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**TRAVEL AND TOURISM**

**9395/33**

Paper 3 Destination Marketing

**October/November 2018**

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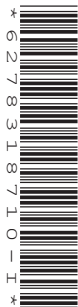
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**READ THESE INSTRUCTIONS FIRST**

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Fig. 1 for Question 1

Gold Coast Tourism (GCT) in Queensland, Australia recognised the need to update its brand after seeing a change in its audience. Since the launch of its “Gold Coast Queensland, Famous for fun” campaign in 2010, the destination has developed significantly. Consumer opinion of the destination has revealed that the traditional beach holiday is losing its appeal for emerging target markets. Visitors now want a richer experience of local life beyond the typical tourist-focused products.



The Chief Marketing Officer of GCT describes how her team and other industry stakeholders investigated the destination’s true character as part of the brand repositioning.

“We wanted contributions from all areas, from our important stakeholders like EDMP (Economic Development and Major Projects, Gold Coast) to the theme parks and conservationists, from hotels to aviation, from the public sector to the private, from multinationals to smaller entrepreneurs and from restaurants to product owners. Teams of tourism professionals considered the regions of the Gold Coast and listed the characteristics of each one. Each team was asked what attractions these regions have and why visitors would go there.”

Since its establishment in 1975, GCT has operated as a membership-based DMO representing the tourism sector and generating increased visitor demand, visitor arrivals and visitor expenditure for the benefit of the area.

### Gold Coast’s Brand Story

During key periods throughout the year, Tourism and Events Queensland (TEQ) conducts advertising campaigns to promote Queensland’s destinations. This is how TEQ communicates the Gold Coast brand to domestic target markets.

### Brand Positioning

- *Core promise – what we promise our destination brands will deliver to visitors*  
“Feel the excitement of Australia’s endless playground”
- *Brand personality – how our destination brands are portrayed, based on human characteristics*  
“Fun, vibrant, energetic, outgoing, young at heart”
- *Brand values – how we want to be perceived*  
“Pride in the Gold Coast, hospitality, showing visitors a good time”

### Target markets

- *Interstate* – The target market for interstate Gold Coast campaigns is the ‘Social Fun-seekers’ market. Social Fun-seekers look for lots of activity and plenty of people to share the fun with.
- *Intrastate* – The target market for intrastate Gold Coast campaigns is the ‘Connector’ market. For Connectors, holidays are about bonding with family and friends.

Fig. 1

**Fig. 2 for Question 2**

Barcelona is Spain's second largest city in terms of population. It has a coastline offering almost 5km of beaches and is a city with more than 2000 years of history and a rich cultural heritage.

Over the last 20 years, Barcelona has successfully positioned itself among the most attractive cities in the world to visit. It is widely associated with creativity, culture, sport, food and a high standard of living. Barcelona has also become one of the main tourist destinations in Europe, with more than 7.5 million tourists visiting each year, and it is a popular place for corporate, scientific, cultural and sporting events.

The 1992 Olympic Games helped to transform the city. After the Games, Barcelona became a modern, cosmopolitan and popular city. Tourists, students and professionals from around the world wanted to visit, to study and to work in what became a very fashionable place. The city continues transforming itself, creating a broad range of initiatives, which increases the awareness and attractiveness of the city to markets around the world. In 2010 a new Strategic Metropolitan Plan of Barcelona – Vision 2020, was presented. As part of this strategic plan, Barcelona Global was also created, which represented a private, independent and non-profit association made up of people and companies who care about Barcelona and its future. The association's aim is to actively contribute to making Barcelona one of the most attractive cities in the world, to attract and develop talent and economic activity.

The City Council of Barcelona also decided in 2011 to develop a new brand strategy for the city. A communications strategy was put in place in 2013 under the tagline "Barcelona Inspira" (Barcelona Inspires).

The success of any city brand, including Barcelona, depends on a strong vision of great city leaders, and its consistent implementation, which is only possible with strong commitment of the local population, and continued collaboration between all city stakeholders – public and private.

However, Barcelona still faces challenges in coordinating the brand marketing messages across all stakeholders and in maintaining its position as a popular destination brand by regular and comprehensive monitoring and evaluation of its marketing mix.

**Fig. 2**

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