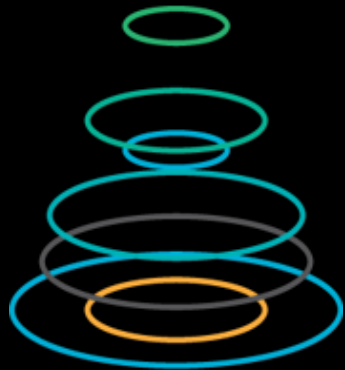


Territorial Reputation Management

Integrating Online Marketing Tools into Reputation Management

Best Practices around the World & The Case of Athens



COMMUNICATION
ON TOP **IN DAVOS**
World Communication Forum
2012

Manolis Psarros
CEO & Founder



Why **branding** matters?



For Tourists:

Because they would choose a destination brand only when they can trust it.

For Destinations:

Because a trusted brand brings about tourist loyalty.

FACT #1



“Countries are judged by what they do, as they have always been, and not by what they say”.

Simon Anholt

FACT #2

Perception is more
Powerful than **Reality**.



FACT #3



“No single national stakeholder has control over all of the factors that affect a country’s reputation”

Source: ETC/UNWTO Handbook on Tourism Destination Branding

**Can you
successfully brand
an entire
destination?**



At least most of us agree on that:

**destination branding seems to
be working within **tourism****



The Challenge

Visit Britain fears Olympic tourism could be jeopardised after 34% budget cut

TOM HALL , 20 October 2010

 Be the first to comment on this article

Visit Britain is to review its Olympic tourism strategy after the Government reduced its four-year Olympic budget by 34%.



A Tourism Office Falls Victim to Hard Times





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States cut back on efforts to draw tourists

By Roger Yu, USA TODAY Updated 8/1/2011 11:19 PM

[Comment](#) **51** [Recommend](#) **170** [Tweet](#) **101**

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Fewer state and local governments are urging Americans to "come and visit us" — just as more people say they're hitting the road or are ready to go.



Arizona Office of Tourism

Many states are slashing their tourism budgets, moving from national advertising to target market ads.

About 20 states have cut spending in the past year on advertising and other promotion and support to try to lure tourists and their vacation dollars, the U.S. Travel Association says.

That includes states that depend heavily on tourists' dollars such as Hawaii, Washington, [New York](#), [South Carolina](#) and Arizona.

One state — Washington — has shut down its tourism promotion office after lawmakers couldn't come up with the \$2 million they usually spent to attract visitors.

Italy is closing down Italian government tourist board offices



Image via blogspot.com

BY ELISABETH LANG, ETN | DEC 16, 2010

ITALY (eTN) - Due to massive budget cuts and restructured priorities, the Italian State Tourist Board is closing its iconic German office in Munich (the Berlin office closed in 2009).

Only two weeks ago at the reception held on December 10 in Munich, ENIT director Leonardo Campanelli announced that the office will continue its work. Now, only two weeks later, he sadly had to distribute a letter to the staff.

Budget cuts hurt promotion of Amsterdam

Amsterdam Tourist Information • May 9, 2011

f Like

Tweet 1

+1 0

Share

DutchAmsterdam.nl — The Dutch tourism industry is alarmed at budget cuts of € 10 million for the promotion of the Netherlands abroad.


Last Friday the Dutch cabinet announced that starting in 2015 the Netherlands Board of Tourism & Conventions (NBTC) will receive € 5.8 million in yearly subsidies from the Ministry of Economic Affairs.

Currently the organization received € 16,6 million, about as much as the tourist sector itself contributes to the promotion of the Netherlands.




The budget cuts are part of a larger program of cuts covering all aspects of Dutch society in an effort to combat lingering effects of the recent economic crisis.

Big Impact on Tourism in Amsterdam

A grayscale photograph of a hand holding a white rectangular card. The hand is positioned on the left side of the frame, with the thumb and index finger visible. The card is held in front of the hand, and the text on it is clearly legible. The background is out of focus, showing what appears to be a light-colored surface and some indistinct shapes.

**Destinations are
shifting ad dollars
online and away
from offline media.**

A grayscale photograph of a hand holding a white rectangular sign. The hand is positioned on the left side of the frame, with the thumb and index finger visible, gripping the top and bottom edges of the sign. The sign is held up, and the background is a blurred outdoor setting. The text on the sign is centered and reads:

**online budget =
more than 50%**



R.O.I.

more critical today than ever before.

**What
destinations
should do?**



**They need
to go**

**back to the
future**



F R O M

D E S T I N A T I O N

M A R K E T I N G

T O

D E S T I N A T I O N

M A N A G E M E N T

aiming to achieve
Service Excellence



LINOS

**and become the
stage manager**



not just a good
promoter..



How?

Destinations will need to:

- Do less and enable more**
- Develop and share the tools**
- Promote less, and attract more**
- Focus on partnerships, development, management and innovation**
- Need to make their declining marketing resources, used jointly and deliver more tourism spend**

**Destination Marketing is much more
than just promoting a destination**



Reputation Management

Visit Florida – ‘Florida Live’

Florida Live

powered by
VISITFLORIDA.COM


Real people, Real time, Real Florida

Welcome to the Sunshine State. Here's what's happening now, shared with you by those of us enjoying it live. Sample the sun and the smiles and come back any time or upload your own photo at Facebook.com/ShareALittleSunshine.


[Tweet](#) 360 [Share](#) 2216 [Details about Florida Live content](#)

Shared Images


Images have been posted by fans of Share a Little Sunshine, and are not for reproduction.




10/22/11 09:46pm




10/22/11 07:12pm




10/22/11 06:36pm



10/22/11 06:25pm



10/22/11 06:23pm



10/22/11 03:50pm


Introducing

The Florida Live Webcam Network

See previews below and [all webcams here](#) »

Florida Live Webcam Network

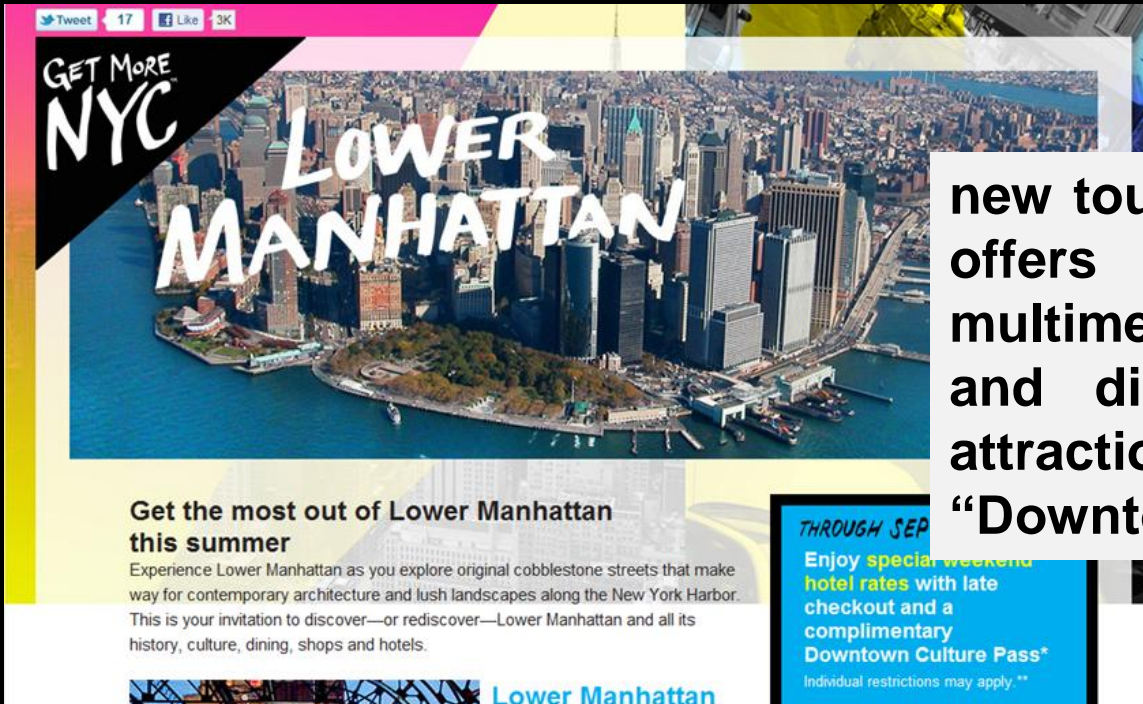
See All »



SoWal - Seagrove Beach Walton Dunes

Reputation Management

Lower Manhattan



GET MORE NYC

LOWER MANHATTAN

Get the most out of Lower Manhattan this summer
Experience Lower Manhattan as you explore original cobblestone streets that make way for contemporary architecture and lush landscapes along the New York Harbor. This is your invitation to discover—or rediscover—Lower Manhattan and all its history, culture, dining, shops and hotels.

THROUGH SEP
Enjoy **special weekend hotel rates** with late checkout and a complimentary Downtown Culture Pass*
Individual restrictions may apply.**

Lower Manhattan

new tour itineraries, special offers at local hotels, multimedia advertisements, and discounts at shops, attractions, and the new “Downtown Culture Pass”

Major Campaign spotlighting the area's remarkable recovery in the nine years since the 9/11 attacks

Reputation Management

Iceland & the Volcano Ash Crisis



The campaign showed the rest of the world that Iceland is still a safe place to visit and since the volcano eruption began only a small percentage of the country has been affected by the ash.

Reputation Management

Vancouver – Stanley Cup Riots



A community blog called [This is Our Vancouver](#) was erected carrying the message “The actions of a few aren’t a true reflection of our city”. Developed by DDB Canada in partnership with Tourism Vancouver, the portal aggregated photos, videos and stories from across the internet and social media channels and encouraged people to contribute their take on what best defines the city.

Integrating Online Marketing Tools into Reputation Management

The Case of Athens

**more than just an
economic crisis**





**social stability under
threat**



**no public funds
available**

**continuous
negative exposure**

Reuters

BREAKING NEWS

DECISION DAY IN GREECE

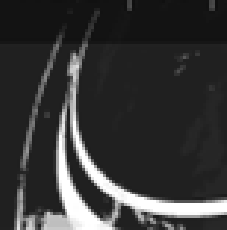
Govt. votes today on plan to cut spending & raise taxes

CNN on twitter.com/CNN and twitter.com/CNNbrk

CNN

7:03 AM ET

NEWS EUROPE



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Greek debt crisis: Athens protests continue into night



Presented By:

DELL

CBS NEWS

VIDEO U.S. WORLD POLITICS ENTERTAINMENT HEALTHWATCH MONEYWATCH TECH SPORTS OPINION PHOTO

Blogs: Political Hotsheet Crimesider Investigates HealthPop Celebrity Circuit Tech Talk More ▾ Shows: 60 Overtime Hotsheet Live Ra

BREAKING Obama announces withdrawal of U.S. troops from Iraq by end of this year



VIDEO

Batman movie to film
at Occupy Wall
Street?

4 of 9



VIDEO

Adorable brown bear
cub gets into
produce dept.

5 of 9



VIDEO

"Why Read Mo
Dick?" - And h
read it



CHAOS IN GREECE

ATHENS PROTESTS TURN VIOLENT

LIVE EDT

early

RECOMMENDED



Steve Jobs ma
made fatal erro

2:04 | October 21,



Libya: a look at
future

4:00 | October 21,



Shark bites

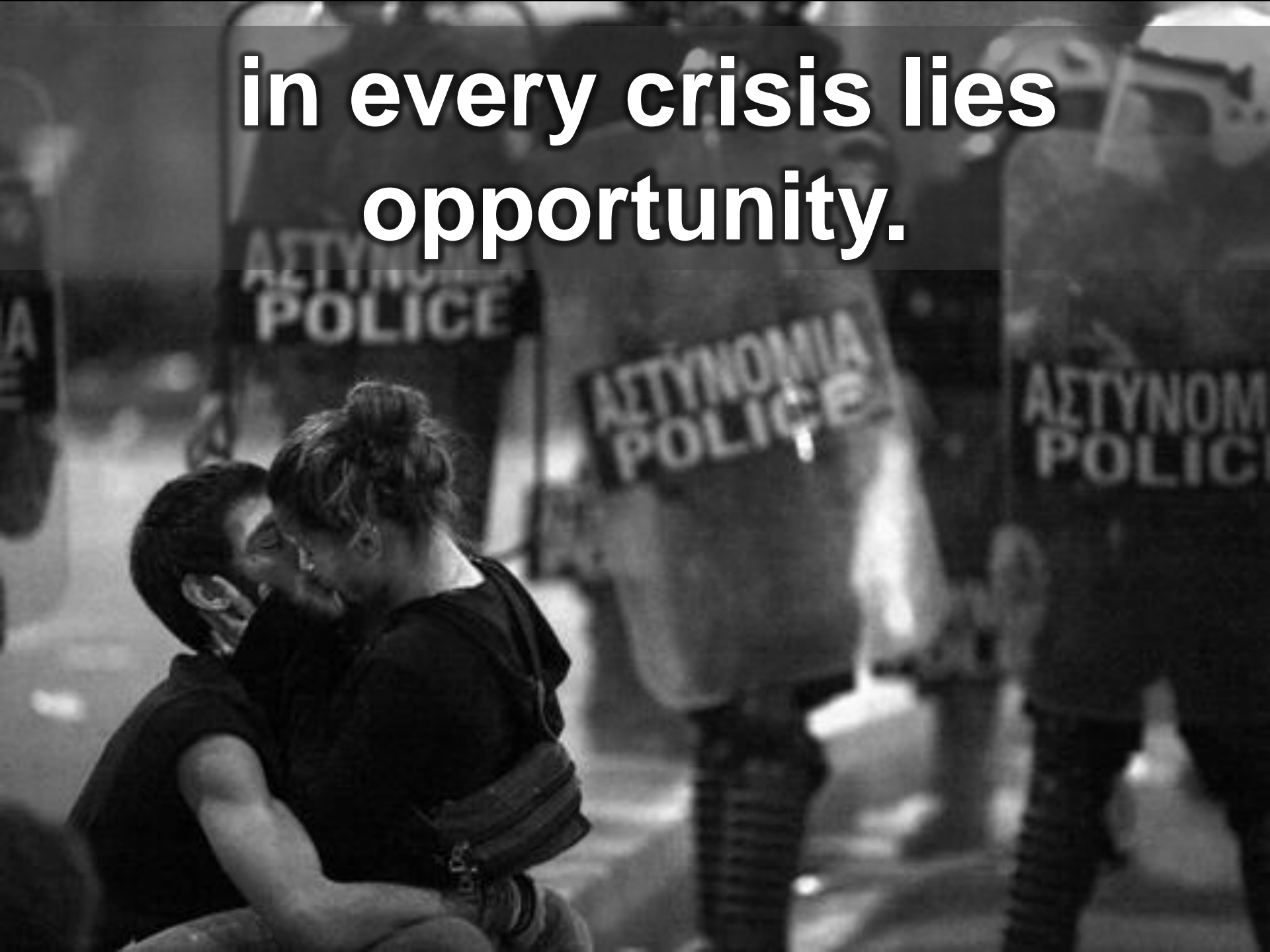
60
MINUTES

NOW ON YOUR IPAD



however..

**in every crisis lies
opportunity.**



Reputation Management

This Is My Athens



Stage One:

Setting the Goal



“to **engage** local people, **showcase** the everyday life in Athens, **promote** a flavour of true experiences and an alternative image of the city **through the integration of online/offline marketing methods**”.

Stage Two: Plan & Develop the Program



PHASE ONE

create the largest photo collection of Athens ever made.



Spread the word

retweet 965

f Share 5951

f t

UPLOAD

5074 Photos

All of Athens in a photostream!


Upload images of your favorite places in the city and help create the largest photo collection of Athens ever made. Let the whole world know: This is Athens!

MOST RECENT

MOST VISITED

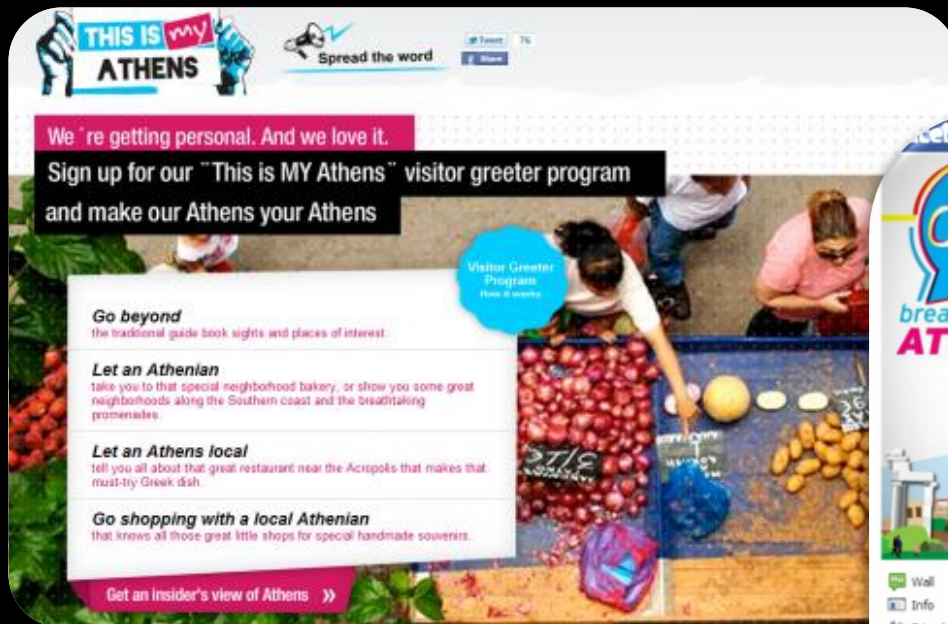
JUST UPLOADED

Tags



PHASE TWO

Launch a volunteers visitor greeters program



Stage Three:

Engage & Support



Listen to the (Athens) Locals



Engage Local Audience via paid, earned & owned channels



Breathmaking Athens (All about Travel / Visit Athens)

It may be cold today, but it's always a perfect time for a strolling through Athens!



This is Athens

thisisathens.org

Upload images of your own favorite places in the city and contribute in creating the largest photo collection ever made for Athens. Let the whole world know: This is Athens!

14,954 Impressions · 0.10% Feedback

Like · Comment · Share · January 26 at 3:54pm

Wednesday, January 26, 2011 at 3:54pm

15 people like this.

Write a comment...



Breathmaking Athens (All about Travel / Visit Athens)

Welcome to Athens! Would you like to visit a special neighborhood bakery and try that delicious homemade pie, a great restaurant to enjoy that "must-try" Greek dish or a tiny shop for special handmade souvenirs? Then, you need an Athens Local to guide you!

Click on <http://bit.ly/thisisMYathens>, sign up for our "This is MY Athens" visitor greeter program & make our Athens, yours!



Wall Photos



Breathmaking Athens (All about Travel / Visit Athens)

Breakfast at Plaka, swimming in Vouliagmeni, souvlaki at Monastiraki, frappe near to Acropolis, drinks at Glyfada and a yummy hot dog at Mavilis sqr. Only an Athens Local knows how to spend a great day in Athens. Sign up now @ <http://bit.ly/thisisMYathens> for "This is MY Athens" Greeter Program!



Wall Photos

24,481 Impressions · 0.15% Feedback

Unlike · Comment · Share · August 26 at 2:09pm

You and 35 others like this.

View 1 comment

Write a comment...

Provide Support via offline visitors services



PHASE THREE

Monitor & Evaluate

Set KPIs

of requests

of Athens Locals

visitor satisfaction survey results

Web & SM Metrics

media coverage

Evaluate Results

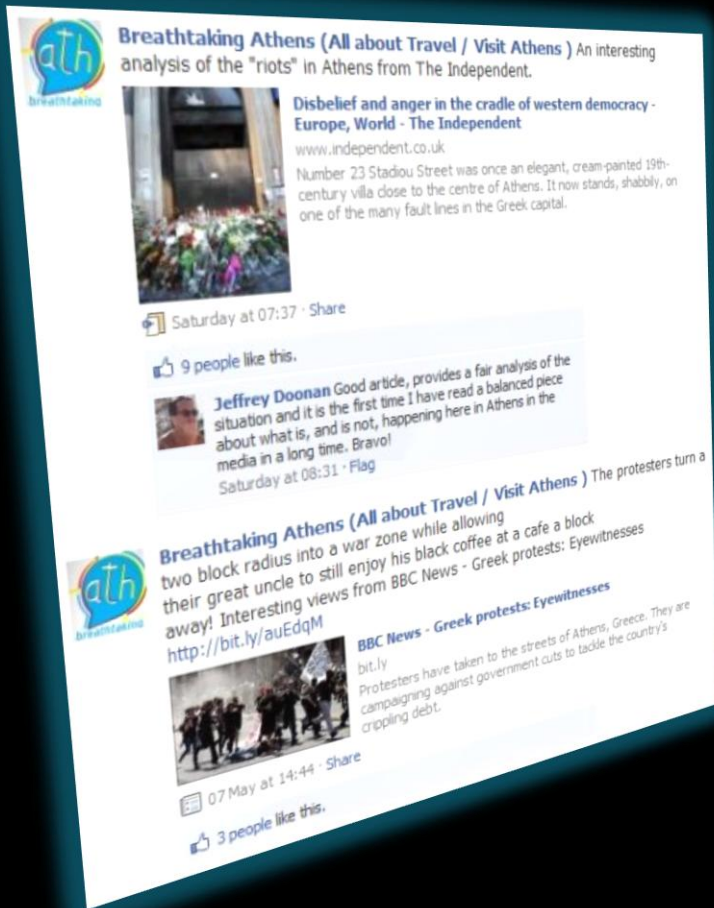
5.000+ photos

350 Athens Locals so far..

Hundreds of Visitors Requests..

Stay Relevant

Breathtaking Athens – Real Time Tourist Safety Information



To Sum Up..



**We cannot control everything being
said about the destination's brand**



**but by actively listening to visitors & locals feedback
and the use of online channels for promoting and
distributing positively charged content**

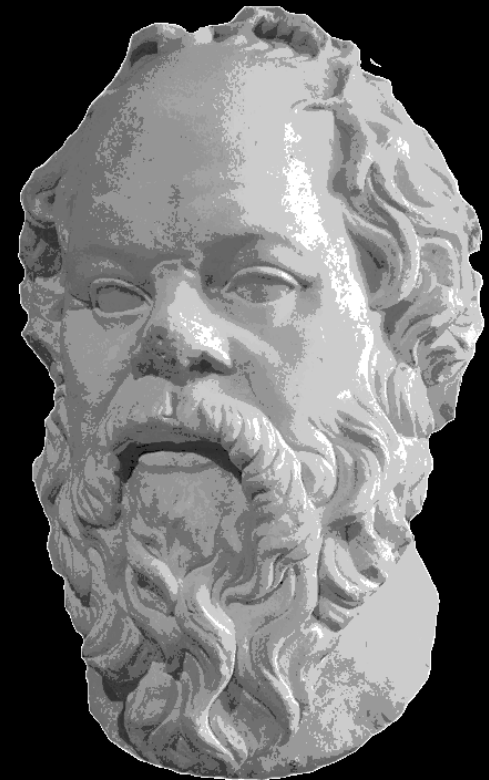


We can better manage the destination's reputation.



“The way to gain a good reputation is to endeavor to be what you desire to appear”

Socrates



Thank You



www.abouttourism.com

[@about_tourism](#)

www.abouttourism.wordpress.com