

Master's Degree in Tourism and Communication

Dissertation

*The Influence of Destination Branding and*

*Authenticity on Tourism:*

*Analysing the tourist experience -*

*Case Study of Lisbon*

Escola Superior de Hotelaria e Turismo do Estoril

Ana Filipa Figueiredo de Oliveira

October 2019

Mestrado em Turismo e Comunicação

Dissertação

***The Influence of Destination Branding and  
Authenticity on Tourism:  
Analysing the tourist experience -  
Case Study of Lisbon***

Escola Superior de Hotelaria e Turismo do Estoril

Ana Filipa Figueiredo de Oliveira

Outubro 2019



Master's Degree in Tourism and Communication

Dissertation

*The Influence of Destination Branding and*

*Authenticity on Tourism:*

*Analysing the tourist experience -*

*Case Study of Lisbon*

Escola Superior de Hotelaria e Turismo do Estoril

Supervisor: Cândida Cadavez (PhD)

Dissertation presented for the award of the Master's Degree in  
Tourism and Communication from the Escola Superior de  
Hotelaria e Turismo do Estoril (Estoril Higher Institute for  
Tourism and Hotel Studies)

Mestrado em Turismo e Comunicação

Dissertação

***The Influence of Destination Branding and  
Authenticity on Tourism:  
Analysing the tourist experience -  
Case Study of Lisbon***

Escola Superior de Hotelaria e Turismo do Estoril

Orientadora: Cândida Cadavez (PhD)

Dissertação apresentada à Escola Superior de Hotelaria e  
Turismo do Estoril para a obtenção do Grau de Mestre em  
Turismo e Comunicação.



## **Acknowledgements**

Throughout the writing of this thesis, I have received a lot of support and encouragement. I would like to thank the people that assisted me in this intense stage of my life.

In the very first place, I would like to thank my supervising professor, PhD Cândida Cadavez. Not only did she prove to be a great teacher throughout the two years of my master studies, but she is also an exceptional tutor. She clearly managed to arouse my interest in tourism sociology, and guided me along these years, so at the end I already knew that these were the topics that I wanted to discuss. Thank you for all your help, your assistance, your constant motivation and enthusiasm, your professionalism, but also your caring and interest. I could not have chosen a better supervisor.

Furthermore, I would like to thank APPA and AMBA for their excellent collaboration with the online interviews. A big ‘thank you’ to Mrs. Maria de Lurdes Pinheiro and Mr. Luís Paisana, the presidents of these associations; your input was so valuable, and I am very thankful that you have allowed me this insight into your daily work.

Then I would like to thank my parents, who have always been there for me; without you nothing of this would have been possible. I am where I am today, and that is just because of you. I will be forever grateful.

Last but not least, I would like to thank my boyfriend, my friends, and my colleagues, who supported me throughout this phase, and motivated me to pursue my objectives.

A big ‘THANK YOU’ to all of you!

## **Contents**

Contents	ii
List of Figures	iv
List of Tables	iv
Abstract	v
Resumo	vii
List of Abbreviations	ix
1. Introduction	1
1.1. Contextualization	1
1.2. Objectives and Motivations	3
2. Methodology	5
3. The State of the Art:	7
From Destination Branding to the Real Tourist Experience	7
4. Destination Branding Nowadays	15
4.1. Concepts and Strategies	15
4.2. The Influence of Social Media and the Internet	23
5. <i>Authenticity and Staged Authenticity</i> in Contemporary Tourism	27
6. Tourist Behaviour – the Perspective of a Consumer	33
6.1. The Creation of Expectations and Stereotypes	33
6.2. Tourist Types	34
6.3. The Tourist Experience	37

7. Case Study – Lisbon, Portugal	42
7.1. The Development of Lisbon Urban Tourism Industry	42
7.2. Imaging, Branding and Promotion	48
7.3. Tourist Experiences in Lisbon: The Role of Authenticity	55
7.4. Problems and Conflicts within the City	62
7.5. The Effects on Local Communities: Solutions and New Strategies (Online Interviews)	65
8. Final Conclusions: Results, Outcomes and Perspectives	77
References	84
Appendixes	92
<i>Appendix A</i>	93
<i>Appendix B</i>	98
<i>Appendix C</i>	103
<i>Appendix D</i>	110

## **List of Figures**

Figure 1: The relational network brand _____	8
Figure 2: The five phases in destination brand building _____	17
Figure 3: The destination brand benefit pyramid _____	18
Figure 4: Spain logo _____	20
Figure 5: Development of the region's focal points _____	50
Figure 6: Visit Portugal - Lisbon Promotion on Instagram _____	53
Figure 7: Visit Lisbon Official Webpage _____	54

## **List of Tables**

Table 1: Findings and Answers (Interviews) .....	76
--	----

## **Abstract**

Destination Branding: a concept that has guided the tourism industry since day one. It strengthens the position of the product in the tourism market and helps it to remain competitive. It has also been an efficient tool to give an image to places and transmit this image to the final consumer. But how much “realness” does this image transmit? Is it genuine, or just a replication of what people actually want to see? How authentic are these images, and how staged are they?

The image of a destination influences a lot the experience of the tourist. It creates expectations and develops certain stereotypes that many times create staged experiences. A destination image certainly involves staged characteristics; it implies a front and a back stage, which separate the processes shown to the consumer/ tourist, from the real processes happening behind. This simple segregation causes an enormous outcome on the consumer, who does not get to see the real face of the destination visited, and instead remains with a false and misleading image of the place.

Portugal has become famous due to its outstanding landscapes and cultural resources, but mostly for its people and their welcoming character. Since we can remember, it has been a country known for its modesty and humbleness, and exactly this image would accompany it along the years, in order to guarantee its position in the tourism industry. These characteristics can be traced back to the regime of the dictator António de Oliveira Salazar, who helped to establish the image of the “humble” Portugal in the 20<sup>th</sup> century.

Today we can find Portugal booming in terms of tourism; especially the capital Lisbon has noted a remarkable increase in the past time. In line with this, it has been elected the World’s Leading City Break Destination for the last three years. Thus, Lisbon has developed very rapidly; it is seen as a city of diversity and variety, authentic experiences and urban creations; its fast development and strong attraction have led to a strong influx of tourists, which is now breaking the records. Nevertheless, it can be noticed that globalization has taken over the capital and has already made some changes in terms of economy, culture and its social structure. But to what extent did this progress influence the authenticity and the genuineness of the real Lisbon and its people? Demonstrations

and initiatives have marked the life within the city: locals protest against the current touristification and massification of the central areas and are no longer willing to bear the modification of their loved homes. At this point conflicts and barriers are built between the inhabitants, the official authorities, and the tourists. How exactly these conflicts influence the life of the locals, and how they affect the tourists experience in the city of Lisbon will be exposed and analysed in the present dissertation.

**Keywords:** Authenticity; Destination Images; Globalization; Lisbon; Tourist Experience.

## **Resumo**

‘Destination Branding’: um conceito que guiou a indústria do turismo desde o primeiro dia. Um método, que reforça a posição do produto no mercado, e que ajuda a manter a competitividade na indústria. O ‘Destination Branding’ tem sido um instrumento eficiente para comunicar uma imagem concreta do destino e transmitir essa imagem ao consumidor final/turista. Quanto à realidade dos destinos, surge a pergunta: que ‘verdade’ transmite essa imagem? Essa imagem é genuína, ou apenas uma réplica das expectativas dos turistas? Quão autênticas são estas imagens, e quão encenadas são?

Uma coisa, porém, é certa: a imagem de um destino influencia a experiência do turista. Essa imagem cria expectativas, e constrói certos estereótipos, que muitas vezes resultam em experiências, que não correspondem à realidade. É por esse motivo que a imagem do destino certamente implica e envolve algumas características ‘encenadas’. No entanto, esse procedimento implica os chamadas ‘front’ e ‘back stages’, que separam os processos apresentados aos consumidores/turistas dos verdadeiros processos que estão a acontecer por trás do cenário. Essa segregação causa um impacto significativo no consumidor, que acaba por não conhecer a verdadeira face do destino, e permanecer com uma imagem enganadora do local.

Portugal tornou-se um destino turístico muito procurado, devido às suas paisagens excepcionais e aos seus recursos culturais, mas, acima de tudo, graças à sua gente e ao seu carácter acolhedor. Devemos lembrar, que esse mesmo país foi sempre conhecido pela sua humildade e simplicidade; é exatamente essa imagem que tem acompanhado Portugal ao longo dos anos, de modo a garantir a sua posição no setor do turismo. Estas características acompanham a imagem turística deste país desde o regime do ditador António de Oliveira Salazar, que ajudou a construir e criar a imagem de um ‘Portugal modesto’ no século XX.

Atualmente, em termos de turismo, Portugal está numa posição cimeira, sobretudo a capital, Lisboa, que registou um aumento notável nos últimos anos, no que toca à chegada de turistas. Lisboa foi também eleita a World’s Leading City Break Destination nos últimos três anos e tem-se desenvolvido muito rapidamente num passado recente; é uma

cidade que representa a diversidade e a variedade, experiências autênticas e criações urbanas. Assim, o desenvolvimento acelerado conduziu a um enorme fluxo de turistas, que está a bater todos os recordes. Contudo, percebe-se que a globalização tem estado a apoderar-se da cidade, e tem até causado mudanças significativas em termos de economia, sociedade, e cultura dos locais. Mas até que ponto é que esse desenvolvimento influencia a autenticidade e a genuinidade de Lisboa e do seu povo? Manifestações e outras iniciativas marcaram os últimos anos da cidade: os habitantes protestam contra a forte turistificação e massificação de locais centrais, e não estão dispostos a aceitar a transformação das suas residências. Sucedem-se, então, conflitos entre os habitantes, as autoridades, e os turistas. O modo como esses conflitos influenciam a vida dos habitantes, e como isso afeta a experiência do turista na cidade de Lisboa, será exposto e analisado na presente dissertação.

**Palavras-chave:** Autenticidade; Globalização; Imagem do destino; Lisboa; Experiência do turista.

## **List of Abbreviations**

AMBA	Associação de Moradores da Freguesia da Misericórdia
APPA	Associação do Património e População de Alfama
ERD	Entidade Regional de Turismo da Região de Lisboa
GDS	Global Distribution System
TUI	Touristik Union International
UCLG	United Cities and Local Governments
UNWTO	United Nations World Tourism Organization

## **1. Introduction**

### **1.1. Contextualization**

Nowadays the tourism industry has a lot to offer: thousands of destinations and experiences, all marked by different characteristics, qualities, conditions and cultures. We have thousands of brands, and even more, we have an incredibly wide range of travel possibilities. All in all, the consumer has the agony of choice. But how does a tourist choose a destination? Which destination brands are able to please the consumers, and which images are the most appealing ones?

When thinking about the image of a destination, different factors play a significant role: of course, the place itself, but as well its resources, such as its people and the atmosphere created. But how does it come, that tourists have a certain image of places that they have never visited before? The image that a destination communicates is often defined as “the sum of beliefs, ideas and impressions that a person has of a destination” (Crompton, 1979; p.18). These assets are crucial for the tourist’s relation with the destination brand.

The concept of destination branding has a clear objective: transmitting a favourable image to the final consumer, which allows to control the preferences and the tastes of different target groups (v.d. Kotler and Gertner, 2004: p.41). Not only does this image affect the tourists, it also has a great effect on the local communities living in the destinations, who must change and adapt their lives to the needs of the tourism industry.

All this leads to the following questions: which role does authenticity play within the experience of tourism? Do the experiences that are provided at a destination correspond to the reality of the locals, or are they just simplifications and reflections of what the tourists imagine seeing?

Authenticity plays a major role in the contemporary tourism industry. Everyone wants to have an authentic trip; this concept has clearly overtaken mass tourism's popularity, since nowadays meaningful experiences have become more important than just mere entertainment (v.d. Pine and Gilmore, 1998: p.99). Hence, whether a destination's authenticity is staged or real, it also depends on the visitor's perspective. Thus, a tourist can either pursue authenticity in a host community, or long for self-actualization which makes him search for authenticity in himself (v.d. Wang, 1999: p.351).

These approaches lead to the next topic, the tourist experience. As mentioned previously, the whole tourism experience relies on the tourists' perception; though, there are many distinct types of tourists existing, each one pursuing different necessities and thus representing different preferences (v.d. Cohen, 1979: p.180). Therefore, it is significant to this study to analyse and present the most crucial approaches and concepts related to the tourist experience, in order to provide a general overview and further evaluate its relationship with authenticity and the branding of a destination.

One destination that is recently dealing with the mentioned topics is the city of Lisbon. The Portuguese capital is experiencing a great tourism boom due to its accelerated development and recent urban changes (v.d. Richards and Marques, 2019: p.4). The refurbishment of the city and its transformation into a modern experience factory, but as well the rebranding of its image, have made it an attractive destination to visit. With the case study of Lisbon this paper aims to complete the analysis of the presented topics, hence transmitting the theoretical concepts to a direct and contemporary example. The case study will expose the benefits of Lisbon's successful branding and marketing strategy, but it will also demonstrate how its accelerated development has led to problematic situations for the local communities and residents. Effects like gentrification, commercialization and commodification are turning Lisbon into a place of mass tourism (v.d. Richards and Marques, 2019: p.2). The reproduction of culture and authenticity is just one of many problems that the city must deal with.

In line with the exposed topics, the following section will present the objectives and motivations for this study, thus explaining why it is so important nowadays to provide research within the presented study areas.

## **1.2. Objectives and Motivations**

The main motivation for this dissertation aims to understand the nature and the concepts of destination branding and imaging, as well as how these concepts behave within the context of authenticity in tourism. It should be revealed how the experience of the tourist is affected by this, and in which way this process changes the perception and the experience of the consumer in situ. As the tourism experience is based on many factors, such as the tourist-host relationship, it is also important to point out the effects and outcomes caused for the local communities, which in turn influence the tourists' experience.

Moreover, the present dissertation has the objective to propose a new perspective within the topic of destination branding, combining it with the studies of authenticity. This will reveal the conflict between these two concepts, discussing the *realness* of a destination image. In line with that, the tourist experience will be evaluated, so as to realize its significant role when analysing the effects of destination branding and *staged authenticity*.

Another important aim for this paper is to constitute and present a case study of Lisbon, and with that provide a solid research for future analysis. It will be crucial to point out how globalization has taken over this city, and how it changed the values of its culture. Thus, it will be important to approach new findings and results for Portuguese tourism research, but also to identify and evaluate the weaknesses and ineffective practices of this destination.

All in all, this paper has the objective to create new perspectives of how destinations are presented to their consumers, and how our society could change the approach to destination branding, in order to project and transmit a real image, and with that making people aware of the real local problems.

## **2. Methodology**

The present dissertation includes diverse methods and tools, in order to answer the research question of how to solve the conflict between an artificially created destination image, and the real authenticity of a place. Likewise, it aims to find out how this conflict influences the tourist experience, and how it affects local life. All these topics will be analysed by means of different research tools, thus ensuring a fluent study.

In order to provide a qualitative research, a literature review, the so-called state of the art, will present already existing concepts and thoughts. However, why is the literature review so important for this study? When analysing topics like destination branding and authenticity in tourism, it is important to discuss the different approaches, and critically evaluate, but also compare, the various perspectives. The secondary data used from the review will create a solid basis for the subsequent document analysis.

A further qualitative research method is the document analysis, which will be applied to critically approach and discuss the topics of destination imaging and branding, authenticity, tourist experiences, and lastly, tourism in Lisbon. The chosen secondary data, inter alia well-known works such as Dean MacCannell's and Erik Cohen's analysis of authenticity in tourism, or Zygmunt Bauman's study of the tourist syndrome, help to establish points of reference to conduct a solid discussion for the chosen topics; but as well conference papers and official reports provided by tourism organizations like the UNWTO, stimulate the study of these different subjects. However, one conflict that occurred during the analysis was how to choose the appropriate concepts and studies to discuss the selected topics, as there are so many available. Here it was crucial to evaluate which studies would preferably help to reach the answer to the initial research problem.

A further research method that reinforces the spirit of this paper is the implementation of a case study. Using the example of Lisbon allows to provide a more profound analysis of the capital's destination image and to create new research theories towards more efficient tourism management. The case study comprises qualitative, but also quantitative data,

and further, both primary and secondary data. The use of mixed methods enriches the variety of the thesis. Further, the tool of the case study allows to transmit all the previous and general research, such as the literature review and the document analysis, to the specific example of Lisbon, and with that open new doors for future studies in tourism. Limitations and obstacles that occurred during the application of the case study were surely the scarce amount of references to Lisbon's tourism situation; at some points, information gap's hindered the fluent analysis.

Subsequent to the case study, we will present semi-structured online interviews, conducted with two significant associations, namely *Associação do Património e População de Alfama (APPA)* and *Associação de Moradores da Freguesia da Misericórdia (AMBA)*. These organizations exist to support and defend the locals living in the centre of Lisbon, helping them to protect their rights and giving them a voice. As exposed, the online interviews are semi-structured, and therefore allow to collect qualitative data directly from the respondents' input. Further, open questions help this study to present first-hand information from the local associations in Lisbon that are currently coping with serious problems caused by overtourism. This information will then permit to create possible strategies that may help this problem to diminish.

### **3. The State of the Art:**

#### **From Destination Branding to the Real Tourist Experience**

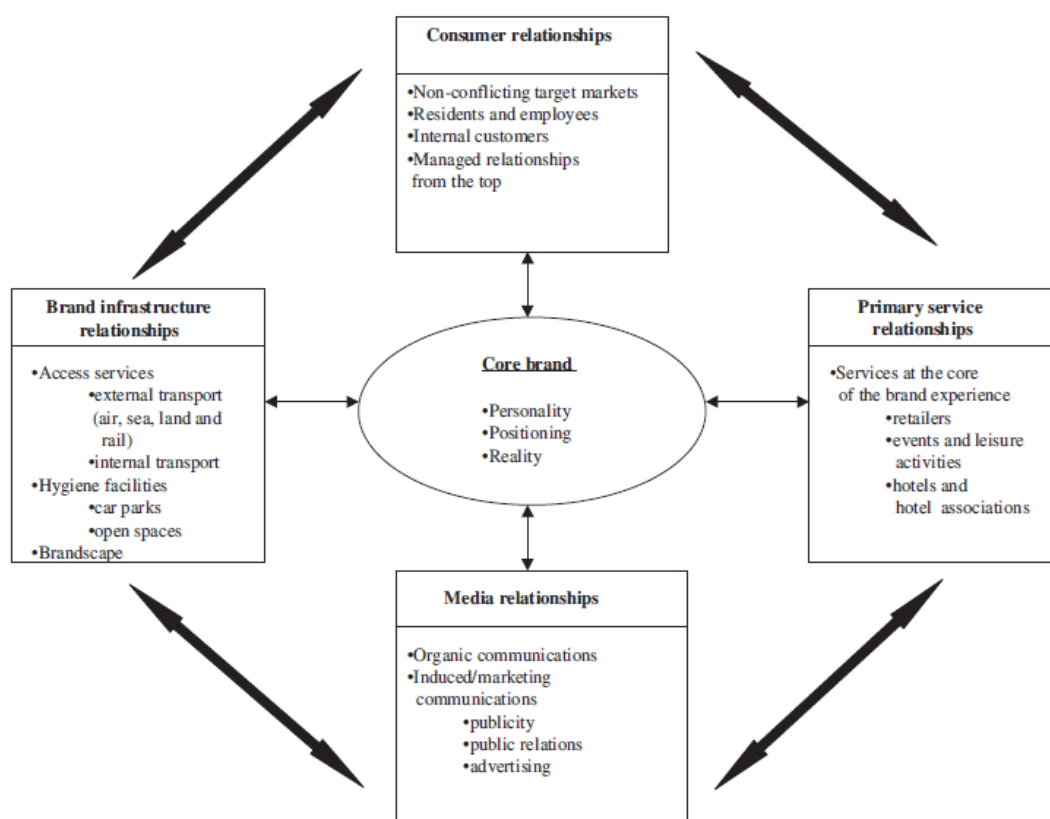
When thinking about the term of destination branding, one might directly link it with tourism marketing. As Graham Hankinson referred, “brands [are] communicators” (2004: p.2). They transmit and represent a certain image that shall catch the attention of the consumers. Due to nowadays strong competition in tourism, it is essential to stand out with a strong brand (Hankinson, 2004: p.2). In fact, the branding of a destination or a place needs the support of an effective marketing strategy, but the *image* is a central component that pushes its competitiveness. The image or representation of a place is the most crucial weapon for the stakeholders promoting a destination brand. The destination image enhances both “cognitive and affective” influences (Qu. *et al*, 2011: p.467), which affect first off the consumers’ awareness and convictions, and secondly their emotional relation to a certain destination. But not only is the image, also the *identity* of a destination is an important element. As Hankinson states, it is essential for a brand’s process within the “product differentiation” (2004: p.2). Nevertheless, both components need each other in order to sustain a strong brand. Moreover, this kind of combination enhances the creation of expectations, which thus influence the tourists’ choices. Kim H. Qu *et alia* describe how these two components work within the modern concept of destination branding:

To brand a destination, the sender (i.e., destination marketers) projects a destination brand identity through all the features and activities that differentiate the destination from other competing destinations. All the while, the receiver (i.e., a consumer) perceives the image of the place, which is formed and stored in their minds.

Qu et al., 2011: p.46

Therefore, nowadays destination brands need the close collaboration of both the supply and demand side to create a unique mark in the tourism sector. Hence Hankinson describes today’s tourists as “co-producers”, that actively take part in the creation and experience of a brand (2004; p. 3). From all these *relationships* urges Hankinson’s *relational network brand model* (2004: p.6).

Figure 1: The relational network brand



Source: Hankinson (2004), *Relational network brands: Towards a conceptual model of place brands*. *Journal of Vacation Marketing*, 10(2), pp. 109–121.

As can be seen in figure 1, Hankinson categorized the different relations of the so called “core brand”, which is seen as the purest component of a brand, namely its “personality”, its “positioning”, and further its “reality” (Hankinson, 2004: p.7).

From this point, four different levels were created: the “consumer relationship”, likely one of the most essential correlations, the “brand infrastructure relationship”, which concerns all means of transport, “hygiene facilities”, and other means of support. Furthermore, there is the level of “primary service relationships” that involves all the key players and stakeholders in the tourism market. And lastly, Hawkins included the area of “media relationships” (Hankinson, 2004: p.7), i.e. platforms that allow the brand to be communicated and distributed to the consumers.

Besides Hankinson’s concept of brand relationships, Philip Kotler and David Gertner focus on the value and the equity of a destination brand. The authors speak of the “personality” of a place brand, and how its “social and emotional value” influences consumers (v.d. Kotler and Gertner, 2004: p. 63). Kotler and Gertner describe the example of Colombia, a country that has always been known for its high-quality coffee. Consumers are influenced by advertising and promotional materials, making them unconsciously associate coffee with Colombia’s destination image (v.d. Kotler and Gertner, 2004: p.64). Thus, a destination needs a distinctive image, which helps to differentiate it from all the other hundreds of brands on the market. Citing Kotler and Gertner “there are already too many ‘friendly places’ out there” (2004: p.69). Nevertheless, the authors critically identify most place brands as “stereotypes, extreme simplifications of the reality that are not necessarily accurate” (Kotler and Gertner, 2004: 64). Well-established brands are often created through falsified or staged beliefs of a destination, and thus lead to false impressions. These altered images are addressed to suit the consumers’ expectations. But why not promote the real image of a place, instead of falsifying it? Kotler and Gertner state that people rather trust images they believe in than images that reflect reality. Reality would “challenge [...] their knowledge structures” (Kotler and Gertner, 2004; p.65), which means that they would have to “change and adjust” (Kotler and Gertner, 2004; p.65) their entrenched beliefs. This is why it is so difficult nowadays to rebrand a destination. Certain impressions and perceptions are deeply enrooted into society’s minds, which makes it difficult for brands to recreate their image.

Within all these strategic movements and concepts, within all these falsifications of the places' images, and within all this willingness to satisfy distorted expectations, how do we know if tourism experiences are still authentic? Isn't it contradictory to falsify an identity of a country, and then to promote it as an authentic getaway? How much authenticity and genuineness are even left? This leads us to the discussion of the phenomenon *authenticity in tourism*.

Authenticity plays a great role in today's tourism branch. Our accelerated and knowledge-based society is clearly in need of authentic experiences. Consumers are always seeking for something new and revolutionizing. They long for unique and enriching adventures. But what is actually authentic? At which point does a tourist recognize authenticity? Raymond Lau refers "that the line between sharing in and seeing is often very fine" (2010: p. 480). A *classical* tourist is used to *gazing* (v.d. Urry 2002: p.2) at certain monuments; doing *sightseeing* – the word itself exposes it. Nevertheless, this has changed, due to the emergence of a new type of society. MacCannell defines that "[s]ightseers are motivated by a desire to see life as it is really lived, even to get in with the natives" (1973: p. 592). With this, he determines exactly what is needed to experience authenticity; tourists want to feel how it would be to live in another community. They want to experience all the activities and habits of the locals (Richards, 2011: p.1245) and return home feeling enlightened and more experienced. Hence, as we can see, integration is the keyword; understanding and feeling the traditions of being a local (v.d. Lau, 2010: pp. 478 - 480).

But actually, we can notice a kind of controversy in today's tourism industry. Today's authenticity is indeed not really authentic. It is altered and adjusted, so it pleases the consumers' vision or concept of authenticity, even though it may not correspond to reality. At this point *staged authenticity* occurs, i.e., a false image of a place or destination that has been modified to meet up the expectations of the industry (v.d. Cohen, 1988: p.375).

When referring to the so-called *staged authenticity*, MacCannell was one of the first sociologists approaching and categorizing this term. The sociologist analyzed Goffman's tourist experience model, which is divided into two so-called *regions*: the *front* and the

*back region*. The front region describes the process that is open to the public; the part that tourists attend to and are allowed to see. The second action, which happens in the back region, represents what is going on behind the tourists' backs; it represents the locals' real life taking place *behind the scenes*. When having this kind of process separation, it is obvious that an experience cannot be authentic, precisely because the consumer does not get to know the real life of the local community. What the tourists see is a constructed reality, which has the purpose to please them (v.d. MacCannell, 1973: p.591).

There seems to be a kind of controversy when talking about nowadays' tourism strategies; first marketers falsify the image of a destination to please the expectations of the public, then they promote this destination as a real authentic experience, and “arrange[...] to produce the impression that a back region has been entered even when this is not the case” (MacCannell, 1973: p.589). Umberto Eco underlines these thoughts with his work *Faith in Fakes* (1998). Here the author states that images only seem real to tourists, when they are “completely fake”; he calls it the “hyperreality” (Eco, 1995: p.7). This falsified reality acts like a replacement for the actual truth, which, in many cases, seems to be “even more real” in the eyes of the tourists (v.d. Eco, 1995: p.8).

When looking at all these schemata, how is the *tourist experience* influenced? What do tourists feel, and how do they know which is reality and which is illusion? How can they differentiate between these two worlds? The tourist experience is one of the most interesting topics in tourism sociology. It tends to find out, how all the different tourism factors influence the tourists' experience. What do tourists long for? What is their actual purpose for travelling? Tourists are influenced by the “culture, social life and the natural environment of others” (Cohen, 1979: p.183). Likewise, the travel behavior depends on the beliefs and motivations of each individual. Cohen emphasizes the importance of this study, stating that there should be given more attention to the research of the tourist experience. Within his own research, Cohen considers two different concepts: one refers to Boorstin's view<sup>1</sup>, stating that tourists are in search for the “superficial” (Cohen, 1979: p.179), the staged, the so-called “pseudo”-effect. Whereas the other concept,

---

<sup>1</sup> Ref.to Daniel Boorstin's work “The Image: A Guide to Pseudo-Events in America” (1964).

MacCannell's approach to *authenticity* (1973), believes that the modern tourist is in search for something meaningful, an authentic experience; Cohen describes it as "the pilgrimage of the modern man" (1979: p.179). For Cohen, the tourist experience is a quite complex research field, and cannot be generalized or reduced to a single model. Therefore, he categorized the tourist experience into different stages and types (v.d. Cohen, 1979: p.180).

The first one, namely the "recreational mode" (Cohen, 1979: pp. 183/185), describes a tourist that is simply in search of "entertainment". He strives to "restore [...] mental and physical powers" (Cohen, 1979: p. 183), and "does not really desire or care for the authentic" (Cohen, 1979: p. 184). For this tourist, recharging is the main objective while travelling, which helps to escape the stressful everyday life. Therefore, the first tourist mode corresponds to Boorstin's concept of superficiality. Secondly, Cohen creates the "diversionary mode", where the tourist longs for a contrast program to the normal daily routine; he aims to escape "the boredom and meaninglessness" (1979: p.185) of life. Nevertheless, the diversionary mode does not recreate the tourist, like in the first stage. It helps the individual to make life more bearable, rather than bringing any meaning to it. But even so, both stages do correspond to the characteristics of today's "mass tourists" (Cohen, 1979: p.186). At the next stage Cohen integrates MacCannell's concept of authenticity, determining it the "experiential mode". Here the author refers to the "alienation" (Cohen, 1979: p. 186) of society, which implies that people have become saturated from normal life, thus becoming more and more aware of their own emptiness. Therefore, this kind of tourist travels to experience, in search for authenticity, so he can enrich his life. At this point MacCannell's view of the contemporary tourists emerges: young people in search for meaning, genuineness and realness, no matter where, no matter how. Their aim is to feel an honest experience, at an untouched sight or place. Though, this tourist is merely an observer, who longs to see authenticity in others. As a next and fourth stage, Cohen identifies the "experimental mode", which tends to be a lot more profound than the previously mentioned tourist types. Here the tourist "is in search of himself" (Cohen, 1979: p.189), always looking for self-actualization and self-discovery in his trips. In comparison to the experiential mode, this tourist actually longs for

integration into another authentic life space, “but refuses fully to commit himself to it” (Cohen, 1979: p.189). Thus, the experimental tourist has difficulties in making decisions and “is often not really aware of what he seeks, of his real needs and desires” (Cohen, 1979: p.189). Cohen names him the “seeker” (1979: p. 190). The very last mode is the most intense one. The “existential mode” commits itself to another community, and adapts its values, as well as its traditions and lifestyle. Cohen even compares it with a “religious conversion” (1979: p.190), claiming that the tourist completely dedicates himself to the chosen community. Further, this tourist group does undergo a life in “exile” (Cohen, 1979: p. 190), alienated and estranged from its life space, and in need for a more meaningful place that might complete himself. This tourist hopes to find “spiritual sustenance” (Cohen, 1979: p. 191) and to move “from chaos into another cosmos, from meaninglessness to authentic existence” (Cohen, 1979: p. 192). All in all, Cohen’s concepts represent various ideas of the modern tourist. Cohen’s approaches are very detailed, and consider each scenario individually, in order to contemplate every tourist type.

John Urry created the famous work *Tourist Gaze*, which has marked tourism research since then. However, like Cohen’s study from 1979, Urry’s work appeared in 1990; for today’s constantly changing society, these literature references might be more or less outdated. Accordingly, Bauman has continually updating his studies, in order to conform and adapt to nowadays conditions. Through globalization, our society has become more “liquid” (Franklin, 2003: p. 205), and therefore even more challenging and diverse. In Bauman’s interview with Adrian Franklin from 2003, the sociologist refers to the so-called “tourist syndrome” (Franklin, 2003: p. 206), which describes the approach of comparing “the tourist or tourism [with] contemporary life” (vd. Franklin, 2003: p.207). Bauman underlines that in today’s “liquid society” (Franklin, 2003: p. 206) people act like tourists: everyday life has become accelerated, and there is a great need for moving rapidly from one place to another. The sociologist states that modern tourists (and modern society) do not feel bounded to a certain place or time, he refers to the “looseness” of life, and implies that today’s society believes “being in, but not of the place” (Franklin, 2003: p.208). Thus, Bauman specifies that tourists “live [...] from one moment to another, living

for the moment”, demonstrating that nowadays society does not worry about consequences or long-term effects (Franklin, 2003: p. 209).

Overall, all these views and approaches confirm many similarities, but as well a few differences. The upcoming sections will further approach the presented concepts and transfer them to the contemporary tourism situation. Topics such as *destination branding*, *authenticity* and the *tourist experience* will be exposed and analysed within specific examples of today’s tourism industry, thus discussing if and how these theoretical approaches influence each other, but also if they are still adequate for our time. In line with that, the case study of Lisbon will demonstrate how these topics interact within the local tourism branch, hence exposing the effects on both tourists and local communities.

## **4. Destination Branding Nowadays**

### **4.1. Concepts and Strategies**

In a world of millions and millions of brands, it is crucial to find out how to promote a certain product, and thus how to make it attractive to consumers. There are multiple concepts and strategies; therefore, in the following section the techniques of today's destination branding will be analysed.

Branding a destination nowadays is often compared to the classical branding of products; accordingly to Simon Anholt "countries behave rather like brands" (2004: p.28). Anholt demonstrates that people directly associate a certain product to the branding of a place, i.e., associating pizza with the brand of Italy, or identifying beach and summer with Spain. Therefore, Anholt describes what is needed to "build a place brand" (2004: p.35); first off, "objectivity" is a main keyword. The author states that marketers must see a destination brand through the eyes of a consumer. They must be able to "take a cool, objective view" (Anholt, 2004: p.35) of the whole image. Hence, a marketer must understand the consumers' wishes and necessities, to credibly build and construct a brand that fits their needs. However, Anholt states that this strategy works rather with *brandless* countries, that have been taken over by globalization and commercialization and have become *cultureless*, than places that have tradition and culture deeply enrooted into their identity. In this case it is important to respect the local culture, and reinforce the collaboration of the local communities, making their culture and faces to the brand image and identity of their destination. All in all, Anholt specifies that branding requires "creativity, objectivity, branding sense and a deep understanding of the way in which consumer logic works" (2004: p.37).

In order to specify today's destination branding, Kotler and Gertner named crucial assets and characteristics, which are important for an efficient marketing: marketers have to understand the "strengths and weaknesses" (2004: p. 46) of the different destinations,

hence they have to know the “environmental forces” (Kotler and Gertner, 2004; p. 46). This might include factors like “size of domestic market, access to regional trade areas, education of the population, tax incentives, skilled labour, cost of labour, security” (Kotler and Gertner, 2004: p. 46). Further, the authors mention “opportunities and threats” that a country might have to face and implies that all stakeholders working in this area, have to enter a cooperation, all together “with a shared vision” (Kotler and Gertner, 2004: p. 46). It is very important to be aware of the resources existing at a destination, so marketers know how to tell their story. As well, they must identify and manage their tourist target group, thus analysing which kind of consumer is mostly attracted to their destination; or in other words, they must find out how they can please the target group they desire to attract. Therefore, the brand must be succinct and pragmatic, catching instantly the attention of people. Accordingly, Kotler and Gertner imply that there must be a “catchy slogan” (2004: p. 47); not too short and not too long, but however already telling a story about the destination. The authors refer that symbols such as the Eiffel Tower in Paris and events like the Oktoberfest in Germany (v.d. Kotler and Gertner, 2004: p. 46) are important attributes for a destination, which can help to boost its promotion. These images require “emotional meaning” (Morgan and Pritchard, 2004: p.66), giving value to the consumers. All in all, countries and destinations must determine a unique image in the market, not comparable to others, and understand how and which will be the audience they want to captivate. They must stay competitive and up-to-date, always improving and recreating their strategies, in line with the movement and development of the contemporary society and economy (v.d. Morgan and Pritchard, 2004: p.70).

In order to suggest a model, Nigel Morgan and Annette Pritchard defined five phases for launching/relaunching a destination brand (see figure 2). Phase one represents a “market investigation” (Morgan and Pritchard, 2004: p.69), gathering and collecting all the important data and “core values” (Morgan and Pritchard, 2004: p.68) of a destination, and evaluating how crucial and appropriate the brand might be for nowadays tourism economy. The authors state that a destination brand must be “durable, relevant, communicable and hold saliency for potential tourists” (Morgan and Pritchard, 2004: p.69), and therefore have a strong position in the market. Secondly, Morgan and Pritchard

suggest “brand identity development” (2004: p.69). In this phase all assets and characteristics of a destination are modelled into a brand identity, which will then, at the third stage, “communicat[e] [a] vision” (Morgan and Pritchard, 2004: p.69) to the final consumer.

*Figure 2: The five phases in destination brand building*

Phase one	Market investigation, analysis and strategic recommendations
Phase two	Brand identity development
Phase three	Brand launch and introduction: communicating the vision
Phase four	Brand implementation
Phase five	Monitoring, evaluation and review

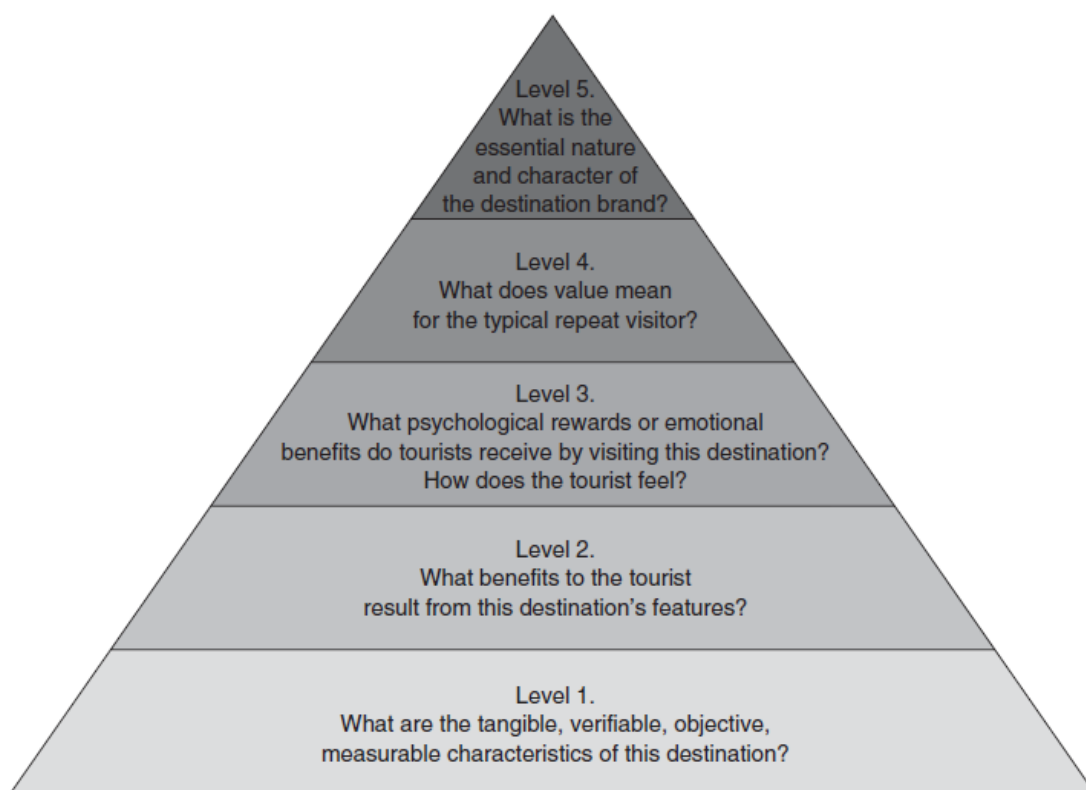
Source: Morgan, N. and Pritchard, A. (2004), *Meeting the destination branding challenge*. In: Pride, R., ed., *Destination Branding. Creating the unique destination proposition*. 2<sup>nd</sup> ed. Elsevier, pp. 59-78.

Here stakeholders must efficiently distribute their brand and product directly to the consumers through advertisement, campaigns and social media promotion. After the “brand implementation” at the fourth phase, it is crucial to keep controlling and “monitoring” (v.d. Morgan and Pritchard, 2004: p.69) the lifecycle and behaviour of the brand, as society is constantly changing, and globalization has increased the speed of movement, so brands must be contemporary and fit into the current market situation.

Another model suggested by Morgan and Pritchard is the destination brand benefit pyramid displayed in figure 3 (2004: p.71). The pyramid contemplates five levels, each one questioning what is necessary to build a successful destination brand. Moreover, it measures the benefits for both the destination marketers and the consumer side and their relationship. Morgan and Pritchard state that to successfully establish a brand, there should exist a strong brand personality, which must interact with its consumers (2004: p.70). “Destination brand building is all about developing a rich, relevant brand personality” (Morgan and Pritchard, 2004: p.70), which implies that brands never stop evolving and making progress; however, the authors explain that the “core values remain

the same” (Morgan and Pritchard, 2004: p.70), whereas the brand personality develops accordingly to society’s changes. Moreover, a brand personality represents “both a head and a heart” (Morgan and Pritchard, 2004: p.70). With that, the authors demonstrate that both rational and emotional values are transmitted from the brand personality to the consumer side (2004: p.70). In line with this, these are the values that affect the tourist experience at a destination, creating relationships and strengthening the bond between the destination and its visitors (v.d. Morgan and Pritchard, 2004: p.70).

*Figure 3: The destination brand benefit pyramid*



Source: Morgan, N. and Pritchard, A. (2004), *Meeting the destination branding challenge*. In: Pride, R., ed., *Destination Branding. Creating the unique destination proposition*. 2<sup>nd</sup> ed. Elsevier, pp. 59-78.

When now looking at the destination brand benefit pyramid, level one represents the core values of a brand: “What are tangible, verifiable, objective, measurable characteristics of

this destination?” (Morgan and Pritchard, 2004: p.71). This stage identifies the values and characteristics of a destination brand, marking it with unique features and positioning it in the tourism market. Level two questions “[w]hat benefits to the tourists result from this destination’s features?” (Morgan and Pritchard, 2004: p.71). Here it is important to evaluate which advantages the tourist has from a brand’s personality; having said that, level three questions more specifically “[w]hat psychological rewards or what emotional benefits do tourists receive by visiting this destination [;] [h]ow does the tourist feel?” (Morgan and Pritchard, 2004: p.71). In line with that, level four tends to find out “what does value mean for the typical repeat visitor?” (Morgan and Pritchard, 2004: p.71). These stages will be further analysed in section six of this dissertation. Lastly, level five asks for the “essential nature and character of this destination brand” (Morgan and Pritchard, 2004: p.71), analysing its spirit and its genuineness.

In nowadays tourism sector, not only researchers or marketers do have a say, but also global tourism organization like the UNWTO are important key players. In its annual report, the organization provides central information about the tourism situation from year to year. In its latest report of 2017, branding does still belong to the top themes presented. Here the UNWTO underlines that bringing together marketers and local residents is an efficient way to approach good branding strategies. The organization stresses that this step might be one of the most important techniques to improve today’s urban tourism development (v.d. UNWTO, 2018: p.52). Especially the industry of urban tourism, a tourism form that incentives industrialized spaces to revive and recreate themselves as creative urban places, needs the support of an efficient branding strategy. Introducing the later on presented case study of the urban city Lisbon, it will become clear which important role did and does play the branding for this destination. The UNWTO report presents different place examples to stress the importance of adequate branding strategies; whether talking about the untouched province of Yunnan in China (2018: p. 79), which desires to become a known destination through strong place branding, or the forgotten paradise of Congo, which they aim to “integrate [...] into the rebranding of Destination Africa” (UNWTO, 2018: p.81).

It is crucial to always keep up with the promotion of a destination brand and seize today`s countless distribution channels. Some decades ago, the promotion of a destination was merely based on handbooks and catalogues, or advertisements on television and the radio. But nowadays, with the strong presence of the internet, the possibilities of promoting a destination brand have become endless (v.d. Palmer, 2004: p.129). The emergence of the so called “e-commerce” (Palmer, 2004: p.129) was revolutionary for marketers, because they were finally able to transmit an image to their target group in a much simpler way. The real-life commerce was shifted to the virtual world of the internet, and communication never seemed to be easier. Consumers are now one *click* away from booking a holiday; advertisements and promotional images are burned into the consumers’ minds, creating expectations and perceptions of places.

There are two big destination brands that are known all over the world and have won several awards: Spain and Ireland. They both differ from each other, and represent unlike destination images, but however they both have managed to create distinct destination brands by focussing on their resources and accompanying society’s development.

When looking at the example of Spain, its strong branding strategy has turned it into one of the most demanded destinations. Its brand *España* is known to be one of the largest destination brands, and therefore categorized as a “suprabrand” (Morgan and Pritchard, 2004: p.72). Spain is promoted as *the country of beach and sun*, and strongly demanded for its “diversity and variety” (Morgan and Pritchard, 2004: p.72), and for its distinct regions and cities with its rich cultural and historical resources. Spain has always a lot to offer, and therefore a lot to advertise. Its brand logo (figure 3) has now been known for



Figure 4: Spain logo

Source: Turespaña (2019),  
*Tourism in Spain*. [online].  
Available at:  
<https://www.spain.info/>  
[Accessed 26.March 2019].

over decades. Morgan and Pritchard identify it as “a piece of modern art, this logo both symbolizes Spain’s past and looks to the future, [incorporating] representations of the sun (yellow and red), the stars, and the bullring (black) to portray Spain” (2004: p.72).

With its symbols and icons, the logo represents its culture and its values, therefore transmitting to its visitors what is typically Spanish. Morgan and Pritchard also refer to Spain’s slogan; though it is constantly changing, it underlines the strong association to enjoying life, hence creating a positive image for its consumers. Today, Spain’s tourism campaigns address more and more the contemporary traveller, who is seeking for enrichment and experiences. Therefore, this destination strategically approaches slogans like “I need Spain” (Turespaña, 2019) or “Spain is part of you” (Turespaña, 2018), in order to seduce tourists. When looking at the webpage of the official tourism board (<https://www.spain.info/es/>), one specific phrase stands out: “Spain is what you want. Spain is what you need” (Turespaña, 2019); it is simple and catchy, but though already builds a strong emotional attachment to the brand. It literally tells you that this country is what you want and long for, and it is exactly what you need right now to escape your everyday life. Over the past years Spain’s brand promotion has more and more embraced the emergence of the internet and social media. So as well short-term campaigns like #spainindetail (Turespaña, 2015) or “Spain in 10 seconds” (Turespaña, 2018) enhance nowadays modern society to interact with this destination, and therefore make part of its promotion.

Ireland, another strong brand, has always focussed on the strategy of promoting a country full of exceptional sceneries and landscapes, marked by welcoming and friendly people. It has gained “an extremely valuable tourist image” (Anholt, 2004: p.37) and therefore established a strong position in the tourism market. Ireland has always hold onto that image, but over time, and noting the fast development of our society, it recognized that it had to change and adapt its image, so that consumers do not get saturated by its longstanding concept. After rebranding, Ireland was seen “as a cool, fashionable destination” (Morgan and Pritchard, 2004; p.73), though keeping in mind its popular “Irish culture” (Morgan and Pritchard, 2004: p.73) and unique natural resources. In 2018, Ireland launched a global campaign, displaying how tourists get positively affected by

visiting this destination. The slogan “fill your heart with Ireland” (Tourism Ireland, 2019) represents the enriching experience of discovering this unique place and motivates and enhances visitors to explore fewer known parts of this country. The results are based on a romantic couple story, who visited Ireland wearing heart-rate monitors; the outcomes display the excitement of the couple, reflected by movement of their heart beat rates. The campaign has been a success, and is present at plenty of advertisements, and as well at the website of the official tourism board. The page (<https://www.ireland.com>) is interactive, guiding the viewer through the undiscovered sceneries of Ireland. Slogans like “the adventure starts now” and “let Ireland take your breath away” (v.d. Tourism Ireland, 2019) seduce the viewer to immediately want to explore this destination.

However, branding is also influenced by negative side effects, which in turn result in negative associations to the destination brand. Kotler and Gertner state that threats like “AIDS, epidemics, political riots, civil rights violations, attacks on the environment, racial conflict, economic turmoil, poverty and violent crime” (2004: p.42) influence the reputation and the image of a country or place. In this case, tourism researcher Eli Avraham states, normal and standardized branding strategies will not result with countries or places that are suffering from the above mentioned catastrophes; the author states it would not be efficient “for marketers to use campaigns that call upon tourists to ‘come and explore’ [...] or to market a cultural festival” (Avraham, 2018: p.2). With that, Avraham demonstrates that places that are perceived as “not safe” (2018: p.2) need a different marketing and branding strategy, since these destinations are often stereotyped or associated with risks (v.d. Avraham, 2018: p.2).

Further, Kotler and Gertner explain the phenomena of “ethnocentrism and animosity” (2004: p.45), which both imply characteristics and certain forms of xenophobia. *Ethnocentrism* believes in the rejection of the foreign, the “alien, unfamiliar” (Kotler and Gertner, 2004: p.45), while *animosity* demonstrates a negative attitude of a group against another specific group, country or nation (v.d. Kotler and Gertner, 2004: p.45). However, both create a great barrier for tourism branding, since marketers must carefully approach how to overcome this conflict. These kinds of entrenched beliefs turn it difficult to rebrand or change the image of a destination.

Another great challenge is the strong influence of politics or terrorism. Such events instantly turn the image of a destination “vulnerable” (Morgan and Pritchard, 2004: p.63), and therefore hard for marketers to rebrand. Consumers unconsciously create negative associations to such countries; here it is important to find a way to construct a refreshing brand, and hence transmit the new place identity to consumers, so tourists can form a new image in their minds.

## **4.2. The Influence of Social Media and the Internet**

Already some decades ago, the emergence of the internet became a major advantage for tourism marketers and stakeholders. Today’s destination brand promotion is almost exclusively based on e-commerce, seizing diverse and innumerable distribution possibilities. The internet is a door opener as well for users and consumers, as it offers purchase transparency and accessibility to the product (v.d. Palmer, 2004: p.130). Platforms work as intermediaries and inform and communicate the final product to consumers (v.d. Palmer, 2004: p.131). Adrian Palmer underlines the emergence of GDS, implying that they have changed the way of selling products and services in tourism (2004: 132). Through providing various services (airlines, hotels, restaurants and others) on only one platform, consumers have a more direct access to the final product; and in fact, it would be more difficult, as a consumer, to reunite them individually. Thus, booking platforms and price comparison sites have been a great success, as they provide price transparency and a more detailed overview of the products and services.

When relating the emergence of the internet to destination branding, marketers experience a far simpler process of promoting their product; it helps them to be more present at the market, and “closer to [their] customers” (Palmer, 2004: p.132). As destination brand marketers actually have no product to sell, but rather they have to promote it adequately,

they act as intermediaries between the products and services existing in a destination, and the final consumer. One great advantage is the flexibility of the internet. Marketers can simply adjust and change contents and offers as they wish to, whether they need to make market alterations or adjust to consumer behaviour changes. However, nowadays not only websites play an important role, but also the destination brand's presence at social media is crucial for an efficient online promotion. Our contemporary society has more and more turned into an *e-society*, involving virtual social platforms into our everyday life, and giving a lot of attention and importance to them. In 2015, at the 9th summit and meeting of UNWTO and the World Travel Market, it was highlighted that “social media is changing destination branding” (UNWTO, 2015). Associations and marketers underline how important it is nowadays to pay attention to the consumers' needs on social media, precisely because this emerging trend has brought “market changes and consumer empowerment” (UNWTO, 2015). Marketers must understand the consumer behaviour on social media, so they can respond to their preferences, “generat[ing] engagement with travellers and transform[ing] them into destination ambassadors” (UNWTO, 2015). Besides, at the Asia-Pacific Tourism Marketing Evaluation Workshop in Changshu in 2017, the UNWTO explains trends in marketing and destination branding, by introducing the recent generation of the “people of the screen” (v.d. UNWTO, 2017). The organization states that “communication is increasingly mobile”, and that society “do[es] things on the move like never before” (v.d. UNWTO, 2017). Further, the UNWTO reinforces that the integration of the consumer's opinion and vision is crucial for the promotion of a destination brand image on social media. Users long for interaction and want to feel closer to the brand. Thus, emerged the so called “co-creation” of a destination brand (v.d. Lund, Cohen and Scarles, 2018: p.271), which implies the integration of the consumer to the branding process.

For instance, the page of the official tourism board of Australia is known to have the biggest social media team on Facebook (UNWTO, 2017). This also demonstrates the importance of efficient social media engagement and enhances destinations to be more present on these interactive platforms. Lund, Cohen and Scales state that today's destination brands are a “product of people's conversations in social networks, rather than

formal marketing strategies” (2018: p.271). Marketers must adjust their strategies to contemporary trends and lifestyles, embracing the constantly changing development of society. Traditional marketing approaches are outdated, and social media has turned over the traditional concepts of promotion and advertisement. As Niels Frederik Lund, Scott Cohen and Caroline Scales state, “[m]arketers and consumers are both active agents within the production, sharing and consumption of knowledge” (2018: p.273). This implies, that nowadays users are not any longer just co-producers, but indeed, equally as the marketers, in power of the destination branding. Through sharing, discussing and exposing travel experiences on social media platforms, people do more and more contribute to the construction of brand identities.

As well through the *instagramization* of travelling, people become more and more influenced by postings and virtual movements or initiatives. Instagram has become part of the daily life of modern society, influencing our behaviour and preferences. *National Geographic* presents an article on “how Instagram is changing travelling” (2017). The author, Carrie Miller, displays some examples of destinations and places that have become famous through social networks. A mountain in Norway, called Trolltunga, has become strongly demanded since people have seen its images on social media. People sitting on the top of the mountain and enjoying the peaceful scenery around them; it seems to be the perfect and most unique experience. But as Miller explains, all that glitters is not gold: what the images do not show is the long waiting line of visitors that aim to take this special picture. Another example presented is the destination of New Zealand. Miller exposes that the tourism board began to invest in so-called “influencers” (v.d. *National Geographic*, 2017), people that professionally sell and promote brands on social media. Since 2015 tourism in New Zealand increased by 14 percent, and the authorities prove that this growth is justified by the cooperation with social media and its influencers (v.d. *National Geographic*, 2017).

Instagram has managed to change the preferences of travellers and tourists. In line with this, adventure and nature tourism have gained a lot of attention, and it seems to become a trend to travel through the middle of nowhere or through plain nature (v.d. *National Geographic*, 2017). Miller also explains the negative side effects of the *instagramization*:

“Perhaps the darkest underbelly of Instagram is when it opens the door for overcrowding, environmental degradation, and dangerous stunts” (*National Geographic*, 2017). Here the author recommends travelling thoughtfully and carefully, and, when in a position of an influencer, to educate its audience and explain the background story of the pictures and places, so the destination images are not displayed in an unrealistic way (v.d. *National Geographic*, 2017).

All in all, we can recognize that the traditional destination branding concept has changed over the past years. People have become more attached to the visual and experimental world; they rely on the *e-word of mouth* rather than on the professionals’ opinion and are also more demanding than ever. And this is what makes destination branding so challenging nowadays. Moreover, people search for authenticity, and that fact turns it even more challenging. How are marketers able to combine all these characteristics? How to transmit authenticity within this accelerated development? The following section will expose how these phenomena work within modern tourism.

## **5. Authenticity and Staged Authenticity in Contemporary Tourism**

As stated before in section three, MacCannell strongly influenced the study of authenticity in tourism. Tourism marketers started to pay more attention to the sociologist's perspectives, becoming more and more aware of today's sophisticated and experimental tourist. MacCannell introduced a completely new tourist theory (1973), which, at that time, diverged and differed from the traditional image of a tourist. The tide has turned: marketers have to understand that the fake and pseudo are no longer demanded by tourists, but instead, genuine and authentic experiences are what really matter. This has changed the whole marketing industry, forcing stakeholders to adapt their strategies. Nevertheless, this does not imply that there are no longer tourists searching for the traditional tourism *gaze*, but the trend and demand authentic travelling is increasing more and more.

In contemporary tourism sociology, Lau tried to redefine authenticity in order to make it more pertinent to our current tourism situation. The author explains that MacCannell unconsciously created two different concepts of authenticity: "relationship authenticity" and "object authenticity" (Lau, 2010: p.478). The first refers to "pertaining to the issue of alienation from modernity", whereas the second concept pertains to "tourist objects" (vd. Lau, 2010: p.478). Relationship authenticity clearly relies on the interaction between the alienated moderns (i.e. tourists) and the primitives (i.e. hosts, locals): here the tourist longs to find authenticity in the *Others*, since it is lacking in his everyday life, due to alienation of modern society (v.d. Lau, 2010: p.480). Authenticity is believed to be found in "primitive societies" (Lau, 2010: pp.479), since these communities are presented as if they have not been affected by modern globalization. Lau explains that there is practically no separation of front and back regions, since the locals' reality is not hidden or altered to the needs of the tourism industry (vd. Lau, 2010: pp.479-480); no falsifications and no staged activities. Everything is left as it used to be. These destinations do perfectly fit the

expectations of a tourist that is in search of relationship authenticity, a concept that explains how tourists are experiencing “alienation from modernity” (Lau, 2010: 478). In contrast, object authenticity does appear when it is not quite clear if there may or may not be a separation of front and back regions. Lau states that at this point “object authenticity is a property of a tourist object” (2010: p.480). With that, the author implies that certain tourism services and products are created and invented to merely serve the necessities of tourists. Object authenticity is represented in “life processes (e.g. cooking and washing), activities (e.g. recreational games, religious rituals, cultural performances), artifacts, and so on” (Lau, 2010: p.480).

However, Lau underlines the fact that the term *authenticity* is often misinterpreted or not sufficiently analysed. He emphasizes its versatility and explains its different meanings and senses. Authenticity can either represent “a good reproduction (which copies from an original)” (Lau, 2010: p.484), or as Lau states “only the original is authentic” (2010: p.484). The senses can differ, so it is crucial to distinguish between the different types of authenticity. When approaching the concept of reproducing or copying a tourism product, it becomes clear that this product might not be genuine, it might not be as authentic as the original.

Staged authenticity is another, very present, tourism phenomenon. It represents falsified images that do not fully correspond to reality. Lau exemplifies staged authenticity with the following case of the Cheung Chau Bun Festival in Hong Kong:

In 2005, the government ‘revived’ the festival to boost tourism. However, in this ‘revival’, the pyramids are no longer constructed with bamboo poles but steel rods; the buns have now been replaced with plastic buns for ‘hygiene reasons’; the climbers are selected from the whole of Hong Kong (instead of though including Cheung Chau) through elimination rounds; these climbers are now equipped with mountaineering paraphernalia. In short, the ‘revival’ is completely devoid of religious meaning and is more a spectacle-style sports event. The tourism authorities market it as an object-authentic ‘revival’ of the

traditional festival. However, in the sense of original/copy, the ‘revival’ is clearly object-inauthentic as a copy of the traditional festival.

Lau, 2010: p.485

The example of the Cheung Chau Bun Festival demonstrates how quickly customs and traditions are altered to please tourism masses. The originality and the background of the real festival have disappeared. The newly recreated occasion replaces the original while turning into an inauthentic, recreated and staged event.

When having a closer look at today’s destination branding, authentic experiences, or generally speaking authenticity, are quite present and also strongly demanded by tourists. But it is important to differentiate and recognize what is actually authentic (the original), and what is staged. We can define two big groups, that search for authenticity, either in a form of searching for the very original of something, or in contrast, seeking for authenticity in a copy or replication, that has been “modified to meet the needs of the modern community” (Chhabra, Healy and Sills, 2003: p.704). Tourists that attend festivals or rituals long for the revival of the past. They clearly search for the original, or in other words, the roots of a certain culture. But instead, they are presented a recreated scenery, a reproduction of an antique custom (Chhabra, Healy and Sills, 2003: p.705).

Linking authenticity with the branding of a destination, Can-Seng Ooi and Birgit Stöber presented three conflicts that occur when trying to combine these two concepts: firstly, the authors state that “a place brand cannot provide a complete and honest story of the place”, secondly “the place branding campaign may destroy the original spirit of the place”, and thirdly “a place brand is also normative, it often functions as a vision that may eventually contribute towards change in the location” (Ooi and Stöber, 2010: pp. 75-76). All these three statements imply a kind of adverse effect, displaying the difficulty for marketers to represent an honest and sincere image of a destination, without changing or altering the reality of such place. However, Ooi and Stöber do not agree with the fact that authenticity vanishes due to external changes and forces of society. The authors rather reinforce that all these economic, cultural and social changes mark and characterize our

contemporary society, and that they make part of the evolution of humanity (v.d. Ooi and Stöber, 2010: p.79). Thus, authenticity is characterized as “emerging” (Ooi and Stöber, 2010: p.79). This implies that destination and place branding adapt to the development of society, representing “emerging authenticity” (Ooi and Stöber, 2010: p.79) by exposing the current situation of life. Ooi and Stöber state that “place branding [is] and intrinsic process of society” (2010: p.79), and so is authenticity.

With the time, tour operators and marketers had to find out how to strategically sell the idea of authentic holidays. Especially big companies like TUI<sup>2</sup> early began to recognize the potential of integrating authenticity into their product range, as well as including it into their marketing and promotional strategies. The tour operator calls these trips “Small & Friendly – Authentic Holidays Experiences from TUI” (TUI, 2019). Further, the slogan “holidays with an authentic feel” (TUI, 2019) underlines the strong presence of marketers playing with the notion of authenticity. TUI advertises and promotes small and unspoiled destinations, small hotels run by families, and promises that visitors will feel and live the life of a local (v.d. TUI, 2019). Another important tour operator that uses the strategy of promoting authenticity is Thomas Cook<sup>3</sup>. The operator published an article on how to choose an authentic destination for holidays. Lucy Roberts recommends “5 ways to get the authentic holiday experience you want” (Thomas Cook, 2016), and advises, amongst others, that “you don’t have to make an effort to see local life” (Thomas Cook, 2016) and to “go where the locals go” (Thomas Cook, 2016). One of the biggest key players to promote authenticity in tourism might be Airbnb, the biggest provider and operator for local housing. Every apartment promises to make the tourist feel like a local by offering “unique homes and experiences” (Airbnb, 2019). All these promotional attributes provoke the conflict of the previously mentioned front and back regions of a destination. Consumers are triggered and seduced by these advertisements, but merely know that the actual authentic experience they think they are attending is just a constructed fake back

---

<sup>2</sup> TUI has been for several years in a row the world’s leading tour operator. In Europe, it is the largest tour operator existing. This company has a big influence on the travel industry, and on how tourism is promoted.

<sup>3</sup> Thomas Cook is another very powerful tour operator. Besides TUI, Thomas Cook is a pioneer in the tourism industry.

region, making the tourists believe they have managed to enter the real life of a destination. Indeed, this is exactly how (staged) authentic tourism works nowadays.

In urban tourism, we have destinations and cities that are strongly developed and evolved places, often displaying the progress of globalization. However, there are several urban cities that are known for their authentic experiences and unique character. Barcelona, one of the most creative cities in the world, has clearly adapted a strategy towards authentic tourism. With its strong Catalan culture, it aims to bring hosts and tourists closer to each other and to stimulate creativity within the city and its locals. Barcelona is seen as an authentic city because visitors easily adapt to its lifestyle (v.d. Barcelona Creative Tourism, 2012). The mentality and culture of the Spanish people represent for most tourists a culture of tranquillity and enjoying life. Living in a local's apartment at the Barceloneta, eating tapas at the Barrio Gòtic, or visiting an arts exhibition at the Gràcia neighbourhood might be the perfect activities for a tourist that is in search for authentic experiences in Barcelona (v.d. Barcelona Creative Tourism, 2012). But however, a lot of conflicts emerged in the past years between the locals and the government. The city has undergone effects of gentrification, i.e. forcing the population moving from the city centre to the periphery due to the touristification of the city (v.d. Mendes, 2017: p.482), and local dissatisfaction due to the abuse and over-renting of local housing, and all in all, the general ignorance towards the local communities (v.d. *The Guardian*, 2018). The effect of authenticity diminishes, because locals are no longer willing to collaborate with tourism authorities or governmental institutions. The presence of hosts is crucial for the tourists' experience, making them feel like they have mingled with the locals. The absence of hosts increases the effect of staged authenticity, and makes tourists feel like they are not able to enter the back regions of the city.

Other cities, such as Venice (Italy), are dealing with great problems due to the high influx of tourists that are in search for authentic experiences. In Venice, they crave for a boat ride through the hundreds of canals, overnight at local housings, and look for traditional restaurants and experiences, to feel the real and genuine way of Italian life. The development of tourism in Venice has caused the end of local Italian communities. The city centre is marked by local housing, and antique and traditional shops are vanishing

(v.d. *The Telegraph*, 2018). How to still transmit authenticity in this city, when local people are forced to leave their homes, and hundreds years old Italian traditions are disappearing?

There clearly must be made a change, so locals can live their regular lives, and tourists can experience authentic tourism. There must be a way to maintain authentic travelling, and not harm the rights of the local communities.

These conflicts might be one of the biggest milestones and challenges for contemporary tourism. Authenticity is hard to transmit and must be genuine to fully convince its consumers. Therefore, it is crucial to study the tourists' behaviour, in order to figure out how to approach and produce sustainable authentic experiences in tourism. It is important to analyse the tourist experience, to understand how authenticity affects the whole tourism process. These topics will be further examined in the following section.

## **6. Tourist Behaviour – the Perspective of a Consumer**

### **6.1. The Creation of Expectations and Stereotypes**

Indeed, the tourist experience is an important topic when discussing the effects of destination branding in tourism. The tourist experience contributes to the creation and building of a place image and helps marketers to construct their storytelling. The other way around, destination brand marketing might also affect the tourist experience, by intentionally transmitting certain destination images and adapting reality to the tourists' expectations. This takes us to the discussion of the creation of expectations and stereotypes. Stereotypes are "mental representations" (Chen et al, 2016: p.27) of our society, that establish certain beliefs about a group of people, or in this case, a destination. Chen *et alia* underline that these representations and images do mostly not correspond to reality, and are extremely simplified (v.d. Chen et al, 2016: p.27). These staged and altered characteristics and representations create a narrative for each destination, influencing the behaviour and decision making of consumers. Once the image of a destination is established in the consumer's mind, the creation of expectations begins immediately, telling the tourist what he desires and expects to see at a certain place. This in turn influences the marketing industry, thus making them adjust the resources given at a destination to the expectations of the tourists (Swarbrooke and Horner, 2007: p.51).

When linking this topic to the phenomenon of authenticity in tourism, it becomes clear that stereotypes and tourist expectations affect and stimulate the emergence of staged authenticity. As mentioned previously in this study, the creation of stereotypes and stigma is a response from the tourism industry to the needs of the consumers. Marketers adjust and modify the reality of a destination, so the tourists' necessities are satisfied. Having said that, tourist expectations determine the representation and characteristics of a destination brand. This in turn influences the experience of the tourist *in situ* of a destination, therefore forcing the authorities to alter the local culture and lifestyle to please its visitors. But as we have seen before, altered and modified realities are often

perceived as inauthentic. The original and the genuine are what convinces the tourists of a destination's authenticity. So, how to solve this conflict of wanting both to satisfy the needs and expectations of the visitors, and to preserve the local cultures of tourist destinations? This would clearly raise the quality and authenticity of both, the travelling and the living.

On the other hand, we have the creation of stereotypical tourists, which in turn influence the strategies of the marketers. Whether talking about country-related stereotypes, such as the British tourists who often travel for partying and cheap holidays, or incentive-related stereotypes like sport tourists who travel for soccer games and do not really care about the destination they are visiting, it has always been a sensitive topic. It is crucial to study the purposes and reasons for travelling, in order to find out what exactly motivates a person to visit a certain destination. For this reason, sociologists and researchers study and analyse tourist types, so they can categorize and evaluate the different typologies of the existing travel behaviours.

## **6.2. Tourist Types**

Besides the stereotypical images that are transmitted to consumers, and the creation of false expectations and imageries of destinations, there are as well stereotypical types of tourists. Over decades researchers and sociologists aimed to analyse different tourist behaviours, thus finding out which diverse and distinct types of tourists might exist. This also helped marketers to create different niches and tourism activities to properly satisfy the needs of each type existing.

John Swarbrooke and Susan Horner have attempted to unite all these diverse tourist types and bring together the different concepts of well-known sociologists and researchers (2007: p.84). The authors present first off Cohen's tourist types, created in 1972 in his paper *Towards a sociology of international tourism*. Accordingly, *the organized mass*

*tourist* tends to rely on already packaged tourism products and prefers to travel in group, and with a fixed itinerary (v.d. Swarbrooke and Horner, 2007: p.84). Further, the authors refer to Cohen's *individual mass tourist*, who dislikes travelling in group, and rather travels individually. But still, this tourist type does prefer to buy a pre-packaged trip; he might be a bit more adventurous than the first type, but nevertheless he still likes to believe in traditional forms of tourism (v.d. Swarbrooke and Horner, 2007: p.85). The third type presented is *the explorer*. This tourist type does not see himself as a tourist, but more as a traveller. He arranges his own travel itinerary and mingles with the locals. This type avoids being in contact with other tourists (v.d. Swarbrooke and Horner, 2007: p.85). Cohen's last tourist type refers to *the drifter*, who fully commits himself to a foreign local community and desires to be accepted by them (v.d. Swarbrooke and Horner, 2007: p.85). This tourist type does not have a planned itinerary, and switches very rapidly from one decision to another. Also, Swarbrooke and Horner mention that the drifter "shun[s] all contact with the formal tourism industry (2007: p.85).

Swarbrooke and Horner expose another very interesting approach presented by Valene L. Smith from 1989. Smith created seven different types in order to introduce a more modern and diverse tourist (2007: p.87). Beginning with the *explorers*, Swarbrooke and Horner compare these tourists with "anthropologists" (2007: p.87), stating that they travel to get to know foreign local cultures and lifestyles. Further, the authors present Smith's *elite tourists*, who long for "expensive tailor-made tours" (Swarbrooke and Horner, 2007: p.87). These tourists are described to be "frequent travellers" (Swarbrooke and Horner, 2007: p.87). Besides, the authors introduce types like *off-beat tourists*, who rather avoid contact with other tourists and tourist sights, or *unusual tourists*, who like spontaneous trips to authentic and unspoilt destinations (v.d. Swarbrooke and Horner, 2007: p.87). The subsequent tourist types address tourists that rather participate in mass tourism, than in the search for meaningful experiences. *Incipient mass tourists* support the phenomenon of mass tourism by exploring unspoilt places and turning them into highly demanded destinations (v.d. Swarbrooke and Horner, 2007: p.87). *Mass tourists* rely on their expectations and the standards they know from home (v.d. Swarbrooke and Horner, 2007: p.87). Lastly, *charter tourists* do not even care about the destination they are visiting. As

well they do not care about authenticity, and rather prefer to be guided through staged tourist sights, than using their own senses and explore their own interests (v.d. Swarbrooke and Horner, 2007: p.87).

Furthermore, Swarbrooke and Horner bring up Urry's *post-tourist* (v.d. 2007: p.88). Urry's approach to the post-modern tourist has a significant influence on the study of the tourist experience. The post-tourist does not believe in the authenticity of the others and prefers to "accept pseudo events for what they are" (Swarbrooke and Horner, 2007: p.88). This more generalized tourist type does not take tourism or travelling very seriously; for him, it "is just a game" (Swarbrooke and Horner, 2007: p.88). This gives him the freedom to choose different types of holidays and participate in diverse tourism activities. With that, Urry turns the differentiation of tourist types irrelevant.

Nevertheless, there are other sociologists and researchers that recognize the typology of tourists as very important, as for them every human being has a different mindset and different preferences as well. Unlike Urry, who believes in the single concept of the *post-tourist* (v.d.Swarbrooke and Horner, 2007: p.88), Cohen even further expands on his already created tourist typology, in order to present a more precise and determined distinction of his tourist types. In his paper from 1979, Cohen names his new approach "the modes of touristic experience" (1979: p.183). As previously presented in section three, Cohen identifies various tourist modes in order to redefine the motivations of travelling. The author evaluates the tourist modes by the asset of authenticity and scales them by their proximity or distance to their personal *centre* (v.d. Cohen, 1979: p.183). With the *centre* Cohen means to exemplify the relation of a person to its life space, thus explaining that every human being is in search for a meaningful place. Cohen's "quest for the centre" (1979: p.181) demonstrates how people are constantly in search for something meaningful; they want to find the place, where the purest version of themselves comes out. Thus, Cohen implies that tourism makes part of this process, as many tourists or travellers rather find themselves in other societies, than in their own (1979: p.182). When looking again at Cohen's tourist modes, one can recognize that this concept goes beyond the standard tourist typologies; Cohen managed to present a different way of analysing the tourist behaviour, by demonstrating that travelling is not just a *tourism gaze*

(ref. to Urry's *The Tourist Gaze*, 1990), but rather a meaningful quest of life and finding a personal centre. Moreover, Cohen proved that there may not be a strict differentiation of tourist types, but that there are different travel modes that make tourists more flexible in their choice. A single tourist can actually select and move between different tourist modes. With all that, travelling turns into an important experience that enriches life, and does not just represent a meaningless activity created by the standards of society. This approach brings us to the next topic, the concept of the *tourist experience*.

### **6.3. The Tourist Experience**

The tourist experience has been studied over decades, and therefore has been one of the most interesting topics to analyse in tourism. It is not just a simple construct of ideas, but more a phenomenon of society. To assume that tourists only travel for pleasure might be too simplistic and banal (v.d. Cohen 1979: p.179). In his study from 1979, Cohen stresses that the tourist experience involves one major factor, which is the tourist's distance or proximity to his day by day life. As mentioned in the previous sections, the sociologist believes that every person is in search for a meaningful place and a changing life experience. These experiences can only be practiced when people cross the boundaries of their everyday life and start living it without norms, rules or preoccupations. This phenomenon particularly appears when people travel.

Ning Wang extended Cohen's studies on the tourist experience. By combining and comparing Cohen's, Boorstin's and MacCannell's concepts, Wang creates the approach of "existential authenticity" (Wang, 1999: p.350), which implies that every tourist is indeed in search for authenticity (something meaningful), either in other cultures, or in their own experience. Existential authenticity can appear "regardless of whether the toured objects are authentic" (Wang, 1999: p.349). Therefore, the experience that the tourist is going through must be authentic and meaningful by itself, to fully convince him.

Hence existential authenticity is “activity-related” (Wang, 1999: p.350) and based on the emotional attachment that is created during travelling. To simply explain existential authenticity, Wang presents MacCannell’s example of nature tourism, which demonstrates that nature has in fact no (object) authenticity to offer, but it does allow tourists to find their real selves, and feel authentic experiences (v.d. Wang, 1999: p.351). In line with this, Wang states that

In such a liminal experience, people feel they themselves are much more authentic and more freely self-expressed than in everyday life, not because they find the toured objects are authentic but simply because they are engaging in non-ordinary activities, free from the constraints of the daily.

Wang, 1999: p.352

So, in the cultural sense of tourism, existential authenticity appears when tourists e.g. interact with their hosts, regardless if the chosen activity might be object inauthentic and might not represent the original image of the activity. These tourists seek for a special unique moment where they can find their own authenticity, the so-called “authenticity of *Being*” (Wang, 1999: p.359).

Without doubt, the tourism industry is aware of how important and enriching travelling is for people nowadays. Marketers know that their work will not only influence the experience while travelling, but also the tourists’ life afterwards (v.d. Tung and Ritchie 2011: p.1367). Hence, those stakeholders who provide tourist experiences carry a lot of responsibility. It is their job to ensure that the experience is “special, spectacular, and fittingly, memorable” (Tung and Ritchie 2011: p.1368), and that there is a positive outcome for the tourists. Vincent Wing Sun Tung and J. R. Brent Ritchie demonstrate the simplicity of tourist experiences: the authors introduce the expression *satisfactory experiences*, which measures the level of satisfaction of a tourist experience (v.d. Tung and Ritchie, 2011: p.1370). The researchers imply that a good experience (satisfactory)

represents the successful fulfilment of tourists' expectations. A bad experience (unsatisfactory) might be a disappointing experience for tourist, demonstrating the great "gap between expectation and experience"<sup>4</sup> (v.d. Tung and Ritchie, 2011: p.1370). However, the authors argue that the concept of *memorable experiences* is even more important, since with that "service delivery [transforms in]to experience creation" (Tung and Ritchie, 2011: p.1371). This process influences the tourist's mindset "on an emotional, physical, spiritual, and/or intellectual level" (Tung and Ritchie, 2011: p.1371). Since our contemporary society is strongly in search for such memorable experiences, it is no longer adequate to merely categorize a travel experience as satisfactory or unsatisfactory. The experience must go beyond being satisfactory, it must be unique and unforgettable.

However, Franklin questions some of these concepts, implying that they are outdated and need to be adjusted (2003: p.206). As some concepts come from the *1960s and 1970s–80s* (v.d. Franklin, 2003: p. 206), they might display overtaken realities, that are no longer comparable to ours. Franklin describes these obsolete realities as "solid modernit[ies]" (2003: p.206), whereas nowadays we have societies that are strongly orientated and guided by globalization (v.d. Franklin, 2003: p.206).

In Franklin's interview with Bauman (2003), he addresses the phenomena of the "tourist syndrome" (Franklin, 2003: p.207), which emerged in earlier years by means of Bauman's studies. Bauman mentions various components of the tourist syndrome, firstly referring to it as a "metaphor of contemporary life" (Franklin, 2003: p.207). Thereby Bauman explains that every tourist has an impact on destinations. Their footprints and actions influence the development of destinations, thus marking "the structure of living in the places where the tourists start, the places they arrive, and all along their way" (Franklin, 2003: p.207).

On the other hand, Bauman compares contemporary life to tourism, by underlining its "looseness" (Franklin, 2003: p.207), namely both society and tourists feel unbound and

---

<sup>4</sup> Reference from Ryan, C. (1997). *The tourist experience. A new introduction*. London: Cassell. Schank, R. C. (1999). *Dynamic memory revisited*. Cambridge, UK: Cambridge University Press.

uncommitted to life or tourism: “There is no firm commitment, no fixed date of staying; it’s all ‘until further notice” (Franklin, 2003: p.207). Another very interesting component of Bauman’s tourist syndrome is the act of what he calls “grazing” (Franklin, 2003: p.208). Bauman explains that tourists have traces of behaving like sheep, moving from place to place and finishing the grass (v.d. Franklin, 2003: p.208). In comparison to tourists, of course those do not eat up the grass, but by moving from destination to destination, they search for unique experiences, “unlike the experiences they lived through before, unlike everything else they knew; untried tastes, un-experienced sensations” (Franklin, 2003: p.208). In this sense, Bauman mentions that tourists create a “pure relationship” (Franklin, 2003: p.208) to destinations. With that he implies that they merely search for the “consumption of pleasurable sensation and that once the satisfaction wanes, it wilts and fades as well” (Franklin, 2003: p.208). After consuming what they needed, they move on to the next destination for similar purposes. As a last, Bauman introduces the component of “frailty” (Franklin, 2003: p.208), explaining that the relationship of a tourist towards a destination or its people is often void, since travelling has certain time limitations and is perishable. Bauman underlines again, that as a tourist “you can cut out all the worries about the long term, far-reaching consequences of what you are doing at the moment” (Franklin, 2003: p.209). Bauman emphasises that one of the most significant characteristics of the tourist syndrome, is “[l]iving from one moment to another, [and] living for the moment” (Franklin, 2003: p.209); the tourist syndrome might perfectly describe today’s contemporary tourist experience.

In order to introduce the following section, it is important to explain how tourist experiences act within city and urban tourism. What exactly are tourists seeking for in cities? Which experiences do they long for? It is crucial to differentiate between the diverse experiences that are offered to tourists, as the urban tourist experience differs a lot from rural, cultural or nature tourist experiences (v.d. Wearing and Foley, 2017: p.99). Stephen L. Wearing and Carmel Foley analysed the tourist experience in cities, and demonstrate that tourists become “invisible” (2017: p.99) in cities, whereas in rural or smaller places they would become more “visible” (2017: p.99); there is a greater anonymity in cities, which gives tourists more freedom. The authors do mention as well

that the act of “walking the city” (Wearing and Foley, 2017: p.99) is an important part of this tourist experience. Tourists enjoy strolling around cities, exploring every corner and seizing the “opportunity to become connected, and to use the totality of their senses to delight in the sights, sounds and smells as they pass from one space to another” (Wearing and Foley, 2017: p.99). That is when Wearing and Foley introduce the “gazing flâneur” (2017: p.99), reflecting the sauntering and gazing of the city tourist. Furthermore, the authors expand on the urban tourist experience and compare it to an “interacting choraster” (Wearing and Foley, 2017: p.99), which represents “a person who practices place, who uses it, experiences it, and gives it social meaning” (Wearing and Foley, 2017: p.98). The introduction of the choraster helps to define more precisely the tourist’s wish to interact with the city and its locals. The flâneur concept fails to include this component, as it merely represents the strolling and gazing of the tourist (v.d. Wearing and Foley, 2017: p.98). The tourist experience in cities has become way more complex than it was some decades ago; it has become more interactive due to the evolution of our contemporary society (v.d. Wearing and Foley, 2017: p.101).

Cities provide special experiences, which differ from all other forms of tourist experiences. Wearing and Foley define cities as follows: “They are spaces of movement, destination, experience, memory and representation. They are also spaces of desire, fantasy, creativity, liminality, reordering and enchantment [...]” (2017: p.102).

The next section will present the case study of Lisbon, an urban and creative city that has been noticing an enormous boom and change in tourism in the past years. This study will analyse which destination image is transmitted to the tourists, and consequently, how the tourist experience is perceived within the city of Lisbon.

## **7. Case Study – Lisbon, Portugal**

### **7.1. The Development of Lisbon Urban Tourism Industry**

The city of Lisbon has always experienced a great importance in the tourism world, contemplating already in 2016 a weight of 41,3 per cent of Portugal's tourism sector (v.d. Câmara Municipal de Lisboa, 2016: p.37). Lisbon is not only succeeding on a national level, but also all over the world it has become a strongly demanded destination. It is not without reason that the Portuguese capital has now won for three subsequent years the title of the *World's Leading City Destination* (World Travel Awards, 2019), and is therefore experiencing a big tourism boom. *Urban* and *city tourism* have become more and more demanded activities among tourists, impressing them with their creative and sophisticated character. Lisbon has managed to become one of the most demanded city, overtaking cities like Barcelona or London, offering a diverse range of services and experiences by means of urban revitalisation. But has this always been the case? How did Lisbon get that far?

Already in the early thirties, tourism has been recognized as an important source of income for Portugal, but also an efficient way to practice the nation's propaganda (v.d. Cadavez, 2013: p.205). At that time, the regime of António de Oliveira Salazar, the former president of the Portuguese Council, stimulated and polished Portugal's image by means of propaganda. Within Salazar's dictatorship was established the *National Bureau for Propaganda*, managing the country's tourism strategies, such as the "internal and external propaganda" (Cadavez, 2013: p.2005), and the organization and promotion of "public festivities and national and international exhibitions" (Cadavez, 2013: p.205). António Ferro, a journalist who has persistently attempted to collaborate with Salazar, took over the management of the National Bureau for Propaganda, and created a new image of the nation (v.d. Cadavez, 2013: p.206).

Already at that time it was clear that Salazar's regime would accompany Portugal's image for a long time. The attributes of "Nation, Family, Authority, Hierarchy and [...] God" (Cadavez, 2013: p.206) describe until today the stereotypical image of Portugal; a welcoming and humble country. And so, it happened, that Portugal became a "nursing home for a suffering, tired and sick Europe" (Ferro, 1949: 54), being one of the few countries that were not involved in war or conflicts at that time. These facts clearly display Salazar's and Ferro's persistence in wanting to mark the country's image with the "kindness of traditional Portuguese hospitality" (Cadavez, 2013: p.206). Booklets and guides were published, representing the Portuguese simplicity and modesty, as well as reinforcing the "rural imagery" (Cadavez, 2013: p.209) of the country. Salazar established the *National Foundation for Joy at Work*, which offered leisure activities for the poorer workers, such as tours and visits to the most emblematic places of Portugal (v.d. Cadavez, 2013: p.209). This foundation was merely created so Salazar was able to control the free time of his Portuguese population. It should unconsciously manipulate the Portuguese to act in the way Salazar wanted them to act.

Furthermore, and besides Portugal being a nursing home for those in war, the capital of Lisbon should be one of the main attractions of the country. It should serve as the place where there is always something going on, offering distraction from the misery by staging festivities like the *Festas de Lisboa*, providing entertainment and culture to its visitors. Besides, in 1940 was, for the first time, organized the *Exposição do Mundo Português* (Portugese World Exhibition), in order to celebrate the 800 years of the foundation of Portugal, and at the same time to commemorate the 400 years of independence from Spain (*Diário de Notícias*, 2016). As stated, the rest of Europe was going through severe crisis and wars at this time. Again, this was the right moment for Salazar to create such an event, attracting a lot of visitors that were running away from the misery of war, pretending to be "an oasis of peace and progress" (*Visão*, 2017). The *Exposição do Mundo Português* was a success for Lisbon, not only making the city more known, but also in terms of the revitalisation of the city and the improvement of its infrastructure, it proved to be a fruitful project (v.d. *Visão*, 2017).

In later years, after the breakdown of Salazar's regime, tourism was developing more and more. Especially Lisbon, as the capital of Portugal, has always played one of the most significant roles within the nation's tourism industry. Eduardo Brito Henriques studied the case of Lisbon, analysing it as a tourist destination representing modern urban tourism. As the author states, already in the mid nineteenth's century, there were over 1300 rooms concentrated only within the area of Lisbon (v.d. Brito Henriques, 1996: p.60). Unfortunately, there is a big lack of documentation and information until the 1960's, making it difficult for researchers to analyse the local tourism development (v.d. Brito Henriques, 1996: p.60). Nevertheless, it is still clear that Lisbon has always been a crucial economic and tourist centre for the whole country; it has become indispensable as a tourism destination. Hence, the government started to collaborate with international associations and other European countries, developing mass tourism circuits and bringing more tourists into the country and especially to the city of Lisbon (v.d. Brito Henriques, 196: p. 61). In the 70's, though the Algarve region had a lot of tourist demand, Lisbon managed to overpass it by providing one third of the country's overnight stays (v.d. Brito Henriques, 1996: p.61). However, at that time, the capital had to share its attention with the Algarve Region, giving it the possibility to grow like other Mediterranean beach destinations around the world (v.d. Brito Henriques, 1996: p.62).

Towards the millennium turn, Lisbon was offered a great opportunity, which would not only push the country in economic terms, but especially in the tourism sector. Portugal was given the chance to host the mega-event of the world exhibition Expo' 98, which would transform Lisbon's destination image into a cosmopolitan city. Edwards, Moital and Vaughan explain that through "the admission of Portugal as a full member of the European Union in 1986" (2004: p.199) and gaining "political stability in 1987" (2004: p.199), Lisbon was ready to internationally succeed in the tourism market. However, the city needed some investment and restructuring in order to compete with other European destinations offering qualitative services and infrastructures (v.d. Edwards, Moital and Vaughan, 2004: p.199). The Expo' 98 should also help to change the image of Portugal as a destination, so it "should be seen not only as a sun country with hospitable people, but also as a country with a rich culture, beautiful nature, modern congress and conference

facilities and high-level organisational skills” (v.d. Edwards, Moital and Vaughan, 2004: p.200). Jonathon Edwards, Miguel Moital and Roger Vaughan describe the objectives of this mega-event by means of the Expo Global Plan: “(1) reassertion of a national vocation, (2) repositioning the country in the new European context, (3) urban regeneration, (4) celebration of the discoveries; (5) tourism promotion and (6) economic stimulus” (2004: p.200). It becomes more than clear that the Expo’ 98 was a game changer for the Portuguese tourism industry. In order to achieve these goals, Lisbon municipality and the Portuguese government had to undertake drastic changes within the structure of the city, as it was required a very large area for the realization of such an exhibition (v.d. Edwards, Moital and Vaughan, 2004: p. 201). The eastern part of the city, which had suffered from industrialization, gentrification and therefore was in great need for revitalisation, was chosen as location for the mega event (v.d. Edwards, Moital and Vaughan, 2004: p. 201). Followed by many years of intense reconstruction and investment, Lisbon was able to stage the Expo’ 98 with great success, which consequently changed the whole tourism branch within the city and even the whole country. The effects were lasting, so the city would profit from its effort. Today the so-called Parque das Nações is a vital business centre, offering job opportunities, commerce and housing (v.d. Edwards, Moital and Vaughan, 2004: p. 201). Also due to its architectural value, tourists are curious to visit it; it has become part of the many attractions that the city has to offer. Further the investment in new infrastructures changed to whole dynamic of the city, offering new and modernized transportation facilities for both locals and tourists (v.d. Edwards, Moital and Vaughan, 2004: p. 203). In later years “to avoid the existence of two cities” (Edwards, Moital and Vaughan, 2004: p.203) the authorities decided to revitalize the whole city, including the historical centre, so the image of this destination was put into conformity.

But not only Expo’ 98 contributed to the modification of the city; Lisbon is more and more turning its strategy towards the marketing of a city-break destination, concentrating on short-term trips and the business sector (v.d. ERD and Turismo de Lisboa, 2014: p.11). In line with that, authorities started recognizing Lisbon’s potential as a city to host small, medium and large-scale events. This potential became even stronger after the successful Expo’ 98, followed by the implementation of many other big events. Whether talking

about UEFA Euro 2004, the European Song Contest in 2018, or hosting the yearly Web Summit, which is planned to happen for a period of 10 years in Lisbon (*Reuters*, 2018), this city has managed to improve its destination image and tourism marketing strategy by means of the integration of important events into its offer (v.d. ERD and Turismo de Lisboa, 2014: p.19).

All in all, we can say that Lisbon is enjoying a lot of attention. Investors, as well as the Portuguese government, are highly motivated to keep the city modernized, and rehabilitate and reinvent businesses, commerce and housing within the metropolitan area of Lisbon. It seems to be the right time to finally make things different. But however, between 2008 and 2009 Portugal witnessed a changing turn when the global financial crises emerged through a collapse of the real estate and banking market. States all over the world suffered from this crisis, including a lot of European countries that consequently were forced to go through a phase of austerity (v.d. Mendes, 2017: p.481). Portugal was one of these countries. During and after the crisis, Lisbon suffered from a stagnant economic effect. Constructions and investments had to stand still, resulting in abandoned buildings and unfinished constructions (v.d. Mendes, 2017: p.482). It appears that as well the tourism sector has suffered from the crisis' effects, but however we can say that it has always been a constant source of income for Portugal, even in times of economic depression.

The financial crisis clearly caused several negative long-standing effects. Still today the country must fight its economic problems. However, the Portuguese economy is rehabilitating step by step, and we can recognize a flourishing tourism industry within the city, but also in other parts of Portugal. The regional authority for tourism ERD (Entidade Regional de Turismo da Região de Lisboa) and the city's official tourism board Turismo de Lisboa state in their strategic plan that tourism has grown by 6 per cent each year since 2009 (v.d. ERD and Turismo de Lisboa, 2014: p.10). Urbanism and the great demand for urban tourism made the interest in Lisbon increase. Thus, the government did hold onto its strategy supporting private investors, in order to attract modern businesses and commerce (v.d. Barata-Salgueiro, Mendes and Guimarães, 2017: p.256).

However, by means of these investments, a few negative effects have emerged as well. In fact, this refurbishment has led to the strong *touristification* of the city, which in turn affected local businesses and their existence. The restructuring of the historical parts of Lisbon, namely Baixa, Chiado, Bairro Alto, Alfama, Graça and Mouraria, has changed the dynamic of the city, affecting mostly the areas of “accommodation, retail facilities and public space” (Barata-Salgueiro, Mendes and Guimarães, 2017: p.258). Salgueiro, Mendes and Guimarães underline the great emergence of diverse accommodation facilities, pointing out how investments in “short-term rentals” (2017: p.258) such as “hostels and apartments” (2017: p.258) have affected local housing and the conditions for the local communities. Unfortunately, this process has led to increasing rental prices, followed by the effects of gentrification (v.d. Mendes, 2017: p.484). Local residents are no longer able to pay the rising rents and are forced to move away from the city (v.d. Richards and Marques, 2018: p.65).

The revitalisation and the attractive urban lifestyle that Lisbon represents today have attracted foreign investors to live in the capital (v.d. Mendes, 2017: p.483). Unlike the Portuguese inhabitants, these visitors can afford the increasing prices. Not only is this taking away the residents’ quality of life, it is also affecting the Portuguese culture, taking more and more away what makes this destination so unique; with that, Lisbon is supporting more and more the effect of *staged authenticity*. In fact, this has been a conflict that has accompanied the city along decades. There is an ongoing disagreement between the government wanting to restructure the city of Lisbon, so it attracts foreign investors (v.d. Turismo de Portugal, 2017: pp.31-32), and the locals’ dissatisfaction caused by the government’s policies. The only way to solve this conflict is to listen to and understand the locals’ voices and opinions, so both sides can benefit from this flourishing tourism development. In line with this, in the last part of the present case study, the opinions of various residential associations will be presented, in order to provide a deeper insight and understanding of how the Portuguese communities are suffering from the recent urban changes in their neighbourhoods.

However, we should definitely not forget the advantages that tourism brings to this city. Lisbon has become a multicultural, creative and innovative city, willing to improve and

become competitive on the global tourism market. The enhancement of its services, the rebranding of its image and the application of urban city policies, have rebuilt the city and made it to this very unique destination. Also the profit, the financial benefits, and the job opportunities that Lisbon is gaining from its current development are helping its economy to get more stable. All in all, in terms of tourism, it has been a great success.

## **7.2. Imaging, Branding and Promotion**

As mentioned in the previous sections, branding has become a key factor when talking about the promotion of a destination. Part one of this chapter demonstrated how the image of Portugal has developed over the years, still holding onto the representation of the *humble Portugal*. Midst this rural environment, we have Lisbon, a dynamic and modern city that in fact has gained a unique selling proposition. However, along the years Portugal had to reorganize its branding in order to distinguish between its diverse regions. As every region has its own character, the country decided to divide its destination brand into 11 sub-brands: “Porto e Norte de Portugal, Douro, Centro de Portugal, Serra da Estrela, Leiria-Fátima, Lisboa e Vale do Tejo, Oeste, Alentejo, Alentejo Litoral, Alqueva and the Algarve”<sup>5</sup> (Freire, 2011: p.170). As João Ricardo Freire states, each of these tourism regions is responsible for its tourism promotion, as well as they are in charge of monitoring and managing their destination image (v.d. Freire, 2011: p.170).

Some of these region brands already existed, but some had to be newly recreated, in order to increase tourism activity in forgotten areas. Thus, to give a chance to other cities and villages around Lisbon, the brand was refreshed, including now 18 municipalities and bearing the name of *Lisboa e Vale do Tejo* (Lisbon and Tagus Valley). The rebranding aims to include the region and the cities of the Tagus Valley, since these have felt into

---

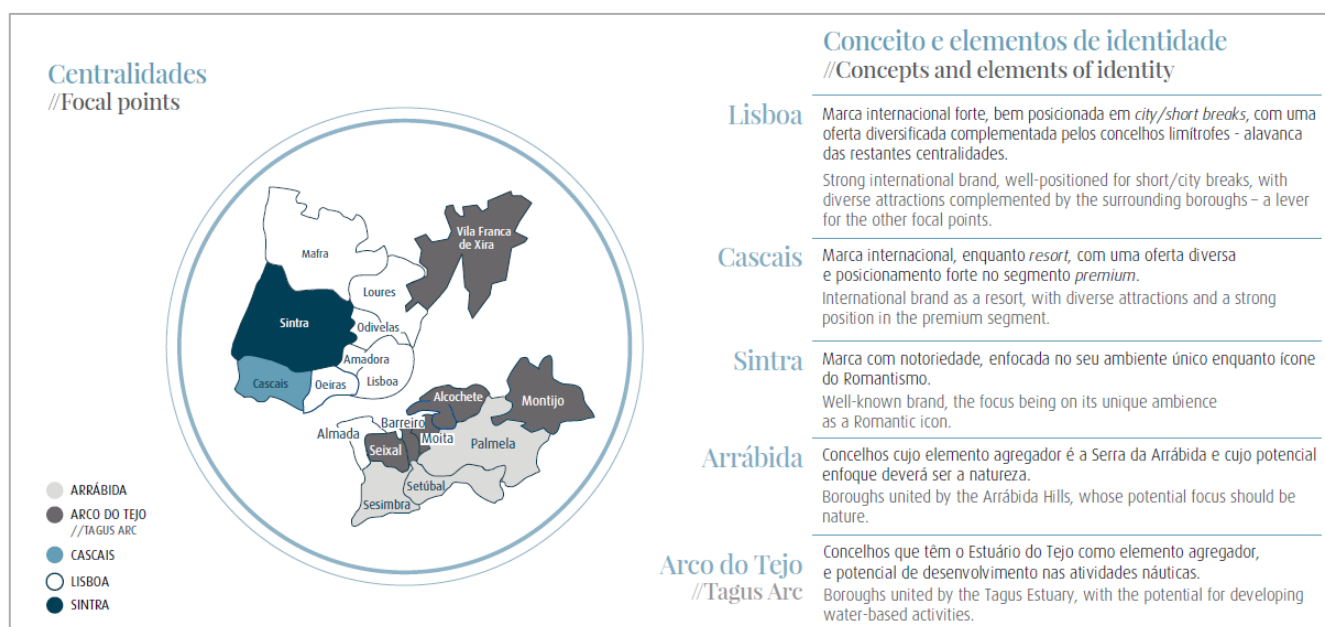
<sup>5</sup> Porto and the north of Portugal, Douro Valley, Centre of Portugal, Natural Parque Serra da Estrela, Leiria-Fátima, Lisbon and the Tagus Valley, the West, Alentejo region, coastal Alentejo, Alqueva region, and Algarve region.

oblivion in the past years (v.d. Freire, 2011: p.171). However, the Tagus Valley did not receive enough attention before the rebranding, so it becomes difficult for tourists to associate tourism with it and therefore create demand for this area (v.d. Freire, 2011: p.171). Moreover, Freire exposes that the great variety of both parts, Lisbon area and the Tagus Valley, makes it hard for marketers to promote a common and single destination image (v.d. 2011: p.172). The Tagus Valley is marked by “rural areas, natural parks and picturesque cities” (Freire, 2011: p.172), and in contrast, Lisbon represents an “urban and cosmopolitan” (Freire, 2011: p.172) city. Though Lisbon represents a rather smaller part of this region, its attention overpowers the extensive area of Vale do Tejo (v.d. Freire, 2011: p.172). The brand Lisboa e Vale do Tejo is almost only associated with the metropole of Lisbon, and so it is still not clear if this recent rebranding was the best solution for such a big region (v.d. Freire, 2011: p.172). Freire suggests “creat[ing] two different brands: Brand Lisboa and Brand Vale do Tejo or creating a new name to represent the area of Vale do Tejo” (2011: p.172).

However, the focus of the present study lies on the branding of the city of Lisbon. Therefore, it is important to know and define the boundaries of the area that is being studied, implying the outlining of the brand’s geographical borders. Therefore, it should be borne in mind that there are other surrounding areas that are recognized by tourists as a part of the *Lisbon Brand*. Located at the western boundary of the city are the villages of Estoril and Cascais; holiday locations that are known for their numerous beaches (v.d. Freire, 2011: p.173). Even Sintra, a region that is also very popular with tourists due to its exceptional natural and cultural heritage, is as well seen as a complementing part of the city’s brand (v.d. Freire, 2011: p.173). Freire explains that the collaboration between these areas is actually crucial for the differentiation and diversification of the Lisbon brand (2011: p.173). The combination of all these attractions is what makes the brand so special and turns it into a competitive destination in the tourism market. Hence, the Lisbon brand has the great advantage to unify urban tourism with beach holidays, nature experiences and cultural education in one destination. A combination that is very welcomed by tourists nowadays.

The combination of allocating diverse resources can work out well. In line with that, ERD and Turismo de Lisboa created a strategic plan (Plano Estratégico para o Turismo da Região de Lisboa 2015- 2019), in order to enhance the involvement of the surrounding areas of Lisbon. This should not only promote the tourism activity within the whole region, but also balance the tourism concentration within it (ERD and Turismo de Lisboa, 2014: p.27). Lisbon is receiving a lot of attention, and the strong influx of tourists to the

Figure 5: Development of the region's focal points



Source: ERD and Turismo de Lisboa (2014). *Plano Estratégico para o Turismo da Região de Lisboa 2015-2019*. Lisbon.

city's historical centre seems to overpower its capacity. The new concept of involving the neighbouring villages and area to Lisbon's tourism activity would not only relieve the pressure within the central districts, but would also provide more quality for both hosts and visitors. Therefore, Lisbon brand shall then contemplate five focal areas, namely *Lisbon*, *Cascais*, *Sintra*, the *Tagus Valley/Arc* and the *Arrábida Nature Park*. Having these five brands working together will clearly enrich the diversification of the brand, as well as the tourist offer within the big area of Lisbon (ERD and Turismo de Lisboa, 2014: p.28). Each brand contributes with its resources and attractions; in figure five is displayed

the authorities' idea of centralizing all these brands within one region. Lisbon, as a [s]trong international brand" (ERD and Turismo de Lisboa, 2014: p.29), will still represent the central focal point of the brand, being the "lever for the other focal points" (ERD and Turismo de Lisboa, 2014: p.29). The brand Cascais has also a very strong position in the international market, being known for its excellence in the premium segment (v.d. ERD and Turismo de Lisboa, 2014: p.29). Due to its diverse touristic offer, Cascais could be able to be an independent brand, so it would not have to rely on the capital's influence. However, Cascais only benefits from Lisbon's leverage effect, and its success has also positively affected tourism development in this region. Sintra also represents a "[w]ell-known brand" (ERD and Turismo de Lisboa, 2014: p.29), marked by romantic sceneries and unique landscapes and heritage (v.d. ERD and Turismo de Lisboa, 2014: p.29). These three brands have already gained a lot of attention, representing the main focal points of the Lisbon region. However, as mentioned previously, there are two more brands that will complement the image of the Lisbon brand. Arrábida is known for its exceptional natural resources, therefore the "potential focus should be nature" (ERD and Turismo de Lisboa, 2014: p.29). The last brand that completes the new concept is the already presented Tagus Valley/Arc, which clearly needs more support and involvement. This rural but also industrial area is marked by the Tagus Estuary, completing the Lisbon brand by offering "water-based activities" (ERD and Turismo de Lisboa, 2014: p.29).

All in all, the Lisbon brand aims to represent the attributes of *diversity*, *modernity*, *human scale* and *authenticity*, in order to provide *light*, *climate* and *safety* to its visitors (v.d. ERD and Turismo de Lisboa, 2014: p.32). With these attributes as central strategies, Lisbon authorities want to ensure all year-round activities and experiences, suiting the preferences of each tourist type (v.d. ERD and Turismo de Lisboa, 2014: p.32).

However, the main centre of Lisbon is certainly the biggest attraction within the region brand, since 25 per cent of all tourists coming to Portugal decide to explore these districts of the city (v.d. Câmara Municipal de Lisboa, 2017: p.2). In the past years, the historical centre of Lisbon was seen as one entity, but the authorities thought it might be an efficient promotion strategy, to subdivide these parts into three *micro focal points*, namely the first one, *Lisboa Jovem* (Young Lisbon), including the neighbourhoods of Bairro Alto, Cais

do Sodré and Santos, secondly *Lisboa trendy*, representing the chic neighbourhood of Baixa and Chiado, and lastly, *Lisboa com história* (Lisbon with history), delineated by the communities of Alfama, Castelo and Mouraria (v.d. ERD and Turismo de Lisboa, 2014: p.40). As well there was created another new focal point including the areas of Marquês de Pombal and Avenida de Liberdade as an upper-class business area (v.d. ERD and Turismo de Lisboa, 2014: p.40).

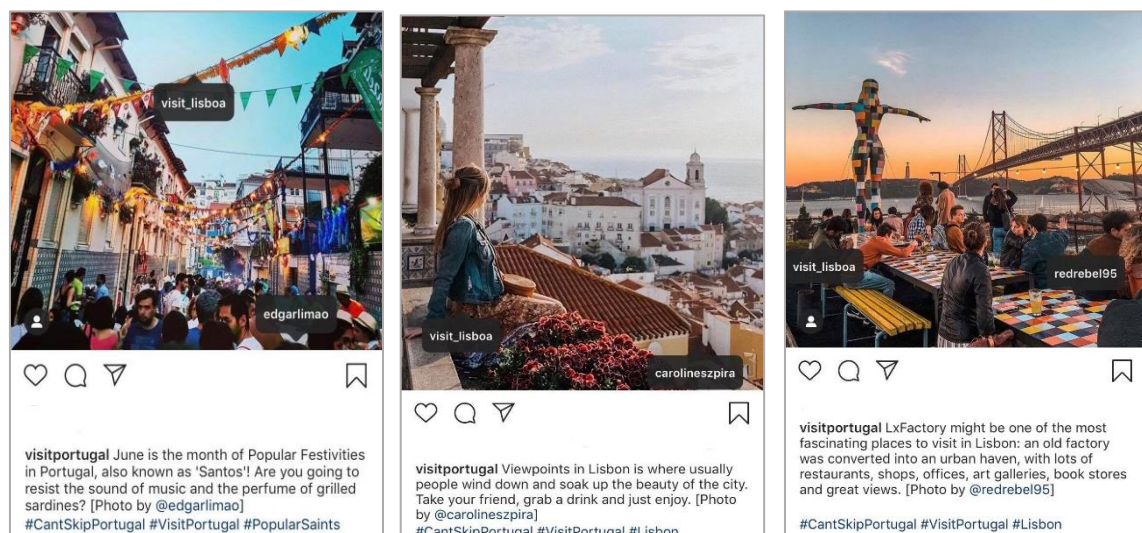
By means of the diversification of the central area and its micro focal points, the Lisbon brand has become even more competitive, providing services and products for each target group. In fact, the differentiation and the promotion of “a uniquely diverse concentration of multiple experiences” (ERD and Turismo de Lisboa, 2014: p.64) are on focus within the destination branding of Lisbon. Besides the standard activities that urban tourism has to offer, such as cultural or leisure tourism, Lisbon authorities want to concentrate and develop other branches and niches, enhancing sectors such as cruise tourism, religious tourism, surf tourism, nature tourism, health tourism and others (v.d. ERD and Turismo de Lisboa, 2014: p.65).

One of the main objectives of the *Strategic Tourism Plan* is to reinforce the marketing of the city by means of online promotion such as the development of social media channels and online platforms, but as well with the help of events and workshops (v.d. ERD and Turismo de Lisboa, 2014: p.75). Especially the promotion on social media is a great advantage for marketers. In line with this, Lisbon aims to invest in so-called “proximity marketing” (ERD and Turismo de Lisboa, 2014: p.78) by providing media and fam trips to internationally known bloggers and influencers, but as well working closer together with tour operators in order to unify and strengthen Lisbon’s destination image (v.d. ERD and Turismo de Lisboa, 2014: p.78). One great example might be *Feira das Viagens* (Travel Fair) which has started an initiative to award Portuguese influencers that are currently working for tourism on social media platforms and blogs (v.d. *Público*, 2019). This movement should commemorate the work of those who appear to be the real opinion leaders in the tourism sector, and whose recommendations are followed and heard by millions of people (v.d. *Público*, 2019).

In line with this, the authorities proposed amongst others a “content marketing approach” (ERD and Turismo de Lisboa, 2014: p.79) which suggests the implementation of reputation management in order to control and monitor recent trends and preferences on tourism websites (v.d. ERD and Turismo de Lisboa, 2014: p.79). Further, the city aims to dynamize its social media activity by participating in the recent online trend of *hashtagging*; popular hashtags are #VisitLisbon or #LisbonStreetArt. They also enhance posts and blogs on networks related to the region’s resources and offer (v.d. ERD and Turismo de Lisboa, 2014: p.79).

Below are illustrated several examples provided by the Instagram page of the official Portuguese tourism board (<https://www.instagram.com/visitportugal/?hl=pt>); their strategy becomes clear: collaborating with online influencers and displaying exceptional sceneries, with which users can identify with, definitely demonstrates how modern marketing works. Not only do the popular influencers attract younger user generations, but the spreading and sharing of the *hashtags* also allow the city of Lisbon to become more known.

*Figure 6: Visit Portugal - Lisbon Promotion on Instagram*

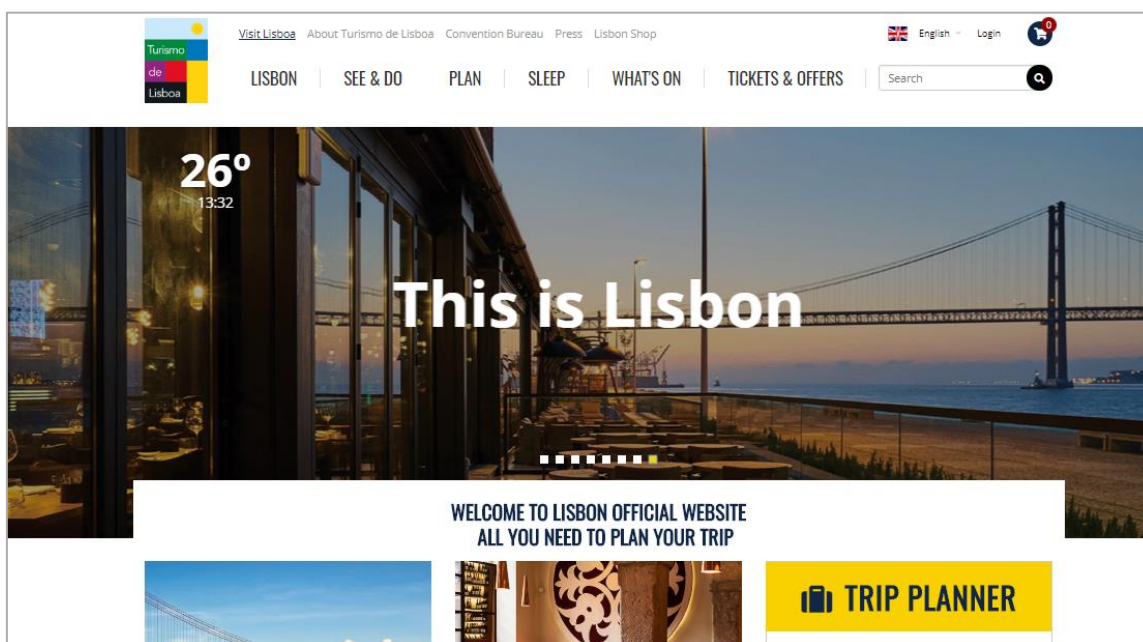


Visit Portugal (2019) *Instagram Posts*. Available at

<https://www.instagram.com/visitportugal/?hl=pt> (Accessed: 21 July 2019).

Moreover, and accordingly with the newly created destination brand, authorities reorganized the official tourism site of *Visit Lisbon* and presented a new concept and image to its users (v.d. ERD and Turismo de Lisboa, 2014: p.79). The new webpage enhances the promotion of the current strategy, namely the transformation of the brand from an urban to a regional concept, offering a “mosaic of experiences” (ERD and Turismo de Lisboa, 2014: p.79). Certainly, the webpage does still promote its main and most important resources “focusing on events, monuments, museums and itineraries” (ERD and Turismo de Lisboa, 2014: p.79), but it also offers a more modern approach by providing “easy-access online ticket sales” (ERD and Turismo de Lisboa, 2014: p.79) and an interactive website.

*Figure 7: Visit Lisbon Official Webpage*



Visit Lisbon (2019) *Official Site*. Available at <https://www.visitlisboa.com/en> (Accessed: 21 July 2019).

As we now know which images are transmitted, and how tourism branding works within the city of Lisbon, there is only one way to find out how satisfied or content tourists actually are with their experience in Lisbon. Is everything that is communicated and

promoted by the authorities realistic? What do tourists feel when they arrive at Lisbon and how do they experience this destination? The next section will allow a deeper insight into the research of the *tourist experience* within Lisbon, and whether or not the destination image transmitted corresponds to the actual happening on site.

### **7.3. Tourist Experiences in Lisbon: The Role of Authenticity**

As presented in the previous sections, Lisbon has succeeded with its imagery of being a creative and authentic city, where there is always something going on. It represents an urban city, that has managed to create a diverse “mosaic of experiences” (ERD and Turismo de Lisboa, 2014: p.79) offering a wide range of activities and products. Accordingly, Turismo de Lisboa promotes its city as follows:

If you're dreaming about your next trip to Europe, come and discover Lisbon, a historical city full of stories to tell, where the sun shines 290 days a year and the temperature rarely drops below 15oC. A city where you feel safe wandering around day or night, where the cuisine is dedicated to creating over a thousand ways to cook the beloved bacalhau (salted cod), and where you'll find hotels and restaurants to suit every taste, budget and requirement. Discover Lisbon, a city full of authenticity where old customs and ancient history intermix with cultural entertainment and hi-tech innovation. Lisbon is ageless, but it loves company, as you'll find out if you meet someone and ask them to explain, with lots of gestures and repetition, where the best place is to listen to Fado. After all, Lisbon is famous for its hospitality and the family-like way it welcomes visitors.

Turismo de Lisboa, 2019

As exposed, tourists are seduced by the city's attributes of hospitality, tradition, creativity, accessibility, its weather and its security. Features that are crucial for a successful tourist experience. In order to provide a better understanding of the tourist experience in Lisbon, Luca Zarrilli and Miguel Brito conducted a survey on the subject of how tourists behave within the city, so that one may determine which aspects are important for their satisfaction (v.d. 2013; p.203). The authors explain that most of the respondent tourists were between 20 and 60 years old (v.d. Zarrilli and Brito, 2013: p.207), and thus pursue different preferences. Younger visitors like to explore Lisbon on their own and get lost in the numerous alleys of the city, whereas senior tourists are more likely to participate in guided visits and tours (v.d. Zarrilli and Brito, 2013: p.207). It was interesting to see that most of the respondents already visited Lisbon various times, therefore demonstrating the interest in the city's variety and diverse offer (v.d. Zarrilli and Brito, 2013: p.208). Furthermore, the researchers refer to transportation and mobility in Lisbon and how tourists are attracted to use traditional means of transport, such as the *elétricos*, century-old trams, or the historical lifts of Santa Justa or Glória (v.d. Zarrilli and Brito, 2013: p.208). These landmarks have developed into symbols of the city and represent nowadays the genuineness and authenticity of the Portuguese culture. In fact, these authentic experiences are what makes tourists feel like they are mingling with the locals and therefore provide a satisfactory experience. Zarrilli and Brito underline the experiences that were most satisfactory for tourists during their stay in Lisbon: "local people, food and wine, architecture, accommodation, urban landscape, atmosphere, location, nightlife, safety, tourist services" (2013: p.209). It appears that the bond to the city's culture and people plays an important role within the tourist experience. Lisbon has the advantage to have a rich culture and a deep understanding of its roots and history, and visitors clearly feel and long for this knowledge, as the strong demand shows. The authors therefore state that *authenticity* is the key attribute that connects most of the resources within the city (v.d. Zarrilli and Brito, 2013: p.210). Whether eating a seafood dish next to the river,

listening to Fado at Alfama neighbourhood, or eating a Pastel de Nata in Belém, all these activities appear to connect tourists with the real *Lisboetas*<sup>6</sup>.

However, Zarrilli and Brito explain that authenticity is rather perceived in central or historical parts of the city (v.d. 2013: p.211). Namely Alfama, Baixa, Chiado, Bairro Alto and Belém are recognized important cultural landmarks, whereas the areas of Marquês de Pombal, Alcântara and Parque das Nações are of lower interest for tourists because these are less central districts, therefore representing a lower level of authenticity (v.d. Zarrilli and Brito, 2013: p.211). The attachment and the closeness to the real culture plays an important role for the creation of a tourist experience. Thus, the central parts of the city, that have a stronger bond to the culture and history of Lisbon and Portugal, are therefore considered being the most authentic ones.

Besides authenticity, Zarrilli and Brito add two more features that seem to be crucial for tourists and their experience in Lisbon: visibility and tourist enjoyment (2013: p.211). The authors demonstrate how other central areas such as Mouraria are forgotten and overseen by tourists, due to their lack of visibility or tourist enjoyment (v.d. Zarrilli and Brito, 2013: p.211). Authenticity might play a significant role but combined with the presented features ensures the visitors' satisfaction.

Greg Richards conducted several studies around the tourist experience in cities and analysed what is needed to turn an experience attractive nowadays. Besides the attributes mentioned in the previous paragraph, Richards emphasises that creativity plays a major role in the creation of the tourist experience. Not only the diversity itself is important, but also creativity within services and products needs to be present. Creativity creates atmosphere (v.d. Richards and Wilson, 2006: p.1213), as well as it stimulates “dynamism and orientation” (Richards and Wilson, 2006: p.1213) within the city. In the case of Lisbon, creativity is represented in its artistic neighbourhoods, in its architecture and its *azulejos* art (glazed tiles), but as well in its modern facilities and futuristic concepts. Tourists come to Lisbon because they long for creative and authentic experiences. They

---

<sup>6</sup> The word “Lisboeta” represents the locals of Lisbon. It is an old expression that has been used to represent the genuine inhabitants of the city.

are attracted by the city's charm and charisma, and therefore search for unique spots around the city, in order to participate in creative experiences together with local communities (v.d. Richards and Wilson, 2006: p.1214). When looking at the example of Lx Factory, located in Alcântara, it becomes clear what the contemporary tourist aspires to. This venue provides a “creative hub” (Lx Factory, 2019) within an industrial area of Lisbon, offering creative activities and services to its visitors. It is known to be “an experience factory where it is possible to intervene, think, create and present ideas and products in a space that belongs to everyone” (Lx Factory, 2019). The Lx Factory offers plenty of *cafés* and restaurants, but also shops related to music, entertainment, and fashion (v.d. Lx Factory, 2019). Besides the many events that it hosts, it has been very popular for its street art. The whole site is marked by exceptional graffiti and paintings, representing the urban vein of the city. Moreover, Richards and Wilson state that “skilled experiences” (2006: p.1214) have become way more important for tourists rather than “short-term, unskilled experiences” (2006: p.1214).

Linking this with the tourist experience in Lisbon, it appears that the gazing or strolling at monuments like the Torre de Belém, or taking a guided tour along the commercialized sites of the city seem not to satisfy every type of visitor. Richards and Wilson explain that the experience within the city must provoke the “internal stimuli and the development of capabilities and skills of the consumers themselves” (2006: p.1214). The tourist becomes creative by himself, and turns into an interactive co-producer, rather than a gazer. Richards and Wilson refer to Pine's and Gilmore's theory of the *Experience Economy*<sup>7</sup>, explaining that nowadays the tourism sector has moved from a service-led to an experience and knowledge-led economy (v.d. Richards and Wilson, 2006: p.1214). Having said that, the authors state that tourists nowadays do actually not pay for the tourism service, but indeed they pay for the experience they undergo during the service. Transmitting this concept to the case of the *elétricos* in Lisbon, it becomes clear what the actual purpose of this service is. In fact, it is a means of transport that takes people from one place to another, but for tourists it is an authentic experience and an authentic way to

---

<sup>7</sup> v.d. Pine, B. J., and Gilmore, J. H. (1999). *The Experience Economy*. Boston: Harvard University Press.

get to know the city. Visitors long for a ride with the *elétricos*, due to their nostalgic character and its entertainment. As Richards and Wilson demonstrate, such activities add value for both the tourist's experience and the attraction itself (v.d. Richards and Wilson, 2006: p.1214). At a last stage, the authors add that we are now moving from an experience economy towards a transformation economy, where "the consumer not only experiences, but is also changed by the experience" (Richards and Wilson, 2006: p.1214).

Linking the presented concepts with Cohen's tourist modes and the tourist experience within Lisbon, it becomes apparent that there actually exist many different tourist types within one destination. There are tourists that travel in the *Recreational Mode* (v.d. Cohen, 1979: p.184), expecting guided tours along the most emblematic sites of the city, focussing on consumption and most importantly, entertainment (v.d. Cohen, 1979: p.184). This type of tourist is most likely to be found in big groups visiting iconic monuments along sites like Baixa, Alfama, Chiado, Bairro Alto or Belém, strongly visited and commodified places. Besides, Cohen refers that these tourists do not care for authenticity and whether or not the activity is a fulfilling experience (1979: p.184). Their main objective is "to enjoy [...] a recreative, entertaining or relaxing experience" (Cohen, 1979: p.184).

On the other hand, the *Divisionary Mode* follows the idea of mass tourism but does not pursue the objective of the tourist's recreation (v.d. Cohen, 1979: p.186). This mode serves rather for bearing life's meaningless and searching for distraction of it. It shall ensure a break from everyday life and its routine (v.d. Cohen, 1979: p.186). This tourist type might still be found in the central, more commercialized districts; but within these areas, this tourist mode pursues to find insider locations or hidden spaces.

The next mode describes a tourist that feels alienated from its life space and hopes to find fulfilling experiences and meaning in other societies (v.d. Cohen, 1979: p.186). The *Experiential Mode* is strongly represented in Lisbon; the city is seen as a cluster of experiences, with a rich culture and strong diversity. Whether talking about workshops for traditional tile making, cooking workshops that relate to regional gastronomy or

attending the *Festas de Lisboa*, tourists participate in these activities, so they can experience the authenticity of other cultures, even when only temporarily.

However, and as already exposed in the last chapters, staged authenticity can appear within these tourist settings (v.d. Cohen, 1979: p.187). Tourists are seduced by a falsified image of authenticity, making them “misled to believe that they succeeded in breaking through the contrived ‘front’ of the inauthentic, and have penetrated into the authentic ‘back’ region of the host society [...]” (Cohen, 1979: p.187). But in fact, what is presented is a “false back” (Cohen, 1979: p.187), a staged reality. Relating the topic of staged authenticity to the tourist experience in Lisbon, it becomes evident that the capital has undergone several impacts of globalization. It has become, like other city destinations, commercialized; consumption and commodification make part of Lisbon nowadays. Certainly, there still exist some neighbourhoods that represent the Portuguese culture, such as the part of Alfama, but most of the main sites have developed into places of consumption and tourist entertainment. Experiences that seem authentic to tourists might not correspond to the reality of the locals. For instance, taking the *elétrico* as a local has become impossible, due to the overcrowding of tourists. What was once a useful means of transport for inhabitants has become a highly demanded tourist attraction. With that, this attraction actually loses its authenticity and genuineness, since it is rarely used by locals.

The next tourist type, the *Experimental Mode*, does in contrast to the previous mode not long to observe authenticity in other societies or activities, but rather searches for authenticity in itself (v.d. Cohen, 1979: p.189). In other words, this tourist wants to be involved into the life of others, he wants to “engage[...] in that authentic life, but refuses fully to commit himself to it” (Cohen, 1979: p.189). In line with that, Cohen calls him “the more serious of the drifters<sup>8</sup>” (1979: p.189). This tourist mode is always in search for a meaning and a centre in life, though he has not a clear objective and does not really know what he is searching for; thus, he tests and compares different ways of life and

---

<sup>8</sup> The *drifter* is one of Cohen’s earlier created tourist types. The drifter fully commits himself to a foreign local community. He does not have a planned itinerary and switches very rapidly from one decision to another. The drifter avoids the contact with the commercialized tourism industry. (v.d. Cohen, 1972: p.168).

societies, in order to find out which one fits him the most (v.d. Cohen 1979: p.189). In Lisbon this tourist type is mostly represented by a younger target group. Backpackers, adventurers and contemporary vagabonds may fit to the characteristics of an *Experimental Mode*. This may address young travellers who want to explore different cultures, so they can experience various lifestyles. In the past years, Lisbon has become an attractive city to live in (v.d. Turismo de Portugal, 2017: p.59). Foreigners come from all over the world to get a little taste of the living in Lisbon. As well a lot of foreign students seize the opportunity of internships and Erasmus + offers at the capital (v.d. Richards and Marques, 2018: p.69). They get the chance to share an apartment with a multicultural group of people, living in the main centre of the city, and mingling with the locals and experiencing the life of a modern *Lisboeta*. Although they know it is only a temporary experience, it turns into an enriching time of their life, helping them to solve their quest for the centre. This mode may also refer to Lisbon's hippie communities; multicultural travel groups that engaged an alternative way of life.

At last, the *Existential Mode* represents the most committed tourist or traveller (v.d. Cohen, 1979: p.190). He completely engages in the chosen society, and fully integrates himself to their living. Hence this tourist mode decides to start a new life within another society, nearby his chosen life centre that provides him with meaning (v.d. Cohen, 1979: p.190). Some tourists that come to Lisbon become so blown and fascinated by its lifestyle and culture that they decide to never return to their regular life. Here we are talking about people of the contemporary entrepreneurial class that see their selves living in this metropole engaging the Portuguese way of life.

All in all, we can say that Lisbon offers an enormous variety for every kind of tourist experience. Whether tourists search for a more formal way of tourism, or long for a life changing experience, this city has managed to become an experience factory, offering strong diversity combined with creativity, authenticity, entertainment and transparency, in order to please the tourists' needs and necessities. In fact, everything is done so the tourists' experience is satisfying.

But what about the locals? What is done to satisfy their needs? Are the communities also benefitting from the advantages of the city's new image? Unfortunately, not all that glitters is gold. During the rehabilitation of the city, locals had to cope and deal with a lot of economic, social and cultural problems. They feel neglected and abandoned, as the authorities are closing their eyes to the actual conflicts and continue focussing on the needs of tourists and investors. What exactly is happening in the background of this so shining city will be exposed in the next section.

#### **7.4. Problems and Conflicts within the City**

As already exposed in the present dissertation, Lisbon is undergoing a strong tourism boom that has made tourist masses flood into the city. Whether talking about city break tourists, or tourists that have become “temporary residents” (Richards and Marques, 2019: p.5), everyone wants to see, feel, hear and taste Lisbon. But this strong demand has caused conflicts and social problems within the city; a phenomenon that has occurred in several metropolises such as Venice or Barcelona (v.d. Richards and Marques, 2019: p.1), as mentioned before. Greg Richards and Lénia Marques call it “overtourism – an overdose of travellers” (2019: p.1). This strong tourist demand and influx of tourists to Lisbon has caused significant problems for the inhabitants and local communities. Here we are talking about “[r]ising rents and living expenses, overcrowded means of transportation, the ‘hostile takeover’ of historic city centers and noisy party tourists” (Richards and Marques, 2019: p.2); symptoms, that can be found around the world in many city destinations. Local housing like Airbnb have made renting prices increase, so locals are no longer able to afford them; examples like the *elétrico*<sup>9</sup> that has lost its actual role as a

---

<sup>9</sup> Created in 1873, the *elétricos* are trams that operate within the Lisbon tramway network. Due to their nostalgia, tourists are strongly attracted by this means of transport. However, these trams are still useful transports, not only for tourists, but especially for the local residents. Conflicts have begun to occur, when locals noticed that they are not any longer able to use these transport means, as these are fully packed by visitors and tourists.

transport mean and now serves as tourist attraction, or several historical and traditional parts of the city centre, such as Alfama or Bairro Alto, which are turning into places of consumption and commercialization and have therefore lost their original image. For the locals, all these happenings are turning the capital into an unpayable and unbearable place for living: renting prices have risen by 50 per cent between 2014 and 2017 (v.d. Richards and Marques, 2019: p.3), and the prices of vital goods and daily expenses have increased by 3,4 per cent between 2011 and 2016 (*ECO SAPO*, 2017). And not to forget the great masses of tourists that are occupying the city centre and have made life for locals challenging (v.d. Richards and Marques, 2019: p.2).

Richards and Marques created a study in collaboration with UCLG (United Cities and Local Governments) in order to analyse and “creat[e] synergies between cultural policy and tourism for permanent and temporary citizens” (Richards and Marques, 2018) in cities like as Amsterdam, Copenhagen, Lisbon, Montréal and Rome. The study exposes how the conflict of overtourism could be solved, turning the tourists from strangers to “temporary citizens” (Richards and Marques, 2019: p.3) by accepting them as part of the city and integrating them into the communities. But not only the local communities would have to change their negative attitude against the new population, the temporary tourists would also have to make an effort in order to sustainably and responsibly integrate themselves and contribute to the local culture (v.d. Richards and Marques, 2018: p.88). However, though the authors argue that this approach might help some problems in Lisbon disappear, they still believe that the government should do a lot more to support the locals, as those are the people that are mainly suffering from this critical situation.

In 2018 more than 25 000 Airbnb rentals were registered in the city, and all in all 45 per cent of the housings in the historical part are now utilized as holiday accommodations (v.d. Richards and Marques, 2019: p.3). Moreover, the refurbishment and reinvestment in modern housing facilities has changed the whole real estate landscape at the capital, and “rents have now reached the level of the average gross wage” (Richards and Marques, 2019: p.3) which has turned the situation for the local habitants even more problematic, as they are no longer able to afford such housing costs. Not only the disappearing of traditional areas and its *Lisboetas*, but also gentrification has occurred and changed the

city in the past years. Luís Mendes refers to the touristification of the historical centre and explains how the recent governance is failing to control the city's capacities (v.d. Mendes, 2017: p.281). The researcher claims that there is a lack of strict housing rules and laws, which has made the real estate market become out of control (Mendes, 2017: p. 482). In fact, the tourism *boom* has brought great advantages and opportunities to Lisbon as destination, but it appears that there is no planning strategy, no analysis of its impacts and also no monitoring or regulation of its capacities and resources (v.d. Mendes, 2017: p.482).

With all these conflicts come also the dissatisfaction and the frustration of the locals, who feel abandoned by the government and are given no chance to fight for their rights. Thus, initiatives and demonstrations have been emerging, giving the *Lisboetas* the opportunity to voice their opinions. One initiative that has marked the whole city is *Terramotourism* (v.d. Left Hand Rotation, 2016). Created by the Spanish activist group *Left Hand Rotation*, this movement also believes in the threat of overtourism, and states that a “tourism earthquake” (*Euronews*, 2017) is overwhelming Lisbon. The movement became known due to its documentary that was launched in 2016, exposing and displaying the changes and conflicts within the city caused by the tourism boom (v.d. *Observador*, 2016). In 1755 Lisbon's city centre suffered from a significant earthquake; the capital's main sites were completely destroyed, hence the city resembled a battle field. And so, it came that the current movement against overtourism in Lisbon was named *Terramotourism*<sup>10</sup>. The activists claim now that the city is again undergoing a catastrophe, but this time we are talking about a human and economic disaster (v.d. *Observador*, 2016), rather than a natural one. During an interview with the newspaper *Observador*, the activist group points out that Lisbon has always been a strongly visited city, but in the past ten years, the government and authorities have allowed the city to be sold, due to the economic crisis in 2009 (v.d. *Observador*, 2016). They also underline that the tourists are not to blame for this situation, but rather the government that recognizes private

---

<sup>10</sup> *Terramoto* means *earthquake* in Portuguese.

investment and the touristification of the city as a solution for the country's financial problems (v.d. *Observador*, 2016).

Lisbon has clearly been the most-rapidly growing city in Europe; “the speed of development in recent years has been much more rapid than in the other cities, and the level of concentration of development in the city centre is much more intense” (Richards and Marques, 2018: p.70). Lisbon is coping with plenty of transformations and changes in a very little amount of time; this kind of development normally takes decades in other European cities (v.d. *Público*, 2016). Hence this fast development has led urbanism to get out of control. Having said that, it is important to mention that the involved entities still do not seem to know their limits and capacities; quoting João Seixas: “Lisbon was not prepared for success. We planned well for generating tourism, but not for dealing with the consequences” (Richards and Marques, 2018: p.70).

In line with that, the subsequent section will present two online interviews conducted with important resident associations, namely APPA and AMBA. The interviews will provide a deeper understanding of the locals' viewpoints and perspectives, thus introducing first-hand information directly from the inhabitants of the city. The respondents' input will not only underline and expose the actual problems within the local communities, but also help to create efficient solutions and strategies.

## **7.5. The Effects on Local Communities: Solutions and New Strategies (Online Interviews)**

### **7.5.1. Methodology of Online Interviews**

In line with the presented topics, two online interviews were conducted to two associations of residents, namely AMBA and APPA, in order to provide first-hand

information about the current tourism situation in Lisbon. The given questions are open, so the interviewees' answers can offer as much input as possible. The topics were chosen accordingly to the presented research fields of *destination branding*, *authenticity*, the *tourist experience*, all in all relating to the *local tourism branch* and the *local communities* of *Lisbon*. The decision of interviewing associations of residents lies with the fact that those are the people who must deal with the problem of overtourism in Lisbon, since locals are those people who know what is really going on; they experience it in their everyday life, and they must cope with the whole situation on their own. But what is interesting is that they have efficient ideas and solutions that might help this stagnant situation to move on. These associations fight for the residents' rights on a daily basis, supporting local life and the preservation of the Portuguese culture.

Moreover, another decision-making factor to choose these associations as interviewees is their location. Both are located in the central part of the city, and recognized as traditional neighbourhoods of Lisbon; thus, Alfama and Bairro Alto are adequate examples for the investigation of the present dissertation. Tourists are clearly attracted by the centrality and culture of these districts, which gather a strong tourism activity.

Alfama is promoted as the "oldest and most traditional neighbourhood in Lisbon" (Turismo de Lisboa, 2019), characterized by its narrow alleys and steep streets (v.d. Turismo de Lisboa, 2019). Its historical character and the charm of the *Lisboetas* attracts a lot of visitors (v.d. Turismo de Lisboa, 2019). Distinctive sights are namely *Portas do Sol*, *Miradouro de Santa Luzia*, the cathedral *Sé de Lisboa*, and of course, the castle *São Jorge* (v.d. Turismo de Lisboa, 2019). This district offers a lot of *cafés* and restaurants, but also arts and crafts shops; not to forget the unique *fado houses*, impressing the tourists with their melancholic character (v.d. Turismo de Lisboa, 2019). All in all Alfama is popular due to its genuine Portuguese spirit and welcoming atmosphere (v.d. Turismo de Lisboa, 2019).

On the other hand, there is Bairro Alto. This neighbourhood is generally promoted to offer "a nightlife and festive spirit that you'll find hard to believe in the centre of the city" (Turismo de Lisboa, 2019). Bairro Alto has always been known to be the party district of

the city, but in earlier times, rather for the Portuguese population. With the years, it has managed to attract also a lot of tourists, and is now the meeting point of the nightlife scene in Lisbon (v.d. Turismo de Lisboa, 2019). However, Bairro Alto is also recognized as one of the oldest parts of the city, offering historical sites like the *Convento de São Pedro de Alcântara* or *Miradouro de Santa Catarina* (v.d. Turismo de Portugal, 2019). Its steep and narrow streets and colourful traditional buildings attract every kind of tourist (v.d. Turismo de Portugal, 2019).

In order to reach out to associations of residents in Lisbon, an online research was conducted within the central area of Lisbon, involving the districts of Alfama, Bairro Alto, Mouraria and Graça. The aim of this research was to find associations that work on a daily basis with local communities in the city centre. However, the districts of Alfama and Bairro Alto provide each an association that focus mainly on the protection of their residents. Therefore, the centrality of these two neighbourhoods, and their conflicts due to the overcrowding of tourists and contemporary commodification, were decision-making criteria to concentrate the study on these districts. The associations APPA and AMBA, but also other similar associations located in central neighbourhoods like Graça and Mouraria, were contacted by email, and introduced to the topics of the present dissertation, explaining its aims and objectives, and underlining how their input would enrich this study. APPA and AMBA were, out of five associations, the ones who responded to the email and showed interest in the present study. The other associations did not respond to the email, or stated that they have no interest in or time for a collaboration. However, at APPA, Maria de Lurdes Pinheiro, the president of the association, directly collaborated and showed her interest in the topics exposed. Also Luís Paisana, president of AMBA, agreed on collaborating with the online interview, as the topics exposed reflect his daily work at the association. Both associations were contacted in the beginning of February 2019; AMBA responded within the same month with the filled-in interview, whereas APPA has sent back the document in May of 2019.

APPA, the association for heritage and residents in the Alfama neighbourhood (Associação do Património e População de Alfama), now existing for 32 years, is known to be one of the most engaged associations in Lisbon. It is their objective to preserve

cultural and architectural heritage in Alfama, but as well to protect the *Lisboetas* and the residents of this district from unjust rental laws and evictions (v.d. APPA Alfama Facebook, 2019). APPA is definitely one of the most active residents associations, stating their presence at several media, such as *Diário de Notícias* (2019), *Rádio Renascença* (2018), and *Público* (2018), fighting against the construction of further buildings that go against the rights of the residents in Alfama. Furthermore, they participate in movements and initiatives, such as the *Gentrificatours* (APPA Alfama Facebook, 2019), or *HabitACÇÃO* (APPA Alfama Facebook, 2019), a demonstration against the eviction of residents.

Another association located in the heart of the historic centre of Lisbon is AMBA, the association for residents of the Bairro Alto neighbourhood (Associação de Moradores do Bairro Alto). Their aim is to ensure the residents' communication with official authorities such as the city council, the parish council and other significant entities (v.d. AMBA – Bairro Alto, 2012). The communication between these two sides, the residents and the governance, is crucial for the positive development and improvement of the life quality within the city. The association also offers to dynamize and provide cultural, social, recreational and sporting activities (v.d. AMBA – Bairro Alto, 2012). Moreover, it has the objective to reinsure the residents' well-being and interests, as well as it wants to guarantee a sustainable coexistence between locals and visitors within the strongly visited district of Bairro Alto (v.d. AMBA – Bairro Alto, 2012). By stating presence at known newspaper such as *RTP Notícias* (2016), *SIC Notícias* (2016), and *Rádio Renascença* (2017), AMBA has managed to attract attention to the problems of the residents in the city centre via several interventions, especially at the neighbourhood of Bairro Alto, but also all over the city centre. The news report how the association went to Paris in 2016 to attend an international meeting of European resident associations, to represent the residents' complaints about the touristification of their neighbourhood (v.d. *RTP Notícias*, 2016). Further, *Rádio Renascença* illustrates how AMBA participated in a significant meeting in Lisbon to discuss and demand the monitoring and control of the excessive nightlife at Bairro Alto (2017).

This dissertation aims to find out how the promotion and the branding of a destination relate to authenticity in tourism, and how both the tourist experience and local life are affected by such. It aims to find adequate and efficient solutions for a coexisting between all stakeholders. In line with this, and within the framework of the interviews, seven questions were prepared:

1. Please explain which role your organisation plays within the tourism sector in Lisbon (especially at the historic part of Alfama/Bairro Alto) since the beginning of your foundation, until today.
2. What is your opinion about this strong hype that urged around tourism in Lisbon? Are you PRO or CON this recent development? Why?
3. Do you think, tourism in Lisbon is still authentic? What has changed along the years? Which image is transmitted to attract tourists?
4. Which conflicts do the local people have to cope with? Which are their dissatisfactions? Why?
5. How do you help solving current conflicts between locals and the government? How often do you meet with the authorities to discuss what is going on within the framework of tourism and its impacts on the area? What is in fact discussed during those meetings?
6. What is your opinion about the tourist experience in Lisbon? Do you think tourists are aware of the real problems affecting locals when visiting Lisbon?
7. *(Slightly different questions for each association)*
  - *APPA*: Alfama is a part of Lisbon, which contemplates an enormous range of different nationalities. How do the *Lisboetas* deal with this situation? And how do tourists experience this cultural mix?

- *AMBA*: Bairro Alto is a part of Lisbon, which is known for its nightlife, and tourist attraction. How do the “Lisboetas” deal with this situation? And how do tourists experience this confrontation?

Both interviews can be found in the section ‘Appendixes’, in two languages, Portuguese (original) and English (translated). The interview with APPA is listed in Appendixes A B, and the second interview with AMBA, can be found in Appendixes C and D.

### **7.5.2. Findings and Outcomes**

The answers of both associations expose plenty of similarities, which is interesting, because each neighbourhood, Alfama and Bairro Alto, represents a different lifestyle and therefore offers different activities to its visitors. Alfama is popular for its narrow streets, its traditional character, its *Lisboetas* with their Portuguese charm, and the sound of *Fado*; whereas Bairro Alto is known to be a party centre, marked by bars and lots of festivities. But they both have common problems, which are on the one hand the gentrification of the city centre due to the emergence of local housings, and on the other hand the overcrowding and the strong influx of tourists. How exactly residents feel about these conflicts will be exposed and discussed next.

First off, findings to question number one demonstrate how important such associations are for the booming city of Lisbon. APPA and AMBA are both dedicated associations that aim to stop the accelerated development and the disappearing neighbourhoods of Alfama and Bairro Alto. Maria de Lurdes Pinheiro, the president of APPA, explains that the association’s presence and activity are significant and crucial for the whole neighbourhood. Within the scope of the movement *Morar em Lisboa*, APPA was created

to ensure the living and housing quality of the residents, especially in the part of Alfama. The president Maria de Lurdes Pinheiro exposes that, in fact, 30 years ago most of the buildings were left abandoned by Lisbon municipality; moreover, as most of the buildings were property of Lisbon municipality, private investors were not permitted to refurbish the degrading buildings. APPA was the leading front that enhanced the movement *Alfama Recuperação ou Morte* (Alfama Recuperation or Death), where the population requested and demanded the recuperation of Alfama, or it would extinct like other abandoned neighbourhoods. Fortunately, the protests and initiatives seemed to bear fruit. With private investors coming to Alfama, and new urban rental laws, Alfama was refurbished and reconstructed. Yet on the other hand, as Maria de Lurdes Pinheiro explains, Alfama has turned into a “theme park with the purpose to please and fulfil the necessities of tourists. The actual purpose of rehabilitating Alfama in favour of its residents has lost its way and has instead brought the commodification of another historical part of the city. That is why APPA is strongly involved into the protection of its residents; a concern that has emerged due to new urban rental laws (*Lei dos despejos*) and real estate speculations, which caused hundreds of evictions and displacements. Maria de Lurdes Pinheiro states that indeed the city has managed to refurbish Alfama, but however the district has lost its people; it is turning into a district without soul and identity.

AMBA is fighting with similar problems at Bairro Alto. In findings to question one, Luís Paisana, the president of the association, exposes that the neighbourhood’s major concern is its strong nightlife activity, mostly attended by tourists. The excessive nightlife at Bairro Alto with its hundreds of bars causes not only a lot of noise within the streets, but also contributes to the strong pollution of the whole neighbourhood. Moreover, the excessive drinking and the abuse of drugs at night make part of the residents’ daily preoccupation. AMBA enhanced a movement, *Bairro Alto 2012*, whose action plan was presented to Lisbon municipality and its mayor; it focusses on four big conflicts, namely “noise and the consume of alcohol in public”, “urban hygiene and health”, “safety” and “mobility and parking facilities”. Luís Paisana explains how these daily conflicts affect the residents of Bairro Alto and how other problems have urged in the past years; the interviewee talks about the depopulation and disappearing of the neighbourhood, stating

that since 2011 it has lost about 30 per cent of its population. AMBA blames the emergence of overtourism and moreover the ignorance of the government towards this problem. All in all, AMBA's role is to ensure the residents' representation at official meetings with the Lisbon municipality or parish councils; it is their aim to display and expose the real problems of their everyday life, giving them a voice and drawing attention to what is actually happening at the neighbourhood of Bairro Alto.

Question two is redirected to the associations' position towards the tourism boom in Lisbon. In line with this, APPA clarifies that they are not against tourism at all, but in fact they are against the imbalance, and lack of control and measures to stop what is going on in their beloved Alfama. Maria de Lurdes Pinheiro exposes that the government's real estate speculations and the thirst for money have driven this situation to get out of hand. Likewise, AMBA states that in the beginning no one was actually prepared for this "tourism wave", whether talking about the positive outcomes, such as the increase in income, more jobs and employment and the rehabilitation of the whole city centre, or talking about the negative effects that have been exposed previously. AMBA is not against tourism, but again, the emergence of overtourism has already caused too many damages around the neighbourhood of Bairro Alto. Luís Paisana explains how residents, that have lived their whole lives at this neighbourhood, are evicted from their homes, and after that replaced by another population that is used to another level and standard of living; it represents a population that "does not live the neighbourhood", a "temporary population" that does not know how to bond with the Portuguese culture. Further, AMBA refers to the strong commercialization of Bairro Alto. The association states that the rising prices of both housing and commerce are taking away the local businesses and residences, which are now replaced by international chains of hotels, hostels, local housing, restaurants and bars. Luís Paisana alarms that the neighbourhood of Bairro Alto, and other historic parts of Lisbon, will never be the same, as they are running the risk turning into an "amusement park" in favour of the tourism industry. As a last, AMBA underlines that without its residents and *Lisboetas*, Bairro Alto has neither authenticity, nor genuineness to offer.

The findings from topic three question the authenticity of Lisbon's tourism industry and aim to find out what exactly makes Lisbon so attractive for tourists. AMBA points out that tourism in Lisbon stopped being authentic from the moment that it started investing in mass and low-cost tourism. Lisbon is still after all one of the most affordable European destinations. Answering what turns Lisbon so attractive, Luís Paisana says that there are many reasons; it may be because of its security, its climate, its local sympathy and friendly culture, but overall it is due to its image of being the city without rules.

APPA did not respond to question three. Maria de Lurdes informs later in an email that she did not have an answer to this question, as she states, that she is not from this study area and suggests I should talk to geographer Luís Mendes, whose research deals a lot with the topic of gentrification and authenticity in Lisbon.

Question four refers again to the current problems and conflicts of the local communities. As exposed before, residents must cope with evictions, renting conflicts, noise and disturbance, rising prices, disappearing local commerce and the commodification of the city; these are indeed problems of both neighbourhoods, Alfama and Bairro Alto, but they are also great challenges for other the central and historical parts such as Chiado, Estrela, Graça, Mouraria and Belém.

In order to make a change, both associations try to help and support the residents as much as they can. In findings to question five, APPA explains that they first off try to help by hearing and comforting the residents. Their next steps then involve the use of legal means, signature collecting and intervening at the city municipality and the assembly. AMBA also explains the measures that they take to directly help its residents; they try as much as they can to hear the residents' complaints, but as well enhance signature collecting, petitions and initiatives. Moreover, similar to APPA, AMBA intervenes in municipal and parish assemblies, they participate in conferences with the Lisbon municipality and the council, they enhance meetings with important entities like the local police (Polícia de Segurança Pública and Polícia Militar), and the public order office (Empresa Municipal de Mobilidade e Estacionamento de Lisboa). AMBA further seizes the emergence of

social media, alarming also younger generations to what is happening to their neighbourhood.

Concerning question six, which refers to the tourist experience in Lisbon and their perception of the city's problems, it is interesting to see how locals and the associations feel about the tourist behaviour in their city. Luís Paisana from AMBA states that in his opinion most of the tourists still do not understand what is going on, and how locals are affected by this whole situation; he explains that the refurbishment of old traditional buildings and the disappearing of the local population is taking away the character and the spirit of Bairro Alto, and in fact, what turns this neighbourhood so attractive. Luís Paisana explains that tourists will only recognize the damages, when they start noticing that Bairro Alto is becoming a replicated and commercialized district, as many others already existing in several other cities. The neighbourhood will start losing its interest and attractiveness and will therefore be less visited.

APPA did not respond to this question, but suggests again to analyse Luís Mendes' studies, in order to find out how the tourist experience is perceived within the city, but also how tourists deal with the phenomena of gentrification in Lisbon.

The very last question was personalized for each association, as each neighbourhood, Alfama and Bairro Alto, despite their several similarities, represent a different type of offer, and therefore address different types of tourists. APPA was questioned about the strong presence of multiculturalism, as Alfama contemplates many different nationalities living together in one neighbourhood, and also experiences a strong influx of tourists from all over the world. Maria de Lurdes Pinheiro explains that Alfama has always been a strongly visited part of Lisbon and that the *Lisboetas* have always lived together and dealt with many different nationalities. But unfortunately, as the president of the association states, the few *Lisboetas* that still live in Alfama just want the foreigners to disappear; the problems that have urged due to the massification of the city have already caused too many damages for the residents. Unfortunately, most of the locals do not win anything from this current situation. In line with this, AMBA was questioned about how *Lisboetas* at the Bairro Alto neighbourhood are dealing with the excessive nightlife, and

also about how they deal with foreigners and tourists, and vice versa. Luís Paisana points out that the younger generation of the city does not seem to worry a lot about the recent happenings. For them, Bairro Alto is just district for meeting friends, having fun, eating and drinking. For tourists it is similar; they are not really worried about the residents' situation, as indeed, most of the locals living in Lisbon also just try to make their income and benefit from the booming tourism industry.

All in all, the findings from both interviews, presented below in table one, allow a deep insight into the everyday life of the city's residents. The associations' answers correspond strongly to the previously presented topics and study fields and demonstrate how obvious and clear the daily conflicts of the local communities are. Whether talking about the depopulation of the local residents, the disappearing of local commerce and shops, the dissatisfaction and the low quality of life of the *Lisboetas*, or the government's ignorance towards all these problems, we can say that these associations represent the reality of life in Lisbon, and without them, this situation would simply be oppressed and not given a chance or a voice. The results from both interviews, APPA and AMBA, show so many similarities, although they are confronting different problems at their neighbourhoods. This might give evidence that the entire historical city centre is dealing and coping with the same conflicts.

Table 1: Findings and Answers (Interviews)

	Question 1	Question 2	Question 3	Question 4	Question 5	Question 6	Question 7
<b>A P P A</b>	<ul style="list-style-type: none"> <li>- intervention as association</li> <li>- defend rights of population</li> <li>- fight for recuperation, as well as the protection of the neighbourhood</li> <li>- against evictions and unjust of residents</li> <li>- neighbourhood is turning into theme park</li> </ul>	<ul style="list-style-type: none"> <li>- not against tourism</li> <li>- against lack of control and measures</li> <li>- against real estate speculation and money thirst of politicians</li> </ul>	(no answer)	<ul style="list-style-type: none"> <li>- eviction of residents from their homes</li> <li>- high renting prices</li> <li>- noise</li> <li>- disappearing of traditional commerce</li> <li>- uncontrolled opening of hotels and international chains</li> </ul>	<ul style="list-style-type: none"> <li>- APPA listens to problems and orientates them</li> <li>- many times take judicial means</li> <li>- signature collecting</li> <li>- intervene at city municipality and assembly</li> </ul>	(no answer)	<ul style="list-style-type: none"> <li>- the only Lisboaetas living in Alfama want tourists to disappear</li> <li>- too much noise, too many people, too much local housing</li> <li>- culture clash has brought some conflicts</li> <li>- Cruiseship Terminal: noise and pollution</li> <li>- residents do not win anything</li> </ul>
<b>A M B A</b>	<ul style="list-style-type: none"> <li>- defend rights of residents</li> <li>- fight against excessive nightlife at Bairro Alto</li> <li>- fights against depopulation of the neighbourhood</li> <li>- further points; noise, urban hygiene, security and mobility</li> </ul>	<ul style="list-style-type: none"> <li>- no one was prepared for this tourism wave</li> <li>- against depopulation, rising commerce and renting prices, commodification, uncontrolled opening of hotels and restaurants</li> <li>- neighbourhood is turning into amusement park</li> </ul>	<ul style="list-style-type: none"> <li>- tourism is not authentic anymore since it began betting on its massification</li> <li>- low prices and a lot to offer</li> <li>- known as the city without rules</li> </ul>	<ul style="list-style-type: none"> <li>- anti-social behaviour of tourists</li> <li>- tourists do not respect the night rest of residents</li> <li>- modernized and standardized commerce</li> <li>- evictions of residentes</li> <li>- rising rent prices</li> </ul>	<ul style="list-style-type: none"> <li>- AMBA listens to problems and orientates them</li> <li>- judicial means like signature collecting, petitions, intervening at city municipality and assembly, meetings with PSP, PM, EMEL and other associations</li> </ul>	<ul style="list-style-type: none"> <li>- tourists do still not understand their impact</li> <li>- Bairro Alto will lose its unique characteristics</li> <li>- tourists will start understanding this, therefore stop visiting this neighbourhood</li> <li>-&gt; a place like others</li> </ul>	<ul style="list-style-type: none"> <li>- younger people do not really care about modifications and continue attending nightlife at Bairro Alto</li> <li>- less younger people do not like this modification, and avoid attending the nightlife at Bairro Alto</li> <li>- , most Lisboaetas continue supporting commerce for tourists, due to their income and jobs</li> </ul>

## **8. Final Conclusions: Results, Outcomes and Perspectives**

Overall, we can say that destination branding and the authenticity of a place play a major role in today's tourism industry, but as well within in the creation of the tourist experience. The brand of a place has developed from a simple image communicator to a decisive marketing tool. It determines the characteristics of a destination and decides if and how a certain place reflects authenticity. It creates certain expectations and stereotypes for tourists and influences how they experience a certain destination. All in all, the power of destination branding within modern tourism marketing has been more and more impacting. We also can notice this effect in Lisbon's destination branding; the capital has managed to turn over its image, by means of the rebranding towards an urban and modern city. New stereotypes were created, and the destination's personality has changed.

In order to answer the initial research question, of how destination branding and authenticity work within our contemporary tourism industry, several concepts and strategies were discussed, which helped to point out the advantages, but also the negative effects of both these phenomena. Having in mind the success of an efficient destination brand marketing strategy, combined with an efficient promotion of authenticity, it is also important to learn from the weaknesses and threats of such tourism management; it should be borne in mind that every destination is also home to certain local communities, and that these places do not have the mere purpose to only serve the tourism sector. This point is clearly one of Lisbon's weaknesses; as we learned from the interviews with the residents associations, this city has still to learn how to find an equilibrium in favor of a healthy tourism management, and the protection of its population. The Portuguese government has to value its people, and follow its necessities and opinions, in order to create a sustainable tourism development.

Summarizing and reflecting on the presented concepts related to destination branding, Hankinson introduced his *relational network brand modell* (2004), reinforcing the collaboration between all the stakeholders and resources existing at a destination (v.d.

Hankinson, 2004: p.10). Looking at Lisbon, of course it is important to invest in the infrastructure and the revitalization of the city, but yet it is even more important to work with its population and integrate the ideas and suggestions of its locals (v.d. Hankinson, 2004: p.10). Hankinson states that the implementation of a “service-orientated approach” (2004: p.10) is becoming more and more crucial for today’s society, moving away from simple product delivery and moving towards an experience and knowledge-led tourism industry. Lisbon is following this strategy, by implementing and adapting the concept of a “mosaic of experiences” (ERD and Turismo de Lisboa, 2014: p.79)

Kotler and Gertner as well contributed with their research by proposing efficient concepts for place and destination branding. Summarizing, Kotler and Gertner suggest several basic milestones for place branding: They suggest, amongst others, that marketers need to choose the right stakeholders to work with, such as “industries, personalities, natural landmarks and historical events” (2004: p.52), in order to transmit the right destination image and promote the right “storytelling” (2004: p.52). Lisbon has chosen to promote and bet on its historical and cultural resources, but also to seize its urban and artistic attributes. Kotler and Gertner find it also important for destinations to create an “umbrella concept” (Kotler and Gertner, 2004: p.52) in order to unify assets like “pleasure, quality, security, honesty or progress, or other[s]” (Kotler and Gertner, 2004: p.53). Luís Pasaina, president of AMBA, states and reconfirms in his interview, that these are the aspects that make Lisbon so attractive. He reinforces that there are many reasons why Lisbon is being such a tourist magnet; it may be because of its security, its climate, its local kindness and friendly culture, but overall it is due to its image of being the city without rules.

According to Morgan and Pritchard, destination brands have to remain “contemporary and yet timeless” (2004: p.73). The creation of a destination brand represents a long-term process, and its “vision also has to be reflected in the product and service experience” (Morgan and Pritchard, 2004: p.73). Additionally, with their *destination brand benefit pyramid*, Morgan and Pritchard demonstrate how important the involvement and the participation of tourists are (2004: p.71). But not only, the participation of the host communities is also crucial for a successful tourism experience. UNWTO demonstrates

how urban branding strategies have helped many destinations to develop and improve both their tourism image and support the local communities (2018: p.52).

However, as we can notice, our society is becoming more and more attached to the online world, amongst others, social media and the internet. Destination branding does no longer only depend on the marketers' choices, users on social media platforms, blogs or comparison platforms do have a say in nowadays destination branding. In other words, branding nowadays is the "product of people's conversations in social networks, rather than formal marketing strategies" (Lund, Cohen and Scarles, 2018: p.271). From the subsequent analysis, we can understand that social media platforms like Instagram or Facebook are revolutionizing and changing the classic destination branding concept; there is more transparency and more flexibility for both sides, marketers and consumers. UNWTO refers to the "consumer empowerment" (UNWTO, 2015) of today's users and tourists, demonstrating how to "generate engagement with travelers and transform them into destination ambassadors" (UNWTO, 2015). The organization also points out that our society is becoming more and more mobile, and how marketers need to concentrate on their *e-commerce* and collaborate with their consumers (v.d. UNWTO, 2017). Additionally, *National Geographic* refers to the *instagramization* of travelling, explaining how the social media network has been managing to change and influence preferences of tourists and consumers (2017). Marketers are clearly using these strategies on Lisbon's destination branding. Official tourism authorities, such as Visit Lisbon or Visit Portugal, started collaborating with *instragam* influencers, in order to get more attention also from younger generations. This involves, amongst others, paid reposts of influencers during their holidays in Lisbon.

Then, on the other hand, we are looking at a society that is longing for more authenticity, and that pursues this unique characteristic in its travels. Tourists and travellers tend to search for a meaning in their trips, longing for life-changing and self-fulfilling experiences (v.d. Cohen, 1979: p. 180). Indeed, MacCannell and Cohen contributed strongly to the present dissertation, due to their detailed and extensive studies around authenticity in tourism. Cohen's perspective, of how different types of tourists search for different types of authenticity, either in foreign communities and cultures, or in

themselves, pursuing self-actualization and personal fulfilment (v.d. Cohen, 1979: p. 181); and in contrast, MacCannell, who contributed with his concept of *staged authenticity* to this study, demonstrating how tourism experiences or activities are divided into back and front regions (v.d. MacCannell, 1973, p.591). This in turn implies that, in fact, no tourist experience is genuinely authentic, since the local communities' real life is hidden by a facade of staged and contrived images, adapted to the industry's expectations (v.d. MacCannell, 1973, p.592). Relating these conclusions to the case study of Lisbon, it becomes clear that the authorities' strategy of insistently trying to promote Lisbon as a typically Portuguese and authentic destination is failing to be implemented in an efficient way. In order to create an authentic ambient in Lisbon, governors have to wake up and stop expelling locals and long-time residents from their homes; the local communities are those who provide authenticity in the different neighbourhoods. Their presence is the essence of the Portuguese spirit, and the soul of the city.

However, MacCannell (1973) and Lau (2010), and other researchers such as Ooi and Stöber (2010), alarm and underline how staged or false authenticity can endanger certain destinations. The marketers' willingness to modify places, so tourists can experience the perfect authentic experience, is destroying entire cultures, traditions and customs. Cities like Barcelona, Venice, and now as well Lisbon are coping with problems like gentrification, rising renting and commerce prices, the depopulation and modification of historic districts; all in all, the massification of these places is taking away the identity and personality of both the cities and their local communities.

Relating all these phenomena to Lisbon's current tourism situation, the case study allowed a deep insight into nowadays tourism industry, providing first-hand information related to both, Lisbon's strongest strategies, but also its weaknesses and problems. As exposed in the case study, Lisbon turned into an urban and cosmopolitan destination, due to its fast development, which emerged with the rehabilitation of the city. The restructuring of the city made Lisbon a highly demanded destination, having millions of tourists visiting it throughout the year. The promotion of the Lisbon brand as "a mosaic of experiences" (ERD and Turismo de Lisboa) allows the city to have a unique selling proposition in the international tourism market. Tourists are attracted by the destination's

diversity and variety of experiences and activities (v.d. ERD and Turismo de Lisboa, 2014: p.79), and moreover, search for authenticity at the historical parts of the city centre (Turismo de Lisboa, 2019).

Zarrilli and Brito demonstrated which attributes are the most appealing ones, and which parts of the Lisbon are the most attractive ones; “local people, food and wine, architecture, accommodation, urban landscape, atmosphere, location, nightlife, safety, tourist services” (Zarrilli and Brito, 2013: p.209) seem to be the main pull factors of the city. The authors also refer that the city’s strong authenticity is one of the main attributes that holds all resources and experiences together (v.d. Zarrilli and Brito, 2013: p.210). Further, Zarrilli and Brito explain that authenticity is especially perceived at central and historical parts of the city (v.d. 2013: p.211), as culture and history play an important role within the tourist experience. As a last, the authors state that “visibility” and “tourist enjoyment” (Zarrilli and Brito, 2013: p.211) are also significant for a satisfactory experience in Lisbon.

In line with this, the analysis of the tourist experience proves to be an important topic for the present thesis, as the tourist behaviour influences the marketing strategies of a destination, and on the other hand the tourists’ expectations change the reality of a destination (v.d. Swarbrooke and Horner, 2007: p.51). Through the diverse studies of the tourist experience in tourism sociology emerged many different tourist types. However, Cohen stands out with his extensive study around the phenomena and the phenomenology of the tourist experience (1979). Overall, Cohen’s tourist types or modes are characterized by either Boorstin’s view, demonstrating how tourists are in search for the “superficial”, the staged, the so-called “pseudo”-effect (Cohen, 1979: p.179); or by MacCannell’s approach of authenticity, which believes that the modern tourist is in search for something meaningful, an authentic experience (Cohen, 1979: p.179). Cohen names it the “quest for the center” (1979: p.181). However, despite all of the differences between these tourist types/modes, it was interesting to see how Cohen has proven that his models and concepts allow tourists to choose between the various travel modes, which in turn make them more flexible in their choices. Cohen managed to create a tourist typology, without creating

stereotypes; the modes help tourists to experience diverse travelling, without being bound to one certain travel style.

Within the case study of Lisbon, it became clear that this destination has something for every tourist type. From cultural tourism, to urban tourism, to leisure tourism; indeed a city that is known to be an experience factory. However, the present thesis does not only expose Lisbon's great success in tourism, it also revealed the city's problems and conflicts. Most of these concerns relate to the local communities' dissatisfactions linked to the disappearing of traditional commerce and the massification of the city. Residents of the city are worrying about their homes, and are no longer able to afford them. Lisbon is changing, but the ones who must cope with the negative effects are the locals. The sociologists Richards and Marques showed us how *overtourism* is destroying the city's identity and how the fast development and the government's blindness towards their population is permitting tourism to take over the city (Richards and Marques, 2019: p.2)

Especially the online interviews with both associations, APPA and AMBA, provided a deep insight into the residents' reality. These associations work within central areas of the city, namely Alfama and Bairro Alto; neighbourhoods that are popular due to their traditional character and their diverse tourism offer (v.d. Appendixes). The interviews exposed significant conflicts, like the depopulation of historical neighbourhoods, rising housing and commerce prices, the modification of the city image, noise and urban hygiene, nightlife, safety and others (v.d. Appendixes). Despite the associations' strong engagement, the government and the city municipality do not collaborate and do not share the same vision. APPA and AMBA are present at meetings and assemblies with important entities and authorities, demonstrating their troubles and pledging the governors to cooperate with the residents and hear their dissatisfactions (v.d. Appendixes). APPA and AMBA share the same opinion: historical parts of the city are turning into theme and amusement parks (v.d. Appendixes). As Maria de Lurdes Pinheiro and Luís Paisana state: these neighbourhoods are becoming soulless and are losing their character (v.d. Appendixes).

All in all, we can conclude that cities like Lisbon need clear strategies and measures to prevent the phenomena of overtourism. The government needs to reorganize its priorities and start to collaborate with its population. Limits need to be set, such as implementing a regulation for the capacity of tourist arrivals per week/month; with that, the city could prevent the conflict of overcrowding, as well as gaining a more exclusive status and position in the tourism market. Another very clear measure that needs to be taken is the regulation of the renting and commerce prices. Locals must be able to afford housing in the city centre; thus, new rental laws need to be implemented, protecting the residents from the excessive prices of local housing like Airbnb. Rehabilitations and modifications of buildings should also be in favour of the local communities and not only serve tourism and real estate branches. Further, there should be clear laws relating to urban hygiene and the noise within the neighbourhoods. Implementing fines for the pollution of the neighbourhoods, such as throwing rubbish on the streets, could be an efficient measure to stop this conflict. As well there should be a stricter control at night due to the strong noise and security issues; the excessive nightlife in the city centre causes a lot of dissatisfaction for the residents.

It is surely not easy to manage such tourism boom, especially when talking about Lisbon, which is such a sensitive city. Lisbon was apparently not prepared for this tourist wave, thus there did not exist a lot of time for preparations. Hence, it is now important to catch up on regulating tourism limits and implementing new strategies that are also in favour of residents, and protect the city's personality and identity.

## References

Airbnb (2019) *Vacation Rentals, Homes, Experiences and Places*. Available at: <https://www.airbnb.com/>. (Accessed: 14 May 2019).

Anholt, S. (2004) ‘Nation-brands and the value of provenance’, in Morgen, N., Pritchard, M., and Pride, R. (eds) *Destination Branding: Creating the Unique Destination Proposition*. 2nd edn. Oxford: Elsevier Butterworth-Heinemann Publications, pp. 26–39.

Avraham, E. (2018) ‘Nation branding and marketing strategies for combatting tourism crisis and stereotypes towards destinations’, *Journal of Business Research*, pp.1-9.

Barata-Salgueiro, T., Mendes, L. and Guimarães, P. (2017) ‘Tourism and urban changes: Lessons from Lisbon’, in Gravari-Barbas, M. and Guinand, S. (eds) *Tourism and Gentrification in Contemporary Metropolises: International Perspectives*. 1st edn. Routledge, pp. 255–275.

Barcelona Creative Tourism (2012) *About Barcelona Creative Tourism*. Available at: <http://www.barcelonacreativa.info/>. (Accessed: 14 May 2019).

Brito Henriques, E. (1996) *Lisboa Turística: Entre o Imaginário e a Cidade*. Lisbon: Edições Colibri.

Cadavez, C. (2013) ‘Tourism in Portugal at the beginning of the Second World War – an innocent oasis in Europe, or the achievements of disguised propaganda’, in Rollo, M. F., Malva, N., and Pires, A. P. (eds) *War and Propaganda In the XX th Century*. Lisbon: IHC, CEIS20, pp. 205–211.

Câmara Municipal de Lisboa (2017) *Economia de Lisboa em Números 2017*. Lisbon.

Câmara Municipal de Lisboa (2016) *Economia de Lisboa em Números 2016*. Lisbon.

Chen, C. C. *et al.* (2016) ‘Tourism between divided nations: An examination of stereotyping on destination image’, *Tourism Management*, pp. 25–36.

- Chhabra, D., Healy, R. and Sills, E. (2003) 'Staged authenticity and heritage tourism', *Annals of Tourism Research*, 30(3), pp. 702–719.
- Cohen, E. (1979) 'A Phenomenology of Tourist Experiences', *Sociology*, 13(2), pp. 179–201.
- Cohen, E. (1972) 'Toward a sociology of international tourism', *Social Research*, 39(1), pp. 164–182.
- Crompton John L. (1979) 'An Assessment of the Image of Mexico as a Vacation Destination and the influence of geographical location upon that image', *Journal of Travel Research*, 1(Spring), pp. 18–23.
- Diário de Notícias (2016). *Exposição do Mundo Português em 1940*. Available at: <https://www.dn.pt/media/exposicao-do-mundo-portugues-em-1940-5322578.html>. (Accessed: 30 September 2019).
- Diário de Notícias (2019). *Associação de Alfama no Largo S. Miguel para comprovar retoma demolições ilegais*. Available at: <https://www.dn.pt/lusa/interior/associacao-de-alfama-no-largo-s-miguel-para-comprovar-retoma-demolicoes-ilegais--10747660.html>. (Accessed: 30 June 2019).
- Eco, U. (1995) *Faith in Fakes: Travels in Hyperreality*. London: Vintage Publishing.
- Edwards, J., Moital, M. and Vaughan, R. (2004) 'The impacts of Mega-events: the case of EXPO' 98 - Lisbon', in Robinson, M. and Long, P. (eds) *Tourism and Cultural Festivals and events: Marketing, Management and Development*. Sunderland: Business Education Publishers, pp. 195–215.
- Entidade Regional de Turismo da Região de Lisboa and Turismo de Lisboa (2014) *Plano estratégico para o turismo da região de Lisboa 2015-2019*. Lisbon.
- Euronews (2017) *The dark side of tourism: Lisbon's 'terramotourism'*. Available at: <https://www.euronews.com/2017/09/19/lisbon-s-tourism-magnet-is-kicking-out-local-residents>. (Accessed: 30 June 2019).

- Franklin, A. (2003) 'The Tourist Syndrome: An Interview with Zygmunt Bauman', *Tourist Studies*, 3(2), pp. 205–217.
- Freire, J. R. (2011) 'Branding Lisbon – Defining the Scope of the City Brand', in Dennie, K. (ed.) *City Branding: Theory and Cases*. Palgrave Macmillan, pp. 169–174.
- Hankinson, G. (2004) 'Relational network brands: Towards a conceptual model of place brands', *Journal of Vacation Marketing*, 10(2), pp. 109–121.
- Kotler, P. and Gertner, D. (2004) 'Country as brand, product, and beyond: A place marketing and brand management perspective', in Morgen, N., Pritchard, M., and Pride, R. (eds) *Destination Branding: Creating the Unique Destination Proposition*. 2nd edn. Oxford: Elsevier Butterworth-Heinemann Publications, pp. 40–56.
- Lau, R. W. K. (2010) 'Revisiting authenticity: A social realist approach', *Annals of Tourism Research*, 37(2), pp. 478–498.
- Left Hand Rotation (2016) *Terramotourism*. Available at: <http://www.lefthandrotation.com/terramotourism/> (Accessed: 30 June 2019).
- Lund, N. F., Cohen, S. A. and Scarles, C. (2018) 'The power of social media storytelling in destination branding', *Journal of Destination Marketing and Management*. Elsevier Ltd, 8 (January 2017), pp. 271–280.
- Lx Factory (2019) *Lx Factory*. Available at: <https://lxfactory.com/en/lx-factory/>. (Accessed: 16 June 2019).
- MacCannell, D. (1973) 'Staged Authenticity: Arrangements of Social Space in Tourist Settings', *American Journal of Sociology*, 79(3), pp. 589–603.
- Mendes (2017) 'Gentrificação turística em Lisboa: neoliberalismo, financeirização e urbanismo austeritário em tempos de pós-crise capitalista 2008-2009', *Cad. Metrop.*, 19(39), pp. 479–512.
- Morgan, N. and Pritchard, A. (2004) 'Meeting the destination branding challenge', in Morgen, N., Pritchard, M., and Pride, R. (eds) *Destination Branding: Creating the Unique*

*Destination Proposition*. 2nd edn. Oxford: Elsevier Butterworth-Heinemann Publications, pp. 59–78.

National Geographic (2017) *How Instagram is Changing Travel*. Available at: <https://www.nationalgeographic.com/travel/travel-interests/arts-and-culture/how-instagram-is-changing-travel/>. (Accessed: 14 May 2019).

Observador (2016) ‘*Terramotourism*’. *Lisboa está ‘no olho do furacão’ de um ‘sismo turístico*’. Available at: <https://observador.pt/2016/11/23/terramotourism-lisboa-esta-no-olho-do-furacao-de-um-sismo-turistico/> (Accessed: 30 June 2019).

Ooi, C. and Stöber, B. (2010) ‘Authenticity and Place Branding: The Arts and Culture in Branding Berlin and Singapore’, *Re-Investing Authenticity: Tourism, Place and Emotions*, (April), pp. 66–79.

Palmer, A. (2004) ‘The internet challenge for destination marketing organizations’, in Morgen, N., Pritchard, M., and Pride, R. (eds) *Destination Branding: Creating the Unique Destination Proposition*. 2nd edn. Oxford: Elsevier Butterworth-Heinemann Publications, pp. 128–140.

Pine, B. J. and Gilmore, H. (1999) *The Experience Economy*. Boston: Harvard University Press.

Público (2016) *TERRAMOTOURISM: Lisboa abalada por um ‘sismo turístico*’. Available at: <https://www.publico.pt/2016/12/12/p3/noticia/terramotourism-lisboa-abalada-por-um-sismo-turistico-1827171> (Accessed: 30 June 2019).

Público (2018). *Tribunal suspende construção do Museu Judaico em Alfama*. Available at: <https://www.publico.pt/2018/06/15/local/noticia/tribunal-suspende-construcao-do-museu-judaico-em-alfama-1834392>. (Accessed: 28 July 2019).

Qu, H., Kim, L. H. and Im, H. H. (2011) ‘A model of destination branding: Integrating the concepts of the branding and destination image’, *Tourism Management*. Elsevier Ltd, 32(3), pp. 465–476.

Rádio Renascença (2017). *Moradores do Bairro Alto temem que turismo e ruído matem centro histórico*. Available at: <https://rr.sapo.pt/2017/03/02/pais/moradores-do-bairro-alto-temem-que-turismo-e-ruído-matem-centro-historico/noticia/77375/>. (Accessed: 28 July 2019).

Rádio Renascença (2018). *Está suspensa a construção do Museu Judaico em Alfama*. Available at: <https://rr.sapo.pt/2018/06/15/religiao/esta-suspensa-a-construcao-do-museu-judaico-em-alfama/noticia/115998/>. (Accessed: 28 July 2019).

Richards, G. (2011) ‘Creativity and tourism. The state of the art’, *Annals of Tourism Research*. Elsevier Ltd, 38(4), pp. 1225–1253.

Richards, G. and Marques, L. (2019) ‘Overtourism in Lisbon : is culture the salvation?’. *Lorenz*.

Richards, G. and Marques, L. (2018) *Creating Synergies between Cultural Policy and Tourism for Permanent and Temporary Citizens*. Barcelona.

Richards, G. and Wilson, J. (2006) ‘Developing creativity in tourist experiences: A solution to the serial reproduction of culture?’, *Tourism Management*, 27(6), pp. 1209–1223.

Reuters (2018) *Web Summit to stay in Lisbon for 10 years*. Available at: <https://www.reuters.com/article/us-portugal-websummit/web-summit-to-stay-in-lisbon-for-10-years-idUSKCN1MD11C> (Accessed: 30 June 2019).

RTP Notícias (2016) *Associação de Moradores do Bairro Alto leva a Paris problemas com turismo em Lisboa*. Available at: [https://www.rtp.pt/noticias/pais/associacao-de-moradores-do-bairro-alto-leva-a-paris-problemas-com-turismo-em-lisboa\\_n921921](https://www.rtp.pt/noticias/pais/associacao-de-moradores-do-bairro-alto-leva-a-paris-problemas-com-turismo-em-lisboa_n921921). (Accessed: 30 June 2019).

SIC Notícias (2016) *Moradores pedem à Câmara de Lisboa que proíba circulação de pesados no Bairro Alto*. Available at: <https://sicnoticias.pt/pais/2016-11-04-Moradores-pedem-a-Camara-de-Lisboa-que-proiba-circulacao-de-pesados-no-Bairro-Alto>. (Accessed: 30 June 2019).

Swarbrooke, J. and Horner, S. (2007) *Consumer Behaviour in Tourism*. 2nd edn. Oxford: Elsevier Butterworth-Heinemann Publications.

The Guardian (2018) ‘*Tourists go home, refugees welcome*’: why Barcelona chose migrants over visitors. Available at: <https://www.theguardian.com/cities/2018/jun/25/tourists-go-home-refugees-welcome-why-barcelona-chose-migrants-over-visitors>. (Accessed: 14 May 2019).

The Telegraph (2018) *Has tourism killed Venice? We visited during the busiest month of the year to find out*. Available at: <https://www.telegraph.co.uk/travel/destinations/europe/italy/veneto/venice/articles/venice-tourism-crowds/>. (Accessed: 14 May 2019).

Thomas Cook (2016) *5 ways to get the authentic holiday experience you want*. Available at: <https://www.thomascook.com/blog/holidays/5-ways-to-get-the-authentic-holiday-experience-you-want/>. (Accessed: 14 May 2019).

Tourism Ireland (2019) *Fill your heart with Ireland*. Available at: <https://www.ireland.com/en-us/articles/regions/island-of-ireland/fill-your-heart-with-ireland/>. (Accessed: 14 May 2019).

TUI (2018) *Holidays: Small and Friendly*. Available at: <https://www.tui.co.uk/holidays/small-and-friendly>. (Accessed: 14 May 2019).

Tung, V. W. S. and Ritchie, J. R. B. (2011) ‘Exploring the essence of memorable tourism experiences’, *Annals of Tourism Research*. Elsevier Ltd, 38(4), pp. 1367–1386.

Turespaña (2015) *Spain in Detail*. Available at: <http://socialnewsroom.spain.info/spanish-tourism-board-launches-spain-in-detail-campaign/>. (Accessed: 14 May 2019).

Turespaña (2018) *Spain in 10 Seconds*. Available at: <http://socialnewsroom.spain.info/the-spanish-tourist-office-launches-new-campaign-spain-in-10-seconds/>. (Accessed: 14 May 2019).

Turespaña (2018) *Spain is part of you*. Available at: <http://spainispartofyou.spain.info/uk/#home>. (Accessed: 14 May 2019).

Turespaña (2019) *Tourism in Spain*. Available at: <https://www.spain.info/en/>. (Accessed: 14 May 2019).

Turismo de Lisboa (2019) *Alfama*. Available at: <https://www.visitlisboa.com/pt-pt/locais/alfama>. (Accessed: 24 September 2019).

Turismo de Lisboa (2019) *Bairro Alto*. Available at: <https://www.visitlisboa.com/pt-pt/locais/bairro-alto>. (Accessed: 24 September 2019).

Turismo de Lisboa (2019) *Why Lisbon*. Available at: <https://www.visitlisboa.com/lisbon/why-lisbon> (Accessed: 14 May 2019).

Turismo de Portugal (2017) *Estratégia Turismo 2027*. Lisbon.

Urry, J. (2002) *The Tourist Gaze*. 2nd edn. Sage Publications.

Visão (2017). *A Exposição do Mundo Português e a propaganda do Estado Novo*. Available at: <http://visao.sapo.pt/revistas/2017-06-02-A-Exposicao-do-Mundo-Portugues-e-a-propaganda-do-Estado-Novo>. (Accessed: 30 September 2019).

Wang, N. (1999) 'Rethinking authenticity in tourism experience', 26(2), pp. 349–370.

Wearing, S. L. and Foley, C. (2017) 'Understanding the tourist experience of cities', *Annals of Tourism Research*. Elsevier Ltd, 65, pp. 97–107.

World Tourism Organization (2018) *UNWTO Annual Report 2017*. Madrid.

World Tourism Organization (2017) *Asia-Pacific Tourism Marketing Evaluation Workshop*. Available at: UNWTO/WTM Ministers Summit: social media changing destination branding.

World Tourism Organization (2015) *UNWTO/WTM Ministers Summit: social media changing destination branding*. Available at: <http://media.unwto.org/press-release/2015-11-04/unwtowtm-ministers-summit-social-media-changing-destination-branding>.

(Accessed: 14 May 2019).

World Travel Awards (2019) *2018 World Travel Awards Winner*. Available at: <https://www.worldtravelawards.com/winners/2018> (Accessed: 26 May 2019).

Zarrilli, L. and Brito, M. (2013) 'Lisbon Experience. Mobility, quality of life and tourist image: a survey', *GeoJournal of Tourism and Geosites*, 12(2), pp. 203–213.

## **Appendixes**

## **Appendix A**

### ***Entrevista online no âmbito da dissertação de mestrado:***

***“The Influence of Destination Branding and Authenticity on Tourism:***

***Analysing the tourist experience - Case Study of Lisbon”***

---

**Aluna:** Ana Filipa Figueiredo de Oliveira (Nr. 11434)

**Curso:** Mestrado em Turismo e Comunicação 2017/2019

**Universidade:** Escola Superior de Hotelaria e Turismo do Estoril/ Universidade de Lisboa (FLUL – IGOT)

---

**Associação:** Associação do Património e da População de Alfama

**Responsável:** Maria de Lurdes Pinheiro

**Posição na associação:** Presidente da direção

**Idade:** 65 anos

---

### **Contexto:**

Recentemente tem-se observado, que Lisboa tem sentido um boom turístico muito forte. A cidade de Lisboa tornou-se numa cidade, que tem tido uma grande procura por turistas de todo o mundo. Isto tudo, porque o sector de turismo tem feito imensas alterações e mudanças na cidade. O governo, assim como as autoridades de turismo, tem feito o maior esforço para reconstruir a capital, para que possam melhorar e transformar a imagem desta

cidade. Mas infelizmente, é mesmo só a imagem que conta, pois a realidade é preocupante: obras e casas abandonadas e incompletas, lojas antigas e tradicionais a desaparecer, a sobrelotação de turistas, cada vez menos verdadeiros *lisboetas* a viver no centro de Lisboa, conflitos entre habitantes e autoridades. Vê-se claramente a insatisfação da população portuguesa, mas o que parece ainda mais claro é desconhecimento do governo perante os conflitos atuais. Olhando para esta situação, as pessoas, incluindo os turistas, percebem cada vez mais que isto não é o caminho certo. Pois no fim disto tudo, somos nós, os lisboetas, que dão uma identidade e imagem a esta cidade tão maravilhosa.

---

**1. Por favor explique qual é o papel da vossa associação dentro do contexto do turismo na cidade de Lisboa, desde o início da sua fundação, até hoje (especialmente na parte histórica de Alfama).**

A APPA tem intervenção como associação só dentro do Bairro de Alfama, claro que temos opinião sobre o que se passa na cidade, mas no âmbito do Movimento Morar em Lisboa, pois fazemos parte deste movimento. A APPA foi fundada há mais de trinta anos, numa época em que Alfama estava com o seu edificado muito degradado, sendo que maior parte dele era municipal, pois a CML era a dona da maior parte dos edificado de Alfama. A APPA surgiu com uma palavra de ordem “Alfama Recuperação ou Morte” nesse tempo a ação era pela reabilitação de Alfama, hoje temo-la reabilitada, mas sem pessoas, está toda vocacionada para o turismo. Alfama está-se a transformar num parque temático. São objetivos da APPA a proteção da população de Alfama e do património. Com a Lei do Arrendamento Urbano (Lei dos despejos, assim mais conhecida) a situação de Alfama piorou, assim como em toda a cidade. Há um grande desequilíbrio entre o turismo e os moradores. Neste momento a nossa intervenção em conjunto com outras associações e movimentos é parar os despejos de pessoas que viveram toda a vida na cidade e estão a ser expulsos para muito longe devido à especulação imobiliária que se sente em toda a cidade.

Com tudo isto, Alfama está a ficar sem a sua alma.

**2. Qual é a sua opinião sobre o *hype* (a elevada procura) que surgiu acerca do turismo de Lisboa? Está a favor, ou contra este recente desenvolvimento? Porquê?**

Não estamos contra o turismo, estamos sim contra a este desequilíbrio e falta de controle e falta de medidas para que se pare esta sangria que está a acontecer à cidade e a outras. Estamos sim contra a especulação imobiliária, e a falta de medidas do governo e do município para conter esta situação. Os nossos governantes estão completamente deslumbrados com o dinheiro que entra, isto tem de parar.

**3. Ainda considera e reconhece o turismo em Lisboa como “autêntico”? O que é que mudou ao longo destes anos? Que imagem de Lisboa é transmitida para chamar os turistas?**

**4. Quais são os conflitos que enfrentam os habitantes de Lisboa? Quais são as insatisfações? Porquê?**

As expulsões de suas casas, o não poderem alugar uma casa na cidade, o barulho do Alojamento Local, os preços elevados das rendas, o encerramento do comércio tradicional e abertura de comércio direcionado ao turismo, a abertura desenfreada de hotéis.

**5. De qual forma é que a vossa associação ajuda nestes conflitos? De qual forma é que apoiam a população local? Qual é a frequência das reuniões com as autoridades para discutir a situação atual do turismo e os seus impactos nesta área? O que é que é realmente discutido nessas reuniões?**

Ouvimos os problemas e orientamos.

Quando necessário, e em defesa da população e do património de Alfama utilizamos os meios judiciais, promovemos abaixo assinados e intervimos na Câmara Municipal e na Assembleia Municipal Lisboa.

**6. Qual é a sua opinião sobre a experiência dos turistas em Lisboa? Acha que os turistas estão conscientes dos verdadeiros problemas desta cidade?**

**7. Alfama é uma parte de Lisboa, que tem um grande influxo de turistas, assim como contempla uma grande variedade de nacionalidades a viver em conjunto. De que forma é que os “lisboetas” lidam com esta situação? De que forma é que os turistas experienciam este mix cultural?**

Alfama sempre foi visitada por muitos turistas, sempre conviveu com pessoas de outras nacionalidades, atualmente os poucos que ainda vivem no bairro, querem-se ver livre dos turistas, há demasiado barulho, demasiadas pessoas a passear no bairro, há demasiado alojamento local, o choque de culturas é grande e tem criado alguns problemas. Tudo se tem agravado também devido ao Terminal de Cruzeiros, barulho, poluição e Alfama não ganha nada com este turismo de massas.

Muito obrigada pela atenção e pela colaboração com este estudo!

---

***Proteção de Dados:***

*Declaro que as suas respostas irão ser utilizadas no contexto da dissertação, e serão mantidas estritamente confidenciais. As respostas irão ser citadas e apresentadas na dissertação, e não irão ser utilizadas para quaisquer outros fins.*

---

*30.04.2019, Lisboa*

## ***Appendix B***

***Semi-structured Online - Interview within the framework of the Master Thesis: “The Influence of Destination Branding and Authenticity on Tourism: Analysing the tourist experience - Case Study of Lisbon”***

---

**Student:** Ana Filipa Figueiredo de Oliveira (Nr. 11434)

**Course:** Master in Tourism and Communication 2017/2019

**University:** Escola Superior de Hotelaria e Turismo do Estoril/ Universidade de Lisboa (FLUL – IGOT)

---

**Association:** Associação do Património e da População de Alfama

**Respondent:** Maria de Lurdes Pinheiro

**Position within association:** President

**Age:** 65 years

---

**Background:**

As we all have been noticing, Lisbon has been booming in terms of Tourism. It has become a city, that everyone wants to visit, and which is highly demanded by tourist all over the world. In the last years we have been realizing a strong change within the tourism market. Marketers and tourism authorities have been working intensively on recreating the capital, and with that, polishing up its image. But as it says, it is literally just polishing up the image, because what can be found in reality, is shocking: unfinished construction

and building works everywhere, old traditional shops are disappearing, less and less real *Lisboetas* living in the centre of the capital, thousands and thousands of tourist overcrowding the streets of this so sensible city, you'll find conflicts between local people and the official authorities. You clearly recognize the dissatisfaction of the Portuguese people, but the ignorance of the government is even bigger. And when looking at this situation, people and tourists will more and more understand, that this is not the right way to go. Because at the end, we, the local people, are who give an image and an identity to this special city.

---

**1. Please explain which role your organisation plays within the tourism sector in Lisbon (especially within the historic part of Alfama) since the beginning of your foundation, until today.**

APPA intervenes as an association within the neighbourhood of Alfama, however, of course we have an opinion about what is going on in the city, but we rather act within the movement of *Morar em Lisboa*, as we make part of this movement. APPA was founded about more than thirty years ago, in a time where the buildings of Alfama were left degraded, having in mind that most of them belonged to the city municipality, since CML was proprietary of almost all buildings in Alfama. APPA emerged when we requested “*Alfama Recuperação ou Morte*” (Recuperation of Alfama or Death); at that time this initiative urged in order to rehabilitate Alfama. Today we have our neighbourhood rehabilitated, but without people; everything is completely oriented towards tourism. Alfama is transforming into a theme park. It is APPA's aim to protect the population of Alfama and its heritage. With the emergence of the urban renting law (or rather known as the *Lei dos despejos* =eviction law), the situation in Alfama got even worse, but as well across the whole city. There is a big desequilibrium between tourism and the residents. At the moment our intervention, in collaboration with other associations and movements, focusses on stopping the evictions of those people who have spent their entire lives in this

city and are being expelled, due to the real estate speculations which are present all over the city.

With all that, Alfama is turning into a place without soul.

**2. What is your opinion about this strong hype that urged around tourism in Lisbon? Are you PRO or CON this recent development? Why?**

We are not against tourism, but we indeed are against this disequilibrium and lack of control and measures, to stop this “bleeding” that is happening to this city, as well as to others. Yes, we are in fact against the real estate speculation, and the government’s and municipality’s lack of measures to master this situation. Our governors are completely dazzled by the money that comes in; this has to stop.

**3. Do you think tourism in Lisbon is still authentic? What has changed along the years? Which image is transmitted to attract tourists?**

**4. Which conflicts do the local people have to cope with? Which are their dissatisfactions? Why?**

The evictions from their homes, and not being able to live at the city centre, the noise of the local housing facilities, too high renting prices, the shutdown of traditional commerce and the opening of commerce oriented towards tourism, the uncontrolled opening of hotels.

**5. How do you help solving recent conflicts between locals and the government? How often do you meet with the authorities to discuss what is going on within the framework of tourism and its impacts on the area? What is in fact discussed during those meetings?**

We hear their problems and try to orientate them.

When necessary, and for the defense of the population and heritage of Alfama, we utilize judicial means, such as collecting signatures and intervene at the city council and assembly of Lisbon.

**6. What is your opinion about the tourist experience in Lisbon? Do you think tourists are aware of the real problems affecting locals when visiting Lisbon?**

**7. Alfama is a part of Lisbon, which contemplates an enormous range of different nationalities. How do the “Lisboetas” deal with this situation? And how do tourists experience this cultural mix?**

Alfama was always strongly visited by many tourists, always welcomed people from different nationalities, but currently, for the few Lisboetas that still live at the neighbourhood, they just want to get rid of tourists; it is too much noise, too many people walking in the neighbourhood, there is too much local housing, the culture clash is significant and has created some problems. Everything got worse since the cruiseship terminal was built: noise, pollution, and Alfama does not win anything with this kind of mass tourism.

Many thanks for your attention and collaboration with this study!

---

***Data Protection:***

*I hereby declare that all your responses will be used in the context of the dissertation. The responses will be cited and exposed in the dissertation, and will not be used for any other purposes.*

---

*30.04.2019, Lisbon*

## ***Appendix C***

***Entrevista online no âmbito da dissertação de mestrado:***

***“The Influence of Destination Branding and Authenticity on Tourism:***

***Analysing the tourist experience - Case Study of Lisbon”***

---

**Aluna:** Ana Filipa Figueiredo de Oliveira (Nr. 11434)

**Curso:** Mestrado em Turismo e Comunicação 2017/2019

**Universidade:** Escola Superior de Hotelaria e Turismo do Estoril/ Universidade de Lisboa (FLUL – IGOT)

---

**Associação:** AMBA

**Responsável:** Luís Paisana

**Posição na associação:** Presidente

**Idade:** 62

---

**Contexto:**

Recentemente tem-se observado, que Lisboa tem sentido um boom turístico muito forte. A cidade de Lisboa tornou-se numa cidade, que tem tido uma grande procura por turistas de todo o mundo. Isto tudo, porque o sector de turismo tem feito imensas alterações e mudanças na cidade. O governo, assim como as autoridades de turismo, tem feito o maior esforço para reconstruir a capital, para que possam melhorar e transformar a imagem desta

cidade. Mas infelizmente, é mesmo só a imagem que conta, pois a realidade é preocupante: obras e casas abandonadas e incompletas, lojas antigas e tradicionais a desaparecer, a sobrelotação de turistas, cada vez menos verdadeiros *lisboetas* a viver no centro de Lisboa, conflitos entre habitantes e autoridades. Vê-se claramente a insatisfação da população portuguesa, mas o que parece ainda mais claro é desconhecimento do governo perante os conflitos atuais. Olhando para esta situação, as pessoas, incluindo os turistas, percebem cada vez mais que isto não é o caminho certo. Pois no fim disto tudo, somos nós, os lisboetas, que dão uma identidade e imagem a esta cidade tão maravilhosa.

---

**1. Por favor explique qual é o papel da vossa associação dentro do contexto do turismo na cidade de Lisboa, desde o início da sua fundação, até hoje (especialmente na parte histórica do Bairro Alto).**

O papel da AMBA -Associação de Moradores da Freguesia da Misericórdia (até 2018 AMBA-Associação de Moradores do Bairro Alto) tem sido desde a sua constituição em 2009, a defesa dos direitos e da qualidade de vida dos residentes sobretudo contra os excessos da diversão noturna (consumo de álcool na via pública, ruído, higiene e salubridade urbana, etc) que foi expressa na Moção Bairro Alto 2012 entregue nesse ano, ao executivo da CML presidida pelo atual 1º ministro António Costa e que focava em 4 grandes problemas:

Ruído e consumo de álcool na via pública/ higiene e salubridade urbana/ segurança/ mobilidade e estacionamento. A estes 4 grandes problemas dos últimos anos acrescentámos porque mais graves os seguintes:

Despovoamento acelerado (a Freguesia perdeu desde 2011 quase 30% da população) a exclusão social e a descaracterização estes sim mais diretamente relacionados com o boom turístico que a cidade de Lisboa sofre desde 2011/2012 e que têm vindo a agravar-se.

A Associação tem sido desde 2009, o contrapoder e uma das vozes mais ativas em todos os fóruns (assembleias municipais e de freguesia, reunião de Câmara, nos media, etc) denunciando este tipo de situações e sensibilizando o poder sobretudo autárquico para este tipo de impactos que os residentes destes bairros sofrem diariamente.

**2. Qual é a sua opinião sobre o *hype* (a elevada procura) que surgiu a cerca de turismo de Lisboa? Está a favor, ou contra este recente desenvolvimento? Porquê?**

Em nossa opinião esta vaga de turismo que atingiu a cidade de Lisboa e para a qual ninguém estava na realidade preparado, quer para os impactos positivos (mais dinheiro mais emprego e reabilitação de parte dos edifícios da cidade), quer para os negativos e que têm provocado danos para a cidade alguns dos quais irrecuperáveis nomeadamente:

- Despovoamento da população residente nestes territórios (os que nasceram e habitam há muitos anos nesta zona) sendo substituída por população com outro nível de rendimentos que não vive os bairros, população temporária que não estabelece laços e turistas que apenas vêm visitar e conhecer a cidade.

-Exclusão social com a subida do preço do comércio que deixa de ser local e é substituído por cadeias internacionais com preços bem mais altos e pelo impacto na habitação sobretudo para aqueles que ainda se conseguem manter no território

-Descaracterização com a alteração de fachadas dos edifícios e a construção de novos modernos para hotéis, hostels e Alojamentos locais, a destruição e vandalização de edifícios tradicionais, com a alteração do comércio que era tradicional e se transforma em estabelecimentos de restauração (bares cubanos, irish pubs, hamburguerias, pizzas e tapas, etc.)

Lisboa e sobretudo os seus bairros históricos nunca mais serão os mesmos e no caso do Bairro Alto com 505 anos o risco de podermos ter um bairro sem os moradores e com uma aposta na diversão e no turismo tipo “parque de diversão “que não terá nada de autêntico nem genuíno.

**Ainda considera e reconhece o turismo em Lisboa como “autêntico”? O que é que mudou ao longo destes anos? Que imagem de Lisboa é transmitida para chamar os turistas?**

O turismo deixou de ser autentico a partir do momento que apostou nas massificação derivada aos low costs e aos preços baixos (é possível passar um fim de semana ou uma despedida de solteiro em Lisboa por uma valor mais baixo que um jantar /festa em Londres ou Paris) ,mas não só à segurança ,clima ( o que promove o consumo de bebidas baratas na rua), simpatia local e sobretudo à imagem que se colou à cidade de que é possível fazer tudo sem regras (beber em excesso, fazer ruido a qualquer hora da noite, consumir droga,etc).

**3. Quais são os conflitos que enfrentam os habitantes de Lisboa? Quais são as insatisfações? Porquê?**

Os conflitos com os turistas são sobretudo na noite quando aos alojamentos locais e os turistas sobretudo os mais jovens têm comportamentos anti sociais e não respeitam quem tem direito ao sono e ao descanso e tem de trabalhar no dia seguinte. A carga turística excessiva provoca também problemas no acesso ao comércio, agora mais moderno, standard (igual a outras cidades) mais caro e restringe o acesso aos moradores. Por último e mais grave a expulsão de moradores que ficam cada vez mais sem habitação pelos despejos, pelos aumentas de rendas, pela pressão imobiliário e pelo impacto causado pelos problemas referidos (ruido, higiene, mobilidade, segurança, etc)

**4. De que forma é que a vossa associação ajuda nestes conflitos? De qual forma é que apoiam a população local? Que é a frequência das reuniões com as autoridades para discutir a situação atual do turismo e os seus impactos nesta área? O que é que é realmente discutido nessas reuniões?**

A AMBA tem atuado sobretudo das seguintes formas:

Apoiando moradores nas suas queixas, promovendo abaixo assinados, petições, sobre questões importantes (ruído, higiene urbana, segurança, etc).

Intervindo ativamente nas assembleias municipais e de freguesia, reuniões de executivo da Câmara e da Junta, encontros com a PSP, PM, EMEL, Associações de Comerciantes, etc, e nos media e redes sociais procurando alertar as autoridades e a opinião pública para o que se passa no Bairro.

Sensibilizando residentes para forma de atuar e meios que devem usar para defender os seus direitos (queixas, reclamações, petições, intervenções, etc) e mantendo-os informados das alterações que se vão verificando.

**5. Qual é a sua opinião sobre a experiência dos turistas em Lisboa? Acha que os turistas estão conscientes dos verdadeiros problemas desta cidade?**

Na minha opinião a maior parte dos turistas ainda não se apercebe do impacto que estão a ter mas há sinais claros de que o Bairro está a perder as suas características que o tornam único e que levam os turistas a procura-lo. Esse fenómeno alertado cada vez mais pela AMBA vem no sentido de estar a destruir o património cultural e humano dos Bairros e que uma vez perdido será difícil recuperar e que vai a médio prazo deixar de interessar a quem nos visita porque passa a ser uma lugar similar a outros que existem e que não merece ser visitado mais vezes. Este risco existe e um número cada vez maior de turistas vai começando a entender.

**6. O Bairro Alto é uma parte de Lisboa, qual é conhecida pela sua vida noturna, e o seu grande influxo de turistas. De que forma é que os “lisboetas” lidam com esta situação? E de que forma é que os turistas experienciam esta confrontação?**

Para a maior parte dos jovens Lisboa ou não (é cada vez mais difícil viver em Lisboa) o Bairro Alto é local de diversão noturna onde se deslocam sobretudo aos fins de semana

para jantar, beber um copo, socializar e divertir e não parecem muito preocupados com esta alteração que destrói o centro histórico da cidade. Para outros Lisboaetas menos jovens sentem esta modificação e não gostam o que os leva a deixar de frequentar estes locais onde deixam de ir à noite. Para os turistas diria que o fenómeno é semelhante em termos de frequência (jovens à noite e menos jovens durante o dia) e não sentem muito o confronto porque a maioria dos Lisboaetas continuam a não hostilizar turistas e ainda a ver no turismo uma oportunidade de conviver e sobretudo de emprego (embora precário e com baixos salários) e negócio.

Muito obrigada pela atenção e pela colaboração com este estudo!

---

***Proteção de Dados:***

*Declaro que as suas respostas irão ser utilizadas no contexto da dissertação, e serão mantidas estritamente confidenciais. As respostas irão ser citadas e apresentadas na dissertação, e não irão ser utilizadas para quaisquer outros fins*

---

*16.02.2019, Lisboa*

## ***Appendix D***

***Semi-structured Online - Interview within the framework of the Master Thesis: “The Influence of Destination Branding and Authenticity on Tourism: Analysing the tourist experience - Case Study of Lisbon”***

---

**Student:** Ana Filipa Figueiredo de Oliveira (Nr. 11434)

**Course:** Master in Tourism and Communication 2017/2019

**University:** Escola Superior de Hotelaria e Turismo do Estoril/ Universidade de Lisboa (FLUL – IGOT)

---

**Association:** AMBA

**Respondent:** Luís Paisana

**Position within association:** President of the association

**Age:** 62

---

**Background:**

As we all have been noticing, Lisbon has been booming in terms of Tourism. It has become a city, that everyone wants to visit, and which is highly demanded by tourist all over the world. In the last years we have been realizing a strong change within the tourism market. Marketers and tourism authorities have been working intensively on recreating the capital, and with that, polishing up its image. But as it says, it is literally just polishing up the image, because what can be found in reality, is shocking: unfinished construction

and building works everywhere, old traditional shops are disappearing, less and less real *Lisboetas* living in the centre of the capital, thousands and thousands of tourist overcrowding the streets of this so sensible city, you'll find conflicts between local people and the official authorities. You clearly recognize the dissatisfaction of the Portuguese people, but the ignorance of the government is even bigger. And when looking at this situation, people and tourists will more and more understand, that this is not the right way to go. Because at the end, we, the local people, are who give an image and an identity to this special city.

---

**1. Please explain which role your organisation plays within the tourism sector In Lisbon (especially at the historic part of Bairro Alto) since the beginning of your foundation, until today.**

The role of AMBA - Associação de Moradores da Freguesia da Misericórdia (until 2018 it was called AMBA - Associação de Moradores do Bairro Alto) has been, since its foundation in 2009, to defend the residents' rights and quality of life, and especially act against the excessive night life (consum of alcohol in public, noise, urban hygiene and salubrity, etc. ); this was expressed at Moção Bairro Alto 2012, presented in the same year to the executive of CML, headed by the current prime minister António Costa, and which focussed on four big problems: noise and consum of alcohol in public, urban hygiene and salubirity, safety, mobilty and parking facilities. Additionally to these four big problems of the last years, we add other grave problems: Acelareted depopulation (the parish has almost lost 30% of its population since 2011), social exclusion and descharacterizing; indeed these problems are directly related to the tourism boom which the city of Lisbon is suffering from since 2011/2012, and which are becoming even worse. The association has been since 2009 the countervailing power and one of the most active voices at almost all forums ( municipality and parish assemblies, meetings with the city council, media, etc.), exposing these kind of situations and sensibilizing especially the

autarchic power, for these kind of impacts that the residents of these neighbourhoods have to cope with on a daily basis.

**2. What is your opinion about this strong hype that urged around tourism in Lisbon? Are you PRO or CON this recent development? Why?**

In our opinion no one was actually prepared for this tourism wave that has reached the city of Lisbon; whether talking about the positive impacts (more income, more job opportunities and some rehabilitation of buildings within the city), or the negative impacts, which have provoked damages for the city, some of which are irrecoverable:

- Depopulation of the local residents within these territories (the ones who were born and lived in this district for many years), who are substituted by a population with another level of income, which do not live the neighbourhoods, a temporary population which does not establish ties, and tourists, who only come to visit and get to know the city.

- Social exclusion combined with the increase of commerce prices, which are not local anymore and are substituted by international chains with really high prices, which affects the housing situation, especially for those who manage to maintain themselves in these territories.

- Decharacterization combined with the modification of the buildings' facades, and the construction of new modern ones, for hotels, hostels, local housing; the destruction and the vandalising of traditional buildings, combined with the modification of once traditional commerce, which is transforming into restaurant establishments (cuban bars, irish pubs, burger restaurants, pizza and tapas, etc.)

Lisbon, and especially its historical neighbourhoods, will never be the same, and in the case of Bairro Alto with 505 years, we are running the risk to have a neighbourhood without residents, and with betting on entertainment and tourism, like sort of amusement park, it has nothing authentic, nor genuine.

**3. Do you think tourism in Lisbon is still authentic? What has changed along the years? Which image is transmitted to attract tourists?**

Tourism stopped being authentic from the moment it began to bet on the massification derived from low cost companies and the low prices (it is possible to spend a weekend or a stag and hen in Lisbon for a lower price than having dinner or partying in London or Paris); but it is not only the safety, the climate (which promotes the consumption of cheap booze in the streets), the local friendliness, and especially the image which marked the city, which is known to be the city without rules (drinking to excess, make noise at any time of night, consume drugs, etc.).

**4. Which conflicts do the local people have to cope with? Which are their dissatisfactions? Why?**

The conflicts with the tourists appear especially at night, when at local housings, tourists and especially younger people, show their anti-social behaviour, and do not respect the people who have the right to sleep and rest, and work on the next day. This excessive tourist wave also provokes problems related to commerce, which is now more modern, standard (similar to other cities), more expensive and restricts the access for residents. As a last, and more serious, are the expulsions of the residents, who are more and more left without homes due to the evictions, the increasing rents, the real-estate pressure and the impacts of the already mentioned problems (noise, hygiene, mobility, security, etc.).

**5. How do you help solving recent conflicts between locals and the government? How often do you meet with the authorities to discuss what is going on within the framework of tourism and its impacts on the area? What is in fact discussed during those meetings?**

AMBA has especially acted in the following ways:

Supporting residents with their complaints, by promoting and collecting signatures, and petitions relating to the most important topics (noise, urban hygiene, security, etc.).

Actively intervening at municipal and parish assemblies, executive meetings with the city municipality and the parish council, meetings with PSP, PM, EMEL, commerce associations, etc; and at media and social networks in order to alert the authorities and the public about what is happening in Bairro Alto.

Sensitizing the residents to act, and educate them which means to use in order to defend their rights (complaints, claims, petitions, interventions, etc.), and keeping them informed about the alterations that arise.

**6. What is your opinion about the tourist experience in Lisbon? Do you think tourists are aware of the real problems affecting locals when visiting Lisbon?**

In my opinion most of the tourists are still not aware of their impact, but there are clear signs of how Bairro Alto is losing its characteristics which turn it so unique and which make tourists visit it. This phenomena, which is more and more alerted by AMBA, arises because it is destroying the human and cultural heritage of the neighbourhoods; once you lose it, it is hard to recover. And in medium term it will be a place which will lose the interest of the ones who visit us, because it is turning into a similar place to others which already exist, and therefore do not deserve to be visited a second time. This risk exists, and more and more tourists will start understanding this.

**7. Bairro Alto is a part of Lisbon, which is known for its nightlife, and tourist attraction. How do the “Lisboetas” deal with this situation? And how do tourists experience this confrontation?**

For the biggest part of the Lisboeta youth (it becomes increasingly difficult to live in Lisbon), Bairro Alto is a place for night-time entertainment, where they go, especially on weekends, to have dinner, to have a drink, to socialize and have fun. They do not seem

very preoccupied with this modification which is destroying the historical centre of the city. Other Lisboaetas, less younger, feel this modification and do not like it, what in turn makes them avoiding and visiting these places at night. For tourists I would say, the phenomena is similar in terms of frequenting (younger people at night and less younger people by day), and they do not really feel the confrontation because most of the Lisboaetas still do not oppress tourists and instead, continue to take advantage of tourism for labour (although precarious and with low salaries) and commerce.

Many thanks for your attention and collaboration with this study!

---

***Data Protection:***

*I hereby declare that all your responses will be used in the context of the dissertation. The responses will be cited and exposed in the dissertation, and will not be used for any other purposes.*

---

*16.02.2019, Lisbon*