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CITY BRANDING – AVEIRO

HOW AVEIRO IS PERCEIVED BY ITS RESIDENTS
AND TOURISTS?

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Abstract

The worldwide tourism development, aligned with the globalization and the competition between places & cities create the need for cities to differentiate themselves from other cities around the world, in order to attract investment, tourists and future residents. City branding is the strategic tool that allows cities to differentiate from one another, by publicizing the city's competitive advantage. Until the last decade, city branding has not been the subject of much analysis. Derived from the city marketing, the city branding aims to create preference, loyalty to the city and a positive customer-visitor experience among the various targets.

This project has conducted interviews to major stakeholders from public and private sectors and has descriptively analysed perceptions of 274 locals / residents and tourists on Aveiro's characteristics. Finally, we suggested recommendations to be implemented by city administrators and promoters, allowing them to brand the city and to turn Aveiro in one of the tourists first choice when visiting a city. The city of Aveiro, in the Centre of Portugal, known by *Ria de Aveiro*, the *moliceiro,* the architecture and the gastronomy, was the chosen city for this study for being one of the tourism destinations in Portugal where the topic of city branding has never been explored. The region of Aveiro is very diverse and dynamic for the tourism activity, being Aveiro the municipality of the region with higher volume of tourism.

The main contribution of this study relied on the practical approach and specific recommendations suggested to the city and region.

Sumário

O desenvolvimento do turismo mundial, aliado à globalização e competição entre sítios e cidades desenvolve a necessidade das cidades se diferenciarem umas das outras, de modo a atraírem investimento, turistas e residentes. *City branding* é a ferramenta estratégica que permite a diferenciação entre cidades, ao publicitar a sua vantagem competitiva. Até à última década, *city branding* não tem sido assunto de muita análise. Derivado de *city marketing*, o *city branding* cria preferência, lealdade à cidade e uma experiência cliente-visitante positiva.

Neste projeto foram entrevistados intervenientes do setor público e privado e analisadas as perceções de 274 locais / residentes e touristas, relativamente às características de Aveiro. Finalmente, foram delineadas recomendações a serem implementadas pelos administradores e promotores da cidade, criando o *brand* da cidade para tornar Aveiro na cidade de escolha dos turistas. A cidade de Aveiro, no Centro de Portugal, conhecida pela Ria de Aveiro, pelo moliceiro, pela arquitetura e pela gastronomia, foi a cidade escolhida para este estudo por ser um dos destinos turísticos de Portugal onde o tema nunca foi explorado. A região de Aveiro é muito diversa e dinâmica para a atividade turística, sendo Aveiro o município da região com maior volume turístico.

A principal contribuição deste estudo traduz-se na sua abordagem prática e nas recomendações especificamente dirigidas à cidade e região.

Palavras-chave: City Branding, Place Marketing, Destination Branding, Place Branding, Destination Brand Image, City Marketing.

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Executive Summary

Tourism is a fast-growing sector of the World's Economy (Herget *et al.*, 2015), that has registered a 6% growth in 2018, higher than the 3.7% growth registered in the global economy (UNWTO, 2019). It is expected that this sector will continue to grow at an average of 3 per cent annually until 2030 (UN News, 2018). Aligned with the worldwide tourism development, there is the globalization factor and the consequent competition between places & cities. Cities compete for attention, in order to attract investment, tourists, future residents, creating the need of cities to brand themselves in order to differentiate them from other cities around the world. City branding is, therefore, one of the solutions for the cities' competition issue. However, until the last decade, city branding has not been the subject of much analysis. It all started with city marketing that have identified market segmentation, separation and targeting as its critical activities. The city marketing mix is defined as the set of instruments and activities needed to achieve a desired strategy (Kavaratzis, 2004). Derived from the city marketing and considered as a strategic tool that publicize a city's competitive advantage (Rezvanpour & Bayat, 2017), the city branding aims to create preference, loyalty to the city and a positive customer-visitor experience among the various targets (Dinnie, 2011).

This project descriptively analysed the locals' / residents' and tourists' perceptions of Aveiro's characteristics and attractions and recommended a set of improvements to be implemented by city administrators and promoters, allowing them in the future, if the recommendations would be implemented, to brand the city and to turn Aveiro in one of the tourists first choice when visiting a city. The locals' / residents' and tourists' perceptions were analysed through the implementation of a questionnaire, based on the face-to-face interviews conducted to the major parties involved in the tourism in Aveiro. The chosen interviewees were from both public and private sectors – Luís Miguel Capão Filipe, the City Councillor for Culture and Tourism, Sandra Filipe, ISCA professor, in Aveiro's University, and Ana Gouveia, General Director of the Meliã Ria Aveiro Hotel. On the questionnaire, both locals' / residents' and tourists' perceptions on the city were analysed for two reasons. First, the field researchers argue that a city's strategy must attract outsiders, tourists, residents, factories, companies and future residents (Rezvanpour, N. & Bayat, A., 2017; Kotler *et al.*, 2009). And secondly, the city's perception affects all these targets (Herget *et al.,* 2015). The city of Aveiro was the chosen city for this study as it is one of the tourism destinations in Portugal where the topic of city branding has never been explored and also, has currently a considerable volume of tourism. Aveiro, located in the Centre of Portugal, is both a city (municipally) and a region. The Region of Aveiro is very diverse and dynamic for the tourism

activity, with its own poles of attraction and characteristics. Aveiro is the larger municipality of the region in terms of the volume tourism, representing 48% of NUT III *Ria de Aveiro* and 5% of the total overnight of the region Centre of Portugal NUT II (Câmara Municipal de Aveiro). Aveiro known by its *Ria de Aveiro* and the *moliceiro* boat, being the reason why City of Channels is the slogan of the city. This slogan was created by the city council to promote Aveiro among its residents, tourists and visitors. Besides, Aveiro is characterised by its cultural sites - the *Art Nouveau* buildings and the Aveiro's Cathedral - by its rich gastronomy (*ovos moles* sweet), as this research has shown with its top 3 of most typical attractions.

Through this research, targets' profiles were identified, together with their perceptions on the city and its tourism. Most of the locals' / resident's respondents admitted not only that they feel they belong to the city of Aveiro, but also that they are proud of their city. The majority identified city's adjectives were related to the city image and city personality, which shows the importance of the concepts to the branding of a city. This sample also considered that the city of Aveiro is both well-developed and in development, being therefore able to welcome more tourists, as the city is growing and developing a strategy for the future. Considering the tourists' sample travel tendencies, most of them were not visiting Aveiro for the first time. On the current trip, most of them were doing a day trip and others a 2-3 days trip, being most of them traveling on leisure, by their personal car and stayed either in a hotel or a rented apartment. Most of them admitted that their expectations were meet and that they would recommend to others. On the city's characteristics, most of them agreed that Aveiro has a rich history & cultural heritage, rich gastronomy, a pleasant climate, pleasant gardens and green areas, is easy to access from outside to the city, it is not difficult to circulate in the city and is a safe city. Related to the city's personality, they have identified Aveiro as unique and cool.

The competition among cities creates the need to differentiate them from other cities around the world. This project recommended a set of improvements to be implemented by city administrators and promoters. As one of the city's improvements is the tourism decentralization, one of the suggested recommendations was for the municipalities within the Region of Aveiro work together on the promotion of Aveiro as a region. The second recommendation suggest promoting the biodiversity of the region as one touristic product for the tourists that visit Aveiro. In fact, the biodiversity is seen as the common factor among the municipalities. The third recommendation relies on investing on the diversification of the promotion of the city's attractions less mention as the point of attraction to the city, additionally to the promotion of the already well-known attractions points.

Index

Index of Figures

Index of Tables

1. Introduction

This chapter identifies the area of research by defining the problem statement and the research purpose, including highlighting the relevance of studying the theme of city branding focusing in the city of Aveiro. Additionally, it will be mentioned the further contribution that the study brings, thanks to the results achieved through the methodological approach established since the beginning of this project. Finally, it is important to describe the outline of this thesis project, including the aim of each chapter presented.

1.1. Problem statement

Until the last decade, city branding has not been the subject of much analysis and there are few articles that discuss this subject, as Hankinson (2001:129) said "in contrast to the marketing of locations, there are relatively few articles to be found in the academic literature with regard to the promotion of locations as brands". Therefore, there is a need to study this research topic. The city of Aveiro was chosen as the subject of this study for being one of the tourism destination cities in Portugal that meet two points. Firstly, it is one of the cities in Portugal where the topic of city branding has never been explored. Besides, currently Aveiro is a city that has a considerable volume of tourism (332 683 overnight – data from Câmara Municipal de Aveiro), although it is considered that it can be enhanced, in order to attract more tourists.

 The main goal of this project is firstly to analyse the locals' / residents' and tourists' perceptions of Aveiro's attributes. Moreover, this project aims to identify points of improvement within the city and to suggest a set of recommendations that, if implemented in the future by city administrators and promoters – City Councillor and the city & tourism promotors – will allow them to brand the city and to turn Aveiro in one of the tourists first choice when visiting a city. Herget *et al.* (2015:119) refer that "the perception of the city affects its attractiveness to tourists, foreign investors or potential students". Therefore, by analysing both locals' / residents' and tourists' perceptions of the city, it is possible to identify the areas of improvement and development within the city.

Aveiro, located in the Centre of Portugal, is one of the eighteen districts of the country. Aveiro city is known as "the Portuguese Venice" due to its *moliceiros*, a traditional boat that crosses *Ria de Aveiro*. Besides, it is characterised not only by its cultural sites, such as the *Art Nouveau* buildings and the Aveiro's Cathedral, but also by its rich gastronomy, which include the *ovos moles* sweet. Although Aveiro has been experiencing in the last two years a fast growth in the number of tourists

who visit the city (Santana, 2018), not every tourist that visits the country goes to Aveiro (PorData, 2019). As it is shown below (Table 1), cities as Lisbon, Cascais or Oporto, both in 2009 and 2016, hosted more guests in the hotels (and similar facilities) than the total number of guests in hotels (and similar facilities) in Aveiro. Additionally, in the following two years (2017 and 2018), these numbers continued to increase. Although the total number of guests in hotels (and similar facilities) in Aveiro had significantly increased from 2009 to 2016 (and in the following years), it could increase even more in the next years. That is the reason why it is important to brand the city of Aveiro, so that the city's awareness among tourists increases, thanks to the attention and place recognition that city branding provides to a place (Kavaratzis *et al.*, 2005).

City	Total number of guests in hotels (and similar facilities) Year			
	2009	**2016**	**2017**	**2018**
Porto	793.315	1.638.128	1.876.720	1.996.461
Aveiro	112.158	161.895	191.393	201.524
Cascais	342.586	495.686	554.602	553.723
Lisbon	2.666.617	4.567.931	5.218.386	5.510.934

Table 1: Total number of guests in hotels (and similar facilities). PorData (2019).

1.2. Research purpose

Tourism is a fast-growing sector of the World's Economy (Herget *et al.*, 2015). Under the message on the International Year of Sustainable Tourism for Development (2017), the United Nations Secretary-General, António Guterres, stated: "Every day, more than 3 million tourists cross international borders. Every year, almost 1.2 billion people travel abroad. Tourism has become a pillar of economies, a passport to prosperity, and a transformative force for improving millions of lives." (UNWTO, 2017).

Additionally, United Nations World Tourism Organization also estimates that "worldwide international tourist arrivals (overnight visitors) increased 6% to 1.4 billion in 2018, clearly above the 3.7% growth registered in the global economy" (UNWTO, 2019) and expects that tourism will continue to grow at an average of 3 per cent annually until 2030, as more people have access to travel (UN News, 2018). Taking this into consideration, the worldwide tourism has a considerable economic importance and, therefore, it needs to be continuously studied among its various areas.

Aligned with the worldwide tourism development, there is the globalization factor and the consequent competition between places & cities. The growing globalization and the "free and easy movement of capital, goods and people" (Oguztimur & Akturan, 2016) lead to the increased competition among touristic destinations, which create the need of cities to brand themselves in order to differentiate them from other cities around the world (Valls, J. F. *et al.*, 2014).

According to Herget *et al.* (2015:121), cities compete with each other "for attention, investment, shoppers, talent, events" and this "global competition" is not only an issue left for big cities, "thanks to technological advances and market deregulations, even smaller places can suddenly be confronted with competitors located on another continent". The starting point of this research project is this idea that we live in a global competitive world and, although tourism is facing an expansion, there is a need for places, and most specifically cities, to differentiate themselves among other cities. This need of differentiation is reflected by the competitive factor among cities, which exists in order to attract workforce, future residents and inward investment (Kavaratzis, 2007; Zenker, 2009). Therefore, city branding, which is considered as a strategic tool that publicize a city's competitive advantage (Rezvanpour & Bayat, 2017), is one of the solutions for the cities' competition issue.

1.3. Research contribution

This study intends to be an essential contribution not only to the city branding research, but also to the enhancement of Aveiro as tourism destination by analysing two stages. In a first glance, it analyses how its locals / residents and tourists perceive the city's attributes. Secondly this study has the purpose deliver a set of recommendations to implement in the city by City Councillor and the city & tourism promotors.

1.4. General outline

This research project is structured in six main chapters. The first chapter of this study aims to introduce the research topic, by identifying the problem underlined and the reasons for its study applied to the city of Aveiro, stating the research purpose. In the end, this chapter includes the research contribution and the current outline.

Followed by the literature review chapter, whose main goal is to explore the literature on the topic by understanding the background studied until now and the related concepts and

terminology. This chapter begins with exploring the concepts related to branding and its evolution through the years, concerning the different authors. Then, an overview on place branding and destination branding is made, followed by highlighting the idea behind destination brand image and brand identity. Finally, the last part of the literature review includes an overview from city marketing to city branding.

The third chapter is related to the characterization of city of Aveiro and its attractions, being discussed the city as a tourism destination, followed by an overview on its history, gastronomy, natural resources & biodiversity and its festivities.

Concerning the chapter related to the methodology, the methodological approach is described, followed by the sample & target identification and the definition of the collection instruments and procedures, alongside with the statistical methods applied.

In the fifth chapter, the results of the questionnaire are descriptively discussed, which include, at first, the sample characterization as well as the separate overview of both locals' / residents' and tourists' perceptions of Aveiro. In the end of the chapter, the recommendations on how to brand the city of Aveiro are presented and discussed.

The last chapter presents the conclusions, the main research limitations and some insights on the further research.

2. Literature review
2.1. Branding-related concepts

Kotler *et al.* (2009) define marketing as the area that meets human needs with social needs and consider that there are ten types of entities that can be marketed: "goods, services, events, experiences, persons, places, properties, organizations, information, and ideas". Places, specifically, "cities, states, regions, and whole nations compete actively to attract tourists, factories, company headquarters, and new residents" (Kotler *et al.*, 2009: 46-47). Additionally, Kotler & Armstrong (1991) consider that place marketing creates, maintain or change attitudes (behaviour) in particular situations. As Karavatzis & Hatch (2013) comment, "the distinction between place marketing and place branding is not clear" (2013: 70), with different branding ideologies among different authors – either a generic guideline for marketing or a kind of place marketing tool.

Regarding the definition of brand, there is no common statement among several authors. According to the American Marketing Association, a brand is a "name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers" (AMA, 2011). This is the simplest definition and the one that clarifies this concept. Nevertheless, Kotler *et al.* (2009: 278) claim that "(...) a brand resides on the minds consumers. It is a perceptual entity rooted in reality but reflecting the perceptions and idiosyncrasies of consumers". Following this line of though, in the same book, Kotler *et al.* (2009: 278) states that "branding is endowing products and services with the power of a brand". The author also adds that "branding creates mental structures that help consumers organize their knowledge about products and services in a way that clarifies their decision making (…)". Therefore, a brand is not only a name, term, design or symbol, it is related with the perceptions of the consumers as Kavaratzis (2004: 63) referenced Elliott & Wattanasuwan (1998): "Brands are not only considered as valuable assets of a company, but […] brands play a vital role in the construction of consumer identity". In the same article, Kavaratzis (2004: 64) discuss that in order to have a successful branding, there is a need to connect the brand with the consumer, meaning that there would be a close fit between the consumer's needs and the brand's functional attributes and values. DeChernatony & McDonald (1998: 20) go further and define a successful brand as "an identifiable product, service, person or place, augmented in such a way that the buyer or user perceives relevant, unique added values which match their needs most closely. Furthermore, its success result from being able to sustain these added values in

the face of competition". This definition is wider due to the consideration of services, persons and places as elements that can be branded and be considered as relevant and unique features.

Besides the definition of brand, it is important to highlight the concept of brand awareness, which is defined by Kotler et.al (2009:532) as "the consumers ability to identify the brand under condition, as reflected by their brand recognition or recall performance". This concept is essential to better understand brands and the consumers' capacity to recognize the brand.

The concept of brand personality is also connected to brands and therefore, will be detailed below. Brand personality is considered as the set of human characteristics associated with a brand (Keller, 1993). Foster *et al.* (2015), in their research regarding destination identity, image, brand personality and its effects on loyalty towards a city as a brand, considered that the concept of personality concept associated to brands can be discussed from two different perspectives, identity and image. This idea is based on Meenaghan (1995) who argued that the brand identity is the instrument for a company to identify itself towards its publics, while the brand image is the perception of the brand by these publics. Meenaghan (1995) is also supported by Aaker (1996: 68) who define brand identity as "a unique set of associations that the brand strategist aspires to create or maintain". As Kaplan *et al.* (2010: 1291) add, brand identity expresses how the organisation wants the brand to be perceived". On the opposite, brand image refers how consumers see the brand, based on its experiences, impressions (Kaplan *et al.*, 2010), in other words, how a brand is perceived by the consumer. As Kapferer (1992: 37) concludes, "identity necessarily precedes image".

Additionally, brand personality is considered by Kaplan *et al.* (2010: 1287) as being "relevant to brand image as it essentially captures the emotional side this construct". The authors consider that consumers are most likely to prefer brands whose personality is the reflection of their self-identity. Therefore, "brand personality has a great influence on choice, where consumers treat the personality of the brand as a reflection and an extension of their own personalities" (Kaplan *et al.*, 2010: 1288). This is also confirmed when considering personality applied to places, having Sharifsamet *et al.* (2018: 2) arguing as well that "the consumer perception of destination personality is related to the contact of the tourist with the destination". However, Kaplan *et al.* (2010: 1288) ignore personality dimensions that are redundant to tourism locations, therefore focusing only in the dimensions applicable to tourism destinations, with the justification that "the context of place branding necessitates exploration of the brand

personality from a wider perspective, with a consideration of such characteristics that may be reflected in place brand personalities".

2.2. Place Branding and Destination Branding

Places are more multidimensional in nature, than products. In place branding, comparing to product branding, the stakeholders are more heterogeneous than consumer segments and, as Pike (2005) argues, besides brand equity and brand loyalty being more challenging to achieve and measure, also funds and marketing budgets are more limited.

Kavaratzis & Ashworth (2005) define place branding as the application of product branding to places. However, branding a place is not only the process of creating a slogan or a logo, due to the fact that a place does not acquire a new identity by simply having a slogan and a memorable logo associated. As Govers & Go (2009: 51) highlight, "many towns, cities and regions think they can change their identity by simply changing colour; a new logo, a new marketing campaign and perhaps a new management. Unfortunately, it is not that simple". Therefore, "Place branding becomes the use of place names as products and the use of place attributes as associations for products" (Kavaratzis & Ashworth, 2005: 513). In order to be recognised, perceived in the minds of consumers as better than its competitors and consumed, a place needs to have differential factors through a unique brand identity. It is assumed that places have identity, differentiation and personality and therefore, they can be managed in order to maximise equity, value and awareness (Kavaratzis & Ashworth, 2005).

There are several definitions on place branding. One of those definitions is the one by Kerr (2006) who defend that place brand is a "network of associations in the consumers' mind based on visual, verbal and behavioural expression of a place, which is embodied through the aims, communication, values and general culture of the place's stakeholders". As Karavatzis & Hatch (2013) argue, the brand is formed in peoples' minds and so the place, its atmosphere and its landscape are "stimuli that evoke associations in the minds of people" who visit the place. The authors also refer other commentators who mention a brand as a multitude of associations and highlight the importance of stakeholders in place branding. Karavatzis & Hatch (2013: 82) adopted an identity-based approach in order to describe a different view on place branding. In their approach they redefine the stakeholders' importance for place branding by redefining them as "groups that collectively produce the place brand under the facilitation by place brand managers", rather than being mere informants to the decision-making process on the place

brand. Therefore, "place brand managers are called to initiate, facilitate and stimulate the place brand construction process", which is being undertaken by stakeholders.

Effective place branding helps a country to attract tourists, visitors, traders and investors. Therefore, as Forundi, *et al.* (2016: 2) argue, "place branding should be considered as a constructive tool that can be successfully applied to managing a country's image". Place branding studies adopt one of the three main perspectives which were analysed by Lucarelli and Berg (2011). The first one is the approach who sees branding as the area which produces place brands and manages the branding process, the second sees branding as an appropriation and analyses how place brands are consumed and finally, the third evaluates the effects of place branding.

Developing an effective branding strategy implies examining the needs of internal stakeholders, such as government, local businesses and residents (Pike, 2005). Without these stakeholders' support, place branding strategies would not be effective. "In order to gain buy-in, it is necessary that city branding strategies be developed with stakeholders in mind" (Kemp *et al.*, 2012: 509). Moreover, by having an inward focus, city planners can achieve congruency between their city brand images and the needs and expectations of their local communities (Trueman *et al.*, 2004; Pike, 2005, referenced by Kemp *et al.*, 2012).

Kavaratzis (2005), through his research, show that place branding includes several trends, such as place of origin branding, culture and entertainment branding, nation branding, and destination branding. The focus now will be destination branding, as it is one of the antecedents of city branding.

Destination branding is related with a geographic competitive region, which goal is to generate value for visitors. Destination branding was defined in the Annual Travel and Tourism and Research Association's Conference as a "name, symbol, logo, word or other graphic that both identifies and differentiates the destination …[while] convey[ing] the promise of a memorable travel experience … [as well as] serv[ing] to consolidate and reinforce the recollection of pleasurable memories of the destination experience" (Hanna & Rowley, 2008). As Foroudi *et al.* (2016: 244) claim, the notion of destination is "defined as a place that attracts tourists or visitors for a temporary stay". Moreover, destination branding, through the use of the element mix, identify and differentiate one country to another, through the destination image (Foroudi *et al.*, 2016), as it will be explained in the following section. Destination branding is becoming

more important to organizations for the same reason that image and branding is important to them. (Baker and Cameron, 2007). Destination brand can act the same way as a corporate brand. Have a consistent element mix is the essential criteria to brand tourism destinations, since it allows the identification and distinction between other destinations through the construction of a positive image (Mirna and Igor, 2016).

Taking into account the idea that a destination brand can act like a corporate brand, it is important to discuss what corporate brand means. A key concept related with corporate brand is the notion of corporate identity. Identity, by itself, distinguishes one person or object from another. A strong identity is very important for transmitting a consistent internal and external image among stakeholders turning into a valuable asset (Simoes and Dibb, 2001). A negative image may have an adverse effect on tourism and create an "indigenous tourism industry" (Foroudi *et al.*, 2016: 244). Moreover, a strong corporate brand can only be created if three variables such as vision, culture and image, are aligned (Kavaratzis, 2004). Corporate brands and city brands have common characteristics such as having multidisciplinary roots, both address various stakeholders and care about social responsibility and the fact that both deal with multiple entities and have a high level of intangibility and complexity (Kavaratzis, 2004). Kavaratzis & Ashworth (2005: 512) sustain this by adding that "applying corporate branding to places demands a treatment of the place brand as the whole entity of the place-products". Some authors studied the similarities between place branding and corporate branding. Within the concept of corporate branding, both participatory marketing and branding have a relevant importance. The participatory branding approach gives importance to the internal audience, define the branding process as the dialogue between stakeholders and supports the idea of brand co-creation, meaning that brands are "co-created by a multitude of people who encounter and appropriate them" (Hatch and Schultz, 2010).

The goal in destination branding is to "to ensure that visitor experiences and interactions with visited country are positive ones and that it produces desires and actual repeated visits to that same destination which leads to more brand equity" (Mirna, C., Igor, V., 2016: 2). According to Foroudi *et al.* (2016: 244), "destination branding concerns selecting a consistent element mix to identify and differentiate one's country through destination image building". That is the reason why it is important to discuss in this literature review destination brand image and its involving concepts.

As previously mentioned, brand image is how a brand is perceived by the consumer. This concept can also be adopted to destinations since it is important that tourists have a good perception of the destination's attributes and values. "The importance of the image for the consumer or user of the place is what connects city branding to cultural geography" (Kavaratzis & Ashworth, 2005: 510). Brand image is either shaped by direct experiences, word of mouth or by identification with some events, people or places (Rezvanpour, N. and Bayat, A., 2017).

The creation of a destination brand image helps destinations deal with consumer behaviour and competition issues (destinations have become more easily substitutable among them). Tourists are becoming extremely sophisticated and demanding when it is choosing the destination, that is why brand image is crucial when it comes to a brand a destination.

Govers & Go (2009: 23) argue that in place branding is essential to have the "link between identity, experience and image". Therefore, from the place / destination branding standpoint, it is important to define brand identity (place identity) and relate it with brand image (place image).

Karavatzis & Hatch (2013) present Govers and Go (2009) definition of place identities, as being constructed through historical, political, religious, cultural and local knowledge, and criticise it as being too static, since this approach outlines identity as the outcome of the process of decision-making and so "branding becomes the attempt to communicate the place identity" and therefore, "the output of the identity-definition process will be input for the separate branding process" (Karavatzis & Hatch, 2013:74).

In their identity-based approach, Karavatzis & Hatch (2013: 80) defines that place branding is linked to the identity process, and thus, it is called identity-based place branding, which links culture, identity and image. It is mentioned that the effective place branding has an active role in all four sub-processes of this identity approach. These four sub-processes are i) expressing – effective place branding expresses the place's cultural understandings – ii) impressing – effective place branding leaves impressions on others and informs their perceptions or images – iii) mirroring – effective place branding taps the image of others by mirroring their impressions and expectations – iv) reflecting – effective place branding changes identity by implanting new meanings and symbols into culture.

Karavatzis & Hatch (2013: 75) highlights Knez's (2005) constructs that account for the psychology of place, which are place attachment – the bond someone has to a place – place identity and sense of place. Sense of place is defined as "the local structure of feeling that subjectively and emotionally attaches people to places". Additionally, they argue that place is built by joining three aspects: i) location – "the geographical area that provides the setting for social interactions – ii) locale, which is "the setting for informal and institutional social relations" and, finally, the sense of place. Karavatzis & Hatch (2013) also refer to Kalandides (2011) which identifies five elements of place identity: place image, materiality (buildings, streets), institutions (government, laws, regulations), relations (of gender, class) and people and their practises (traditions for example).

As Karavatzis & Hatch (2013: 81) conclude that all the four processes of the identity approach, which link culture, identity and image, need to happen at the same time, since they interact simultaneously and "the branding place needs to be able to facilitate the whole of identity process at once".

2.3. From city marketing to city branding

The city marketing approach identifies market segmentation, separation and targeting as its critical activities. The city marketing can be divided into two main areas: the city marketing mix and the city's image. The city marketing mix is defined as the set of instruments and activities needed to achieve a desired strategy. It is important to highlight the image formulation and the image communication concepts, which are present in the city marketing mix. In some cases, the image is presented as crucial on the promotional process, on the conventional promotional and urban promotion through art, festivals and culture events. In other cases, image points out the fact that the city's image is not only communicated by promotion, it can be done through the use of spatial design features (Kavaratzis, 2004).

There are three techniques used among urban planners to brand cities: the personality branding, the flagship construction and events branding. These three techniques were all though to attract attention and city recognition and raise associations between the city and attributes (Kavaratzis, 2004; Kavaratzis & Ashworth, 2005).

When branding a city, which is derived process from city marketing, the goal is "to create preference and loyalty to the city among the various segments which cities serve" (Dinnie, 2011: 9). In order to a brand of a place to be successful, it has to endure in tourists' and residents' minds by being functional and by adding value to the place. Rezvanpour, N. and

Bayat, A. (2017: 10) claim that "the brand strategy for a city must appeal to 'outsiders' as well as residents, which touches the first idea discussed in the beginning of this literature review that places, specifically, "cities, states, regions, and whole nations compete actively to attract tourists, factories, company headquarters, and new residents" Kotler *et al.* (2009: 46-47). Some authors (Soltani *et al.*, 2017: 2) believe that branding a city includes "establishing infrastructure programmes and creating recognisable attractions" as it occurred in the case of the "Gaudi Park in Barcelona, Times Square in New York and Edinburgh's cultural festival".

Therefore, as Soltani *et al.* (2017) claim, city branding builds the city's personality and uniqueness and the main aim of city branding is "to create an interdependent relationship with customers through a positive customer-visitor experience". Depending on the considered stakeholder, branding a city can ensure multiple benefits. In one hand, for city governments, the value of a city brand resides on the community development because it reinforces the local character of residents and attach them more to their own city. In other hand, the business stakeholders recognise the brand value as economic value. Both governments and business stakeholders, alongside with citizens, identify the increasing number of tourists and therefore, the growth of gross domestic product (GDP), besides the increasing of foreign investments and employment as the main benefits of city branding (Soltani *et al.*, 2017).

3. City branding: Aveiro
3.1. Tourism: centre of Portugal

The city of Aveiro is located in the region of Aveiro, in the Centre of Portugal. The Centre of Portugal is divided into 7 regions: *Ria de Aveiro*, Coimbra, Serra da Estrela, Castelo Branco, Oeste, Viseu & Dão/Lafões and the last region, Leiria, Fátima & Tomar (Figure 1).

Figure 32: Map of the Centre of Portugal. Turismo do Centro (2019)

The Region of Aveiro, named in Figure 1 as *Ria de Aveiro*, includes the municipalities of Águeda, Albergaria-a-Velha, Anadia, Aveiro, Estarreja, Ílhavo, Murtosa, Oliveira do Bairro, Ovar, Sever do Vouga and Vagos. Aveiro is the municipality with the most outstanding position concerning the tourism, followed by Águeda and Ovar; the remaining urban areas are less developed in terms of tourism, being Ílhavo the urban area of the region with most population (Sig Região de Aveiro, 2019).

Aveiro is the municipality of the region with more volume of tourism - 332 683 overnight, which represents 48% of NUT III *Ria de Aveiro* and 5% of the total overnight of the region Centre NUT II (Câmara Municipal de Aveiro). However, all the municipalities included in the region of Aveiro have its poles of attraction and characteristics. The Region of Aveiro is very diverse and dynamic for the tourism activity, including, for instance, city tourism in Aveiro, beach tourism in Ílhavo, spa & thermal tourism in Sever do Vouga & Anadia and the ecotourism in Vagos.

The Region of Aveiro is promoted by Turismo do Centro de Portugal, firstly, as the region of art, in the centre of the city of Aveiro with the contrast between the *Art Noveau* architecture and the contemporary architecture of University of Aveiro. Turismo do Centro de Portugal also highlights the region as being the region of biodiversity, in the Natural Reserve of São Jacinto Dunes and in *Ria de Aveiro* with its amazing fauna and flora. Finally, the Region of Aveiro is also promoted

by the Turismo do Centro de Portugal due to the comfort felt in Curia's thermal spa, in Anadia (Turismo do Centro, 2019).

3.2. Aveiro: *A cidade dos canais / City of channels*

Aveiro, City of Channels is the slogan created by the city council to promote Aveiro among its residents, tourists and visitors. The municipality of Aveiro's values include the sustainability, the sharing culture and respect for the ancient generations, who worked in the salt and fishing activities.

3.2.1. History, architecture & culture

The history of Aveiro municipality dates to the pre-history, due to findings in the city, and also in the region, of tumuli and dolmens. Back in the year of 959, the main activity in the city was the salt exploration and the naval trade. In the early fifteenth century, the city wall was constructed around the area, which reflected the growth and importance of Aveiro back in those days. In the 19th and 20th centuries the *Noveau Art* emerged in some buildings of the city, repeating other regions, together with the art deco and the modernism. Aveiro is also known for its long tradition on the ceramic industry not only due to the more recent technological advances but also due to the geological formation of the region. Today, the region, which is economically growing, combine the testimonies of the past with the current changes, involving the University of Aveiro, which represents the sustainable development for the future (Câmara Municipal de Aveiro, 2019).

One of the iconic sites in Aveiro is the building of the city council (council chambers), which was built between 1759 and 1797, being today used to welcome the most solemn ceremonies of the city council. Besides the city hall building, there is the Congress Center, previously named as Jerónimo Pereira Campo Factory, and considered today as the emblematic building of Aveiro's industrial architecture. It is used as the city council office and as a space for welcoming large events such as conferences, business meetings, exhibitions and concerts (Câmara Municipal de Aveiro, 2019).

Concerning the history, architecture and culture of Aveiro, it is important to mention the city's sites related to cultural heritage. The Aveiro's city museum is the main museum. However, the city's offer also includes the Sta. Joana museum, known for its collection of religious art, from 15th to 20th century, focusing on the baroque period, as well as the *Art Noveau* museum, that

describes the 20th century modern style that is present in historical buildings in the city centre, and the eco-museum *Marinha da Troncalhada*, which exhibits the salt production methods and the fauna and flora in the *Ria de Aveiro* (Museu da Cidade de Aveiro, 2019).

In addition, concerning the culture, there is also the municipal library, opened in 1993 to support the citizens' needs related to the access of information, culture and leisure, and the *Aveirense* theatre (Câmara Municipal de Aveiro, 2019).

Finally, under Aveiro's Strategic Plan for the Culture, developed in 2018, Aveiro will discuss, reflect and create a long-term strategic plan for the local policies until 2030 and apply for being the 2027 European Capital of Culture (Aveiro 2027, 2019).

3.2.2. Gastronomy

Aveiro is known for its gastronomy, mainly its traditional sweets, the *ovos moles*, sold by all the pastry shops in the city and in the surrounding municipalities. The most famous pastry shops are O Peixinho, opened since 1856 and Maria da Apresentação da Cruz, openned since 1882. Some years ago, the *ovos moles* were sold in wood casks, which were painted with the *moliceiro* boat and other drawings related to the *Ria de Aveiro*. Today, the *ovos moles* are covered in hosts, which are shaped in sea forms, which are one of the symbols of the region (Confeitaria Peixinho, 2019). Besides the ovos moles, there is also other traditional sweets in the city of Aveiro, such as, the *raivas* of Aveiro, a traditional biscuit, and the *tripas* of Aveiro.

Although the ovos moles are the main item from which the city is most known about in terms of its gastronomy, Aveiro is also known for its gastronomy based on what the sea offers, mainly eel dishes (Annex I, p.56) and codfish dishes (Aveiro, 2019).

3.2.3. Natural resources & biodiversity

Aveiro is a very rich region in terms of natural resources and biodiversity. Aveiro's city centre has the city's park, with several pedestrian routes, through an area of 20 hectares. Therefore, it is the largest green area of the city and it supports the city's values of botany, culture and sports (Câmara Municipal de Aveiro, 2019).

The *Ria de Aveiro*, considered one of the main attractions of the city, is part of the biodiversity of the region, as it extends for around 40km and it has its historical and economical importance. During many years, the *Ria de Aveiro* have been the source of income for people living in

Aveiro, through the fishing activity. Today, the *Ria de Aveiro* is still a valuable resource for several many families, but due the tourism activities.

Additionally, there is also the Municipal Center for Environmental Interpretation (CMIA) which allows the visitors to walk through the paths in a guided tour, to visit the eco-museum *Marinha da Troncalhada*, to do birdwatching and to visit the exhibition (Câmara Municipal de Aveiro, 2019).

3.2.4. Festivities

The city of Aveiro is very rich concerning festivities. In March, the city's residents and visitors can go to the *Festas de Março* (which means, March's Festivities), a festivity held in the city for more than 500 years (Annex I, p.56). This year's edition included an exhibition area, with more than 100 companies, a commercial sector, 65 companies, a fun & leisure area and concerts (Câmara Municipal de Aveiro, 2019). On May, to celebrate the municipal holiday on 12th May, it is held *Festa de Santa Joana* (which means, Santa Joana's Festivity), who is the city's saint. Therefore, as it is a religious festivity, there is a procession on the city's streets, being all the population together to celebrate this festivity. However, this event includes not only religious commemorations, but it also embraces the area of culture, with concerts and *folclore* dance, as well as the areas of citizenship, youth and sports. Another religious festivity held in Aveiro is Festas de São Gonçalinho (which means, São Gonçalinho's Festivities), and it is a very popular 5-days event held in the São Gonçalinho's church (Annex I, p.55).

Besides the religious festivities, there are also popular festivities in the city such as the Channels Festival (this year held in July) and the São Jacinto Dunes Festival (this year held in August). The Channels Festival, which takes place in the areas nearby the *Ria de Aveiro* channels, lasts for 5 days and it is a cultural and artistic event with 250 performances and 280 artists from 16 countries, being targeted for a broaden age range and audiences (Câmara Municipal de Aveiro, 2019). The Channels Festival has been internationally recognized by the EFFE Label, "the Europe's quality stamps for remarkable arts festivals showing their engagement in the fields of the arts, community involvement and international openness" (Festival Finder, 2019). The EFFE Label is an initiative from the European Union and promoted by the European Festivals Association.

3.2.5. Aveiro as a tourism destination

Aveiro, as a tourism destination, has a lot of attraction points to its tourists. The main attraction point in Aveiro is the Ria and the *moliceiro* boat, that together create a very complete touristic product, named as the city boat / city tourism by the City Councillor for the Culture and Tourism, Luís Miguel Capão Filipe (Annex I, p.58), being the reason why the city is known as the Portuguese Venice. This touristic product has great success in Aveiro's tourism due to the storytelling factor it has associated. The *moliceiro* was in the past used to the collect the seaweed from the *Ria de Aveiro*, which was then used as a land fertilizer. According to Soltani, A. *et al.* (2018:168), "the city brand needs stories built in the local area and communicated to diverse audiences". Therefore, with the presence of a touristic product as the *moliceiro* boat and the *Ria de Aveiro*, when experiencing this product, the tourists are also experiencing the city and its authentic history.

The gastronomy is also one of the attraction points of the city, mainly the *ovos moles* which are the most well-known traditional sweets of the city, with more than 100 years of existence.

Concerning the biodiversity of the region, there is the Natural Reserve of São Jacinto Dunes and its beach, São Jacinto's beach, in the municipality of Ílhavo. Although it belongs to the municipality of Ílhavo, it is one attraction point to the region, with around 700 hectares of an incredible fauna & flora. Also, in Ílhavo municipality, it is important to highlight the Costa Nova beach, an attraction point to the tourists visiting the region, well-known thanks to its striped coloured houses.

Besides the *Ria de Aveiro* and the *moliceiro,* the municipality of Aveiro also offers to its tourists, and even to its local / residents, the possibility to ride BUGAs, which stands for *Bicicleta de Utilização Gratuita de Aveiro*, meaning Aveiro's free-use bike. Inspired by European cities such as Paris or Amsterdam, Aveiro offers this free solution to enjoy the city, which supports the sustainability and the ecology of the city (Center of Portugal, 2019).

In order to promote the city's image, the city council has invested on the new city council's website in November 2018.The new website offers more information to visitors, investors and residents, giving a highlight to the innovation and the city's services areas. Regarding the innovation, the city council has also invested in the project named Aveiro Steam City (Annex I, p. 61), with the financial support given by the European Fund for Regional Development, after being one of the 22 chosen cities, in a total of 184 in competition. This project counts on

the participation of Altice Labs, *Instituto de Telecomunicações – IT*, University of Aveiro, *INOVARIA* and *Associação para um Centro de Estudos em Desenvolvimento Sustentável* (*CEDES*) (Câmara Municipal de Aveiro, 2019).

Together with the launching of the new website, the city council has launched, two mobile Apps, one targeted for the residents (App Aveiro) and another for tourists (App Aveiro Tourism), at the end of 2018. The first one allows residents to consult the buses timetable, to receive alerts and news about the city and to notify the authorities on any occurrence, being at this point focused on urban waste occurrences. On the other hand, the App Aveiro Tourism, whose target are tourists and visitors, allows them to search information related to museums and points of interest in the city (*Visit*), restaurants (*Eat*), hotels, hostels and accommodation sites (*Sleep*) and events and festivities occurring in the city (*Events*) (Câmara Municipal de Aveiro, 2019). These recent launches from the city council demonstrate the city council's intention to promote the city and so, increase the city's awareness among its stakeholders (tourists, residents and investors).

4. Research Methodology

4.1. Methodological approach

The goal of this chapter is to identify the data collection methods, the sample and the target population of this study, the variables and measurement scales and the statistical methods used to analyse the data collected.

4.1.1. Data collection

The empirical analysis of this study focused on the City Branding of Aveiro. Therefore, a destination & city branding research was conducted through the development of both qualitative and quantitative analysis. Therefore, multiple methods for collecting and analysing data were used.

In a first stage, the qualitative analysis was performed by conducting several face-to-face interviews to the major parties involved in the tourism in Aveiro, having the goal of providing guidance and support to the conduction of the quantitative analysis, which included the development of the questionnaire. This meant that these interviews were the starting point for the further research analysis, being therefore not analysed separately on a qualitative analysis as they aimed to support the quantitative analysis and be a reference for the recommendations suggested. Due to the complexity of the topic and the variety of stakeholders, the chosen interviewees were from both public and private sectors – Luís Miguel Capão Filipe, the City Councillor for Culture and Tourism, Sandra Filipe, ISCA professor, in Aveiro's University, and Ana Gouveia, General Director of the Meliã Ria Aveiro Hotel. The interviews were scheduled by e-mail and were conducted from 28th to 30th March in Aveiro, being previously prepared through the elaboration of a script, which was adapted to each interviewee. During the interviews, the questions on the script were followed, although some non-previously thought questions were added, which enriched the interview. Therefore, it is considered that semi-structured interviews were conducted. The interviews, which took around 1 hour, were recorded with the interviewees' verbal authorization and then, its transcript was added to the annexes chapter of this project (Annex I). Besides these three interviews, some additional non-formal conversations with the city's local vendors were conducted to have a boarder view of the tourists that visit Aveiro. These conversations with local workers included the *Peixinho ovos moles* shop assistant, the *salinas* tour guide and the *moliceiro* tour agent. Due to the un-rich language and poor speech, the conversations were not transcribed to the annexes section.

However, its content was used as an input to both the construction of the survey and to the final stage of this project, when identifying actions and providing recommendations which will allow the branding of the city of Aveiro.

The second stage of the empirical analysis was the quantitative analysis, which consisted on the elaboration of a questionnaire with the goal of not only analysing how local people and tourists perceive the city of Aveiro but also identifying what are their perceptions of Aveiro's attributes. The questionnaire (Annex II) was structured into three parts, being the first one though for locals & residents in Aveiro, the second oriented for the tourists visiting Aveiro and finally, the third aimed to identify the sociodemographic profile of the respondents. After being structured, the questionnaire was created using Google Forms, a free-use tool from Google that allows the creation of online forms. This questionnaire included close-ended and open-ended questions, questions with Likert scales and questions with dependencies from the previous questions.

Using a questionnaire as a data collection tool is a common strategy in management research. As discussed by Saunders, Lewis & Thornhill (2009:175), surveys allow not only to collect a wide portion of data from a sizeable population, with a low-cost budget, but also allow to control better the research process and by using sampling "it is possible to generate findings that are representative of the whole population at a lower cost than collecting the data for the whole population". Saunders, Lewis & Thornhill (2009) also highlighted that "the questionnaire, however, is not the only data collection technique that belongs to the survey strategy". The survey strategy also includes structured observation and structured interviews, two techniques that were also applied on this research, as previously mentioned.

During the research period for this project, both primary and secondary data were collected and analysed. The primary data research included not only the questionnaire, related to the residents and tourists' perceptions of Aveiro attributes, but also the interviews performed to important stakeholders in the city. In both cases, the goal was to support the process of answering the research question.

The secondary data included all the data collected and analysed from books, journals, periodicals, annuals and unpublished work such as working papers, dissertations, and papers presented at conferences, with the purpose of gathering general knowledge for the literature review. The secondary data also included statistical reports and data related to the city of

Aveiro, available in the city council's official website, *Turismo do Centro*'s official website and using other local, regional and national entities for the tourism. According to Saunders, Lewis & Thornhill (2009), one of the advantages of using secondary data is that it can provide comparative and contextual data, being sometimes useful to compare the collected data with the secondary data. In this project this was made to the data concerned with the tourist's characterization versus the secondary data available in the city council's official website, in *Turismo do Centro*'s official website and in other local, regional and national entities for the tourism. Another advantage worth to be highlighted is the fact that the secondary data can be both permanent and available to be easily consulted by others, comparing to the data collected. Besides mentioning the advantages, it is also important to consider the disadvantages of collecting secondary data. The disadvantages, mentioned by Saunders, Lewis & Thornhill (2009), are for example, the fact that the secondary data collected may not have been collected for the same purpose of the current study and that the access to that data may be difficult or costly.

4.2. Sample design

The sample design is a key step for a research study since it will determine to whom the study is redirected and, therefore, who will influence it. The data was collected from a sample of the target population, being the reason why it is essential to define it at a first stage.

4.2.1. Target population

The target population for this study is composed by all the locals/residents in the district of Aveiro and by all the tourists of Aveiro, both national and foreign. Both locals/residents and tourists can be male or female, they may be from different age ranges and they can have different nationalities.

4.2.2. Sample

Since the target population is very large and therefore, it would be difficult to query all the individuals in the target population, it was necessary to identify a sample, by applying a non-probabilistic sampling method (non-random sampling), in this case, the convenience sampling method. The non-probabilistic sampling method, as Greener (2008) argues, is a non-random sampling technique that allows to select individuals from the population based on the subjective judgement of the researcher. Most specifically, the convenience sampling includes selecting

haphazardly the easiest cases to select from the all the sample, which can be found in a shopping centre, for instance. In the case of this study, the sample interviewees for the questionnaire were randomly chosen and interviewed as they walked through the streets of the city centre of Aveiro.

4.3. Information collection instruments and procedures

4.3.1. Collection process

After structuring the questionnaire and creating the form on Google Forms, a pre-test was performed in order to detect any spelling, grammatical and other type of error, as well as to test the logical structure of the survey.

Then, the primary data was collected in two phases. In the first one, the online form link was sent to a personal list of contacts including people who live in Aveiro or have family / friends from Aveiro. When sending the link, it was mentioned that the respondents could share the link with other respondents that also live in Aveiro or have family / friends from the city being studied. With this sharing approach, the snowball technique was applied (Saunders *et al.*, 2009), which through word-of-mouth, ensured a higher number of respondents. At the same time, this technique allowed to maintain the data reliability, since the link was shared with the respondents' personal contacts.

The second phase, which took place in Aveiro from 8th to 10th June, consisted of approaching people wandering through the streets of Aveiro, in order to execute the questionnaire in a face-to-face technique. This was used not only to ensure a better understanding of the questions asked in the survey or, in other words, higher quality results, but also to have a better responsiveness rate than spreading the Google Forms link in an online forum.

4.3.2. Variables and measurement scales

As previously mentioned above, the questionnaire was divided into three parts. The first and second chapters of the questionnaire aimed to, at first, characterise, the local people/residents and the tourists, respectively. Secondly, these chapters were used to identify the most typical attractions and touristic offers in Aveiro and, to classify the attributes of the city, such as the historical and cultural heritage, the safeness of the city, the climate, the accessibility, the gastronomy, the green areas, the tourism accommodations and the local & regional products' shops. The third part of the questionnaire aimed to characterise the survey respondents

according to their socio-demographic information (age, gender, educational level and nationality). The survey was composed by both close-ended questions with Yes or No answers and by open-ended questions, which allowed the interviewed people to explain in a more complete answer their opinion and their perception about the city. Additionally, two questions – one for locals/residents, other for tourists – that was intended to classify the attributes of the city, were built using a 5-point Likert scale, which enabled a better measurement of the city's attributes and characteristics. Finally, most of the questions from the survey were set as mandatory, meaning that it was not possible to proceed on the questionnaire without answering those questions. Such a feature ensured more answers than if the questions were not considered as mandatory.

4.4. Statistical methods

After collecting the data through the questionnaire (primary data), the results were analysed through the IBM SPSS Statistics software with the goal of performing a descriptive analysis to identify the sample, the analyse the socio-demographic data and the tourists' profile when traveling to Aveiro, which included, the means of transportation used, the types of accommodation, among others, and the tourists' perceptions about Aveiro's attributes.

4.5. Summary of the research methodology

Throughout this study, a mixed method research was applied, meaning that both qualitative and quantitative data collection techniques and analysis procedures were used sequentially. As Saunders, Lewis & Thornhill (2009:185) argue "although mixed method research uses both quantitative and qualitative world views at the research methods stage, quantitative data are analysed quantitatively, and qualitative data are analysed qualitatively", without combining the two procedures in one single one. The qualitative method involved the conduction of interviews to some of the main stakeholders in the city of Aveiro, which represented the starting point for this project and worked as the base for the development of the questionnaire. Then, the quantitative method consisted of creating and applying a survey questionnaire to both the locals / residents and the tourists of the city of Aveiro, directly in the field. Due to the use of multiple methods, it was possible to answer the research question in different ways and, as Tashakkori & Teddlie (2003) discuss, it allows to analyse how the findings are trust-worthy and thus, conclusions and inferences taken from them can be made. Finally, the questionnaire's data was analysed through the IBM SPSS Statistics software and a descriptive analysis was made.

5. Discussion of results

5.1. Sample characterization

The target population was identified in the methodology as all the locals/residents in the district of Aveiro and all the tourists of Aveiro. For this research, the distribution of the responses was the following: from the total number of 274 respondents, 69,34% (n=190) were tourists in Aveiro, 30,66% (n=84) were locals/residents in Aveiro (Figure 2).
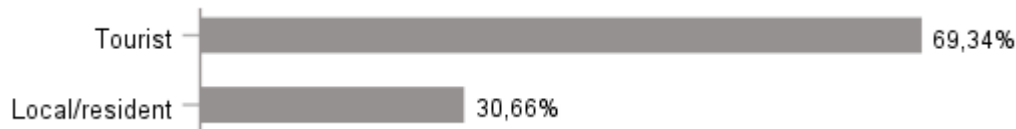
Figure 33: Tourists & Locals/residents distribution

Regarding the gender, from the total number of 274 respondents, 60,95% (n=167) were female, 39,05% (n=107) were male (Figure 3).

Figure 34: Sample's gender

Considering the gender and the type of respondent, from the total locals / residents in Aveiro, 56% were female (and 44% male) and from the total of Aveiro tourists' sample, 62,3% were female (and 36,8% male) (Figure 4).

Figure 35: Gender distribution in the total locals/residents' & tourists' sample

The age is the sociodemographic dimension with the higher dispersion in the whole sample. From the total of 274 respondents, the range of ages 25-34 is the one with the highest percentage of respondents, 26,28% (n=72) (Figure 5), being 13,1% locals/residents in Aveiro and 32,1% tourists (Figure 6).
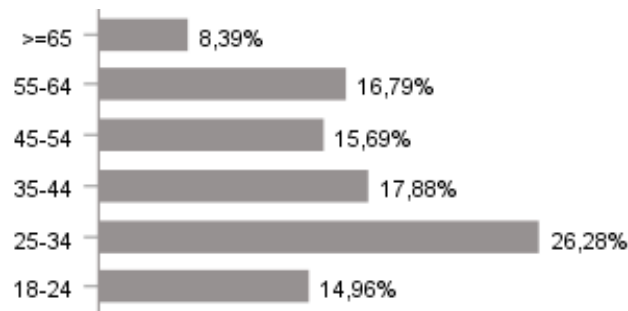
Figure 36: Sample's age

The ranges of ages 35-44 and 55-64 had a very similar percentage of respondents, being respectively, 17,88% (n=49) and 16,79 (n=46) (Figure 5).

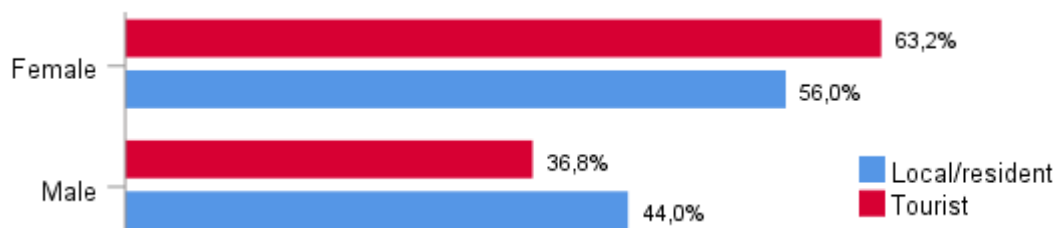Additionally, there is a clear difference on the locals/residents' and tourists' age ranges (Figure 6). On the locals' / residents' side, the sample is relatively young, being 25% in 18-24 age range, 13,1% in 25-34 and 22,6% in 35-44. On the other hand, on the tourists' side, 32,1% of the respondents have between 25 and 34 years old, followed by the age range of 55-64 with 20% of respondents.
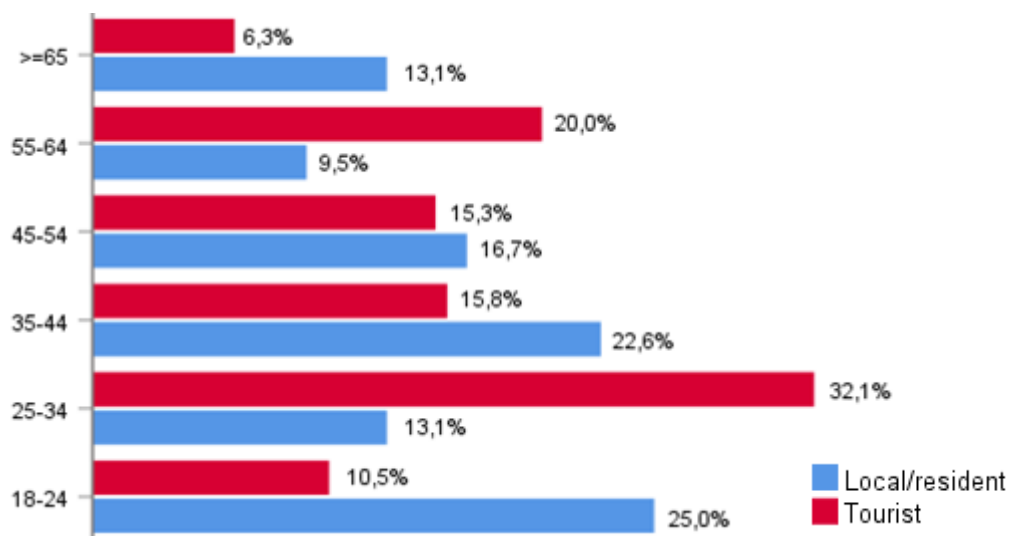
Figure 37: Age distribution in the total locals/residents' & tourists' sample

Regarding the educational level of the respondents, the most common answer was Bachelor with 45,26% (n=124) of the respondents, followed by High school with 26,64% (n=73) and the level with less respondents is PhD is only 2,19% (n=6) (Figure 7).

25
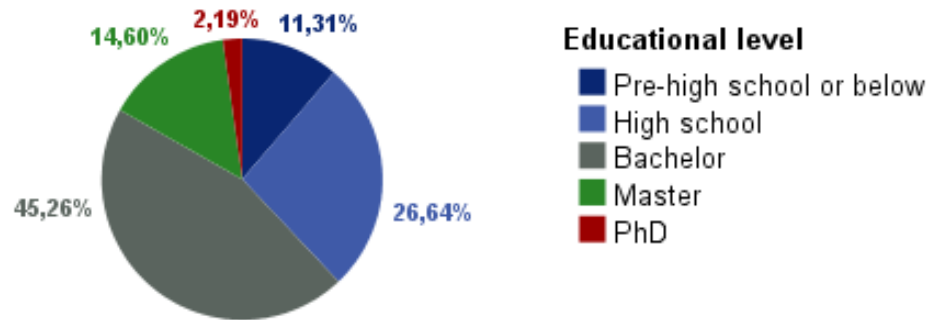
Figure 38: Sample's educational level

The nationality of the respondents was asked through an open question, then coded into country of origin and finally, grouped into seven categories: Portugal, Other European Countries, Africa, North America, South America, Oceania, Asia (Figure 8). Since the nationality of the respondents was very diverse it would make sense to group the data into continent of origin. However, many respondents were from Portugal, due to the Locals questionnaire, so it was important to separate the Portuguese respondents from the other European respondents, being the reason why seven categories were established. As it is represented in Figure 8, 67,88% (n=186) of the total respondents were Portuguese, followed by South American respondents (Brazilian) with 17,15% (n=47) and by Other European nationalities, which included Spanish, German, French, Belgian, Dutch and British, with 10,95% (n=30). The remaining respondents' nationalities included Asia (Chinese, Russian and Indian) with 1.46% (n=4), North American (USA) with 1,09% (n=3) and people from both Africa (Tunisian) and Oceania (Australian) with 0,7% (n=2) each.

Figure 39: Sample's origin

5.2. Locals' & residents' perceptions of Aveiro

This subchapter aims to analyse the data collected through the locals' / residents' questionnaire. Firstly, it is important to highlight that in this subchapter, when mentioning the words "respondents" and "individuals", it is referring to the locals and residents' sample (n=84).

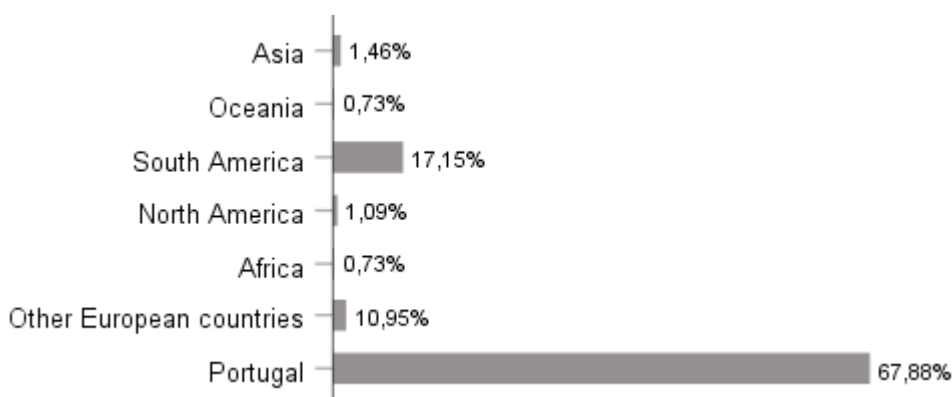In the locals' / residents' questionnaire the first question was "For how long do you live in Aveiro?" in order to understand the respondents' profile in terms of years of residence in the city. Most of the respondents (72,62%) live in Aveiro for more than 10 years (Figure 9).
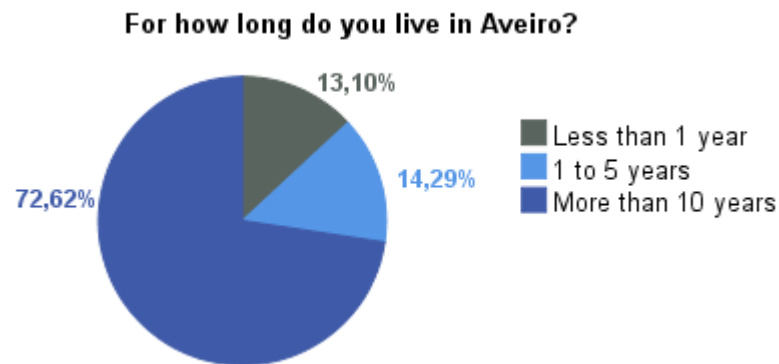
Figure 40: Locals' / residents' duration of living in Aveiro

Then, through an open question, the respondents were asked to identify an adjective that describes Aveiro. From all the sample fraction correspondent to the locals/residents in Aveiro (n=84), a total of 26 different adjectives were provided and then grouped into 5 categories. The adjectives included in the categories "City Image" and "City Personality" were the ones with higher frequency, being respectively, 47,62% (n=40) and 38,10% (n=32) (Table 2).

Category	Category specifics – sample comments	N	%
City Image	Stunning, Colourful, Beautiful, Bright, Artistic, Attractive, Modern, Emblematic, Fascinating, Wonderful, Interesting, Safe	40	47,62%
Weather	Windy, Cold	7	8,33%
Known for	Romantic, Venetian	3	3,57%
City Personality	Welcoming, Pleasant, Peaceful, Nice, Dynamic, Old-fashioned, Charming, Unique	32	38,10%
Physical characteristics	Small, Clean	2	2,38%
	Total	84	100%

Table 2: Locals' / residents' characterization of Aveiro

In the third question, the respondents were asked to select the most typical attractions in Aveiro. From a total of 8 possible attractions to select from, the respondents could select a maximum of 3 options. The table below (Table 3) represents from the total sample of 84 individuals, the number of locals / residents that consider each one of the options as one of the Aveiro's typical attractions. The top 3 of the typical attractions in Aveiro is the *Moliceiro* Boat Experience and the *Ria de Aveiro*, the Gastronomy (more specifically *ovos moles*) and finally, *Art Noveau* Architecture.

	Yes	No
Are Moliceiro Boat Experience & Ria de Aveiro one of the most typical attractions in Aveiro?	72	0
Is Art Noveau Architecture one of the most typical attractions in Aveiro?	20	64
Is Gastronomy (Ovos Moles) one of the most typical attractions in Aveiro?	37	47
Is Museum of Aveiro (Santa Joana) one of the most typical attractions in Aveiro?	9	75
Is Forum Aveiro one of the most typical attractions in Aveiro?	7	77
Is the city's park one of the most typical attractions in Aveiro?	7	77
Is Aveiro Congress Center one of the most typical attractions in Aveiro?	1	83
Is CMIA - Municipal Center for Environmental Interpretation one of the most typical attractions in Aveiro?	0	84

Table 3: Most typical attractions in Aveiro identified by locals' / residents' sample

Through an open question as well, the respondents were asked about their perception on the tourism sector in Aveiro and its development. Although this was an open question, the respondents' answers were very similar, being some more frequent than others. All the answers provided were analysed and grouped into 4 categories: [tourism] underdeveloped, in developed, well developed and highly developed (Table 4). The most frequent answer (36,90% - n=31) was that the tourism in Aveiro is well-developed, with a side note from most of the respondents considering that the tourism in Aveiro has gradually grow in the last years. Followed by the category "In development" with 33,33% (n=28) of the respondents considering that the tourism in Aveiro is currently being developed, with a great potential to grow in the near future. Finally, 20,24% (n=17) and 3,57% (n=3) of the respondents considered that the tourism in Aveiro is, respectively, underdeveloped and highly developed. The remaining 5,95% (n=5) of the respondents did not answer to the question, as it was a non-mandatory question.

Category	Category specifics – sample comments	N	%
Underdeveloped	"There is still a broad path to grow."	17	20,24%
In development	"Great potential to grow even more. With the proper investment, it can improve even more. Creation of tourism niches, specific products to attract the upper-class in the tourism sector."	28	33,33%

Well developed	"Comparing to the last 10 years, the tourism now is much more (and well) developed."	31	36,90%
Highly developed	"Highly developed but some respondents said that not developed in the best way (there is a need to decentralize tourism)."	3	3,57%
No answer	-	5	5,95%
		Total 84	**100%**

Table 4: Locals' / residents' perceptions of the development of the tourism in Aveiro

In the final part of the questionnaire, 2 questions were asked regarding the sense of belonging and their pride of the city. Concerning the first one, 88,10% of the locals and residents' sample state that they feel they belong to Aveiro's city (Figure 10).
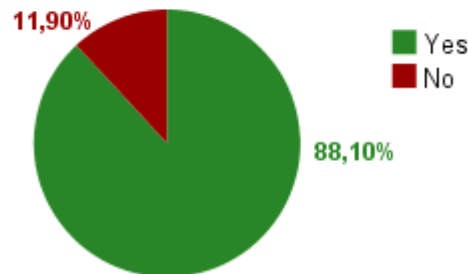
Figure 41: Locals' / residents' sense of belonging to the city

Then, 85,71% of the locals and residents' sample identified that they are proud of their city (Figure 11).
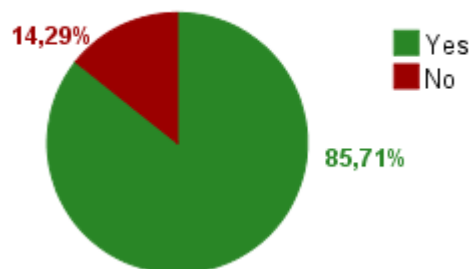
Figure 42: Locals' / residents pride in the city

Concerning the city attractions, the respondents were asked to identify the attraction's areas that the city has best to offer to its residents, tourists and in general, to everyone that experience the city. From the 4 possible areas to select, 36,90% (n=31) of the respondents considered that the Gastronomy is what Aveiro has best to offer, followed by the category of History and Cultural Heritage with 25,00% (n=21) and by the Biodiversity with 22,62% (n=19). In the option Other (2.38%), the 2 respondents stated that all the options mentioned – History and Cultural Heritage, Gastronomy, Architecture and Biodiversity – all together, create the city's best offer to its residents, tourists and everyone that experiences the city (Figure 12).
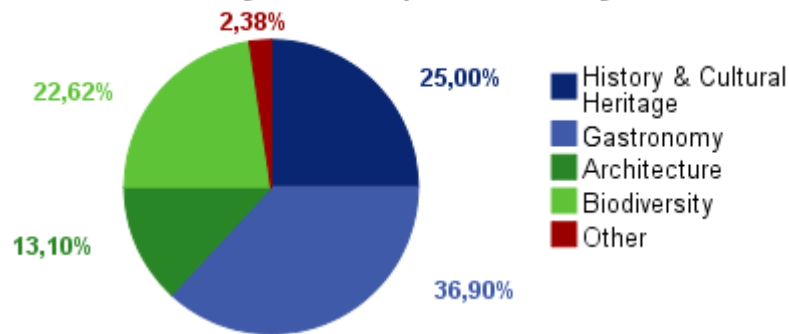
Figure 43: Aveiro's best touristic product, grouped in areas

Then, the locals and residents were asked about the city's capacity to welcome more tourists and 71,43% (n=60) of them agreed that Aveiro can continue to welcome more tourists (Figure 13). However, some respondents highlighted that, they agree that the city can welcome more tourists in the periods of the year out of the high season. As a result, they believe that if the city welcomes more tourists, the city council and city promoters should adapt and create facilities and attractions for all and suitable for the volume of visitors.
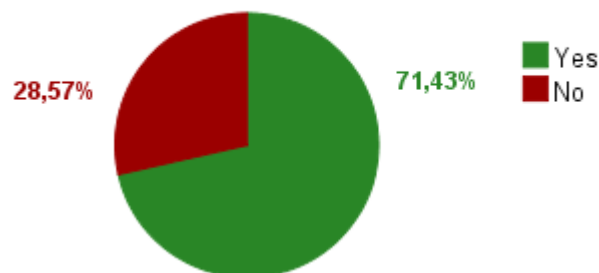
Figure 44: Aveiro welcoming tourist in the future

Through an open question, the respondents were asked concerning the city's improvements in order to become a better city. From the total number of locals / residents (n=84), 8 respondents (9,52%) stated that the city did not need to improve any point. Additionally, since many respondents provided more than one suggestion of improvement in the city, all the suggestions were analysed and therefore, the total sample for this question is 94, which represents the numbers of suggestions given by the locals' / residents' sample. All the suggestions provided were analysed and grouped into 7 categories of improvements: Accessibility, Public transports network, Tourism accommodation facilities and restaurants, Tourism decentralization, Cultural initiatives, City's promotion & investment, Urban requalification and Other (Table 5). The most common answer was that the city should improve its urban requalification (21,28% - n=20),

which included not only the creation of more housing, but also the cultural heritage's preservation and the better maintenance of city's green areas. The second most common answer was that the city should improve its public transport network (19,15% - n=18), by improving not only the prices of the monthly card, but also the timetable and frequency of the buses.

This category was followed by the improvement of the city's accessibility and the development of cultural initiatives in the city, both with 13,83% (n=13). The improvement of the city's accessibility included the improvement of the city's access by car, the construction of larger sidewalks in the city centre and the construction of new sidewalks in the city area where there are no sidewalks; and the development of cultural initiatives in the city including the promotion of music festivals, theatre & cinema festivals, book events and the creation of more libraries in the city. With a frequency of 9,57% (n=9) was the category Tourism decentralization, where the respondents suggested that the tourism in Aveiro, as a region, should be decentralize, as the city centre has a high volume of tourists, mostly on the high season (June to September).

Finally, the respondents mentioned the improvement and/or creation of more tourism accommodation facilities and restaurants (5,32% - n=5) and a better city's promotion and investment (4,26% - n=4), which included the city's promotion by the city council, better incentives to invest in the tourism sector, better promotion of unknown touristic sites. The last category was named Other as it included all the remaining suggestions which were mentioned twice or less. The category Other (12,77% - n=12) included the promotion of more sport-related events, the creation of more nightlife facilities, the existence of more activities for young people, the development of more volunteering initiatives and more safety and city cleanliness across the city.

Category	Category specifics – sample comments	N	%
Accessibility	Access to the city by car, larger sidewalks	13	13,83%
Public transports network	-	18	19,15%
Tourism accommodation facilities and restaurants	-	5	5,32%
Tourism decentralization	-	9	9,57%
Cultural initiatives	Cultural initiatives including music festivals, library, theatre & cinema festivals, book events	13	13,83%

City's promotion & investment	City's promotion by the city council, incentives to invest in the tourism sector, better promotion of unknown touristic sites	4	4,26%
Urban requalification	Housing, Cultural heritage's preservation, Better maintenance of city's green areas	20	21,28%
Other	Sports events, nightlife, more activities for young people, volunteering initiatives, safety, city cleanliness	12	12,77%
	Total	**94**	**100%**

Table 5: Aveiro city's improvements for the future

5.3. Tourists' perception of Aveiro

This subchapter aims to analyse the data collected through tourists' questionnaire. It is important to highlight that in this subchapter, when mentioning the words "respondents" and "individuals", it is referring to the tourists' sample (n=190). The first question in the tourist's questionnaire was concerning the frequency of their visit to Aveiro.
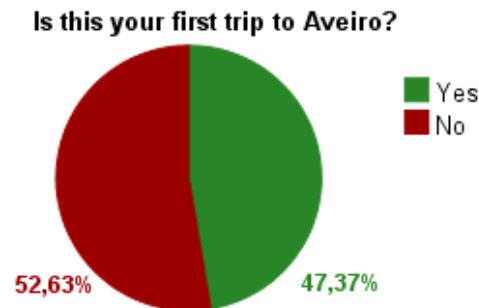
Figure 45: Tourists' sample history on visiting Aveiro

From the total number of respondents, 52,63% (n=100) state that the current trip was not their first trip to Aveiro (Figure 14). From those, 45% (n=45) have visited Aveiro more than 4 times in the past (Figure 15).
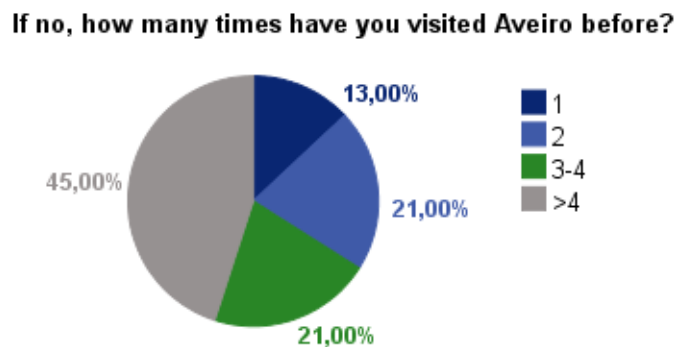
Figure 46: Frequency of visit to the city of Aveiro

From the total sample of tourists, 94,21% have already visited other cities of Portugal besides Aveiro (Figure 16). Then, the respondents were asked to enumerate the cities of Portugal, besides Aveiro, that they have already visited. However, the respondents did not pay the fullest attention to this question and enumerate only the cities they remember at first, so the answers are not very complete and do not represent the reality. Therefore, this sub-question will not be analysed.
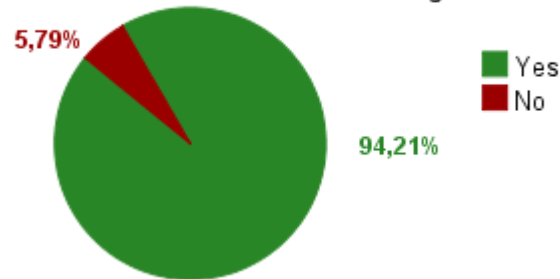
Figure 47: Tourists' sample history on visiting Portugal

The following questions aimed to identify the tourists' sample profile and their travel's characteristics when travelling to Aveiro. Firstly, it is possible to identify that the tourists' sample was visiting Aveiro mainly on leisure (97.37% - n=185) (Figure 17).
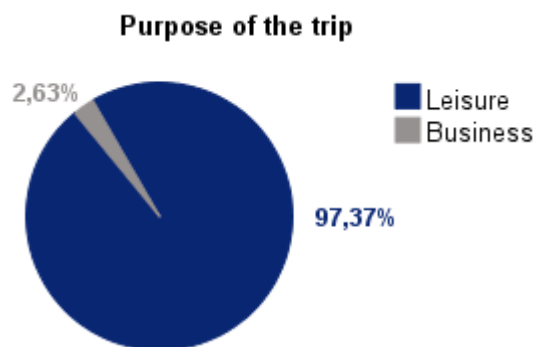
Figure 48: Purpose of visiting Aveiro

Concerning the duration of the stay in the city, 45,79% of the tourists' sample (n=87) stayed only one day in Aveiro (day trip) and 42,11% (n=80) stayed from 2 to 3 days in the city (Figure 18).

For how many days are you visiting Aveiro?
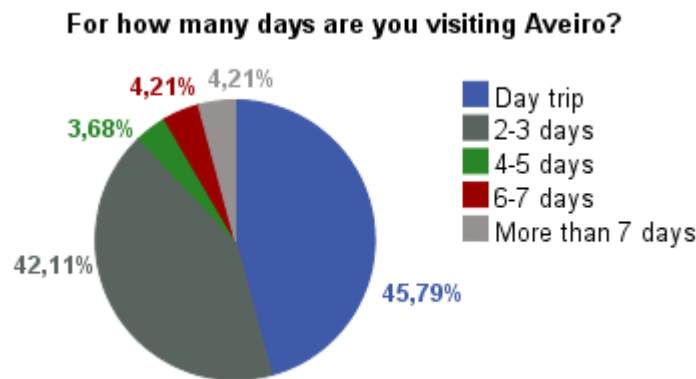
Figure 49: Duration of visit in Aveiro

Regarding the means of transportation the respondents had chosen to go to Aveiro, 54,74% (n=104) of the tourists' sample travelled on their personal car (versus 1.,63% by rented car - n=24), followed by 16,84% (n=32) that went by train and 13,68% (n=26) of the respondents had chosen to go by bus. In the category Other, all the 4 respondents (2.11% - n=4) mentioned that their means of transportation to go to Aveiro was the motorhome (Figure 19).

What means of transportation did you choose to go to Aveiro?
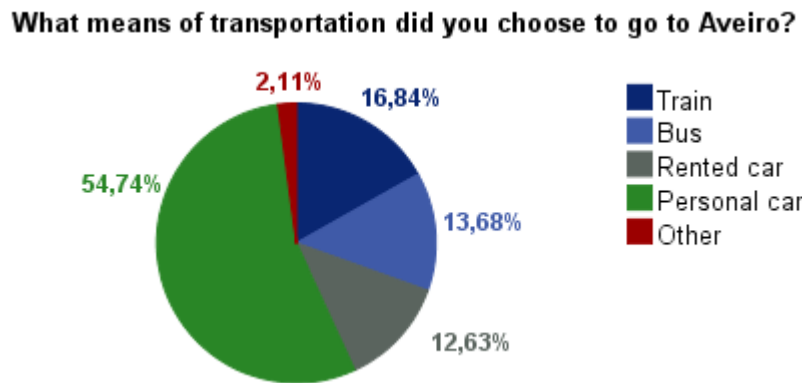
Figure 50:Means of transportation in Aveiro

Concerning the type of accommodation, 40,53% (n=77) of the tourists' sample did not stay in the city, since they were visiting Aveiro as a day trip (Figure 20).

What type of accommodation did you choose in Aveiro?

2,11%
21,05%
8,95%
40,53%
20,00%
7,37%

Hotel
Hostel
Rented apartment
Family or friends accomodation
Not applicable (day trip)
Other
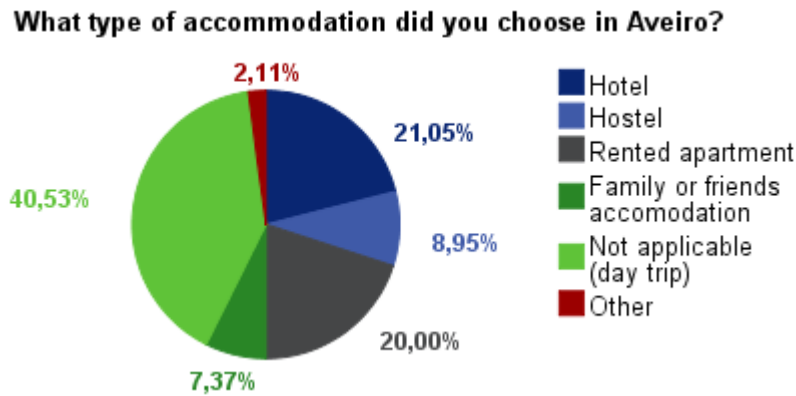
Figure 51: Type of accommodation in Aveiro

With very similar percentages, 21,05% (n=40) of the respondents had chosen to stay in a hotel and 20% (n=38) stayed in a rented apartment, category that included the renting of local accommodation. The category Other included the answers given by 4 respondents (2,11%) who mentioned that they stayed in a motorhome (Figure 20).

The respondents were also asked regarding their intention to visit other cities of Portugal, besides Aveiro, in the current trip. The goal of this question was to access whether the purpose of the trip was solely to visit Aveiro, or if they visit the city together with other cities of Portugal. Half of the tourists' sample (50,53% - n=94) stated that they would not visit other cities besides Aveiro (Figure 21).

During this trip, are you visiting other cities besides Aveiro?

50,53%
49,47%

Yes
No
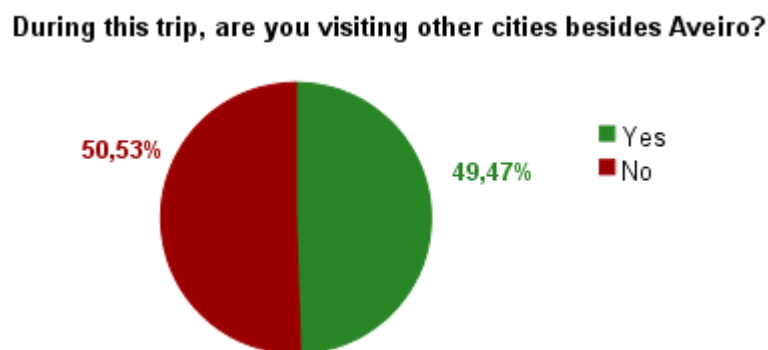
Figure 52: Tourists' sample intention to visit other cities of Portugal

When asked about their appreciation after visiting the city, all the tourists' sample (100% - n=190) stated that they enjoy visiting Aveiro (Figure 22), which is a very positive factor to the tourism in the city.
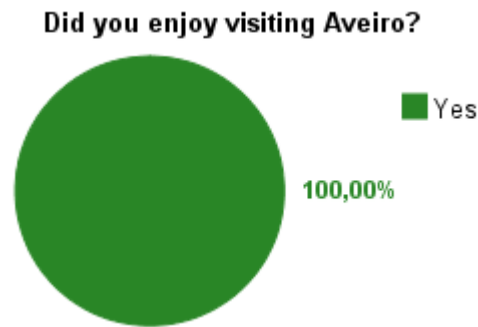
Figure 53: Tourists' appreciation on visiting Aveiro

Through an open question, the respondents were asked about the reasons for visiting Aveiro. From the total tourists' sample (n=190), 31,05% (n=59) stated that they decided to visit Aveiro to do a city break (Table 6), either on the weekend or a day trip, which is a very reasonable reason, as 45,79% of the tourists' sample (n=87) stayed only one day in Aveiro (day trip) and 42,11% (n=80) stayed from 2 to 3 days (Figure 18).

Regarding the intention to visit the city's attractions, 24,74% (n=47) of the tourists' sample stated that they decided to visit Aveiro due to the cultural heritage, the *moliceiro* boat, the gastronomy, the fact that Aveiro is a Venetian city and mostly, due to the diversity of attractions the city offers to its tourists. Another reason why the respondents decided to visit Aveiro was the geographic location. From the total tourists' sample, 13,68% (n=26) expressed that they were visiting Aveiro for being a city either near their hometown, either a city in the north of Portugal and therefore, close to other cities they were also visiting in the same trip. Finally, 8,95% of the respondents (n=17) claim that they were visiting Aveiro to visit family and friends in the city or from cities nearby Aveiro (Table 6).

Category	Category specifics	N	%
Recommendation	Family & friends; Newspapers, blogs, websites	19	10,00%
Visit family & friends	-	17	8,95%
Geographic location	In the north of Portugal, near hometown	26	13,68%
Biodiversity	*Ria de Aveiro*, Costa Nova Beach, S. Jacinto Dunes	7	3,68%
City break	-	59	31,05%
Work	-	4	2,11%
City's attractions	Cultural heritage, Gastronomy, Venetian city, diversity of attractions, *Moliceiro* boat	47	24,74%

Others	Personality characteristics: lovely city, dynamic, beautiful. Other reasons: for shopping.	8	4,21%
No answer	-	3	1,58%
Total		190	100%

Table 6: Reasons to visit Aveiro

When asked about the aspects of the city the respondents enjoyed the most in Aveiro, 58,95% of the respondents (n=112) selected that the moliceiro boat and the *Ria de Aveiro* was the experience they enjoyed the most. In the top 3 of preferences in the city, 13,16% (n=25) of the tourists' sample also selected the history and cultural heritage and 8,95% (n=17) of them selected the Gastronomy. The category Other included the additional aspects – safety, cleaniness, colourfulness, city's atmosphere and nightlife – that were mentioned by a maximum of 2 respondents each (Figure 23).
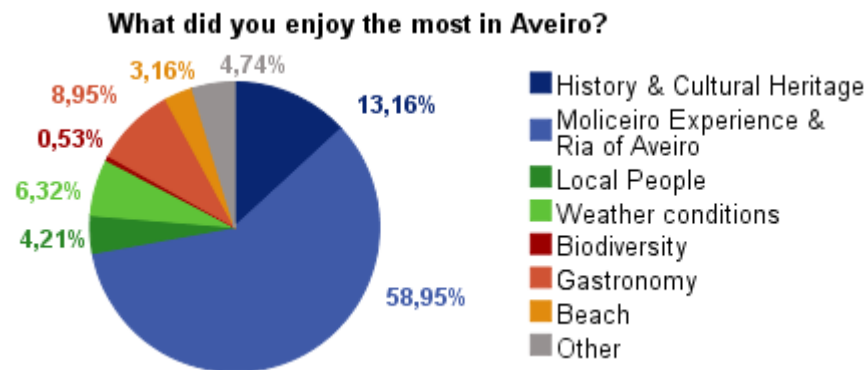
Figure 54: City's attractions the tourists' sample enjoyed the most

Considering the tourists' expectations about the city, 97,89% of the respondents (n=186) considered that the city met their expectations (Figure 24), which is, once again, a very good point for the tourism in Aveiro.

Figure 55: Tourists' sample expectations

The respondents were asked to evaluate in a scale from 1 to 5, how strongly they would recommend the city to its friends and family. Most of the tourists' sample (52,11% - n=99) stated that they would strongly recommend Aveiro to its family and friends, followed by 43,68% (n=83) that claimed that they would recommend Aveiro to its contacts (Figure 25).
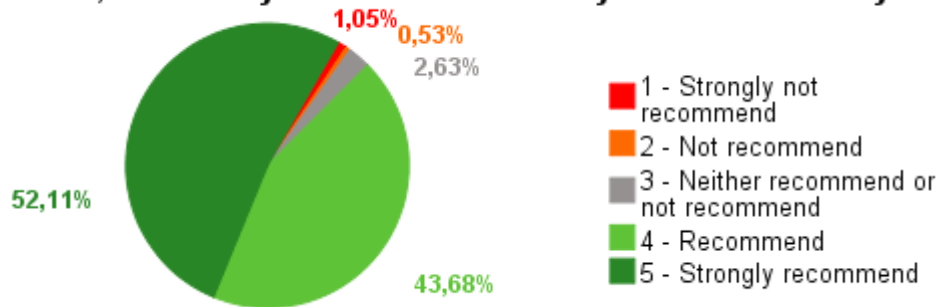
Figure 56: Willingness to recommend Aveiro to others

In order to understand if the tourists visit only the city centre of Aveiro or explore other points of interest in the region, they were asked to select one of the options if they have visited that place in this trip.
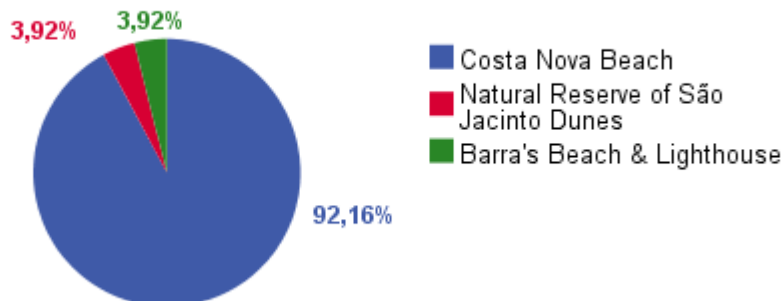
Figure 57: Places visited within the region of Aveiro

As this was a non-mandatory question, only 51 respondents answered, so the percentages for this question will be applicable for this number of individuals. From the total of 51 respondents, 92,16% (n=47) confirmed that they have visited Costa Nova beach in this trip. The remaining respondents have equally mentioned that they have visited the Natural Reserve of São Jacinto Dunes (3,92% - n=2) and the Barra's beach and lighthouse (3,92% - n=2) (Figure 26).

5.4. Results summary

This section of the results discussion chapter aims firstly to do an overview of the results presented above and secondly, to analyse and discuss the common questions in the locals' / residents' and tourists' questionnaires. For this second part, the questions will be analysed separately, and in the final stage, the conclusions and outputs will be compared in order to evaluate the differences in the responses.

Based on the results presented above, it was possible to identify both the locals' / residents' and the tourists' profile.

Firstly, regarding the locals' / resident's profile, most of them are female (56% of the total locals' / resident's sample – Figure 4) in the age range of 18-24 years old (25% of the total locals' / resident's sample – Figure 6). When asked about the adjective they would use to characterise Aveiro, 47,62% of the locals' / residents' sample identified adjectives related to the city image, followed by 38,10%, of them that selected adjectives related to the city personality (Table 2). Most of the locals' / residents' sample feel that they belong to the city (88,10% - Figure 10) and that they are proud of Aveiro (85,71% - Figure 11).

Concerning the tourists' profile, most of them are female (63,2% of the total tourists' sample – Figure 4) in the age range of 25-34 years old (32,1% of the total tourists' sample – Figure 6). Considering the travel tendencies of the tourists' sample, for most of the sample the current trip was not their first trip to Aveiro (52,63% – Figure 14), having most of them (45% – Figure 15) visited Aveiro more than 4 times in the past. Regarding the current trip, the tourists' sample was doing to Aveiro at the time of the questionnaire, most of them either did a day trip or a 2-3 days trip (respectively, 45,79% and 42,11% – Figure 18), most of them (54,74% – Figure 19) travel to Aveiro by their personal car and most of them stayed either in a hotel or a rented apartment (respectively, 21,05% and 20% – Figure 20). Most of the tourists' sample also considered that the city met their expectations (97,89% – Figure 24) and 52,11% (Figure 25) said they would recommend the city to its family and friends.

In the following question, the locals' / residents' respondents (n=84) were asked to evaluate a set of 11 statements concerning the characteristics, attractions and facilities of the city, through a 5-point Likert scale (Figure 27).
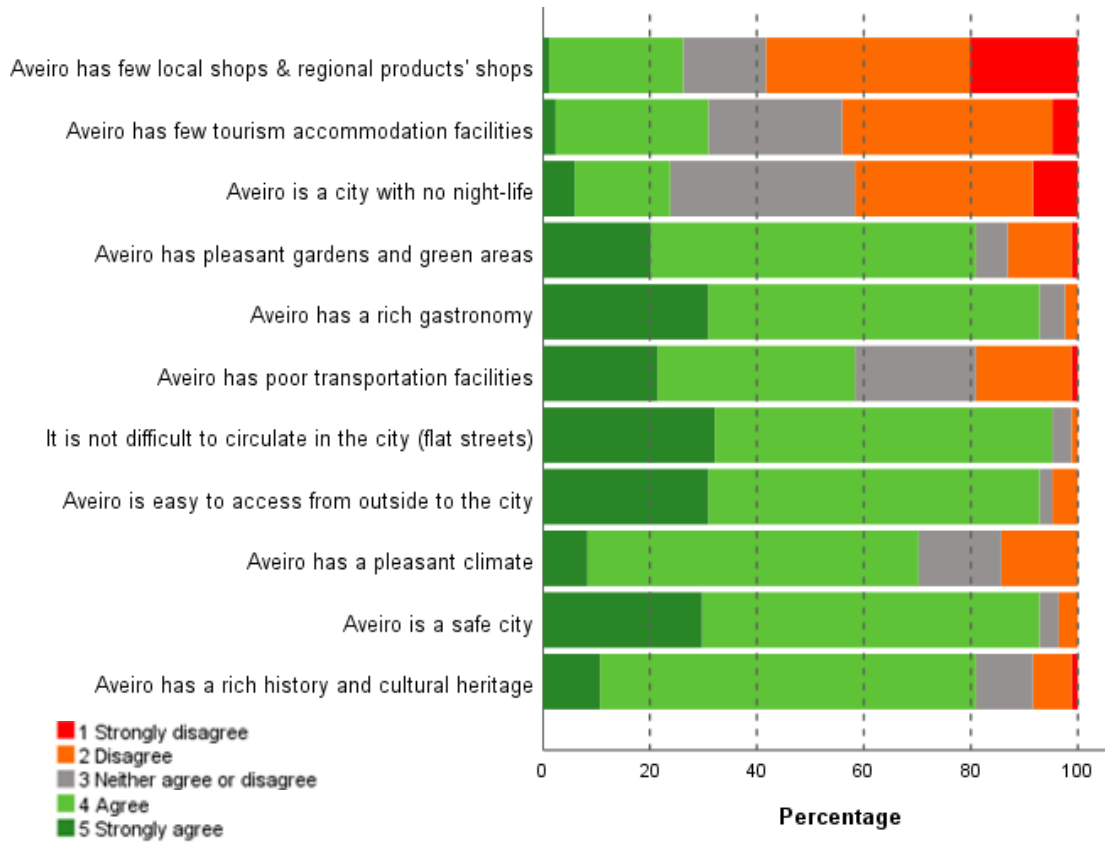
Figure 58: Locals' / residents' agreement on Aveiro's attractions & facilities

Overall most of the respondents agreed with the statements about Aveiro's characteristics. Concerning Aveiro's attractions, 70,2% of the respondents agreed that Aveiro has a rich history and cultural heritage, 61,9% agreed that Aveiro has a rich gastronomy and 60,7% agreed that Aveiro has pleasant gardens and green areas (Annex III - Table 7).

Regarding the city's facilities, 61,9% of the respondents agreed that it is easy to access from outside to the city and 63,1% considered that it is not difficult to circulate on the city's streets. However, the respondents' evaluation of the transportation facilities was more disperse, with 36,9% of the respondents agreeing that the city has poor transportation facilities and 17,9% of the respondents disagreeing (Annex III - Table 7).

Still regarding Aveiro's facilities, 39,3% of the respondents disagreed (versus 28,6% agreed) that the city has few tourism accommodation facilities and 38,1% of the respondents disagreed

(versus 25% agreed) that the city has few local shops and regional products' shops. Concerning the city's nightlife, the locals' answers were very diverse, with 33,3% disagreeing (versus 17,9% agreeing) that the city has no nightlife (Annex III - Table 7).

Finally, assessing the statements about how people feel in the city, 61,9% of the respondents agreed that Aveiro has a pleasant climate and 63,1% considered that Aveiro is a safe city (Annex III - Table 7).

As previously asked to the locals' / residents' respondents, the tourists' respondents (n=190) were asked to evaluate the same set of 11 statements concerning the characteristics, attractions and facilities of the city, through a 5-point Likert scale (Figure 28).
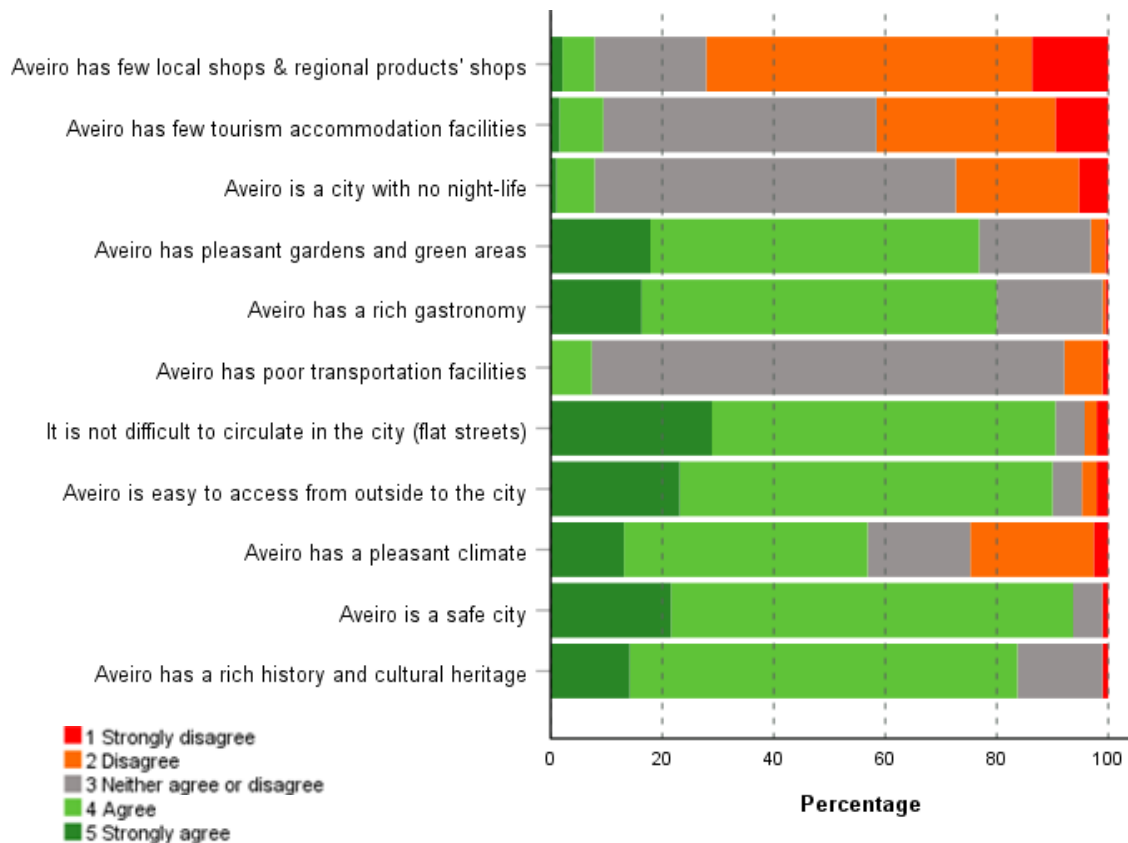
Figure 59: Tourists' agreement on Aveiro's attractions & facilities

In general, most of the respondents agreed with the statements about Aveiro's characteristics. However, there were some statements with which most of the respondents neither agree nor disagree. This occurred with the statements: "Aveiro has poor transportation facilities" (84,7%), "Aveiro has no nightlife" (64,7%) and "Aveiro has few tourism accommodation facilities" (48,9%) (Annex III - Table 8).

Regarding Aveiro's attractions, from the total tourists' sample (n=190), 69,5% of the respondents agreed that Aveiro has a rich history and cultural heritage, and 63,7% of the respondents agreed that Aveiro has a rich gastronomy (Annex III - Table 8).

Concerning the Aveiro's facilities, 66,8% of the tourists' sample agreed that Aveiro is easy to access from the outside of the city as well as 61,6% agreed that it is not difficult to circulate in the city (due to the flat streets). Still related to the city's facilities, is the statement concerning the existence of local shops and regional products' shops in Aveiro, which 58,4% of the tourists' sample disagreed that are few local shops and regional products' shops in Aveiro (Annex III - Table 8).

Finally, related to the statements about how people feel in the city, 43,7% of the respondents agreed that Aveiro has a pleasant climate and 72,1% agreed that Aveiro is a safe city (Annex III - Table 8).

To sum up, both locals / residents and tourists have the same opinion regarding the statements presented. The main differences between the two groups were in the statements the tourists' sample neither agree nor disagree with – "Aveiro has poor transportation facilities" (84,7%), "Aveiro has no nightlife" (64,7%) and "Aveiro has few tourism accommodation facilities" (48,9%) (Annex III - Table 8) – due to the fact that probably the tourists either did not use public transport facilities or did not experience the nightlife and therefore, do not have an opinion formulated about it.

The last question in the locals' / residents' questionnaire was regarding Aveiro's personification. Besides the Other option, five multiple options were provided to this close question – Young, Fun, Cool, Energetic and Unique (Figure 29 & 30).
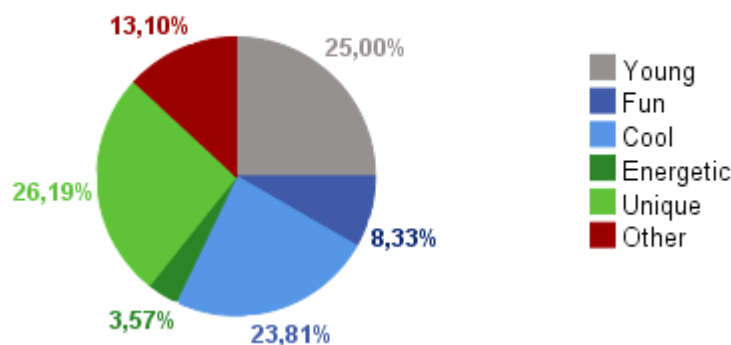
Figure 60: Aveiro's personification by locals / residents' sample

From the total locals' / residents' sample (n=84), 26,19% (n=22) considered that Aveiro is a Unique city, followed by being considered a Young city, with 25% (n=21) and a Cool city with 23,81% (n=20). Finally, only 8,33% of the respondents (n=7) mentioned that the city is Fun and 3,57% (n=3) considered Aveiro as being Energetic. In the option Other, the respondents mentioned twice the adjectives Old, Calm and Welcoming, and mentioned once the adjectives Nice, Pretty, Vivid, Colourful and Dynamic (Figure 29).
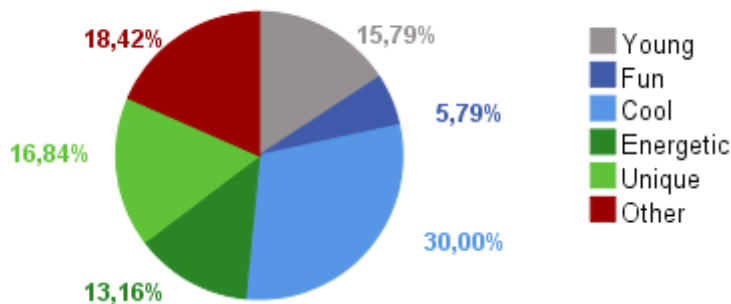
Figure 61: Aveiro's personification by tourists' sample

The same question regarding Aveiro's personification was applied to the tourists' questionnaire. From the total tourists' sample (n=190), 30% (n=57) selected that Aveiro is a Cool city, followed by the category Other (18,42% - n=35), which included all the additional suggestions of Aveiro's personification such as Aveiro being considered as a Wonderful, Welcoming, Romantic, Graceful, Old, Small, Calm, Vivid, Colourful and Pretty. Also, with similar percentages were the classification of Aveiro as being a Unique city (16,84% - n=32) and a Young city (15,79% – n=30). Finally, 13,16% (n=25) of the tourists' sample considered Aveiro as being Energetic and only 5,79% (n=11) state that Aveiro is a Fun city (Figure 30).

To conclude, both locals / residents and tourists identified Aveiro as being Unique and Cool, probably due to the *moliceiro* boat and the *Ria de Aveiro* which is the city's biggest attraction (Table 3, Figure 23 & Annex I - City Councillor for the Culture and Tourism, Luís Miguel Capão Filipe).

5.5. Recommendations to brand the city of Aveiro

As mentioned above in the descriptive analysis, the locals' / residents' sample has identified the levels of development of the tourism in Aveiro, having 36,90% of the individuals from this sample considered that the tourism in Aveiro is well-developed, followed by 33,33% considered that the tourism in Aveiro is in development and with a great potential to grow. Taking this into account, it was clear that the tourism in Aveiro can be enhanced and the city can welcome more tourists, as the results show that 71,43% of the locals' / residents' sample agreed on.

However, in order to stimulate the city's growth and, consequently attract more tourists, residents and investors, it needs to become a better city by investing in several areas: accessibility, public transports network, tourism accommodation facilities and restaurants, tourism decentralization, cultural initiatives, city's promotion & investment, urban requalification, among others.

Focusing on the tourism decentralization, the municipally of Aveiro should decentralize the tourism from the city centre, as the city centre has a high volume of tourists, mostly on the high season. Therefore, the first recommendation presented is that the municipalities within the Region of Aveiro work together on the promotion of Aveiro as a region. As the City Councillor for Culture and Tourism, Luís Miguel Capão Filipe mentioned (Annex I, pp. 60 & 61), the region of Aveiro provides many different experiences throughout the municipalities. This recommendation could be operationalised by for example, the creation of a joined touristic offer and develop the region marketing-mix. Consequently, the tourists, when planning on visiting Aveiro, they include visiting not only the city centre, but also the other municipalities of the region. With this initiative and joined strategy among the municipalities, it would be possible to have a more quality tourism in the city centre of Aveiro, not only due to this tourism decentralization in the city centre, but also the total revenues of the region could increase, and off course it could also generate more employment for the region. As the City Councillor for the Culture and Tourism, Luís Miguel Capão Filipe mentioned (Annex I, pp. 61), this joined offer must be a quality touristic offer, rather than a touristic offer to the mass tourism, as the city's strategy intends to attract niche targets that would stay in the city for 4-5 days and would buy products from city's local commerce, rather than mass tourism which includes the tourists that visit Aveiro for a day, without contributing to the overnight revenue.

At first, these points of improvement in the city seem to represent a large challenge for the competent authorities. Nevertheless, the city council is already tackling some of these areas. For example, with the creation of the *App Aveiro*, the city council is already providing to the residents a tool to consult the buses timetable and to give them the possibility to notify the authorities of any occurrence concerning urban waste occurrences. With this initiative, the city council is starting to tackle the area of improvement of the city's public transport network, as many of the locals / residents inquired mentioned that the improvement on the city's public transport network would mean better timetables and communication on them. However, as a city is an organisation and therefore, it is influenced by the involvement of many stakeholders, it would be beneficial to align a strategy with the public transport operators.

Additionally, the tourists' sample identified the reasons why they decided to visit Aveiro. The majority of this sample admitted that they decided to visit Aveiro to do a city break, followed by fact that they were visiting Aveiro due to the diversity of the city's attractions the city offers to its tourists, such as the cultural heritage, the *moliceiro* boat, the gastronomy and finally, due to the fact that Aveiro is a Venetian city. The *biodiversity* was one of the categories less mentioned by the tourists' sample as the reason why they were visiting Aveiro.

Therefore, second recommendation is associated with the first, being suggested to change the paradigm and promote the biodiversity of the region ("Aveiro the region of biodiversity" Turismo Centro de Portugal, 2019), as one touristic product for the tourists that visit Aveiro. This is aligned with the need for the tourism decentralization, as it is suggesting the promotion of not only the biodiversity of the city – the *Ria de Aveiro*, but also the biodiversity of the region. As previously mentioned in this research, the Region of Aveiro is already being promoted by Turismo do Centro de Portugal, among other classifications, as the region of biodiversity. In fact, the biodiversity is seen as the common factor among the municipalities, as most of them has a specific element connected to the biodiversity, such as the beach and Natural Reserve of São Jacinto Dunes in the municipality of Ílhavo, and the mountains in the municipality of Sever do Vouga, among others (Annex I, pp. 60 & 61). However, there is still the need to align the different stakeholders involved in the promotion of the region, the Aveiro's city council and all the other municipalities' city council, the tour agents and promoters. Off course this is a step that will take time and effort to be implemented. Nevertheless, once implemented, the issue of the tourism centralization will be attenuated, and the niche tourism within the region will be explored, representing an increase on the tourism revenues within the region. Besides, this strategy is already

being implemented in Algarve, being all the region promoted at once, instead each municipality being promoting itself individually (Turismo de Portugal Visit Algarve, 2019).

One of the instruments being suggested that would help in the promotion of Aveiro as a region, would be the creation of a 2-3 days travel pack to the region, additionally to the existing 2-3 days travel pack to Aveiro, Porto, Douro and Braga or to Aveiro and Porto (Trip Advisor, 2019; Lonely Planet, 2019). This travel pack would, therefore, complement the current touristic offer. With the creation of this 2-3 days travel pack to the region of Aveiro, the tourists could have the opportunity to get to know areas in the region that they did even know that existed. Besides, it would be possible for the city councillor and city promoters to follow their niche strategy for the city of Aveiro, as they would encourage tourists to stay in the region's accommodation, rather than visiting the Aveiro only for a day trip. Once again, it would consequently increase the total revenue and the overnight in the region. Off course it would imply that the tourism infrastructures, mostly accommodation, would follow this demand. However, as the City Councillor for the Culture and Tourism, Luís Miguel Capão Filipe mentioned (Annex I, pp. 64), the city of Aveiro will have, in the next three years, the first three 5-star hotels of the city, being therefore prepared to welcome more tourists in the future.

Finally, the third recommendation is related to the city's attractions. The recommendation here is to diversify the promotion of the city's attractions. The locals' / residents' sample identified the top 3 of Aveiro's attractions, being in first the *moliceiro* boat experience and the *Ria de Aveiro*, followed by the gastronomy and in the end, the *Art Noveau* architecture. In fact, this is aligned with the city's attractions that the tourists' sample enjoyed the most to visit, which were the *moliceiro* boat experience and the *Ria de Aveiro*, followed by the the history and cultural heritage and the gastronomy. Taking this into consideration, the recommendation set suggests the promotion of the touristic attractions less mention as the point of attraction to the city, such as the Aveiro's Museum, the Sta. Joana Museum and the *Art Noveau* Museum, the city's park, the *Forúm Aveiro* and the salines & the CMIA – Municipal Center for Environmental Interpretation (locals' / residents' sample) and the biodiversity (tourists' sample).

6. Conclusions & further research

6.1. Conclusions

This project has descriptively analysed the locals' / residents' and tourists' perceptions of Aveiro's attributes, characteristics and attractions and has proposed three recommendations to be implemented by city administrators and promoters, allowing them in the future, if the recommendations would be implemented, to brand the city and to turn Aveiro in one of the tourists first choice when visiting a city. Both locals' / residents' and tourists' perceptions were analysed as the field researchers argue that a city's strategy must attract outsiders, tourists, residents, factories, companies and future residents (Rezvanpour, N. & Bayat, A., 2017; Kotler *et al.*, 2009) and the city's perception affects all these targets (Herget *et al.,* 2015).

As mentioned on the discussion and recommendations section, the city's capacity to welcome more tourist in the future must be aligned with the need to improve several points in the city such as the accessibility, the public transports network, the tourism accommodation facilities and restaurants, the tourism decentralization, the cultural initiatives, the city's promotion & investment and the urban requalification. As one of the city's improvements is the tourism decentralization, one of the suggested recommendations was for the municipalities within the Region of Aveiro work together on the promotion of Aveiro as a region.

The second recommendation suggests changing the paradigm and promote the biodiversity of the region as one touristic product for the tourists that visit Aveiro, as Turismo Centro de Portugal is already doing by identifying "Aveiro the region of biodiversity". This is aligned with the need for the tourism decentralization, as it is suggesting the promotion of not only the biodiversity of the city, but also the biodiversity of the region. In fact, the biodiversity is seen as the common factor among the municipalities, as most of them has a specific element connected to the biodiversity. Off course, for this recommendation be efficiently implemented, would be crucial to align the different stakeholders involved in the promotion of the region, including the Aveiro's city council and all the other municipalities' city council, the tour agents and promoters. One of the positive points on this recommendation is that this strategy is already being implemented in Algarve, being suggested that this strategy could also be work in the region of Aveiro.

One of the instruments being suggested that would help in the promotion of Aveiro as a region, would be the creation of a 2-3 days travel pack to the region, additionally to the existing 2-3 days travel pack to Aveiro, Porto, Douro and Braga or to Aveiro and Porto. This travel pack would, therefore, complement the already existing touristic offer and invest on the city's niche strategy,

increase the total revenue and the overnight in the region, as some would stay in the hotels and other accommodation facilities of the region, rather than visiting the region only for a day-trip. On the tourists' perspective, it would allow them to get to know areas in the region that they did even know that existed. Off course this would imply that the tourism infrastructures would follow this. However, the city is already preparing itself, with the construction of the first three 5-star hotels of the city, within the next three years, being therefore prepared to welcome more tourists in the future.

The third recommendation is related to the city's attractions, being suggested to invest on the diversification of the promotion of the city's attractions. The top 3 of Aveiro's attractions was identified by its locals / residents as the *moliceiro* boat experience and the *Ria de Aveiro*, the gastronomy and the *Art Noveau* architecture. Additionally, the tourists' sample have also identified the city's attractions that they enjoyed the most to visit, which were the *moliceiro* boat experience and the *Ria de Aveiro*, the history and cultural heritage and the gastronomy. On the other side, the touristic attractions less mention as the point of attraction to the city were the Aveiro's Museum, the Sta. Joana Museum and the *Art Noveau* Museum, the city's park, the *Forúm Aveiro* and the salines & the CMIA – Municipal Center for Environmental Interpretation (locals' / residents' sample) and the biodiversity (tourists' sample). Therefore, this recommendation suggests the promotion of these touristic attractions less mention as the point of attraction to the city, additionally to the promotion of the already well-known attractions points. With the implementation of this recommendation, the city would attract a more diverse audience, including tourists, residents and investors, that would be attracted the city's new attractions being promoted.

Finally, this study intended to contribute not only to the city branding research, but also to the enhancement of Aveiro as tourism destination by analysing two stages. In a first glance, it analysed how its locals / residents and tourists perceive the city's attributes, both through a questionnaire and interviews. Secondly by proposing three main recommendations to be implemented in the city & region by City Councillor and the city & tourism promotors. The main contribution of this study relied on the practical approach it followed and the output it reached, by suggesting specific recommendations to the city and region being studied.

6.2. Research limitations & further research

Besides the conclusion to this study, it is also important to highlight the limitations encountered when developing this project. Therefore, three main limitations were found. The first limitation is related to the fact that the sample was limited in both size and scope. Further research could

attempt a larger sample approach with members with more varied characteristics, such as age rate and nationality. A larger and more diverse sample could provide more insights and findings on branding the city of Aveiro.

The second limitation is related with the collection process and the respondents' willingness to participate in the study. Approaching the possible participants in the city centre streets to answer to the questionnaire is a challenging task as most of the people do not have time to participate or simply are not willing to participate. Additionally, some of the respondents answer very briefly to the open questions, which limited the goal of the question on deep diving on the topic. This study relied on non-probabilistic sampling method, in other words, the convenience sampling method and the snowball technique. In order to have more answers on the questionnaire, one can consider the further research to combine several sampling methods. One of this could include sending the questionnaire directly to the respondents' e-mails, by spreading through the university's or general mailing lists, for instance. This suggestion appeared as some of the possible participants mentioned that if they had the questionnaire online / by e-mail, they would answer it. Off course this suggestion as its own limitations as it will not cover most of the targeted population. Therefore, it is important to combine several sampling methods.

Finally, the third limitation is that it is challenging to find good literature review on city branding. As found by Gertner (2011) most of the literature on place branding, between 1990 and 2009, does not have an explicit objective. In fact, it is presented in the form of an essay, sometimes based on personal opinions, rather than being also supported by a theoretical background (Oguztimur & Akturan, 2016). An additional limitation, also related with the literature, is that some books, editorials and articles are unavailable electronically or by any other free mean. This was a limitation to this study as the payed literature was out of reach.

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8. Annexes

8.1. Annex I – Interviews

Sandra Filipe, Professora no ISCA, Universidade de Aveiro (28/03/2019)

Em linhas gerais, como está organizada a Universidade de Aveiro (UA)?

A UA é constituída por 16 departamentos de ensino superior universitário distribuídos por várias áreas (ciências médicas, sociais e políticas, biologia, eletrónica & informática, ambiente, física, química, geociências, matemática, música, comunicação e arte e engenharias mecânica, de materiais e civil) e por 4 institutos politécnicas (ISCA, ESAN, ESCTA, ESSUA).

E pelo que eu vi nas minhas pesquisas, Aveiro tem uma grande importância na cidade, não só pela sua dimensão mas também pela importância que tem para os seus locais/residentes, e é até mesmo uma cidade que atrai muitas pessoas que vêm estudar para a UA.

Sim, essa uma realidade em Aveiro. A UA é uma universidade internacionalizada que atrai muitos estudantes estrangeiros para estudarem em Portugal, não só ao nível nacional e ao abrigo do programa Erasmus mas também temos tido o caso de muitos estudantes brasileiros se candidatarem espontaneamente. Por exemplo, no Mestrado em Marketing do qual eu faço parte do júri de seriação de candidatos, temos tantos candidatos portugueses como brasileiros, chegamos a ter mais de 100 candidatos brasileiros, para apenas um total de 40 vagas. Portanto, UA é uma universidade recente, no entanto como Aveiro é uma cidade relativamente pequena, a universidade acaba por ter uma relativa importância na vida da cidade.

E pensa que a UA está bem localizada e enquadrada na cidade de Aveiro?

Sim, a UA está bem localizada, apesar de não se encontrar no centro da cidade, está bem localizada, até porque é uma cidade pequena. Em termos geográficos está bastante bem localizada.

E na sua opinião, o que é que a cidade tem de melhor para oferecer aos turistas que a visitam? Será os ovos moles, a gastronomia, a história?

Eu acho que o que realmente caracteriza mais Aveiro são os canais da Ria, os moliceiros e as salinas. Em Portugal não existe outra cidade com esta vivência, com a possibilidade de andar de moliceiro dentro da própria cidade. Eu penso que é isso que caracteriza mais a cidade, daí

também chamar-se a 'Veneza Portuguesa". Acho que é raro o turista que vem a Aveiro e não faz o passeio de moliceiro.

E não só os turistas, também os residentes dão um passeio de moliceiro, correto?

Sim, os residentes também utilizam. No meu caso, eu não sou um grande exemplo porque tenho um barco, por isso aos fins-de-semana usufruo da ria de outra forma, até porque a ria tem 40km de extensão, não se resume apenas aos canais, assim é possível ir de Aveiro até Ovar pela ria e portanto muitos residentes têm as sua próprias embarcações e aos fins-de-semana, em vez de irem passear para o centro comercial, dão um passeio na ria.

E penso que também há relativamente pouco tempo criaram o passadiço da Ecoria, é relativamente recente, não? Sim, já existia há mais tempo mas oficialmente foi inaugurado há cerca de um ano, penso que nas Festas da Cidade em Maio, se não estou em erro.

E agora em março têm as Festas de Março, que são também uma tradição e atração na cidade, não? Sim, as Feira de Março organizadas pela Câmara Municipal de Aveiro já são uma tradição na cidade com mais de 500 anos. Para além da Feira de março também temos as Festas da Cidade, em Maio, também organizadas pela Câmara Municipal de Aveiro e estão relacionadas com o Museu de Aveiro, o Museu de Stª Joana, considerado um dos maiores museus de arte sacra de Portugal. Este museu é um Pólo de atração à cidade de Aveiro por parte do turismo religioso. Muitas pessoas associam Aveiro ao convento de Stª Joana e, portanto, acabam por visitar a cidade para visitar o museu. O Feriado nacional é no dia 12 de maio e as festas religiosas da cidade coincidem com esse feriado, onde há uma procissão religiosa. Depois temos também as Festas de São Gonçalinho, que é uma festa típica da cidade e religiosa que ocorre na igreja de São Gonçalinho, onde são feitas promessas e a partir da igreja são lançadas cavacas que as pessoas na rua apanham as cavacas e comem. É uma festa religiosa mas acaba por ter imensa gente a frequentar e toda a população de Aveiro em geral gosta imenso de desta festa. São 5 ou 6 dias de festa em que a cidade fica totalmente cheia, onde não se contra lugar para estacionar e até é difícil de circular. Há pessoas que vêm de propósito de outras cidades para vir assistir as Festas de São Gonçalinho. Por fim no verão, existem umas festas de verão – Festival dos Canais – organizadas pela Câmara Municipal de Aveiro e ocorrem no final de julho/início de agosto. E são estas as festas mais atrativas da cidade ao longo do ano.

E ao nível do comércio local, que comerciantes têm mais relevo para si?

- Em Aveiro temos o Licor de Aveiro.

- Existe também a Marinha do Cale do Oiro ou o Museu da Troncalhada. Eles vendem produtos relacionados com o sal. Existe outra que se chama Moreirinha que, para além de sal, também têm outros produtos produzidos a partir do sal, como sabonetes, por exemplo.

- Em Ílhavo, existe a fábrica da Vista Alegre.

- Quanto aos ovos moldes existem várias pastelarias no centro da cidade, como a Fabrica do Doce, O Peixinho, Maria da Apresentação. Antigamente os ovos moles eram vendidos em barricas de madeira pintadas à mão com vários motivos/desenhos típicos. Mas depois mais tarde por motivos de higiene, os ovos moles passaram a ser comercializados na hóstia, com as formas relacionadas com o mar; e vendem à parte as barricas pintadas à mão para decoração. De doces, também são típicas as raivas

- Gastronomia (Raivas, Caldeirada de Enguias, o OstroAveiro, Aveiro é, portanto associado ao pescado, há muita tradição de comer peixe grelhado).

Tem sentido que Aveiro tem tido nos últimos anos mais turistas comparativamente com os que tinha anualmente? Sim, de facto isso sentido esse fenómeno, principalmente porque Aveiro é uma cidade pequena, por exemplo, no Verão são tantos turistas que se torna difícil de andar nas ruas do centro da cidade a pé.

E na sua opinião, Aveiro tem capacidade de receber mais turistas? Talvez a cidade consiga acolher mais turistas na época baixa. No entanto, os hotéis têm ao longo do ano uma boa taxa de ocupação e como também o clima é ameno e não é uma cidade muito cara, acaba por ser muito atrativa para os turistas. Outro aspecto é o facto de ser uma cidade tão perto da cidade do Porto, muito turistas fazem o roteiro Porto-Aveiro numa só viagem de visita ao Norte de Portugal.

Tem sentido que a Câmara Municipal de Aveiro tem investido na cidade nos últimos anos? Eu acho que a Câmara Municipal de Aveiro já investiu mais do que investe hoje em dia, mas também a nossa Câmara esteve endividada nos últimos anos.

Que aspetos a cidade de Aveiro poderia melhorar de modo não só a melhorar a qualidade de vida dos residentes mas também com vista a atração de mais turistas? Será ao nível de

acessibilidades, espaços verdes, atrações, restaurantes, alojamento? Em termos de acessibilidade e transportes, Aveiro tem as Bugas que são as bicicletas de utilização gratuita na cidade. No entanto, apesar de serem gratuitas não tiveram muita aderência por parte da população. Ao início quando surgiram tiveram muita utilização não só pelos residentes como também pelos turistas. Hoje em dia, são mais utilizadas pelos turistas. No entanto, eu acho que há pouca divulgação. Porque Aveiro é uma cidade plana, que incentiva, por isso mesmo, a utilização de meios de transporte como as bicicletas e permite que as pessoas rapidamente se desloquem de um lado para o outro da cidade de bicicleta. Portanto as Bugas são um meio de transporte que a câmara apostou mas que está pouco divulgado e que, por isso, tem pouca aderência. A pouca utilização possivelmente tem a ver com os poucos postos de recolha atualmente existentes e a falta de segurança em circular, pois nem toda a cidade está equipada com ciclovias e muitas vezes os ciclistas têm de circular na estrada juntamente com os carros, o que não é seguro. Atualmente a UA também está com um projeto de utilização de bicicletas que se chama IBike, bicicletas de utilização gratuita para alunos e docentes, durante um ano lectivo.

E ao nível de espaços verdes, a cidade está bem equipada? Sim sim, para além do Parque da cidade, Aveiro têm vários espaços verdes distribuídos pela cidade. Depois já fora de Aveiro mas ainda faz parte da região, temos a Reserva de São Jacinto que é uma grande reserva com excelente biodiversidade.

Por fim, como define Aveiro numa só palavra? "Universidade" "Vento" por ser uma cidade muito ventosa ao longo de todo o ano.

<u>Vereador Luís Miguel Capão Filipe, Vereador do Turismo e Cultura da Câmara Municipal de Aveiro (29/03/2019)</u>

Na sua opinião, como considera que a cidade de Aveiro tem estado, ao nível do turismo, nos últimos anos?

Nos últimos anos, o que tem acontecido em Aveiro é um pouco similar do que tem acontecido a Porto e Lisboa, isto é, temos assistido a um grande crescimento de todos os indicadores turísticos. Se Portugal está na moda Aveiro também está na moda, por exemplo, em Aveiro não temos o *city tourism* mas sim o *'city boat'* que é um percurso pelos canais urbanos no barco tradicional de Aveiro, o barco moliceiro, e estamos a atingir um milhão de utentes/turistas nesse *'city boat'* e este é claramente um indicador claro que por osmose do turismo no Porto e Lisboa, há sempre uma paragem em Aveiro ou então mesmo por osmose do percurso turístico do Porto, o volume turístico do Porto também se arrasta à cidade de Aveiro e, derivado a esse facto, nós já não temos períodos altos mas verificamos que ao longo do ano já temos sustentabilidade do volume turístico, ou seja, o turismo em Aveiro no Inverno já não quebra drasticamente, neste momento já temos um plano alto durante todo o ano, com alguns picos no verão como é natural (à semelhança de Portugal no geral). Mas realmente o que acontece é que temos turismo, especialmente no centro histórico de Aveiro, durante todo o ano e uma circulação massiva de turistas. Aveiro tem uma grande vantagem: ponto 1, é uma região multi-empreendedora e por isso, não é dependente do turismo, o turismo é mais um dos fatores económico e ponto 2, o turismo em Aveiro não se traduz apenas em turismo lúdico/de lazer mas temos também turismo de negócios dado o nosso posicionamento nacional na área do empreendorismo, e o turismo de científico e de congressos, quer pela pertinência duma universidade inovadora como é a UA, com 40 anos de existência, quer pelo facto de Aveiro estar na moda e toda a logística de congressos é relevante e adequada à comunidade científica portuguesa, de modo a que Aveiro nas áreas cientificas e médicas também é uma boa opção para os encontros científicos anuais. A título de exemplo, o número de congressos na UA é superior a um por dia.

Em relação ao perfil do turista que visita Aveiro referiu há pouco que não só são turistas em lazer mas também em negócios e ao nível dos congressos. Quanto à origem do turista, os que visitam Aveiro são em maior número os turistas nacionais ou estrangeiros?

Quanto a dados mais específicos, os serviços da CMA responsáveis pelas estatísticas do turismo depois poderão arranjar-lhe os dados estatísticos [dados apresentados de seguida entre

parêntesis]. De uma forma mais geral, de um ponto de vista qualitativo, em Aveiro recebemos quer portugueses, quer estrangeiros, num rácio de 50/50. Ao nível de estrangeiros, temos sobretudo espanhóis (44,6%), alemães (6,3%), franceses (9,8%), italianos (3,0%) e emergentes temos brasileiros (10,7%) e, da parte oriental, da China. Ao nível dos espanhóis sabemos que vêm de duas grandes regiões: Galiza (pela distância à fronteira de Espanha a Vilar Formoso, onde temos um eixo forte que é o eixo central Aveiro, Vilar Formoso, Guarda e Madrid) e também somos equidistantes em relação à fronteira de Valença, e por consequente do norte de Espanha e da Galiza. Portanto, curiosamente alguns dos espanhóis que visitam Aveiro vêm deste eixo central e os outros vêm do norte de Aveiro, desta parte da Galiza, também provavelmente por razões culturais. A via anglo-saxónica também em Aveiro algum posicionamento mas nada que se compare a Lisboa ou ao Algarve. O sul do país tem um forte peso anglo-saxónico mas no norte de Portugal peso anglo-saxónico não é tão nítido.

E relativamente ao mercado Brasileiro que há pouco mencionou, por acaso ontem estive numa entrevista na Universidade de Aveiro e foi curioso porque também mencionaram que muitos brasileiros vêm para a UA, até mesmo por iniciativa própria, para estudar e viver na cidade de Aveiro.

Sim, sem dúvida. A UA é uma universidade internacionalizada, tal como todas as universidades portuguesas hoje em dia, e de facto, não sei se eles disseram quantas nacionalidades têm mas de facto, quer nas licenciaturas, quer nos mestrados, quer nos doutoramentos, muitos deles são brasileiros e alguns acabam por ficar até porque Portugal e Brasil regem-se por ciclos, isto é, houve uma altura em que os portugueses foram para o Brasil e vice-versa, e agora estamos num ciclo em que o Brasil vem para Portugal.

E na sua opinião, o que considera que Aveiro tem de melhor para oferecer aos turistas?

Aveiro tem dois aspetos principais: primeiro, a qualidade média de vida na cidade, e quando falo do conceito de cidade/município, refiro-me muito ao conceito cidade/região em que a 15minutos [de carro] temos acesso a vários tipos de experiências numa só região. Por exemplo, as praias da Costa Nova localizam-se no município de Ílhavo, portanto estamos a falar de um raio de cidade/região de 15minutos [de distância de carro], com cerca de 350 mil habitantes, sendo que o município de Aveiro tem 85 mil habitantes. E de facto nos tais 15minutos de distância temos muita fruição de experiências e é provavelmente esta a cidade/região das poucas regiões do país em que a Europa converge com ela e não o contrário em termos de

qualidade de vida. E por consequência, os residentes de Aveiro não têm o stress das grandes cidades e acaba também por usufruir de uma qualidade de vida superior a nível português e com uma acessibilidade [de experiências] a 15minutos muito diversa desde o mar à serra, desde a floresta à ria, desde uma região de vinhos e um Buçaco a umas termas, por exemplo, temos o Sever do Vouga a 20minutos do centro da cidade ou até mesmo as melhores praias atlânticas a 5minutos do centro da cidade e portanto, ter num raio de 20km a possibilidade de usufruir de tantas experiências diferentes em termos de pack turístico é muito relevante. Por exemplo, o turista pode sedear-se em Aveiro e está a 20minutos de 30 experiências que provavelmente noutros locais teria de se deslocar de avião para ter acesso a experiências tão diferentes (ambientais, naturais, serra, ria, praias, gastronomia, vinhos etc.). Estamos neste caso a falar de ofertas turísticas qualificadas a nível europeu e não focadas num turismo de massa mas sim numa oferta de qualidade e deste modo vamos de encontro ao segundo aspeto da sua questão. Os turistas quando nos visitam adquirem uma identidade atitude/cidadania aveirense que é uma cidadania empreendedora e de mérito, ou seja, vive-se uma cultura que o próprio turista quando visita Aveiro sente-se integrado na cidade e nesse culto de uma cidadania de mérito e empreendedora. Portanto, há um fator subjetivo e faz com que o nosso turismo seja um turismo de passagem de testemunho, de individual e de famílias. Por fim, outro aspeto de Aveiro é que nós somos o *Silicon Valley Português*, por exemplo, há 3/4 meses, fomos a única cidade portuguesa, a par com outras grandes cidades europeias ganhámos o *Steam City*, ou seja, verbas da Comissão Europeia para sermos uma das primeiras cidades da Europa 5G e que, por consequência quem visita Aveiro irá verificar que há uma integração na inovação e na vivência, não no setor terciário, numa sociedade de serviços mas sim numa sociedade quarternária de *steam*, de 5G, desde sermos a sede da *Altice Labs*, de diferentes departamentos da UA, o empreendorismo da Inovaria e todo um conjunto de vivência do quaternário faz com que valha a pena visitar Aveiro até porque quando os turistas chegam a Aveiro têm a sensação de que se encontram no *Silicon Valley Português* em que haverá um conjunto de serviços com a tecnologia 5G.

E ao nível das atrações em Aveiro, o que considera que os turistas valorizam mais em Aveiro? Será a ria, gastronomia, história?

Sem dúvida que os fatores de património ambiental e natural são muito relevantes até porque temos 50km de ria e temos uma costa atlântica de referência, para além de termos um Baixo Vouga alagonar (que é uma zona mais para o interior, no Vouga) e temos a Reserva Natural de

S.Jacinto que é muito rica em termos de biodiversidade. Portanto, o património natural e ambiental é muito relevante, mas também os valores patrimoniais e históricos assim o são. Dentro desses valores patrimoniais é de referir o facto de Aveiro ser a capital da Arte Nova em Portugal e que de facto o maior conjunto de Arte Nova portuguesa está instalada em Aveiro desde o fim do séc. XIX e início do séc. XX. Para além disso, temos também património museológico, não só na cidade de Aveiro mas também na região de 15minutos de distância que falamos há pouco, nos mais diferentes setores, por exemplo, temos o Museu de Santa Joana que tem a maior coleção de arte sacra em Portugal, temos o Museu da Vista Alegre, o Museu Marítimo também no concelho de Ílhavo, temos uma região da rota da Bairrada em relação à parte vinícola, entre outros. Para além do turismo de património, temos o turismo associado ao mar e dos desportos náuticos (kitesurf, windsurf, surf, vela), quer a nível do oceano atlântico quer ao nível dos tais 50km de ria. E depois também podemos associar o turismo de trekking, com caminhadas, passeios, etc. E ainda na contemporaneidade da cidade de Aveiro, a cidade é considerada uma montra da arquitetura portuguesa contemporânea, o próprio campus universitário tem presentes na sua arquitetura os principais arquitetos portugueses do século XX e XXI em que cada um contribuiu com uma obra para o campus universitário de Aveiro, portanto este campus é um local digno do seu nome uma vez que é uma cidade dentro da própria cidade, em que há essa mostra de arquitetura. E depois tal como falamos é uma cidade portuguesa em que através de um circuito de barco visitamos os principais pontos turísticos, o *'city boat'*. Portanto, em modo de conclusão, temos um património cultural, património arquitetónico, património ambiental e natural e o *'city boat'*.

Nos últimos anos, que medidas tem a CM Aveiro implementado para dinamizar o turismo na cidade, para atrais mais turistas?

Dois aspetos. Primeiro, estamos acupulados a uma organização que é o Turismo do Centro e depois temos uma comunidade interna municipal que se chama CIDA que também por si, em relação aos municípios da *Ria de Aveiro* tem também um pelouro do turismo e um programa de específico do turismo e, por fim, temos também um programa municipal. Portanto, no fundo, temos 3 graus de promoção turística extremamente relevantes: da região da NUT II do Turismo do Centro, da NUT III da *Ria de Aveiro* (a sub-região do Turismo do Centro é a região da *Ria de Aveiro*) e a região da cidade de Aveiro propriamente dita através da comunidade interna municipal e do município, e aqui a promoção turística tem sido feita nos mais diversos setores, desde a promoção direta e a alavancagem da formação com parcerias com a Escola de Hotelaria

ou os apoios institucionais às escolas de hotelaria, não do Turismo de Portugal mas de iniciativa privada, até às licenciaturas da UA, valorizamos muito e pensamos que a sustentabilidade do turismo passa por aproveitar este boom turístico e a sua sustentabilidade e resume-se muito à formação dos agentes de turismo (rececionista de hotel, chefe de cozinha etc.) e por consequência, temos de formar quadros pois o essencial para a sustentabilidade do turismo passa por formar quadros e apostar na formação. Este boom do turismo foi fruto de diferentes acasos mas de modo a que seja duradouro e sustentável ao longo dos anos, há que fazer uma aposta estratégica. E uma dessas apostas estratégicas passa pela promoção, formação e terceiro, pelo investimento em rede com todos os agentes no terreno/*stakeholders* (restauração, hotelaria, barcos), ou seja, nós [CM Aveiro] temos de ser amigos do empreendorismo, no sentido em que temos vias abertas e ágeis para resolvermos todas as questões associadas à economia da governação em que têm um parceiro, um governador e que nesse ato de governação não encontrem qualquer dificuldade. Mas este ato de governação também tem a ver com a atitude de cidadania de mérito, que falamos há pouco, da iniciativa privada que é característico de Aveiro cidade/região. Em resumo, a questão das estruturas, infraestruturas, promoção e formação. Além destas 3 vertentes, o turismo também está sempre associado à cultura e por consequência, a cultura é neste momento, sentida por Aveiro como um fator estratégico de competitividade e deste modo, é uma preocupação central a todos os setores de governação, nós próprios [CM Aveiro] estamos a acabar um plano estratégico (pela primeira vez neste município) e temos uma candidatura em curso a capital europeia da cultura (à semelhança de outras cidades portuguesas), que independentemente do seu vencimento, será muito importante o caminhar [o percurso] e nesse caminhar ficará no terreno todo um conjunto de estratégias (por exemplo, a melhoria dos equipamentos culturais) que terão uma implicação direta no turismo. Por alguma razão o ministério do turismo localmente é o ministério da cultura e turismo, o poderia estar associado ao setor económico da CM Aveiro mas neste caso está acupulado à cultura, mas obviamente bebe também do empreendorismo económico, mas do ponto de vista do organograma municipal, está ligado à cultura.

Que aspetos cruciais pensa que podem vir a ser melhorados de forma a atrair mais turistas? Que aspetos na ótica do turismo, hoje em dia, podem vir a ser melhorados e medidas estão a implementar / pensam implementar para os melhorar? Acessibilidade, alojamento, restauração, espaços verdes etc.

Dois pontos. O primeiro está relacionado com a necessidade de reestruturação/revisão da divisão das regiões de turismo nacionais (norte, Porto, região do centro), devido ao facto de certas regiões de Portugal não se justificarem. Por exemplo haver uma revisão no sentido de apenas se vender Portugal como um todo ou vender Portugal e paralelamente vender também a região do Algarve. Depois outros podem ser interessantes de avaliar, por exemplo, Aveiro e a região da Ria podem ser o produto core a vender, ou seja, não haver 3 pólos mas sim 2, por exemplo, vender o produto Portugal, como o produto de atração e depois mais especificamente vender o produto Aveiro.

O segundo ponto está relacionado com o facto de a capacidade hoteleira ser um fator estratégico para o desenvolvimento da cidade enquanto destino turístico, neste momento sentimos a necessidade de pelo menos duplicar o número de dormidas e é por isso que prevemos nos próximos 3 anos instalar, em Aveiro, 3 hotéis de 5 estrelas, encontram-se neste momento em fase de implementação. Estes irão ser os primeiros hotéis 5 estrelas do município. Com o Boom turístico dos últimos anos, é crucial acompanhar todo este desenvolvimento também ao nível do alojamento, com mais alojamento e sobretudo, é importante investir na qualidade desse alojamento. Para além do alojamento, os restantes setores não devem ser aligeirados, desde a promoção de festivais gastronómicos, a venda dos típicos da região, atração da realização de campanhas recorrentes de forma a mantermos o nível e volume de turismo que desejamos. Concluindo, não podemos baixar a guarda, é esta a mensagem.

E, na sua opinião, o destino turístico de Aveiro deve ser vendido juntamente com a cidade do Porto?

Sim, e atenção, este aspeto é polémico, pelo que a minha resposta é apenas uma opinião pessoal. Aliás, como lhe falei há pouco da não necessidade de existirem tantas regiões demarcadas, foi precisamente por isso, devido a esta identidade de venda de produtos turísticos. Apesar de estarmos na região centro, uma venda conjunta Porto-Aveiro é algo que já ocorre hoje em dia e não precisamente o contrário, e os agentes políticos devem de antever estrategicamente esse tipo de decisões e não ir atrás do que está realmente a ser feito. É necessário então ter uma capacidade provisional comprovada.

Em modo de conclusão, na sua opinião, Aveiro tem capacidade de acolher mais turistas?

Aveiro tem capacidade de acolher mais turistas da mesma forma que Portugal ainda tem capacidade de receber mais turistas, ou seja, num rácio proporcional. A estratégica turística de

Aveiro é uma estratégia de segmento. Volto a referir que há três pontos importantes em Aveiro. Ponto 1, a economia da cidade não se rege apenas pelo turismo, a economia de Aveiro é dinamizada por uma série de fatores, para além do turismo. Ponto 2, dentro do pólo do turismo temos o turismo de negócios, de lazer, de congressos. Ponto 3, ao mantermos esta não dependência do turismo para o desenvolvimento da economia na cidade e a sua diversidade, aliado ao facto do turismo em Aveiro ser considerado como um capítulo dentro de um capítulo e que por sua vez tem as 3 vertentes de negócios, de lazer, de congressos, faz com que seja crucial preocuparmo-nos com a gestão de segmento e de oferecer um turismo de boa qualidade e de qualidade irrepreensível, do que um turismo de quantidade e de atração de muitos turistas. Eventualmente, a qualidade irá levar à quantidade, no entanto estamos satisfeitos com os volumes turísticos que a cidade tem apresentado e acompanharemos de certeza o crescimento do volume turístico das grandes cidades de Lisboa e do Porto, o que interessa neste caso é que os turistas quando chegarem a Aveiro vindos das grandes cidades, encontrem os aspetos que anteriormente definimos na gestão territorial.

Por fim, como caracteriza Aveiro numa só palavra?

A primeira palavra que me surge na memória é Aveiro, a cidade dos canais, que até é o slogan da cidade. Mas em termos afetivos posso dizer que Aveiro é uma cidade em que se tem de adaptar a ela, e não o contrário. Aveiro é uma cidade alavanca, não é uma cidade que fica a espera que algo seja feito por ela mas é sim uma cidade com talento. Talento por mérito. Aveiro é uma cidade de talento por mérito.

<u>Ana Gouveia, Diretora Geral Hotel Meliã Ria Aveiro (29/03/2019)</u>

Qual o perfil do turista que visita Aveiro (casais/famílias; nacional/estrangeiro; lazer/de negócios)?

Ao nível do lazer, quem visita mais a cidade são famílias. Ao nível do Meliã Ria, grande parte dos nossos clientes são empresas, o setor *corporate* tem um peso muito grande nas nossas receitas, principalmente durante a semana. No entanto, até já começamos a ter congressos a serem realizados à sexta-feira e sábado, o que acaba por cobrir um pouco do fim de semana também. Depois temos uma parte da receita que vem por via do setor do lazer, cujo cliente são famílias portuguesas e espanholas que vêm para passar fim de semana.

Os congressos que falou há pouco são maioritariamente realizados no Centro de Congressos de Aveiro? Têm alguma parceria com este espaço?

Sim, temos uma parceria com o Centro de Congressos que funciona nos dois sentidos, isto é, quer o nosso hotel realiza lá eventos e fornece o seu catering, como também alojamos os congressistas que vêm participar nos congressos. O mesmo tipo de parceria acontece ao nível das salas de reuniões, por exemplo, quando temos um cliente que deseja um determinado tipo de sala e nós já não temos disponibilidade, a primeira sugestão que damos é realizar no Centro de Congressos, e o mesmo se aplica no sentido inverso, se o Centro de Congressos tem um evento a ser realizado no seu espaço mas o evento não inclui alimentação ou o espaço não tem capacidade de servir refeições na mesma sala que o evento, nesse caso o *Meliã Ria* pode complementar a oferta com um espaço de refeições e catering.

Ao nível da nacionalidade do turista, qual o panorama no *Meliã Ria*, recebem mais clientes nacionais, estrangeiros, um pouco dos dois?

Eu estou no *Meliã Ria* desde a abertura do hotel e tenho notado uma grande diferença nesse aspeto. No primeiro ano de atividade do hotel, em 2005, o nosso principal cliente era o espanhol pois o grupo *Meliã* é um Espanhol e também devido à proximidade com o país vizinho. No entanto, isso também ainda acontece mas não tão acentuado. Hoje em dia temos mais clientes portugueses, principalmente no setor do lazer.

Ao nível do setor *corporate* depende muito de que empresa estamos a falar, por exemplo, nós temos um grande cliente nosso que todos os anos faz ações de *team building* cá e como a empresa é alemã, nesse caso temos muitos turistas alemães.

Ao nível da ocupação, qual o valor da vossa taxa de ocupação anual que costumam apresentar?

A nossa taxa de ocupação anual é de 78%, sendo que temos 128 quartos, por isso é uma taxa muito positiva. No entanto no Verão, que é a época alta, temos uma taxa de ocupação de 95%.

Referiu há pouco que está no hotel desde o seu início, tem notado um aumento dos turistas desde 2005 até aos dias de hoje? Sim, quer a nossa taxa de ocupação quer o preço médio por noite tem crescido ao longo dos anos, o que faz com as receitas sejam cada vez melhores, ano após ano. No *Meliã Ria*, e até mesmo acaba por acontecer nos hotéis a nível geral, temos clientes nacionais fiéis, por exemplo, temos um casal nosso cliente que já vem há vários anos e até mesmo este fim de semana estão cá hospedados.

Ainda ao nível do perfil do turista, e fazendo a distinção entre lazer e *corporate*, qual é a estadia média de cada um dos setores de turistas no *Meliã Ria*?

Ao nível do setor *corporate*, temos clientes com estadias muito longas, em alguns casos até nove meses. No entanto, salvo as estadias longas, a estadia média tem a duração de cinco noites. Quanto ao nível do lazer, a duração média das estadias é de 2/3 dias, devido ao facto de Aveiro ser uma cidade pequena, cujos principais pontos da cidade se visitam num dia ou até mesmo numa tarde. No entanto, Aveiro tem a vantagem de estar na região centro e equidistante de outras grandes cidades interessantes a visitar, como Coimbra e Porto por exemplo, e por isso, acaba por funcionar como um centro de operações de visita das restantes cidades. Depois temos também casos esporádicos de turistas que não sabem que Aveiro é uma cidade que se visita em relativamente pouco tempo e acabam por ficar mais do que 2/3 dias, por exemplo, temos um casal esta semana que vai ficar 7 dias, que provavelmente nos primeiros dias já visitou a cidade e que agora nos restantes dias pode ficar a descansar ou visitar os concelhos adjacentes a Aveiro.

Em relação a esse ponto de visitarem as cidades vizinhas, tem noção se os turistas vêm somente para visitar Aveiro ou se acabam por visitar as cidades próximas, como o Porto por exemplo? Não tenho a certeza se vêm com essa intenção mas o que acaba por acontecer é que acabam por visitar as cidades vizinhas, por exemplo, há clientes que ficam alojados no *Meliã Ria* e que

acabam por fazer uma viagem de um dia ao Porto e que, acaba por complementar a sua viagem. No entanto, esta situação acontece mais com clientes estrangeiros, muitas vezes por razões geográficas e culturais, pois muitas vezes o turista português considera que as cidades são distantes umas das outras mas no caso do turista brasileiro, o conceito de distante já é um pouco mais relativo, visto que vêm de um país de grandes dimensões, por exemplo, já chegamos a ter um casal de turistas brasileiros que veio de Lisboa até Aveiro de táxi, pois ficava apenas a 2 horas de distância. No caso dos turistas europeus, a noção de distante também difere da dos portugueses, pois comparativamente a Londres e os seus subúrbios, se associarmos o Porto a Londres, podemos considerar Aveiro como os subúrbios do Porto e por isso mesmo, é possível estar alojado numa das cidades (Aveiro ou Porto) e fazer uma visita de um dia à outra cidade. Outra situação relativamente a distância, já tivemos por várias vezes clientes oriundos das *stop-overs* dos aviões do Porto que, por não conseguirem encontrar alojamento para todos os passageiros na cidade do Porto, Aveiro foi a cidade que acabaram por escolher para alojar os restantes passageiros.

Falou há pouco que costuma falar com os clientes e fazer-lhes sugestões de sítios a visitar, no âmbito de Aveiro, que atrações recomenda aos turistas a visitarem?

O passeio de moliceiro pela *Ria de Aveiro*, a fábrica de ovos moles, o ostra Aveiro, o Museu do Mar, a Costa Nova e as suas casinhas, as praias da barra e de São Jacinto, o museu de Santo André, a vista alegre, entre outros, até porque a cidade de Aveiro em si acaba por se visitar em muito pouco tempo, depois claramente que temos de sugerir atrações nos outros concelhos vizinhos, por exemplo, as praias da Costa Nova já pertencem ao concelho de Ílhavo.

E tem notado nos últimos anos um maior investimento na cidade, de modo não só a melhoria da qualidade de vida dos residentes mas também com vista a atração de mais turistas à cidade?

Sim. Aveiro tem de facto tido algum investimento nos últimos anos, até porque desde há uns dois anos para cá que Aveiro está na moda, por isso justifica-se o investimento na cidade. Até tenho visto nos últimos tempos autocarros de turistas e turistas de comboio que vêm e visitam a cidade num só dia e depois regressam.

E apesar do volume de turistas ter aumentado nos últimos anos, na sua opinião, Aveiro tem capacidade de acolher mais turistas? Ou por outro lado, tem de haver primeiro uma adaptação da cidade e um maior investimento, de modo a que seja possível acolher mais turistas?

Não focando na parte do lazer que a esse nível já existe algum investimento e medidas implementadas mas ao nível do setor corporate muitas vezes perdemos eventos de grandes dimensões precisamente por não existirem na cidade infraestruturas de grandes dimensões de apoio aos congressos o complementar com a parte das refeições, não existe um único espaço ou restaurante de grandes dimensões em Aveiro, pelo que quando surgem este tipo de eventos, acabamos por os perder para Coimbra, onde existem espaços de grandes dimensões de apoio aos eventos ao nível de refeições. Por exemplo, se houver um evento no Centro de Congressos para 700 pessoas, não há nenhum espaço em Aveiro que consiga ter em simultâneo 700 pessoas a tomar uma refeição, por isso acabamos por perder clientes que procuram esse tipo de oferta, neste caso, o evento acaba por ir para Coimbra que tem essa capacidade de alimentação aliada à realização do evento. Deste modo, era necessário repensar nesta vertente de modo a que, no futuro, pudéssemos aceitar realizar eventos dessas dimensões na cidade de Aveiro. Tirando esse aspeto, não há assim mais nenhum ponto a apontar, a Câmara Municipal de Aveiro tem realizado nos últimos anos festivais de dinamização da cidade, como a Festa dos Canais, a Maratona da Europa, entre outros eventos que dão nome à cidade e acabam por contribuir para a sua boa promoção. Para além desses eventos também temos as Festas de Março e a Festa de São Gonçalinho mas acaba por atrair apenas locais pois é uma festa mais tradicional da cidade.

Por fim, se numa palavra tivesse de definir Aveiro, qual seria essa palavra?

Logo à partida, a primeira palavra que me vem à cabeça é "maravilhosa" pois realmente Aveiro é uma cidade fantástica e tem uma qualidade de vida espetacular. Se por outro lado me perguntarem pelos defeitos de Aveiro não consigo enumerar nenhum pois apesar de eu ser de Lisboa e à partida conseguir compara Lisboa com Aveiro, não consigo identificar defeitos de Aveiro pois a cidade tem uma qualidade de vida espetacular, não só pela distância dos subúrbios ao centro da cidade mas também pela qualidade do ar e ausência de poluição e de stress no dia-a-dia devido a fatores como o trânsito, por exemplo. Por isso, Aveiro é uma cidade maravilhosa.

8.2. Annex II – Questionnaire

City Branding: Aveiro

The present survey is part of the Thesis Project in City Branding, with focus in the city of Aveiro, for the Master in Management by IBS - ISCTE Business School. The main goal of this survey is analyse not only how local people perceive their city, but also analyse the tourists' perceptions of Aveiro's attributes. All answers are anonymous and confidential.

Thank you very much for your collaboration.

Este questionário realiza-se no âmbito da Tese Projecto em City Branding, com foco na cidade de Aveiro, inserida no Mestrado em Gestão da IBS - ISCTE Business School. Com o objectivo de analisar a percepção que os locais e turistas têm da cidade de Aveiro e dos seus atributos, o questionário é dividido em duas partes, sendo uma dirigida aos residentes de Aveiro e a outra para os turistas, quer nacionais, quer estrangeiros, que visitam a cidade. Todas as respostas são anónimas e confidenciais.

Obrigada desde já pela colaboração.

A) Locals / Residents in Aveiro | População Local / Residentes em Aveiro

1. For how long do you live in Aveiro? | Há quantos anos vive em Aveiro?
☐Less than 1 year | < 1 ano ☐1 to 5 years | 1-5 anos ☐ More than 10 years | > 10 anos

2. Which adjective would you use to describe Aveiro? | Que adjectivo utilizaria para descrever Aveiro? _____

3. What are the most typical attractions in Aveiro? | Quais as atracções mais típicas de Aveiro?
   [Please select maximum 3 options | Selecione no máximo 3 opções]
   ☐ Moliceiro Boat Experience & *Ria de Aveiro* | Passeio de Moliceiro e *Ria de Aveiro*
   ☐ Arte Noveau Arquitecture | Arquitectura Arte Nova
   ☐ Gastronomy (Ovos Moles) | Gastronomia (Ovos Moles)
   ☐ Museum of Aveiro (Santa Joana) | Museu de Santa Joana
   ☐ Forúm Aveiro

☐ City's Park | Parque da Cidade de Aveiro

☐ Aveiro Congress Center | Centro de Congressos de Aveiro

☐ CMIA - Municipal Center for Environmental Interpretation | CMIA - Centro Municipal de Interpretação Ambiental

☐ Other – which one? | Outra – qual?_____

4. *How do you see the tourism sector in Aveiro? Is it well-developed? | Como descreve o turismo em Aveiro? É bem desenvolvido?

_____

_____

_____

5. How would you classify your Aveiro in terms of the following statements? | Como classifica Aveiro em cada um dos seguintes aspectos?

1 - Strongly disagree | Discordo totalmente; 2- Disagree | Discordo; 3- Neither agree or disagree Indiferente; 4 – Agree | Concordo; 5 - Strongly agree | Concordo Totalmente

	1	2	3	4	5
Aveiro has a rich history and cultural heritage Aveiro tem história e um património cultural ricos					
Aveiro is a safe city Aveiro é uma cidade segura					
Aveiro has a pleasant climate Aveiro tem um clima agradável					
Aveiro is easy to access from outside to the city Aveiro é uma cidade de fácil acesso a partir do exterior					
It is not difficult to circulate in the city (flat streets) Não é difícil de circular em Aveiro por ser uma cidade plana					
Aveiro has poor transportation facilities Aveiro tem uma fraca rede de transportes					
Aveiro has a rich gastronomy Aveiro tem uma gastronomia rica e completa					
Aveiro has pleasant gardens and green areas Aveiro tem jardins e áreas verdes agradáveis					
Aveiro is a city with no nightlife Aveiro é uma cidade sem vida nocturna					
Aveiro has few tourism accommodation facilities Aveiro tem poucas infraestruturas de alojamento turístico					
Aveiro has few local shops & regional products' shops					

Aveiro tem poucas lojas de comércio local e de produtos regionais						

6. Do you feel that you belong to Aveiro's city? | Sente que pertence à cidade de Aveiro?

☐ Yes | Sim   ☐ No | Não

7. Are you proud of your city? | Tem orgulho na sua cidade?

☐ Yes | Sim   ☐ No | Não

8. What do you consider that the city has best to offer to residents, tourists and everyone that experience the city? | O que considera que Aveiro tem de melhor para oferecer aos seus residentes, turistas e todas as pessoas que experienciam a cidade?

[Please select only 1 option | Selecione apenas 1 opção]

☐ History & Cultural Heritage | História e Património Cultural

☐ Gastronomy | Gastronomia

☐ Arquitecture | Arquitectura

☐ Biodiversity | Biodiversidade

☐ Other – which one? | Outra – qual?_____

9. In your opinion, can Aveiro welcome more tourists? | Na sua opinião, Aveiro tem capacidade de receber mais turistas?   ☐ Yes | Sim   ☐ No | Não

10. What do you think Aveiro can improve in order to become a better city? | Que aspecto Aveiro pode melhor de forma a se tornar uma melhor cidade?

_____

11. If Aveiro would be a person, how would you characterise it? | Se Aveiro fosse uma pessoa, como a caracterizava?

[Please select only 1 option | Selecione apenas 1 opção]

☐ Young | Jovem

☐ Fun | Divertida

☐ Cool | Interessante

☐ Energetic | Enérgica

☐ Unique | Única

☐ Other – which one? | Outra – qual? _____

Profile | Perfil

1.   Age | Idade: ☐ <18 ☐ 18-24 ☐ 25-34 ☐ 35-44 ☐ 45-54 ☐ 55-64 ☐ >= 65

2.   Gender | Genéro: ☐ Male | Masculino   ☐ Female | Feminino

3.   *Education level | Formação académica:

   ☐ Pre- High school or below | Ensino primário ou básico

   ☐ High school | Ensino secundário

   ☐ Bachelor | Licenciatura

   ☐ Master| Mestrado

   ☐ PhD | Doutoramento

   ☐ Other – which one? | Outra – qual? _____

4. Nationality | Nacionalidade: _____

B) Tourists in Aveiro | Turistas em Aveiro

1. Is this your first trip to Aveiro? | Esta é a sua primeira viagem a Aveiro?

   ☐ Yes | Sim   ☐ No | Não

   a. If no, how many times have you visited Aveiro before? | Em caso de resposta negativa, quantas vezes já visitou Aveiro até esta viagem? ☐ 1 ☐ 2 ☐ 3-4 ☐ 4

2. Have you ever visited other cities of Portugal besides Aveiro? | Alguma vez visitou outras cidades de Portugal para além de Aveiro?   ☐ Yes | Sim   ☐ No | Não

   a. If yes, which ones? | Se sim, quais? _____

3. You are visiting Aveiro in: | Visita Aveiro em: ☐ Leisure | Lazer ☐ Business | Negócios

4. For how many days are/were you visiting Aveiro? | Qual a duração da sua viagem a Aveiro?

   ☐ Day trip | Viagem de um dia ☐ 2-3   ☐ 4-5   ☐ 6-7 ☐ More than 7 | Mais de 7 dias

5. What means of transport did you choose to go to Aveiro? | Que meio de transporte utilizou para vir até Aveiro?

   ☐ Train | Comboio

   ☐ Bus | Autocarro

   ☐ Rented car | Carro alugado

   ☐ Personal car | Carro próprio

   ☐ Other – which one? | Outra – qual? _____

6. What type of accommodation did you choose in Aveiro? | Que tipo de alojamento escolheu para ficar hospedado em Aveiro?

   ☐ Hotel

   ☐ Hostel

   ☐ Rented apartment | Apartamento turístico alugado

   ☐ Family or Friends accommodation | Alojamento de familiares ou amigos

   ☐ Not applicable (day trip) | Não aplicável (Viagem de um dia)

   ☐ Other – which one? | Outra – qual? _____

7. During this trip, are you visiting other cities besides Aveiro? | Nesta viagem, visitou ou irá visitar outras cidades para além de Aveiro?　　☐ Yes | Sim　　☐ No | Não

    a. If yes, which one? | Se sim, quais?

    _____

8. Did you enjoy visiting Aveiro? | Gostou de visitar Aveiro?　☐ Yes | Sim　☐ No | Não

    a. If no, why? | Se não, porquê?

    _____

9. *Why did you decide to visit Aveiro? | Porque escolheu visitor Aveiro?

    _____

    _____

10. What did you love the most in Aveiro? | O que gostou mais em Aveiro?

    [Please select only 1 option | Selecione apenas 1 opção]

    ☐ History & Cultural Heritage | História e Património Cultural

    ☐ Moliceiro Experience & *Ria de Aveiro*

    ☐ Local people | População local

    ☐ Weather conditions | Condições climatéricas

    ☐ Biodiversity | Biodiversidade

    ☐ Gastronomy | Gastronomia

    ☐ Beach | Praia

    ☐ Other – which one? | Outra – qual? _____

11. Did the city meet your expectations? | A cidade de Aveiro correspondeu às suas expectativas? ☐ Yes | Sim　　☐ No | Não

    a. *If no, why? | Se não, porquê?

    _____

12. How would you classify your Aveiro in terms of the following statements? | Como classifica Aveiro em cada um dos seguintes aspectos?

1 - Strongly disagree | Discordo totalmente; 2- Disagree | Discordo; 3- Neither agree or disagree Indiferente; 4 – Agree | Concordo; 5 - Strongly agree | Concordo Totalmente

	1	2	3	4	5
Aveiro has a rich history and cultural heritage Aveiro tem história e um património cultural ricos					
Aveiro is a safe city Aveiro é uma cidade segura					
Aveiro has a pleasant climate Aveiro tem um clima agradável					
Aveiro is easy to access from outside to the city Aveiro é uma cidade de fácil acesso a partir do exterior					
It is not difficult to circulate in the city (flat streets) Não é difícil de circular em Aveiro por ser uma cidade plana					
Aveiro has poor transportation facilities Aveiro tem uma fraca rede de transportes					
Aveiro has a rich gastronomy Aveiro tem uma gastronomia rica e completa					
Aveiro has pleasant gardens and green areas Aveiro tem jardins e áreas verdes agradáveis					
Aveiro is a city with no nightlife Aveiro é uma cidade sem vida nocturna					
Aveiro has few tourism accommodation facilities Aveiro tem poucas infraestruturas de alojamento turístico					
Aveiro has few local shops & regional products' shops Aveiro tem poucas lojas de comércio local e de produtos regionais					

13. In a scale 1 to 5, how strongly would you recommend Aveiro to your friends and family?

| Numa escala de 1 a 5, em que nível recomendaria Aveiro à sua família e amigos?

☐ 1- Strongly not recommend | Não recomento totalmente

☐ 2- Not recommend | Não recomendo

☐ 3 - Neither recommend or not recommend | Indiferente

☐ 4 - Recommend | Recomendo

☐ 5 - Strongly recommend | Recomendo totalmente

14. *Besides the city centre of Aveiro, which other places have you visited in the region? |

Para além do centro de Aveiro, que outras zonas visitou na região?

☐ Costa Nova Beach | Praia da Costa Nova

☐ Natural Reserve of São Jacinto Dunes | Reserva Natural das Dunas de São Jacinto

☐ Barra's Beach & Lighthouse | Praia da Barra e Farol de Aveiro

☐ Other – which one? | Outra – qual? _____

15. In this trip, which areas around Aveiro have you also visited? | Nesta viagem, que zonas

e municípios visitou para além de Aveiro?

☐ Águeda

☐ Albergaria-a-Velha

☐ Anadia

☐ Arouca

☐ Castelo de Paiva

☐ Espinho

☐ Estarreja

☐ Ílhavo

☐ Mealhada

☐ Murtosa

☐ Oliveira de Azeméis

☐ Oliveira do Bairro

☐ São João da Madeira

☐ Sever do Vouga

☐ Vagos

☐ Vale de Cambra

☐ I have only visited Aveiro city | Apenas visitei a cidade de Aveiro

☐ No answer | Não respondo

☐ Other – which one? | Outra – qual? _____

16. If Aveiro would be a person, how would you characterise it? | Se Aveiro fosse uma pessoa, como a caracterizava?

[Please select only 1 option | Selecione apenas 1 opção]

☐ Young | Jovem

☐ Fun | Divertida

☐ Cool | Interessant

☐ Energetic | Energética

☐ Unique | Única

☐ Other – which one? | Outra – qual? _____

Profile | Perfil

1. Age | Idade: ☐ <18 ☐ 18-24 ☐ 25-34 ☐ 35-44 ☐ 45-54 ☐ 55-64 ☐ >= 65

2. Gender | Genéro: ☐ Male | Masculino ☐ Female | Feminino

3. *Education level | Formação académica:

   ☐ Pre- High school or below | Ensino primário ou básico

   ☐ High school | Ensino secundário

   ☐ Bachelor | Licenciatura

   ☐ Master| Mestrado

   ☐ PhD | Doutoramento

   ☐ Other – which one? | Outra – qual? _____

4. Nationality | Nacionalidade: _____

8.3. Annex III – Respondents agreement on Aveiro's attractions & facilities

	Aveiro has a rich history and cultural heritage	Aveiro is a safe city	Aveiro has a pleasant climate	Aveiro is easy to access from outside to the city	It is not difficult to circulate in the city (flat streets)	Aveiro has poor transportation facilities	Aveiro has a rich gastronomy	Aveiro has pleasant gardens and green areas	Aveiro is a city with no night-life	Aveiro has few tourism accommodation facilities	Aveiro has few local shops & regional products' shops
	%	%	%	%	%	%	%	%	%	%	%
1 Strongly disagree	1,2%	0,0%	0,0%	0,0%	0,0%	1,2%	0,0%	1,2%	8,3%	4,8%	20,2%
2 Disagree	7,1%	3,6%	14,3%	4,8%	1,2%	17,9%	2,4%	11,9%	33,3%	39,3%	38,1%
3 Neither agree or disagree	10,7%	3,6%	15,5%	2,4%	3,6%	22,6%	4,8%	6,0%	34,5%	25,0%	15,5%
4 Agree	70,2%	63,1%	61,9%	61,9%	63,1%	36,9%	61,9%	60,7%	17,9%	28,6%	25,0%
5 Strongly agree	10,7%	29,8%	8,3%	31,0%	32,1%	21,4%	31,0%	20,2%	6,0%	2,4%	1,2%

Table 7: Locals' / residents' agreement on Aveiro's attractions & facilities

	Aveiro has a rich history and cultural heritage	Aveiro is a safe city	Aveiro has a pleasant climate	Aveiro is easy to access from outside to the city	It is not difficult to circulate in the city (flat streets)	Aveiro has poor transportation facilities	Aveiro has a rich gastronomy	Aveiro has pleasant gardens and green areas	Aveiro is a city with no night-life	Aveiro has few tourism accommodation facilities	Aveiro has few local shops & regional products' shops
	%	%	%	%	%	%	%	%	%	%	%
1 Strongly disagree	1,1%	1,1%	2,6%	2,1%	2,1%	1,1%	0,5%	0,5%	5,3%	9,5%	13,7%
2 Disagree	0,0%	0,0%	22,1%	2,6%	2,1%	6,8%	0,5%	2,6%	22,1%	32,1%	58,4%
3 Neither agree or disagree	15,3%	5,3%	18,4%	5,3%	5,3%	84,7%	18,9%	20,0%	64,7%	48,9%	20,0%
4 Agree	69,5%	72,1%	43,7%	66,8%	61,6%	7,4%	63,7%	58,9%	6,8%	7,9%	5,8%
5 Strongly agree	14,2%	21,6%	13,2%	23,2%	28,9%	0,0%	16,3%	17,9%	1,1%	1,6%	2,1%

Table 8: Tourists' agreement on Aveiro's attractions & facilities