

Chapter 33

Oporto and Northern Portugal Tourism and the Relationship with Port Wine the 4 C's Tourism Destination Competitiveness Matrix



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Abstract With the growth of the tourism sector and its importance for a large part of the world economies, the pressure on destinations to remain competitive in the face of, above all, their direct competitors, is also increasing. Oporto and Northern Portugal have established themselves in recent years as a tourist destination of choice, as is demonstrated by the sector's results and the international prizes awarded to the region. With the growth of national tourism, this region has experienced splendid years. Therefore, the interest in investigating the possible relationship between the growth of the region as a tourist destination and the prestige of the world of Port wine arises. To study that relationship, one of the key factors is an analysis of the competitiveness of the destination. The complexity of existing theoretical models led to the creation of the 4 C's tourism destination competitiveness matrix, a tool that allows us to understand the area or areas where stakeholders should focus their attention in order to make decisions based on the perception of tourists and residents. In this paper, we present, as an example, the answers collected from the question 'What memories will you take away with you from your visit to the city?', included in the survey carried out to test the 4 C's matrix, using a sample. In the content analysis of this question, only one respondent answered 'Port wine'.

33.1 Introduction

The growing importance of the tourism sector to most of the world's economies is confirmed by data revealed annually by the main official bodies, such as the World

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Tourism Organisation (WTO), the World Travel and Tourism Council (WTTC) or World Economic Forum (WEF). The increase in tourism leads, *a priori*, to an increase in the competitiveness of tourist destinations. In recent years, this topic has been approached more frequently at the academic level, and researchers have presented several theoretical models for the analysis of the Tourist Destination Competitiveness (TDC); from our point of view, this analysis should have the support of the academy and be carried out using modern and agile instruments.

Oporto and the North of Portugal has been a fast-growing tourism destination in recent years. Port wine is long established as one of the most well-known ‘ambassadors’ of the country. Thus, we have been carrying out a longitudinal study in order to try to establish a potential link between the tourism competitiveness elements of the region and the value of this one of a kind Portuguese global/country brand.

One of the main reasons for the creation of the 4 C’s TDC matrix was the great complexity of the matrices or models for analysing the competitiveness of tourist destinations. The Cs stand for: capacity, competence, communication and creativity. In the case of the 4 C’s matrix of the TDC, the intention was to create a uniform and balanced instrument in terms of the number of questions, which is clear in terms of the formulation of each of the questions and consistent with the objectives of each dimension. Another objective aims at the possibility of using the ‘4 C’s tourism destination competitiveness matrix’ in an investigative context in other tourist destinations, which can also serve as a basis for comparison between similar realities.

In a business or organisational context, based on the results obtained, stakeholders will be able to verify whether or not their perception is aligned with that of tourists and will be able to prepare specific action, improvement or marketing plans for each identified situation.

After completing several construction stages of the matrix, including validation, two simultaneous actions were carried out: a test of the matrix through a convenience sample and a preliminary analysis of the results obtained.

Therefore, extensive work has been carried out. Within the scope of the topic under study, this instrument will allow, among many other aspects, for us to understand the relationship that tourists perceive between the destination Oporto and the Northern Portugal and the Port wine global brand.

Thus, in this paper, in addition to an overview of the construction of the matrix, the results of that convenience sample are presented. Before that, there is a brief explanation of the theoretical framework on TDC, a description of the two regions and a methodology regarding the importance of Port wine in terms of the economy and tourism.

In short, the creation of a modern TDC analysis tool is an asset for scholars and stakeholders, and it is anticipated that it can be transformed into a fully automated technological tool. In addition, regarding the relationship between this tourist destination and Port wine, as will be seen later, the results obtained through the matrix allowed us to infer that tourists do not perceive a direct relationship between the product (or brand) and the region.

33.2 Tourism Destination Competitiveness

Tourism around the world has become increasingly competitive. The competitiveness factor has been considered, in the literature on tourism, as one of the most crucial elements for the success of tourist destinations. In this study, it was decided to follow the definition of competitiveness presented by Buhalis. This author understands competitiveness as the effort and profitability above the industry average, in particular in which they operate, as well as alternative investment opportunities in other industries [1].

In conceptual terms, the competitiveness of a tourism destination concerns, according to Hassan, the destination's ability to create and integrate value-added products that sustain its resources while maintaining a market position relative to its competitors [2]. Other authors add that tourism destination competitiveness is the ability of a destination to provide goods and services that perform better than other destinations in the aspects of the tourist experience considered important by tourists [3, 4].

Although there seems to be a consensus in the literature on the main objectives of competitiveness, there are several ways to explain and measure competitiveness in the tourism literature [5]. Likewise, many models have been developed to explain, analyse and measure the competitiveness of the destination. Most of these models are exclusively theoretical. The most relevant from our point of view are: the Calgary model by Ritchie and Crouch [6]; the Dwyer and Kim model [7]; the Enright and Newton model [8]; the Gooroochurn and Sugiyarto model [9]; the World Economic Forum 2007 model [10]; the Mazanec, Wöber and Zins model [11]; the Hong model [12]; the Kim model (Kim 2012); the Cvelbar et al. model [13].

Despite the diversity of modules, we believe that the academic approach to the tourist and resident perspective is still reduced. A similar view is defended by Oliveira, Zouain and Souza, who mention that 'although the phenomenon of competitiveness has been the subject of much discussion and academic output in the field of tourism, little is said about the competitiveness of tourism destinations from the point of view of demand, that is, destinations' competitiveness from the perspective of the visitors' [14]. The same happens with regard to the vision between tourists and specialists. In other words, tourists and experts often have different views, for instance, on factors that impact tourism in a destination [15].

33.3 Oporto and Northern Portugal Tourism—Two Regions United by the River, the Wine, the Cultural Heritage and Their Populations

Among the 12 cities analysed (Amsterdam, Berlin, Frankfurt, Geneva, Lisbon, London, Milan, Paris, Oporto, Prague, Rome and Zurich) by Price Waterhouse Coopers (2018), Oporto may be the city that achieved the highest growth in revenue

per room. In 2017, the number of visitors to the city of Oporto reached a total of 1.5 Mio. This increase in tourists was mirrored in the prices of hotel establishments and local accommodation. For example, in the new year, prices in 2017 increased exponentially compared to the same period of the previous year [16].

There are many attributes that make tourists want to visit the city of Oporto. The city presents great cultural diversity, namely through its museums, churches and cultural spaces of high tourist interest. In addition, it was chosen as the European Capital of Culture in 2001, and the same distinction was also obtained by the city of Guimarães in 2012 [17]. At a cultural level, the city has 24 museums, 19 national monuments and has a significant number of places of high tourist interest such as Casa da Música, Casa das Artes, the Port Wine Cellars, the Coliseum of Oporto, Jardim Botânico, Jardim de Serralves, Jardim do Palácio de Cristal, Palácio da Bolsa, the Ribeira area, Foz do Douro and Baixa [18]. Among many other internationally relevant awards, the city of Oporto was chosen three times as the best European destination¹.

Two other important tourist factors that act as catalysts for tourism in Oporto are gastronomy and wines [19, 20]. Portugal has several wine regions, and Portuguese culinary traditions are rich and varied, the latter having been elevated to the status of national heritage in 2000 [21]. In addition, Moreira (1998) states that Portuguese wines are internationally recognised as being of high quality and variety. In fact, regional products have worked as a factor of attractiveness and regional competitiveness.

The Douro region has enormous potential in terms of tourism. Part of the region has been considered a World Heritage Site by UNESCO since 2001, and therefore, it presents a set of diversified and differentiating tourist resources: the Douro River, natural landscapes, historical and architectural heritage, among others [22]. The three largest cities belonging to the Douro Region, considered as emerging destinations in Portugal, are Vila Real, Peso da Régua and Lamego, which belong to the same natural and economic unit, the Alto Douro Wine Region. These three regions are strongly interconnected by institutional, social, economic and cultural ties that have increased in recent years [23].

Regarding its identity, the city of Oporto has long been associated with the famous Port wine. This wine incorporates the name of the city itself, produced in the Douro Valley since the High Middle Ages, in the oldest demarcated wine region in the world.

It can be said that Port wine has shaped the economic, cultural and social landscape of the Douro and Greater Oporto regions. However, these two economies are not similar—the Douro region is still underdeveloped, with around 200,000 inhabitants and 100,000 jobs, with a significant share of jobs being concentrated in wine production. The Greater Oporto region, in turn, is a metropolitan area with almost 1.3 Mio. Inhabitants (about 12% of the population of Portugal) and 600,000 jobs.

¹Porto, the ICPC 2019 city host, was chosen as best European destination in 2012, 2014 and again for 2017. Retrieved from ICPC Foundation: <https://icpc2019.up.pt/2018/09/20/news-2/index.html>. Last accessed in 2020/06/10.

In this region, the percentage of employment in the primary sector is less than 1%, while in the tertiary sector, it is above 70%. In the Douro region, the primary sector is responsible for 38% of employment [24].

More than a gift of nature, Port wine is, in essence, this historical richness—a collective cultural heritage of work and experiences, knowledge and art, which have accumulated for generations. Port wine was and is a key product of the national economy and, even more so, has a symbolic value that distinctly represents Portugal in the world.

In order to assume a prominent position in the market, more and more emphasis should be placed on promoting and developing the image of Port wine on the external markets, promoting the identity of the region, the varieties, the winemaking methods, culture, landscape, traditions in production, quality and wine tourism.

Naturally, Port wine is associated with Portugal. Logos, labels and images related to the product always refer to its tradition and history, promoting the product as a kind of diplomatic bag, a true Portuguese ambassador in the world. They convey a certain concept of ‘portugality’ (*portugalidade*), exporting not just a product, but a culture and the values of a people [25].

In no way underestimating this view, in the context of this paper, we should ask whether tourists (who during the past few years have helped to create a new dynamic in the region) feel this connection and strong image regarding Port wine.

33.4 The 4 C’s Tourism Destination Competitiveness Matrix

The creation of the 4 C’s tourism destination competitiveness matrix included a review of the literature on the models considered most relevant as recommended by the literature, indicating that the researcher should define the construct of interest and its dimensions through bibliographic research and consultation with specialists from the region, and with representatives of the population of interest [26, 27]. The development of instruments should encompass three phases: identification of domains, the formation of items and the construction of the instrument [28].

One of the main reasons for the creation of the 4 C’s TDC matrix was the great complexity of the matrices or models for analysing the competitiveness of tourist destinations. In the case of the 4 C’s TDC matrix, the intention was to create an instrument that is:

- uniform and balanced in terms of the number of questions,
- clear in terms of formulating each of the questions and.
- consistent with the objectives of the dimension and the questionnaire.

One of the objectives of creating the ‘4 C’s tourism destination competitiveness matrix’ was to understand the area or areas in which the heads of the tourist destinations should focus their attention. Another objective is to make it possible to use

Fig. 33.1 4 C's matrix
ID/Logo



the '4 C's tourism destination competitiveness matrix' in an investigative context in other tourist destinations, which can also serve as a basis for comparison between similar realities. Ultimately, a new instrument of analysis should enable those responsible for the management of the destination to obtain data on tourists' and residents' perception of a tourist destination. The data obtained will allow for sustained and focused decision-making.

The construction and consolidation process of the matrix was made up of four phases:

- Preliminary—theoretical review on the tourism destination competitiveness matrices;
- Preparation—use of the Delphi method. Experts in the field of economy and tourism were invited to contribute their experiences in the construction of the survey instrument;
- Test—validation of the questionnaire through the content validity coefficient (CVC);
- Evaluation—a non-probabilistic approach was used, through a convenience sample, to obtain answers from tourists, residents and destination managers.
- The new analysis tool (or matrix) consists of four dimensions: capacity, competence, communication and creativity. A logo² has been created to identify this matrix (Fig. 33.1):

The capacity dimension summarises the items representative of the conditions of the destination in relation to infrastructure, equipment and places to visit, namely historical sites such as museums, classified buildings and other points of interest; attractions such as infrastructure for relevant events such as stadiums and arenas; tourism sites such as beaches, countryside, mountains and rivers; places of entertainment and tourist entertainment such as theatres and cultural events; nightlife venues such as bars and clubs; restaurants and other gastro-nomadic places where wine experiences are included; land and air links with other cities and countries.

²Intellectual property as well as the icon of the '4 C's tourism destination competitiveness matrix' was registered with the INPI—National Institute of Industrial Property. In the near future, it is possible that this new TDC analysis instrument may have a dedicated technological platform or an app.

The competence dimension includes items related to the training of human resources for serving, welcoming and accompanying tourists, from receptions in public buildings (museums, etc.), transport (ticket sales and passenger assistance), reception in the various infrastructures such as restaurants and clubs.

The communication dimension aggregates items related to the communication, marketing and internal and external dissemination initiatives of the destination, such as signposting at the destination, such as metro and transport from the airport or train stations to the city centre or places where events are held; promotion and dissemination of events on site, through brochures, physical and virtual city maps, the relationship between public and private institutions in promoting the destination, communication on social networks, ease of access and purchase of tickets at events and through online ticket offices, specialised Websites and Internet platforms; accessibility of information, contacts, reservations, bookings and reservations through the main platforms available on the Internet or apps, such as Tripadvisor, Booking, MoMondo, eDreams, Airbnb, Trivago, GetYourGuide, TheFork, among others.

The creativity dimension includes the items that represent the novelties and attractiveness that the destination provides and distinguishes it from other destinations and makes it unique; namely the dynamics and innovation in the destination, the differentiation in relation to other destinations, the prizes received (tourism, gastronomy, etc.); preparation of the destination for events, conferences, etc., differentiation by segmentation (mountain, beach, etc.); attraction for major structuring events, such as sports finals, world exhibitions, international galas and world meetings; relationship and development of structuring projects.

The matrix is anchored in a survey where questions are divided into the four described dimensions. The survey contains 30 questions in total: 9 in the capacity dimension; 10 in the competence dimension; 6 in the communication dimension and 5 in the creativity dimension (Fig. 33.2).

To guarantee the validity of the instrument, several tools have been used, the most relevant were: The Content Validity Coefficient (the contributions received and validated allowed us to create the base matrix with a CVC of 0.8961) and the Delphi Panel.

In global terms, it is believed that this new instrument effectively allows for us to understand which are the area or areas that those responsible for tourist destinations should focus their attention on in order to make decisions based on tourists' and residents' perceptions. Subsequently, the '4 C's tourism destination competitiveness matrix' can be used in an investigative context in different tourist destinations and can also serve as a basis for comparison between similar realities.

33.5 Data Analysis and Results

This point concerns the analysis and discussion of the results obtained in the surveys carried out within the scope of the test in the real context of the 4 C's matrix. The surveys were carried out in person, made available on iPad, in January 2020, to 130

OPINION ABOUT THE CITY REGARDING...

Rate your satisfaction level from 1 to 7, with 1 being the lowest and 7 being the highest.

CAPACITY (Infrastructure, equipment, ...)

Airport;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="button" value="No opinion"/>
Transportation;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="button" value="No opinion"/>
Communication routes (roads, highways, etc.);	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="button" value="No opinion"/>
Hotels;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="button" value="No opinion"/>
Restaurants;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="button" value="No opinion"/>
Museums and cultural sites;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="button" value="No opinion"/>
Theme parks, venues for events, etc.;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="button" value="No opinion"/>
Nightlife spots;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="button" value="No opinion"/>
Accessibility for people with reduced mobility.	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="button" value="No opinion"/>

COMPETENCE (Training and availability of Human Resources)

Airport;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="button" value="No opinion"/>
Public transport;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="button" value="No opinion"/>
Taxis;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="button" value="No opinion"/>
Other transport (Uber, Cabify, etc.);	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="button" value="No opinion"/>
Hotels;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="button" value="No opinion"/>
Restaurants;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="button" value="No opinion"/>
Museums and cultural sites;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="button" value="No opinion"/>
Tourist information services;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="button" value="No opinion"/>
Public authorities (police, SEF, etc.);	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="button" value="No opinion"/>
Contact with the public.	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="button" value="No opinion"/>

COMMUNICATION (Publicity and promotion)

Signposting in public transport and airport;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="button" value="No opinion"/>
Signposting in streets and roads;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="button" value="No opinion"/>
Printed and virtual maps;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="button" value="No opinion"/>
Promotion of events (cultural, gastronomy, etc.);	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="button" value="No opinion"/>
Promotion and advertising of Oporto in your country;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="button" value="No opinion"/>
Promotion and advertising of Oporto in other Countries.	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="button" value="No opinion"/>

CREATIVITY (Innovation and identity of the destination which makes it unique)

Cultural events and shows (theatre, music, etc.);	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="button" value="No opinion"/>
Sporting events (national/international comp.);	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="button" value="No opinion"/>
Gastronomic and wine-related events;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="button" value="No opinion"/>
Restaurants and places of entertainment;	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="button" value="No opinion"/>
Communication and promotion of the destination Oporto.	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="button" value="No opinion"/>

Fig. 33.2 Survey dimensions

tourists and residents. All responses were considered valid. As it is a convenience sample, the survey concerns the tourist destination ‘Oporto’. The data was collected through the Google Drive platform. For the presentation of data and results, tables and graphs were used. The answers to the open questions were analysed through the application of the content analysis technique, using qualitative analysis software.

Content analysis is a research technique that allows for valid and replicable inferences of data to be made from its context. Thus, inferences are made about what can affect the type of interpretation of the analysis, based on the establishment of a relationship between the data obtained [29, 30]. The use of the webQDA tool to analyse the data of this study allowed for the generation of tables (matrices) with the encoded data. Thus, according to [31], the computer-aided qualitative data analysis software (CAQDAS) extends the communication possibilities between researchers in the definition of analysis (categorisation, coding and recoding, etc.) which are fundamental for the construction of synthesis and analysis. To analyse the qualitative responses of the convenience sample, the webQDA qualitative analysis software was used [32–34].

In dealing with the answers obtained on the question ‘What memories will you take away with you from your visit to the city?’ the following procedures were followed: after the organisation of the file, the data was exported to the qualitative research software webQDA through the ‘automatic coding’ function. In order to understand and interpret the most frequent words used by respondents in their sentences and thus facilitate the next ‘coding’ step, word clouds were built through each software for each answer and per participant profile (tourist, resident, manager).

Then, the most relevant ideas transmitted by the respondents’ answers were codified.

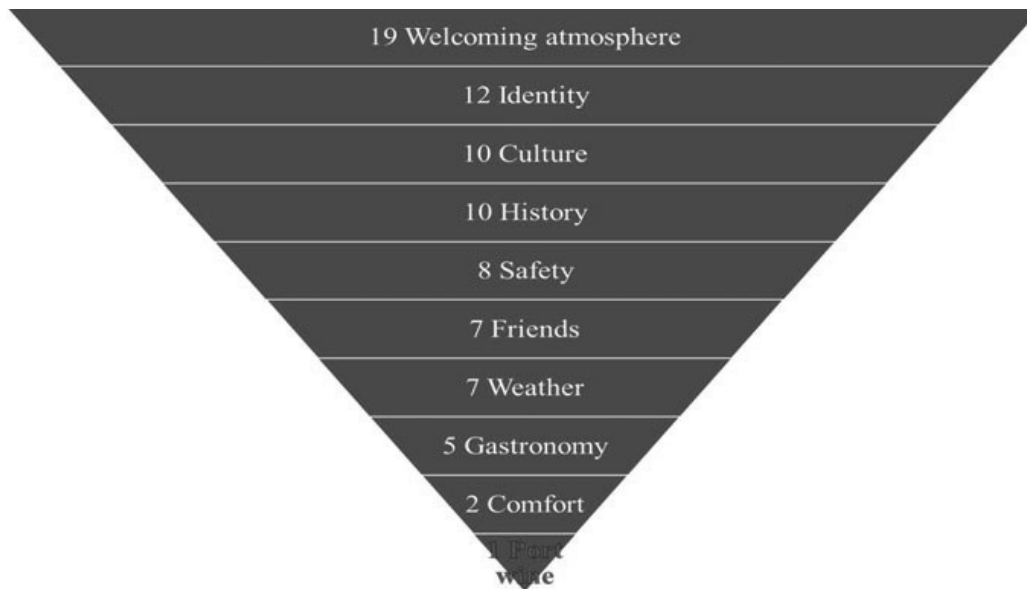
Thus, in terms and results for the group with the ‘tourist’ profile, the word cloud initially built (Fig. 33.3), made it possible to create a set of categories that aggregate tourists’ opinions and perceptions about their memories of the city.

From the global analysis, the following stand out as memories that tourists will take away with them from the city: culture, the Douro River and history, as can be seen in the figure (or word cloud) above.

It can be seen that there is a strong image that tourists keep of the city—its welcoming nature. The following four categories stand out as memories of the destination: identity, culture, history and safety. The same results indicated in the previous table are shown in the following graph for better disclosure (Graphic 33.1):

Fig. 33.3 Word cloud





Graphic 33.1 Distribution of tourist responses to the question ‘What memory will you take with you?’

This ‘inverted pyramid’ demonstrates that only one tourist out of all the respondents mentioned having kept Port wine as a memory.

33.6 Conclusions

In recent years, the link between tourism and wine has become an asset for both industries, as well as for job creation, iconic infrastructures (meanwhile awarded) and attracting more tourists and, consequently, creating a more active and dynamic society while generating revenue.

Despite the convergence of ideas in relation to the history, prestige and importance of Port wine (cultural, social, economic, agricultural, etc.), there is no evidence of the close creation of synergies between the destination P&NP and the Port wine ‘brand’. Likewise, there is no maximisation of Port wine global brand, as a way of creating value and sustainability, particularly in the two sectors where it has a direct influence, as well as in the two regions to which it is directly linked: Oporto-Gaia and the Douro.

Hence, the great need to work on the image of the destination, but also to analyse the main factors that contribute to its competitiveness, improving the weakest points. In terms of analysis, the great complexity of the models or matrices studied by the authors, as recommended in the literature, which suggests that the researcher should define the construct of interest and its dimensions through bibliographic research and consultation with specialists in the area and representatives of the population

of interest [33, 34], led to the creation of the 4 C's tourism destination competitiveness matrix. This instrument followed several academically recognised criteria as a validation process.

With regard to the creation of the 4 C's TDC matrix, it is believed that this new analysis instrument will be highly valid, both to support other researchers in the analysis of TDC destinations and also to compare competitiveness between tourism destinations. In addition, the new matrix may be a working tool for managers and other individuals responsible for tourism. It could serve as a way of understanding the areas in which they should focus their intervention, in order to adjust their performance to the opinions and expectations of tourists and residents, in order to increase their level of satisfaction with the service provided. The next step will be to transform this instrument into a fully digital application.

From the point of view of the qualitative results, extrapolating the results obtained, it is possible to infer tourists' lack of 'emotional' connection to Port wine.

In our point of view, in-depth studies are required to demonstrate the need of a greater interconnection and creation of integrated strategies between the destination P&NP and the Port wine as a brand (also, in our opinion, an in-depth work in relation to the Port wine and Port wine business brands is also urgent). Then, implementation of common sustainability strategies is mandatory.

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