

The project of improving brand strategy of the Czech Republic as a tourist destination

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Thesis Guidelines:

Introduction

Define the objectives and the application methods used in the Master thesis.

I. Theoretical part

- **Compile the theoretical framework about tourism, brand management, and destination branding.**

II. Practical part

- **Analyze key tourism indicators in the Czech Republic and current brand destination strategy in the Czech Republic.**
- **Based on the analysis prepare the project of improving brand strategy for tourism in the Czech Republic.**
- **Submit the project to cost, risk and time analysis.**

Conclusion

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ABSTRAKT

Účelem této diplomové práce je poskytnout úplný a komplexní přehled kroků, které by měly být implementovány a povedou ke zlepšení brandové strategie České Republiky, v tomto kontextu je Česká republika chápána jako turistická destinace. Cílem v teoretické části je zjistit, co důležitého stojí v pozadí fenoménu cestování. Díky hlavním bodům si bude moci čtenář udělat lepší představu o daném tématu a lépe ho tak pochopit. V analytické části se věnuji analýze současného stavu v oblasti cestování v České Republice a navrhnou možnosti, které krok za krokem povedou k celkovému zlepšení situace. Poslední projektová část obsahuje tři projektové plány, které jsou považovány za tři hlavní aspekty, jež mají naplnit cíl této práce; zlepšení brandové strategie České republiky jako turistické destinace.

Klíčová slova:

brand management, branding destinace, cestovní ruch, Česká republika,

ABSTRACT

The purpose of this thesis is to provide full and comprehensive combined implementation steps to improve brand strategy of the Czech Republic as a travel destination. The aim of the theoretical part is to find out the core background of travelling, get to know the reader with main points and make easier to understand this thesis. Analytical part intends to analyze the current travel situation of travel sector in the Czech Republic and find out the ways to provide with steps of strategical implementation. The last, project part includes three project plans which are considered to be the main aspects to execute the aim of this thesis; improve brand strategy of the Czech Republic as a travel destination.

Key words:

brand management, Czech Republic, destination branding, tourism

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OBJECTIVES AND METHODS OF MASTER THESIS PROCESSING

The goal of this thesis is to increase the national travel brand awareness of the Czech Republic by improving the brand strategy as a travel destination. To achieve this goal, firstly we need to analyse current travel sector of the Czech Republic, find out strong and weak factors of tourism development within the international framework. Secondly, to identify the brand position of the Czech Republic in the travel market, find out which are the strongest aspects to base on, develop and present to the world and lastly to enhance the brand awareness of the Czech Republic due to steps of improvements and strongly proposed two projects as main indicators of brand improvement. In the long term, these indicated steps can help the Czech Republic to become one of the leaders in the world as a travel destination and increase the number of visitors to the Czech Republic.

Research questions:

1. What is the current tourism situation of the Czech Republic?
2. What is the current brand position of the Czech Republic, what are strong and weak points of the Czech Republic in brand management?
3. What are the main steps of improvements to be carried out to enhance travel brand awareness of the Czech Republic, identify target groups and increase the number of visitors?

Methodological Approach:

In order to make an efficient project and provide the steps of improvements, deep analysis of the current tourism situation is vital. Therefore, to receive the data and core insight of steps of improvements, a couple of analysis has been carried out. In this master thesis have been used:

- Primary data analysis
- Secondary data analysis
- Qualitative research method
- Quantitative research method
- SWOT analysis method
- Benchmarking analysis method
- Segmentation analysis method

Primary data

Primary data sources are original and non-interpreted and can be used while doing research, issuing journal articles, making manuscripts, etc.

Primary data that have been used in this research, are:

- Interview
- Questionnaire analysis

The selection of primary data has been carried out through questions during interviews that were conducted by telephone with the tourism official bodies of the Czech Republic and through a questionnaire which has been conducted on social platforms and universities.

Secondary data

Secondary data sources are type of data that interpret, rewrite the primary data sources of other authors. They help to broaden your understanding and can be used while interpreting other authors' written books, research papers, websites, etc. (Saint Mary's university, 2016)

Secondary data have been used in this research are:

- Number of tourists of the Czech Republic
- Travel analysis of the Czech Republic in the framework of world countries
- Analysis of brand organisation in the Czech Republic
- Brand position analysis of the Czech Republic in the framework of world countries
- Travel logo analysis of the Czech Republic
- Competitor analysis
- Cost analysis

Qualitative research method

The qualitative and quantitative research methods are integral part of this research. According to Patton (2002) qualitative analysis is a reduction method of qualitative data with a reasonable effort that uses qualitative material and tries to recognize core principles and methodology. This process means that inductive reasoning is being used, namely content is created based on the facts, analysis through careful examination. One of the examples is the interview which have been used in this research.

Quantitative research method

Quantitative research method is type of method that summarize results from a group, generate data using surveys, questionnaires, etc. They are used in researches when there is a need to measure different views in general. (University of southern California, 2010) In this research, has been used questionnaire as a quantitative research method.

Interview

Interview has been carried out with 2 people, with the representative from Czech national travel agency and Czech statistical office by phone in December, 2016. During interview, has been discussed questions regarding current situation and the strategical brand improvement of the Czech Republic.

The research area, in essence, has been written and constructed based on scientific articles and literature in the framework of travel statistical data of the Czech Republic and brand management, which demonstrates the deductive approach to ensure a theoretical framework. At the same time, for the purpose of providing secondary data, the author used the official travel websites, brand managements and marketing books, and statistical data and other sources of information related to providing steps of improvement travel brand of the Czech Republic.

Delimitation

The study includes all the potential interested tourists to attract, especially focusing target groups. The estimated prices of the cost analysis in every specific project is subject to change due to change of average salary increase or decrease, qualification of an employee or extra costs could ensure apart from indicated overall costs.

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INTRODUCTION

Country branding is a tool that increasingly used by governments within previous 20 years to increase the awareness of a country among tourists, develop tourism, implement strategical steps and achieve specific results in the travel industry. And if the nation does not brand himself, it gives a chance other to do and be one step forward by increasing the awareness (Kilduff, 2015).

Clearly envisioning the above-mentioned facts, author had a purpose of bringing The Czech Republic's branding strategy into a new level by providing the necessary steps of improvements of the brand strategy, providing an essential projects to be done in order to achieve the defined results.

The purpose of literature review is first to understand the essence of tourism, the role of tourism in the economic system, then understanding marketing role in in services in general and in travel services in particular, to grasp what is brand management, brand destination, how important it is and how to make the brand powerful.

The aim of the project part is to define essential steps of improvement based on theoretical research and provide solutions to the existing problems and implement strategical development as a travel destination of the Czech Republic.

I THEORY

1 THE DEFINITION OF TOURISM

In order to write the project part, theories related to the project are needed. Therefore, this section gives a vision on the theoretical part of tourism.

1.1 The concept of tourism

There are many definitions of tourism which are altered according to authors or organisations. There is no consensus about the definition of tourism because it can be explained and grasped individually. The first definition of tourism is made by Guyer –Feuler in 1905. He defined tourism as “A phenomenon unique to modern time which is dependent on the people’s increasing need for a change and relaxing, the wish of recognizing the beauties of nature and art and the belief that nature gives happiness to human beings and which helps nations and communities’ approaching to each other thanks to the developments in commerce and industry and the communication and transportation tools’ becoming excellent.” (Bogahavatta, 2013)

McIntosh & Goeldner, (1986) however, gives more emphasis on tourism attributes and articulates that tourism is a set of activities which combines services and industries which, in turn, brings a travel experience comprising transportation, allocation, restaurants, cafes, retail shops, entertainment businesses and other services intended for those who travels out of home. One of the oldest conceptual definitions of tourism was given by two pioneers of tourism researchers (Hunziker, et al., 1941). They defined tourism as the sum of the phenomena and complex chain, in which travellers do not aim at the permanent residence and do not generate money. Not to mention the essence of tourism, Tourism society of England (1976) put forward this point that tourism is a short-term movement of people out of the place where they inhabit and work. Likewise, an international association of scientific expert defined tourism in terms of special activities that has been selected and realised outside the home. (Seth, 2006). Another approach towards tourism showed Michael Hall (2014) by saying that tourism is voluntary and no one forcing them to travel due to political or economic reasons and they are not considered to be refugees.

In order to prevent the disagreements to define the word of "Tourism", World tourism organisation (1995) represented an idea that *tourism comprises a set of activities of a person staying and travelling outside of the home country who’s staying outside should not be more than one consecutive year for leisure and other purposes.* Tourism includes nearly all aspects of our society.

It is a combination of other subjects. Personal, Social and Humanities Education Section Education Bureau (2009 p. 2) indicates that tourism has near connection with other subjects such as history, languages, psychology, marketing, economics, geography. Hence, it is important to integrate a group of subjects to study and understand the essence of tourism. For instance, history or geography can help us have some imagination more about the historical and geographical sources of a tourist destination. Besides, subjects like marketing and economics help us understand the design promotion and marketing of tourism products. World tourism organisation (2006) defines 3 type of tourism: inbound tourism; which involves tourists who travel to the given country, outbound tourism; in this case citizens of a given country travel abroad and domestic tourism; where tourists are travelling within their country. In another statement, world tourism organisation (n.d) points out that over the years, there has been a huge amount of increase in the number of travellers and tourism became a highly increasing sector in the economic system of any country in the world. Contemporary tourism is closely connected to the progress and comprises new places of interests. These dynamics made tourism an important sector in the economy.

1.2 The role of tourism in the economic system of a country

There is a certain number of characteristics based on tourism which makes the industry special for companies. According to Burkart & Medlik, (1974) conceptually, tourism has five characteristics:

1. Tourism is a type of mixture and relationships rather than an only one.
2. These phenomena and relationships come from movements of people to different places; there is a dynamic and a static component.
3. While making journey they do not work and enjoy their time.
4. The movement to other places is an interim attribute.
5. Tourists do not have the desire to be engaged in paid work.

A key limitation of this research is that it does not address the attributes on tourism in detail. This gap came to fill in Middleton & Clarke (2001). According to them, tourism has all the characteristics of services. These two authors mention a number of characteristics that distinguish services from goods through which they derivate characteristics of tourism and identify them as service characteristics. Characteristics mentioned in their book had utmost importance. They mention that all tourism services are intangible. They are invisible and you cannot touch while

exporting or importing. The inseparability of tourism services is a second essential characteristic. Usage of services occur in a car, aeroplane for example, and not in the living place of the tourist. As a result, clerks of travel services suppliers have some consumer based contact and tourists see them as an inseparable factor of the product.

Much research has been done on economic characteristics of tourism. Tourism has a number of attributes special to an economic sector which influence greatly the economics of tourism or brings to particular methods of measurement. One of the vital attributes regarding tourism is tourism product. From the economic perspective authors of conceptual definition of tourism characteristics Burkart & Medlik, (1974) point out that *“the tourist product is an amalgam of what he does at the destination and the services he uses to make it possible”*. In the recent work by Gilbert (1990), describes it in another way: a tourism product is a mixture of products and services which use final consumer during travelling. Another key thing they pointed out is perishability. The services in tourism after producing consumed immediately. Hotel rooms cannot be warehoused to sale in the future. For that purpose, companies use Yield Management. Kimes & E. (1999) mentions that *“Yield management is a combination of tools through which company sells the inventory units to the customised customer, at the right time, and for the right price”*. Ritchie & Crouch (2003) developed a novel sensor using the expression of the interdependence of tourism products. According to this conception, a tourist product is a mixture of several services. Even a tourist buys a product supplied by different firms – the attractions do not have value without accommodation, but the latest cannot operate without the contributing factors, accessibility, and hospitality.

Above all, it seems pertinent to remember that characteristics of tourism are deeply connected with each other and present complex concept an amalgam, by which tourism is being separated by other sectors of an economy. In addition to that, Stephan Williams and Alan Lew mentions that in economic, cultural, social and environmental spheres tourism has a huge influence which will deep in the future. (Williams, et al., 2015) Tourism plays a crucial role in any economic system. It helps the economy to generate more money from tourists, contributes to the increase of GDP (gross domestic product) of an economy, decrease unemployment rate, etc. World travel and tourism council(WTTC) (2015) argues that the most important factors influencing economy are a total contribution, visitor exports, and investments. Antigua and Barbuda Tourism Development program (2003) develops the idea of WTTC by emphasising that economic impacts arise as a result of demand and supply in the tourism sector. The demand/supply factors affect a number of visitors,

their duration of stay, and how they spend their money. The more money will be circulated within the economy, the greater multiplier effect of the impulse in the economy development will be generated. Along similar lines, Steynes (1997) argues that tourism has a different type of impacts. Tourists affect prices, incomes, workplaces. The most direct effects hold in direct services operating in the tourism sector for example hotels, restaurants, transportation, souvenir shops, and amusements. What refers to secondary effects, tourism affects also other sectors of the economy. Analysis of travel impact of the economy shows that particular regions have development expressed with an increase of income and employment rate. When we compare the physical and social impacts of tourism, the economic ones we can measure easily. This is because the physical and social impacts are formed by impalpable and they are incomparable, thereby difficult to quantify or analyse numerically. (Mathieson, et al., 1982). Mason's study (2002) is an attempt to address the issue of scale. He indicates that one of the major issues arising when we speak about the impact of tourism is scale. In addition to the previous claim, Pearce (1989) notes: the size, variety, and liveliness of an economy, peoples' participation in tourism related activities and foreign impacts will further have an influence on the effects of tourism on a travel destination.

In the economic system, it is important to mention also about the role of balance of payments. From Mathieson & Walls' (1982) perspective, the payment balance is being affected by tourism effects in two different ways; effects inside the country and effects on international tourism. It is important to consider to compute earnings generated by foreign countries in the balance of payments and compare them with the costs. To put in another way, it is vital to know how much money we have exchanged by tourists and how much money local citizens spent outside of the country. However, Rátz & Puczko (2002). developed the claim that the amounts spent on international transport are not a part of the revenue produced from tourism in the balance of payments. Then he puts forward his claim that the reason of that is transportation companies usually are registered in the country of departure, whilst the destination will not calculate the amount as income for the transportation. One of the benefits of tourism is that it creates employment for local residents. For example, Hemmi (1999) writing that tourism employs increasingly many people in the world. And then he claims that they are employed at the low levels in a company in main, by doing this, companies try to keep the salaries low. However, this approach may not be practical in all situations. In addition to previous study Mathieson & Wall (1982) note: *"tourism does create employment and that this is a beneficial impact."*

Considering all types of impact of tourism on the economic system of a country like employment rate, balance of payments, circulation of money and investments, it could be concluded that short-term and long-term strategic planning, realization of touristic products, usage of local potential will affect economy in a wide range, thus helping society living within a country.

2 THE DEFINITION OF MARKETING IN TOURISM SERVICES

Marketing is an integral part of tourism services and without that, it is hard to imagine the promotion and increase of awareness of a brand for the public.

2.1 The role of marketing

While looking at marketing practice, it becomes visible that there has been a huge transfer toward thinking of marketing not as a function but as a set of values and processes that all functions participate in the development process in a company. From this point of view, every company should do marketing, which will increase marketing's influence.

As McKenna (1991) indicates, Marketing refers to every sphere in the industry and vice versa. In comparison with McKenna's statement Haeckel (1999 p. 71) gives a specific sense to a marketing by noting, that *"Marketing's future is not a function of business, but is the function of business."*

Mahea (2014) argues that the role of marketing is really influential in the relationship between customers and companies. Marketing helps companies to offer products to customers by promoting them in a good manner. He sees marketing as a dynamic process within society and organisations which helps to be integrated into human values. Because of marketing companies can understand people's needs and give them desired service or goods. While Maya notices a deep connection between organisations and customers, Ifezue (2005) puts emphasis on the customer. He underlines that marketing focuses on the customer, that is, on the individual making decisions in society taking into account personal value system. Day (1999) argues that one of the functions of marketing is to facilitate the connection between the customer and work processes within a company. Another organisational approach shows Day (1999) in his "Aligning the Organization to the Market" article. He speaks about the foundation of how marketing should be operated which will make easy the "navigation, and orchestration" of customer connections. To solve this task, the fundamental function of marketing should be providing information about the connection in mentioned context. Speaking about the role of marketing, it is worth to mention also what kind of role the marketing has in firms. Moorman & Rust (1999) investigated marketing function in the firms and discovered that workers within a company promote financial, customer, relationship and new product performance which affect the overall performance of market orientation. However, studies on the role of marketing are still lacking. According to The Wind (1996), marketing as a

function declines in companies, while marketing as a philosophy and orientation gain a growing popularity. In a similar vein, Webster (1989) also reports that marketing departments will have a mournful future. A global definition of the foundation of the successful marketing has been proposed by Philip Kotler (2014). He indicated that the foundation is an understanding your customers' needs how they purchase goods or services.

Some studies have a look on the aspects which are strategic and managerial for the scope of marketing, herewith bringing managerial outlook into an image. Frederick Webster put an emphasis on making stronger marketing's managerial view (2005). He claims that critical marketing input is highly equipped with necessary tools in the whole process of strategy formation in companies who are generating more and more payoffs in the business sphere, compared to the firms who do not give too much consideration to marketing.

Marketing plays a huge role in tourism as well. Marketing in tourism services needed to identify your ideal customers, in this context, the type of tourists, to have an action plan to realise your goals, have a better understanding of the tourism market and to measure what would be returned to the investments. (Rowett, 2014).

According to Tricia Hussung (2016), marketing in tourism services is a bit different because you are selling both tangible and intangible assets and in general they sell feeling to the customers. Then he indicates that in tourism services the role of marketing is higher because of the challenges which are more than in other cases.

To conclude, customers have a new type of requirements for every good or type of service. That is why nowadays the role of marketing is gaining a growing popularity and force companies to deeply consider the role of marketing and do the necessary steps to satisfy customers' needs.

2.2 Tools and techniques of marketing research

There are different types of tools and techniques. According to Scott M. Smith, Gerald S. Albaum (2010) marketing research is a set of investigation steps with the purpose of unveiling the necessary information through systematic and objective processes. It can either primarily fundamental or applied. Fundamental research is being used with the aim to have fundamental information without taking action solving problems at the time. In contrast, applied research, also

known as decisional research, tries to use the knowledge that we have already possess and use that knowledge to use emerged problems. A global definition gave Shukla (2008) who defines marketing research as a process to answer all important questions and gain new knowledge. However, the problem with this approach is that it is expressed globally and have a lack of relevant information on marketing research. The consensus view seems to be proposed by Snepenger & David (2007) who report that marketing research is a process through which companies gain important information and, in turn, it helps them identify and clarify marketing opportunities and problems, assess marketing actions, monitor how performs marketing, and ameliorate the marketing process. Then they continue that market-research tools and techniques have vital importance for companies. These tools give companies the ability to monitor customer's reactions to goods, measure the impact of marketing decisions and create a place to communicate with their customers. Such kind of useful information let them make reasonable decisions about company strategy, such as whether to launch new products or not and where they should invest the most time and money in marketing.

There are four primary methods of conducting marketing research which includes marketing tools and techniques, explorations, experiments, focus groups and secondary research. (Lappin, et al., 1994)

Focus groups

Focus group is a popular exploratory technique, which involves many customers in discussions about goods. Focus groups are being used to generate information about perception of a product of company among customers. This form of qualitative research is cheap and a little bit fast in comparison with to individual interviews or definitive, quantitative methods. (Lappin, et al., 1994)

Survey research

Several publications have appeared in recent years documenting the essence of survey research. The most interesting approach to this question has been proposed by Isaac & Michael (1981 p. 136) They argue that survey research is used: *“to answer questions that have been raised, to solve problems that have been posed or observed, to assess needs and set goals, to determine whether or not specific objectives have been met, to establish baselines against which future comparisons*

can be made, to analyze trends across time, and generally, to describe what exists, in what amount, and in what context.”

According to Pinsonneault & Kraemer (1993) survey as a term differs from the term of survey research. He indicates that a survey is a data collection tool to do survey research. He defined a survey as means to collect information about goods from customers, know their characters and needs. In addition to the previous statement, Saland & Dilman (1994) claimed that through surveys can be done some assessments, evaluation of demand and also impact examination.

Controlled experiments

Beyond surveys and focus groups, controlled experiments are other techniques of quantifying data. As describe in their book “A Primer on consumer marketing research” (Lappin, et al., 1994), they include manageable changes in variables and examination of the effects. About evaluation of experiments spoke other researchers (Fitts' law and expanding targets: Experimental studies and designs for user interfaces, 2005). They expressed an idea that controlled experiments are very popular to evaluate interfaces. In addition to the previous statement, Moyle & Cockburn (2005) added also that controlled experiments are types of interplay. Controlled experiments as a tool indicated in the article of (Cairns, et al., 2006). According to them, they are tools to understand the cognition in the interaction environment working with systems.

Secondary research

Secondary research is considered to be one of the basic tools in marketing research. According to DJS Research Ltd (); secondary research is an assembly of steps of data analysis that is being collected by someone else for another major objective. Making wider the concept of data analysis Boslaugh (2007 p. 9) points out; *“In the broadest sense, analysis of data collected by someone else.”* About the usage of generated data, his approach expressed Schutt (2011). He indicates that the usage of available data for research purposes is becoming more ascendant in a time where huge amounts of data are being gathered and archived by researchers in the whole world, Vartanian (2010 p. 3) defines what includes secondary data. As stated by Vartanian; *“secondary data can include any data that are examined to answer a research question other than the question(s) for which the data were initially collected.”*

Above all, marketing research is and will be one of the necessary processes within the company. Researchers should understand who their customers are, their needs, what the competitors of a company are doing and investigate the current market, thus helping a company to have stable growth.

3 BRAND MANAGEMENT

Brand management is necessary for implementing improvements within the framework of brand strategy and helps to clearly achieve the targeted goals.

3.1 What is brand management

For several years, great effort has been devoted to the study of brand management. The literature on brand management shows a variety of approaches. According to Makashev (2004) brand management is a combination of different marketing activities which leads to a development of a brand. However, this theory does not fully explain exactly what marketing activities involves brand management. As reported by the web page of www.managementstudyguide.com, brand management starts with having an utter information of the expression "brand". It incorporates building up a promise, making that promise and looking after it. It implies characterising the brand, positioning and conveying the brand. Brand management is an art of contributing to the brand stable maintenance in the future. Branding makes clients focused on your business. A solid brand separates your products from the rivals. It gives an overall picture of your company (). In the whole brand management process, right chosen marketing tools can help the company to develop and bring a brand into recognition and perception by customers. Some tools are offered from (Porter-Rockwell, n.d.). As stated in his article, publication, advertising, trade shows, phone contacting, online broadcasting, printing and professional help services can help companies to promote and maintain a brand.

The research would have been more relevant if a wider range of elements had been explored in brand management. In their detailed study of brand strategy, Clifton & Simmons highlighted that the long-term skyline of the brand stage gives heading to connections with all partner groups and is in this manner the motor behind brand situating. Brand engineering and terminology frameworks present handy direction to guarantee business systems and brand arranging work in the backing of each other. Together, these key components of brand technique can be utilised as the system for long-term brand management and the premise on which an organisation is composed and prized. The methodology of brand discipline additionally creates the initiative, refinement, and reliability which are important to shape long-term associations with clients, investors, workers and the all in all the market. (Clifton, et al., 2003).

Speaking about brand management as a whole, it is worth to mention about the necessity of maintaining good company-government connections. Qian in his work paper stands for the idea that organisation level compulsory activities and authorised stores are appeared to dissuade fake entries or diminish fake deals. Ultimately, for organizations leading business in the countries which have average development, it is important to mention that firm connections with governments has vital importance for brand management, in other words, we can believe that companies' brand management implementation could be successful, utilizing both the companies' knowledge and the power that possess the government. (Qian, 2012)

Above all, brand management is a dynamic and stable procedure, leaving space for the discussion of both analogous and disputing opinions from the perspective of various specialists.

3.2 The concept of branding

There is ample support for the claim that more or less, the brands are parity goods and services in today's market, they are products that are equivalent in their value. In principle, every product is a good made by raw material. That product is being distinguished by branding. (Advertising educational foundation) To understand **branding**, it is important to know what brands are. As states Aaker & David (1991 p. 7) in his book: *"A brand is a distinguishing name and/or symbol (such as logo, trademark, or package design) intended to identify the goods or services of either one seller or a group of sellers, and to differentiate those goods or services from those of competitors. A brand thus signals to the customer the source of the product, and protects both the customer and the producer from competitors who would attempt to provide products that appear to be identical."*

In reality, the brand is a value of the trust between a company and its customers. A brand creates some amount of comprehension, reputation, and prominence for the product in the marketplace. Baker (2007) states that there are some elements through which we can distinguish a brand from its unbranded commodity counterpart. All that elements are the sum of the consumers' perceptions and how they grasp the offered product. As a continuation of previous report Szondi (2008) develops the idea of the brand grasp by stating that brands create tangible advantages thanks to non-product-related means and adds that the latter create the motivation of consumer and want that are mostly appurtenant to symbolism and illustration. Along similar lines, Keller (2003) states that by creating attractive images which will girth produced products, organisations will have a pretty

good position in the market. In addition to the previous point, Knapp, (2000) notes that the image of the brand should be carefully considered, designed planned and developed.

When it comes to the promise of the brand, Knapp (2000) aims to give a comprehensive account from customers' perspective. He states that the brand "promise" is the sum of emotional and functional benefits that customers can anticipate to receive while using products which mirrors the look of the brand. Aaker & Joachimsthaler (2000) has also found that for effectiveness, a brand identity should be admitted from the customers in the way to be separated from different brands, and show what are the organisation's capabilities to do over time.

The question of whether brand image identical has caused much debate in branding over 1997 to 2000 years. One of the most interesting and important approaches to brand identity has been proposed by Schmitt & Simonson (1997). He indicates that companies who present the brand identity that is adjacent and we can distinguish from other brands, can dominate in the marketplace and also add value to their products and services. (D.A. Aaker, E. Joachimsthaler (2000) argued that a brand identity is inspirational which means that brand image will need to be changed and rebranded during the time. In a broad sense, what brand can represent in itself for customers, that is brand identity.

While speaking about the brand, it is worth to mention "brand as personality. Wee & Ming (2003) reports that the "brand as personality" stage marks transformation phase since not all brands consumer idolise, especially when they do not satisfy their need for the brand, or they feel uncomfortable during communication with the brand company. Sherrington (2003) reports that brand's personality gives the really huge source of information than any other type of information. Keller (2003) claims that brands can tell about brand characteristics and what they can offer customers. Thus they will reduce risks related to decisions that have to be done regarding products because consumers prefer well-known brands, especially those brands with which they have had experiences in the past.

Swot analysis is a key indicator of making a brand thus in the whole concept of branding it is widely used the tool. Here is the one of the precise definition of swot analysis; strengths and weaknesses have been used in an internal environment and are considered to be internal factors, while opportunities and threats aimed to discover external challenges and opportunities and depend on external factors. (Mind tools editorial team)

To conclude, powerful brands have stable secure growth and asset value because they possess competitive privileges, have reasonable prices, high profits, and incredible demand. (Temporal, 2001). They symbolise the company, give recognition to the company and bring loyal customers. They remain one of the influential aspects for customers to decide what good or service to choose.

3.3 Types of brands

Quite recently, considerable attention has been paid to types of brands. Distinctive sorts of brands work for various showcasing approaches

1. Personal brand Somma (2015) writes that it is also called individual brand. The men work themselves, ordinarily to improve their profession opportunities. Regularly connected with how individuals depict and advertise themselves by means of media. In addition to the previous point, (Smale) notes that your own image is the manner by which you appear to the world

2. Product brand – About product brand Somma (2015) indicates that lifting the impression of items/products so they are connected with thoughts and feelings that surpass useful ability. Customer bundled merchandise brands also called quick moving shopper products brands are a particular application.

3. Service brand – As for service brand, it includes increasing the value of services. It encounters with some problems in some ways more than building up a product brand, in light of the fact that the offering itself is less substantial. And also they are valuable in areas like proficient services. (Somma, 2015). Nevertheless, the major drawback of this approach is that it does not take into account how we can differentiate service brand from other types of brands. As it is described on the web page of dummies (www.dummies.com, n.d.); services are items that individuals purchase sight-concealed. Individuals make use of services because they trust the brand and that the individual or business they're purchasing from will be delivered as guaranteed. So if you have a business and want to make it strong, you definitely need to create and deal with a solid, positive brand picture.

4. Place brand – Otherwise called destination or city brands. This is the brand that a country or city works around itself keeping in mind the final goal should be to make firm associations connected to that area. Regularly used to appeal sightseers, speculators, organisations and residents. Somma (2015) describes place branding in more detail and define as: “*a network of associations in the consumers' mind based on the visual, verbal, and behavioural expression of a*

place, which is embodied through the aims, communication, values, and the general culture of the place's stakeholders and the overall place design."

5. Nation brand – For several years' great effort has been devoted to the study of nation brand. Fan (2010 p. 98) defines nation brand as follows; *"Concerned with a country's whole image on the international stage, covering political, economic and cultural dimensions, national branding goes beyond the narrower purpose of country-of-origin or place brands to promote specific economic interests"*.

Somma (2015) put forward the idea that description of nation brand connects with perceptions and express his idea based on the perception of a brand; while place brands are about particular zones, country brands relate, according to their name, to the discernments and notorieties of nations.

3.4 Making the brand powerful

Making brand powerful takes years. It is a continuous process for companies to make their brands memorable and remarkable for their customers. In recent years, research on developing powerful brands has become very popular among researchers. The results obtained by Holt (2004) suggests that advertisers regularly consider branding at the individual level as the view of individual purchasers. However, what makes branding so effective is the aggregate way of recognition, the way that the affiliations, image of that brand and descriptions have gotten to be ordinary so they are ceaselessly fortified in light of the fact that they are dealt with as "certainties" in regular connections.

Although several studies have indicated that perception of the brand is a vital factor for making brand powerful, little attention has been given to the connection of name and price with brand recognition. Rooney (1995) reported that selection of a name for a brand can play a vital role for companies and it is one of the main problems for the company to select a proper brand name. In addition to the previous view, in his book Holt (2004) underlines that while we draw more attention to estimating choices essentially as an economic math worried with extricating value, pricing can likewise have powerful branding impacts. For instance, pricing arrangements can express either a value-based perspective (boosting benefits from a present purchase) or a social perspective (regarding clients as loyal partners).

Nedeljković-Pravdić (2010) highlights the importance of making powerful brands and describes what makes customers choose a particular brand. According to her, at the point when clients settle

on their buying choices they are, deliberately or unknowingly, weighing up the item and its cost and what they think about the organisation which supplies it. In business sectors where suppliers or items are basically comparative, the brand performs an impalpable and regularly emotional component of the purchasing choice. In this type of markets, the emotional component can be decisive for customers. Through your brands, you can assemble a closer and more faithful relationship with your clients. Hence, brands can turn into an important advantage for the business. As an important aspect understanding powerful brand essentials, Keller (2013) gave a definition of what is a brand strength. According to him, it is a way of measurement of the brand to make sure that you will have future income.

Speaking about brand characteristics which have a great impact on customers Nedeljković-Pravdić indicates four factors;

Memorability: A brand is considered to be as an advantageous compartment for a notoriety and positive attitude.

Loyalty: When people are being satisfied with the brand promise, they will probably purchase that good or service again than other companies' brands. The brand in itself helps to create and maintain loyalty.

Familiarity: Branding highly affects non-clients as well. Awareness of brand can force customers who have never had an experience of buying something from a company but have heard and kept in memory the name of a company can suggest other people make use of company products.

Premium image, premium price: Branding can raise the value what you sell and it will give a brand status. As a consequence, regardless of everything, they will choose their lovely brand than the products of other companies.

4 DEFINITION OF DESTINATION BRANDING

In contrast to the general sense of branding, destination branding differentiates in a way that it is clarified and specified in terms of travel destination and plays a vital role in overall branding system.

4.1 Branding of destination

In research of branding, there is too much consideration aimed at destination branding. It is highlighted by countries to attract tourists by branding places, cities, and countries as travel destinations. It plays an important role to make places well known all over the world and increase the reputation of a place.

While talking about destination branding, we need to understand the core meaning of destination. In general sense, a destination is considered to be a geographical area which is made up of all the possible services and infrastructure which is an indissoluble part of services specially designed for visitors. (Beritelli, 2009). According to Batabyal, it is a spot specially designed for tourists for visiting purposes, which must have natural or cultural value, historical meaning, contain esthetic beauty, providing leisure or adventurous activities. (2016)

Summarising all the key factors in travelling, Kaufmann and coauthor mention that the destination is a combination of all type of products that collectively provide a unique experience to visitors. For many travellers, the destination is one of the motivating factors for travellers taking into consideration their expectations. (2014)

As describes Anholt in his book: *“A destination brand is the sum of perceptions that someone has about a place (whether based on experience, hearsay or prejudice), which influence his/her attitudes towards that destination at an emotional level. It represents the mix of the core characteristics of the place that make it distinctive and memorable. It is the enduring essence of the place that makes it different from all other places and competitors.”* (2007 p. 17). Coupled with the previous point, Ritchie & J. R. Brent (1998) have defined a “destination brand” as a name, image, holographic sign that both distinguishes and separates the destination; moreover, it transfers of promise noteworthy experience of travelling that is sporadically connected with the place. Additionally, it serves to combine and fortify the memory of enjoyable memories of travellers from the destination. However, Ritchie and Brent make no attempt to differentiate a destination from rivals as a way. Destination branding can be described as a mean to impart a destination's individual sameness by separating a destination from competitors. (Morisson, et al.,

2002). In his groundbreaking investigation, Baker (2007) showed that consumers can have an influence on branding destinations. He stands for the idea that a destination brand separates itself from its rivals taking into account its unique significance and bond given by customers. In main tourism destinations from the point of facilities are usually equal, for example, restaurants, hotels, public areas etc. and that is why branding should be unique. It seems that Baker's understanding about brand differentiation is questionable and lacking some important points. In his book, Keller (2008) indicated that it is the associations related to a brand that can have an impact on customers. For example, difference points associations help travellers evaluate the brand and be attracted with. In essence, the main point to branding is that travellers perceive what the differences are among brands by recognising them as products, because a brand is perceived determinative fact and identical, so it will be a little hard to be changed by other brands. With this in mind, destination image also plays an important role in branding. Cai (2002) claims that in truth, the main point of destination branding is to create a positive picture that recognises and separates the destination by selecting appropriate elements used in branding. Furthermore, apart from previously indicated points, Florek (2005) differentiated product as a whole and place as a product. To put in another way, he examined that while a product as a whole in itself is a physical substance which can be changed with great ease, a place as a product is a combination of various characteristics and includes more elements both material and non-material to introduce it.

World tourism organisation and European Travel Commission (2009 p. 3) differentiate the destination product and the destination brand. *“The difference between a destination product and a destination brand is that a destination product is a neutral description that has no emotional value invested in it. A destination brand, on the other hand, is a description of the core essence of the place in terms of its values as perceived by consumers; it is about the emotional relationship between the place and its visitors – how they perceive the enduring nature of the destination in relation to other places. In short, it is about the personality of the place and how it makes people feel about it.”*

Destination branding is considered to be a combination of tools that attract tourists. According to World tourism organisation and European travel commission; from the perspective of a bustling customer, obviously, the historical accomplishments and cultural privileges of most countries have not too much importance for customers, and sometimes cannot ensure countries' powerfulness of

brand. Instead of concentration on the thing which presents a little of importance they can find their key culture characteristics and promote them. (2009)

4.2 The importance and necessity of destination branding for a country

In the last years, there has been a growing interest in destination branding, new metrics are used to measure the strength and capabilities of country brands, and in this field, has emerged a different kind of scholars discussing on branding techniques, which tools are important and which are not.

For example, Nath (2014) notices the importance of branding a country from the economic aspect. He articulates that in globalisation period, nations are competing in different spheres, started from making tourism attractive to business relations establishments and involving investments. Like any company, a positive and solid brand image is critical in accomplishing great economic growth by enhancing the brand impression of the country internationally. Along similar lines, Anholt (2003) has demonstrated how exports having powerful brand name and organisations rejoin with country branding and how they can fulfil economic improvement for developing markets, utilising country resources in a more innovative way. Specifically, he has called attention to the country branding marketing program that should be carried out by the government in a long term period. Coupled with previous opinions, Ambiola (2006) emphasises that branding countries can play a vital role in developing economies, which will help such economies to have growth and ensure a stable income. Having said that, Cromwell () argues that context of a country branding should be based more on tourism. According to him promoting tourism effectively, you need a context which will let your visitors know about your country and what you offer them. That context is the general picture, or brand, of a nation. The question is that tourism branding and promotion in the international market cannot be managed effectively without understanding the concept of tourism context. On the other hand, tourism branding and promotion will be best concluded if it is built on the base of a country branding. All in all, by having tourism context countries will be able to attract new tourists and make a country more desirable for travellers. Another key fact to mention, that people's decisions to visit, make an investment or live can be affected by the perception based on the strengths and weaknesses of a country. This is assumed to give some competitive privileges in the world tourism, investment and education sectors and finally incentivize an excellent brand management of a country. (Future brand, 2014). Similarly, Gudjonsson (2005) has addressed that

effective environment for branding a country and properly competing in the tourism sphere should be the base for the overall process.

Gertner & Kotler (2002) have articulated that the need to entice sightseers, organisations, and gifted people and find out some markets for the purpose to organise export requires for the nations to have good marketing instruments and well-known brands. That is, well-planned marketing can help a country to promote his position in the world which will require doing so hard and multifunctional tasks in the branding of a country, design an image and attract tourists. Brand of a country involves culture, characteristics special to a country and huge amount of expectations not only for travellers but also for the whole product or service categories from that country. What is more, Wang (2008) stands for the idea that while branding a country, countries should find solutions around limitations to avoid emerging problems.

Regardless how travellers are connected to the country brand, probably they will choose another country to visit next time than return last country. Therefore, branding of the country must be targeted on new potential travellers who have not visited yet, rather work on the customers who have already visited (Collaborative destination marketing: understanding the dynamic process, 2008).

4.3 Tourism heritage of Czech Republic within European framework

The Czech Republic located in Central Europe. The neighbours are Germany, Slovakia, Poland and Austria. The Czech Republic's area is 78,866 square kilometres. It has 10.5 million inhabitants. The capital and largest city are Prague, where the population is approximately 1.200.000 people. (Blazek, 2016)

Strielkowski (2013) points out that the Czech Republic has wealthy history and world knew cultural assets that are considered to be a very popular heritage within the European framework. From this point of view, national branding should be considered as a priority while designing country development within the framework of the budget.

Lovrentjev (2015) articulates that when we speak about cultural heritage, we can distinguish two sectors; tangible and intangible cultural heritage.

UNESCO clearly defined what does intangible cultural heritage (ICH) mean. In his book, Kurin (2004), cited the same as UNESCO that intangible cultural heritage can be defined as “*oral*

traditions, performing arts, social practices, rituals, festive events, knowledge, and practices concerning nature and the universe or the knowledge and skills to produce traditional crafts". After defining the term Kurt underlines that this kind of asset can be really valuable in nation branding as it is all about attracting tourists by giving them emotional feelings which they can remember better than tangible cultural assets after leaving the country.

Czech Republic has a wide range of tangible cultural assets included in the UNESCO's list of world heritage, such as Lednice-Valtice Cultural Landscape, Litomyšl Castle, Pilgrimage Church of St John of Nepomuk at Zelená Hora, Tugendhat Villa in Brno, Historic Centre of Prague, Historic Centre of Telč, Holašovice Historical Village Reservation, Holy Trinity Column in Olomouc, Jewish Quarter, Kutná Hora: Historical Town Centre with the Church of St Barbara and the Cathedral of Our Lady at Sedlec, Gardens and Castle at Kromeríž, Historic Centre of Český Krumlov (UNESCO)

As for tangible cultural heritage, it refers to *"physical artefacts produced, maintained and transmitted intergenerationally in a society. It includes artistic creations, built heritage such as buildings and monuments, and other physical or tangible products of human creativity that are invested with cultural significance in a society"*. (2014)

Intangible cultural heritage is worthwhile to the whole world. Intangible cultural heritage in the Czech Republic includes Slovácko Verbeek, Ride of the Kings in the south-east of the Czech Republic and Falconry, recruit dances, Shrovetide door-to-door processions and masks in the villages of the Hlinecko area a living human heritage. (UNESCO)

According to Leask and Rihova, in the travel industry, all these two types of assets are considered to be as tourist assets. The capitalization of cultural resources is firmly connected to the tourism development on which heritage has great impact. (2010). Then they continue; if you want to develop the tourism sphere in a country, you need firstly to maintain the heritage and to not let the intangible assets be destroyed or stolen by other countries. In addition to that, you need to meet the requirements of all players in the tourism industry: local community, businessmen, tourists.

Nowadays the role of the tourism industry in a global context is becoming more and more vital for every economic system. Moreover, to keep the gradual growth of tourism industry, countries need to have well designed national brand policy which should absolutely include above mentioned

tangible and intangible cultural assets because all in all they are the key factors to attract tourists from all around the world. The national brand designed based on the cultural asset can bring benefits both tourists and local people.

4.4 Best practices of applying destination branding

Countries need to be branded for the purpose to differentiate themselves from other countries and the right usage of marketing tools can become an efficient stimulus to maintain competitiveness in the travel sector, especially for small countries. (Experience Marketing in Country Branding:, 2014)

Singapore case study

Singapore has just 43 years' history as an independent country. Singapore achieved his independence in 1965. Prime Minister Lee Kuan Yew named the Singapore as a "The Garden City" in 1968. Then government changes the name while at the same time keeping the primary message as "East meet West", "Business hub" and "Multiracial community". (Yee, 2009). Chang (1997a) reported in 1985, the brand logo was "Surprising Singapore". Then Singapore in 2004 launched a new branding campaign, till 2010 to manage the brand of the country. That campaign named Singapore as a "Uniquely Singapore". It was a trial to refresh and make contemporary the image of Singapore. During 6 years' new brand highlighted Singapore's rich culture and the modern facilities that could enhance the visitor's experience by offering unique and various services. (Yee, 2009). Today the slogan of Singapore is "YourSingapore" – which emphasises Singapore's power as a travel destination, namely, an experience which can have tourists due to beautiful places, national songs, cuisine, and culture. Singapore has also some privileges. Usage of public transport is highly comfortable. It is safe in comparison with Paris, clean in contrast with New York, and you can use it without difficulty. Singapore also politically safe. Those are examples of features that make Singapore a unique place. (Yee, 2009)

As a brand, YourSingapore points out Singapore's uniqueness and satisfies travellers need, helps them to have a mesmerising travel experience. Such a travel experience give travellers emotion and feeling to be free in their choices according to their personal needs and interests.

YourSingapore creates a difference between Singapore's value proposal and competitors, ensuring Singapore will be a prior travel destination for tourists. (DUANGMEE)

Austria case study

Started from the 19th century, the Alpine Republic (now Austria) has been considered to be the best travel destination in the world. During 1945/46, Austrian National Travel Office (Verkehrsbüro) had the assignment to evaluate how restaurants and hotels operating were and what were the conditions within businesses in Austria. During following years Austrian National Tourist Office was developing new tools and methods to extend market share and enhance customer knowledge on the country based on marketing research. One of the important layouts named T-MONA (Tourismus Monitor Austria), whose task is to carry out a survey among visitors who would stay in Austria. Apart from that, they should monitor travellers' behaviour, interests, and perception of the brand of Austria. (Austrian Tourist office, 2006)

The government of Austria on 30 May of 2011 established action plan "Nation brand Austria." The aim was consistently being engaged in examining "identity of Austria". They should find out what is the future of Austria, what are the directions that the country should develop to maximise the outcome. Those answers would be the basis for the development plan to rebrand the image of Austria. Final tasks were assigned as follows; the brand essence of the Austria, the proposal of the implementation strategy, new website development for tourists. (Federal ministry of science, research and economy)

Nowadays, **Austrian National Tourist Office responsibilities are**

- Ensure stable growth of "Vacation in Austria" brand name: The aim is to establish differentiation among Austria and other countries as well create emotions for tourists in Austria.
- Establish the new type of market followed with innovation and modern technologies.
- Collaborate with business sector engaged in tourism (Austrian Tourist Office)

II PRACTICAL PART

5 ANALYTICAL PART

In the analytical part will be researched the author's own analysis which will help to better understand the problems, weak and strong points that Czech Republic has from the point of traveling and mainly as a travel destination, brand logo analysis will be carried out to find out the structure and usage of current logo and based on overall analysis propose a new logo idea and statistical data of the Czech Republic to understand the current situation of travel sphere and insights of the country.

5.1 Tourism statistical data of the Czech Republic

Statistical data on travel sector of the Czech Republic gives us an opportunity to have an overall awareness of situation about travel sector, identifies poor aspects and gives a chance to improve them.

5.1.1 Introduction

Statistics gives us the insight to understand the essence of the object which is being investigated at a time. When statistical data are applied in the investigation, the latter could be more trustworthy and can help to clearly move to the next step of the investigation. What is more, the analyses help the uncertainty make somehow certain thus decreasing the probability of not clear material used in the investigation.

On the other hand, tourism statistics allow government, investors, national travel brand managers to optimise the specific field of their interest.

In this chapter the emphasize has been put on the Czech Republic overall analysis of tourism, has been investigated the number of arrivals of the Czech Republic, especially the latter has been compared with its neighbors, was I investigated which regions in the Czech Republic attracts tourists the most, which countries tourists are coming to the Czech Republic from and which branches of the economy can affect on tourism industry so as to optimize the work and have better results.

From the point of brand management, a number of guests in the Czech Republic allow us to evaluate flow rate of tourists, forecast and measure brand management efficiency. Number of visitors according to regions represents which regions need to be improved in a way to attract

tourist and based on that information brand management will be enhanced by targeting the regions which have poor indexes. As for infrastructure and innovation rates, today they are one of the key indicators in measuring the brand and the power of that brand, as without infrastructure you cannot provide proper travel services and therefore make branding powerful and the innovation indicates your level of development in the tourism industry as well; the more innovative services you have the more are the chances to include them in the branding, all in all, becoming unique in the travel industry. To sum up, mentioned indicators can help to design market strategies, evaluating the efficiency of decisions and measure tourism sphere within the economy.

5.1.2 Number of guests in the Czech Republic, an analysis

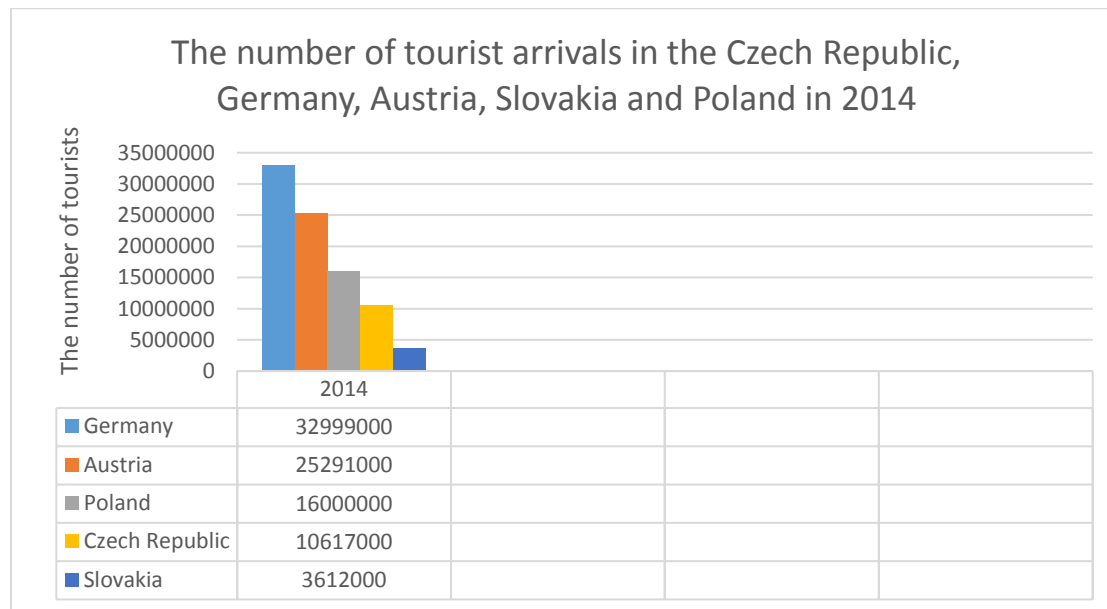
A number of tourists in a given country are the first indicator for tourism growth. The more tourists a country has the more foreign exchanges would be generated, the trade would be stimulated, and regional development would be increased.

“International inbound tourists (overnight visitors) are the number of tourists who travel to a country other than that in which they have their usual residence, but outside their usual environment, for a period not exceeding 12 months, and whose main purpose in visiting is other than an activity remunerated from within the country visited. Data on inbound tourists refer to the number of arrivals, not to the number of people travelling. Thus, a person who makes several trips to a country during a given period is counted each time as a new arrival”. (UNWTO, 2008)

The given table below compares the number of tourist arrivals of the Czech Republic with its neighbours in 2014.

Figure 1: the number of tourist arrivals in the Czech Republic, Germany, Austria, Slovakia, and Poland in 2014

Source: (World bank, 2015)



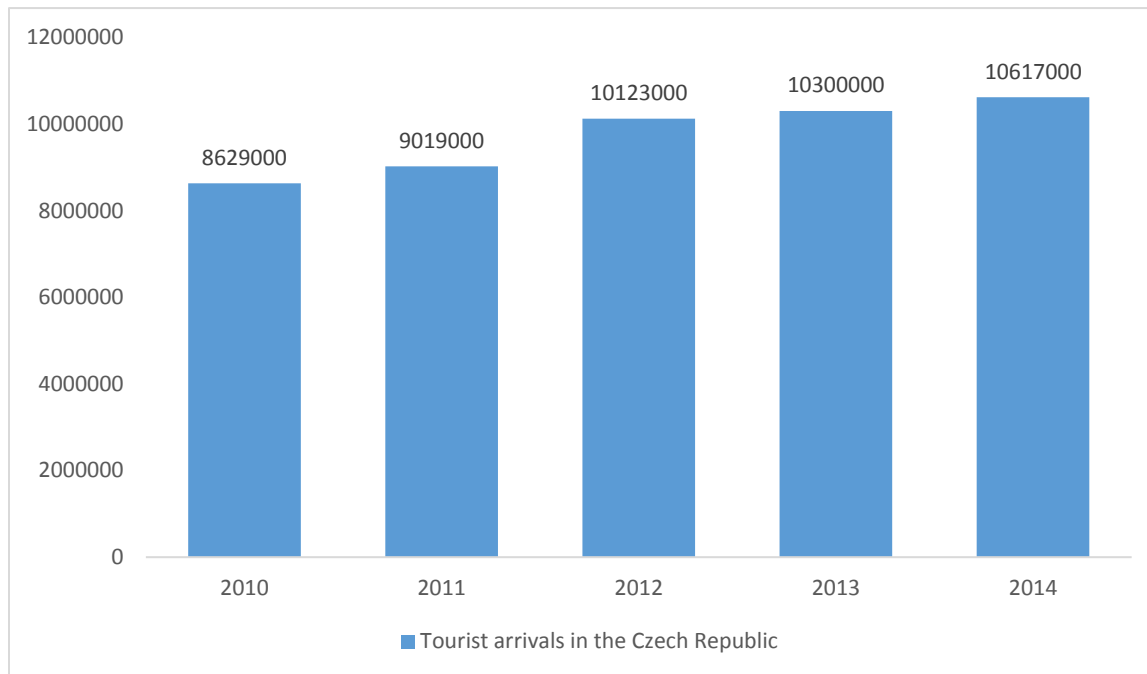
As can be seen from the graph, Germany is the leader of tourist arrivals who accepted roughly 33000000 tourists in 2014. Germany is followed by Austria with 25291000 tourists, Poland with 16000000 tourists, then comes the Czech Republic with 10617000 tourists and finally the last place belongs to the Slovakia with 3612000 tourists. Surprisingly Poland accepted 60% more tourist than the Czech Republic in 2014, in spite of Poland has worse results in infrastructure and innovation tables.

Seen together, it seems the Czech Republic has not so impressive results with a number of arrivals if we count as well that nowadays country-combination travelling common. This means if tourist goes to Germany, he goes to a neighbour country as well. From this aspect, the Czech Republics has a lot of work to do in branding.

In this table is given the number of tourist arrivals of the Czech Republic from 2010 to 2014.

Figure 2 The number of tourist arrivals in the Czech Republic from 2010 to 2014

Source: (World bank, 2015)



As is observed from the graph, the number of tourist arrivals in the Czech Republic increased constantly, peaking up to 10617000 in 2014. (World bank, 2015)

Seeing this pattern, it is expected that the number of tourist arrivals will rise in the future as well.

5.1.3 Number of guests according to regions, analysis, and forecast

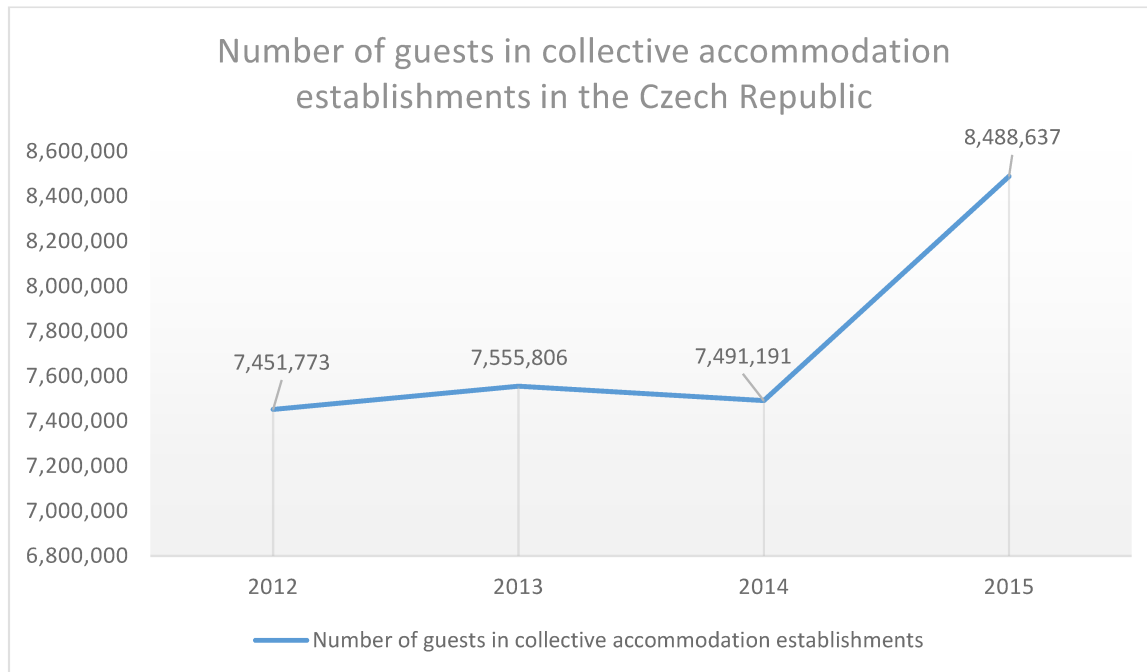
Analysis of a number of guests according to regions plays a vital role in deciding which regions should be addressed more to create an image for tourists and which regions are popular among tourists thus building the brand taking into consideration the annual travel statistical data of the Czech Republic.

The indicators which will be shown below, are based on a number of guests in collective accommodation establishments in the Czech Republic and has nothing to do with the number of arrivals in the Czech Republic.

The given graph represents the number of guests in collective accommodation establishments in the Czech Republic.

Figure 3: Number of guests in collective accommodation establishments in the Czech Republic

Source: (Czech Statistical Office, 2016)

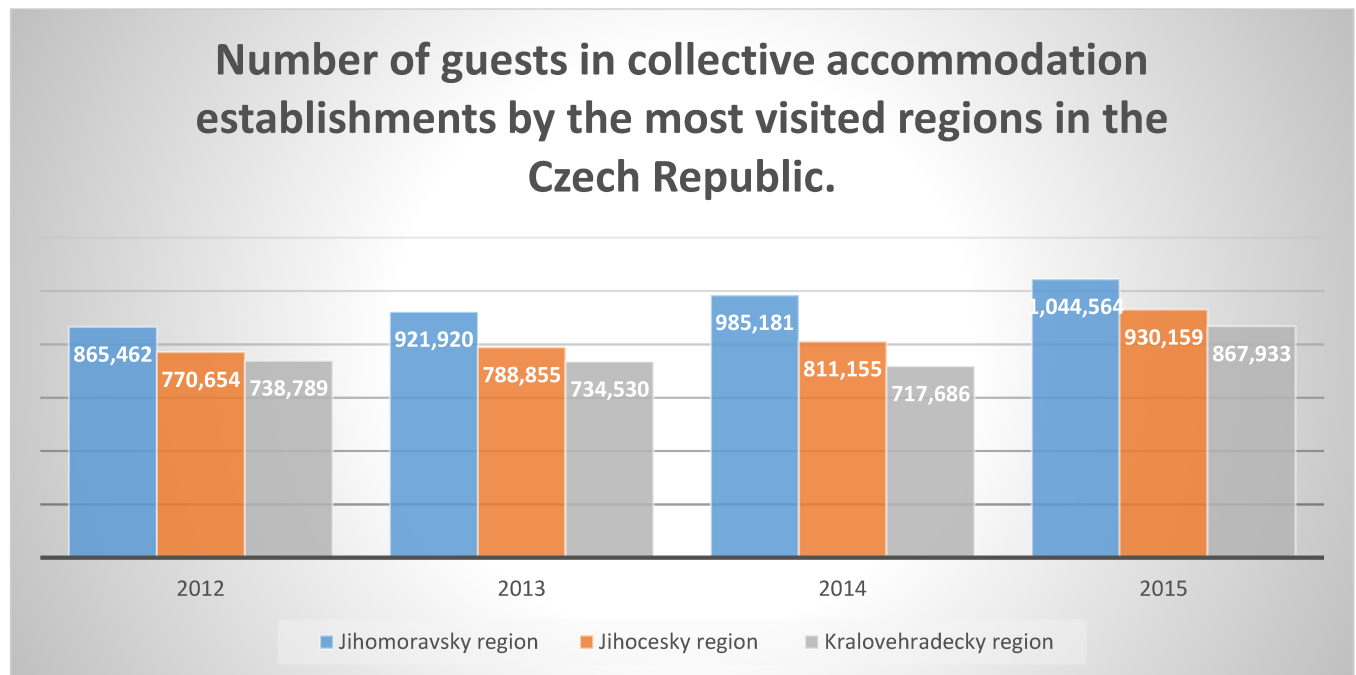


As can be seen from the graph, a total of approximately **8.5 million guests** arrived in collective accommodation establishments in 2015 which is 12% more than in 2014. Interestingly, in 2014 there was 0,9 % decrease in the number of guests in comparison with 2013. However, the index of 2015 clearly shows that it is expected growth in upcoming years and the number of guests will be increased.

The represented graph shows the number of guests in collective accommodation establishments by regions in the Czech Republic.

Figure 4: Number of guests in collective accommodation establishments by the most visited regions in the Czech Republic.

Source: (Czech Statistical Office, 2016)



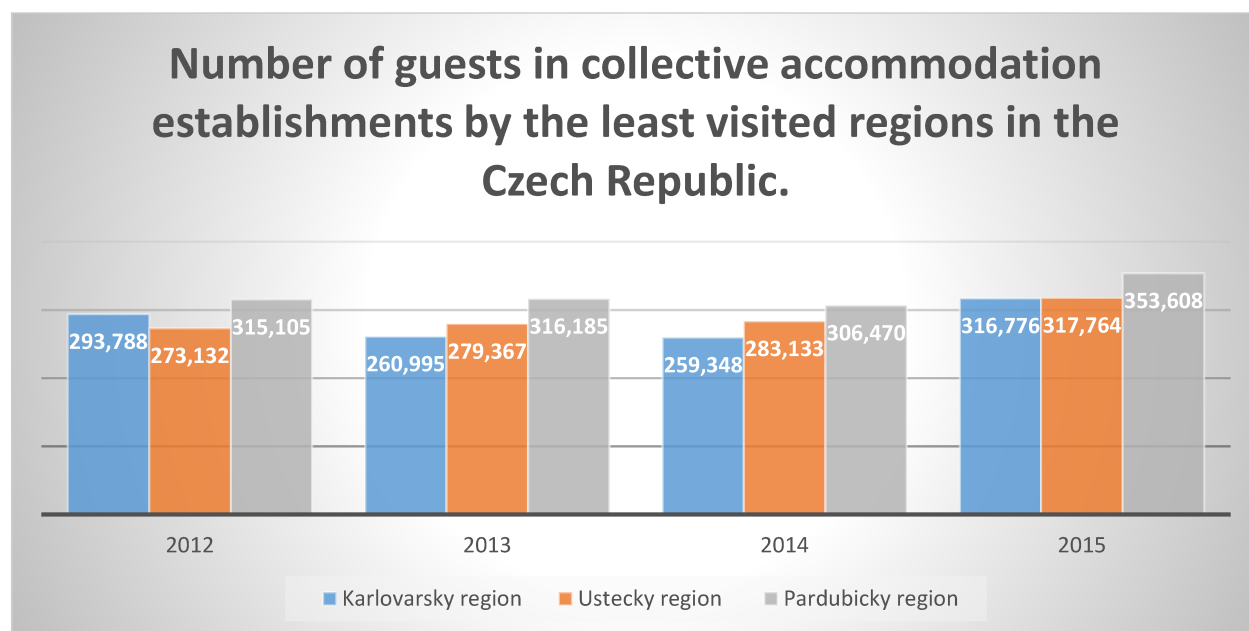
The most visited region according to the graph is Jihomoravsky region with the number of 1044564 visitors. This number is 11.8% more than in 2014. Moreover, the total number of visitors to this region increased year by year and presumably will be stable in the upcoming years. The second the most visited region is Jihocesky with the amount of total 930000 visitors and the third most visited region is Kralovehradecky with the amount of 867933 visitors.

Seen together, we can notice that all the regions had stable increase from 2012 and apparently will continue to grow steadily in the following years.

The following graph depicts the number of guests in collective accommodation establishments by the least visited regions in the Czech Republic.

Figure 5: Number of guests in collective accommodation establishments by the least visited regions in the Czech Republic.

Source: (Czech Statistical Office, 2016)



The least visited regions in the Czech Republic are Karlovarsky, Ustecky, and Pardubicky regions. Karlovarsky region remains the least visited region according to 2015 with 316776 visitors. However, it is visible that this region has been visited more and more with some fluctuations. The increase in the number of the visitors in comparison with 2014 amounted to 19% which is a quite high index and if the region will continue to attract tourists with this tempo it can improve his position among regions. Nevertheless, the Karlovarsky region in comparison with Jihomoravsky region remains back with 303% or triple which is more than alarming. (Czech Statistical Office, 2016)

To sum up, we can conclude that the gap between the most visited region and the least visited region is really high and more efforts should be made to shorten this gap and try to equalise it thus ensuring stable and equal growth in all regions.

5.1.4 Travel and tourism analysis of the Czech Republic in the framework of world countries

The World Economic Forum is an international company who publishes annually the Global Competitiveness Index (GCI). The GCI includes 114 indicators about productivity and long-term stable growth analysis. These indicators have been combined into 12 pillars which include institutions, infrastructure, macroeconomic environment, health and primary education, higher education and training, goods market efficiency, labour market efficiency, financial market development, technological readiness, market size, business sophistication, and innovation.

The ranking has been made from 1 point to 7 for every type of sub-pillar, where 1 is the weakest point and the 7 is the strongest point.

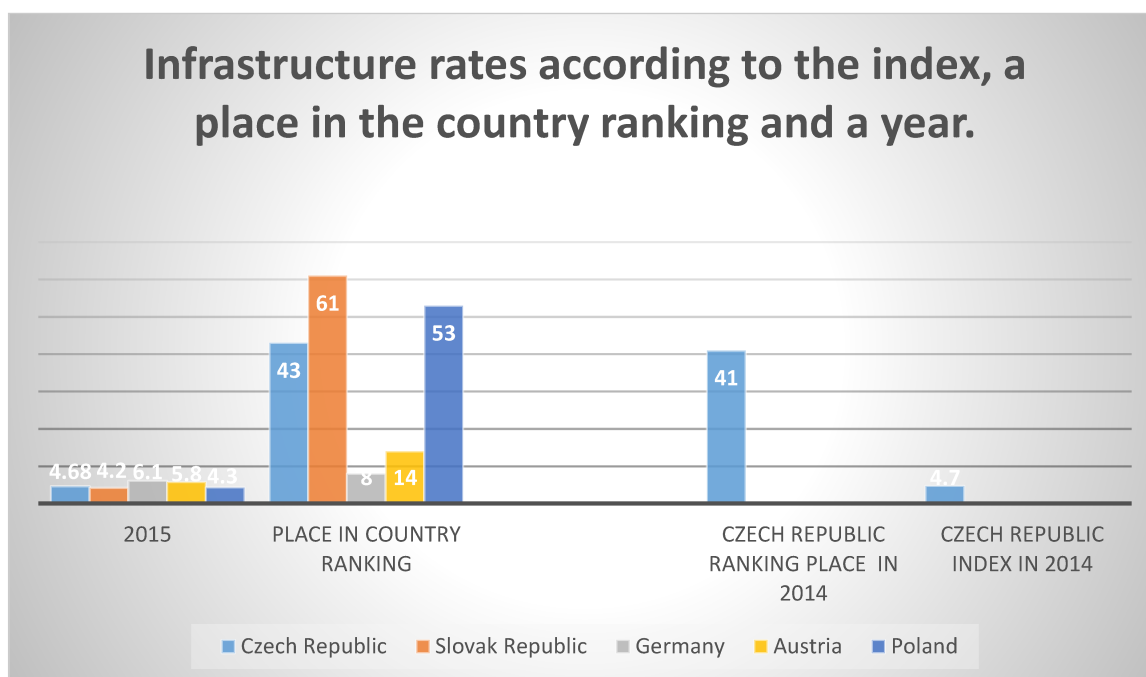
The research has been made in 138 countries, therefore the place of a country has been defined out of 138 countries. The data in this research have been provided by authorities, private organisations, and international bureaus. The *competitiveness in this research is defined as “the set of institutions, policies, and factors that determine the level of productivity of an economy, which in turn sets the level of prosperity that the country can achieve”*. (World economic forum, 2016)

All data are of 2015.^bThe author will have a look on travel sector of the Czech Republic, compare with its neighbours the indexes.

The infrastructure of a country plays a very crucial role in the tourism industry. It is one of the key indicators to attract tourists, bring investments and ensures the stable growth of the travel industry. Infrastructure includes such important aspects like the quality of road, railroads and air transport. In the given graph, it is represented infrastructure rates according to the index, a place in the country ranking and a year.

Figure 6: Infrastructure rates according to the index, a place in the country ranking and a year

Source: (World economic forum, 2016)



As can be seen in the graph, the Czech Republic ranks 3th among its neighbours with a 46th place within 138 countries. The first is Germany which ranks 8th and the second is Austria with 14th place.

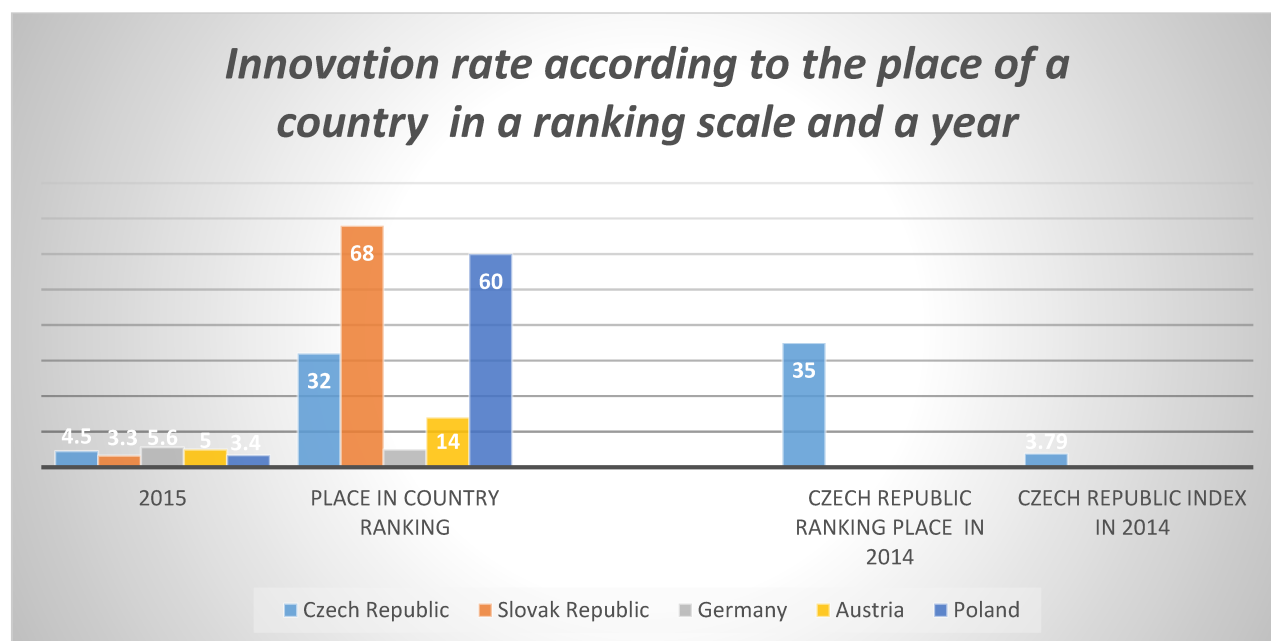
Coming to the index of the Czech Republic, we can notice that the Czech Republic had a decrease of ranking by 2 points, from 41st place he went to 43 the place, but had a better index in 2014, which means indeed the Czech Republic has done a great job in infrastructure but other countries had done more. As a conclusion, the Czech Republic should take more efforts in ensuring a stable growth in infrastructure sphere to not remain back of the overall development of the researched countries.

Innovational pillar is another great mean to see if the Czech Republic has the capability by to innovate new possibilities in the travel industry or not. This pillar calculates all the innovation fields included innovations in organising tourism in the country, for example, accessibility of a new type of the travel packages, new online-based travel agencies, 3D travel rooms for disabled people, etc.

The given graph depicts the innovation rate according to the place of a country in a ranking scale and a year.

Figure 7: Innovation rate according to the place of a country in a ranking scale and a year

Source: (World economic forum, 2016)



It is clear from this bar chart that in the world the Czech Republic has pretty good results in innovations and places the 32nd. As was expected, Germany and Austria are in a favourable and better place than the Czech Republic because of their economy and budget. For the Slovak Republic and Poland as Europe Union countries, the indexes are low, the Slovak Republic ranks 68th place and Poland ranks 60th place accordingly.

Comparing the results of the Czech Republic in 2014 and 2015 we can see that the Czech Republic has done a huge volume of jobs the index from 3,79 in 2014 bringing to 4,5. And, as a consequence, improved his position from 35th place to 32nd. (World economic forum, 2016)

To sum up, innovations and infrastructure levels can highly catalyse firstly the economy level in the Czech Republic, then the tourism sphere opening new horizons in the future.

5.2 Analysis of travel brand campaigns and organizations in the Czech Republic

The responsible body for place branding and nation branding is the Czech Tourism Authority or alternatively called Czech Tourism agency. Objectives include to promote the Czech Republic

abroad and in domestic travel market by using a set of activities. Their main goal is to create a new perception of the Czech Republic as a travel destination by transforming the Czech Republic from post-communist image to a modern and attractive place for travellers. They aim to not only mainly use Prague as a top destination, but also show hidden treasures of other regions to travellers. One of the other objectives includes to increase the repetition of visited tourists and satisfy their everyday needs.

To promote the Czech Republic, the Czech Tourism Authority put emphasis on;

1. Presenting monuments, city architecture, gastronomy, wine, beer tourism and tradition.
2. Countryside activities, for example, outdoor activities like skiing, climbing, hiking, cycling mainly in the winter and in the summer.
3. Medical tourism, like development of spa tourism

MICE(meetings, incentives, conferencing, exhibitions), helping in organising congress meetings, and events that can bring tourists to the Czech Republic.

For promoting the Czech Republic as a travel destination, the Czech Tourism Authority involve the projects by integrated Operational Program which is funded by the Europe Union.

As promotional tools, the agency participates in the travel fairs and exhibitions abroad thus presenting The Czech Republic as a travel destination. Apart from that, the agency publishes brochures and maps which offer visitors the best places in the Czech Republic to visit and discover. One of the important element for promotion is considered to be an organisation of fam trips in the Czech Republic for foreign travel agencies and media, during which is represented the travel tips and opportunities of the Czech Republic. The integral part of the overall promotion is the web page www.czech tourism.com which offers various products and activities inside of the Czech Republic.

As for foreign representation, the Czech Republic has 21 representatives in the world, mainly in targeted countries such as the USA, Spain, Germany, China, United Kingdom, Brazil. (Czech Tourism Authority).

In 2012 the Czech Tourism Authority announced the winner of the organised tender of creating a new marketing destination logo for the Czech Republic. The winner company was Marvil who won the price of 119000\$ as well. (Armin, 2012)

Marvil is a studio who creates logos, makes graphic designs and creates a visual identity for governments, companies, and organisations. They are carrying out the whole process of creating a brand logo from the idea of a logo to the management of that logo in various aspects. They put more emphasis on content and find the solutions according to customer needs. The company has been founded in 1995, has thousands of projects and nowadays is one of the leaders in branding in the Czech Republic.

5.3 The Czech Republic's travel logo; an analysis

As it is mentioned before the Czech Republic's logo has been created by Marvel company in 2012. It contains two types of logos which could be applied in different contexts, places, and situations.

In the first type of logo, it has been used the phrase Czech Republike.

Picture 2: The Czech Republic's destination logo

Source: (Czech Tourism Agency, 2016)

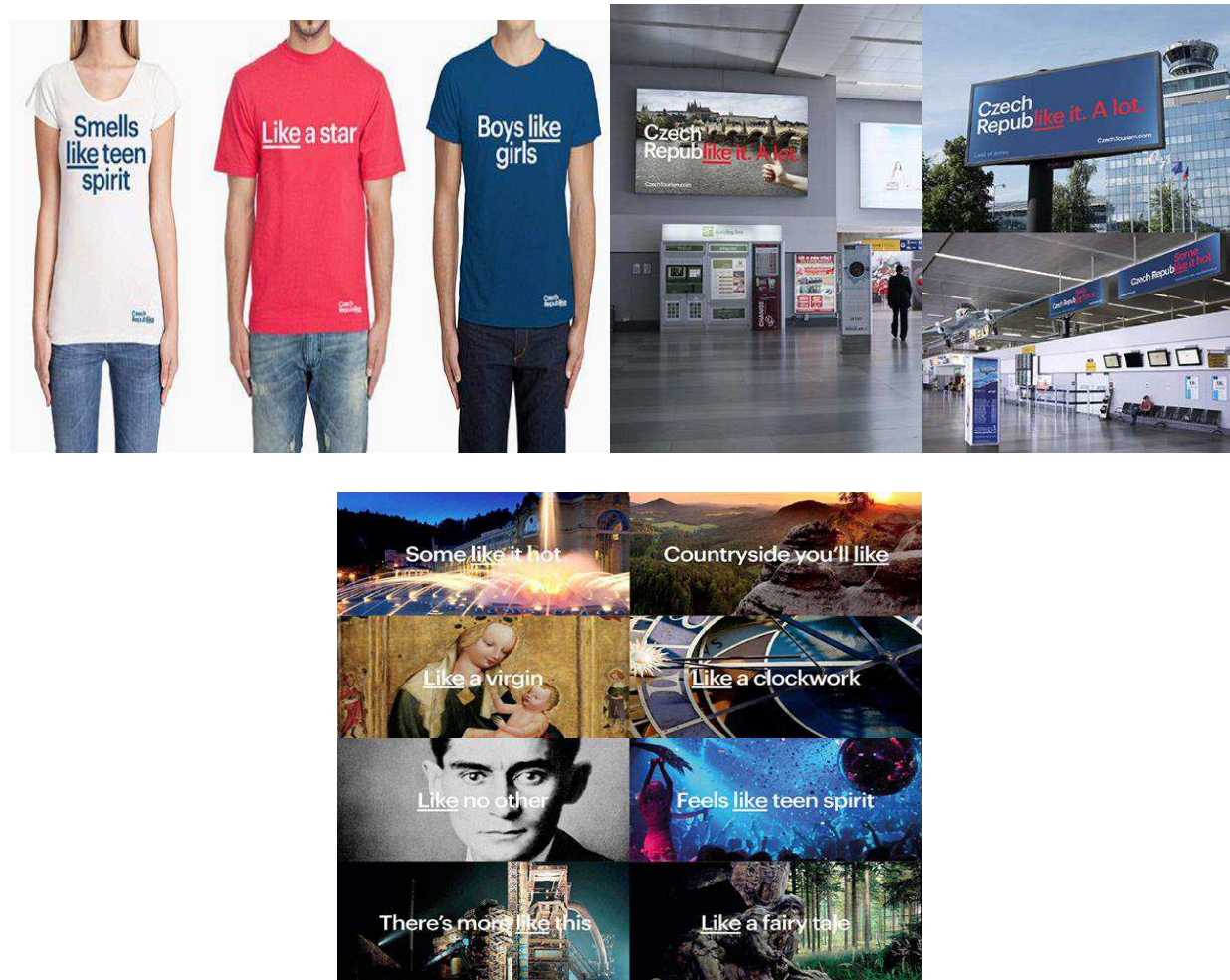


Marvel firstly was inspired from the like button of Facebook then it is a very popular verb which is known in the world and thus logo can catch an attention and attract more tourists from the world.

They also suggested some options how it can be used. In the pictures below you can see the options.

Picture 3: The Czech Republic's destination logo; Republike

Source: (Czech Tourism Agency, 2016)



The second logo is simple, contains 2 colours. It has black and white versions, specific unicolor options which should be used under a permit the word “Czech” underlined in the logo. The logo could be used with Czech Ministries’ or funding bodies’ logos. (Czech Tourism Agency, 2016)

Here are some options for logo usage:

Picture 4: The Czech Republic's destination logo usage options

Source: (Czech Tourism Agency, 2016)



The third type of logo is the most used one in advertising the Czech Republic as a travel destination. It is the official logo now of Czech Tourism Agency. It is the same logo as the first type but, under logo has been added “land of stories”. Here is how it looks like;

Picture 5: The Czech Republic's destination logo; land of stories

Source: (Czech Tourism Agency, 2016)

CzechRepublic
Land of Stories

This concept was created by Mark BBDO company who was commissioned by Czech Tourism Authority.

The idea to use that expression is to use experiences of well-known people, for example, Einstein, Goethe to attract tourist from abroad and create their own memorable stories in the Czech Republic. This should be the key how the Czech Republic could be differentiated in the region. Then the company adds that if you have a look at the history of the Czech Republic, it is really rich and amazing, that is why a connection could be made between the story of the Czech Republic and the stories of the travellers. They persist this concept is more emotional which comes from stories and will attract more tourists. (Lund, 2012)

To sum up, nowadays these three type of destination logo concepts are used in promoting tourism and have not changed or rebranded yet started from 2012. In further topics, we will find out how well known this main concept of the logo and make some recommendations based on survey results.

5.4 Analysis of the Internet impact on tourism sphere of Europe

Nowadays the Internet has a significant impact on the travel industry. It highly affected and changed the supply and demand ratio in the world. Now there are being considered many factors while choosing a destination, or buying a ticket, renting a car or booking a hotel. Practically everything could be done and managed through the Internet.

The internet has also had a huge impact on prices in tourism services. Now it is possible to book everything via the Internet cheaper than in a travel agency for example. These changes have transformed the tourism industry and now countries putting an emphasise more and more on Internet marketing, advertising travel destinations, and countries themselves via the Internet.

Internet access level in a country or, to put in other words, the accessibility of the Internet per household living in a country, plays an important role in observing the internet impact on the tourism sphere. In this analyse will be chosen the neighbour countries of the Czech Republic, the Czech Republic and Europe separately.

*Table 1: Level of Internet access – households expressed by percent (%)**Source: (Eurostat, 2016)*

	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>
<i>Germany</i>	85	88	89	90
<i>Austria</i>	79	81	81	82
<i>The Czech Republic</i>	65	73	78	79
<i>Slovakia</i>	75	78	78	79
<i>Poland</i>	70	72	75	76
<i>Europe</i>	76	79	81	83

As can be seen from this table, Germany is the leader in compared countries by having Internet coverage 90% in 2015. Started from 2012 households started to get connected more and more having the peak in 2015. Second place is the Austria with 82% which is almost the same as Europe average (83%). Then comes the Czech Republic with 79% Internet coverage in 2015. The Czech Republic households constantly increased their level of the internet access peaking up in 2015 as well. Then comes Slovakia with 79% and the minimum level of access among compared countries has Poland with 76%.

These data help us to estimate Internet users' quantity in the neighbour countries. We can conclude the higher the Internet users the higher chances to make use of travel services offered on the Internet, consequently bringing higher impact on tourism sphere on a specific country.

One of the important questions that should be observed is how many percents of the Europe population uses Internet search tools to choose the destination booking services and finally going to a country?

To answer this question, the "Tourism Economics" organisation analysed researched that data and had very captivating results.

Figure 9: Tourism arrivals using the Internet by destination

Source: (An Oxford economics company, 2013)



As can be observed from this graph, half of the European citizens who have an Internet access searching online the country while choosing the destination and 24% all in all book their vacation via the Internet. This means half of the population searches online the travel destination and the one-quarter or every fourth person in Europe choose where to travel via the Internet.

Based on this analyse, we can conclude that the Internet plays a vital role in peoples' decisions where to travel and helps governments where to place the advertisements and manage travel brand, thus helping travel industry to have increased in tourist arrivals.

6 PRIMARY RESEARCH

6.1 Questionnaire research

The research based on a questionnaire about the Czech Republic tourism characteristics and branding have been carried out with the aim to how to improve the travel brand of the Czech Republic through this questionnaire. In general, the author asked them to answer 17 questions. The questionnaire has been sent to 100 respondents from which only 62% has been answered to the questionnaire. The participants' overall number is 62 from different parts of the world. The survey has been carried from September to December in 2016.

Figure 11: Age

Source: Own analysis



This pie chart shows the respondents' age according to the percent. The 77.4% of asked individuals are in the age range between 19 and 35, 12.9% are from 0 to 18, 9.7% are 36 and more.

Figure 12 Sex

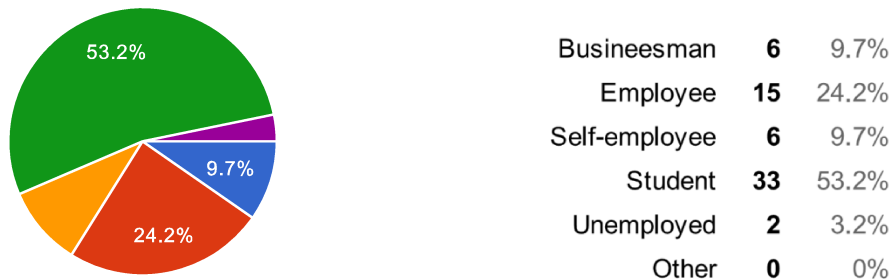
Source: Own analysis



The depicted pie chart indicates whether the respondent is male or female. The majority of surveyed individuals are male with 54,8%, the other 45.2% are female.

Figure 13: Profession

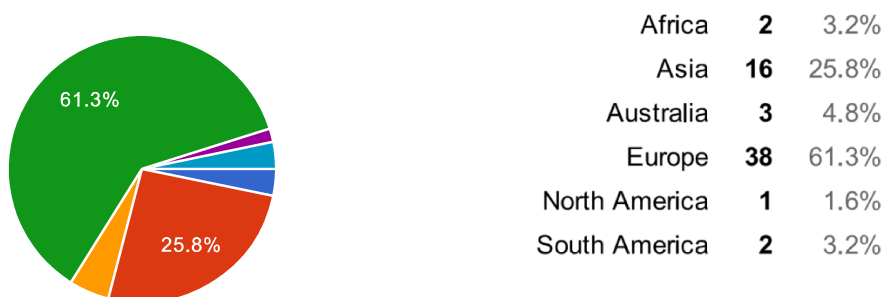
Source: Own analysis



In this pie chart, it is represented the profession of the respondents. As it can be seen, almost half of the respondents are students with 53.2% following employees with 24.2%.

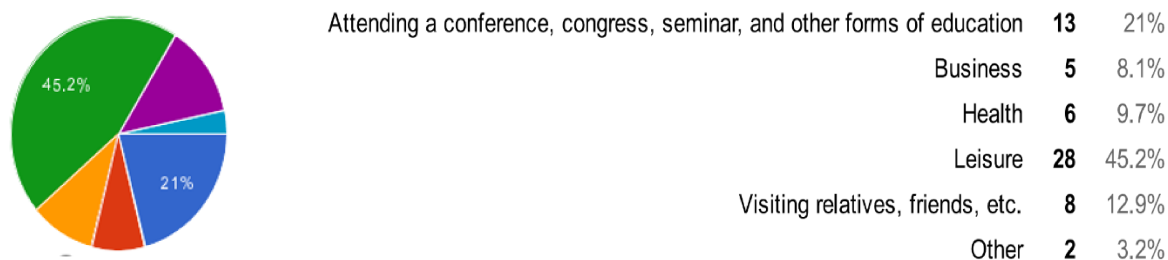
Figure 14: Origin

Source: Own analysis



This pie chart shows the origin of the respondents. The great number of respondents are from Europe with 61,3% and Asia with 25,8% accordingly.

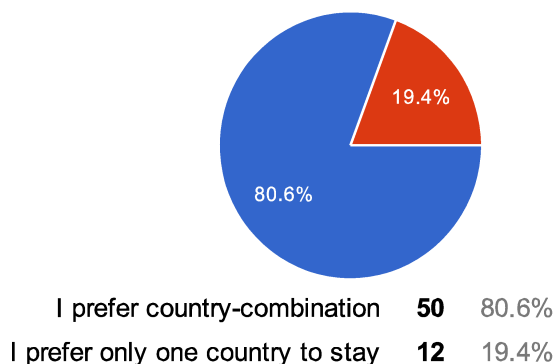
This graph represents the main reasons of travelling for surveyed individuals.

*Figure 15: The main purpose of travelling**Source: Own analysis*

As can be seen from the graph, the majority of respondents prefer to travel for the leisure purposes which amount almost half of them (45.2%). The second big group travels to attend a conference or other forms of education (21%) which is half of the people who travel for leisure. This shows that MICE tourism can have success. Only 6% of respondents travel for Health purposes. This number could be increased by increasing the promotion range in health tourism in the Czech Republic amongst travellers.

*Figure 16: Preference between one country and many countries**Source: Own analysis*

Do you prefer to visit only one country at a time or several countries?



In this pie chart, it is illustrated respondents' preference if they travel one country or more countries at the same time. By asking the above-mentioned question whether people prefer to visit only one country or combine one country with other ones, the great majority of respondents preferred country combination (80,6%). This indicates that the Czech Republic has pretty good chances to

attract tourists who visit Germany, Austria, and Poland as neighbour countries and having higher tourist arrival rates as nowadays country combination travelling tends to grow gradually all over the world.

Figure 17: Respondents preference rate to travel to the Czech Republic at the same time while visiting neighbour countries

Source: Own analysis

If you travel to Austria, Germany, Poland or Slovakia, would you travel to the Czech Republic in the trip?



The supplied pie chart provides information about respondents' choice whether they travel to the Czech Republic at the same time while travelling a neighbour country. Surprisingly, 90.3% of respondents will travel to the Czech Republic while travelling neighbour countries, but according to Czech travel statistical data, the Czech Republic yields significantly to its neighbour countries in particular Germany and Austria, 3 times and two and half times accordingly. It again asserts that the Czech Republic should concentrate on promoting the country in its neighbour countries.

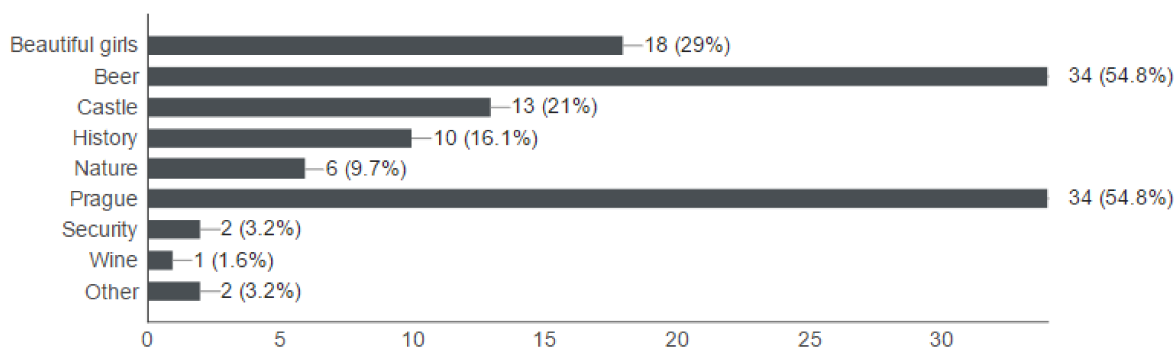
*Table 4: Main reasons to visit the Czech Republic**Source: Own analysis***What would be the main reasons to visit the Czech Republic? (Please choose 4 the most important reasons)**

Beer, Bohemian and Moravian wines	33	53.2%
Culture	35	56.5%
Girls	12	19.4%
Great accessibility to other places because of central location in Europe	21	33.9%
Low crime rate	10	16.1%
Nature reserves and natural beauties with captivating countryside	18	29%
Nightlife	10	16.1%
Security	4	6.5%
Reasonable prices	23	37.1%

The showed table gives data on main reasons to visit the Czech Republic. As expected, the cultural richness to choose the Czech Republic is the most popular reason to travel with 56,5%. Interestingly, beer, Bohemian, and Moravian wines are the second choice for more than half of the travellers with 53,2%. Then comes the reasonable prices as an important reason to travel to the Czech Republic. Every third traveller, with 37,1%, the reasonable prices considered main reason to travel. Lastly and astonishingly, security as the main reason chose only 4 respondent or 6,5% in spite of according to the data provided by the Czech Tourism agency (2016), the Czech Republic is the sixth safe destination in the world of 163 countries where there were 0 successful terrorist attacks since 2009 and 4 robberies per 10000 citizens. This is impressive results in security and should be definitely promoted by Czech Tourism agency in the whole world.

*Figure 18: Respondents' associations related to the Czech Republic**Source: Own analysis*

When you hear the Czech Republic, what comes to your mind first? (What do you associate Czech Republic with?) (Please choose 2 answer)



This bar chart indicates respondents' associations related to the Czech Republic. According to their answers, the first two associations are Prague and beer which have been shared equally with 54,8%. Surprisingly, almost third respondent chose beautiful girls as an association to the Czech Republic (29%). The security and wine are the least associated factors among respondents with 3,2% and 1,6% accordingly. Only two people associated the Czech Republic with hockey under the section of others. Again, as can be seen, security has very low results in spite of huge potential to be among top reasons.

*Table 5: Sources having impact on choosing travel destination**Source: Own analysis*

What sources affect you the most when choosing a travel destination? (Please choose the 4 most affective sources)

Advertisements on billboards in the streets	4	6.5%
Countries' advertisements as a travel destination	16	25.8%
Friends' recommendations	40	64.5%
Internet	42	67.7%
Magazines/Journals	9	14.5%
Tourism Fairs	14	22.6%
Travel agencies' advertisements in the streets	7	11.3%
Travel brochures	9	14.5%
TV	7	11.3%

This represented table shows the sources affecting peoples' choices to choose travel destination. According to this graph, the most influential sources are the Internet (67,7%) and friends' recommendations or so called word of mouth (64,5%). The third source affecting respondent choice is countries' advertisements as a travel destination with 25,8%. The advertisements of travel agencies in the street, billboard advertisements, and TV are the least effective sources with 11,7%, 11.3% and 6,5% correspondingly.

These answers show that feedbacks about countries have great importance amongst travellers and the Internet is the leader in getting information. Based on this, the majority of advertisements should be on the Internet and what is more, the Czech Republic must have positive feedbacks on all tourism related objects to have a better image as a travel destination.

Table 6: Interests in selecting a destination

Source: Own analysis

What are your main interests in selecting a destination? What aspects do you consider when selecting a destination? (Please choose the 4 main interests)

Adventure	40	64.5%
Culture and history	52	83.9%
Health	13	21%
Nature	33	53.2%
Nightlife	17	27.4%
Religion	3	4.8%
Sport	5	8.1%

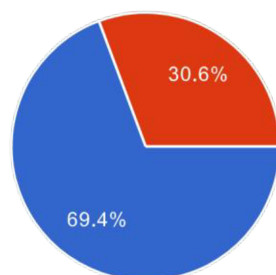
This table depicts the proportion of travel interests in selecting a destination among travellers. As is observed from this table, the absolute leading factor to choose a destination is the culture and history with the stunning result; 83,9%. Then comes the adventure with 64,5% and nature with 53,2%. What is interesting about nature is that in the Czech Republic only 29% respondents chose nature as the main source to travel but in general almost half of the respondents. This means that nature is important for travellers but in the Czech Republic, there are more valuable interests than nature. Religion as an interest remains the latest one with 4.8%.

*Table 7: Main aspects of choosing travel destination**Source: Own analysis***What do you take into consideration when choosing a country? (Please choose 2 answer)**

No-racism	13	21%
Distance	12	19.4%
Language difficulties	9	14.5%
Price	45	72.6%
Quality of services	14	22.6%
Security	21	33.9%
Other	0	0%

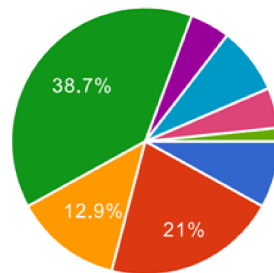
This table represents the main aspects of choosing a country.

Interestingly, the price is the most crucial factor in choosing a country with 72,6% following security (33,9%) which is becoming an increasingly popular factor to choose a country. Lastly, the respondents consider language difficulties to be not too much important. This aspect has been chosen only by 14,5% of the respondents.

*Figure 19: the importance of including flag colours in national brand logo**Source: Own analysis***Do you think the national brand logo should include its flag colors?**

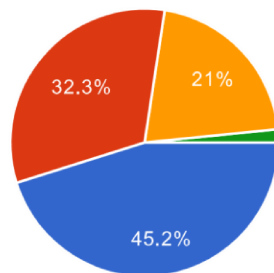
Yes	43	69.4%
No	19	30.6%

The pie chart represents respondents' opinion whether it is necessary to have flag colours in the national flag logo or not. According to the results, 69.4% of them think that it is important to have flag colours in the brand logo while 30.6% do not think so. This is an indicator for the Czech Republic to keep the national logo in a way to have included the flag colours in the future.

*Figure 20: the influence of colours**Source: Own analysis***What color affects you the most when looking at logos?**

Black	5	8.1%
Blue	13	21%
Green	8	12.9%
Red	24	38.7%
Orange	3	4.8%
White	5	8.1%
Yellow	3	4.8%
Other	1	1.6%

The pie chart depicts the influence of colours on respondents. The red colour is the most influential colour according to the survey with 38,7%. Then comes blue with 21%. The yellow colour has almost no importance for respondents. Only 4,8 think that colour is effective.

*Figure 21: Attentive indicators in logo design**Source: Own analysis***What would catch your attention when looking at national brand logo?**

Colors	28	45.2%
Logo	20	32.3%
Slogan	13	21%
Other	1	1.6%

The pie chart represented above shows the summary of results and depicts respondents' answers about what will catch their attention when looking at the national brand logo. For respondents, colours have the most importance and catching their attention the first (45.2%). Then logo itself following the colours with 32,3%. The slogan has the least attentive attribute in the overall logo. In this way think only 21% of respondents.

Figure 22: The knowledge of Czech national brand logo

Source: Own analysis

Rate how well do you know this Czech national brand logo



This represented figure illustrates the knowledge of respondents on Czech national brand logo. According to the results, the half of the respondents (50%) do not know the logo at all. 25,8% of respondents know the logo somehow. Only 6.5% of respondents know the logo very well. This means the advertisements included the logo, logo appliance as many places as possible should be key aspects of the whole promotional process to increase the awareness of the Czech Brand logo.

Figure 23: The beautifulness rate of Czech national logo

Source: Own analysis

How do you like Czech national logo



The given figure represents how respondents like the Czech national logo. Every third respondent (33,9%) thinks that it is normal for them neither bad nor beautiful logo. 30,6% of respondents believe that it is not beautiful. In addition to that, 9,7% think it is not beautiful at all. Lastly, only

8,1% think it is very beautiful. These answers show that the logo should definitely be improved and become more attractive to travellers.

To sum up, overall results demonstrate that in branding there are some aspects needed to be improved in order to achieve broader attractiveness and successfully develop and implement the travel brand strategy of the Czech Republic.

6.2 Interview

Interviews are integral part of researches from the point of understanding people opinions, especially if they are specialized in their sphere. That helps authors to have better understanding of problems and propose new solutions for the research.

In interview, this questions have been discussed with the interviewers.

The representative from Czech national travel agency has been asked these questions by the author;

1. What is your opinion about current travel situation of the Czech Republic?
2. What are the weak points in travel sphere of the Czech Republic?
3. What are the strong points in travel sphere of the Czech Republic?
4. What are the current promotional tools you are using to advertise the Czech Republic as a travel destination?
5. What is the most efficient tool in advertisement you have found out so far?
6. Do you think that Czech travel national logo needs to be changed?
7. What is your opinion about beer tourism as a main point to promote internationally?
8. What is your opinion about current travel national website, is it efficient?
9. What changes would you see to be happened with the official website to make it more efficient?

Ondřej from Czech national statistical office has been asked these questions by the author;

1. What is your opinion about current travel situation of the Czech Republic?
2. What are the countries you are expecting high increase in the number of visits to the Czech Republic?
3. What regions are the most developed ones in the Czech Republic from the tourism aspect?

4. Do you think the most visited regions deserve to be visited or there are regions that have better cultural heritage?
5. Do you think that Czech travel national logo needs to be changed?
6. What is your opinion about beer tourism as a main point to promote internationally?
7. What is your opinion about current travel national website, is it efficient?
8. What changes would you see to be happened with the official website to make it more efficient?

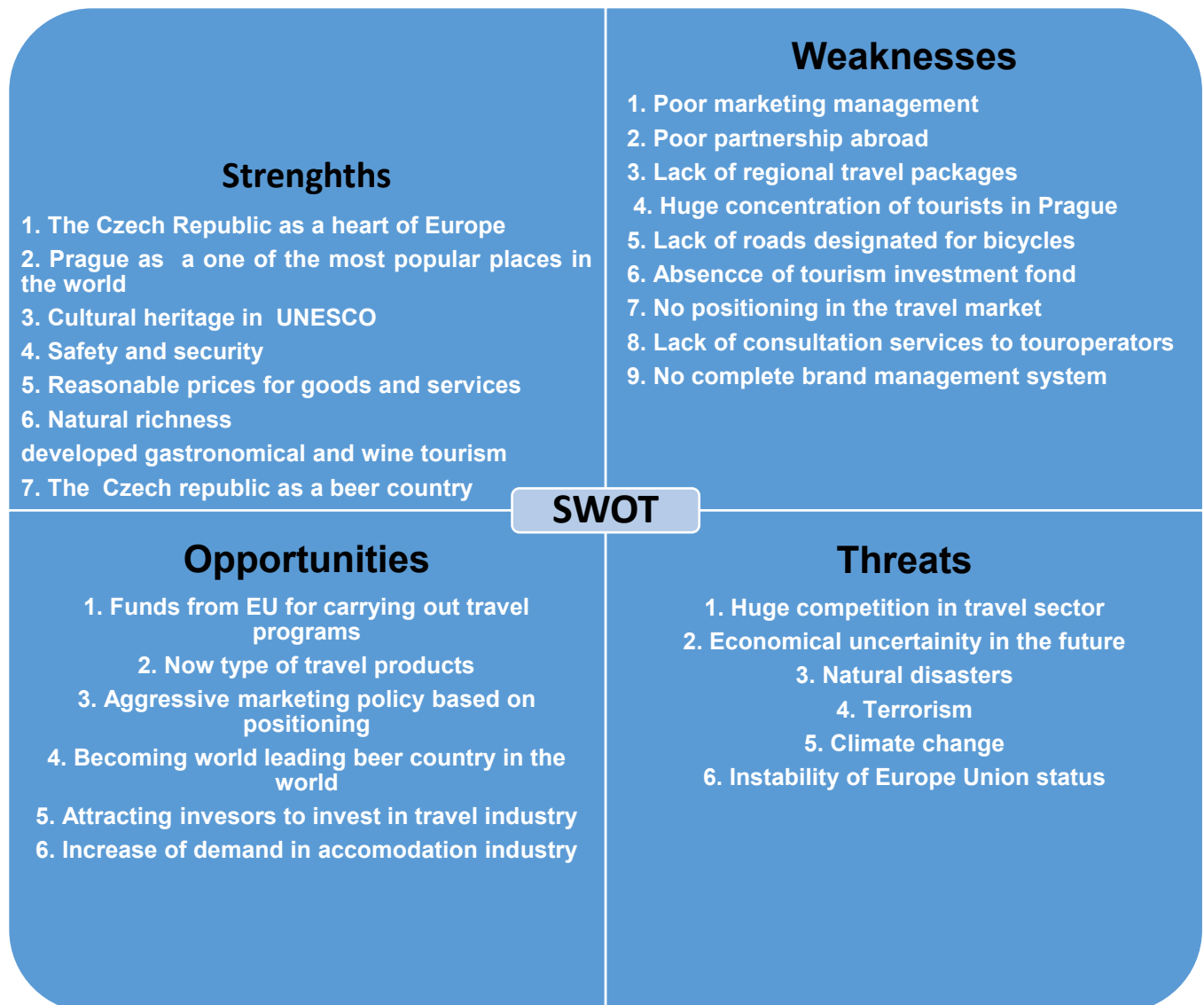
Having answered these questions, author has a possibility to combine the answers with questionnaire research and his thinking and based on that, propose specific steps of improvements which can help the Czech Republic to be promoted internationally as a travel destination.

6.3 SWOT analysis

SWOT analysis is a perfect tool to understand the weaknesses and strengths of a company, organisation or government policy to discover the opportunities to grow and threats that might be encountered to fix.

Figure 10: SWOT analysis

Source: Own processing



In this SWOT analysis, the strengths show the positive aspects, what is typical to the Czech Republic, what privileges there are, what resources are available and finally what the Czech Republic has that the competitors do not. Strengths could become the main winning cards to overcome the competitive pressure. On the other side, weaknesses are the poor sides of the Czech Republic which we know and are at control. They show limitations restrictions and lack of experience in some fields. These weaknesses need to be improved and beat the competitors.

In fact, the opportunities reflect the potential of development and show indicators through which the travel sector can prosper. Conversely, the threats are challenges that the Czech Republic might face in the future regardless of circumstances. The better the Czech Republic position himself to face them the better can respond to threats.

6.4 Competitive benchmarking

In general, competitive benchmarking is a process of comparison organisation's performance and activities with its competitors choosing the ones who are successful in a particular branch. (Beard, 2013)

Brand management is a set of activities which promote the country internationally. From this perspective, to understand drawbacks of management and see the cores of the improvement, it is necessary to compete for the Czech Republic steps in travel sector to other countries. For destination branding, it will be benchmarked country promotion of the Czech Republic, Germany, and France as competitors. The author chose Germany as a neighbour country and one of the leaders in the world in tourism sphere and France as it has the most visitors in the world with 84,5 million tourists. (United Nations World Tourism Organization, 2016).

The benchmarking will be based upon the importance of promotion and potential of positive changes and let the Czech Republic improve brand management.

The responsible body for promoting tourism in Germany is The German National Tourist Board. (The German National Tourist Board, 2015) In France it the responsible body is the (French Ministry of Foreign Affairs and International Development). In the Czech Republic, it is the Czech Tourism agency.

Table 2: Strategical planning of improving tourism sphere

Sources: (The German National Tourist Board, 2015), (French Ministry of Foreign Affairs and International Development) (Czech Tourism Agency, 2016)

Strategical planning of improving tourism sphere	
Country	Activity/Index
The Czech Republic	1. Promotion of culture, attractive places, and gastronomical tourism. 2. Promotion of countryside(outdoor) tourism 3. Promotion of health tourism 4. Promotion of MICE tourism 5. Launching campaigns for tourism promotion 6. Development web page dedicated to national tourism information which will involve entire information about the Czech Republic 7. Support for regions to develop their travel packages 8. Market segmentation of targeted countries. 9. Issuance of travel promotional brochures and journals 10. Organisation of trade fairs 11. Representatives abroad to promote the Czech Republic
Germany	1. Continuously carrying out market research and analysis 2. Promote PR and press activities outside of the Germany 3. Connection www.Germany.travel web page to its partners 4. Advertising in the international media of tourism service providers. 5. Providing consultation services to tour operators on business development and product development 6. Collaboration with mass media located abroad 7. Supporting marketing related packages for different target groups 8. Positioning sustainability as a core of branding 9. Development of quality based products 10. Development of organisation travel fairs inside Germany 11. Recruitment international tour operators as a sale partners 12. Organisation of farm trips

	13. Offer of sales guides for travel industry
France	1. Improving reception facilities (such us visa procedure, enriching tourism content in media) 2. Development of digital technologies (such us creation of travel portals) 3. Promotion jobs in tourism sphere and organising training for professionals 4. Creation of tourism investment fund 5. Development of branded destinations. 6. Promotion of gastronomical and wine tourism 7. Development of communicational channels with mass media 8. Development of business, shopping tourism and hotel industry.

Analysing promotional strategy of each country based on secondary data, it is notable there are a couple of things that the Czech Republic must carry out in order to have better results.

1. Lack of press activities abroad
2. Official Web page connection to its partners.
3. Providing consultation services to tour operators on business development and product development
4. Having clearly stated positioning in the tourism market
5. Recruitment international tour operators as a sale partners
6. Offer of sales guides for travel industry
7. Facilitate visa procedure for foreigners
8. Development of digital technologies
9. Promotion jobs in tourism sphere and organising training for professionals
10. Creation of tourism investment fund

In details about these steps, we will speak afterwards. International tourism receipts are other competitive benchmarking index through which we can see and compare how much income countries generate from tourist arrivals, this based on promotion of tourism (UNWTO, 2016)

Table 3: Benchmarking; travel competitive indexes of the Czech Republic, Germany, and France

Source: (UNWTO, 2016)

Country	Competitive indexes			
	Expressed in million	Expressed in billion	Expressed by jobs	Expressed by percent
	Tourist arrivals (2015)	International tourism receipts (2015)	Employment rate in tourism (2015)	Tourism employment rate in total employment (2015)
The Czech Republic	10,6 (2014) 11(Estimation. 2015)	6	457500	9,1%
Germany	35	37	5,234,500	12,2%
France	86,3	46	2,795000	10,1%

As can be seen from this table the Czech Republic concedes to its competitors in all benchmarked fields. If we compare the tourist arrivals, the Czech Republic remains back 3 and half time from Germany and almost 8 times from France in spite of the are located in Europe and there is a huge possibility that tourists will travel two or three countries at the same time as a travel combination.

Observing tourist receipts for the Czech Republic. It has been generated 6 billion dollars which are a great result, it means that every tourist spent 545 \$ in average while staying in the Czech Republic. With that in mind, In Germany, every tourist spends 1057\$ and in France 533\$. From this aspect, the Czech Republic has the privilege and it speaks about payable tourist coming to the Czech Republic.

In the Czech Republic, there are 457500 employees working in the tourism sector and it amounts 9,1% of overall employment this is to say, every tenth employee works in the travel sector. In comparison to the Germany and France, still yields in these figures as well. In Germany, employees are 5,234,500 which is 12,2% of overall employment rate and in France, 2,795000 people are working in tourism with 10,1% of overall employment rate.

To sum up, benchmarking showed that there are steps that should be done in promoting the Czech Republic as a travel destination and learn from leader countries in tourism and secondly observing indexes of compared countries we can state that the Czech Republic still remains back. So, the branding of the Czech Republic should be improved in a way to beat Germany for example. Yes, it is hard, it will take years, but if you want to succeed you should have weight and try to raise it at any cost by making meaningful decisions.

7 REVIEW OF ANALYTICAL PART

The aim of this heading was to reveal the overall tourism image of the Czech Republic and analyse current situation related to tourism sphere and have the background to offer some steps of improvements to make the Czech Republic more attractive to tourists thus increasing arrival rate of tourists and directly helping the economy to grow.

Chapter one has been devoted to analysing tourism impact on the world and particularly on the Czech Republic, understand what resources the Czech Republic has that can be competitive to other countries and helped us to evaluate the current situation. The second chapter is the essential analysis part where the author uncovered brand campaigns and the governmental organizations' activities and functions located in the Czech Republic, brand position in the world, analyzed travel logo of the Czech Republic, the Internet impact on tourism sphere, has been made benchmarking and SWOT analysis and benchmarking, has been researched a questionnaire and done a segmentation analysis which helped to have better understanding of privileges and drawbacks of tourism development in the Czech Republic.

The research gives an overlook on key findings which have been discovered while doing the analytic part thus making the fundamentals of project part. To put it in other words, and to be more clear, analysis of Internet impact showed that half population of Europe chooses a travel destination by researching the Internet which means the major travel promotion of the Czech Republic should be made via the Internet, through benchmarking process has been found out that the Czech Republic must use world leaders' experience how to promote the country, what tools to use, competitive indexes showed the poor sides which lastly, as a consequence of lack of promotion should be improved and all in all increase the popularity of the country as a travel destination. Through SWOT analysis we revealed the weaknesses of the Czech Republic and opportunities to grow, the core part, the questionnaire research gave us an opportunity to evaluate tourists' perceptions regarding the Czech Republic's cultural assets, the way of thinking if the country worth visiting or not and how well they know travel brand logo of the Czech Republic. Segmentation let us target our audience, in our case the potential tourists by observing our potential and today's opportunities and find out tourists' perceptions about travelling and how they chose the destination to visit. Questionnaire research helped the author to find out needs and opinions of

the respondents and orient better in making the projects. Finally, one of the most important part was the interviews with official bodies of the Czech Republic. During interviews, the author found out the problems that there are in travelling sector of the Czech Republic, their opinion of how to develop the sector and concentrate on in the future and based on strong points create a new vision of implementation of brand strategy.

To sum up, these findings constitutes the primary part of the project gives the detailed information about the steps of improvements must be done in The Czech Republic to increase the awareness as an outstanding and major travel destination in the world

8 PROJECT PART

Brand strategy improvement assumes a combination of a line of steps needed to have the desirable results. To be more specific, in this project the author will concentrate only on 2 projects which are thought as best steps of improvements, providing also the chain of the steps which are strongly linked to the overall brand improvement strategy. Based on questionnaire and interview, the author has decided to choose two projects and one supplement to the whole project: logo design and implementation as a line of improvements steps of brand strategy improvement.

8.1 Introduction

To achieve the best results, it is necessary to promote the brand of the Czech Republic both nationally and internationally. In the theory, the author described the essence of tourism, the role in the economic system. They help us what especially need tourists while travelling, what are the best services that the author can provide so as to use them in the project part. Apart from this the author also had a look on tourism heritage of the Czech Republic to find out does the author actually need to use them for specific reasons or they can be considered part of general promotion? The author also found out in theory that the role marketing services is vital in promoting the brand and discusses tools and techniques so as to use in our project part. To make the best use of the available resources, it is needed to coordinate the activities connected to tourism, deal with not only country brand marketing, but also destination marketing within the Czech Republic, have impact on media audience by promoting the Czech Republic broadly, provide broad range of travel services than it is now. In theory, the author also discussed how to make brand powerful and best practices of applying brand management, which should be useful for our project part to make the best use of them by integrating them into specific phases in the project. By improving the existing promotional tool and adding new ones, can crucially help the Czech Republic to have his sunny place next to tourism giants as France and Germany.

The project part is based on the analysis represented in this thesis and the points will be addressed according to a specific chapter or step of improvement.

The ideas of improvement steps have been identified with the interviews carried out with travel department of Czech governmental statistical office, the Czech tourism agency, and based on international experience.

8.2 Steps of improvement of national travel brand promotion of the Czech Republic

As the author mentioned before, country branding is a combination of improvement steps and only this concept can lead to results. Based on that, the author will analyze overall steps to be done and will speak in detail only about 3 improvements, which the author think are the most essential steps, giving the vision of ideas and their role in the travel market based on the interview has been carried out with the representative of Czech travel national office. In particular, as have been discussed with representatives, they think that the travel sphere of the Czech Republic is constantly growing, however, they still need to introduce new activities and implement improvements where they have weak points.

New travel logo and slogan of the Czech Republic

According to survey results that has been carried out to identify how people choose a country when travelling, what affects them the most when choosing the country, what they highlight in a logo, slogan and branding management related important topics, the author found out that many people either do not know the Czech national travel logo or do not like it. Apart from that, respondents mentioned that logo must include its flag colours. Based on results, we decided to create a new logo and slogan which will summarise the target travellers, include flag colours and give emotions to the travellers. The representative of Czech national office mentioned that they think some minor changes could be done in logo design to attract more tourists.

Rebuild a completely new official travel page of the Czech Republic

Nowadays the official travel page is www.czechtourism.com which is designed for tourist to get to know the Czech Republic, increase the awareness and attract tourists. However, this page has many drawbacks in terms of a different kind of information and needs to be improved. The interviewee noted that the website is not efficient as expected and some changes could be implemented. About this, the author will speak in detail in upcoming chapters considering this issue as an essential one in terms of the development of Czech travel brand.

Rebranding of destinations and promotion of domestic tourism

This is vital to attracting Czech tourists to spend money within the country thus adding GDP volume. By rebranding travel destinations, Czech tourists can use the services inside the territory of the Czech Republic by getting more high-quality services, cheap prices ultimately developing the local economy and tourism sphere. About this point, the interviewee indicated that one of the most effective way to promote the domestic tourism is to incentivize national travel product development and make some places to visit free of charge thus increasing the awareness of travel spots.

More support for inbound tourism

This is the most crucial point in terms of attracting tourists all over the world and receiving money from them. Inbound tourism helps to build a firm currency; therefore, the government should regulate the currency market to give a chance to foreigners to change money within the Czech Republic, not before arrival. Inbound tourism developments need advertisement and government must provide more money to open more representatives in different countries thus attracting them ultimately bringing them as tourists to the Czech Republic.

This can lead to a flow of investments to the Czech Republic as an attractive place to invest money. (Kořata, 2016)

Development beer tourism as a special tourism type

As the Czech Republic has many beverages within the country and tourists mostly associate the country with beers, it is time to creating a new type of tourism beer tourism, to attract beer lovers. This should be organised with the help of government to provide all necessary tools to travel agencies and beverages. About this will be discussed in the next topic in detail.

Developing the concept Traditional Czech Republic

The travel agencies should focus more and more on keeping the traditions. Traditions must be kept and introduced to tourists and should be included in travel packages given to outbound travel agencies. Meaning it is needed to have intangible assets in the travel packages and perform them in the best way.

Including regional events in travel packages.

The Czech Republic now has many international events and they must be included in travel packages both domestic and inbound. Good events could be considered Barum rally Zlin for Zlin region, the festival of light, Prague pride.

It is worth to include here as well the steps points of improvements sections that the author analysed the activity of Czech travel agency.

- 1. Official Web page connection to its partners.**
- 2. Providing consultation services to tour operators on business development and product development**
- 3. Having clearly stated positioning in the tourism market**
- 4. Recruitment international tour operators as a sale partners**
- 5. Offer of sales guides for travel industry**
- 6. Facilitate visa procedure for foreigners**
- 7. Development of digital technologies**
- 8. Promotion jobs in tourism sphere and organising training for professionals**
- 9. Creation of tourism investment fund**

To combine these details to mentioned previous points, now the author has the overall scale to be improved and have better brand management. (Kominkova, 2016)

To sum up, these improvements should be done step by step by keeping the time scale, doing risk analysis and combining them to each other to have interconnected improvement in all the sectors.

8.3 The new travel logo and slogan of the Czech Republic

A new design, a new breath needed for the Czech Republic to be represented to the world as a leading travel destination. For that purpose, there is a need to create an absolutely new logo and slogan and appeal tourists around the world.

8.3.1 Executive summary and backend analysis to create a Czech national logo

The country brand logo is considered to be a critical aspect of recognising the country. It is the most visible image within the target group from the first sight. Based on that fact and questionnaire results, we decided to propose a new national brand logo and slogan which will better express the

power of the Czech Republic as a travel destination. The main basis to create logo were the answers of questionnaire respondents.

According to our questionnaire results, almost 70% think that the national brand logo should include its flag colours. In our case that colours are blue red and white. The most effective colours according to respondents are Red, Blue, and green, respectively with 38,7%, 21% and 12,9%.

On top of that, the author asked respondents what would catch your attention while looking at the logo, almost half of them answered colours (45.2%). Based on these results, the author thinks that logo will absolutely needs to include red and blue colours. And they must play a crucial role in designing. In a similar line, when the author asked what comes do your mind first when you hear the Czech Republic more than half of the respondents answered beer. Apart from that, as mentioned previously, the Czech Republic has the most breweries in the world and considered to be a beer country. To associate the Czech Republic with beer country, there should be an indicator. In addition to that, the target tourist group should be visitors who love beer.

Another question arises why the author needs to change the current brand logo is that exactly half of the respondents did not know about the logo. It can be the result of both poor branding and design. The last question that the author asked regarding logo was if the respondents like the logo or not. Surprisingly only 20% considered it to be beautiful. This is a signal already that the logo must be changed.

8.3.2 Objectives

The objectives of creating a national logo and slogan include

1. To create a logo and slogan that will better reflect the image of the Czech Republic as a destination
2. To create a logo and slogan that will affect on increasing the awareness of the country as a travel destination.

8.3.3 Keys to success

The success keys are:

1. Professionalism
2. Easiness to remember
3. Given emotions
4. Beautifulness
5. Simpleness

8.3.4 The new Czech national logo, an analysis

Analysing all the facts regarding the previous logo, the author came up with this concept that the logo should look like this;

Picture 6: The new logo of the Czech Republic

Source: Own analysis



8.3.5 Colors

Based on the questionnaire, in this logo, the author chose red, blue and white colours which are fully correspondent to the national flag colours. Apart from that, the red colour is associated with energy, power and emotions. The red colour is considered to be one of the colours which are easy to remember. Blue is associated with truth and confidence and stability which means a combination of these colours is the exact mixture for the brand of the Czech Republic. (Color wheel pro, n.d.)

8.3.6 Design

The red sign symbolises a location, inside of the sign there is a beer logo, which symbolises The Czech Republic as a beer country.

8.3.7 Fonts

Looking on the fonts, the author can notice the “e” type font is different which is associated with drinking something, The “y” letter similar a cup which is a continuation of the concept of being a beer country.

8.3.8 Slogan

The slogan is “The beer country “This catches the target group as beer lovers. Slogan tries to get into visitor’s mind and make him remember Chechia as a beer country, it is short, only 3 words, catchy, reflects what the author desire the visitors think about that and express emotions.

8.3.9 Why Czechia?

Czechia has already been confirmed as an official country name, it is short, and people can remember better.

8.3.10 Target group

In general, our target group are the people who love beer.

To be more specific, target group must be people age 18-49 which drink the most according to Gallup poll. What is more, 55% of men and 52% of women prefer beer which is a spectacular index for beer market.

Sports fans are another group which must be interested in drinking. According to a report made by Sponsorship today in 2012 more than 1 billion dollars was spent by beer companies, especially on hockey and soccer. If considering the fact that Hockey team of the Czech Republic is world-known and many travellers could come to watch hockey games in the Czech Republic, the author can conclude that this target group could bring more money to the economy and tourists to the country. (Berman, n.d.)

8.3.11 Where this logo can be used?

This logo could be used on mugs, plates, t-shirts, journals, on governmental web pages, and most importantly, this must be used in the official Czech national travel web page.

8.3.12 Conclusion

The essence of the logo is to represent the values, aims of an organisation or company. By creating this logo, the author tried to reflect the message the author want the customers to see, associate the logo and slogan with travellers 'emotions, and make them remember the logo. By promoting this logo in the context of overall brand promotion the author believe that can have success as it completely correspondents to the survey results and can walk hand in hand with every stage when the brand identity will be used.

8.4 Rebuilding a new official travel page of the Czech Republic

Based on the analysis of steps of improvements, questionnaire and analysis, the author concluded, that one of the most important things that needs to be developed and reached to the new level is the creation of a new official travel page of the Czech Republic. The interviewees think that rebuild of the web page is necessary and especially needed to add section for guides and more activities so as to be the first source for tourists.

The official travel page is considered to be the first ambassador for tourists while they are looking for a destination or choosing a specific country to visit. To have more recognition and be informative, the web page should be contemporary, provide all the necessary information for tourists and be the first virtual guide in looking for information. That is why rebuilding a travel official web page is crucial in terms of rebranding.

8.4.1 Mission

The mission of rebuilding a new official travel web page is to have an informative online platform which will be the first virtual guide for travellers in the Czech Republic.

8.4.2 Project goals

With rebuilding a new travel website the author will have multiple benefits which will help travellers in their vacation time.

Project goals are;

1. Rebuild an informative online platform for present and potential travellers to the Czech Republic
2. Increase awareness of the Czech Republic as a travel destination
3. To increase a number of visits to the Czech Republic
4. To incentivize the integration of the portal in overall branding improvement

By having done these, the Czech Republic will be more attractive to tourists and will increase the visits.

8.4.3 Project implementation structure and organisation

This web page is a governmental project. It will be operating under Czech governmental travel national office.

For rebuilding the web page, the author will need

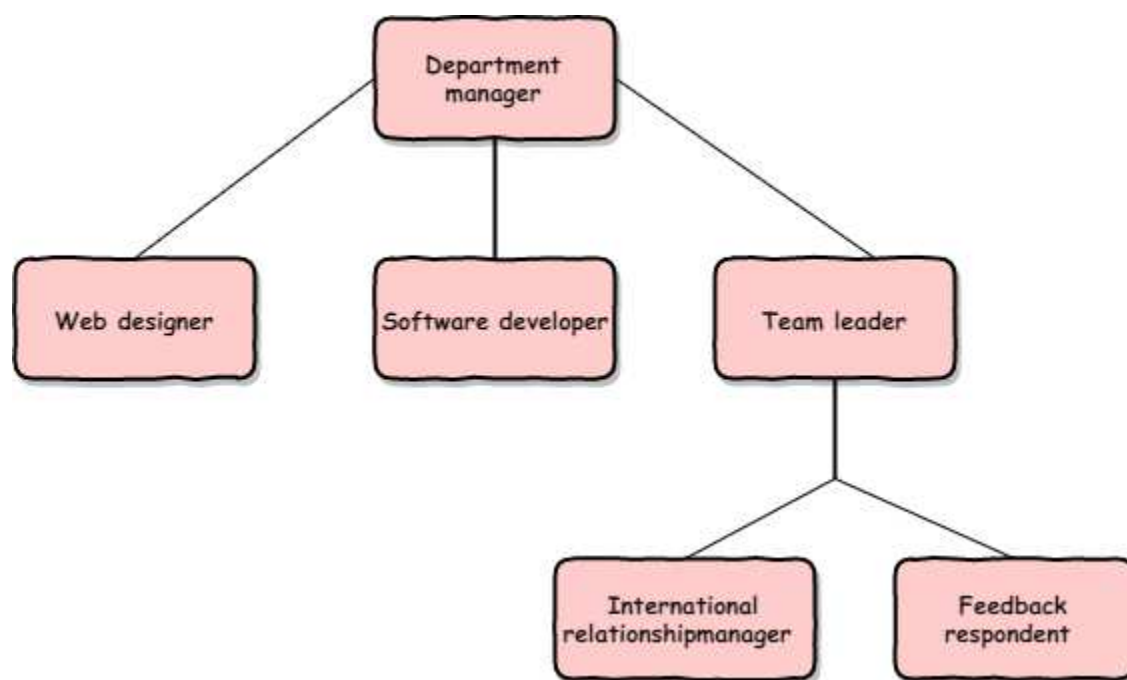
- content editor
 - designer
 - software developer
 - feedback respondent
 - international relationship manager
 - team leader
 - department manager
-
- The responsibilities of the content editors will be finding and filling in the information in correspondent's fields in the web page, editing them and asking team leader for approval to publish.
 - The responsibilities of the web designer will be creating a design in a timely manner according to the information available in a specific page and in general designing the cover page of the web page. The web designer will obey to the department manager.

- Software developer responsibilities are adding plug-ins, creating templates, supporting different projects by coding for specific projects and keeping the web page safe, secure and maintained. The software developer will obey to the department manager.
- Feedback respondent will identify the negative feedbacks and try to solve them, manage the social pages, and report ongoing problems to the team leader.
- The International relationship manager will corporate with international bodies to have permission and include their information in the page, keep partnership information updated by informing content editor and will be responsible other relationship activities. He will obey to the team leader
- Team leader will be supervising content editors and feedback respondents in a timely manner, help them solve the problems and report to the department manager
- Department manager will be responsible for the whole department to supervise everyone's' activities, create reports and presenting them to the head of Czech travel office.

Here is the diagram for better visualisation;

Picture 7: Department structure of web page

Source: Own analysis



The author believes, that this type of structure can lead to better cooperation between chains and ensure better productivity and results.

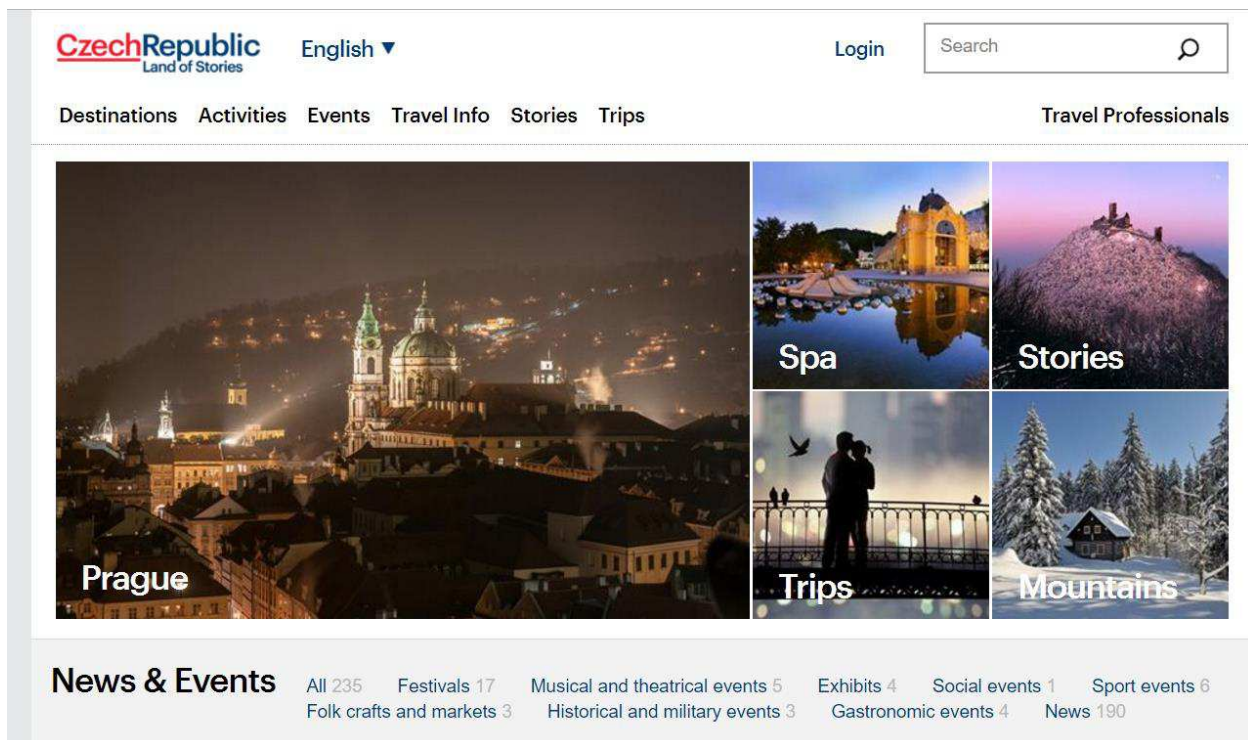
8.4.4 The necessity for rebuilding the web page, its content and services

Looking at www.czechtourism.com we can find obvious drawbacks in general context.

Here is the first look, when you go to that link:

Picture 8: First look of the travel official page of the Czech Republic

Source: (Czech Tourism Agency, 2016)



As we can see from the above-mentioned picture there are included information on

- Destinations
- Activities
- Events
- Travel info
- Stories
- Trips

However, speaking about lacks of the travel page, the author noticed that there are missing some really important details and information which will make the best and most visited web page in the Czech Republic.

1. Lack of important touristic and interesting places in every important region or city.

In the section “destination there is a brief summary of important regions and cities, however, missing all travel spots from articles”, the same happens in the guide booklets, there is really important information on specific topics like mountains of the Czech Republic or ski resorts, but still missing all the necessary information. Apart from that tourists tends to use less time on web pages in terms of clicks and presumably will not download many times the booklets for their needs.

2. Recommendation of hotels, their links and brief descriptions.

The information on hotels is hard to include in the web page entirely, however, at least the best, cheapest and based on some criterions hotels must be included in the web page. It is possible to take some measurements for hotels, to organise contest for hotels and include especially their information in the page. And update the information every 6 months. This will incentivize hotels to improve their quality and services. Having information on hotels, tourists can better orient in choosing hotels as that information comes from the official source.

3. Detailed information about art spots, galleries and museums

In the web page missing the majority of information on art spots, galleries and museums. If you truly want to attract traveller and increase the visitors' quantity you need to list all the art spots, galleries and museums available in the Czech Republic. Apart from that point, it must be written their opening hours and linked with some high-quality pictures. It is fact, nowadays most of the tourists already informed what are they going to see beforehand visiting web pages. So, the best place for them must be the new web page of Czech national tourism.

4. Public transport information

Nowadays, many tourists coming to the Czech Republic, having some issues regarding how transport works, how to find the bus stations, what time are they leaving the bus stations and when they are arriving, etc. This is a problem especially for solo travellers without a guide or accommodated a bus. It is true that there are informative stands in the bus stations, application

(videos) and a special page devoted to transportation. However, trying to be the best web page, it is a must to include all necessary information on transportation, for example, include information about IDOS application, how transportation system works in the Czech Republic, some tips regarding transportation, etc. This will help to bring more tourists to a web page, will increase the popularity of the Czech national office official web page and all in all tourists will not jump in different pages to gather the necessary information.

5. Airport information

This is another important information needs to be included in the web page. They say that the airport is the first sightseeing for a tourist and tourists both search for some airport pictures and try to find some useful information regarding transport, for example about gates, taxi and transport availability, restaurants included, some tax-free and custom information, etc. For sure this information can make the web page better in terms of being information and necessary.

6. Free and not free guide list

Having this information included in the web page will help travellers to find people who can help them to orient better in the Czech Republic and contact them in the case of necessity.

7. Other activities that usually are not included in the excursion plans

Excursion plans are included in the official web page, nevertheless, there are some activities that need to be included. Some of the activities are dinner in the sky, sky balloon flight, Helicopter and aeroplane flights, Sherlock Holms rooms, etc.

8. Official page connection to its partners

In spite of, there are some connected brands at the bottom, but still, there are a lot of companies and (or) organisations that are not included. They are for example partner countries, cities, representatives of the Czech Republic in overseas, national museum web page link, etc. This will help the tourists and interested persons immediately follow the links and get into the pages which cannot be at that page.

8.4.5 Marketing mix (4p) analysis

The web page provides information about travelling in the Czech Republic and designed for tourists coming to the Czech Republic.

Product (Service)

Web page provides informative services containing information about everything related tourism activities such as transport, guidance, historical information, etc. This service line can be broaden depending on the situation and time.

Pricing

As a governmental project, the web page will be operated free of charge, depending on the success of implementation, the website can charge hotels, for example, to include their information in the first page of hotels section, include aide guides in the first page of the specific section. Customers, in this case, hotels, and guides, for example, will pay the web page to gain more customers and implementing their business.

Promotion

The promotion will be carrying out by advertising on Facebook, Google, and other social platforms, airports, partner organisations and other places related to tourism sphere.

Place

The web page is an online platform providing services solely in an online environment

Segmentation of target users

The target users of the web page will be the travellers who either want to visit the Czech Republic or they are in the Czech Republic who want to know more information about the specific place, product or service.

8.4.6 Time analysis

Time analysis gives us an opportunity to have an estimation on how many days will require completing the assignments to ensure better results. This is a great way to organise everything step by step.

Creating a website is easy but creating a governmental official website including all the information mentioned in the previous chapter is time-consuming and hard to organise.

All the specific days, months which are, used in time analysis are based on our own work experience.

1. Rebuilding, designing and adding new logo and slogan in the web page

The rebuilding of a web page is not so hard and time-consuming than creating it from the very beginning.

For rebuilding, designing and adding and adding the logo and slogan will require 15 days.

2. Lack of important touristic and interesting places in every important region or city.

As the author mentioned before there is a need to complete the information on the website, the information is available and will not take much time.

For completing the information, the author need;

- The job will be done in 15 days.

This estimated based on our exceptions because the information is available.

3. Recommendation of hotels, their links and brief descriptions.

For this task, there are steps to be done to have estimated time frame. Here is the job list

- Organise contest for hotel industry; 3 months
- Measure the quality of hotels; 3 months
- Based on measure, chose the cheapest but the best quality hotel; 5 days
- Include links to the official website; 15 days
-

4. Detailed information about art spots, galleries and museums

This again requires only to fill in information

The job will be done in 15 days.

5. Public transport information

Information does not require to implement as it is available on the web page, just needed to include the available information onto the new official travel website.

The job will be done in 10 days.

6. Airport information

This requires time to gather information in the airport, to have a look what else can be added apart from above-mentioned information.

- The job will be done in 15 days.

7. Free and not free guide list

Trying to find all the guides is tough. The travel committee must search for as many guides as possible and include in the web page.

- Finding guides and including in the web page will require 2 months

8. Other activities that usually are not included in the excursion plans

As the author underlined, those activities could include dinner in the sky, sky balloon flight, etc. There are a bunch of activities and the committee must find them and include in the web page as extra travel services.

- Finding activities and including in the web page will require 2 months

9. Official page connection to its partners

This is just linking already known partners and do not require much time

- The job will be done in 1 day.

8.4.7 Risk analysis

To do a risk analysis, firstly the author needs to identify the possible and existing challenges we might face in developing a new web page

Risks regarding the official website can be;

1. Human

The people who run the web page or some parts can be ill and consequently affect to the normal procedure of working the page.

- To manage this, needed to have an employer who can change the current employer if needed.

2. Procedural

Some operational task cannot be made due to technical problems regarding internal systems, fraud

- This must be managed by having web analyst in the workplace to reduce the possibility of the possibly occurred operational issues.

3. Project

Some issues regarding implementing the projects, spend more than designed with budget

- To manage this risk needed to calculate everything before starting, revise the budget, plans for project and strategy.

4. Informative

There could be lack of information that travellers need which has not carried out or has been forgotten

- This could be managed by having a plan what, when and in which order to include the information in the web page and how to manage them afterwards.

5. Operational

Failure to cooperate with travel market players.

- Before starting a cooperation needs to be clarified what benefits will have the market player and how the proposal could be mutually beneficial to reduce the risk of failure of cooperation.

Risk analysis is considered to be a proven method to identify the potential threats and prevent them. By having risk analysis, people can manage them and reduce the possibility of occurring the threat.

8.4.8 Cost analysis

A cost analysis (also called CBA, cost-benefit analysis) is considered to be an outline of the potential risks and benefits of a project. Costs are based on average salary rates in the Czech Republic.

Here is the detailed analysis of the rebuilding process of the web page.

Table 8: Cost analysis of the operation of the new official web page

Source (Trading economics report, 2017), Own analysis

Task	Timeframe(days)	Quantity(employees)	Cost per employee(CZK)
OVERALL INITIAL COSTS 1 910 000CZK			
Include important touristic and interesting places in every important region or city (content editor)	15	1	15 000
Include recommendation of hotels, their links and brief descriptions (content editor)	200	4	800 000
Include detailed information about art spots, galleries and museums (content editor)	15	1	15000
Include public transport information (content editor)	10	1	15 000
Include airport information (content editor)	15	1	15 000
Include free and not free guide list (content editor)	60	1	60 000
Include Other activities that usually are not included in the excursion plans (content editor)	60	2	120 000
Designing services(designer)	30	1	30 000

Software development, maintenance(programmer)	365	1	360 000
Feedback reporting operations (feedback respondent)	30	1	30 000
Management of international affairs, hotel related connections	90	1	90 000
Leading employees, supporting them and solving raised problems (team leader)	180	1	180 000
Supervision of all department (Department manager)	180	1	180 000
Maintenance cost 31 600 000CZK			
Outgoing monthly expenses for employees for 5 year	1775	12	21 600 000
Other expenses	1775	-	10 000 000
Overall	33 510 000 CZK		

8.4.9 Project evaluation

The measurement to see how the new web page had positive effect on the interest of the travelers is the attendance quantity of the page monthly, daily and yearly per page, per section or entire page, google analytics namely how many people were linked from google, KPI (Key Performance Indicator) analysis, SEO (search engine optimization) analysis, other links used in many online places, clicks, likes, feedbacks on social platforms. Estimated results have been consulted with Czech travel national office bodies and they might use some of this project parts or overall project to implement them in reality.

8.5 Development of beer tourism as the main aspect of travel growth

The Czech Republic is considered to be the biggest in terms of having breweries. They are counting 402 for now according to www.ratebeer.com (2016)

This means the Czech Republic must have the most developed beer tours in comparison with other countries. Even when the author is searching beer tourism on google, the first comes Belgium beer tours. So, this is the case need to be discussed and do something to bring Czech Beer tourism information or tours into the 1-3 lines in google. In a similar line, there are only separate breweries that provide beer tours inside their factories and there is no official support to the development of beer tourism in the Czech Republic. According to the interviewees, both of them think beer tourism is crucial in the strategical improvement of the country as a travel destination.

The author believes that it can heavily affect the flow of tourist into the Czech Republic, especially beer lovers all over the world. The Czech Republic's one of the main privileges should be based on breweries as they are a part of the culture, they are existing many years and the customs needs to be kept and introduced in a new way to customers and tourists. The Czech Republic needs a completely new policy and branding regarding beer tourism, and in everyday changing world needs to be developed at the shortest time.

8.5.1 Mission

The mission of beer tourism project is to be the most recognisable worldwide leader in beer tourism providing outstanding service and experience inside of the Czech Republic.

8.5.2 Project goals and objectives

Production

To support local beer production in every way possible to increase the quality of the beers

Promotion

To help local companies to create public acknowledgement and promote the best brands in the outside markets from the point of travelling.

Participation in events

To encourage them to participate tourism events as a key part of their development and recognition to the world.

Education

To raise awareness and inform travellers on historic background of beer production and linked topics

8.5.3 Project implementation structure and organisation

This web page is a governmental project. It will be operating under Czech governmental travel national office.

For developing the beer tourism as a special type of tourism the author needs;

- Coordinator of beer housing establishments
 - Coordinator of beer-themed restaurant establishments (development, support)
 - 14 travel agents for beer tours organisation (There are 14 regions in the Czech Republic and for every specific region of the Czech Republic the author need one travel agent). (Statoids, n.d.)
 - Beer weekends organiser
 - Partner relationship manager
 - Team leader
 - Department manager
-
- Coordinator of beer- housing establishments will coordinate the organisation procedure of opening beer houses.
 - Coordinator of beer-themed restaurant establishments will advise restaurant menus, support in organising the design and develop the chain within the travel framework.
 - Tour agents will coordinate and organise special beer tours, will create beer packages, promote the region beer tourism and be responsible for providing excellent services.
 - Beer weekend organisers will help beer companies to set up pavilions, organise the weekends, promote the weekends, help in need when beer companies require any help.

- Partner relationship manager will involve new partners to sponsor events, beer companies, restaurants, pubs, clubs and bars.
- The team leader will be supervising all the activities, support all the employees in need and report results to the department manager.
- Department manager will be responsible for the whole department to supervise everyone's activities, create reports and presenting them to the head of Czech travel office.

Here is the diagram for visualisation the structure:

Picture 9: Beer tourism development department structure

Source: Own analysis



8.5.4 Executive summary and backend analysis to develop beer tourism as a special tourism type; type of services and activities.

Beer tourism development is the most time-consuming process in our project, it is a process of step by step actions to get desired results.

People who love beer and tourists are interested in visiting breweries to see the process of preparation of beer. Nowadays beer tourism has become popular for certain groups of travellers. And in general beer tourism is developed in the Czech Republic. However, as a growing industry, the Czech Republic need to improve what he has to become worlds' first beer country.

Support in opening Beer tasting house

Nowadays beer testing is considered possibly the most popular form of beer tourism. So-called beer hunters or beer tourists are travelling to the world to taste beer and collect the bottles of different brands this making their main activity as a tourist.

There is a need to support in opening a testing house free of charge on certain days for travellers and locals by presenting a different kind of beers, to make competitions among them, give vouchers by beer organisations, and sell only bottles of beers to the interested people.

Support in Opening of “Beer-themed lunch” cafe

Supporting in opening a “Beer-themed lunch” cafes is in the similar line with the previously mentioned point. This assumes a menu created based on the list of beers which are in harmony with other dishes. That could be beer ice cream, beer with crayfish. There must be specifically only beer based lunch.

1. Beer tours

In spite of it is common the beer tours in the Czech Republic, however this need to be a specific part for beer tourists. Needed beer trail when a tourist can come for 2-3 days and be involved in only beer related spots by going beverages, breweries, see cultural heritages and landscapes related beer. An example of a whole package could be a pub tour.

2. Beer weekends.

This project concept is based on weekends and within the framework of weekends will be pavilions of beer, beer attractions, competitions in combinations some other travel packages included in that tour.

For the Czech Republic is a must to organise all the activities mentioned above as a beer country. On top of that, new challenges must be overcome to urge beer suppliers to produce new products

and present new ideas. Beer packages must be an essential part of the development of the Czech Republic. Alongside with that, the linked products must be accompanied in amusement places like cheese, cheeps.

8.5.5 Marketing mix (4p) analysis

Considering beer tourism as the main travel type to attract tourists and representing it as a combination of interconnected activities, the role of marketing analysis is more than required. By doing marketing mix analysis, the author can find out the organisational paths and appeal the most groups of beer lovers around the world.

Product (Service)

Our product is definitely the beer. All activities are based on beer and it will be used everywhere. This is a type of produce when people drink, they do not restrict themselves to drink more than one bottle, therefore the sales will be increased. In similar time, beer helps people to get together, have fun and get rest. By this type of product, the chances are more to bring people to the Czech Republic and earn on that.

Pricing

Pricing will vary depends on the restaurants, pubs, bars, or cafes. The beer tourism department will support to keep the prices competitive.

Promotion

The promotion will be done through getting sponsors for beer weekends for example, through media, social pages, advertisement in other countries, and other marketing tools.

Place

Places include all the regions of the Czech Republic. For beer, weekends will be chosen natural spots, for beer tours all the regions for restaurants and cafes already existing places, etc.

Segmentation of target travellers

Target travellers will be all the people around the world who love beer. They can include their families as well, which, in turn, will increase the number of visits. Target travellers are also people

who love local customs of beer production, appreciate the strong value, experience and run active and adventurous lifestyle.

8.5.6 Time analysis

By doing time analysis the author can estimate how many days or months will require implementing a specific task. Beer tourism requires a comprehensive procedure to organise events and make them reality within the specific time framework. The basis of written specific months is solely based on previous work experience and own processed.

Support in opening Beer tasting house

Opening beer house specifically designed for test requires much time, it includes a process of finding correspondent cafes to serving the last customer according to his needs.

Therefore, opening t of beer house can be implemented within 4 months.

Support in Opening of “Beer-themed lunch” cafe

If a country considers himself a beer country, the necessity of having beer-themed lunch cafe is necessary and crucial in implementing beer tours for tourists. Supporting them takes time which means choosing the restaurant, do market research and recommend them specific menus, direct tourists to that beer themed lunch cafes, support cafes in other specific tasks.

The estimated time to do start supporting to actual tour can already happen is 4 month.

Organisation of beer tours

Beer tours basically include all the steps included in this project part and summarises the general idea of having highly developed travel beer routes. Organisation of beer tours include design, preparation of travel packages, its components like provided services, restaurants, transportation, advertisement of tours, the involvement of tourists and realisation. According to our analysis, we found out 3 regions that have the least rates of tourist visits. This means more consideration must be made there and support locals to increase the rate of visits, especially in that regions.

To organise beer tours will require 3 months.

Beer weekends

Beer weekends are an integral part of beer tourism. This type of event also requires steps of procedure like the organization of establishing pavilions in the spots, inviting beer companies to these events, organise different competitions.

This will require 3 months.

8.5.7 Risk analysis

Risks regarding the beer tourism are:

1. Human

People who organise the events cannot arrange everything properly could happen some injuries, firing out of employees.

To manage this, needed to have an employer who can change the current employer if needed and have a list of people who can hire the government.

2. Project

Some issues regarding implementing the projects, spend more than designed with budget

- To manage this risk needed to calculate everything before starting, revise the budget, plans for project and strategy.

3. Reputational

Loss of potential tourists, some challenges to the market reputation.

To reduce this kind of risk needed carefully make the packages, have customer care support, hotlines to call if needed.

4. Natural

Some disasters, windy or rainy days might happen during tours, for example, beer weekends.

- This is a force majeure case and the best thing to do is to plan the tours according to the weather reports to manage this risk

5. Structural

There could happen some problems organising beer tours in breweries related health, technology used there and products

- To have almost no risk, needed to carefully choose the breweries before making packages and products.

Risk analysis is considered to be a proven method to identify the potential threats and prevent them. By having risk analysis, people can manage them and reduce the possibility of occurring the threat.

8.5.8 Cost analysis

Cost analysis of the beer tourism concept development includes following financial expenses

Table 9: Cost analysis of the beer tourism concept development

Source (Trading economics report, 2017), Own analysis

Task	Timeframe(days)	Quantity(employees)	Cost per employee(CZK)
OVERALL INITIAL COSTS 3 750 000			
Beer tasting-opening a beer house	120	1	1 200 000
Opening of “Beer-themed lunch”	120	1	1 200 000
Beer weekends.	90	1	90 000
Beer tours	90	14	1 260 000
Maintenance cost 31 600 000 CZK			
Outgoing monthly expenses for employees for 5 year	1775	17	30 600 000
Other expenses	1775	-	1 000 000
Overall	35 350 000 CZK		

8.5.9 Project evaluation

Evaluation of this project will be done through the number of participants in beer tours, a number of attendees in beer weekends, beer houses and beer lunches by calculation the real increase in the given year by comparing previous year. Estimated results have been consulted with Czech travel national office bodies and they might use some of this project parts or overall project to implement them in reality.

CONCLUSION

Nowadays more and more countries highlight the importance of having a powerful brand. Nation branding has started to obtain governmental recognition as a vital tool by using new approaches and strategies to increase the level of awareness of a country from the point of tourism in the world. Taking into consideration that, in this thesis the author put the emphasize on firstly understanding the tourism as a concept and observing what are the main attractions in the Czech Republic which can attract tourists, discussed the concept of branding which gave us an opportunity to grasp the link between brand power and the development of traveling, presented the concept of destination brand management and best practices of the world known countries in destination branding. After observing main concepts have been uncovered the statistics of tourism in the Czech Republic observing the trends and forecast.

One of the most important parts was the investigation of the brand identity of the Czech Republic thus understanding strengths and weaknesses at the same time trying to find solutions.

Speaking about projects, the author chose 3 main targets for the Czech Republic to be developed and managed as key factors of increasing awareness and attendance to the Czech Republic accompanying with the time frame and cost frame making the project realistic. First one was the new logo, so as to increase the brand awareness of the Czech Republic, second one was the rebuilding of the new web page to give a new insight that the travelers have more information about the Czech Republic, and finally the proposal of target travelers to the Czech Republic which author thinks is the best solution to be based on and increase the number of travelers.

During interviews, the respondents noted that this complex solution could be considered in the future and used in practice.

Understanding the concept and core what is behind the brand and how to use available resources applying international experience the author believe the Czech Republic would become one of the most attractive travel spots in the world having the biggest amount of tourist coming to the Czech Republic.

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LIST OF ABBREVIATIONS

BBDO	Bruce, Barton, Durstine, and Osborn (worldwide travel agency)
CBA	Cost analysis
GCI	Global Competitiveness Index
GDP	Gross domestic product
ICH	Intangible cultural heritage
KPI	Key Performance Indicator
MICE	Meetings, incentives, conferencing, exhibitions
PR	Public relations
SEO	Search engine optimisation
SWOT	Strengths, weaknesses, opportunities, threats
UNESCO	The United Nations Educational, Scientific and Cultural Organization

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Appendix P V The travel & tourism competitiveness index, in detail

Appendix I: Survey questionnaire

Source: Own analysis

Age *

- ☐ 0-18
- ☐ 19-35
- ☐ 36 and more

Sex *

- ☐ Male
- ☐ Female

Your profession is *

- ☐ Businessman
- ☐ Employee
- ☐ Self-employee
- ☐ Student
- ☐ Unemployed
- ☐ Other...

What part of the world are you from? *

- ☐ Africa
- ☐ Asia
- ☐ Australia
- ☐ Europe
- ☐ North America
- ☐ South America

What is your main purpose of traveling? *

- ☐ Attending a conference, congress, seminar, and other forms of education
- ☐ Business
- ☐ Health
- ☐ Leisure
- ☐ Visiting relatives, friends, etc.
- ☐ Other...

...

Do you prefer to visit only one country at a time or several countries? *

- ☐ I prefer country-combination
- ☐ I prefer only one country to stay

If you travel to Austria, Germany, Poland or Slovakia, would you travel to the Czech Republic in the trip?

- ☐ Yes
- ☐ No

What would be the main reasons to visit the Czech Republic? (Please choose 4 the most important reasons)

- ☐ Beer, Bohemian and Moravian wines
- ☐ Culture
- ☐ Girls
- ☐ Great accessibility to other places because of central location in Europe
- ☐ Low crime rate
- ☐ Nature reserves and natural beauties with captivating countryside
- ☐ Nightlife
- ☐ Security
- ☐ Reasonable prices

When you hear the Czech Republic, what comes to your mind first? (What do you associate Czech Republic with?) (Please choose 2 answer)

☐ Beautiful girls

☐ Beer

☐ Castle

☐ History

☐ Nature

☐ Prague

☐ Security

☐ Wine

☐ Other...

What sources affect you the most when choosing a travel destination?
(Please choose the 4 most affective sources)

- ☐ Advertisements on billboards in the streets
- ☐ Countries' advertisements as a travel destination
- ☐ Friends' recommendations
- ☐ Internet
- ☐ Magazines/Journals
- ☐ Tourism Fairs
- ☐ Travel agencies' advertisements in the streets
- ☐ Travel brochures
- ☐ TV

What are your main interests in selecting a destination? What aspects do you consider when selecting a destination? (Please choose the 4 main interests)

- ☐ Adventure
- ☐ Culture and history
- ☐ Health
- ☐ Nature
- ☐ Nightlife
- ☐ Religion
- ☐ Sport

What do you take into consideration when choosing a country? (Please choose 2 answer)

- ☐ No-racism
- ☐ Distance
- ☐ Language difficulties
- ☐ Price
- ☐ Quality of services
- ☐ Security
- ☐ Other...

Do you think the national brand logo should include its flag colors? *

☐ Yes

☐ No

What color affects you the most when looking at logos? *

☐ Black

☐ Blue

☐ Green

☐ Red

☐ Orange

☐ White

☐ Yellow

☐ Other...

What would catch your attention when looking at national brand logo? *

☐ Colors

☐ Logo

☐ Slogan

☐ Other...

Rate how well do you know this Czech national brand logo *

Czech Republic
Land of Stories

1 2 3 4 5

I do not know ☐ ☐ ☐ ☐ ☐ I know-excellent

How do you like Czech national logo *

Czech Republic
Land of Stories

1 2 3 4 5

It is not beautiful at all ☐ ☐ ☐ ☐ ☐ I loved it, it is exceptional

Source: (Czech statistical office, 2014.)

[illegible]

Appendix P III: Ranking of top 25 best travel brands in the world (2015)

Source: (Bloom consulting, 2015)

The global top 25 performers rank

#	Variation		CBS Rating
1.	-	 United States of America	AAA
2.	-	 Spain	AA
3.	-	 Germany	AAA
4.	+9	 Hong Kong SAR, China	BBB
5.	-1	 France	A
6.	+	 Thailand	A
7.	+1	 Australia	BBB
8.	+4	 Macao SAR, China	AA
9.	+1	 China	BBB
10.	-3	 Italy	BBB
11.	-6	 United Kingdom	A
12.	-1	 Austria	AA
13.	+4	 Singapore	A
14.	+10	 Japan	A
15.	-1	 Switzerland	A
16.	-7	 Turkey	A
17.	+3	 Canada	BBB
18.	-	 Korea, Rep.	A
19.	-4	 Malaysia	BBB
20.	-1	 Mexico	AA
21.	-	 Netherlands	A
22.	+1	 Portugal	A
23.	+3	 India	BBB
24.	+4	 South Africa	AA
25.	-9	 Greece	A

Appendix P IV: The travel & tourism competitiveness index, full image (2015)

Source: (World economic forum, 2016)

Czech Republic

The Travel & Tourism Competitiveness Index

	Rank (out of 141)	Score (1=7)
Travel & Tourism Competitiveness Index	37	4.22
Enabling Environment	31	5.34
Business Environment	75	4.35
Safety and Security	46	5.71
Health and Hygiene	4	6.73
Human Resources and Labour Market	44	4.75
ICT Readiness	34	5.19
T&T Policy and Enabling Conditions	14	4.53
Prioritization of Travel & Tourism	66	4.61
International Openness	17	4.15
Price Competitiveness	87	4.47
Environmental Sustainability	13	4.90
Infrastructure	35	4.57
Air Transport Infrastructure	51	3.13
Ground and Port Infrastructure	18	5.15
Tourist Service Infrastructure	30	5.44
Natural and Cultural Resources	63	2.45
Natural Resources	89	2.59
Cultural Resources and Business Travel	42	2.30



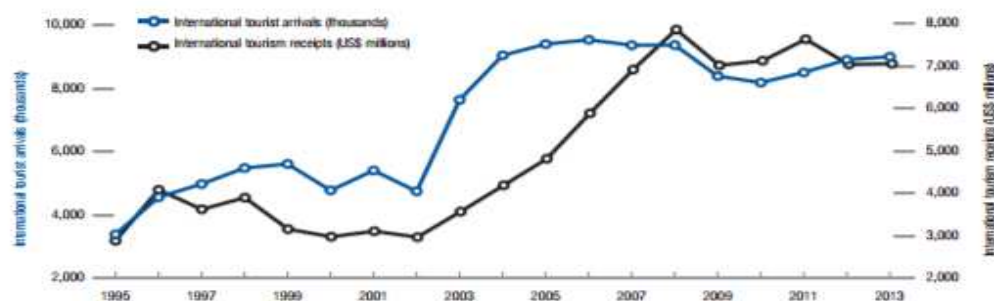
Travel & Tourism Key Indicators and Economic Impact

Int'l tourist arrivals (thousands), 2013	9,004
Int'l tourism receipts (inbound US\$ millions), 2013	7,050.2
Growth (%) in int'l outbound travel spending*	n/a
Average spending per int'l tourist (US\$), 2013	783

Population (millions), 2013	10.5
Surface area (1,000 square kilometres), 2013	78.9
Gross domestic product per capita (PPP\$), 2013	27,347
Real GDP growth (%), 2013	-0.9

T&T industry economic impact, 2014 estimates	Absolute value	Percent of total	Growth forecast
T&T industry GDP (US\$ millions)	5,635.7	2.9	2.9
T&T industry employment (1,000 jobs)	248.5	5.0	0.8

Evolution of the T&T Industry Over Time



Appendix P V: The travel & tourism competitiveness index, in detail (2015)

Source: (World economic forum, 2016)

Czech Republic

The Travel & Tourism Competitiveness Index in detail

INDICATOR	VALUE	RANK/141
Business Environment	4.4	75
1.01 Property rights ¹	4.0	75
1.02 Impact of rules on FDI ²	4.5	67
1.03 Efficiency of legal framework settling disputes ³	3.3	100
1.04 Efficiency of legal framework challenging regs. ⁴	2.7	114
1.05 No. of days to deal with construction permits ⁵	143	66
1.06 Construction permits cost (%)*	0.3	11
1.07 Extent of market dominance ⁶	4.2	34
1.08 No. of days to start a business ⁷	19	95
1.09 Cost to start a business (% GNI/capita)*	8.0	70
1.10 Effect of taxation on incentives to work ⁸	3.1	108
1.11 Effect of taxation on incentives to invest ⁹	3.3	106
1.12 Total tax rate (% profit)*	48.5	106
1.12a Labour and contributions tax rate (% profit)*	38.4	134
1.12b Profit tax rate (% profit)*	7.6	27
1.12c Other taxes rate (% profit)*	2.6	80
Safety and Security	5.7	46
2.01 Business costs of crime and violence ¹	4.8	50
2.02 Reliability of police services ¹	4.1	75
2.03 Business costs of terrorism ¹	5.8	42
2.04 Index of terrorism incidence ²	7.0	74
2.05 Homicide rate ³	1	23
Health and Hygiene	6.7	4
3.01 Physician density per 1,000 pop.*	3.6	14
3.02 Access to improved sanitation (% pop.)*	100.0	1
3.03 Access to improved drinking water (% pop.)*	100.0	1
3.04 Hospital beds per 10,000 pop.	88.0	9
3.05 HIV prevalence (% pop.)*	<0.1	1
3.06 Malaria incidence per 100,000 pop.*	S.L.	n/a
Human Resources and Labour Market	4.7	44
Qualification of the labour force	5.5	44
4.01 Primary education enrolment rate (%)*	96.0	55
4.02 Secondary education enrolment rate (%)*	96.6	47
4.03 Extent of staff training ¹	4.1	55
4.04 Treatment of customers ²	4.7	59
Labour market	4.0	77
4.05 Hiring and firing practices ³	3.2	118
4.06 Ease of finding skilled employees ⁴	3.4	106
4.07 Ease of hiring foreign labour ⁵	3.9	84
4.08 Pay and productivity ⁶	4.6	19
4.09 Female labour force participation (% to men)*	0.8	73
ICT Readiness	5.2	34
5.01 ICT use for B2B transactions ¹	5.6	25
5.02 Internet use for B2C transactions ¹	5.8	12
5.03 Individuals using internet (%)*	74.1	31
5.04 Broadband internet subs. per 100 pop.*	17.0	42
5.05 Mobile telephone subs. per 100 pop.*	127.7	44
5.06 Mobile broadband subs. per 100 pop.*	52.3	41
5.07 Mobile network coverage (% pop.)*	99.8	48
5.08 Quality of electricity supply	6.4	19
Prioritization of Travel & Tourism	4.6	66
6.01 Government prioritization of T&T industry ¹	5.2	73
6.02 T&T gov't expenditure (% gov't budget)*	3.7	62
6.03 Effectiveness of marketing to attract tourists ²	3.9	101
6.04 Comprehensiveness of T&T data (0-120 best)*	86.0	31
6.05 Timeliness of T&T data (0-21 best)*	18.0	48
6.06 Country Brand Strategy rating (1-10 best)*	69.1	62

INDICATOR	VALUE	RANK/141
International Openness	4.1	17
7.01 Visa requirements (0-100 best)*	23.0	72
7.02 Openness of bilateral ASA (0-58)*	12.2	46
7.03 No. of regional trade agreements in force*	46.0	1
Price Competitiveness	4.5	87
8.01 Ticket taxes, airport charges (0-100 best)*	79.9	68
8.02 Hotel price index (US\$)*	92.8	13
8.03 Purchasing power parity*	0.7	98
8.04 Fuel price levels (US\$ cents/litre)*	193.0	120
Environmental Sustainability	4.9	13
9.01 Stringency of environmental regulations ¹	5.1	33
9.02 Enforcement of environmental regulations ²	4.7	32
9.03 Sustainability of T&T development ³	4.0	93
9.04 Particulate matter (2.5) concentration (µg/m ³)*	15.1	125
9.05 No. of envtl. treaty ratifications (0-27 best)*	21	42
9.06 Baseline water stress (0-5 worst)*	1.1	53
9.07 Threatened species (% total species)*	2.3	12
9.08 Forest cover change (% average per year)*	-1.0	35
9.09 Wastewater treatment (%)*	75.7	23
9.10 Coastal shelf fishing pressure (tonnes per km ²)*	n/a	n/a
Air Transport Infrastructure	3.1	51
10.01 Quality of air transport infrastructure ¹	5.5	26
10.02 Airline dom. seat kms per week (millions)*	0.3	90
10.03 Airline int'l seat kms per week (millions)*	199.1	59
10.04 Departures per 1,000 pop.*	4.2	61
10.05 Airport density per million urban pop.*	0.7	102
10.06 No. of operating airlines*	80.0	23
Ground and Port Infrastructure	5.2	16
11.01 Quality of roads	3.7	81
11.02 Quality of railroad infrastructure	4.5	21
11.03 Quality of port infrastructure ¹	4.0	75
11.04 Quality of ground transport network ²	5.7	14
11.05 Railroad density (km/surface area)*	12.0	1
11.06 Road density (km/surface area)*	0	20
11.07 Paved road density (km/surface area)*	0	16
Tourist Service Infrastructure	5.4	30
12.01 Hotel rooms per 100 pop.*	1.3	20
12.02 Extension of business trips recommended ²	5.2	75
12.03 Presence of major car rental companies ³	7	1
12.04 ATMs accepting Visa cards per million pop.*	574.9	53
Natural Resources	2.6	89
13.01 No. of World Heritage natural sites*	0	83
13.02 Total known species*	386	108
13.03 Total protected areas (% total territorial area)*	22.4	33
13.04 Natural tourism digital demand (0-100 best)*	11	77
13.05 Quality of the natural environment ¹	4.6	58
Cultural Resources and Business Travel	2.3	42
14.01 No. of World Heritage cultural sites*	12	16
14.02 No. of oral and intangible cultural expressions*	4	25
14.03 No. of large sports stadiums*	2.0	98
14.04 No. of international association meetings*	145.3	28
14.05 Cult./entert. tourism digital demand (0-100 best)*	8	68