Destination Branding: Focusing on Events Contribution on an Urban Level

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Abstract

Today’s tourism sector is one of the fastest-growing sectors in the world and that has greatly influenced destinations. The recent development in the use of events to build, reinforce, and increase destination branding has received huge recognition.

This paper examines the engagement of public and private stakeholders in creating or building the brand of Cape Coast as a destination. It is important to have all various stakeholders to understand the vision towards a common goal. This is because to build destination branding the brand needs to replicate the authenticity of the identity of the destination which in turn will assist in differentiating its goods and services from other competitors. Destination branding is seen as an important strategic tool for tourist destination since it underlines the huge significant contributor to the economic development and market opportunities.

Cape Coast city is known for its attractions which is visited by both international and domestic tourists. The aim of this research is to explore how stakeholders can contribute in creating Cape Coast’s destination brand by using events. To achieve this aim, this research uses a qualitative method in the form of telephone interviews, which were conducted with representatives of the tourism sector in Cape Coast, Ghana. The collected data were analysed by using content analysis. The findings proved that there is a lack of continuity from the government, that there is inadequate brand communication among various stakeholders. Furthermore, this research brought to light that there is a need for product diversification and inadequate infrastructure in Cape Coast.

The overall research openly gives an insight concerning the importance of destination branding, roles of stakeholders, events contribution to brand identity, diversification of products, communication platforms, and challenges of branding a destination in Cape Coast.

Keywords: Branding, Destination, Stakeholders, Identity, Event, Cape Coast
Declaration

I, Henrietta Acheampong, hereby declare that this dissertation is my contribution. All other patrons have been acknowledged in the text and listed in the reference section.

Sincerely

Henrietta Acheampong
Acknowledgement

Firstly, I would like to thank everyone who supported me in making this project successful. A special thanks to my supervisor Saeid Abbasian who encouraged, directed, and motivated me.

I would also like to thank Christian Widholm for his assistance and direction on the literature review.

Lastly, my family and friends who were patient enough to believe, support, encourage and contribute to this project during this whole period of Covid-19.
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<tr>
<td>DMOs</td>
<td>Destination Marketing Organisations</td>
</tr>
<tr>
<td>GTA</td>
<td>Ghana Tourism Authority</td>
</tr>
<tr>
<td>VFR</td>
<td>Visiting Friends and Relatives</td>
</tr>
<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
</tr>
<tr>
<td>UNWTO</td>
<td>United Nation World Tourism Organisation</td>
</tr>
<tr>
<td>ETC</td>
<td>European Travel Commission</td>
</tr>
<tr>
<td>WTTC</td>
<td>World Travel and Tourism Council</td>
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</table>
1 Introduction

This chapter of the introduction will present the background, the tourism sector in Ghana, the study area of Cape Coast, problem statement regarding the study area of the research, aim, and three research questions. Afterwards, the delimitation and disposition of the study will also be explained and shown.

1.1 Background

The growth of the tourism sector is tremendous, and it been seen as one of the fastest and largest sources of the economic movement worldwide (Hosny et al. 2010). Numerous developing countries are moving towards the tourism sector because of its contribution to the country’s economic growth (Fadil and Ismail, 2014). Various stakeholders within the tourism sector pursue the aim of attracting visitors and tourists through differentiating and by promoting goods and services in this current global competition, however, expanding marketing and sales are more of utilising brand as one of the major tools (Hosny et al. 2010). The tourism sector has developed and increased quickly and so doing, it has changed economies, communities, and organizations globally in terms of market opportunities (Pereira et al. 2018).

According to Hosny et al. (2010), the prominence of various tourism destinations into the market have immediately forced all destinations to compete in the battle at the global stage to win numerous tourists markets and has at the same time pushed destinations to develop strong, unique, and competitive destination brands. Paskaleva (2007) argues that city tourism has now become a strategy for creating quality goods and services and sustainable management which aims to attract responsible tourists, developing competitive that brings a comparative supply to meet the tourists and visitors needs and wants with a positive contribution to the growth of and well-being of their residents.

Branding is seen as the utmost significant when it comes to placing down the marketing strategy in products, services, and companies (Cela and Kasapi, 2017). A city can equally be branded because cities own a collection of features, for instance, art, culture, heritage, and resources that can assist to connects the city to a multifaceted identity that exists in the minds of customers. These features succeed in working together to create a differentiating image in the minds of customers since a brand represents what exists in the minds of customers and not what the marketers anticipate to presents across the brand (Cela and Kasapi, 2017). Collected works of literature on branding a destination indicates that the roles of stakeholders are very important in communicating the brand message and portraying positive images to tourists or visitors.

Chalip and Costa, (2005) highlights that the phenomenon of using events to build and support destination branding has obtained recognition because sports events, historical events, cultural events, to mention few examples, are frequently been used to create destination branding. Destination branding here refers to “the conveys promise of a memorable travel experience that is uniquely associated with the destination” (Ritchie et al. 1998, p. 17). This study aims to explore how stakeholders can contribute to creating the destination brand, Cape Coast, by using events.
According to Skoultsos and Tsartas, (2009), events can have a positive influence on tourism, economy, society, and culture of the hosting area. Besides, an event creates revenue for the area, and provides employment, contributes to tourism as a tool for destination marketing and promotion by increasing awareness of the region or city. Furthermore, events act as a facilitator to create new accommodation and tourism infrastructure (Skoultsos and Tsartas, 2009). Events assist in strengthening the brand identity of a destination since brand identity is the heart of the brand and signifies what the brand stands for, what it offers, what it means, and what makes it unique or outstanding (Kapferer, 2004; Fadil and Ismail, 2014). Therefore, the engagement of stakeholders in creating or building city destination branding is very important as it ensures that the destination may be sustained in a long-term run.

1.2 The Tourism Industry of Ghana

The Republic of Ghana is situated in West Africa on the Gulf of Guinea and the Atlantic Ocean to the south, Togo to the east, Burkina Faso to North, and Ivory Coast to the west (see figure: 1).

![Figure 1](https://www.kulturstudier.se/lander/ghana/)

**Figure 1:** A map of Ghana displaying the study area: Cape Coast, the capital city of Ghana (Accra), other cities in Ghana, and neighbouring countries.

**Source:** [https://www.kulturstudier.se/lander/ghana/](https://www.kulturstudier.se/lander/ghana/)
Ghana means Warrior King which is derived from the ancient Ghana Empire (Ayeh, 2015; WorldAtlas, 2020). During the colonial period, Ghana was known as Gold Coast because it was, and still is, best known for its gold. Ghana also exports diamonds, timber, cocoa, electricity, manganese, and bauxite (WorldAtlas 2020). According to the World Bank report from 2018, the country has a total land size of 238,533 km² and has a population of approximately 28 million which is made up of over a hundred ethnic groups and indigenous languages. Ayeh, (2015) remarks that Twi is the common language spoken by a majority of Ghanaians. However, English is the official language and the country is seen as a free democratic and stable country in West Africa. Ghana as a country experienced strong economic growth at the turn of the millennium, which pushed it into a lower middle-income group of the countries (WorldBank, 2018). The World Bank (2018) claims that tourism has provided a significant source of foreign exchange by contributing to the government’s tax revenues and assisting economic development.

Ghana Tourism Authority (GTA) highlights that international tourist arrivals have increased from 580,000 in 2007 to 980,141 in 2017 and the World Travel and Tourism Council (WTTC) indicates that in 2016 the tourism industry in Ghana has contributed 3% (US$1,000.3 million) of Ghana’s Gross Domestic Product (GDP) and directly and indirectly employs 393,000 individuals within the hotels, restaurants, travel trade, entertainment, recreational, tourists sites managers, etc (Ayeh, 2015; WorldBank, 2018). According to Ghanaweb (2020), Forbes Magazine in 2011 displayed that Ghana is the 11th most friendly country in the world and the 43rd most peaceful country in the world. The reasons accounting for this ranking does include the fact that Ghana tourism is infused with colourful festivals, authentic history, historic sites, and the hospitable people. The outstanding tourism in Ghana includes the country’s rich cultural, fascinating historical heritage, tropical beaches, idyll, natural scenic beauty, and ecotourism features. As Ghana is the first place in sub-Saharan Africa where the Europeans arrived to trade, the country’s coastline is speckled with century-old European castles and forts (Ayeh, 2015). Additionally, Ghana became the first Sub-Saharan country to gain independence from colonial rule (Africa.Com, 2020). “AKWAABA” is an expression a tourist or visitor will hear numerous times as one travels around Ghana and it means “WELCOME” (TouringGhana, 2020). Ghana is a country of numerous cultures, tribes, religions, and languages. Consequently, Ghanaians are extremely proud of their culture and love welcoming visitors and tourists to integrate and mix in with their local customs and way of living so with that being said, this has created a great impact on the tourism industry (WorldAtlas, 2020).

Ghana Statistics Services (2017) states that Ghana is Africa’s topmost cultural destination and, that the country receives a higher number of tourists visiting Africa for cultural purposes. Having mentioned this, the main purpose of international tourists arriving in Ghana is for leisure, for recreational purposes and holidays, for business and professional reasons, visiting relatives and friends as well as for health treatments among others. Ghana Tourism industry has arisen as one of the largest and fastest-growing economic areas in the country and this development has been fostered by a combination of factors such as rising income levels,
changing lifestyles, growth of diverse tourism infrastructure and policy and regulatory support by the state (Ghana Statistics Service, 2015).

Social ties are very important for Ghanaians. It, therefore, comes as no surprise, that domestic tourism mainly constitutes of Ghanaians travelling to visit friends and relatives (VFR). This remains the dominant purpose for both domestic and outbound travel of Ghanaians. Furthermore, education, religion, festivals, and festivities contribute to domestic and international travels undertaken by Ghanaians (Ghana Statistics Service, 2015).

1.3 Case Study Area, Cape Coast

This research study focuses on Cape Coast, a city located in the Central Region of Ghana in West Africa and the capital Cape Coast is the capital of Cape Coast Metropolitan District and it is positioned at elevation 21 meters above the sea level (WorldAtlas, 2020). Cape Coast is situated on the south part of the Gulf of Guinea and the city has a population of approximately 169,894 inhabitants and the dominant language spoken is Fante (VisitGhana, 2020). According to Ghanaweb, (2020). Cape Coast is said to have an elite higher education institution and the area of the economy is dominated by tourism, mining, fishing, and agriculture. Cape Coast is seen to have the most beautiful coasts and a national park in the country.

![Map of Cape Coast](https://www.lonelyplanet.com/maps/africa/ghana/cape-coast/)

**Figure 2: Map of Cape Coast**

*Source: https://www.lonelyplanet.com/maps/africa/ghana/cape-coast/*
Tourism in Cape Coast is quite vast and diverse. The features that make it more attractive to visitors and tourists are its historical heritage, culture, and natural environment (Ghanaweb, 2020; VisitGhana, 2020). According to Ghanaweb (2020), Cape Coast is one of the most historical cities in Ghana and it was the centre of the British administration government during the colonial era. The city of Cape Coast became the capital of Gold Coast (Ghana) from 1700 until 1877 when the capital was then moved to Accra, where it has remained since independence (Ghanaweb, 2020). Cape coast is considered one of Africa’s most cultural and historical destination spots due to it being the former colonial capital of Ghana and as well as the largest slave-trading centre in West Africa (Lonely Planet, 2020). The city is famous for its palm-fringed beaches, rich natural attractions, and fascinating ancient forts and castles which were built by the early European traders (VisitGhana. 2020).

Cape Coast Castle, Elmina Castle, and Fort St Jago became part of the UNESCO World Heritage Sites during the 90s. However, other forts also serve as a strong reminder of the depth of Ghana’s heritage. These are, for example, Fort Good Hope, Fort Patience, Fort Amsterdam, Fort William, Fort Victoria & Victoria Park, and the Dutch Cemetery (Ghanaweb, 2020). The Cape Coast Castle is also one of the most visited tourist attractions in the city, followed by Elmina Castle. Cape Coast Castle was built by the Swedish in 1653 and named it Carolus burg, meaning Charles’ castle, after King Charles X of Sweden (Culturetrip, 2020). The city of Cape Coast became the first Sub-Saharan Africa to have catholic churches and for that reason, numerous Africans in the diaspora see the forts and castles as a blessed site because it gives visitors from the diaspora the feelings of how their forefathers were handled before being transported to the Americas (Ghanaweb, 2020: VisitGhana, 2020)

A further attraction, which is widely visited in Cape Coast is the Kakum National Park as the only rainforest in the country, the park covers an area of 360 square kilometres. The major attraction of the forest is its canopy walkway, which attracts numerous of both domestic and international tourists (Ghana Tourism Authority, 2020). The canopy walkway is always highlighted on environmental education and it is recognized as significant and recreational to both international and domestic tourists and locals (Ghana Tourism Authority, 2020). (See Figure 3). Kakum National Park has the highest number of tourist arrival in the city of Cape Coast, with approximately 55.3 % of the total visits. Cape Coast Castle, as the second-best attraction, records roughly 23.1 % of all visits and Elmina Castle accounts for 18.6 % of visits and is the third most visited attraction (Ghana Tourism Authority, 2020).
A destination is seen as a brand when it offers visitors or tourists an outstanding and unforgettable experience that can be attained in any other destination. With that being said, destination branding should be built on the extremely significant characteristics and values of a destination and as such, be more interesting and appealing to the target audience (Šipragić, 2013). Stakeholders must engage in building Cape Coast destination branding because most of its tourist attractions such as forts and castles, national park, as well as cultural and business tourist attractions have their roots from the Dutch, Portuguese, Swedes, Danes and British influences on the city. This influence persists in the forts and castles, churches, schools, cemetery, street names, and family names (VisitGhana, 2020). The foundation of branding a destination should be the stories of the destination as it helps the destination to be alive, inspire people’s imagination rather than just describing the destination and it does create a sense of how visitors and tourists feel about the place (UNWTO, 2009).

<table>
<thead>
<tr>
<th>Year</th>
<th>Kakum National Park</th>
<th>Cape Coast Castle</th>
<th>Elmina Castle</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>361,067</td>
<td>97,595</td>
<td>81,677</td>
</tr>
<tr>
<td>2012</td>
<td>464,487</td>
<td>109,913</td>
<td>92,462</td>
</tr>
<tr>
<td>2013</td>
<td>165,487</td>
<td>85,898</td>
<td>73,83</td>
</tr>
<tr>
<td>2014</td>
<td>159,815</td>
<td>68,655</td>
<td>58,113</td>
</tr>
<tr>
<td>2015</td>
<td>130,114</td>
<td>61,456</td>
<td>43,891</td>
</tr>
<tr>
<td>2016</td>
<td>131,327</td>
<td>74,444</td>
<td>44,574</td>
</tr>
<tr>
<td>2017</td>
<td>129,61</td>
<td>61,210</td>
<td>37,149</td>
</tr>
<tr>
<td>2018</td>
<td>136,780</td>
<td>75,304</td>
<td>65,031</td>
</tr>
<tr>
<td>2019</td>
<td>140,675</td>
<td>88,124</td>
<td>69,544</td>
</tr>
</tbody>
</table>

Table 1: Number of tourist’s arrival to the three most attractions in the city of Cape Coast (2011-2019)  
Source: Ghana Tourism Authority (GTA, 2020)
1.3.1 Problem Statement

A brand is seen as an important tool used to attract and maintain consumers through the promotion of lifestyle, values, and prestige. Similarly, it provides information to consumers about product quality and other characteristics (Ukaj, 2016; Xu et al. 2011). Every marketer has realized that the function of branding goes way further in identifying goods and services to consumers. The ability to develop, maintain, enhance and protect a brand is one of the most important chores within the marketer’s responsibilities and is now seen as a part of a business’ strategy (George and Almeyda-Ibáñez, 2017). According to Dinnie et al. (2005) branding allows an organization to develop a unique and useful identity. Branding a destination has been an undertone of a strong image that is used by stakeholders or DMOs to increase distinctiveness and competitive advantage and is furthermore a way to express a relationship between a product and consumer (Ahonen and Saraniemi, 2008). A brand’s main task is to signify a vast thought, a practice of beliefs that a consumer can consider it as useful and unique, lastly it also creates positive experiences in a consumer’s mind (Dinnie et al. 2005). In this framework, it is worth mentioning that destination branding is one of the concepts that assist in guiding a brand appraisal of a tourism destination (Pereira et al. 2018). Establishing destination branding is a significant marketing strategy tool for a tourism destination because it highlights the dissimilarities among destinations, and it helps build market opportunities.

Huo (2017) pinpoints that, a destination is seen as amalgams for tourism goods and services which is provides a combined experience to tourists or visitors. The author further demonstrates that marketing strategies within a destination has multiplied effectively in numerous cities, countries and regions, and this has contributed to economic development in these communities and increased competitive advantage of the tourism market (Huo, 2017). Additionally, destination branding is important for a destination to be able to be identify and differentiate the various options when considering the target market (Huo, 2017). Ahonen and Saraniemi (2008) explains that, a majority of the case studies concerning destination branding are however written by practitioners who have been involved in the processes of branding and therefore, discussions have always been focused on brand development. There is lack of description of destination branding available in the literature, but research done on destination branding has been typically focused on communicating the brand message, a long-term commitment of creating an identity and how the core values can connect to the destination sense of place (Ahonen and Saraniemi, 2008). The authors highlight that, the form of destination branding is more like a corporate brand rather than just product branding (Ahonen and Saraniemi, 2008). In destination branding, there is no clear owner, but rather there are numerous of stakeholders who are involved in developing it (Huo, 2017; Ahonen and Saraniemi, 2008). Researchers explains how the power of stakeholders in the authority does influence destination branding process even with the absent of collaboration and agreement between the various stakeholders (Ismail and Yusof 2014). It has been argued by the authors that, a majority of the research studies regarding destination branding has heavily focused on the demand-side perspective rather than the supply-side (Go and Konecnik, 2008).

Ismail and Yusof (2014) mention that, a brand identity which is part of the significant elements or components of destination branding process should express the meanings and values to the
local communities in that specific destination because these meanings and values originate from cultural, historical, social, geographical components and so these may improve tourist or visitors positive experiences presented by the local communities, who settled and work. Cape-Coast is no exception to this. According to UNWTO (2009, p. 20) destinations can use events to build or strengthen their brand because an event is powerful in fastening and can guide in transforming a destination image. According to Ghanaweb, (2020) Cape Coast is the main tourism hub in Ghana, one of Africa’s most culturally substantial spots and highly historical cities in Ghana (Lonely planet, 2020).

Šipragić and Rakita (2013) stated that destinations deal or offer contain a specific attractiveness of the location which has the most important attracting power for different categories of customers, and it is a mixture of products and services provided by various stakeholders at the destination. Ghanaweb (2020) highlights that Cape Coast’s pull factors are its attractions and these attractions are castles, forts, parks, and museums. Therefore, tourists or visitors do not stay overnight at the city after visiting these attractions, but rather travel back to the city of Accra, which is roughly a 2-hour drive away from Cape Coast. This fact is affecting the economic aspect of the tourism industry in the city of Cape Coast. Furthermore, when tourists arrive in the city, they neither get enough time to interact with the locals to have the authentic experience of their culture as a whole nor get the essence of the place. In this regard, by using events to assist in building destination branding of Cape Coast, it will allow tourists or visitors to get the actual cultural essence of the destination. Ghanaweb (2020) remarks that 2017 statistics indicated a reduction in numbers of both international and domestic tourists in Cape Coast and this was due to poor infrastructure and lack of destination products and this resulted in low revenues and locals being jobless since majorities of the locals depend on the tourism sector.

According to Getz (2007) events can be used to develop destination branding and marketing strategy to recognize all the potential economic benefits and show the positive effects for the destination and the community. Events can serve as an attraction that will motivate both the local and non-local visitors and it can increase their spending and the time they stay in the destination (Getz, 2007). Meanwhile, using events to build destination branding has the advantage of creating job opportunities for the locals, attracting people who may not have to visit the place, and can also encourage people to repeat their visit to the destination. Cape Coast city has the potential to increase tourist visits, therefore, stakeholders should comprehend how the city should be branded. Public and private stakeholders coming together to build destination branding will generate advantages, for instance, solid collaboration among various stakeholders and tourism agencies to market and promote the destination, stakeholder’s engagement, education, and contributions to the sector, sustain and increase the destination revenues.

1.3.2 Purpose of the Study
The aim of this research is to explore how stakeholders can contribute to creating Cape Coast destination brand by using events.
1.3.3 Research Questions

1. Why Cape Coast should have its own brand identity?
2. What are the roles of stakeholders in building a destination brand of Cape Coast?
3. What could hinder stakeholders in the creation of a durable destination brand?

1.3.4 Delimitation

Delimitations present the scope of the study. The main concentration of this study is about destination branding on a city level and the city in the focus of the study is Cape Coast. The study emphasis how stakeholders can contribute to creating Cape Coast destination brand by using events. The interviewees who participated in this study were both public and private stockholders within the tourism sector who are working in the corresponding destination branding. This study essentially focuses on components of destination branding, stakeholder’s management, brand identity, and brand communication of Cape Coast. The study is delineated to examine stakeholders performing in the destination branding of Cape Coast at a city level.

1.3.5 Disposition of the Dissertation

This paper is divided into six sections to give the reader a structured view and understanding while reading. First of all, the introduction section gives the reader is generally introduced to the background of the paper, tourism in Ghana, study area, problem statement, the aim of the study, and the three research questions. The method chapter which follows presents descriptions and discussions of the approach, methods, including, the collection of data and analysis used in the paper. Additionally, the author presented validity, reliability, and ethical errors and methodological dilemmas.

The third chapter covers the literature review of the obtainable and current literature concentrating on the concept and topic of destination branding, previous research on destination branding, destination stakeholders and event with the assistance of applicable models, framework and description are presented. The next chapter presents the results or findings which is based on the interview conducted research in Cape Coast. Chapter five provides the analysis which is the cross-case analysis of the empirical data and the empirical results or findings are then compared and discussed with regards to the earlier researches to be able to answer the three research questions. Lastly, the final chapter presents the conclusions of the paper and this chapter obtains the conclusions based on the research by drawing a connection to the aim and the three research questions. Thereafter, the paper concludes by proposing an approach of recommendation, and further research for destination branding.
2 Methodology

In this chapter, the author presents the reader with information regarding the method used in this study and all through the gathering of and the analysing the data. Furthermore, the author provides an insight into how the data was collected and analysed, validity, reliability, and lastly, ethical problems were also deliberated.

2.1 Research Design

According to Islamia (2016, p. 73), there are four types of research design and these are: exploratory, descriptive, explanatory, and experimental. Exploratory approach will be used in this case because it is considered to be the primary stage of research and this research aims to gain insights into a phenomenon. Exploratory approach also applies to when there are no earlier studies to which references can be made for information. Exploratory approach is all about collecting primary or secondary data and using a formless format to understand them (Islamia, 2016, p. 73-74). Since there has not been any early research about stakeholder’s engagement in destination branding of Cape Coast, this is deemed as the best research approach for this study.

2.1.1 Quantitative versus Qualitative Methods

According to Johnson (2009), it is believed that once a researcher understands the fundamental research model, then he/she needs to select an appropriate approach to examine the topic of interest. Quantitative and qualitative are the two main research methods. Quantitative research stipulates numerical assignment to the phenomena under study, while qualitative research produces narratives or textual descriptions of the phenomena under study (Johnson, 2009, p. 7). Bryman (2012, p. 35-36), explains that quantitative research can be understood as a research strategy that emphasizes quantification in the data collection and analysis that involves a logical approach to the relation among the theory and research and in contrast qualitative research can be interpreted as a research strategy that typically emphasizes words rather than quantification in the data collection and analysis.

Muijs (2004, p. 1) defines quantitative research as: “explaining phenomena by collecting numerical data that are analysed using mathematically based methods (in particular statistics)”. When one thinks of quantitative research what comes to mind is statistics, numbers (Muijs, 2004). In other words, qualitative is defined as an “examination of variable or phenomenon in a deep comprehensive manner” (Muijs, 2004). The author argues that qualitative research is “used to gain an understanding of underlying reasons, opinions, and motivations and at the same give insights into the problem and helps to develop ideas” (Sinaga, 2014).

Bryman (1984, p. 78) mentions that qualitative research “is considered to be much more flexible than quantitative research in that it emphasizes discovering novel or unanticipated findings and the possibility of altering research plans in response to such serendipitous occurrences”. According to Muijs (2004), qualitative research is an umbrella term containing a varied range of methods which include: case studies, interviews, discourse analysis, and ethnographic research. Furthermore, the author implies that quantitative research is described as “realist” or “positivist” whereas qualitative research is viewed as “subjectivist” (Muijs, 2004). Similarly, quantitative and qualitative research are seen as a useful combination in mixed methods designs,
which can frequently produce a lot of valuable information. It is also understood that qualitative research offers most depth and less range and quantitative provides an explanation and the main key lies in the research design and what variables are collects.

2.1.2 Similarities and Differences between Qualitative and Quantitative Method

Qualitative research is concerned with “Why” whereas quantitative research is concerned with “What” (Creswell, 2009). Creswell (2009) states that it appears quantitative research examines the relationship among variables, such as the dependent, independent variables, and inessential, whereas qualitative research is to explore the sense of the people’s experiences, the sense of people’s culture, and how people see a specific case. The overall differences between quantitative and qualitative methods are summarised below. (See Table 2).

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<th>Quantitative</th>
<th>Qualitative</th>
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<tbody>
<tr>
<td></td>
<td>Deals with statistics and numbers</td>
<td>Deals with descriptions and observation</td>
</tr>
<tr>
<td></td>
<td>Data can be measured</td>
<td>Data can be observed but not measured</td>
</tr>
<tr>
<td></td>
<td>Interview forms are closed-ended questions</td>
<td>Interview forms are open-ended questions</td>
</tr>
<tr>
<td></td>
<td>Objective</td>
<td>subjective</td>
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<tr>
<td></td>
<td>Sample population is large</td>
<td>Sample population is small</td>
</tr>
<tr>
<td></td>
<td>Mainly use hypotheses</td>
<td>Use hypotheses or research questions</td>
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<tr>
<td></td>
<td>Structured</td>
<td>Semi-structured or unstructured</td>
</tr>
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</table>

Table 2: The differences between quantitative and qualitative research (Bryman, 2012; 2016)

Even though the data produced by both research methods are extremely different from each other, similarities do exist among quantitative and qualitative research tools. Bryman (2016, p. 31-36) implies that similarities between quantitative and qualitative comprise of collection of large data, despite their differences, both research method can answer research questions, both approaches argues for the significance of transparency and are concerned with a variation. Besides, quantitative and qualitative research attempts to prevent errors and address the questions of errors (Bryman, 2016, p. 31-36). Quantitative method is seen as an umbrella that deals with a variety of research and qualitative research also seen to be a primary idea under which various type of problems may be placed with that being said, both research methods have advantages and disadvantages (Rahman, 2016), which will be elaborated in the following chapter.
2.1.3 Advantages and Disadvantages of Quantitative and Qualitative Methods

Kurdziel et al. (2018) states that quantitative and qualitative methods are both about exploring the phenomena. Although when it comes to qualitative analysis, the main aim is to gain direct experience within setting whereas quantitative analysis rather seeks to document occurrences actively. Similarly, qualitative research is considered to be an inherently exploratory endeavour, possibly for creating new meaningful ideas and theories. Kurdziel et al. (2018) indicates that quantitative data are most valuable when hypotheses and theories have already been established and are being evaluated.

Both quantitative and qualitative methods are commonly accepted in the analysis of numerous phenomena and so, these have created some discussion about the advantages and disadvantages of quantitative method. The advantage of using quantitative method allows the researcher to measure the data, quantitative findings are possible to be simplified to an entire population or sub-population as it deals with large sample. The authors further explain that the relationship among an independent and dependent variable are deliberated in details, so due to that the researcher is more objective about the findings of the research, quantitative method uses statistical analysis because it produces hard numbers and lastly, results from various types of individuals or settings is mainly used to develop a single explanatory model (Bryman 2012;2016; Creswell, 2018; Libarkin & Kurdziel, 2018; Rahman, 2016). However, quantitative method weakens to determine deeper fundamental meanings and explanations, the quantitative method overlooks the respondent’s experiences and perspectives in highly controlled settings since there is a lack of a direct link among researchers and the participants when collecting data (Rahman, 2016).

In contrast, the authors state that qualitative method is an unconstrained approach to studying phenomena. Furthermore, the authors express that in qualitative method the interpretation is frequently constructed on manipulation of raw data and this is therefore tied directly to the data source. Having said that, qualitative method provides a more detailed gain and rich data and indicating that problems can be studied in great detail. The author implies that qualitative method makes use of participant-observation, direct observation, unstructured interviews, describing records which is usually used in the collection data because during the data collection researchers interact directly with participants in the data collections through interviews so with that being said collecting of data is seen to be subjective and detailed. (Kurdziel et al. 2018; Rahman, 2016). However, qualitative method is seen to be very time consuming which can last for months or years and this can generalise the results, the researcher interprets the research according to his or her own view meaning that the individual beliefs of the researcher may shape the data interpretation (Kurdziel et al. 2018; Rahman, 2016).

2.2 Research Method

This research is solely based on primary data because primary data is data, which has been collected first-hand and it has not been published yet. Primary data is furthermore more reliable, authentic, and objective. Nonetheless, primary data can assist in obtaining additional data
during research. (Kabir, 2016). The purpose of this research is to explore how stakeholders can contribute to creating Cape Coast destination brand by using events. Thus, qualitative research method will be used in this research since it strives to understand phenomena and situations as a whole (Patton, 1980, p. 40). Consequently, the author or the researcher tries to comprehend the unifying nature of specific settings and this is based on perspectives developed in phenomenology (Patton, 1980, p. 40-44).

Furthermore, qualitative research method was chosen since it allows the author to ask questions that will specify an in-depth interpretation. (Kabir, 2016). Veal (2011) mentions that qualitative research is the method of gathering data and conducting analysis by using quality information in the form of images, words, and sounds to get a more detailed understanding about a number of participants. Rahman (2016) explains that qualitative research method aims to discuss the ‘how’ and ‘why’ of an agenda and learn to use unstructured methods of data collection to fully explore the subject. Similarly, the author further indicates that qualitative research method is categorised in open-ended question which mainly focuses on group discussions, interviews, and focus groups (Kabir, 2016). Additionally, qualitative research method is considered to be expensive, time-consuming but also good for further exploring results. Qualitative data collections method includes focus groups, group discussions, interviews, participant observation, surveys, films, conversation, questionnaire, documentary research, images, videos and mainly qualitative questions are open-ended (Creswell, 2018; Rahman, 2016; Kabir, 2016; Aborisade, 2013; Patton, 1980).

2.3 Data Collection Method

Kabir (2016), Creswell et al. (2018) imply that data collection is one of the most significant steps when conducting research. It is mentioned that data collection is considered to be a demanding task because it needs to go through planning, patience, perseverance, hard work, and many more paths to complete the mission effectively. Kabir (2016) claims that collecting data begins with determining exactly what type of data is needed, by the selection of a sample from a population and by determining what kind of tools are used in collecting the data from the selected sample. Additionally, the author further explains that the main goal of data collection is to capture the quality evidence and then translates it into rich data analysis (Kabir, 2016).

Interview is a form of data collection because interviewing comprises in asking questions and receiving answers from participants of a research (Kabir, 2016). Creswell et al. (2018) explain that interviewing has various forms. These include face-to-face interviews with those participants, telephone interviews, or other electronic devices (phone), focus groups interviews with six to eight interviews in each group, and E-mail internet interview. The authors further highlight that, these interviews can be unstructured, structured, and semi-structure (Creswell et al. 2018, p 187-188; Kabir, 2016). Bradley and Harrell (2009) state that there are various ways interviews can assist in obtaining data such as gathering opinions, perceptions, attitudes, and background information (expert knowledge, facts, descriptions of processes).
A semi-structured in-depth interview will be suitable for this research because it allows for more flexibility as the researcher involved in having a set of guide questions that will help in keeping the interview on track and allows the participant to speak freely regarding the topic. According to Bradley et al. (2009), the researcher can follow up topics of interest during the interview without having to follow the structured set of questions. A semi-structured interview allows the researcher to collect detailed information and this is mainly used when one wants to explore deeper into a topic and to understand thoroughly the answers provided (Bradley et al. 2009).

Almeida et al. (2017) highlight that semi-structured interviews provide rich information and present the opportunity to ask questions, probe additional information, justify previous answers, and create a link among several topics. This type of interview provides a comfortable atmosphere in which people may feel more at ease to create a conversation. Kabir (2016) argues that semi-structured interview are frequently open-ended questions and since discussion may be at variance or deviate from the interview guide, it is always advisable to record the interview and later transcript these recordings.

### 2.3.1 Participants in the Study

The participants for this research are officials’ representatives which are classified from the public stakeholders (Regional Government) involved in tourism, private stakeholders (Agencies) involved in tourism in Cape Coast, and local stakeholders (Assembly associations) involved in tourism in Cape Coast. These officials’ representatives include host communities, hotels associations, tour operators, tourism initiatives or enterprises, and regional governments. The destination stakeholders were selected based on their duties, ranking, and their interests in creating a destination branding in the case of Cape Coast. According to Morrison (2013), destination stakeholders are “groups and individuals that have a direct or indirect interest in the management of a tourism destination” (Morrison, 2013, p. 23). Furthermore, the first choice is to interview officials’ representatives that are involved in destination branding and as well as representatives that have details/information concerning the tourism plan as a whole.

### 2.3.2 Procedure for Choosing the Participants

Purposive sampling was used in selecting the participants. According to (Bakar et al. 2014) purposive or judgmental sampling is the most appropriate sampling procedure for qualitative research because it is specifically involved in choosing participants for an exclusive situation. So, with that being said, this sampling procedure uses the judgment of an expert in selecting cases or the researcher chooses cases with a specific purpose in mind. To find organisations and associations that will be suitable for this research, the first step was to make a criterion or standard whereas, all organisations and associations of the tourism industry in Cape Coast that were appropriate for the profile were selected. A second selection was done whereby the organizations and associations were contacted through telephone, email, social media platforms, and webpages to ask the purpose of their organisation and association.
The second stage of selection was significant as there is no national register to double-checking some of these organizations and associations, furthermore, there is a possibility that certain organisations and associations may no longer be functioning or could have possibly changed due to general non-existence of information. The third step was to select the organisations and associations that qualified for the second stage. Meanwhile, due to political power reasons, there is also a change or rearrangement of the top and the bottom officials within the organisations and associations. Consequently, the regional head who have stayed in the organisation for a minimum of 3 years were chosen. The selected potential interviewees will be approach or contact through telephone, and emails gently asking them to participate in the research. The number of 15 organisations and associations will be contacted to be interviewed. Bakar et al. (2014) mentions that purposive sampling main goal is to get a deeper understanding of a particular type of cases and not to generalize the finding. Additionally, the author further explains that purposive sampling is very useful for a case study in three situations and these include: when a researcher wants to choose unique cases that are especially informative when a researcher would like to choose members of a difficult-to-reach, specialized population, and lastly, when a researcher wants to identify particular types of cases for in-depth investigation (Bakar et al. 2014, p. 32).

2.3.3 Data Collection Tools
The researcher used quite a number of data collection tools which are: laptop, telephone, notebook, pen, interview guide, and audio recording instrument or app. A telephone was used to record the interviews regarding this research. Telephone interviews produce almost the same data as face to face interview, however, a telephone interview may be cheaper and faster than face to face interviews for one to conduct because of the use of fewer resources and it allows the researcher to clarify questions and do not have to require any mastery skills (Kabir, 2016). Telephone interviews allow some flexibility since it is reciprocated between the respondent and the researcher in way of creating a decent character in order to obtain sufficient data or information and be in line with questions in a good manner, however, it can potentially end up being bias having to make repeated calls as calls may not be answered, bad connection, etc. By respondent’s permission, the telephone interviews were all recorded and noted down which will assist the researcher in gathering all the corrected data collection and transcribing (Dumay and Qu, 2011). According to Kabir (2016), it is good to record interviews and later transcript because it can be difficult to focus on conducting an interview and jotting notes at the same time and this might result end up in a weaken notes and detract for development of the research between the interviewer and interviewee.

2.3.4 Data Collection Procedure
Kvale (1996) requires that the interviewees be provided with a context for the interview before and a debriefing afterward. The briefing should define the situation for the subject, briefly explain the purpose of the interview, and ask whether the interviewee has any questions before starting the interview (as cited in Dumay and Qu, 2011, p. 250). Earlier, before the interviews took place, the interviewees were informed through emails and telephone by providing them
with a brief summary of what the study is about and asking them if they would want to take part and if it was okay to record. All interviewees agreed to the requested approach. All the interviews were conducted in English without any interpreter. The data collected from the interviews were documented into written frameworks and that the answers from the interviewees were parted into different themes and all these were connected to the literature review.

According to Ahrens and Dent (1998), once access is granted, the task of gaining interviews with busy managers, for whom time is at a premium, is significant. Interviewees must be put at ease so that they will speak freely, as it is off the record, even though the author is taking notes and openly recording the conversation (as cited in Dumay and Qu, 2011. p. 248). Furthermore, Hannabuss (1996) advocates four important interviewing skills and these are:

- The first is establishing rapport with interviewees.
- Secondly, the interviewer must learn ways to keep the discussion going and, more importantly, avoid questioning which dampens the discourse. For example, avoid asking questions with one-word answers that stop the flow of the interview or using jargon, abstractions, “loaded questions” and double negatives, that may puzzle or annoy the interviewee.
- Thirdly, the interviewer must know when to interrupt and learn how to focus and pace the interview.
- Lastly, the interviewer should adopt a non-judgmental attitude and foster patience so that moments of silence work on the interviewer’s behalf (as cited in Dumay and Qu, 2011. p, 248).

Similarly, Shensul et al. (1999) suggested that the quality of an interview can be maintained by paying careful attention to the following three principles and these are as follow: (1) maintaining the flow of the interviewee’s story; (2) maintaining a positive relationship with the interviewee; and (3) avoiding interviewer bias (as cited in Dumay and Qu, 2011. p, 248).

The main focus on this study was primarily on stakeholders’ engagement in building the Cape Coast destination brand and in this case managers, leaders, supervisors, and executives from both the public and private tourism sectors were the excellent source of such specific fundamental information to be provided. It is required that all the way through the interviews the study will be able to follow up on the interviewee's understanding of destination branding and how this has assisted them to achieve their purposes. Additionally, an interview guide was created with the framework from the literature to direct the interviewer to achieve this goal. As a result of this, all presented questions were grouped into themes (brand identity, stakeholders’ engagement and hindrance in building a destination brand) to construct it easy for the author in the process of transcribing the results or findings and deliver a well-defined overall structure of the interviews.

2.4 Analysis Method; Content Analysis
Ethnography, grounded theory, phenomenology, historical research, anthropology, content analysis, thematic analysis, action study, case study, and narrative analysis are well-accepted analysis research methods which are used to analyse text data in the qualitative research
In this research, content analysis has been chosen as the method which will be used in analysing the data collected. According to Knox and Hannam (2005) content analysis is an empirical technique that is utilise in counting, identifying issues, and interpreting the content of a text which is already been assumed to be important. Hsieh and Shannon (2005) claim that any research which uses qualitative content analysis mainly focuses on the characteristics of the language as communication with attention to the contextual meaning of the text or the content. The authors explain further that, Content analysis offers researchers a flexible, pragmatic method for developing and extending knowledge (Hsieh and Shannon, 2005). Using content analysis means one needs to create a coding frame and this is a set of themes into which materials can be assigned. Examples of possible categories could include the numbers, class, gender, and ethnicity of people represented in the material (Knox and Hannam, 2005).

According to Hsieh and Shannon (2005) content analysis has three different approaches and these are: conventional, directed, and summative, however, these three different approaches are used to interpret meaning from the content of text and data. Meanwhile, the main differences between the approaches are coding, schemes, the origin of codes, and threats to trustworthiness (Hsieh and Shannon, 2005). The authors further explain that in conventional content analysis, coding categories are derived directly from the text data, with a directed approach, analysis starts with a theory or relevant research findings as guidance for initial codes and summative content analysis involves counting and comparisons, usually of keywords or content, followed by the interpretation of the underlying context (Hsieh and Shannon, 2005). Directed approach will be used for this study because it is considered to the theory by examining the data in an empirical line of work (Hsieh and Shannon, 2005; Vaismoradi et al, 2018).

According to Vaismoradi et al, (2018) the transcriptions of interviews are usually considered units of analysis when data are collected using interviews, for instance, interview transcriptions are considered as the units of analysis. So, with that being said, when the entire interviews were conducted, the recordings were transcribed immediately to written text in the word document. The transcribed interviews were then read and reviewed by the author numerous times to get a clear understanding of the data collected from the various stakeholders. Meanwhile, the author pinpointed the sentences and phrases applied to the research questions and the purpose of the research. The phrases that were identified were assigned to a new word document to be shortened. Vaismoradi et al, (2018) states that the coding rule contributes to a clearer distinction between the main categories of the matrix, thereby improving the trustworthiness of the study and in this case, the author then developed a wide range of codes which were in line whereas relating it to continuous contrast. After rereading the transcripts numerous times, the author then developed sub-codes from the wide-ranging codes so afterward, the author inserted the codes together in other parts and provided them with the last or final codes that support the purpose of the study, research questions and the applicable literature.

2.5 Validity and Reliability

Validity and reliability are the main key aspects of every research because these two aspects can make a difference between good and bad research. They can also assist in assuring that
results or findings are credible and trustworthy. This is most vital in qualitative research (Brink, 1993). Brink (1993, p. 35) argues that there are several types of validity and several names have been used to describe the different types of validity. The author mentioned the two major types of validity, internal and external validity (Brink, 1993). According to Brink (1993, p. 35), internal validity is the term used to refer to the extent to which research findings are a true reflection or representation of reality rather than being the effects of extraneous variables”.

“External validity addresses the degree or extent to which such representations or reflections of reality are legitimately applicable across groups.

Leung (2015, p. 325) views validity in qualitative research as “relevance” of processes, tools, and data because if the research question is valid for the desired result, then the selected methodology is suitable for answering the research question, design is valid for the methodology, the sampling and the data analysis is suitable and lastly, the findings or results and conclusion are also seen as valid for the sample and framework. So, validity presents how the data collected is relevant because it assists the author to evaluate the information collected and other factors regarding the research (Cypress, 2017, p. 256). According to Cypress (2017, p. 256), the whole conception of reliability in and of itself is problematic. The author implied that the concentration of reliability in qualitative research lies with the consistency of the process and the findings or results. So, having to mention this, the author implies that, reliability is involved with the consistency, repeatability, and stability of the respondents as well as the interviewer's capacity to collect and record information truthfully (Brink, 1993, p 35; Leung, 2015, p. 326 ). The definition of reliability is “the ability of a research method to produce constantly the similar findings or results over repeated testing periods”, In other words, this obliges the researcher to use the similar methods attained the similar findings or results every time the author uses the methods on the similar topics or subjects (Brink, 1993). The author further explains that the researcher has developed consistent responses or ways in using the method and ranking its results and that factors involved the topic and testing the processes that have been managed to decrease the measurement inaccuracy (Brink, 1993).

The selected participants are the representatives of the people or inhabitants and generalization of the approximate truth of the conclusion of the study which is external validity, first, external validity is involved in generalizing so in this research numerous procedures were fulfilled by the author in order to assure the validity (Brink, 1993; Leung, 2015). The author made sure to add more deliberation to validity the research by conducting sixteen interviews. The participants that contributed to the interviews were from both public and private stakeholders within the tourism sector of the city of Cape Coast (tourism enterprises, travel and tour operators, local governments, hoteliers, tourism private agencies, host communities of the city of Cape Coast, air operators, event organizations and other organizations which are involved in the tourism services and products).

The results or findings can be generalised since the participants have a fundamental part in the tourism industry of Cape coast and are in control of the decision and the determination. To either generalize the results or findings, that decision is made by the reader. The author matched up the results or findings with the theoretical framework for a validity reason. Furthermore, all the sixteen interviews conducted were double-checked by the author to make sure that there were no sort of inaccuracy and so it will enable reliability to the completest (Cypress, 2017, p.
The interviews conducted by the author was unbiassed and did not mislead the participants to any sort of favoured responses. In this research with the phone recordings interactions, the reliability of the interpretation of the transcriptions can end up failing because if the author is unsuccessful to transcribe full stops, comma as articulated in the phone interview and mainly the critical information. These can create issues for the author in a way during the procedure of transcription, so the author needs to be more vigilant. According to Cypress (2017), The main goal of reliability is to reduce the errors and biases in the research. The authors transcriptions phone recordings from the interviews contained expression of pauses, overlap, full stops, and repetition of words and sentences and led to the author reading the transcriptions or texts numerous to be able to classify the themes and code.

2.6 Ethical Issues
Ethical issues have turn out to be one of the most significant issues in research activities. Anwar (2015) states that ethical issues are critical as it involves human beings, an entity or company as an object of the research. Meanwhile, in the processing of gathering the data one need needs to consider all features of ethical principles earlier before the research begins. Ethical issues in research as discussed by the author that, it is very significant as the research structure and conditions need participation from all parties and so that ethics turn out to be a guiding principle for the researcher to conduct the research and same time make sure that there are no parties who are in hurt or harm (Anwar, 2015, p. 24). Bell and Bryman (2007) highlight that experts have revealed four ethical issues, and these are ineffective informed consent, harm to participants, invasion of privacy, and deception.

All the interviewees were notified regarding the research interview meeting and were requested if they wanted to take part in the study investigation and they all agreed. Earlier before any start of the interview, the author asked for their consent to record the interviews or not and they in confidence agreed, however, the majority of the interviewee stated that it must be between the interviewer and the interviewees due to some information. Due to their organization purposes and political reasons in the country, the participant’s identities will be protected which means that their names will not be disclosed for confidentiality or be hidden for any sort of damage. Additionally, the author established the study questions with the help of the literature guidelines to attain the purpose of this research.

2.7 Methodological Dilemmas
Due to the pandemic or outbreak of Corona Virus or COVID-19, the author’s flights to London and Accra, Ghana were cancelled, and this already created a huge challenge in collecting the data. As a result of this pandemic, there was no face to face interview. According to Opdenakker (2006), face to face interviews provides a clear advantage of social cues such as intonation, voice, and body language. The author further explains that all these aspects contribute to giving the interviewer extra information that could be relevant and add to the verbal answers of the interviewees (Opdenakker, 2006). The distance was the key contributor factor as respondents and the author were in a different continent and this led to the second factor as the participants wanting to be anonymous due to their position in power within their organizations, besides,
respondents were careful with their answers and Participants postponing the interviews time and dates due to lockdown in the country.

Furthermore, in the process of conducting the interviews, there were some difficulties in gaining relevant information from the private stakeholders as they are less well-defined as compared to public stakeholders. The private stakeholders had individual ideas of what they thought of destination branding which is influenced by their personal needs. This critically affected the quality of the information gained from the interviews as some were contradictory and could not be supported.
3 Literature Review

In this part of the paper, the creation of destination branding will be presented. First, the concept destination, event, and branding will be explained. This is followed by an introduction into destination branding along with elements of destination branding and destination stakeholders. In addition, numerous case studies related to the topic was highlighted to support the concepts and models.

3.1 Definition of a Destination

A destination provides an amalgamation of tourism products and services, which are consumed under the brand name of the destination, offering tourists with a combined experience (Schutz et al. 2012). With a destination discussion, one needs to know about two main important deliberations. A destination have both psychological and physical characteristics, so with the physical characteristics, the image of a destination consists of a number of the physical attributes, attractions and amenities, buildings, landscapes and so on together with the perceptions associated with the locals, the atmosphere generated by being there, the sense of admiration, estrangement or other emotions by the place (Holloway and Taylor, 2006, p. 20).

Holloway and Taylor, (2006, p. 20) highlight that every destination has actual dissimilar appeals to different market because some people may like crowds, others may like isolation and find crowded beaches unbearable, however, it is privileged that the appeal of a destination is so varied, allowing opportunities for tourism to be developed in nearly any country and to almost any region: providing that it is focused at the appropriate market. According to Schaar (2013) “destinations are completed with both tangible and intangible assets and tangible assets may include geographical features such as beaches or mountains, historical sites, and attractions whiles intangible assets might include culture, customs, and history”. All consumers going to a destination are seeking to experience tangible or intangible features that are unusual from those they can be experienced at home (Schaar, 2013).

3.2 Typology of Events

Getz (2008, p. 403) comments that, “events are spatial, temporal phenomena and that each is unique since interactions among the setting, people, and management systems, including design elements and the program. Events are an important motivator within the tourism industry and numbers are obviously in the development and marketing plans of most destinations, therefore the functions and influences of planned events within the tourism industry have been well documented and are of significance for destination competitiveness (Getz, 2008). Events have been established in both the tourism industry and in the research community, so succeeding growth of this sector can only be described as spectacular (Getz, 2008). Skoultsos and Tsartas, (2009) pinpointed that, currently, events are commonly recognized as being wide-ranging of all planned events in an integrated approach to development and marketing. An event has a great
similarity with other special forms of tourism. Due to this, within event tourism, demand and supply sides needs to be analysed (Skoultsos and Tsartas, 2009)

The demand-side analysis needs to go assess who travels to events and what are the motives of those travellers because based on numerous researchers, there are various domains of event tourism motivation. Examples are an escape, novelty, family togetherness, socialization, excitement. From the supply-side perspective, events should be approached and managed efficiently to achieve positive influences and reduce the negative influences of hosting an event (Skoultsos and Tsartas, 2009). In the tourism industry’s perspective, Destination Marketing Organizations (DMOs) see events as highly valued and DMOs role is to use events to promote the destination to both business and leisure travels (Getz, 2008).

Getz (2008), remarks the fact that the biggest appeal of events is that, they are never the same, and that the guest has to be there to enjoy the experience fully. The author further gives two definitions of what an event is, one from the perspective of the event organizers, and the other from the guests’ perspective (Getz, 2008, p. 403). An event, from the perspective of the organiser is “a special event is a one-time or infrequently occurring event outside normal programmes or activities of the sponsoring or organizing body” (Getz, 2008). On the other hand, an event is seen from the guest’s perspective as “to the customer or guest, a special event is an opportunity for leisure, social or cultural experience outside the normal range of choices or beyond everyday experience” (Getz, 2008). Figure 1 presents a typology of the key categories of planned events created primarily and that is obvious differences in their purposes (Getz, 2008).

![Figure 4: Typology of planned events and venues: An event-tourism perspective (Getz, 2008)](image)

It has been identified that numerous factors of hosting special events can influence the destination branding and these are: strategic and cultural fit of the event and the destination, local community support, quality of event, differentiation, longevity, and tradition, stakeholder and media (Seo, 2012). The author further went on to explain that every special event in a destination implicates the coordination and promotion of events and destination image. A
destination, therefore, must have its own brand value that must be clearly communicated through the hosting of the special events (Seo, 2012). In general, special events are utilized by destination marketers with increasing frequency to enhance the host destination’s brand (Chalip and Costa, 2005).

3.3 The Concept of Branding

The notion of brand was first practiced in the 15th century before it appeared in marketing in 1922, hence, the existence of a brand is a signal of its longevity because it is one of the greatest ancient words in English (Stern, 2006). The word brand was first found in the Germanic languages that advance into old English (Stern, 2006). As mentioned earlier the conception of a brand into marketing goes way back in the 20th century during the growth of branded customer products for example Gillette and Quaker Oats. Researchers are currently having thoughts concerning branding whereby there are several on-going discussions related to the concept (Blain et al. 2005). The author termed a brand as “unique/differentiating symbol or name for instance logo, package design or trademark which is used to identify products or services” Aakar (1991, p. 21). It is also intending to distinguish goods and services from competitors. The author explains that a brand uses signals as a consumer source of the goods and at the same time protects the consumer and the seller from competitors that intend to offer similar identical goods.

Blain et al. (2005) highlight that, the concept of brand has been widely applied to services and products and destination. Gomez et al. (2012) state that a brand does not only create value in consumers relationship but also engage stakeholders in the marketing network. The authors further discuss that a brand conceptualization varies based on stakeholders since each stakeholder has different prospects. The American Marketing Association outlined a brand to be a “name, term, sign, symbol, or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competition” (Wood, 2000 p. 664). The author defines a brand as a “mechanism for achieving competitive advantage for firms, through differentiation (purpose). The attributes that differentiate a brand provide the customer with satisfaction and benefits for which they are willing to pay (mechanism)” (Wood, 2000, p. 666). There have been several descriptions and definitions of brands that focus on the approaches used to attain the uniqueness of what customer gains in buying from brands (Wood, 2000). Brand is seen as essential in distinguishing the superiority of goods or services over others (Wong and Musa, 2011). The uniqueness of a brand is frequently built on the historical, social, and cultural values of the host community (Luizov et al. 2016).

Wong et al. (2011) redefine a brand as “a name, term, sign, symbol, design, or any combination of these concepts, used to identify the goods and services of a seller”. A brand has been understood as an increase value asset which plays a vital role in marketing strategy, however, it is observed that consumers’ confidence does not have a relationship with that products and services but rather have a relationship with the brand, so with that been said, a brand is proposed to be an advantage within an economic and symbolic value to the customer (Wong et al. 2011).
A brand means” a combination of identification and differentiation that draw strong attention to the product for the consumer” (Wasib, Islam and Noor, 2014). From the consumer’s point of view, “a brand is a total accretion of all his/her experiences which is built at all points of relationship with the experiences” (Wasib et al. 2014). To build a successful brand, it is essential to have both internal and external activities. A brand is considered to be an endless process which is to be a unique and identification that brings benefits for both consumers and producers in an exchange process and makes it simpler to sell or buy products into the market (Wasib et al. 2014).

Wasib et al. (2014) imply that branding is all about creating differences and in order to brand a product, it is also important to make the consumer understand “who” the product is, “what” he product does and “why” consumers must be concerned. Additionally, branding involves in creating psychological constitutions and helping consumers systematize their cognitive knowledge about products and services in a way that illuminates their decision-making and provides value to the company” (Wasib et al. 2014, p. 71). Blain et al. (2005) indicate that a brand assists in boosting a destination image between visitors/ tourists and as well as help (DMOs) in the direction of determining accomplishments. The authors signify that branding can be seen as a positive force in a city or town.

Hankinson (2004) developed a conceptual model related to the notion of brand networks whereby place branding presents four main roles and these are as follows: Brands as communicators “where brands represent a mark of ownership, and a means of product differentiation manifested in legally protected names, logos, and trademarks”, Brands as perceptual entities “which appeal to the consumer senses, reasons, and emotions”. Brands as value enhancers “which has led to the concept of brand equity” and Brands relationships “where the brand is construed as having a personality which enables it to form a relationship with the consumer” (Hankinson, 2004). Hankinson (2003, p. 115) conceptual framework is built around the concept of a brand. The core brand with its personality, positioning, and reality is very important. It has been categorised into four main roles and these are: (consumer relationships, primary service relationships, brand infrastructure relationships, and media relationships) as seen in Figure 5. On the other hand, a brand eventually serves as “symbol(s)” round which relationships are constructed, and that of “logo” design seen as a key element of branding (Blain et al. 2005). A brand offers many additional roles for both consumers and producers (Blain et al. 2005). According to Blain et al. (2005), branding decreases consumer perceived budgetary, social or safety risk in consuming services which could be tough to evaluate meaning that one must understand a brand from the producers perspective in which the brand can lower the search costs and as well as decreases perceived and psychological risk.
Temporal (2000) argued that a powerful brand provides long-term security and growth, higher sustainable profits, and increased asset value because it achieves competitive differentiation, premium prices, higher sales volumes, economies of scale and reduced costs, and greater security of demand. According to Ghodeswar (2008), numerous brands provide a mixture of symbolic, functional, and experiential benefits, it is believed that successful brands are those brands, which adjust well to the environment and therefore carry on and display in a long term despite competition it encounters. Lee and Arcodia (2011) discuss that a tourist turns out to be more familiar with the brand as one seeks out for more detailed information. Destination branding has been proven to be one of the newest subjects between place marketing professionals and politicians (Morgan, Pritchard, and Pride, 2004 p.3). Brands play a role in determining a destination’s future by making promises to the tourists that visit as well as to residents who belong (Campelo et al. 2013). Similarly, branding improves a destination image between visitors and assists Destination Marketing Organizations (DMOs) in determining accomplishments (Blain et al. 2005).

Rebranding can be done within organizations, companies, and products, so, the term rebranding is “creation of a new name, term, symbol, design or combination of them for an established brand with the intention of developing a differentiated (new) position in the mind of the stakeholders and competitors ” Chikafu et al (2014, p. 32). The authors simply remark that rebranding is more or less making promises and making sure those promises are delivered and further explain that rebranding about adding value to an existing brand (Chikafu et al.2014). Most destinations are re-inventing themselves by moving away from historical branding and some use thriving rebranding strategies for destinations such as recreational, sports, culture, and eco-tourism (Balakrishnan, 2009).
3.4 Destination Branding

Morgan et al. (2003) state that, destination branding is a vastly stimulating process because it comprises various types of stakeholders whereby Destination Marketing Organizations (DMOs) have less power over these stakeholders which involves in the various elements of local businesses, attractions, natural resources and culture of the host community. Ekinci (2003) argues that branding a destination is a fairly new idea or topic and the academic research is hence still in its early stages. Blain et al. (2005) argue that a destination marketing organizations (DMOs) have better knowledge regarding destination branding and are practicing it in a certain way. According to Hankinson (2006), the practices of place branding has developed whereby numerous countries, cities, and regions are more active in marketing themselves by building a product brand. Destination branding has become essential because it is merely focused on sports events and other bigger event in urban/city areas, festivals and sports are seen to be a great way to promote the destination branding of a region (Lee et al. 2011; Chalip and Costa, 2005). Destination branding is defined as: “…a name, symbol, logo, wordmark or other graphic that both identifies and differentiates the destination; furthermore, it conveys the promise of a memorable travel experience that is uniquely associated with the destination; it also serves to consolidate and reinforce the recollection of pleasurable memories of the destination experience”…. Ritchie et al. (1998, p. 17).

Pike (2005) argues that for the mainstream of destinations, a slogan is essential public communication of a destination’s brand strategy and the use of a slogan in almost every destination indicates how important it is. A slogan is probable to distinguish the destinations over time (Pike, 2005). In contrast, Perez (2012) states that a slogan of a tourism destination boosts the commercial side of destination marketing and support the brand image of a destination. Pike (2005, p. 1-4) highlights six reasons why Destination Marketing Organizations (DMOs) encounter challenges. These challenges are: Destinations are more multidimensional than consumer goods and other various types of services; The market interests of the diverse group of active stakeholders are different; The politics of decision making can be an obstacle towards a good practice as DMOs are dependent on government funding and allocating responsibilities can also be seen as a problem; DMOs do not have power over the local tourism community and thus the implementation of the brand is possible to be unsuccessful; Brand loyalty could be monitored through repeat visitation but DMOs may not have access to the information from accommodation registration desks, although it can be measure by DMOs through market research and lastly funding is seen as an issue for DMOs in both scale and consistency.

A study explored in Malawi identified some challenges when creating a destination branding and so this study contributed to public and private stakeholders understanding the theory and practice of destination branding and how stakeholders collaborate in a mission to brand a destination (Kankhuni, 2020). Kankhuni (2020), further explains that weak coordination is seen as an issue among government and private stakeholders in the process of branding a destination, inadequate infrastructure, low adoption to ICTs and weak service quality (Kankhuni, 2020). Blain et al. (2005) highlight that, destination branding is frequently misinterpreted by practitioners because it remains poorly understood. Stakeholders being part
of destination branding is very imperative in communicating the brand message and describing positive images to the tourists/visitors (Blain et al. (2005). Furthermore, destination branding in New Zealand is seen extremely difficult due to the influence of political interest in portraying images and building reputations between other competing destinations (Morgan et al. 2003). The study indicates that to build a destination brand, it is important to have a solid political support since it must gratify various types of stakeholders (Morgon et al. 2003). According to Sartori et al. (2012), destination branding is shaping and modifying the image and personality of tourism areas, the influence of tourists’ expectations and choices of travel, therefore, Singapore journey of destination branding identifies as a try to structure the place in a unique way, so that it will be noticeable on the global tourism market and this was done by investing in products development, infrastructure, entertainment and events (Henderson, 2006). Ooi (2010) remarks that Singapore was able to move from the dull image and created Singapore as a glamourous and trendy city so with that being said, this contributed to an important brand message regarding the brand image of the destination.

Blain et al. (2005) highlight that, recently destination branding is providing visitors an assurance quality experience, reducing visitor's costs, and at the same time giving a way for the destination to ascertain a unique selling proposition. The phenomenon of globalisation is deeply influencing destination branding in way that destinations are increasingly competing in both domestic and international tourism, events, and business markets (Hemmonsby et al, 2018). According to Getz (2007), events are also seen as a significant inspiration in the development of several destinations and it is increasing the destination's competitiveness. A case highlights a sport mega event which is the 2010 FIFA World Cup hosted in South Africa. It provided an opportunity for the country to brand itself, improve the infrastructure, build the image of the country, and promote tourism (Jones et al. 2017). Numerous authors in the marketing literature have been examining the notion of brand equity and based on Aaker (1991) definition, brand equity “is a set of brand assets and liabilities linked to a brand, its name, and symbol, that add to or subtract from the value provided by a product or service to a firm and/or to that firm’s customers” (Aaker, 1991, p. 27). Additionally, the author implies that a destination brand equity is built in a mixture of brand loyalty to the destination, destination name awareness, destinations perceived quality, destinations brand associations in addition to perceived quality, other assets such as competitive advantage built by the brand (Aaker, 1991; Dimanche, 2002).

Balakrishnan (2009, p. 613) developed five components of the destination process, and these include:

1) Vision and stakeholder management
2) Target customer and product portfolio matching
3) Positioning and differentiation strategies using branding components
4) Communication strategies
5) Feedback and response management strategies

According to Balakrishnan (2009) vision is seen as the beginning ideas of any significant brand and as well by stakeholders clarifying a long-term objective of a destination brand can lead to an effective tourism business quality. Vision guides the performance results by delivering stakeholder expectations. Similarly, it drives the brand positioning and it is assured that vision
is the starting point of a brand strategy (Balakrishnan, 2009). The author implies that successful policies do not only enhance the economic benefits but also complement the culture, the image, brand, process, reputation, infrastructure requirements, and content so, DMOs must outline and communicates the vision to various stakeholders to help in directing and creating a service-oriented culture that will offer it a competitive advantage (Balakrishnan, 2009, p. 616). See Table 3.

<table>
<thead>
<tr>
<th>Components</th>
<th>Sub-Categories</th>
</tr>
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<tbody>
<tr>
<td>Vision</td>
<td>“Vision, mission, heritage and culture, people and values, philosophy</td>
</tr>
<tr>
<td></td>
<td>Country of origin/reputation/credibility of brand (destination) name and tourism quality”</td>
</tr>
<tr>
<td>Stakeholders</td>
<td>“Perception, position, people, needs</td>
</tr>
<tr>
<td></td>
<td>Strong government support and Assessing external environment”</td>
</tr>
<tr>
<td>Target Market</td>
<td>“People (customer) Human capital; Employment”</td>
</tr>
<tr>
<td>Marketing Mix</td>
<td>“Marketing Mix – 4P; 7P for services Facilities Prices (expensive)</td>
</tr>
<tr>
<td></td>
<td>People in service interaction”</td>
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<tr>
<td>Positioning</td>
<td>Positioning</td>
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<tr>
<td></td>
<td>“Culture and heritage; and people Matching consumer mind – confidence; rational performance and emotional/psycho-social Experience with the brand and image of the user Usage occasions”</td>
</tr>
<tr>
<td>Differentiation</td>
<td>” Differentiation – needs; attributes</td>
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<td></td>
<td>Image</td>
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<td></td>
<td>Colour</td>
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<td></td>
<td>Logo design and development”</td>
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<tr>
<td>Communication</td>
<td>“Communication mix – consistency and honesty</td>
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<td></td>
<td>Emotional advertising</td>
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<td></td>
<td>Word of mouth</td>
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<td></td>
<td>Tangibilizing</td>
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<tr>
<td>Feedbacks</td>
<td>“Slogans and licensing</td>
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<tr>
<td></td>
<td>Marketing intelligence; netnography”</td>
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Table 3: Important component of existing frameworks and destination branding (Balakrishnan, 2009, p. 614).

Vision integration is effective as the delivery of the brand promises depends on how residents can transform the vision and deliver that customer experience (Balakrishnan, 2009, p. 616). Balakrishnan highlights six key drivers of the vision and these are:

- Trade: it is connected to economic development or growth
- Economic consideration: this is the overall destination prosperity itself
• Services: The tourism industry depends on services which can be personal, consumer, business and government
• Retail: Focus should be on both domestic and international tourists
• Infrastructure: Infrastructure translates to great revenue and investment opportunities through the transiting of goods, information, and people.
• Tourism: it is the second largest global industry (Balakrishnan, 2009, p. 615-616).

A destination’s products and services portfolio need to be linked with the overall branding strategy and create on the existing assets; however, products require a strategic location, investments in infrastructure (roads, ports, airlines, and technology). Most destinations that differentiate their portfolio reduce risk, increase the target foundation, and encourage loyalty and some destinations are considering a combination of business based on vacation-based portfolios (Balakrishnan, 2009). Gupta et al. (2016) remark that the application of right tools and well-planned strategies for destinations is very much required for successful destination branding because the use of information communication technologies within the tourism industry has appeared into a new stage as a communication strategy when branding a destination, however, stakeholders can advertise tourism products and destinations and consumers can evaluate the attractiveness of the destination before visiting it. Information communication technologies as an effective tool assist to coordinate stakeholders more efficiency and as well as to boost the multiplier influence the economy (Gupta et al. 2016).

The author highlights that the growth of technology/internet (websites and social media) is seen as a communication platform that helps in increasing competition in tourism destinations and promises a long-run economic success as well as sustainability (Gupta et al.2016). In 2002, India launched an online campaign and the communication was to project India as a “unique” opportunity for physical invigoration, mental rejuvenation, cultural enrichment, and spiritual elevation, so, the campaign led to more than 13 million views to the website and since then the website has been designed to be a communication platform for all good things in India (Hudson and Ritchie, 2008). Balakrishnan, (2009) pinpoints that, destinations do not own vertical or horizontal components of their product delivery that makes it tough for them to be different from the other destinations and yet still have a clear, coherent image and communication across the media and products portfolios.

Destination products are highly exploratory in nature and it is likely that the experience will be generally different for each consumer due to flexibility (Schaar, 2013). The interactions with locals, destination activities, observations of the appearance, geography, and the cleanliness of the area are all components that complete the destination products and does contribute to the tourist’s overall experience at the destination (Schaar, 2013). According to Gupta et al. (2016), every implementation of destination branding strategy needs a strong vision, focus, commitment of time, resources, the right stakeholders, clear policy decision-making, culture, and mindset. Destination marketing organisations (DMOs) have realised that the help of social media and tourism websites do not only promotes the destinations but assist in creating and maintaining the unique identity of a destination (Gupta et al., 2016).
Additionally, destination branding is perceived as a positive outcome of an accomplishment of cooperation between stakeholders of a tourist destination (Prideaux and Cooper, 2002). Australia, Hong Kong, and Spain were part of the first countries to accurately hold the practice of destination branding and this was because the presentation was made on a national level. Major cities began adopting the practice (for example Las Vegas, Seattle, and Pittsburgh) and presented branding to be an effective competitive advantage whereby strategic decision-making framework was created (Baker, 2012). Campelo et al. (2013) imply that numerous authors have used the term destination branding and place branding similarly, however, in the article the author pinpointed that destination branding is a form of communication by involving representations of this identity as informed by a place’s history, culture, people and economy and creating unique and unforgettable identity by integrating different characteristics of the destination (Campelo et al. 2013).

Fadil et al. (2014) point out that, it is essential to understand the concept of destination branding because no single description of it has yet been accepted in the literature. Fadil et al. (2014) indicate that the process of destination branding has three essential core concepts, and these are: brand identity, brand positioning, and brand image. Brand identity is about activities that is carried out by destination marketers in way of classifying image to be protruded in the market and stakeholder (supply side), brand positioning is considered to be the next level of destination branding process whereby activities carried out to position the brand and what it has been planned in the brand identity and brand image is the main image that has been held by customers (demand side) which is usually influenced by the process of the brand position and other platforms (blogs, social media, documentaries, films, reports) (Fadil et al. 2014). Wheeler et al. (2011) claim that a destination brand connects to the quality and values as perceived by the customer in several situations which is the brand image and as opposed to the values of the destination community itself which occurs to be the brand identity. It is highlighted that a destination brand is intended to build a unique and attractive identity delivering values that are deliberately associated or connected to the destination sense of place (Wheeler et al. 2011).

3.4.1 Developing a Brand Identity

That a new concept “identity” has appeared in the field of management and it is already well versed in brand image and positioning (Kapferer, 2008). Aaker (1996) highlights that a brand identity provides direction, purpose, and meaning for the brand similarly, it is seen as the central to a brand’s strategic vision. According to Aaker (1996, p. 68), a brand identity is “a unique set of brand associations that the brand strategists aspires to create or maintain”. These associations represent what the brand stands for and imply a promise to consumers from the organization members. The author simply pinpoints that, “a brand identity should help establish a relationship between the brand and the customer by generating a value proposition involving functional, emotional or self-expressive benefits” (Aaker, 1996, p. 68).

Brand identity of a destination is considered to be a motivational self-image planned which is built by the destination marketing organizations (DMOs) and this represents the expectations of a supply-side regarding how a brand of a destination should be perceived by its target market
(Tsaur et al. 2016). Wheeler et al. (2011) pinpoint that, brand identity ascertains how brand owners want a destination to be perceived, capturing the features and beneficial attributes. In addition, an efficient brand identity determines the destination’s character and value proposition (Wheeler et al. 2011). Kapferer (2008), states that a brand identity characterise how a brand needs to be perceived, how it leads brand image, and how it is positioned on the sender’s side. The way a brand is perceived by a consumer is very important due to its success because, in order to determine a positive brand association that consumers will know and can trust, it requires noticeable brand associations in the mind of consumers without any differences within the brand components.

Image is both the result and interpretation so, in terms of brand management, identity paves the way for the image. It is important to understand that before portraying an image to the public, it is essential to know exactly what one wants to portray. Similarly, before it is received, it is vital to know what to send and how to send it (Kapferer, 2008). According to Kotler and Pfoertsch (2006), a brand image can easily change over time whereas a brand identity represents long-lasting values of the brand and from that perspective, a brand image is beyond a tactical asset, whereas a brand identity fulfils a strategic asset role. Kapferer (2008) remarks that the assurance of a consumer plays an important role in the brand management process since the brand should be strong and long-lasting, however, the brand must provide coherent signs and products and should be authentic. From the marketing point of view, brand identity and brand image are connected, but both are two different concepts created from the firm. The author argues that an image is an individual’s perception of a specific brand whereas a brand has to concentrate mostly on the brand identity so that it allows the target consumers to evaluate a specific brand properly (Lin et al. 2010).

Condon (2017), implies that the main purpose of a brand identity is to “communicate the company’s experiences and activities, build perceptions with target audiences, and brand the company internally for its employees” (Condon, 2017, p. 77). Go et al. (2013) simply mention that, brand identity development is a notional concept that is best understood from the supply-side perspective. Connecting a product by a strong brand identity is an important element in a competitive advantage and this leads to major financial rewards (Mindrut et al. 2015). A brand identity controls the success and failure of a product or service and so the process of creating a brand identity, one needs an active guideline or a framework to assist in doing so (Mindrut et al. 2015).

Food events and festivals can be used in the form of creating a brand identity of a destination because a brand identity serves to differentiate products from its competitors and makes consumers more loyal. A particular product contributing to a brand identity development do fits into the lifestyle of a destination characteristics and same time suitable for tourists’ experiences so with that being said, food event and festivals can provide an opportunity for cities to attract visitors and make them loyal to the destination similarly an attractive event can be the reasons for the first time visitors to discover a destination (Luizov et al. 2016; Lin et al. 2010). Majorities of destination brands evolve their identity and uniqueness from historical origins and geographically, whereas, this is usually a thoughtful choice and with a destination, the historical origins and geographical are constantly used in one way or the other (Kapferer, 2008).
According to Yeoman et al. (2005), there have been researchers, who argued that destination history is its destination identity, and this is difficult to discrete tourism and place, city or country, and product. Meanwhile, culture and history frequently become the basis of destination branding and marketing so, with that being said history offers material for tourism to be consumed as a product (Yeoman et al, 2005).

3.4.2 Brand Image

Brand image has become a fundamental conception for marketing managers whereas, a brand image of a tourist destination is seen as a major influencing factor in a tourist or visitor decision making to a destination and when a complete destination brand image is formed then the tourist can make a destination choice which directly influences the tourist plans to visit. (Kelly, 2004; Zinkhan et al. 1990). Keller (1993) defines “brand image as a set of associations that a customer keeps in their memory about the brand”. Image creating, image change, image monitoring and maintenance, product positioning, product differentiation, and image segmentation are all part of the present generation of brand image management activities, however, researchers have proven specifically to be more interested in how a destination image can influence a consumer decision-making processes (Zinkhan et al. 1990, p. 110-119). According to Jayswal (2008), a brand image closely connects to destination branding as it characterises cultural, attractions, and benefits of tourist's needs and wants by delivering total consumer satisfaction. A destination can be perceived by consumers as a positive or negative image when considering destination choices (Jayswal, 2008).

According to Ashton (2014), the brand image perceived by customers influences the information customers receives from the name because an attractive brand name expands how customers perceived brand image and brand image is formed through customer's attitude and engagement with the physical products or services. Furthermore, Jayswal (2008) implies that several types of research have discussed destination image as an essential element that plays a vital role in destination process selection and numerous researchers have identified that the achievement of a tourism destination is highly relying on the destination image. Cultural activity events such as music, food, dance, shopping, art can contribute in creating a brand image (Jayswal, 2008).

Brand image formation of a destination assists in expanding the marketing efficiency and attracts more tourists, increase employment and boost the economic enlargement, therefore, the effective brand image of a destination can offer reduced search costs for customers, reduced risk perceptions and higher quality and highly increase the capacity of competitive advantage in the market (Ashton, 2014). Kelly (2004) reveals a situation in a coastal destination of Byron Bay (New South Wales) located in Australia is determined to improve a strong brand image of a destination. The study indicates that the sense of destination experiences is the image formation process, therefore, DMOs should communicates the brand image and offer leadership to enhance the service delivery and surpass the brand promise (Kelly, 2004). Solarte-Vasquez (2014) pinpoints that, DMOs can influence the brand image as a result of the perception of the brand that exists in the feeling and mind of the customers. Concerning the tourism industry, a
brand image is seen as the feeling or emotional perception consumers connect to a brand and so developing a brand image is a significant component in the creation of a destination branding model (Nga et al. 2015). A good brand positioning assists rationalize the decision-making process by letting the customer connect key attributes to that place (is a simple and truthful, message with the limited association and preferably is based on tourists or visitor’s experiences (Balakrishnan, 2009).

Ashton (2014) argues that to develop a tourist infrastructure, stakeholders should see to it that creation of a good brand image is developed to determine a new experience for tourists during their visit to the destination specifically events and activities. Similarly, understanding brand image assists stakeholders to improve their knowledge from the demand-side (Ashton, 2014). A brand image achieves its goal through brand positioning and positioning is seen as the fundamental of brand management since it is a straightforward tangible feature of a product and creates the intangibles to shape an image in people’s minds (Inch et al. 2012; Ezute et al. 2012). An image results from its geography, history, proclamations, art and music, famous citizens, and other features (Morgan, Pritchard and Pride, 2004). Considering a brand’s image and how it relates to its competitors’ images is a necessary step to design the destination marketing strategy because currently, there are many reasons why destinations need to manage and control their branding, additionally, to be effective, the desired image must be close to reality, believable, simple, appealing and distinctive (Morgan et al. 2004).

### 3.4.3 Brand Positioning

Aaker (1991) states that “brand positioning” does ponder how people perceive a brand, furthermore, “positioning” or “positioning strategy” can as well as be used to ponder how an organization is trying to be perceived” (Aaker, 1991, p. 101). Brand positioning is essential when keeping a brand on a path regarding its destination and the brand becomes positioned when it is recognised by consumers in the market (Ezute et al. 2014, p. 50). Formerly, the term positioning was used in the context of the variety of market information targeted at the consumers (Inch et al. 2012). Brand positioning is “a way a company wants customers to perceive, think, and feel about its brand versus competitive entries” (Inch et al. 2012, p. 10). Pike (2004) argues the drive of positioning is to create a unique place for the brand in the minds of the target segments and as the market positioning comprises a brand name, symbols as logon, and a slogan. According to Mason et al. (2011) brand positioning is seen as critical when creating a brand and this framework supports the marketing communications amongst brand identity (supply-side) as the market image aspired to by the organisation and the brand image (demand-side) the brand image is the actual perceptions held by the target audience.

George et al. (2017) highlights that a country should engage in strategic place marketing to position their country into a global market and this strategic plan needs an understanding of the environmental forces that will influence the positioning of the country and as well as the strength and weakness of the country. Alford (1998) pinpoints the Regional Tourist Board (RTBs) in England explored a study into a short holiday destination choice and it was revealed that consumers were misperceived by what the regional product message communicated. The
article indicated that there have been some challenges regarding RTB positioning strategies and have continually change the expectations of consumers (Alford, 1998, p. 53-68).

In regard to a destination branding, a study examined in a French ski resort aimed on how different positioning strategies can be develop based on tourists’ perceptions of pictures taken from brochures and representing the resort in which consumers are staying because evidence displayed that the perception of the skiing activity by consumers at the destination did not match their current communication strategy (Kreziak et al. 2008, p. 298-308). According to Kreziak et al. (2008, p. 298-308) images taken from the destination can be used to determine a different communications strategy and position the resort on a distinctive market. Morgan et al. (2003) see stakeholders a huge asset when trying to develop a brand positioning in a tourism destination. Perez (2012) argues repositioning a destination can be effective and the main part of the process is to capture visitors’ feelings and minds, the author continue to discuss that, positioning strategy has four aspects that covers competitors, macrotrend, core competencies and target audiences, so with being said, it is crucial to know that positioning a destination is to make it even more attractive to the right target market and distinguish from other competitors.

3.5 Destination Stakeholders

Getz et al. (2008, p. 446) indicates Freeman the author was the one who introduced the concept of stakeholder into the strategic management and defined the theory of “stakeholder” as “any group or individual who can affect or who is affected by the achievement of the organization’s objectives”. According to Fadil et al. (2014), the engagement of different stakeholders within a destination branding process is very crucial to certify the achievement of a strategy. Gomez et al. (2012) mentions in their article that, the most difficult part of branding a destination is bringing all stakeholders together and getting them to work as a group. Blain et al. (2005) pinpoints that, strong coordination among stakeholders in determining a mutual vision and creating stable experiences can help assist in tourist's expects and receive a high-quality experience at the destination. Stakeholders' communications, partnerships, and successful use of non-traditional ways have a meaningful influence on destination branding have been proven in earlier researches (Vandewalle et al. 2014).

Destination stakeholder’s collaboration plays a key role in reaction to the need of a consumer (Ashton, 2014). Ashton (2014) argues that a destination stakeholder is in control of creating a lifetime experience for a tourist, which is one of the objectives for a tourist to visit a destination. Additionally, the author expresses that, creating an experience can signify to a holistic experience that a stakeholder should provide to the tourists' target which may include the overall outstanding product, service quality, and tourism infrastructure (Ashton, 2014). The mix of destination stakeholders include “customers, competitors, governments, shareholders, suppliers, private sector, a non-profit organization, individuals and other entities” that have an interest in the tourism industry (Niekerk, 2014: Morrison, 2013). Stakeholders coming together to work must understand the role each has to play to guarantee the achievement of a destination (Niekerk, 2014). Ladkin and Bertramini (2000) revealed a case study of Cusco in Peru which reported some problems related to collaborative tourism planning. Although tourism in Cusco
continued to grow, there were issues at the destination and these problems include lack of coordination among public and private stakeholders so with that being mentioned, destination stakeholders realised a movement toward a collaborative planning approach and this approach was considered as a way forward to address concerns issues at the local, regional and national levels.

According to Morrison (2013, p. 23) argues that “stakeholders are groups and individuals that have a direct or indirect interest in the management of a tourism destination”. The author mentions that the main task of stakeholders is to create, promote and manage a destination through community development that will enhance a long-term achievement in attracting tourists to the destination, develop products at the destination and expand the economic growth that will influence the national and regional enlargement (Morrison, 2013, p. 5). Interest active group of stakeholders engaging in tourism planning and management is gaining recognition and this is leading to an expansion of collaborative arrangements or partnerships that create a variety of interests to develop and implement tourism policies (Lane et al. 2000, p. 1). In contrast Lane et al. (2000, p. 1) states stakeholders collaborating have a full potential on how a tourist destination should be developed.

Healey (2003) highlights that there are numerous challenges and benefits when stakeholders collaborate to build a tourism destination. Vandewalle et al. (2014) implies the city of Liverpool in the United Kingdom case on place branding revealed the diverse active group of stakeholders does not collaborate because there is a limited level of communication among various stakeholders, hidden priorities and politics among different groups (various stakeholders belonging to different political parties cannot collaborate towards an objective or goal). In comparison to a case in the Netherlands which explains engaging various stakeholders has led to a clearer brand concept and it has increased the effectiveness of the destination branding by attracting the right target audiences. So, active group stakeholders coming together to work have had a positive impact on the destinations (Braun et al. 2012). Jones et al. (2017) expresses a successful collaboration among various stakeholder towards a mega sport event (2010 FIFA World Cup) hosted in South Africa and how it led to creating opportunities for transformational development in the country.

Lane et al (2000) argues that there are numerous positive outcomes when an active group of stakeholders that are influenced within the tourism industry put an effort to collaborate towards a certain objective for instance: it is highlighted that collaborations can help to avoid a long term cost of confrontational conflicts between the market interests active groups. The author discusses how a large number of various stakeholders in Kerala located in India collaborated to a successful international travel trade event (Menon et al. 2017). Branding complications do increase with the range of stakeholders’ needs and so stakeholders should ensure that their aspirations are in harmony with local's needs and expectations (Balakrishnan, 2009). Farsari, (2018) highlighted that collaboration is an essential tool for the tourism industry especially the success of any tourism destination. Similarly, the author pinpoints that, collaboration is considered to be a means of problem-solving and a policy goal for sustainable tourism development, successful implementation of projects, and the governance of destinations (Farsari, 2018).
3.6 Summary
The current competition between destinations has become a point of having a global quality irrespective of where one is. Several destinations are developing a new initiative to survive in the competition because destinations want to create new images to change the negative image perceptions. Continuously, activities such as events organised in cities have a great influence on the process of creating a destination brand and so, branding a destination is all about focusing on the development of the brand identity and the process of fetching extra attractions to the associated destination.

In this study, the author has found the utmost models and concepts which is related and important to assist the study of Cape Coast destination branding. Branding a destination characterises the important aspects of tourism development of a city, region, or country. It is also significant to know that its focus is to develop a value on the destination from both the supply-side and demand-side.

Both the supply-side and demand-side of destination branding may possibly not be a simple process for the reason that, there are several stakeholders who are involved such as tourism operators, local community and they might have dissimilar opinions on the brand identity and image. Destination branding is important because it creates a desirable image for tourists and differentiate competitors so that it will have a good positioning statement to attract the right targets. The study of Cape Coast in building a destination brand needs a strong connection between brand identity and brand image since branding a destination is an active process which is been influenced by different elements.

Branding a destination must go further than a lively catchy and slogan to deliver a strong message or an identity of a particular destination that can take on by all various stakeholders, so with that being said, it is significant for destination stakeholders to comprehend the sense of identity of the destination in terms of values, traditions and culture of the place in order to create an active brand that will gain complete support from stakeholders. In addition, it is significant to know the networks of advertising or promoting in order to reach the right variety of tourists and visitors.
4. Empirical Findings

This section provides the findings or results from the interviews which were collected by the author and the section comprises of the table of respondents, demographic, descriptions of position in the tourism sector, and the details collected throughout the interview procedure in the city of Cape Coast.

**Table 4:** Total Number of Interview Participants

<table>
<thead>
<tr>
<th>Name</th>
<th>Gender</th>
<th>Profession/Org</th>
<th>Description</th>
<th>Work Experience</th>
<th>Interview Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interviewee 1</td>
<td>Male</td>
<td>Public Stakeholder</td>
<td>Regional Manager</td>
<td>15 years</td>
<td>45 minutes</td>
</tr>
<tr>
<td>Interviewee 2</td>
<td>Male</td>
<td>Private Stakeholder</td>
<td>Supervisor (Travel and Tourism company)</td>
<td>4 years</td>
<td>16 minutes</td>
</tr>
<tr>
<td>Interviewee 3</td>
<td>Male</td>
<td>Public Stakeholder</td>
<td>Assistance manager</td>
<td>10-11 years</td>
<td>20 minutes</td>
</tr>
<tr>
<td>Interviewee 4</td>
<td>Female</td>
<td>Public Stakeholder</td>
<td>Manager/Coordinator</td>
<td>5 years</td>
<td>12 minutes</td>
</tr>
<tr>
<td>Interviewee 5</td>
<td>Male</td>
<td>Private Stakeholder</td>
<td>Hotel Manager</td>
<td>5 years</td>
<td>12 minutes</td>
</tr>
<tr>
<td>Interviewee 6</td>
<td>Female</td>
<td>Public Stakeholder</td>
<td>Member of marketing and promoting regions in Ghana (Cape Coast)</td>
<td>7 years</td>
<td>10 minutes</td>
</tr>
<tr>
<td>Interviewee 7</td>
<td>Male</td>
<td>Local (Under government policy)</td>
<td>Local member of assembly man under the public sector</td>
<td>3-4 years</td>
<td>17 minutes</td>
</tr>
<tr>
<td>Interviewee 8</td>
<td>Male</td>
<td>Private Stakeholder</td>
<td>Team member/ Team supervisor in the Hotel Association</td>
<td>8 years</td>
<td>23 minutes</td>
</tr>
<tr>
<td>Interviewee 9</td>
<td>Female</td>
<td>Local (Culture and Art)</td>
<td>Coordinator for festivals, celebrations and commemorations under the public stakeholder/organization</td>
<td>3 years</td>
<td>15 minutes</td>
</tr>
<tr>
<td>Interviewee 10</td>
<td>Female</td>
<td>Public Stakeholder</td>
<td>Team member of Travel and tourism operator</td>
<td>9 years</td>
<td>29 minutes</td>
</tr>
<tr>
<td>Interviewee 11</td>
<td>Male</td>
<td>Private stakeholder</td>
<td>Tour operator manager</td>
<td>12 years</td>
<td>10 minutes</td>
</tr>
<tr>
<td>Interviewee 12</td>
<td>Male</td>
<td>Public Stakeholder</td>
<td>District Chief Executive</td>
<td>6 years</td>
<td>13 minutes</td>
</tr>
<tr>
<td>Interviewee</td>
<td>Gender</td>
<td>Private Stakeholder (Events &amp; Tourism)</td>
<td>Team leader</td>
<td>5 years</td>
<td>31 minutes</td>
</tr>
<tr>
<td>------------</td>
<td>--------</td>
<td>--------------------------------------</td>
<td>-------------</td>
<td>---------</td>
<td>------------</td>
</tr>
<tr>
<td>13</td>
<td>Female</td>
<td>Private Stakeholder (Events &amp; Tourism)</td>
<td>Team leader</td>
<td>5 years</td>
<td>31 minutes</td>
</tr>
<tr>
<td>14</td>
<td>Male</td>
<td>Private Stakeholder (Arts &amp; Tourism)</td>
<td>Member of Supervisor</td>
<td>8 years</td>
<td>38 minutes</td>
</tr>
<tr>
<td>15</td>
<td>Male</td>
<td>Private Stakeholder (Marketing Assistant)</td>
<td>Coordinator of local culture and arts</td>
<td>9 years</td>
<td>40 minutes</td>
</tr>
<tr>
<td>16</td>
<td>Female</td>
<td>Public Stakeholder (Tourism Association)</td>
<td>Sales operator</td>
<td>5 years</td>
<td>33 minutes</td>
</tr>
</tbody>
</table>

Source: Author own data (Table: 4)

Table 4 above indicates the demographical information from the interview participants and the sixteen participants or people who were contacted for the research. Ten of the interviewees were males and six of the interviewees were females. Throughout the interviews, it displays that both the male and female were not represented evenly because more than half of the participants were male with higher positions and more experiences in the industry whiles the females have lower positions with less experience. Additionally, all the participants have a university degree, but not all have a background degree or diploma within the travel and tourism industry. However, interviewees working within tourism sector for some years have provided a solid foundation to understand the tourism as a whole and gained experience in the sector.

4.1 Qualitative Answers of the Interviews (Primary Data)

In a few words, this section provides the qualitative answers from the interviews participants of the research which were collected from the sixteen participants from both the public and private stakeholders. There are several stakeholders in the tourism industry in Cape Coast, Ghana. The tourism sector is organised on national and regional levels which are the public stakeholder whiles Agencies are classified as the private stakeholders. The interviewee’s see their role in building the Cape Coast brand identity, sustainable and responsible tourism, and challenges.

The tourism perceptions of Cape Coast, Ghana

All participants in Cape Coast had more profound knowledge about tourism and its condition. The Regional Tourism Manager has been working within the tourism industry for 15 years and this proves of having massive knowledge regarding tourism as a whole and its condition.

“Cape Coast is seen as a massive and diverse tourist destination. The city is known as one of Africa’s most culturally destination spots due to it’s being the former colonial and largest slave-trading centre in West Africa. It is well known for its palm-fringed beaches, rich natural attractions and fascinating ancient Forts and Castles which were built early by the European traders”
All participants stated that Cape Coast city has a lot of tourism products to offer to visitors’ since the destination is blessed with historical heritage and environmental heritage.

“beside Cape Coast city being a historical heritage, cultural heritage, natural environmental heritage, and other man-made attractions, however, Cape Coast became the first Sub-Saharan Africa to have catholic churches and for that, numerous African in diaspora see the Forts and Castles as a blessing sites because when one visit, it gives a feeling of how their forefathers were been handled before transported to the Americans”.

Some participants made a comment that:

“Cape Coast is the main tourism hub in Ghana because the main pull factors to the city is its attractions and these are museums, forts, castles and rainforest & park”. Domestic tourism is the highest tourism contributor in the city of Cape Coast because visitor’s choice of tourism attractions is mainly motivated or influenced from school education. The historical and environmental education mainly highlights the Cape Coast and Elmina Castles regarding the slave trade history of the country, additionally, the Kakum National park which is the only rainforest in the country is always highlighted on environmental education”.

The Marketing of Cape Coast, Ghana

Some the participants are knowledgeable about the concepts of a brand and destination branding. To my second question: how do you understand the concept of a strong brand as a stakeholder who has been in the tourism industry for a decade? Some participants stated that:

“A strong brand is distinguished from others and has a fascinating appeal to consumers because, in tourism, the quality of facilities is important as a result of being a strong motivator. Image puts a destination on the consumer desired lists and build an expressive appeal that will enhance the destination chances of chosen over others so with that being said, if the image a destination is portraying is unclear, it will be extremely difficult for the destination to compete and reach the right target audience”.

A participant highlights that:

“Destination branding is seen as an activity which is a part of the marketing strategy and that the main objective is to promote a tourism destination through developing or building of a connected brand that will provide value to the destination and make sure that tourists or visitors are capable to perceive and share the brand identity”.

Some participant commented that:

“Destination branding is not simply seen as part of the marketing strategy, but rather it is essentially a foundation that establishes a positive image and a unique identity of a place and it also specifies what will continue to remain in the tourists or visitors’ minds and memories so building a destination brand, one needs to create a brand strategy that
can concentrate on numerous important targets depending on the destination and what it is offering”.

Do Cape Coast have a brand department? Some participants made a commented that:

“Previously, Cape Coast was branded as a nation brand including other tourism destinations in Ghana and this nation brand was used to promote the country as an investment, residential, trades and tourism destination”.

A participant further pinpointed that:

“Besides the Ghana Tourism Authority (GTA) being the main structure for marketing and promoting tourism as a whole, Cape Coast does not have any branding administrative and that Cape Coast City is marketed and promoted by Ghana Tourism Authority (GTA), however, we are in communication with the government to bring back the brand office which was closed down by the formal government and this department we will be focusing on just branding the tourist destinations”.

Sustainable
Some participants remark that in creating a brand strategy, it is important to look at how sustainable and responsible it is since there are rules and regulations that stakeholders operate under. A participant highlight that:

“There are rules and regulations that both the public and private stakeholders operate under for instance Ghana Tourism Authority operates with the act of the parliament with this regulatory instruments and this regulatory instruments are guidelines to how responsible we should be, how we can sustain tourism regardless of the incoming visitors”. “Basically if one is in Cape Coast for a tourism purpose, there are certain things one is not allowed to do so we as stakeholders should be well educated since tourism is a very delicate problem because tourists or visitors who want to visit a particular destination do not want too many restrictions so whiles we are applying these guidelines we should apply it in a way that will educate tourists and visitors by creating awareness”. “The problem of sustainability comes from the fact that we as stakeholders can apply all the guidelines from GTA and put them into actions”.

Undeveloped
Some participants mentioned that there are numerous tourism elements in Cape Coast that have not completely developed to be able to be explored, however, if stakeholders are capable to develop these tourism elements, it will not only stick out to domestic tourists (locally) but as well as international tourists. This implies that Cape Coast's potential has not entirely reconnoitred. A participant made a remark that:
“Culture is a pull factor because, over the years, culture as a tourism product has been growing at a wilder step that the majority of the people now see it as a leading source of travel whenever tourism comes in mind. This is being braced by the impression of tourists travelling for the purpose of exploring the way of life of various people’s culture and education”. “Cape Coast being the heartbeat of tourism in Ghana, there is more that desires to be incorporate and that is the Culture of the people because the culture is seen as a way of life and can represent an image of a tourism destination”.

A participant commented that,

“Image is a fundamental component in marketing and promotion of a tourism destination because it distinguishes or differentiates one destination from another, and it is a key to its success”. “Our culture is our way of dressing, colours used for our clothes are all part of our culture, our food, our music, family (nuclear and extended) our dance, festivals, and rhythms”.

What image is been represented by the tourism industry in Cape Coast? All participants stated that they are making sure that there is some sort of activities happening at the attractions or destination after a tour which will increase the overnight stay and create more tourism experiences for the visitors or tourists. Some participants commented that:

“We are making sure that when one travel to cape coast, one does not only just go to visit the castles and return with less experience, so with that, there are other activities at the castles and fort which is storytelling events and bonfire which take place in front of the castles and this allows some visitors to have an overnight stay”. “These activities have been included in the experience of the castle so that at the end of one visit, one will not have just less experience but sort of more experiences to share”.

A participant made a remark that:

“However, these activities are still not completely formed, so we are in the process of improving it and then push it further”. “An image a tourist may have of a destination can be fairly personal because it does depend on each tourist’s perceptions of the destination”. “Cape Coast city has always been linked to sun and its palm-fringed beaches and these has not just attracted domestic tourism but internationally”.

A participant commented that,

“The year of return for example was something that history had it already and so Ghana tourism industry as a whole saw the opportunity and grabbed it”. “However, the tourism industry has been marketing the fort and castles for so many years which is one of the major monuments of slave trade so stakeholders came to a conclusion and use the opportunity and that same year marks the 400 years of slavery so we did by
marketing it and by doing so it creates a positive image for the Ghana tourism and Cape Coast to be precise since the castles and forts are located there”.

From the demand-side, what identity should Cape Coast used when building a destination brand? Some participants mentioned that culture is seen as one of the strongest tourism products when developing a destination brand.

A participant stated that:

“When we talk of tourism in Cape Coast, there are other things that come in mind which is the forts, castles and the national park, however, one selling point that can be developed and explore is our culture because our culture is unique and as for me if stakeholders can reinforce the development regarding our culture, the culture can become the identity of the destination”.

Some participants stated that:

“using events to build destination branding could be how well-defined the event can match with the identity of the destination”. “...our uniqueness in our culture is something that can be used as the brand identity because it is our culture and our culture is our lifestyle which can be used by both locals and tourists or visitors and these will help position the destination brand and attract more tourists or visitors which will increase the destination’s enlargement...”

Tourism Stakeholders in Cape Coast

The first question that was being asked was; who the tourism stakeholders are and what is their role in the tourism industry? All participants mentioned that it is essential to know who the stakeholders within the tourism industry are and their responsibilities because the tourism stakeholders in Cape Coast is broadly be divided into two and these are public and private stakeholders.

A participant pinpointed that:

“The public stakeholders include: The Ministry of Tourism Arts and Culture (MOTAC) is a governmental body, Ghana Tourism Authority (GTA) is an agency, Central Regional Development Commission (CEDECOM), Ghana Tourism Development Company (GTDC) and Ghana Museums and Monuments Board (GMMB)”. The Private stakeholder involves in The Ghana Tourism Federation (GHATOF), which is the umbrella organization for all the private agencies bodies operating in the tourism industry and these private agencies are: Hotels, travel agents, tourism society, tour guide, car rental, the African travel association, SKAL, clubs, restaurants and drinking bar operators”.

A participant pinpointed that:

“When we talk of the private sector stakeholders, we look at broadly like the hoteliers, restaurants, private individuals that own one form of attraction or the other and this is
where the locals' involvement comes in, most of the tourist attractions are sited in the locality (district assembly and regional capital) so when we look at the mode of running those facilities you could see huge involvement from the locals because for cape coast if we look at cape coast castle, the immediate definition of the castle has been inhabited by the locals and that particular product itself has given some form of economic empowerment to the local people one way or the other in any form of business trading. So with that being said, if that particular product is been removed, the number of people that will be losing some level of income will be bad”. “So you could see that the locals own a part in the tourism products and mostly you could see that the people working at the castle, just a few are brought from outside the city so the majority of the people working within the tourism destinations are basically from the city of cape coast. So, I will say that formally we have not included them but informally the locals are part of developing tourism products and are part of the development of tourism as a whole. And education has also been a huge contributor because the locals now see tourism as a great economic enlargement to the city and making a carrier out of it”.

The second question asked by the author was; What process or practice do stakeholders use when creating a destination brand? Some participants stated that we look at how responsible and sustainable and marketable it will appeal.

A participant mentioned that:

“One major thing before any form of branding strategy is adopted is to look at how responsible that kind of branding is because we are very particular about promoting responsible tourism”. “Most likely, we just don’t want to attract any kind of people into the destination, but there should be some control activities for the tourists and visitors to participate and at the end of the day, the positive impact will be filled. So, in crafting a destination brand we have to look at how responsible that brand strategy is and how sustainable it is and then how marketable it is and at the end the positive impact it will have on the destination”.

Communication Tools and Platforms

The most used approach in communicating or marketing Cape Coast city brand is across social media, magazines and internet in order to reach out to variety or diversity of target audiences and agencies.

A participant commented that:

“Since we are in the era of IT, mostly we use electronics, trends, and social media, online magazine, international fairs, variety of stakeholder’s engagement from both internal and external methods of communicating or marketing Cape Coast’s brand and these platforms are considered to reliable and affordable. The combined operation or drive purpose is to create a unique image that will lead to selling tourism products and increase the destination revenue”.
Some Participants stated that, for both Domestic and international market there are different communication platforms that is been used to market Cape Coast destination and these are:

“Regionally, all stakeholders from both the public and private are in cooperation with the daily newspapers, television stations, radio stations, brand influencers, regional exhibitions, regional printing press posters, social media, school or education magazine in the combined advertising operation to target the domestic tourism”. “Additionally, within the international marketing field, there are various platforms which is been used to market the destination and these are: World Travel Market (WTM), SKAL international Congress, BBC Africa, CNN, Jumia Travel Agency, African Tourism Leadership Forum, Women in Tourism Submit, Miss Heritage Global Ghana, Voyages Afriq and many more and this combined operation purpose is to create a unique image that will lead to selling tourism products and increase the destination revenue”.

Some participants highlight that over the years, numerous tourism destinations are trying to manage the image in terms of Stereotypes and perceptions. A participant made a comment that:

“…a tourism destination image is flattering expanding harmful to the success of individual tourism destinations and so for Africa tourism destinations in general which are often seen as the negative global stereotypes and perceptions so with these platforms used in marketing will have a positive influence image on the tourism destination and increase competition for the tourism market of Cape Coast”.

Competitions from other cities in the country
A participant commented that Cape Coast sees its neighbouring towns as a threat due to the good development of the towns and easy accessibilities. Some participants highlight that:

“Internally, Cape Coast city continues to face competition from neighbouring towns such as Accra and Takoradi. Accra and Takoradi are seen as a threat to Cape Coast because these two cities owned an airport and have harbours, beaches, and other tourism attractions”. “Whereas Accra is the Capital city of Ghana and its airport is the only international airport aside from the other four domestic airports so with that, it put pressure on Cape Coast as a tourism destination because the majority of the visitors and tourists coming to the forts and castles or the national park do travel back to Accra for an overnight stay and attend other events or activities which is been organised there”.

Challenges in the tourism industry
Firstly, there are several challenges that Cape Coast faces and one of the main challenges is the brand communication is currently fragmented due to lack of communication among both public and private stakeholders. All stakeholders need to keenly communicate and present a mutual brand identity and image. The city has the potential of adopting and applying a mutual brand identity and to communicate reliable messages. Both public and private stakeholders plan to assist in establishing collaborative decision making, agreement of combined marketing
programs, and ensure that both public and private tourism stakeholders promote the same brand identity and messages. Some participants commented that:

“...Inadequate of clear brand strategy and guardianship has created a disorganized identity for stakeholders and imagery to consumers. so, because of that, this has created a clash among various public and private stakeholders whereby other stakeholders do not use the same brand identity and language when promoting the destination...”.

Secondly, the transportation network. Cape Coast tourism destination lacks good infrastructure because some of the roads access to well-known tourist destinations are not at its best standard so, it is often difficult to find a good pathway to the tourist destinations and due to that, it is demotivating visitors and tourists to return. This is seen as a challenge as the majority of visitors and tourists do not feel safe to travel to the Cape Coast. Improving transportation networks is needed to solve a great potential for Cape Coast to become one of the West Africa tourist destinations offering a highly diverse, culturally, and authentic unique experience.

Lastly, the lack of continuity from the government is seen as a huge challenge from the top because the change of leadership does create issues for the public stakeholders in different organizations within the tourism industry. All leaders who are appointed by the new government do not continue with previous projects at hand similarly may not have a professional background in the field of the role so this affects the overall tourism industry which also leads to delaying the efficiency of the organization as staffs have to cope with the new management styles and the change of priorities and thoughts by the new management.

**Diversification of Tourism Product**

Cape Coast tourism for a year has constantly focused on the products of the national park (a virgin rainforest and a home to an endangered mammal such as forest elephant, bongo antelopes, etc), beaches (sandy and mostly with coconut palm forest fringe) and historical heritage (forts and castles) and these products are no longer pushy or competitive so, therefore, there must be tackle into the culture which is one of tourism finest selling product.

A participant pinpointed that:

“...The concentration has entirely been on the historical heritage, beaches, and national park products. These products are no longer pushy or competitive because some countries in Africa such as Kenya and South Africa try to keep up the wildlife tourism products. Whereas the beaches products, some African countries such as Gambia, Senegal, Kenya, Nigeria, and South Africa persist to provide outstanding products and the historical heritage which are the forts & castles, however, it is nosedived to keep speed so we are in the processing of working expanding our products of activities at the forts and castles to make the destination outstanding by integrating other activities like our culture and many more activities...”
A participant argued that:

“When it comes to West Africa as a whole, Cape Coast city served as the centre of slave trade history so there needs to be more work on diversifying our products in order to create a unique destination to attract more international visitors and tourists”.

A participant stated that:

“…events do create new experiences for the city residents and rises in a bigger number of tourists and visitors, enlarged the tourism revenue and create more employment opportunities for the locals and so using events for example, food, music, rhythm and clothes as a platform can help to build and strengthen the destination branding…”

4.1.1 Content Analysis of the Results

This chapter provides how the main categories were reached by using content analysis of the data that were collected from the participants interviewed. Below is table 6 displaying by what means of the main categories were reached. Several of the main categories were repetitively crop up from the interviews and these are Tourism stakeholder’s roles and involvement, brand identity of Cape Coast, brand image, brand positioning, image formation/creation, and sustainable brand strategy.

Table 6: Content Analysis Results

<table>
<thead>
<tr>
<th>Meaning Units</th>
<th>Condensed Units</th>
<th>Coding</th>
<th>Sub-Category</th>
<th>Main Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cape Coast is seen as an ancient tourist destination… which is offering diverse and unique experiences to visitors.</td>
<td>Cape Coast is seen as an ancient tourist destination which is offering diverse and unique experiences to visitors.</td>
<td>Cape Coast is seen ancient tourist destination which is offering diverse and outstanding experiences to visitors.</td>
<td>Identity and Image of Cape Coast</td>
<td>Brand Image</td>
</tr>
<tr>
<td>Cape Coast is one of African’s most historical destination spots. this is due to it’s being the former colonial and slave-trading centre in West Africa. (fascinating ancient Forts and Castles which were built early by the European).</td>
<td>Cape Coast is one of African’s most historical destination spots due to it’s being the former colonial and slave-trading centre in West Africa (fascinating ancient Forts and Castles which were built early by the European)</td>
<td>Cape Coast is a metropolitan district and the capital of the central region and it is one of the most historical cities in Ghana. Trade was an important motivator in the creation of fortresses and settlements on Cape Coast during colonization</td>
<td>Historical city</td>
<td>Brand Identity. Cape Coast</td>
</tr>
<tr>
<td>Presently has been a remarkable enlargement in the tourism industry in</td>
<td>Cape Coast tourism industry has been remarkable enlargement and it</td>
<td>Recently Cape Coast has recognised the progress in the</td>
<td>Internal (Safety transportation and External (investment in law</td>
<td>Successful public services</td>
</tr>
<tr>
<td>Meaning Units</td>
<td>Condensed Units</td>
<td>Coding</td>
<td>Sub-Category</td>
<td>Main Category</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>Cape Coast and this has been recognised in both internal and external factors</td>
<td>tourism industry because of both internal and external factors</td>
<td>enforcement within security)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>its positioned on south to the Gulf of Guinea and by its exceptional geographical spot, Cape Coast needs better improvement in road network because it is an integral part of building a vibrant tourism industry</td>
<td>Cape Coast has an exceptional geographical spot. There is a need for better improvement in road networks because it is an integral part of building a vibrant tourism industry</td>
<td>Geographical Spot and road networks</td>
<td>Brand Positioning</td>
<td></td>
</tr>
<tr>
<td>Cape Coast provides sustainable in the experience and products (value proposition) by way of outstanding history and distinctive environment</td>
<td>Cape Coast provides sustainable in the experience and products (value proposition) by way of outstanding history and distinctive environment</td>
<td>It is sustainable, Outstanding history and distinctive environment</td>
<td>Sustainable, outstanding history and distinctive environment</td>
<td>Brand Positioning</td>
</tr>
<tr>
<td>The tourism industry has created some source of employment and revenue to the locals in Cape Coast. Being direct or indirect jobs has included the locals in the tourism industry, therefore, supporting it entirely and being sociable to tourists. This is a form of economic empowerment to the local people</td>
<td>Tourism industry provides direct and indirect employments to the local people of Cape Coast, therefore, supporting it entirely and being sociable to tourists</td>
<td>Tourism Industry provides direct and indirect employments to the local people of Cape Coast</td>
<td>Direct and indirect employments, Local, people</td>
<td>Tourism Stakeholders’ roles and involvement</td>
</tr>
<tr>
<td>Tourism industry is seen as a cycle or rotation. Various private business owners who do business with tour operators</td>
<td>Various private business owners do business with tour operators</td>
<td>Cooperations among interest stakeholders</td>
<td>Tourism stakeholders’ roles and involvement</td>
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<td>Travel agent’s objective is easy to</td>
<td>Travel agents ease travel or mobility</td>
<td>Travel and Accommodate</td>
<td>Tourism stakeholder’s role</td>
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<td>travel or mobility of tourists and visitors. Hoteliers accommodate tourists and visitors</td>
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<td>and involvement. Movement</td>
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<td>Important practices used when creating a destination brand include responsible and appealing</td>
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<td>Meanings</td>
<td>Condensed Units</td>
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<td>Image that tourism stakeholders in Cape Coast want to represent to potential consumers consist of authenticity and exceptional of the destination providing a unique experience</td>
<td>Tourism stakeholders desire to represent the destination as authentic and exceptional of the destination providing a unique experience</td>
<td>Cape Coast destination provides its consumers with authentic, exceptional and unique experiences</td>
<td>Authentic, exceptional, unique experiences</td>
<td>Brand identity and Brand image</td>
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<td>presently, there are numerous platforms to market the destination, and the main methods used to market the brand is mostly through: daily newspapers, television stations, radio stations, brand influencers, regional exhibitions, regional printing press posters, social media, school or education magazine, World Travel Market, SKAL international Congress, BBC Africa, CNN, Jumia Travel Agency, African Tourism Leadership Forum, Women in Tourism Submit, Miss Heritage Global Ghana and Voyages Afriq</td>
<td>There are platforms to market the destination and the main method used to market the brand is through daily newspapers, television stations, radio stations, brand influencers, regional exhibitions, regional printing press posters, social media, school or education magazine, World Travel Market, SKAL international Congress, BBC Africa, CNN, Jumia Travel Agency, African Tourism Leadership Forum, Women in Tourism Submit, Miss Heritage Global Ghana and Voyages Afriq</td>
<td>The destination is marketed through daily newspapers, television stations, radio stations, brand influencers, regional exhibitions, regional printing press posters, social media, school or education magazine, World Travel Market, SKAL international Congress, BBC Africa, CNN, Jumia Travel Agency, African Tourism Leadership Forum, Women in Tourism Submit, Miss Heritage Global Ghana and Voyages Afriq</td>
<td>Destination Marketing Platsforms</td>
<td>Marketing Networks</td>
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<td>Throughout the existence, Cape Coast is seen as a historical tourist</td>
<td>Cape Coast is seen as a historical tourist destination offering diverse</td>
<td>Cape Coast provides diverse and unique experiences to</td>
<td>Diverse, unique experience, competitive advantage,</td>
<td>Tourism perceptions and conditions of Cape Coast</td>
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destination offering diverse and unique experiences to tourists or visitors. The city is considered to be one of African’s most ancient destination spots due to it’s being the former colonial and slave trading centre in West Africa (fascinating ancient Forts and Castles which were built early by the European). It is well known for its dry summer tropical savanna climate, palm-fringed beaches, rich natural attractions and that is what the industry is based on.

tourists and visitors, this is a way of competitive advantage and greater enlargement to the tourism industry and the country as a whole with the type of activities and attractions for tourists and visitors.

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<tr>
<th>Meaning Units</th>
<th>Condensed Units</th>
<th>Coding</th>
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<td>Culture is a pull factor because, over the years, cultural as a tourism product has been growing at a wilder step that majority of the people now seen it as a leading source of travel whenever tourism comes in mind. This is being braced by the impression of tourists traveling for the purpose of exploring way of life of various people’s culture and education. There is a complete potential to expand and attract more tourists or visitors which will increase the destination’s enlargement</td>
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<td>There are several issues the industry is facing. Firstly, Inadequate of</td>
<td>There are several issues the industry is facing. Firstly, Inadequate of</td>
<td>Brand communication, infrastructure,</td>
<td>Tourism Challenges</td>
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<td>Inadequate brand communication of Cape Coast, lack of good infrastructure,</td>
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<th>brand communication. Stakeholders are not communicating common brand identity and image of Cape Coast. Secondly, lack good infrastructure because some of the roads access to tourist destinations are not at its best standard. Lastly, lack of continuity from the government is seen as a huge issue from the top because the change of leadership does create issues for the public stakeholders in different organizations within the tourism industry.</th>
<th>The uniqueness in our culture is something that can be used as the brand identity because it is our culture and our culture is our lifestyle which can be used by both locals and tourists or visitors. Our culture represents our way of dressing, colours used for our clothes, our food, our music, family (nuclear and extended) our dance, festivals and rhythms.</th>
<th>uniqueness in our culture is brand identity because our culture is our lifestyle which can be used by both locals and tourists or visitors. Our culture represents our way of dressing, colours used for our clothes, our food, our music, family (nuclear and extended) our dance, festivals and rhythms.</th>
<th>The concentration has entirely been on the historical heritage, beaches and national park products. These products are no longer pushy or competitive. We are in the processing of</th>
<th>Diversification of Tourism Product</th>
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<td>For many decades the concentration has entirely been on the historical heritage, beaches and national park products. These products are no longer pushy or competitive.</td>
<td>Uniqueness, identity, culture, locals, tourists, colours, dressing, clothes, food, music, family, festivals and rhythms.</td>
<td>Brand Identity</td>
<td>Historical heritage, beaches, national park, culture, activities</td>
<td>Diversification of Tourism Product</td>
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because some countries in Africa such as Kenya and South Africa try to keep up the wildlife tourism products. Whereas the beaches products, some African countries such as Gambia, Senegal, Kenya, Nigeria and South Africa persist to provide outstanding products and the historical heritage which are the forts & castles, however, it is nosedived to keep speed so we are in the processing of working expanding our products of activities at the forts and castles to make the destination outstanding by integrating other activities like our culture and many more activities.
5. Discussion

This section of the research will cover the analysis of the empirical findings which were collected by the author. The empirical findings contrast and deliberated concerning earlier studies to answer the research questions by the qualitative content analysis as earlier mentioned. Once the analysing of the interviews were transcribed, a list of codes was documented and then categorised into different subsections as the following: The importance of understanding Destination branding, Event contribution to destination brand identity, Role of stakeholders in destination branding, Diversification of products, communications platforms and Challenges in building a destination brand.

5.1 The Importance of Understanding Destination Branding

Wheeler et al. (2011) highlights that destination branding is the main purpose to build a unique and attractive identity delivering values that are deliberately associated or to the destination sense of place. An interviewee commented that one of the major objects before any form of branding strategy is adopted is to look at how responsible that kind of branding is because we are very particular about promoting responsible tourism in Cape Coast. According to Prideaux and Cooper (2002) destination branding is perceived as a positive outcome of an accomplishment of cooperation between stakeholders of a tourist destination since branding a destination has become more crucial due to its been purely focusing on a bigger event in urban areas or city areas. Festivals and sports are seen to be a great way to promote the destination branding of a region (Lee et al. 2011; Chalip and Costa, 2005). Stakeholders in Cape Coast need to comprehend how branding is done because when building a destination branding, it needs the contribution and commitment from both the public and private stakeholders. Stakeholders understanding the theory and practice of destination branding can contribute to the mission to brand the destination. In the literature of Blain et al. (2005), it was highlighted that destination branding is frequently misinterpreted by practitioners because it remains unsuccessfully understood.

Stakeholders collaborating have a complete potential on how a tourism destination needs to grow. Gomez et al. (2012) argued that the most difficult part of branding a destination is bringing all stakeholders together and getting them to work as a group and Cape Coast is not an exception to that. Blain et al. (2005) pinpoints that, strong coordination among stakeholders in determining a mutual vision and creating stable experiences can help assist in tourists expects and receive a high-quality experience at the destination. As interviewees concur, there is lack of brand communication among public and private stakeholders because both parties do not use the same brand identity and language when promoting the destination and this is seen as a huge hold back when branding Cape Coast as a tourism destination so with that being said, weak coordination is seen an issue between stakeholders in the process of branding a destination of Cape Coast. According to Braun et al. (2012), a case in the Netherlands revealed the engagement of various stakeholders led to a clearer brand concept and how it assisted in the increase of the effectiveness within the destination branding, and by so doing it attracted the right target audiences. So, active stakeholders collaborating to build destination branding can assist in creating a positive impact of a destination, attracting and retaining tourists all year round, and increase revenues.
Cape Coast can achieve its destination branding through the positioning because positioning is seen as underlying brand management since it is a straightforward tangible feature of a product and develops the intangibles to influence an image in people's minds. In the literature, it was argued that an image results from its geography, history, proclamations, art and music, famous citizens, and other features (Morgan, Pritchard & Pride, 2004). It is important for stakeholders within the tourism sector of Cape Coast city to engage in a strategic marketing plan to position their destination products into the global market and by means, this strategic plan needs a supportive force that will shape the positioning of the destination.

5.2 Events Contribution to Destination Brand identity

In a progressively competitive global marketplace, there is a need for destinations to develop a unique brand identity to differentiate themselves from competitors that have become more significant than ever because currently, majority of destinations maintain to have a spectacular landscape, superb attractions, friendly people, and unique culture and heritage. According to Skoultsos and Tsartas, (2009) events can have a positive influence on tourism, economy, society, and culture of the hosting area. Hence, an event creates revenue for the destination and provides employment, contributes to tourism as a tool for destination marketing and promotion by increasing awareness of the region, and as a facilitator for the creation of new accommodation and tourism infrastructure (Skoultsos and Tsartas, 2009). Cape Coast Culture is seen as a way of dressing, colours used for clothes, food, music, family (nuclear and extended), dance, festivals, and rhythms, therefore, connecting events to all these destination characteristics to create a brand identity of Cape Coast is very crucial because the determination of a successful event in destination branding needs to boost the destination and attract more tourists.

Seo (2012) highlighted that, there are several factors of hosting special events that can be influenced by the destination branding which includes: strategic and cultural fit of the event and the destination, local community support, quality of an event, differentiation, longevity and tradition, stakeholder and media so in the case of Cape Coast, stakeholders need to strengthen the brand strategy and develop the cultural heritage because Cape Coast culture is perceived as the identity of the destination. Interviewees remarks that the uniqueness in the cultural heritage is something that can be used as the brand identity because culture is a lifestyle that can be utilised by both locals and tourists. Cultural events, festivals and food events can be the assistance of creating a brand identity of a destination since an identity serves to differentiate products from its competitors and makes consumers more loyal. A particular product contributing to a brand identity development do fits into the lifestyle of a destination characteristics and same time suitable for tourists’ experiences so with that being said, connecting Cape Coast cultural heritage with food event and festivals can provide an opportunity for the city to attracts visitors and make them loyal to the destination similarly an attractive event can be the reasons for the first time visitors to discover a destination (Luizov et al. 2016, p. 43- 49; Lin et al. 2010, p. 31). Similarly, Getz (2007) argued that events are a significant inspiration in the development of several destinations, and it is increasing the destination's competitiveness. A case highlights a sport mega event which is the 2010 FIFA World Cup hosted in South Africa provided an opportunity for the country to brand itself, improve the infrastructure, build the image of the country, and promoted tourism (Jones et al. 2017).
Most of the destination branding develop the identity and uniqueness from historical origins and geographically, therefore, Cape Coast being the heartbeat of tourism in Ghana, there is more that desires to be incorporate and that is the Culture of the people because culture is seen as a way of life and can represent an image of the destination. According to Yeoman et al. (2005), there has been research that argued that a destination history is its destination identity, and this is difficult to discrete tourism and place, city or country and product, so with being mentioned, culture and history often becomes the foundation of destination branding. Campelo et al. (2013) pinpointed that, branding a destination is a form of communication by involving representations of this identity as informed by a place’s history, culture, people, and economy” and creating unique and unforgettable identity by integrating different characteristics of the destination.

5.3 Roles and involvement of Stakeholders in Destination branding
The mix of destination stakeholders include “customers, competitors, governments, shareholders, suppliers, private sector, a non-profit organization, individuals and other entities” that have an interest in the tourism industry (Niekerk, 2014; Morrison, 2013). Every successful destination branding needs a solid united network of stakeholders to assist in creating a mutual vision of the destination core brand because active stakeholders that are influenced in the tourism sector put effort to work or collaborate towards a certain objective (Lane et al, 2000). Numerous destinations lean to have countless diverse stakeholders that do have disagreements and so does Cape Coast. According to Morrison (2013, p. 23) stakeholders are “groups and individuals that have a direct or indirect interest in the management of a tourism destination”. When it comes to decision making, implementation of regulations concerning Cape Coast, locals are not involved because the public stakeholders believe and feel that formally locals should be left out, but informally locals are seen as a part of developing the overall outstanding products and service quality. Balakrishnan (2009, p. 616) underlined the significance of vision integration, the delivery of brand promise varies on how locals transform the vision and deliver a customer experience. So, with that being said, locals are seen as a huge contribution in creating an authentic lifetime experience for tourists and that could be one of the main objectives for a tourist to revisit a destination.

Balakrishnan (2009, p. 42) commented that vision is seen as the beginning ideas of any important brand and as well by stakeholders clarifying a long-term objective of a destination brand can lead to an effective tourism business quality, therefore the engagement of stakeholders in marketing Cape Coast as a tourism destination is seen as a huge collaborative movement because the main purpose is to create an outstanding image that will lead to selling tourism products and increase the destination revenue. As stakeholders who are involved in building Cape Coast destination branding, it is important to look at how responsible the brand strategy is, how sustainable it is and how marketable it is so that at the end it will create a long-lasting positive influence on the destination and in relation to Morrison (2013, p. 5) literature the author explains that, the main task of stakeholders is to create, promote and manage a destination through community development that will enhance a long-term achievement in attracting tourists to the destination, develop products at the destination and expand the economic growth that will influence the national and regional enlargement.
Destination stakeholders coming together to work needs to understand the function each has to perform to assure the accomplishment of a destination (Niekerk, 2014). Destination stakeholder’s role and involvement can assist in advertising tourism products that consumers can consider the attractiveness of the destination before visiting. According to Gupta et al. (2016) when implementing destination branding strategy, its needs the right stakeholders with a clear vision, focus, commitment of time and clear policy decision making because branding a destination is perceived as an influence of achievement of collaboration among various stakeholders of a tourists destination (Prideaux and Cooper, 2002).

5.4 Diversification of Products

Associating a product with a strong brand identity is an important element in a competitive advantage and this leads to major financial rewards (Mindrut et al. 2015). For the past decades, Cape Coast has been offering consumers with wildlife products, beach products, and historical products which are not enough competitive and pushy, therefore, there is need to tackle into the cultural heritage by utilising of events that will provide the city with a leading-edge into the target market because destinations that differentiate their portfolio reduce risk, increase target foundation and encourage loyalty and with that similar destination are considering to combine portfolios such as; vacation-based or business-based (Balakrishnan, 2009). Meanwhile, India focusing on the opportunity for physical invigoration, mental rejuvenation, cultural enrichment, and spiritual elevation did assist in the promotion of their cultural uniqueness and other tourism products (Hudson and Ritchie, 2008). Thus, utilising of events to brand and promote Cape Coast as a tourism destination will help in differentiating the target market sector because it is grounded on the surviving, accessible, present resources such as cultural heritage.

Culture is seen as a way of life and can represent an image of a destination hence Balakrishnan (2009) concur that destinations do not own vertical or horizontal components of their product delivery that makes it tough for them to be different from the other destinations and still have a clear, coherent image and products portfolios. Cape Coast’s brand image needs to be clear and consistent with customer's perceptions of the city since culture as a tourism product has been growing at a broader stage that people now seen it as a leading source of travel whenever tourism comes in mind. Cape Coast can use events to showcase some of its cultural heritage/products (festivals, rhythms, food, music, etc) to reach the right target audience to upsurge the possibility of remaining thriving in the market sector. Destination products are highly exploratory in nature and it is likely that the experience will be generally different for each consumer due to the flexible in play and the interactions with locals, destination activities, observations of the appearance, geography and the cleanliness of the area are all components that complete the destination products and does contribute to the tourist’s overall experience at the destination (Schaar, 2013).

In accordance to Hankinson (2004) conceptual model related to the notion of brand networks, brands relationships “where the brand is construed as having a personality which enables it to form a relationship with the consumer”, this is because the uniqueness of diversification of destination products requires a strategic location, investments events, attractions, facilities, proper roads, ports, airlines, technology, and other resources to be able to form such a relationship with the consumer.
5.5 Communication Platforms

Gupta et al. (2016) pinpoints that the growth of technology/internet (websites and social media) is seen as a communication platform that helps in increasing competition in tourism destinations and promise a long-run economic success as well as sustainability. In 2002, India launched an online campaign and the communication was to project India as a “unique” opportunity for physical invigoration, mental rejuvenation, cultural enrichment, and spiritual elevation, so, the campaign led to more than 13 million views to the website within a month and since then the website has been designed to be a communication platform for all good things in India (Hudson and Ritchie, 2008). In accordance to the empirical findings, Cape Coast is marketed by the Ghana Tourism Authority across the main generally used methods as listed by some of the interviewees: internet, trends, and social media, online magazine, international fairs, variety of stakeholder’s engagement from both internal and external, however, stakeholders can advertise tourism products and destinations and there can consumers evaluate the attractiveness of the destination before visiting it. Information communication technologies as an effective tool assist to coordinate stakeholders more efficiency and as well as to boost the multiplier influence the economy (Gupta et al. 2016).

According to the findings, few of the interviewees remarks that these communication platforms are considered to be reliable and affordable because the integrative reach out to a broader variety of the target audience and agencies. In relations to the literature of Jayswal (2008), a destination can be perceived by consumers as a positive or negative image when considering destination choices so the combined operation or driving purpose is to create a unique image for Cape Coast so that, it will lead to selling tourism products and increase the destination revenue due to the negative global stereotypes and perceptions.

Ashton (2014) argued that the brand image perceived by customers influences the information customers receives from the name because an attractive brand name expands how customers perceived brand image and brand image is formed through customer's attitude and engagement with the physical products or services. With the marketing methods, it allows and empowers the destination to fully create a positive impact on the destination, differentiate from competitors, expand the market effectiveness, reach the right target audience, increase employment and boost economic development. images is a necessary step to design the destination marketing strategy because currently, there are several reasons why destinations need to manage and control their brand, additionally, to be effective, the desired image must be close to reality, believable, simple, appealing and distinctive (Morgan, Pritchard & Pride, 2004). Destination stakeholders do realise that the assistance of social media and tourism websites or platforms do not only promote the destinations but help in building and maintaining the unique identity of a destination. Concerning literature Mason et al. (2011) brand positioning is seen as critical when creating a brand and this framework supports the marketing communications amongst brand identity as the market image aspired to by the organisation and the brand image and so the brand image is the actual perceptions held by the target audience.

5.6 Challenges in Building a Destination brand

Lane et al (2000) agreed that collaborations can assist in avoiding a long-term cost of confrontational conflicts between the market interests’ active groups. Cape Coast is facing
numerous challenges which makes it difficult for all stakeholders to collaborate to brand the destination. One of the major challenges which were indicated is inadequate brand communication because currently the brand communication is fragmented among stakeholders and as highlighted by Kankhuni (2020) weak coordination is seen as an issue between the government and private stakeholders in the process of branding a destination and it is just like any other destination. All stakeholders need to keenly communicate and present a mutual brand identity and image because the city of Cape Coast has a potential of adopting and applying a mutual brand identity and to communicate reliable messages to reach its target audience.

All stakeholders must come together in establishing collaborative decision making, agreement of combined marketing programs, and ensure that both public and private tourism stakeholders promote the same brand identity, languages and messages when promoting the destination. Blain et al. (2005) argued that strong coordination among stakeholders in determining a mutual vision and creating stable experiences can help assist in tourists expects and receive a high-quality experience at the destination.

Pike (2005, p. 1–4) argues that political decision making can be a problem towards a good practice as destination stakeholders depend on the government, for the reason that, there is a lack of continuity from the government and this creates problems for stakeholders within the tourism sectors. Cape Coast needs to secure strong political support to be able to brand the destination and secure its spot in the market because, for a destination to build a brand, it needs solid political support since its indulge different stakeholder just as New Zealand put up collateral (Morgon et al. 2003).

Poor infrastructure is seen as another hindrance because building a destination branding is all about shaping and transforming the image of the tourism area, the influence of tourists, expectations, and choice of travel so, Cape Coast must refurbish its infrastructure to be able to keep loyal customers because internally, Cape Coast do faces competitions from two neighbouring cities such as Accra and Takoradi due to the cities well-structured infrastructure put in place. Cape Coast needs to move from dry image to an outstanding image that will be recognised, just as Singapore invested hugely in infrastructure to be noticeable on the global tourism market.

Lack of product differentiation is seen as another challenge because externally majority of African countries such as Kenya, Nigeria, South Africa, Gambia, Senegal are offering similar products which are the uniqueness of the destination, therefore, Cape Coast as a city in Ghana needs to expand and differentiate its products from competitors as branding is a fundamental way in differentiating the superiority of goods or services over others (Wong and Musa, 2011).
6. Conclusion

This section aims to conclude the findings and results that were gained throughout the process of writing this dissertation. Firstly, the aim of the study and research questions will be presented about the approach of destination branding.

Majority of previous researches associated with destination branding have mainly focused on the demand-side and the perceived of destination brand image so, with this research, the author chooses an approach by letting various stakeholder´s perspective be a substance of the research. Meanwhile, the tourism sector is seen as one of the biggest and fastest-growing sectors in the world and with that, the growth of transportation networks and technology increase has allowed easy access to further markets in resulting to the developing competition among various destinations. However, this research has concentrated on interest groups of stakeholder´s involvements in branding a destination of a city called Cape Coast. The research aimed to explore how Stakeholders can contribute in creating Cape Coast destination brand by using events whereby three research questions were answered with the assistance of qualitative research approach and a semi-structured interview was also used to determine various thoughts and beliefs from several stakeholders.

The first question was Cape Coast owning its brand identity. The results show that as Cape Coast is the main tourism hub in Ghana it is essential to for the destination to own it brand identity because, to build a strong brand, identity is important as it signifies the build-up of what a brand stands for and this build-up is for the desired positioning in its place of how the brand is perceived. In the literature of Aaker (1996, p. 68) a brand identity is “a unique set of brand associations that the brand strategist aspires to create or maintain”. These associations represent what the brand stands for and imply a promise to consumers from the organization members. The author simply pinpoints that, “a brand identity helps to establish a relationship between the brand and the customer by generating a value proposition involving functional, emotional or self-expressive benefits”. The findings present it clear that Cape Coast owning its brand identity is crucial because brand identity is like a design that shapes and influences customers, complete opinion of the brand, enlightening features of that design whether it is images, words, associations, and ideas. The city of Cape Coast is seen as the most beautiful coasts, the only national park of the country, and most Africa´s culturally destination spots due to it being the former colonial and as well as the largest slave-trading centre in West Africa. The city of Cape Coast is famous for its palm-fringed beaches, rich natural attractions and fascinating ancient Forts and Castles which was built early by the European traders so drawing to the author´s literature, brand identity ascertains how brand owners want a destination to be perceived, capturing the features and beneficial attributes and it is further explained that an efficient brand identity determines the destination´s character and value proposition (Wheeler et al. 2011). A brand cannot simply be seen as a product, but rather it reflects on the product which means describing its identity and an image is nothing without a strong identity. Additionally, the results indicated that the city of Cape Coast uniqueness is their culture and culture is something that can be used as the brand identity of a destination which both locals and tourists or visitors can utilise it and then can also assist in position the destination brand and increase investments and enlargement of Cape Coast.
The second question was the roles of stakeholders in building a destination brand of Cape Coast. The findings show that stakeholders roles in building a destination brand of Cape Coast is meaningful because destination stakeholder’s role and involvement can assist in advertising tourism products that consumers can consider the attractiveness of the destination before visiting and that is what stakeholders in Cape Coast are about a variety of stakeholder’s engagement from both internal and external assist in advertising the destination products. Destination stakeholders roles are to create, promote and manage a destination through a community development that will enhance a long-term achievement in attracting tourists to the destination, develop products at the destination and expand the economic growth that will influence the national and regional enlargement (Morrison, 2013, p. 5). Furthermore, the findings show that brand communication was currently fragmented due to lack of communication between all levels of stakeholders so destination stakeholder’s roles and involvement will assist in building Cape Coast as a city brand. Cape Coast has a potential of adopting and applying a mutual brand identity and to communicate reliable messages therefore both public and private stakeholders’ role is to assist in establishing a collaborative decision making, agreement of combined marketing programs and ensure that various stakeholders in the tourism sector promote the same brand identity and messages.

The third question was to discover and understand the challenges of stakeholders in the creation of a durable destination brand. The results indicate that, there is a holdback or a gap among the various stakeholders within the tourism sector as a whole of Cape Coast and that it needs proper reinforcement to be able to refurbish the sector completely, by showing that there is lack of coordination and collaboration among various stakeholders, poor infrastructure, instability political leadership and lack of product diversification. Farsari, (2018) highlighted that, collaboration is an essential tool for the tourism industry especially the success of any tourism destination so, to build a booming destination, there is should be a solid collaboration and cooperation among various stakeholders within the tourism sector because, in the situation of Cape Coast, there is lack of collaboration and cooperation between stakeholders of all levels which is rather initiating and causing even more issues at the destination. Further, the author remarks that collaboration is considered to be a means of problem-solving and a policy goal for sustainable tourism development, successful implementation of projects, and the governance of destinations (Farsari, 2018). Even though stakeholder’s engagement in building destination branding is quite a new notion as established in Cape Coast, solid engagement is achievable among stakeholder’s collaborations or cooperations.

6.1. Recommendation
First of all, there should be a re-education for all levels of various stakeholders about the tourism sector as it will lead to locals as part of the private stakeholders and public stakeholders to become specialised in the field and upsurge their commitment to the sector from the top leaders to the bottom managements, secondly, public stakeholders within the tourism sector need to be assigned to different divisions based on their specialty and this will make the sector more well defined, coordinated and regulated when it comes to leadership and continuity of project within the tourism sector.
6.2. Further Research
The research has contributed by giving an insight into how destination branding among various stakeholders is important and useful. It also pinpointed how collaboration can be the reason for a successful destination. The research aimed to explore how Stakeholders can contribute in creating Cape Coast destination brand by using events, hence, there is a need for the participants from the various tourism sectors representative to strengthen their branding knowledge further. For further research on this project, there needs to be more practice for stakeholders to be able to create a solid identity of the city to enable the destination to have a well-defined image.
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Interview Guide

Introduction

I am a tourism student at Södertörn University (Stockholm, Sweden) writing my master’s dissertation in Destination Branding. As someone who is involved in the tourism industry, you are in the position to describe the nature of stakeholder’s engagement in building Destination Branding of Cape Coast. The purpose of the study is to explore how Stakeholders can contribute in creating Cape Coast destination brand by using event.

Events have developed within the tourism sector as a crucial product options to numerous urban or city destinations whereby destinations are competing to host mega events, cultural events so, therefore, events have been used as products to create an additional visit to destinations and overall, events has greatly contributed to destination branding by helping to create an image of a city

Brand identity is seen as one of the process of developing a brand in a city or urban perspective of Cape Coast: Cultural, historical heritage site, political characteristics, beaches etc, that composed to distinguish and associate the brand in the customer’s mind.

Stakeholder is any individual, group or party that has an interest in the destination and the results of its actions. The main aim of this study is to contribute in theory and concept of the researched field and practical request for Cape Coast.

Questions

Section 1 (Demographic Variables)

Gender:

Position:

Nature of Occupation:

Work Experience:
Section 2

1. **Why cape coast should have its own brand identity?**
   - Why is an identity critical when building a brand?
   - What do destination stakeholders need to be able to build a brand identity?
   - What is the brand identity of Cape Coast as a tourism destination?
   - Describe how and why locals should be part of building a brand identity.
   - Briefly describe in your own opinion why Cape Coast should be able to identify it brand identity?
   - What do you think is the first thing that comes to mind when one hears the name of your destination?
   - What is the Cape Coast famous for?
   - Do potential consumers understand what the brand identity is communicating?
   - How are you connecting event to brand the destination?
   - What do you think are key factors in terms of how events can have a positive to the brand identity?

Section 3

2. **What are the roles of stakeholders in building a destination brand of Cape Coast?**
   - Who the tourism stakeholders in Cape Coast?
   - What are practices been used when creating a destination brand in Cape Coast?
   - What are the important factors that stakeholders consider when creating a brand?
   - What image are stakeholders attempting to portray to their potential consumers (Demand-side)?
   - How is the brand backing the general strategy and vision of the destination?
   - In what ways do stakeholders communicate the brand?
   - How is competitive of Cape Coast brand position against other destinations competitors?
   - What are the most significant factors used in branding and positioning Cape Coast?
   - What do you think is the best thing about the Cape Coast?
Section 4

3. **What could hinder stakeholders in creation of a durable destination brand**
   - Describe some challenges stakeholders faces that make it difficult to brand a destination
   - Describe a situation where stakeholders needed to persuade other stakeholders creating a brand. What steps did you take? What were the results?
   - In what way has stakeholders taken the lead in collaborating with other stakeholders in creating a destination brand?

Thank you in advance.

Henrietta Acheampong.