
DELIVERABLE 2.5

The Brand

M9 – May 2024

PROJECT: COASTAL PRO

Game-based Learning of Entrepreneurship and Next-Generation Skills in Coastal Tourism

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PU	PUBLIC	X
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1 Glossary

Abbreviation / Acronym	Meaning
AUTH/SJMC	Aristotle University of Thessaloniki/ School of Journalism and mass media
CINEA	European Climate, Infrastructure and Environment Executive Agency
EC	European Commission
EMFAF	European Maritime and Fisheries Fund
ENAT	European Network for Accessible Tourism
ETIS	European Tourism Indicators System
GA	Grant Agreement
GEJI	Global Environmental Journalism Initiative
IKO	International Kitesurf Organisation
PC	Project Coordinator
PO	Project Officer (EC)
PSB	Project Steering Board
QA	Quality Assurance
UAG	User Advisory Group
UC	Usage Cases
WPL	Work Package Leaders

2 Executive Summary

ACRONYM	COASTALPRO
PROPOSAL TITLE	CoastalPro: Game-based Learning of Entrepreneurship and Next-Generation Skills in Coastal Tourism
GA No.	101124745
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The CoastalPro Training Program’s **Module 5: The Brand focuses on** destination branding, creating and maintaining a company's brand, and marketing tactics, resources, and avenues for smart and effective communication with targeted audiences. A strong emphasis will be placed on storytelling and digital storytelling methods and approaches to develop effective content for a brand in addition to the fundamental skills that will be provided.

What contemporary businesses often fail to understand is that the product itself is not enough to achieve differentiation; branding is required to build awareness, develop identity, and differentiate a product and its value proposition from the competitive ones. The present module aims to outline the essentials of branding theory and offer a structured approach to developing a branding strategy for a tourism product. After introducing the main brand-related concepts, it describes how macro-environment, competitor, and target market analyses can be conducted to acquire useful data in pursuit of an effective brand positioning strategy. Each product is required to get a unique position in the marketplace by guiding the target market(s) to make the desired associations, selecting the appropriate brand elements, and developing an appealing brand personality. Choice criteria for brand elements as well as strategies for building and nurturing a strong brand image are described.

The module is divided into three levels of difficulty.

The general objective of level 1 is to understand the concept of branding and its critical importance and explain the concepts of brand values, brand associations, and brand positioning. In this level, participants will gain knowledge on how to conduct macro-environment, competitor, and target market analyses in pursuit of an effective branding strategy. Key branding concepts will be demonstrated to develop an effective positioning strategy based on the rivals and the target audience. Finally, participants will be able to make decisions about the brand elements composing a branding strategy and will acquire knowledge of how to develop an appealing identity and brand personality.

Level 2 will provide cases to be studied and understand the key features of major destination brands around the world and realize what are the factors for effective destination branding. Participants will also have the opportunity to dive deeper into sustainability branding.

In level 3 participants will be given a toolbox and guidelines and will have hands-on activities that will be shared within the learning community for peer reviewing.

The program is tailored to four distinct cohorts: undergraduate students, recent graduates from hospitality-related fields, young professionals and entrepreneurs, and aspiring entrepreneurs. Each cohort receives content and exercises adapted to their specific needs, ensuring a relevant and impactful learning experience.

3 Introduction to CoastalPro Training Modules

3.1 Modules Structure

Our training program is built upon a solid foundation provided by the vast experience of 4 partners: 01-SCK, 02-AUTH, 04-EPLO, and 09-ELC in defining the necessary skills for professionals, implementing successful business models in tourism and working in and with the hospitality industry. The core of our program is a set of 6 **Training Modules**, each one focusing on a key element of Coastal Tourism emphasizing both building the necessary skills for the existing personnel but also attracting new talent and promoting a new generation of entrepreneurs.



Figure 1: CoastalPro Training Modules gamified flow

The COASTALPRO ACADEMY creates a new curriculum that consists of 6 modules:

Module	Description
M1 - The Stay: Tourism & Hospitality	The module examines various sectors, such as accommodation, food and beverage, transportation, recreation and entertainment, and their interdependence, while also covering the positive and negative impacts of domestic, inbound, and outbound visitors on nearby communities and the environment.
M2 - The Experience: Entertainment & Recreation	This module aims to provide knowledge and inspiration about various types of tourism that exist around the world, and how different types of tourism may be combined to produce tailor-made products and services for each destination while utilizing game-based hands-on activities to explore their seaside destination, conduct field research, and promote the destination in their online learning community.
M3 - The Adrenaline: Water Sports & Water-related activities	This module covers water sports tourism, including extreme sports and beach-based activities, with a focus on safety and inclusiveness, and also includes health and wellness components.
M4 - The Environment: Sustainability and ESG	This module covers important ESG (Environmental, Social, Governance) topics, such as environmental and social challenges, stakeholder roles, and material ESG characteristics for corporations.

M5 - The Brand: Branding & Marketing	This module covers destination branding, marketing tactics, and storytelling methods for effective communication with targeted audiences, with an emphasis on developing a nonfiction story to promote a place and planning awareness campaigns.
M6 - The Business: Entrepreneurship & Strategy	This module covers a recap of business tools and theory, with special attention given to strategy and foresight as a tool for risk mitigation.

The curriculum includes micro-credentials and certificates based on industry demands. We believe that these modules will provide participants with practical and usable knowledge on a wide range of topics, including ideation, hospitality management, activity design, branding, digital tools, sustainability and ESG, crisis management, and foresight.

WEEKS	1	2	3	4	5	6	7	8	9	10	11	12
SUGGESTED DATE	23-Sep	30-Sep	7-Oct	14-Oct	21-Oct	28-Oct	4-Nov	11-Nov	18-Nov	25-Nov	2-Dec	9-Dec
MODULE	1-STAY	2-EXPERIENCE	RECAP	3-ADRENALINE	PEER REVIEW	4-ESG	5-BRAND	RECAP	PEER REVIEW	6-BUSINESS	RECAP	FINAL WEEK
WEBINAR	Welcome to the Course		Masterclass (KEROS Story)			Masterclass (ESG)	Masterclass (Branding)			Masterclass	Masterclass	
ASYNC TRAINING VIDEOS	X	X		X		X	X			X		
PRESENTATIONS	X	X	X	X		X	X			X		
QUIZ	X	X		X		X	X			X	X	
GAME (ASSIGNMENT)			Assignment 1		Peer Review		Assignment 2		Peer Review	Assignment 3 Capstone		Peer Review

Our 10- to 12-week training programme is presented in a concise but engaging manner through a gamified platform based on Moodle. Its foundation is playful interactive learning, which also includes co-design and ideation exercises that simulate actual instances. All modules are delivered through a combination of webinars, asynchronous training videos, presentations, and quizzes. After every two modules, participants engage in a game assignment, applying the concepts they've learned to practical scenarios. Peer reviews of these assignments foster collaboration and deeper understanding.

3.2 Cohorts

The CoastalPro Training Program is designed to serve four distinct cohorts: Cohort 1, students from any discipline; Cohort 2, focusing on upskilling recent graduates from hospitality and related fields; Cohort 3, aimed at reskilling young professionals and entrepreneurs early in their careers; and Cohort 4, inspiring young entrepreneurs eager to start their businesses. While the core content of the program remains consistent across all cohorts, ensuring a solid foundation of essential skills and knowledge in coastal tourism, we will adapt the material and the game-based exercises to meet the specific needs of each group. These adjustments will make the learning experience more relevant and impactful, allowing participants to effectively apply their knowledge and advance in their respective professional journeys within the coastal tourism sector.

Skilling: New Generation	Up-skilling: Young Graduates	Re-skilling: Professionals	Inspiring: Young Entrepreneurs

Focus on undergraduate students who are looking for further skills and opportunities. Target students across sectors, and disciplines interested in expanding their career horizons.	Target graduate students from the hospitality and related industries who believe they need additional skills to boost their job prospects.	Young professionals and entrepreneurs, with some experience, at the start of their career, independent of sector that would like to advance their career.	Inspiring young entrepreneurs. Focus on young professionals and aspiring entrepreneurs who are interested in creating their businesses
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4 Module Overview (M5 – The Brand)

Module	The Brand: Branding the tourism experience
Aim	The present module aims to outline the essentials of branding theory and offer a structured approach to developing a branding strategy for a tourism product. After introducing the main brand-related concepts, it describes how macro-environment, competitor, and target market analyses can be conducted to acquire useful data in pursuit of an effective brand positioning strategy. Each product is required to get a unique position in the marketplace by guiding the target market(s) to make the desired associations, selecting the appropriate brand elements, and developing an appealing brand personality. Choice criteria for brand elements as well as strategies for building and nurturing a strong brand image are described.
Objectives	<ol style="list-style-type: none"> 1. To understand the concept of branding and its critical importance 2. To explain the concepts of brand values, brand associations and brand positioning 3. To conduct macro-environment, competitor and target market analyses in pursuit of an effective branding strategy 4. To demonstrate the key branding concepts to develop an effective positioning strategy based on the rivals and the target audience 5. To make decisions about the brand elements composing a branding strategy 6. To develop an appealing brand identity and brand personality
Total duration	1 week
Learning Outcomes	<p>On successful completion of this module, participants will be able to:</p> <ul style="list-style-type: none"> • Understand the concepts of branding, brand values, brand associations, and brand positioning • To conduct macro-environment, competitor, and target market analyses in pursuit of an effective branding strategy • To make decisions about the brand elements composing a branding strategy • To develop an appealing brand identity and brand personality
Study material	<ul style="list-style-type: none"> • Presentations

	<ul style="list-style-type: none"> • Video Lectures • Papers • Case study reports • Reports
Assessment	<ul style="list-style-type: none"> • Self-Assessment Quizzes • Peer Reviews

5 Lesson Breakdown (M5)

5.1 Level 1: Building Knowledge

Lessons	<p>1 – Understanding the main brand-related concepts</p> <p>2 – Crafting the Brand Positioning</p> <p>3 – Selecting Brand Elements</p> <p>4 – Building on Brand Equity</p> <p>5 – Sustainability Branding</p>
Game Setting	On the Island of Branding
Duration	1 hour
Learning Objectives	<ul style="list-style-type: none"> • To understand the concept of branding and its critical importance • To explain the concepts of brand values, brand associations and brand positioning
Study material	<ul style="list-style-type: none"> • Presentation • Suggested reading
Assessment	<ul style="list-style-type: none"> • Self-Assessment Quiz
Feedback and Support	<ul style="list-style-type: none"> • Self-study and self-paced instruction • Peer-support and moodle platform guidance

Content Outline

Short Video Lectures

1. Understanding the main brand-related concepts

- brand
- brand values
- brand associations

- brand elements

2. Crafting the Brand Positioning

- Macro-environment analysis
- Market segmentation
- Defining target group(s)
- Analyzing Competitors (Identifying Optimal Point-of-Difference / Identifying Point-of-Parity)
- Selecting positioning strategy
- Building brand associations
- Preparing a perceptual map

3. Selecting Brand Elements

- Describing choice criteria for identifying Brand Elements
- Developing the identified Brand Elements (brand name, logo, slogan, character, etc.)
- Building Brand Communities

4. Building on Brand Equity

- Brand image
- Brand identity
- Brand personality

5. Sustainability Branding

- What Is Sustainability For A Brand?
- The 8 C's of Sustainability Branding

Self-Assessment Quiz – 15 minutes

5.2 Level 2: Case Studies

Lesson	2 – In Quest of Destination Branding
Duration	1 hour
Learning Objectives	<ul style="list-style-type: none"> • To get knowledge and inspiration from case studies • To understand the key features of brands • To understand the factors for effective destination branding • To realize the benefits of branding impact and rebranding
Study material	<ul style="list-style-type: none"> • Case study material • Weblinks with real-world case studies and good practices
Assessment	<ul style="list-style-type: none"> • Questions as ‘Food for thought’ for peer discussion in forum
Feedback and Support	<ul style="list-style-type: none"> • Self-study and self-paced instruction • Peer-support and Moodle platform guidance

Content Outline

CASE STUDY

Dubai: In Quest of Destination Branding

The Emirate of Dubai had transformed itself from a sleepy fishing and pearl diving village to an instant global metropolis that was virtually non-reliant on oil. The city had capitalised on its strategic location to expand beyond its image as just a transit destination. With tourism identified as a key enabler and the Emirate actively engaging in destination branding, post-2009, the city sought to carve itself as an iconic brand that reflected all that Dubai had to offer under one umbrella. While cities such as New York, Porto and Amsterdam had successfully reinvented their image, Dubai was a melting pot of cultures that needed to bolster an identity suitable for transcending borders and cultures. After launching first its 'Destination Dubai' campaign, the Emirate was quick to revise its national identity when it won the rights to host Expo 2020, a global exposition that was touted to further cement its position as a global tourist destination. Under a new logo that encapsulated all the unified efforts of the Emirate, Dubai's destination branding efforts were modeled on the vision that 'Dubai has something to offer everyone.' Raking in celebrities such as Shahrukh Khan to advertise the city further reinforced the Dubai brand. With the #mydubai campaign becoming wildly successful, the Emirate was further looking to leverage word of mouth advertising through its local residents.

Food for thought (Questions in a Forum for peer-discussion)

- What are the key features of major destination brands of the world?
- What are the factors that make for effective destination branding?

- How can Dubai effectively further strengthen its brand learning from other brands?
- Could Dubai sustain the destination branding impact it had created in the build-up to Expo 2020 or would Dubai have to, once again, engage in rebranding to magnetise tourism post the mega event?
- Would the unveiling of the new unified logo for the country impact Dubai's individual identity?

Supplementary study material (Academic Articles) for offline, self-paced further knowledge (on demand): 1-3 hours

ARTICLES

Kumail, T., Qeed, M. A. A., Aburumman, A., Abbas, S. M., & Sadiq, F. (2022). How destination brand equity and destination brand authenticity influence destination visit intention: evidence from the United Arab Emirates. *Journal of Promotion Management*, 28(3), 332-358.

The tourists' decision to visit the desired destination stems from an image created in their minds because of the marketing strategies of their destination. This study empirically examines the impact of destination brand equity (i.e. destination brand image, destination brand awareness, destination brand loyalty and destination brand quality) and destination brand authenticity (Continuity, Credibility, Integrity, Symbolism) on tourists' intention to visit. The results revealed that both the constructs (i.e. destination brand equity and destination brand authenticity) significantly influence tourists' destination visit intention. The current study aims to address a vexing question of making a good memory of the tourists' destination and bringing more unexpected positive experiences.

Chua, B. L., Kim, S. (Sam), Baah, N. G., Moon, H., Yu, J., & Han, H. (2023). When hospitality brands go green: the role of authenticity and stereotypes in building customer-green brand relationships. *Journal of Sustainable Tourism*, 32(6), 1118–1141. <https://doi.org/10.1080/09669582.2023.2203406>

This study presents a model outlining the role of brand authenticity in the context of green hospitality brands. A cross-sectional survey was administered to 352 Korean consumers who visited green hospitality premises. The results indicated that functional qualities and stakeholder involvement are essential to building perceived green brand authenticity. The study supported that an authentic green brand is instrumental in increasing customer beliefs about its warmth and competence. This study also provided evidence that when green brand trust is formed, its effect on both green brand love and green brand identification is noticeable, which then translates into green brand choice.

5.3 Level 3: Getting Ready

Lesson	A toolbox with guidelines and examples
Duration	online – offline individual self-paced work (2-3 hours)
Learning Objectives	<ul style="list-style-type: none"> • To conduct a PESTEL ANALYSIS • To conduct a Competitive Profile Matrix (CPM) • To start creating a Sustainable Brand
Prerequisites	<ul style="list-style-type: none"> • The previous 2 levels
Study material	<ul style="list-style-type: none"> • Presentation with information about the mission • Videos • Weblinks with examples • Notes
Assessment	<ul style="list-style-type: none"> • Idea pitching, peer reviewing and group-evaluation
Feedback and Support	<ul style="list-style-type: none"> • Self-study and self-paced instruction • Peer-support and moodle platform guidance

Content Outline

VIDEOS

Analyzing the external environment of an organization: PESTEL Analysis

<https://www.youtube.com/watch?v=bYn4Cyl3r5w>

Conducting a Competitive Profile Matrix (CPM)

<https://www.youtube.com/watch?v=VIHeb4mThOA>

Market Segmentation in Tourism Industries

<https://www.youtube.com/watch?v=9oOtmBx7MQw>

How To Make A Perceptual Map

<https://www.youtube.com/watch?v=X8cD7y4pJFs>

Destination Branding and the Art of Making Friends by Paulus Emden Huitema

Destination branding is the way a city, a village or destination, promotes itself by identifying its strongest and most appealing assets. Paulus Emden Huitema saw that destinations are having difficulties coping with their branding. Many turned to copying other success stories, and by doing so, lost their own unique

identity. He decided this can be done in a better and more successful way. He developed a new method: the Identity Matching Method for destinations to stand out, find their own story and make friends.

https://www.youtube.com/watch?v=JAc13iDg1_g

Sustainable Branding Principles & Process (7 Brand Strategy Examples)

People are now more concerned than ever about finding [effective ways to address environmental](#), economic and social issues. More eco-friendly brands are emerging putting the needs of the planet ahead of their profit margin.

<https://www.youtube.com/watch?v=FFC38TBEDZ8>

6 Conclusions

The CoastalPro Training Program's **Module 5: The Brand** has been crafted to provide a comprehensive understanding of the essentials of branding theory and offer a structured approach to developing a branding strategy for a tourism product. After introducing the main brand-related concepts, it describes how macro-environment, competitor, and target market analyses can be conducted to acquire useful data in pursuit of an effective brand positioning strategy. Each product is required to get a unique position in the marketplace by guiding the target market(s) to make the desired associations, selecting the appropriate brand elements, and developing an appealing brand personality. Choice criteria for brand elements as well as strategies for building and nurturing a strong brand image are described.

The 3rd level requires active engagement as it includes a mission/ hands-on activities. Participants who have already chosen a travel destination in module 2 and have started creating an idea for a tourism product, now they are given a toolbox to start creating a brand.