

Superstar Cristiano Ronaldo's effect on national reputation, pride and tourism in Continental Portugal and on the Island of Madeira

MANUEL AU-YONG-OLIVEIRA * [mao@ua.pt]

NINA SZCZYGIEL ** [nina.szczyniel@ua.pt]

BENEDITA BARREIROS *** [benedita.spbarreiros@gmail.com]

MARIA MADALENA ANDRADE **** [mariamgomesa@ua.pt]

Abstract | In the global economy, the tourism industry is an important constituent of economic growth and employment and its significance is still on the rise. A competitive marketplace urges destinations to provide distinct and unique experiences while managing scarce resources. One way to approach the discussion on tourist destination attractiveness is to consider the impact of a superstar strongly associated with the destination. We conducted a quantitative study evaluating perceptions of the effect of Cristiano Ronaldo on tourism in continental Portugal and on the Island of Madeira. A survey was distributed online using social media. Results indicate that from the viewpoint of the respondents of the study (N=111) Cristiano Ronaldo positively affects the reputation of Portugal abroad and brings more tourists to Portugal and to the Island of Madeira. No association was found between the respondents' gender and their pride in being Portuguese because of Cristiano. Similarly, no association was found between the respondents' age and the main characteristic seen in Cristiano Ronaldo. However, a statistically significant association was found between gender and the main characteristic seen in Cristiano Ronaldo – female respondents tend to associate Cristiano to kindness and family values, whereas male respondents tend to associate Cristiano to spirit of sacrifice.

Keywords | Tourist destinations, destination attractiveness, superstars, reputation, national pride

* **PhD Industrial Engineering and Management, Assistant Professor** at the University of Aveiro, **member** of GOVCOPP, Department of Economics, Management, Industrial Engineering and Tourism, University of Aveiro

** **PhD Industrial Management, Assistant Professor** at the university of Aveiro, **member** of GOVCOPP, Department of Economics, Management, Industrial Engineering and Tourism, University of Aveiro

*** **Undergraduate student**, Marketing Management, IPAM Porto – Instituto Português de Administração de Marketing

**** **Undergraduate student**, Management, Department of Economics, Management, Industrial Engineering and Tourism, University of Aveiro,

1. Introduction

The objective of this study was to determine the effect of Portuguese football superstar Cristiano Ronaldo on the tourism of the Island of Madeira (his birthplace) and of Continental Portugal. Following a review of the literature and the clarifying and definition of certain concepts, a survey was performed, with 111 valid responses, which did indeed reveal that there exists the perspective that Cristiano Ronaldo is generally very positive for Portugal, more so in fact than any other Portuguese individual of prominence abroad. The chi-squared test was performed in three cases where an association between variables was thought to exist. A statistically significant association was found only in one case, namely between gender and characteristic seen in Cristiano Ronaldo – female and male respondents seeing different things in Cristiano's persona. Men tend to see more masculine traits, such as spirit of sacrifice (Mansfield & Oliveira, 1994). Women, on the other hand, tend to see more feminine traits, such as kindness and family values.

2. Background on tourism

Despite the first definition of tourism proposed in 1905, tourism is still defined differently by different sources and a large number of definitions in use remain. According to the UNWTO (1992, as cited in Middleton, Fyall, Morgan, Ranchhod, 2009, p.3), "tourism comprises the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes". This view is wider than the traditional vision of tourism, which focuses only on leisure motivations. Not restricted to the holiday period and leisure activities, tourism includes a vast array of reasons for a visit, such as work, education or

health purposes. Tourism is performed by visitors, persons who travel to a destination beyond their usual environment and remain there no longer than a year. A visitor is considered a tourist (overnight visitor) when staying overnight or excursionist (same-day visitor) when an overnight stay does not make part of the visit (UNWTO, 2008).

The tourism sector has been recognized for its important input to wealth and quality of life (Cunha, 2013). In fact, tourism has already been indicated as being the biggest (Middleton et al., 2009, The Authority on World & Travel, 2015) and fastest growing industry in the world representing 10% of the world's gross domestic product (GDP) (The Authority on World & Travel, 2015). Tourism brings a considerable potential to host countries, as it contributes to economic development, both directly and indirectly, through tourists' spending, taxes on incomes from tourism, thus stimulating employment, local businesses and investments in tourism infrastructure. Tourism brings commercial revenue and encourages investments while raising awareness and providing a base to sustain environmental protection and cultural heritage (UNWTO, 2011). The tourism industry is a source of 3% of direct employment globally (Ladkin, 2013), currently being responsible for creating 1 in 11 jobs worldwide (The Authority on World Travel & Tourism, 2015).

The tourism industry grows faster than other sectors and the economy as a whole (The Authority on World & Travel, 2015). In 2015, the number of international tourists increased in average by 4.4% which in numbers meant 50 million more, when comparing to the year before (UNWTO, 2016). Europe, Asia, North and South America and the Pacific region reached a 5% annual growth and Africa as a tourist destination recorded a 3% decrease. In Europe, 29 million more visits in 2015 than in 2014 gave in total 609 million arrivals (UNWTO, 2016). International tourists are important in this perspective as their contribution to

the destination economy is higher than domestic tourists (Middleton et al., 2009). Tourist interest in destinations has been lately affected by increasing safety aspects and exchange rate oscillations (UNWTO, 2016). Yet, domestic tourists should not be underestimated. There are countries where the contribution of domestic tourism is at least as substantial, if not dominant, as compared to international tourism (Massidda & Etzo, 2012).

Portugal has been continuously moving towards developing a strategic approach for tourism, an industry with a relevant and still increasing contribution for the national economy (Lourenço Paiva, de Sousa Mendes, Carvalho, & Lanção Gonçalves, 2015). With a performance above average, tourism has been the major sector for exports (Barros, 2016) and has been experiencing a steady growth over time. In 2015, 19.2 million guests and 53.2 million nights were registered in Portugal, an increase of 10.9% and 9.1% from 2014 respectively. The number of trips of the resident population rose in 2015 by 7.0% reaching 19.1 million, of which 90.1% were in the national territory. To note that 43.3% of residents travelled (with an overnight stay) at least once (INE, 2015).

A tourist destination is a place recognized by a visitor as being central to a visit. Traditionally, it has been considered a distinct place, to a higher or lower extent geographically separated, such as a country, city or region, building its visibility and perceived attractiveness in a group of single aspects. At present, a tourist destination is rather seen as an integrated product in itself, providing a tourist-centered, structured offer through a set of facilities and related services around natural, environmental or cultural resources, which contributes to enhancing an overall touristic experience (Cracolici & Nijkamp, 2009).

3. The global market

In the global market, travelling has become easier and distant destinations more accessible. About 2 million destinations provide a wide range of attractions and options (Stephens, 2008). Yet, some destinations are more successful than others in attracting visitors (Formica & Uysal, 2006). A number of aspects have been presented in the literature to evaluate destination performance: number of arrivals, average length of stay of international tourists, number of accommodation structures, total accommodation capacity, level of investment (Assaf & Josiassen, 2012; Bossetti, Cassinelli, & Lanza, 2006). Also, there has been an increasing focus on destination leadership (Pachlaner, Kozak, & Volgger, 2014) and destination competitiveness (Gooroochurn & Sugiyarto, 2005; Kozak & Remington, 1999; Melián-González & García-Falcón, 2003). In the long-term, competitive advantage is now a must for a tourist destination (Poon, 1993).

Tourists' expectations and strong competition amongst tourist destinations are a driver to the strategic management of places. Kotler, Haider and Rein (1993) argue that especially tourist destinations need a strategic approach to management to be competitive. In this context, an increase in the competitiveness of tourist destinations requires a vision and customer-centered marketing philosophy to attract, bring and ensure tourist retention over time. Destinations are places and places are products, which strongly rely on services that can differentiate them in the market and give advantages vis-a-vis competitors (Stephens, 2008). The success of a destination is in fact a success of the complex system of actors and resources delivering a variety of products and services, and requires efficient communication and coordination (Rodríguez-Díaz & Espino-Rodríguez, 2007). People choose and travel to places to experience a number of attractions associated to them (Leiper, 1995). Since tourists are usually not acquainted with places that they have not visited before, a destination needs to transmit an image that stimulates interest, promises satisfaction through uni-

que experience suitable to expectations, and provides original positioning increasing the chance to be chosen amongst other competing destinations (Beerli & Martín, 2003).

4. Destination attractiveness and superstars

Destination attractiveness is “the perceived ability of the destination to deliver individual benefits” (Mayo & Jarvis, 1981, p.22). The tourism literature understands destination attractiveness as physical attributes of a destination (Formica & Uysal, 2006). Feelings, beliefs and opinions about the ability of a destination to provide satisfaction to an individual’s special vacation needs is of paramount importance (Hu and Richie, 1993). Tourism depends on the extent to which the destination has the resources and their perceived importance. In this regard, Laws (1995) has made a classification of elements contributing to the attractiveness of tourist destinations and grouped them into two major categories. The primary category is related with natural conditions and includes inherent characteristics of the destination such as climate, architecture and natural resources. The secondary category is specific for the tourism infrastructure and includes hotel accommodation and restaurants, among others. Destination attributes are deemed to influence the relative attractiveness and competitiveness of the destination (Formica & Uysal, 2006; Hu & Richie, 1993). Finally, destination success depends also on their regional competitiveness.

Superstars are widely recognized persons due to their professional activity who draw substantial public attention. Artists and other media-based professions, including professional athletes, have been increasingly valued by marketers due to their potential influence on the customer in the decision-making process and see them as a way to build and strengthen a company’s brand (Amis, Slack,

& Berrett, 1999; Shank & Lyberger, 2014).

Cristiano Ronaldo is a professional football (soccer) player, and is one of the most identifiable Portuguese figures in the world. With remarkable professional achievements, at both the national and international levels, and a laureate of a number of very prestigious and high profile awards, Cristiano Ronaldo is acknowledged for his rigorous training and hardworking mindset. He is a younger generation athlete who is actively present in social media and has recently reached 200 million followers across combined social platforms, Instagram, Facebook and Twitter (Forbes, 2016). Ronaldo transmits his beliefs in family values through his image and attitude, and is well-known for his active involvement in noble causes.

5. Discussion – Tourism in Portugal

Tourism is a strategic sector for Portugal and an important component of the Portuguese economy (Turismo de Portugal, 2012). A mild climate, long coastline, diverse architecture styles, a much appreciated traditional cuisine and a variety of cultural attractions in a country of a small size has created the potential to build a touristic offer to enhance economic growth, stimulate investment, create jobs and innovation.

As like with other tourism destinations, Portugal has been looking to position itself in a competitive tourism market. Countries, regions and cities have used place branding as a tool to create and transmit originality and uniqueness, which allows the differentiation of one place from another and the gaining of an advantage over the long term (Oliveira, 2012). Since branding is a multi-faceted concept and based on individual and personal perceptions of customers, it can considerably differ from subject to subject (Zenker & Braun, 2010). It is then very important for decision makers to define the central elements of the value proposi-

tion.

Natural resources, for instance, are one of the strongest aspects of the Portuguese tourism offering. Nature tourism is not subject to seasonal variations and its European dimension is estimated at 12 million trips per annum. In Portugal, nature tourism accounts currently for 2 per cent of the total with a great potential to grow (The Portugal News, 2016). In particular, the archipelagos of Madeira and of the Azores, have interesting perspectives in this concern. Of note is that the Algarve, Lisbon and Madeira have been the main destinations in Portugal and together accounted for 73.6% of the stays in this country (INE, 2015).

According to Alcaniz, García and Blas (2009, p.716), a tourism destination image “consists of all that the destination evokes in the individual; any idea, belief, feeling or attitude that tourists associate with the place”. Echtner and Ritchie (1991, p.11) have presented a three open-ended questions approach to tourism destination image to assess its components: (1) What images or characteristics come to mind when you think of X as a travel destination?; (2) How would you describe the atmosphere or mood that you would expect to experience while visiting X?; (3) Please list any distinctive or unique tourist attractions that you can think of in X. Stepchenkova and Morrison (2008) have considered the first question as an evaluation of functional aspects of the destination image (“stereotypical image”), the second question as being more psychologically oriented and a way to evaluate holistic aspects (“affective image”), whereas the third question captures special, distinctive aspects of tourism destination image (“uniqueness image”). Guerreiro, Agapito and Pech (2015) have applied Echtner and Ritchie’s approach to evaluate personality traits of Portugal as a tourism destination from the viewpoint of Czech university students. The functional features most often indicated were ‘sun’, ‘beach’ and ‘warm’. Portugal was associated with a ‘friendly’ and ‘relaxed’ atmosphere, which designated holistic aspects of the

destination. The third element, distinctive or unique attractions, were from the respondents’ perspective, Lisbon, Porto and football. One of the strongest and most distinctive associations respondents of the Czech study felt with Portugal was therefore football – which justifies our interest in the research topic involving Cristiano Ronaldo and tourism in Portugal. Cristiano Ronaldo is the most identifiable of the Portuguese celebrities. Cristiano Ronaldo has been in fact for years one of the most recognized football players in the world (Hylton & Lawrence, 2014). Thus, Cristiano’s effect on national pride, as well as on other aspects such as the reputation of Portugal abroad and his effect on tourism in Portugal and on the Island of Madeira, merits enquiry beyond what has been studied to date (e.g., Oliveira, 2014).

6. Research methodology

Following a literature review, the study applied a quantitative approach. An online survey was conducted in November 2016 using the Facebook platform of the four authors. The survey applied a 5-point Likert scale. Additionally, an open-ended option of response was available to better describe a view of Cristiano Ronaldo. The questions aimed to evaluate the perceptions about Portugal and the Island of Madeira as tourist destinations and the extent to which Cristiano Ronaldo affects and contributes to the country’s reputation and image.

7. An analysis of the survey (descriptive statistics)

The final analysis was based on 111 valid responses. Demographic data (sex, age, place of residence, and nationality) were gathered. Respondents were also asked whether they were interested

in football. The answers to these questions can be seen in table 1. We can see that most of the respondents were Portuguese (98.2%), aged between

18 years old and 50 years old (86.4% of the sample), living in Continental Portugal (86.5%), with an interest in football (79.3%).

Table 1 | Survey answers (demographic data and interest in football)

Question	Answers
Sex	Female - 58.6% Male - 41.4%
Age	< 18 yrs - 2.7% 18-25 yrs - 36.9% 26-35 yrs - 11.7% 36-50 yrs - 37.8% rs - 8.1% > 65 yrs - 2.7%
Place of residence	Continental Portugal - 86.5% Island of Madeira - 11.7% Other - 1.8%
Nationality	Nationality - Portuguese - 98.2% Other - 1.8%
Interested in football	Yes - 79.3% No - 20.7%

Multiple choice questions (Likert scale of 1-5) included about whether the individual felt pride in being Portuguese, due specifically to Cristiano Ronaldo. 11.7% answered very much so (score of 5) and 23.4% answered that this was the case (score of 4) (positive feelings of pride for a total of 35.1% of the respondents, or just over one third). A large number of the respondents, however, were neutral, and gave a score of 3 to this question (30.6%). Not feeling proud of being Portuguese due to Cristiano Ronaldo was the case of 12.6% (score of 2) and 21.6% (score of 1) respectively (or 34.2% of the sample).

A different question was about whether Cristiano Ronaldo positively affects the reputation of Portugal abroad, similarly on a Likert scale of 1-5. The majority of the respondents answered very much so (56.8% with a score of 5), with a further 30.6% also saying yes that this was the case (30.6% with a score of 4) (scores of 4 or above for 87.4% of the sample). This is a very positive result and calls attention to the fact that superstars

can have a very positive affect on their country of origin.

As concerns social responsibility, a multiple choice question (Likert scale of 1-5) about whether Cristiano Ronaldo helps many noble causes which very much contributes to the reputation of Portuguese abroad similarly revealed a very positive trend. A total of 64.8% of the respondents answered 4 or above. 21.6% of the respondents were neutral on this issue.

Asked whether Cristiano Ronaldo brings more tourists to Portugal and to the Island of Madeira, the majority of the respondents were sure that he does (69.3% of the total), with a further 18.9% being neutral on this issue (score of 3).

A question sought to understand why people go the Island of Madeira for a holiday (it was possible to indicate more than one option) and it was revealed that the Island of Madeira is popular for its "climate / nature" (88.3% of the respondents chose this option), points of tourist attraction (museums, monuments, art galleries)

(62.2%), and food (30.6%). Cultural events also scored quite high (concerts, festivals, expositions) (23.4%). The issue of low prices was not chosen often (13.5%) revealing that this is not a reason for going to the Island of Madeira.

Of the 111 respondents, only 7.2% (or eight respondents) had gone to the Cristiano Ronaldo museum on the Island of Madeira (thus not all of the 13 respondents from the Island of Madeira have gone), with 46.8% (52 people) stating that they do however intend to go. A considerable per-

centage (45.9%, or 51 people) are not however interested in visiting this tourist attraction.

When asked which location Cristiano Ronaldo helps the most – tourism in Continental Portugal, tourism in Madeira, or both, the answers were: both (58.6%), the Island of Madeira (35.1%), with a minority choosing Continental Portugal (6.3%).

The survey revealed a number of (optional) qualitative comments on Cristiano Ronaldo, mostly very positive (table 2).

Table 2 | Comments on Cristiano Ronaldo (translated from Portuguese to English)

Positive comments (repetitions excluded)	Negative comments (one respondent only)
The best in the world; an example of effort and dedication; a worldwide reference projecting Portugal and Madeira; great sportsperson – very talented, very motivated – a nice person who helps others; a genius at his profession – with a good heart and who helps a lot of people; a boy who came from nothing and became the best-ever without losing a sense of humility and solidarity – which says a lot about his character; an example for the younger generations; a legend; a good example for everyone; bigger than Portugal; a nice person who never forgot his roots; genuine.	Too egocentric, which is why his team [Real Madrid] wins half the titles of its rival [Barcelona]

Whether in effect Cristiano Ronaldo is an excellent “ambassador for Portugal”, albeit on an informal basis, the majority of the respondents said yes – 68.4% answered 4 or above, on a Likert scale of 1-5. A total of 21.6% of the respondents were neutral (21.6%), with only 11 people of the total 111 having attributed a score of 2 or 1 on this issue.

What does Cristiano Ronaldo stand for? This question was a multiple choice question, and the respondents answered, on a positive note: family values (26.1%), spirit of sacrifice (40.5% - the most popular answer), kindness and wanting to help others (24.3%). On a negative note none stated that he stands for selfishness (a positive result), though 9% stated that he demonstrates narcissism, or excessive self-love (10 people).

To what does Cristiano Ronaldo owe his success? The answers were very clear here – motivation (81.1%), natural talent (17.1%), and having access to the best infrastructure (good coach,

good training conditions, good equipment, among others) (1.8%). Cristiano Ronaldo is thus seen to be highly motivated, by the great majority of the respondents, and this has led to his success.

Finally, Cristiano Ronaldo is seen to be the most important figure for Portugal abroad, by 73% of the respondents, as compared to the Prime Minister of Portugal (António Costa – no answers), the President of Portugal (Marcelo Rebelo de Sousa – 13.5% of the answers), José Mourinho (football coach – 5.4% of the answers), with marginal additional choices having been given to singer Mariza (2.7%), actress Daniela Ruah (1.8%), and model Sara Sampaio (3.6%). Football is truly a sport for the masses and Cristiano Ronaldo has a very significant and positively perceived effect for Portugal abroad.

8. The survey - Chi-squared tests – Associations between variables

The chi-squared test is a non-parametric test – in that it does not test a parameter, or a “mean or proportion” (Oakshot, 2016, p.210). In the case herein the chi-squared test is used to test for an association between categories.

The first association between categories was for the following survey question (translated from the Portuguese survey version): “I would be, or I am indeed proud of, being a Portuguese national because of Cristiano Ronaldo”. The null hypothesis was that there is no association between the gender (male or female) of the respondent and the pride (measured on a scale of 1 to 5) of being Portuguese because of Cristiano Ronaldo. The Alternative hypothesis was that there is an association between the gender of the respondent and the pride of being Portuguese because of Cristiano Ronaldo. In effect, no association was found, and the null hypothesis is accepted, at the 5% significance level.

The second association between categories was for the following survey question (translated from the Portuguese survey version): “I see the following characteristic in Cristiano Ronaldo” (the multiple choice options included, of which the respondents

could only choose one, were: family values, kindness, spirit of sacrifice, selfishness, and narcissism). The null hypothesis was that there is no association between the age of the respondent (millennial versus baby-boomer; or, under 36 years of age versus over 36 years of age) and the characteristic seen in Cristiano Ronaldo. The Alternative hypothesis was that there is an association between the age of the respondent and the characteristic seen in Cristiano Ronaldo. After doing the calculations, no association was found, and the null hypothesis was thus accepted, at the 5% significance level.

The third association between categories was for the same survey question above, but for another category – gender. The null hypothesis was that there is no association between the gender of the respondent and the characteristic seen in Cristiano Ronaldo. The Alternative hypothesis was that there is an association between the gender of the respondent and the characteristic seen in Cristiano Ronaldo. The results of this calculation showed that the alternative hypothesis was confirmed. An association between the variables was found, at the 0.5% significance level.

Tables 3, 4 and 5 show the results from the survey, for the chi-squared tests above – in testing for associations 1, 2 and 3, respectively.

Table 3 | Gender and pride in being Portuguese due to Cristiano Ronaldo

	1	2	3	4	5	Totals
Female	12	6	25	15	7	65
Male	12	8	9	11	6	46
Totals	24	14	34	26	13	111

Table 4 | Age and characteristic seen in Cristiano Ronaldo (selfishness had zero responses)

	Family values	Narcissism	Spirit of sacrifice	Kindness	Totals
Millennial	18	4	22	13	57
Baby-boomer	11	6	23	14	54
Totals	29	10	45	27	111

Table 5 | Gender and characteristic seen in Cristiano Ronaldo (selfishness had zero responses)

	Kindness	Spirit of sacrifice	Narcissism	Family values	Totals
Female	20	17	5	23	65
Male	7	28	5	6	46
Totals	27	45	10	29	111

For associations 1, 2 and 3, we had:

Association 1)

Sum of X2 values = 5.4111 < 9.488 at the 5% significance level with 4 degrees of freedom – Null hypothesis accepted.

Association 2)

Sum of X2 values = 2.072 < 7.815 at the 5% significance level with 3 degrees of freedom – Null hypothesis accepted.

Association 3)

Sum of X2 values = 16.26 > 12.838 at the 0.5% significance level with 3 degrees of freedom – Null hypothesis rejected.

So, being proud of being Portuguese, due to Cristiano Ronaldo, occurs independent of gender. Furthermore, different age groups are not associated to seeing Cristiano Ronaldo in a particular way. This suggests that Cristiano Ronaldo may be a mass phenomenon, in terms of national pride generated and characteristic associated to his persona, across age groups. Finally, however, an association was found between gender and characteristic seen in Cristiano Ronaldo. Female respondents tend to see in Cristiano Ronaldo kindness (20 answers by women, versus 7 by men) and family values (23 answers by women, versus 6 by men). Men, on the other hand, tend to see a spirit of sacrifice in Cristiano Ronaldo (28 answers by men, versus 17 by women). A statistically significant association was found between gender and characteristic seen in

Cristiano, meaning that according to gender more likely answers do exist.

9. Conclusion and implications

The growing importance of tourism to Portugal is undeniable. Portugal is a small, peripheral Western European country which is increasingly relying on its natural resources – such as its climate and Atlantic coastline – as well as on its historic, urban, tourist attractions – to boost tourism, internally and internationally, and thus its economy. Cristiano Ronaldo has had, according to our survey respondents, a very positive impact on the image and reputation of his country and birthplace. These results go in line with other studies (Oliveira, 2014). In future research efforts one might ask what may be done by certain celebrities to boost their country's reputation and tourism, that is, how might the government and national authorities involve them, up and beyond the effect naturally felt due to achievements and recognition won on an individual and international level? Advertising certain aspects of national prominence and cultural heritage, and not only certain commercial products (such as shampoo and telecommunications products), may be a way forward for superstars – though we do recognize that superstars' prices for publicity campaigns may be prohibitive, for state-budgets, in particular in such harsh times as those felt in 2016 (despite good prospects for the future and improvements on several fronts). Much as with multinationals, that is to say, to be more on a par with what they offer, certain tax and

other benefits may be offered by national authorities, in exchange for borrowed reputation and goodwill, which many celebrities own and may share with their nations.

References

- Alcaniz, E.B., García, I.S., & Blas, S.S. (2009). The functional-psychological continuum in the cognitive image of a destination: A confirmatory analysis. *Tourism Management*, 30(5), 715-723.
- Amis, J., Slack, T., & Berrett, T. (1999). Sport sponsorship as distinctive competence. *European Journal of Marketing*, 33(3/4), 250-272.
- Assaf, G. & Josiassen, A. (2012). Identifying and ranking the determinants of tourism performance: A global investigation. *Journal of Travel Research*, 51(4), 388-399.
- Barros, V.G. (2016). *Turismo em Portugal*. Fundação Francisco Manuel dos Santos.
- Beerli, A. & Martín, J.D. (2004). Tourists' characteristics and the perceived image of tourist destinations: A quantitative analysis - a case study of Lanzarote, Spain. *Tourism management*, 25(5), 623-636.
- Bosetti, V. Cassinelli, M., & Lanza, A. (2007). Benchmarking in tourism destinations; Keeping in mind the sustainable paradigm. In: *Advances in modern tourism research* (pp. 165-180). Physica-Verlag HD.
- Cracolici, M.F. & Nijkamp, P. (2009). The attractiveness and competitiveness of tourist destinations: A study of Southern Italian regions. *Tourism Management*, 30(3), 336-344.
- Echtner, C.M. & Ritchie, J.B. (1993). The measurement of destination image: an empirical assessment. *Journal of Travel Research*, 31(4), 3-13.
- Forbes (2016). Cristiano Ronaldo is first athlete with 200 million social media followers. Accessed on 5 December 2016, available at <http://www.forbes.com/sites/kurtbadenhausen/2016/02/23/cristiano-ronaldo-is-the-first-athlete-with-200-million-social-media-followers/#3c40232c1129>.
- Formica, S. & Uysal, M. (2006). Destination attractiveness based on supply and demand evaluations: An analytical framework. *Journal of Travel Research*, 44(4), 418-430.
- Gooroochurn, N. & Sugiyarto G. (2005). Competitiveness indicators in the travel and tourism industry. *Tourism Economics*, 11(1), 25-43.
- Guerreiro, M., Agapito, D., & Pech, M. (2015). Exploring the personality traits of Portugal as a tourist destination: Perspective of the Czech market. *Journal of Spatial and Organizational Dynamics*, 3(2), 16-26.
- Hu, Y. & Ritchie, J.R.B. (1993). Measuring destination attractiveness: A contextual approach. *Journal of Travel Research*, 32(2), 25-34.
- Hylton, K., & Lawrence, S. (2015). Reading Ronaldo: Contingent whiteness in the football media. *Soccer & Society*, 16(5-6), 765-782.
- INE, Instituto Nacional de Estatística (2015). Estatísticas do turismo 2015. Estatísticas oficiais. Edição 2016. Lisboa: INE, I.P.
- Kotler, P., Haider, D.H., & Rein, I. (1993). *Marketing places: Attracting investment, industry, and tourism to cities, states, and nations*. New York: The Free Press.
- Kozak, M., & Rimmington, M. (1999). Measuring tourist destination competitiveness: Conceptual considerations and empirical findings. *International Journal of Hospitality Management*, 18(3), 273-283.
- Ladkin, A. (2013). Tourism human resources. In: C. Costa, E. Panyik, & D. Buhalis (eds), *Trends in European tourism planning and organization*. Bristol: Channel View Publications.
- Laws, E. (1995). *Tourist destination management: Issues, analysis and policies*. New York: Routledge.
- Leiper, N. (1995). *Tourism Management*. Melbourne: RMIT Press.
- Lourenço Paiva, A., de Sousa Mendes, J., Carvalho, J.E., & Lanção Gonçalves, R. (2015). Dinâmica do emprego, remuneração, e competitividade na economia do turismo DERCET 2008/2014. Lusíada. Economia & Empresa. Lisboa, n.º 20/2015, 31-59.
- Mansfield, R. & Oliveira, M.A. (1994). Being the best: attitudes and motivation amongst the World's leading golfers. Proceedings of The 2nd International Federation of Scholarly Associations of Management (IFSAM) - Texas, USA, 17-20 August, 153-154.
- Massidda, C., & Etzo, I. (2012). The determinants of Italian domestic tourism: A panel data analysis. *Tourism Management*, 33(3), 603-610.
- Mayo, E.J., & Jarvis, L.P. (1981). *The psychology of leisure travel. Effective marketing and selling of travel services*. Boston: CBI Publishing Company, Inc.

- Melian-Gonzalez, A., & Garcia-Falcon, J. M. (2003). Competitive potential of tourism in destinations. *Annals of Tourism Research*, 30(3), 720-740.
- Middleton, V.T.C., Fyall, A., Morgan, M., & Ranchhod, A. (2009). *Marketing in travel and tourism*. 4th edition. Oxford: Butterworth-Heinemann.
- Oakshot, L. (2016). *Essential quantitative methods – For business, management and finance*. 6th edition. London: Palgrave.
- Oliveira, E. (2012). Instruments of place branding and regional dynamics: Guimarães as European capital of culture. Paper No. 53065. University Library of Munich, Germany.
- Oliveira, M.A.Y. (2014). Destination innovation and superstar spillover effects on tourism: The entrepreneurial Cr7 Museum and Ballon d'Or 2013 winner Cristiano Ronaldo. *Revista Turismo & Desenvolvimento*, 21/22, Vol. 3, 73-82.
- Pechlaner, H., Kozak, M., & Volgger, M. (2014). Destination leadership: A new paradigm for tourist destinations? *Tourism Review*, 69(1), 1-9.
- Poon, A. (1993). *Tourism, technology and competitive strategies*. Oxon: CAB International.
- Rodríguez-Díaz, M., & Espino-Rodríguez, T.F. (2008). A model of strategic evaluation of a tourism destination based on internal and relational capabilities. *Journal of Travel Research*, 46(4), 368-380.
- Stepchenkova, S. & Morrison, A.M. (2008). Russia's destination image among American pleasure travelers: Revisiting Echtner and Ritchie. *Tourism Management*, 29(3), 548-560.
- Stephens Balakrishnan, M. (2008). Dubai-a star in the east: A case study in strategic destination branding. *Journal of Place management and Development*, 1(1), 62-91.
- Shank, M.D. & Lyberger, M.R. (2014). *Sports marketing: A strategic perspective*. 5th edition. Routledge.
- The Authority on World Travel & Tourism (2015). *Travel & Tourism. Economic impact 2015 – world*. London: World Travel & Tourism Council.
- The Portugal News (2016). Portugal showcases nature tourism in Germany. Accessed on 6 December 2016, available at <http://www.theportugalnews.com/news/portugal-showcases-nature-tourism-in-germany/39433>.
- Turismo de Portugal (2012). *Sustainability Report 2011*. Moving towards sustainable development. Ministry from Economy and Employment. Lisboa: Turismo de Portugal, I.P.
- World Tourism Organization (2008). International Recommendations for Tourism Statistics. IRTS 2008. Statistical Papers, Series M No.83/Rev.1. Madrid, New York.
- World Tourism Organization (2011). UNWTO annual report 2010. A year of recovery. Madrid.
- World Tourism Organization (2016). UNWTO annual report 2015. Madrid.
- Zenker, S. & Braun, E. (2010). The place brand centre - A conceptual approach for the brand management of places. In 39th European Marketing Academy Conference, 1-4 June 2010, Copenhagen, Denmark.