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
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...

- product development for tourism has occurred over the past twenty five years; inclusion of 'handicraft' products
- Two glass works...

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

Shopping is central

More Shopping!

Shopping and economic development

Handicrafts can sustain rural economies

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Contemporary British heritage attraction

- Core visitor product
- Enhanced visitor products
  - visitor centre
  - museum
  - exhibition
  - multi-sensory staged experience
- Ancillary visitor products
  - events
  - festivals
  - corporate hospitality
  - shop
  - restaurant/cafe
  - added products


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.

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

Symbolic products USSPs
- creativity
- ingenuity
- achievement
- associations
- sense of place

Core visitor product UESPs
Enhanced visitor products UESPs
Ancillary visitor products USSPs

How do we capture the sense of place and culture as USPs?
## Prentice – O’Gorman Destination Appraisal Matrix

<table>
<thead>
<tr>
<th>Name of Destination</th>
<th>Target Market</th>
<th>Strengths</th>
<th>Weakness</th>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>(U)USP</td>
<td>(Utilities)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(U)ESP</td>
<td>(Experiences)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(U)USP</td>
<td>(Symbols)</td>
<td></td>
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</tbody>
</table>

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### Applying these ideas for destinations
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<table>
<thead>
<tr>
<th>Imaginary City (London?)</th>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>U/USP (Utilities)</td>
<td>Range of hotels</td>
<td>Crowded</td>
<td>Central to international air transport</td>
<td>Carbon Footprint</td>
</tr>
<tr>
<td></td>
<td>Quality of food</td>
<td>Pollution</td>
<td>In transportation network</td>
<td>Competition from rivals</td>
</tr>
<tr>
<td></td>
<td>in restaurants</td>
<td>Noise</td>
<td>Commitment to quality enhancement</td>
<td>resources</td>
</tr>
<tr>
<td></td>
<td>Accessibility</td>
<td>Crime</td>
<td>Terrorism</td>
<td>Taxation</td>
</tr>
<tr>
<td></td>
<td>Range of attractions</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| U/ESP (Experiences)      | Quality | Moderate needs of diverse market segments | Commitment to develop experiential offer | Overdevelopment destroying unique experiences |
|                          | Authentic | | | Standardised experiences are substituted |
|                          | Some experiences are crowded out | Sustaining existential labour | | |
|                          | | Disappointment | | |
|                          | | Commitment to develop expe | | |
|                          | | riental offer | | |
|                          | | Tourist empathy with destination | | |
|                          | | Satisfied customers | | |

| U/JUSP (Symbols)         | Capital City! | World Heritage sites | Centre of Capitalism? | International Sporting Events (Olympic Games?) |
|                          | Iconic Buildings | Imperialism? | | |
|                          | | | | Reaction against UK as Bush’s lap dog? |

In the workshop we can look at examples of Iranian destinations

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