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The Prentice – O’Gorman Destination Appraisal Matrix for Tourism Development and Marketing

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How are tourists thought to make decisions about choosing a destination?

We need a model of ‘Choosing’
How do we think that tourists make decisions?

Traditional View
Consideration of individual attributes

Modern View
Feelings about the destination and its attributes

My colleague Dr Richard Prentice
– Enjoying a particularly British form of cultural heritage!


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Prentice's Integrated Choice-Sets Model

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How do we now think that tourists make decisions?
New model now includes concepts like:
• Family
• Imagination
• Credibility

Recognises that tourists depend on their feelings as a key source of information
Marketing literature focused on USPs - which were utilities - USPs became SSPs – Everybody was doing it!

USPs more than utility – Symbolic Values

For tourism USPs are needed to make destinations attractive to visitors from elsewhere to come and stay

UUSPs – Unique Utility Selling Points
UESPs – Unique Experiential Selling Points
USSPs – Unique Symbolic Selling Points

Symbols and experiences are just as important!

What are your potential tourists looking for?

Ideas from European source markets
Many types of attractions

Heritage attractions should reflect the authenticity of a country’s past: UK

Traditional heritage attraction

Core visitor product
- artefacts
- old buildings
- old processes
- old equipment
- old products

Conservation, categorisation, display, labelling, information & interpretation

In the past, commonly based on markets other than tourists – national heritage education & conservation

The northern Europe, the traditional attraction is now rare...

Process + enhancements

Tourists want to see how things are made before they buy!

The second glass works...

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In Northern Europe attractions are highly commercial

... and offer multiple facilities to the tourist

More Shopping!

Shopping is central

Handicrafts can sustain rural economies

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Contemporary British heritage attraction

Core visitor product

Enhanced visitor products

Ancillary visitor products

shopping village
entertainment
accommodation

visitor centre
museum
exhibition
multi-sensual staged experience

shop
restaurant/cafe
added products

events
festivals
corporate hospitality


Danger Look alikes?

In the attempt to provide enhanced and ancillary products many attractions come to look much the same, and also feel much the same, especially within types

Unique Selling Points have been replaced by Standardised Selling Points

This is a process termed banalisation by the French


How do we capture the sense of place and culture as USPs?

USPs or SSPs?

If attractions look alike and feel alike, why should any one of them be visited, other than because they are local, and an easy day out? Such attractions simply redistribute regional leisure spending.

For tourism USPs are needed to make destinations attractive to visitors from elsewhere to come and stay

UUSPs – Unique Utility Selling Points
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### Prentice – O’Gorman Destination Appraisal Matrix

<table>
<thead>
<tr>
<th>Name of Destination</th>
<th>Strengths</th>
<th>Weakness</th>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Πρεντιχε – O’Gorman Destination</td>
<td>(U)USP (Utilities)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(U)ESP (Experiences)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(U)USP (Symbols)</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

Applying these ideas for destinations

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<table>
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<th>Prentice – O’Gorman Destination</th>
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<tr>
<td>Appraisal Matrix</td>
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</table>

<table>
<thead>
<tr>
<th>Category</th>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>(U)USP</td>
<td>Range of hotels &amp; restaurants</td>
<td>Crowded, Pollution, Noise, Crime</td>
<td>Central to international air transportation network, Commitment to quality enhancement</td>
<td>Carbon Footprint, Competition from rivals for development resources, Terrorism</td>
</tr>
<tr>
<td>(U)ESP</td>
<td>Quality, Accessibility, Range of attractions</td>
<td>Some experiences are crowded out, Sustaining emotional labour, Disappointment</td>
<td>Commitment to develop experiential offer, Tourist empathy with destination</td>
<td>Overdevelopment, sustaining unique experiences, Standardised experiences are substituted</td>
</tr>
<tr>
<td>(U)USP</td>
<td>Capital, City, World Heritage sites, Iconic Buildings</td>
<td>Centre of Capitalism, Imperialism (?)</td>
<td>International Sporting events (Olympic Games?)</td>
<td>Reaction against UK as Bush’s lap dog?</td>
</tr>
</tbody>
</table>

In the workshop we can look at examples of Iranian destinations.

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