer in Herzegovina (1- strongly disagree, 2- disagree, 3 – neutral, 4- agree, 5 – strongly agree).

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| m) Accommodation facilities              | 1 | 2 | 3 | 4 | 5 |
| n) Cultural attractions                  | 1 | 2 | 3 | 4 | 5 |
| o) Service quality in line with price    | 1 | 2 | 3 | 4 | 5 |
| p) Local cuisine                         | 1 | 2 | 3 | 4 | 5 |
| q) Hospitality and kindness of residents | 1 | 2 | 3 | 4 | 5 |

r) Unique mix of different ethnic groups and religions	1	2	3	4	5
s) Nightlife and fun	1	2	3	4	5
t) Traditional products	1	2	3	4	5
u) Local infrastructure and transportation	1	2	3	4	5
v) Availability of tourism information	1	2	3	4	5
w) Landscape/natural attractions	1	2	3	4	5
x) Unpolluted environment	1	2	3	4	5

### Part III – Personality, visual identity and colors of Herzegovina

5. What associations you have when mentioning Herzegovina? *You can select more than one association.*

- b) healthy nature of Herzegovina      b) rich tradition and culture
- c) quiet and peaceful oasis for vacation      d) favorable, mild climate
- e) multiculturalism      f) authentic towns      g) delicious local cuisine
- h) water treasure      i) romantic destination      j) wine

6. Which symbol best describes Herzegovina as a tourist destination? Circle your answer.

- b) Natural park Blidinje      b) Blagaj Dervish House      c) Hutovo Blato
- d) Kravice Waterfalls      e) Mostar Old Bridge & Old Town
- f) Pocitelj      g) Neum seaside      h) Trebinje      i) Medjugorje Pilgrimage

7. Try to imagine Herzegovina as a person. It's a little bit weird, but circle characteristics that suits Herzegovina best. *You can circle more than one option.*

- b) Wine & food lover      b) hospitable      c) wild and hectic      d) charming
- e) Traditional      f) romantic      g) open      h) creative

#### Part IV: Tourism potential of Herzegovina

1. Herzegovina should pay extra attention to which of the following trends:

- a) Cultural tourism
- b) Event tourism
- c) Religious tourism
- d) Agro-eco tourism

2. What is the primary advantage of Herzegovina when compared to competition destinations? Please indicate on a scale of 1-5 how much you agree with the following advantages (1- strongly disagree, 2- disagree, 3 – neutral, 4- agree, 5 – strongly agree).

a) Preserved nature	1	2	3	4	5
b) Cultural-historical heritage	1	2	3	4	5
c) Quality of goods & services offered	1	2	3	4	5
d) Hospitality	1	2	3	4	5

3. In your opinion, what is a major drawback in the formation of the Herzegovina tourism when compared to competing destinations? Please indicate on a scale of 1-5 how much you agree with the following advantages (1- strongly disagree, 2- disagree, 3 – neutral, 4- agree, 5 – strongly agree).

a) Transportation and utility infrastructure	1	2	3	4	5
b) Quality of accommodation	1	2	3	4	5
c) Level of environmental protection	1	2	3	4	5
d) Insufficient number of attractions	1	2	3	4	5

This questionnaire is completely anonymous. The results we obtain will be used for the purpose of making a master's thesis "Creating brand Herzegovina as a tourist destination."

THANK YOU FOR YOUR TIME!







