

Issues of territorial brands in Hungarian lakeside destinations

Attila Sütő

Planner-analyst, tourism expert

VÁTI Hungarian Non-profit Company for Regional Development

asuto@vati.hu

1. Topic of the paper

The paper focuses on the issue of tourism marketing, describing the characteristics of marketing communication and branding activity in given Hungarian destinations. The relevance of the topic is unambiguous: the issue of appropriate place marketing activity in tourism is an essential component of adequate and sustainable management of a successful destination area.

However, the main profile of the conference will be dealing with coastal regions in Southern Europe, given the fact that in Hungary there is not such kind of regions, the analysis concentrate on lakeside destinations as special kind of water-related attractions in Hungary. The regions analyzed in the first part of the examination are important lakeside destinations of the country: first of all the Lake Balaton (which is a typical relatively international attraction in terms of Central-Eastern Europe) and furthermore Lake Tisza, Lake Velence and Lake Fertő (these are rather destinations with regional/national importance). In the second part of the analysis out of the aforementioned destinations two pilot areas were taken: the two bigger lakes and their regions (even their settlements) served as basis of the analysis of branding in practice.

According to the latest tourism-related ESPON studies, Hungary belongs to the group of the emerging countries within the European tourism market. Spatial analyses showed that in terms of both functional sense (number of rooms/bed spaces compared with either the resident population or the area of the destination) and the degree of multi-dimensional penetration (environmental, socio-cultural and economical penetration) Hungary got into the class of countries where the supply of formal accommodation stock (which is officially measured) is lower as well as the penetrational impacts of the tourism. These countries are at their early stage of development as international tourist destinations even though some of them may have a sizeable domestic tourism industry (ESPON 1.4.5. – Spatially Relevant Aspects of Tourism, 2006.). As a consequence of these facts, for Hungary and for the majority of the countries of the former eastern block the lessons and results of a survey which deals with the main problems and characteristics of special destinations from the Central-Eastern European region can be interesting and useful.

2. The place of lakeside destinations in the Hungarian Tourism Market

First of all a mention must be made about the fact that tourism in Hungary is one of the most important branches of the economy, a real leading industry of the country with several attractions and destinations with international as well as regional or local importance.

- Hungary's most important destination area is Budapest, the capital city and its vicinity. It is followed by the primary lakeside destination of Hungary, what the district of the **Lake Balaton** is, which gives 15 % of all tourist arrivals and 23% of all guest nights of the country (together with Budapest these data are 50 and 55% in 2006). Similar situation can be observed in connection with the infrastructural background: the stock of collective tourist accommodation in the Balaton region is 28% of the data of the country (which result is the highest among the touristical regions in Hungary). Otherwise, those results show us the strong geographical concentration of tourism industry in the country. Most of the guests of Lake Balaton comes from Germany, Austria, the Netherlands and Denmark in terms of number of arrivals (in the case of guest nights even Russia can be found on the top of the list of the countries) besides domestic tourists so it is a typical relatively international attraction.

The position of the Lake Balaton within the Hungarian market is very steady. Within the borders of Hungary the region emphasizes its endowments for lakeside recreational activities primarily for families with little children and in this field it has no considerable competitors. That means a favorable situation in the field of marketing communication and branding. However, in terms of international comparison, the competitiveness of the region is significantly weaker; its potential expands only the neighboring Central-European countries (and Poland) besides the resident guests.

- The *Lake Velence*'s position is determined by the shadow-effect of the Balaton. Their spectrum of supply is almost the same, additionally due to their geographical situation (the two lakes are located quite close to each other), the smaller and shallower Lake Velence, whose supply side is weaker too, is in worse position than its bigger and popular neighbour.

- *Lake Tisza* represents a relatively new segment of the Hungarian lakeside supply: it has been developed from a storage lake to an emerging destination in Hungary. An interesting situation is that the lake and its district were classified into „the Great Plain tourism marketing region” in terms of international communication (in contrast with the situation before 2004, when the district of the lake appeared as a separate unit on Polish, German or Austrian exhibitions). Because of this change of direction in marketing-communication, the marketing opportunities of the region has become worse: the branding activity of the lake's region uneasily or hardly can be adjusted to the campaigns of the whole Great Plain which concentrate on wellness- and medical tourism and equestrian tourism. Currently more direction can be observed simultaneously in the lake's product development and communication activity (ecotourism, motor-driven watersports, lakeside recreation). All in all, Lake Tisza is the only one Hungarian lakeside destination which tries to establish a competitive marketing strategy besides Lake Balaton (promoting its natural assets and active holiday as “adventures in waterworld”).

- The *Lake Fertő* and its district do not emerge as a separate unit in the marketing communication neither of Hungary nor of the Western-Transdanubia Region. The lake itself (exactly a Southern quarter of its area) is a part of the above mentioned Western-Transdanubia touristical region in terms of both administrative classification and marketing communication. Nonetheless it might have a chance to exceed among the other lakeside destinations due to its specific endowments (it is the most western located steppe lake in Europe with a lot of attractions for ecotourists) but those chances are unused for the present. A mention must be made about opportunity of cross border cooperation with Austria which should be exploited in the field of tourism development in the district of the lake as well.

3. Territorial units of branding

The first part of our research analyzed the issue of territorial units within the topic of branding. The main question was: what kind of territorial units would be the most appropriate type for adequate branding in Hungary? The possible (tourism marketing-related) units were classified into two main groups. The first group that is called „*organic units*” contains those types of territories whose formation is based rather on spontaneous processes (evolution of identities, historical development or geographical-ethnographical endowments). In these cases the momentum of symbolic, mental delimitation is crucial. The second group is dominated by the aspect of functionality; it comprises artificial territories which were delimited for a given aim (administration / regional development / management). The name of this group is *artificial /constructed/ units*.

3.1. Organic units

The organic territories' delimitation is based mainly on the homogeneity of internal endowments. The evolution of those territories is organic, usually a long-term process. In Hungary the following types of territorial units were classified into this group:

- 1) **Macro regions** with cultural-historical roots. These regions can be interpreted rather on the level of the Carpathian basin than within the framework of the current borders of the country.

Basic conditions of their existence is lacking in Hungary because of the small and homogeny area of the country; they do not play any role in marketing communication / branding.

- 2) **Territories of bottom-up micro regional cooperations:** at local/micro regional level the relevancy of bottom-up territorial cooperation between settlements cannot be neglected. These collaborations are based in the most cases on geographical location, between neighbouring villages/towns; between settlements of a given area. The basis of delimitation is the aggregation of the settlements' areas. Regarding these cooperations the organic formation and evolution and bottom up manner of organisation give chance to local actors for active participation in development of marketing communication strategy and territorial promotion. These stakeholders who know the local conditions, attractions, opportunities, can effectively contribute to find out an appropriate message and territorial CI (based on local traditions, identities and characteristics) and as a result of these an adequate territorial brand.
- 3) **Districts („Landscape units“).** However, these units are constructed and systematized on a scientific (artificial) way due to the fact that in their delimitation organic geographical/ethnic characteristics play crucial role, they are mentioned among the organic units. One of the relevant ways of a bigger area's disaggregation is that delimitation which is based on landscape endowments (features of soil, flora and fauna, hydrological, geomorphologic and geological characteristics, etc.). These landscape units take into consideration besides geographical aspects the ethnographical features of a given area, too. Regarding tourism the relevance of landscape units cannot be avoided: the role of orientation in the cognitive space is important for (potential) tourists and landscape units are appropriate tools for this. Furthermore these districts (first of all at local level) have optimal size and unique endowments for image building and branding due to its ethnographical, geographical components. As a consequence of these the districts might be ideal territorial frameworks for establishment of DMOs in areas with significant potential for tourism and development of a district-based brand.

3.2. Artificial units

The second group of tourism-related types of territorial units consists of units which are delimited for functional purposes such as administration, regional development or territorial management. These are the artificial or constructed regions. The main types of these units are listed below.

1) **Preferential Resort Districts:** The first attempt to create a territorial system to cover the whole country regarding tourism planning and development was the establishment of the Preferential Resort Districts at the end of 1970's. All districts had a "managing committee", which had certain amount of funds for development. However, these districts were not real management units: they served rather as deconcentrated bodies of governmental tourism management (on top of that they covered only certain proportion of the country's area). The importance of their role has been in decline in the last decade: it is restricted to territorial delimitation - e.g. in connection with definition of EU supports' beneficiaries. Another function of them is being units of statistical analyses.

2) During the 1990's the importance of regional planning and development activity was on the rise (among other things simultaneously with the process of EU-accession) After the government had realized in the middle of the 1990's that Preferential Resort Districts did not fulfill the function of a real regional management system of tourism, a new type of regional-level territorial units were formed. These are the **9 touristical regions**, which cover the whole area of the country without any gaps and overlapping. In the field of tourism marketing they have crucial role. As territorial units responsible for planning and development they co-ordinate the regional stakeholders and marketing activities of tourism-related actors. They contribute to convert their regions into a real place product. There is a Regional Marketing Directorate in each region, so they serve as regional marketing organisations. However, they do not undertake to manage complex product development projects yet – so they cannot be regarded as regional DMOs.

3) Promotional regions. The so called promotional regions are special versions of the aforementioned touristical regions. Since 2004 according to the decision of the National Destination Management Organisation in the field of marketing communication in foreign markets (and partly regarding domestic tourism) 5 regions have been promoted. These five regions are the followings: *Budapest and its vicinity*, *Lake Balaton*, *the Transdanubia* (that consists of 3 touristical regions), *North-Hungary*, and *the Great Plain together with Lake Tisza*. In spite of their constructed, artificial nature these regions are promoted and emerge as concrete products in the tourism market, because they were formed directly with the aim of marketing communication and advertising within it. Their other characteristics (based on stereotypes, targeting well-defined foreign segments) prove their important role in branding.

4) Territorial units delimited for administrative/regional development purposes

- **NUTS 2 regions:** the Hungarian NUTS 2 regions were originally delimited for statistical/planning purposes in the middle of the 1990's. They are definitely territorial frameworks of EU-related planning and programming and not the management of their area. Their role in tourism development is receiving EU supports in connection with the regional operational programmes for the period 2007-2013 (in Hungary the issue of tourism development was placed into the ROPs). The activity of the NUTS 2 regions in the fields of marketing communication / branding is not significant yet. Their role (both in general and especially in tourism) would increase if the process of regionalization made progress due to the administrative reform (formation of regional governance). Currently these regions are artificial units without any roots. Until the regions do not have political legitimacy (and more administrative role) significant changes are not expected.
- **The counties** mean the traditional medium-level territorial units of administration in Hungary. What is lacking in connection with the regions that can be found in the case of the counties: they are territorial units with political legitimacy (with elected government) and existing administrative capacity. Due to these characteristics and the fact that their existence (with more or less stable borders) dates back to the medieval times they can be regarded being in charge of their territory for centuries. Before the years of economical-social transition the tourism-related role of counties were even stronger than now. Via their tourist offices they served as real "hosts" regarded their area. Since then this offices have been converted into „Tourinform Bureaus" and the number of their tasks has been diminished as well restricted to nonprofit activities. As a consequence of their long history and traditional background some kind of identity development has already started in the mind of their inhabitants what is an advantageous process regarding branding. On top of that the counties are more or less active in the field of marketing communication, for instance vast majority of them are present the main Hungarian tourism exhibition one after the other. However, on the long run central management system of tourism does not reckon with the county level, counties does not emerge directly in the planned 3-level DMO-system. The National Tourism Development Strategy intends indirect role for this territorial units, but this „indirect role" is not described exactly.
- **Micro regions.** The NUTS 4 micro regions besides their statistical purposes (delimited by the Central Bureau of Statistics) are territorial basis of those micro regional multidimensional associations that are formed by external pressure of the governance. Disadvantage of the top-down manner of the formation of these units is the lack of voluntariness. They are constructed entities, established not for a given (tourism) development project, rather as result of external pressure. Currently NUTS 4 micro regions in Hungary can be regarded as territorial units of development. Among their main tasks the necessary planning activities (creation of the micro regional development concepts) and the definition of given directions of development can be mentioned in connection with regional development. At the same time the opportunity that smaller areas have greater chance to emerge in the consumers' mind can be regarded as crucial advantage of these units in terms of branding. As a consequence of this and given the fact that delimitations of some statistical micro regions (e.g. Budapest, Tokaj, Siklós, Hajdúszoboszló, Szentendre, etc.) secure suitable territorial frameworks to integrate elements of a tourist

package based on special product of a given territory, these top-down established micro regions can have significant role in marketing communication and branding within it.

3.3. Experience of the pilot areas

Among the analysed levels the settlements and the regional level (touristical regions) showed crucial role in terms of branding in both pilot destination region. The activity of subregional level (micro regions, „landscape units”, etc.) is more significant and it is getting better and better at Lake Balaton. In the vicinity of Lake Tisza there are no concrete DMO or initiatives for establishing such organisations under the regional level.

Analysing **the regional level** both printed materials and websites of the touristical regions can be mentioned among the best performances in both destination regions; the two touristical regions showed outstanding results in all 6 aspects of the analysis. The main cause of this fact is the professional, well organised marketing-communication activity (and branding within it) which tasks are the responsibilities of the Regional Marketing Directorates. This directorates function in all touristical regions; in the two pilot region they are called „Regional Tourism Project Offices”.

On lower territorial levels in the case of Lake Balaton the so called „landscape districts” can be interpreted as possible frameworks of micro regional cooperation; regarding Lake Tisza the role of these are weaker. Regarding the bottom-up cooperation of settlements with special focus on tourism in the case of Lake Balaton higher activity can be observed; in some cases the process of establishment of territorial DMOs has already begun. According to the RTPO of Lake Balaton development of the 3-level DMO-system has been going on at appropriate pace in recent years. At Lake Tisza, similarly to the landscape units, bottom-up cooperations do not have significant role in branding either. Main cause of the differentiations between the two destinations is the different geographical endowments: the Lake Tisza touristical region is a smaller and more homogeneous one.

Relevance of top-down territorial cooperations is not considerable in the Lake Tisza region. Regarding Lake Balaton, among statistical micro regions overlapping with the territory of the touristical region; there are some units that lay bigger emphasis on touristic promotion and integration of their settlements into a common place product. At the same time cooperations within the framework of other statistical microregions do not show significant activity in the field of tourism marketing (and branding).

Delimitation of **subregions** between regions and settlements is an interesting issue and different opportunities exist in each touristical regions. Both destinations face the **lack of conspicuous attitudes and activities of these subregions**. The application of subregions with precise product focus can be highly recommended first of all regarding the Balaton region whose supply-spectrum is quite broad. In the case of the smaller Lake Tisza region the relevancy of this approach is smaller, first of all due to the characteristics (smaller and more homogeneous area with a narrower supply spectrum) of the touristical region. Even the RTPO itself means the subregional territorial breakdown unnecessary: for the time being they concentrate on the representation of Lake Tisza as a single brand and the formation / enhancement of territorial identity in connection with it.

Attempts for solution for these problems have been born in the last years mainly regarding the Lake Balaton region. Nonetheless it must be emphasized that forming of subregions and use them in marketing communication can help branding activity based on a given place or product. Additionally it can contribute to diminish the gap between the direct lakeside zones and background settlements (those villages that are located farther from the direct lakeside zone) as a new subregion with special directions of product development integrates settlements both from the lakeside zone and from the background areas. In these cases the background settlements may serve as real background of the direct lakeside zone in the truest sense of the word, providing complementary supply for the guests coming to the lakeside settlements. As a result of these attention of tourists might turn to the background villages as well.

The level of settlements has significant role in the marketing communication of both regions although there is only a few real place brand among the towns/villages. Only the settlements with special

endowments attracting large number of tourists (e.g. Keszthely, Zalakaros, Hévíz) show the unambiguous signs of an already started process of branding. Vast majority of the settlements shows weak results regarding any of the 6 aspects of the analysis.

The quality of the analysed publications and websites moved on a broad scale in both pilot destinations. Proportions of settlements that have their own official homepage and those that participate in the analysed exhibition were similar in each region: at Lake Balaton 29% of the settlements does not have their own website (however, compared this result with data of an earlier analysis from 2005 the number of settlements without own website decreased from 73 to 46). Regarding Lake Tisza the same proportion was 32%. 20-20 % of the settlements participated in the pilot exhibition. In the case of Balaton region vast majority of these villages/towns is located in the lakeside zone; regarding Lake Tisza only 50% of these settlements is from the direct lakeside zone. To sum up our experience the proportion of settlements without official website can be assessed very high, considering the fact that the two pilot regions are important tourist destinations in Hungary.

4. Branding in practice in the case study regions

The second part of the examination dealt with the practical side of the branding (and generally the marketing) activity of Hungary and especially its lakeside destinations. This „practical side” of the analysis tried to evaluate how the marketing and branding policies function in the real life of given destination areas and what their main methods and instruments are. The level of the analyses concentrated on the two bigger lakeside regions out of the above mentioned 4 destinations. The analysis worked first of all on the settlement level (the list of analyzed settlements was based on the delimitation of the 28/1998. (V.13.) ministerial decree), but higher territorial levels inside the examined lakeside destinations were taken into consideration, too.

4.1. The applied methodology

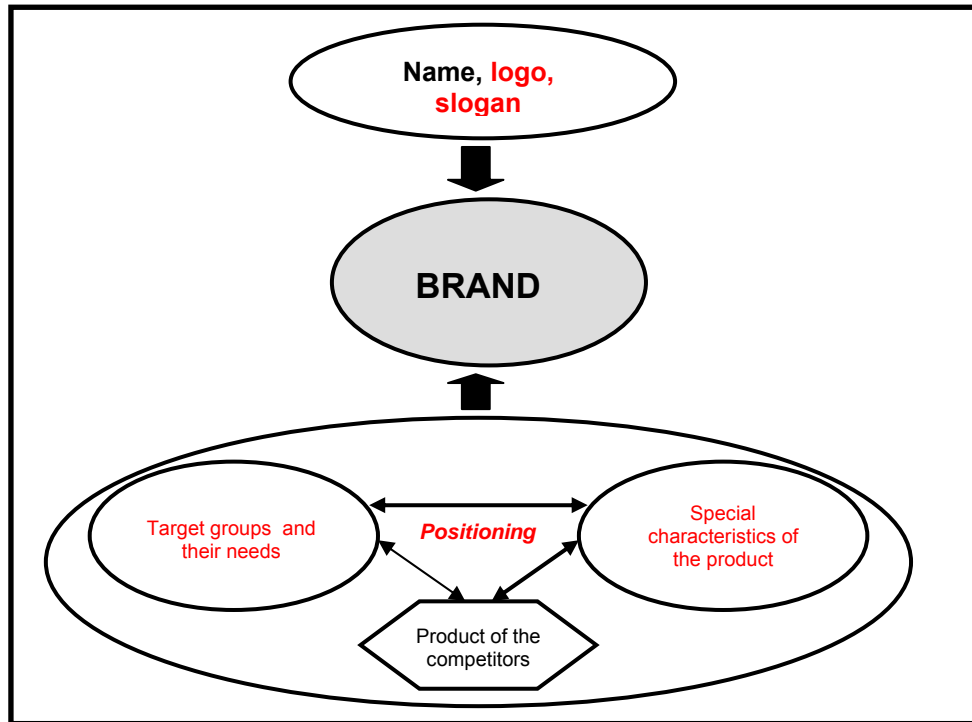
The analysis used on the one hand the websites of settlements and territorial units on the other hand different brochures, leaflets, folders (signs of attendance on the greatest Hungarian tourism exhibition, Travel 2007) as indicators of the presence and grade of branding policy. The participation in an exhibition does not require extra explanation: the importance and role of this communication channel in branding policy is unambiguous. The other channel, which was involved in the analyses, was the web-based communication. The cause of it is that digital techniques of promotion diffuse by leaps and bounds; its role in the growing effectiveness of marketing is essential. Promotion through the World Wide Web has special new opportunities both for consumers and for manufacturers and service providers. Consumers can compare different products of the supply side in seconds; they can find detailed information about any product from any places; changes of experience and information between consumers can be supported by web based forums or chat-sites. For manufacturers/service providers the Internet is a channel of information and marketing that provides consumers with information; additionally it makes the product/service more popular. Its effect is bigger than in the case of traditional advertisement. New techniques/methods (e-mail, banner, pop-up, etc.) help to diversify the promotion. The more direct interaction with consumers helps to adjust products/services to the needs of buyers (Kotler, P.-Jain, D.C.-Maesincee, S., 2002.).

The **first step of the analysis** examined: ***which settlements /territorial units have their own website and appeared*** (at least with one separate brochure or leaflet) ***on the most important Hungarian tourism exhibition*** (Travel 2007). The **second step** concentrated on these settlements and evaluates them ***in the viewpoint of branding policy***. The system of aspect of assessment is based on the classification of Brieger (2002) who defined 5 main components of a brand (cited by N. Horkay, 2003.). This approach is showed by table 1. (the aspects of our analysis re marked with red colours).

According to Brieger the 5 main components of a good brand are the followings: **1)** the message transmitted to the consumers, and ***the slogan*** that is core element of this; **2)** the emblems as essence of

associations and stereotypes and *the logo* as result of their incarnation; furthermore **3)** the tourism destination as a „*place-product*’ itself. On top of that a brand is affected by the needs of the consumers on the demand side of the market. To define these needs exactly an important prerequisite is to find out the *target groups* accurately (**4**). Finally, the *position in the market* should be defined as well, based on consumers’ demand, the product itself and products of the competitors (**5**).

Table 1.: Components of a brand



Source: according to Brieger (2002) [cited by Horkay (2003)].

In our analysis an additional dimension was added to these five components: the examination of the *design* (+1) which determines elements of the image and appearance. All in all as a result of these approach 6 aspects were chosen to analyze branding activity in practice. The first 3 (use of slogan, use of logo, design) examined basic instruments/tools of branding; the second 3 (product introduction, target-group orientation, positioning) analysed those steps of marketing process that determine branding activity.

Table 2.: Aspects of the analysis

	<i>Website analysis</i>	<i>Analysis of printed materials</i>	<i>Degrees of evaluation</i>
„MESSAGE”	Is there a slogan on the website of the settlement? If so, how does it meet the requirements of simplicity, presumably, specificity? Is it recognizable and remarkable? <i>If there is no slogan on the website, is there anything else that might substitute it?</i>	Is there a slogan in the printed materials (brochures, leaflets, etc.) of the settlement? If so, how does it meet the requirements of simplicity, presumably, specificity? Is it recognizable and remarkable? <i>If there is no slogan in the printed materials, is there</i>	Y: there is a slogan on the website / in the printed materials (Y): there is no concrete slogan, but a sentence or a reference to it N: there is no slogan or any other thing substituting the slogan on the website / in the printed materials

	<i>Website analysis</i>	<i>Analysis of printed materials</i>	<i>Degrees of evaluation</i>
		<i>anything else that might substitute it?</i>	
„SYMBOL”	<p>Is there a logo on the website? If so, how does it express the essence of the place product (e.g. through the font type or colour)? How does it meet the requirements of simplicity, specificity? Is it recognizable and remarkable?</p> <p><i>If there is no logo on the website, is there anything else that might substitute it?</i></p>	<p>Is there a logo in the printed materials? If so, how does it express the essence of the place product (e.g. through the font type or colour)? How does it meet the requirements of simplicity, specificity? Is it recognizable and remarkable?</p> <p><i>If there is no logo in the printed materials, is there anything else that might substitute it?</i></p>	<p>Y: there is a logo on the website / in the printed materials (Y): there is no concrete logo, but a symbol or a picture substitutes it N: there is no logo or any other thing substituting the logo on the website / in the printed materials</p>
„DESIGN”	<p>What are the design, the quality and homogeneity of the website like? Does it have a specific image (unique design based on existing special attraction)?</p>	<p>What are the design and the consistency of the materials helping the promotion like? Do these materials have special image reflecting the special endowments of the place product?</p>	<p>Y: the image of the website / printed materials is specific, different from the competitors and based on the main attraction of the place unambiguously (Y): the design of the website / printed materials is of high standard or average but does not reflect the main attraction N: the image of the website / printed materials is not demanding/attractive enough</p>
„PRODUCT”	<p>Does the offered product (package) stand out on the website unambiguously?</p>	<p>Does the offered product (package) stand out in the printed materials unambiguously?</p>	<p>Y: the product to be sold emerges on the website / in the printed materials; the supply of the place is outlined and focused well. (Y): there is a reference to the main product of the place but it is only weakly outlined and rather ordinary (e.g. only the short description of sights emerges) N: the representation of the place as a tourist product does not /really/ emerge</p>
„NEEDS”	<p>Is the targeted market segment defined unambiguously on the website? Does the general message harmonize with this target group?</p>	<p>Is the targeted market segment defined unambiguously in the printed materials? Does the general message harmonize with this target group?</p>	<p>Y: Given market segment(s) or target group – specific offers stand out on the website / in the printed materials (Y): However, the intention for target-group orientation emerges, the direct, explicit presence is lacking N: There is no sign of target group orientation on the website / in the printed materials</p>

	<i>Website analysis</i>	<i>Analysis of printed materials</i>	<i>Degrees of evaluation</i>
„POSITIO- NING”	Is the website of the settlement/territorial unit positioned clearly compared to the concurrency? Does any element emphasizing specialty emerge? Is there any inconsistency in the positioning of different elements of the whole place product? (image elements or product characteristics promoted for target groups that are inconsistent with each other)?	Are the printed materials of the settlement/territorial unit positioned clearly compared to the concurrency? Does any element emphasizing specialty emerge? Is there any inconsistency in the positioning of different elements of the whole place product? (image elements or product characteristics promoted for target groups that are inconsistent with each other)?	Y: The promoted product is special, unique one. There is no inconsistency within the positioning. (Y): The intention for forming a special product emerges on the website/in the printed materials, but in practice it does not work. N: There is no sign of positioning or intention for it.

Going through the second and third columns of the table it is visible, that the examination dealt with the comparison of the web-analysis and the evaluation of printed materials. The bigger tables summarizing the results of the analyses are located in the Appendix.

A question comes up that the only three categories of evaluation (“Y”, “(Y)”, and “N”) are adequate enough? It must be admitted that the three categories leave only a narrow chance to describe subtle differences between the settlements, but at the same time this way of the evaluation minimizes awkwardness derived from subjective view of mine. Consequently I did not use more classes than 3 (good/outstanding – satisfying/mediocre – weak). Separation of the categories in the cases of all chosen aspects occurs in the simplest, clearest way, to help the transparency of the analysis’ results through these processes.

4.2. Results of the aspects

We can sum up our experience in connection with the examined aspects of empirical analysis in the two case study regions:

► **Use of slogan:** only a very low proportion of both analysed region’s settlements applied this tool of branding. Mostly those towns/villages have their own slogan which showed excellent results in the case of the other aspects of the examination (positioning, target-group orientation, use of logo, etc.). In its entirety the settlements/territorial units using their own slogan show miscellaneous performance: both settlements with unique, apt motto that enhance the product focus and settlements using trivial, strained slogan can be observed among the analysed villages/towns. Performance of the touristical regions is outstanding in this field as well. Both regions have problems in connection with the lack of coordinaton and coherency between the slogans of websites and printed marketing stuffs regarding both settlements and territorial units. Use of slogan applies similar techniques in both destinations: to linking the place to a given geographical location / natural asset-based attraction; to attach the settlement/territorial unit to the main product / target group of the destination; use of attributes emphasizing the value of something.

► **Use of logo:** In its entirety a very low proportion of the settlements/territorial units use this technique, especially in the case of Lake Tisza (regarding the printed brochures only 3 out of 68 settlements - and none of the websites - use a logo), whereas use of logo is considered to be a basic tool of brand building. In the case of given villages / towns a trademark would lend itself for focusing on the main product but these places do not exploit these opportunities. In the Balaton region strong coherency can be noticed between the use of slogan and logo. Another tendency is those settlements showed the best results regarding use of logo that have basically strong, conspicuous image. These

settlements / territorial units apply the use of a graphic symbol to strengthen their basically effective marketing activity further. In comparison with the slogans positive experience is that the vast majority of settlements with their own logo in the Balaton region use the same logo both in the web-based and the traditional marketing communication. In the case of touristical regions both destination use an official emblem in a consistent manner in both analysed marketing channel (web-based and exhibitions).

► **Design:** high proportion of settlements and territorial units has their own, discerning homepage / printed materials, but the vast majority of these websites is ordinary, without any unique appearance or reference to the main product. A very low number of websites is able to transmit effectively the special message of a given settlement/region. Outstanding performances (first of all in the district of Lake Balaton) can be observed in the case of those settlements which had excellent results in the aspect of product introduction. At Lake Tisza the proportion of websites with substandard quality is higher. Those symptoms are showed first of all by those settlements that pay lesser attention to tourist-oriented marketing activity because of lack of financial resources or adequate attraction. These factors result indifferent behaviour in the field of marketing, first of all in the case of the so called background settlements of both regions. A considerable absence is that coordination between the design of web-based and printed tools of marketing has not occurred so far.

► **Introduction of the product:** promotion of a settlement as a place-product or signs of this intentions can be observed in the case of most website in the Balaton region, although the experienced results are far from being optimal. The aggregate result of settlements in the district of Lake Tisza is weaker: more than half of them were classified in the lowest category. In the case of printed materials used in exhibitions introduction of the product is more efficiently, which fact is not surprising: these materials were created directly in order to advertise a given geographical location in an exhibition. Frequent problem (first of all in the case of background settlements) is the product structure which is not transparent enough together with the concealment of the clear product introduction within the web page. In the case of settlements located farther from the lakes the lack of unique, special product segment is the main cause for this. To eliminate this defectiveness the cooperative (micro)regional actions can be appropriate answers. Some settlements have financial and serious social-economic problems that prevent those villages for doing appropriate and efficient marketing activity. Another frequent phenomena is the large number of unutilized opportunities: in some cases the existing touristic attractions have not been recognized and promoted in an adequate manner. Certain websites focus unambiguously on residents' expectations and function like tools of e-governance, so they pay lesser attention to tourism and promotion of its supply side. The proportion of these homepages is higher in the Lake Tisza region (the touristical region is a younger one, with lesser experience and traditions in the field of tourism). Another problem is the too wide product spectrum at settlement level. In the future a step has to be taken into the direction of enhancement of information and tourist-oriented content of websites in both analysed regions. Results of the touristical regions are excellent in this field, too.

► **Target group orientation:** In the vast majority of the settlement websites the approach of target group orientation does not emerge or its presence is only implicit (in the welcome words, the major's salutations or the description of the product). However, the representation of supply created in conformity with the recognized needs of consumers is lacking. This deficiency of marketing approach can be observed especially in the background villages. In the case of the printed materials a better results can be recorded. The cause of this fact is that those settlements that utilize the opportunity of participation in an exhibition have their direct goal to utilize their natural/cultural endowments and this intention appears in their promotional activities as well. A general tendency is that good results in the field of target group orientation in the analysis go hand in hand with outstanding performance in product policy (good introduction of product(s) and structured supply side) and positioning. Besides the touristical regions (which regions were classified into the top category in the field of target group orientation as well as positioning and product introduction due to the conscious work of Regional Tourism Project Offices established in these regions) some thermal baths in the Balaton district and websites of certain microregions can be assessed as places taking into consideration the consumers' needs.

► **Positioning:** there is only few settlements in the wider vicinity of Lake Balaton which can be mentioned as good example for place product positioning, mainly in the case of websites. At Lake Tisza the web-analysis showed even weaker results than in the case of Lake Balaton: most of the settlements got into the lowest category. Better proportions can be experienced in the case of materials made for Travel 2007 Exhibition: those destination settlements which handle the participation in exhibitions (and tourism in general) as a preferred aspect tried to meet (at least partly) the requirements of unique positioning. The appropriate positioning (according to our results) moves together with well structured supply side and use of slogan and logo which tools can enhance the positioning itself. Furthermore connection can be observed with powerful promotion of the primary product. All of these tools are appropriate basis for positioning. At (micro)regional level as well as in the cases of other aspects of the analysis touristical regions show one of the best performances among the analyzed settlements/territorial units – though in the case of Lake Tisza region a smaller gap can be observed between the positioning of given parts of supply side (motor-driven watersports versus green tourism). The weaker results in connection with positioning were recorded regarding two main groups of settlements: on the one hand the typical lakeside villages/towns of Lake Balaton which are traditional centurms of recreational tourism on the other hand background villages located farther from the central lake in both region. Regarding the background villages joint microregional cooperation in the field of promotional activity, creating common supply and communication of that is meant to be a good solution. Negative examples are those settlements that copy the supply of the whole region without focusing on special fields of tourism – in these cases the lack of concentration make positioning difficult. Similarly to target group orientation and product introduction; websites focusing only on e-government or public utilities were classified into the lowest category. Finally, there are some villages/towns that have attraction that would be developed into a tourism product even so they not exploit these opportunities. If they did that it would support the positioning.

5. Conclusions and recommendations

5.1. Territorial units of branding

On the one hand on the basis of the 6 analysed aspects of practical issues of branding on the other hand the overall issues of territorial units of branding activity some conclusions can be drawn up for the tourism sector and special destination areas. Hopefully, these recommendations might be applicable in the marketing communication (and branding within it) in the future in practice.

The first main question of the analysis was the following: what type of territorial units should be inspired as basic elements of branding: **the bottom-up modell** that is built up from the local level and its results are the organic regions; **or the top-down way of delimitation**, that is a result of external intervention?

Publications, studies and the **Hungarian sectoral** (National Tourism Development Strategy - 2005) **and spatial** (National Spatial Development Concept - 2005) **policies support** unambiguously **the bottom-up manner** of this process. However, according to the experience of the analysis both ways might be relevant regarding branding activity. Even among the artificial territorial units some types can be found which should be taken into consideration in the future during the development of a comprehensive destination management structure (touristical regions, counties).

Those, who argue that **bottom-up manner** is the better solution, emphasize the importance of **the actors' own will/intention** as the momentum that starts the territorial cooperation. This movement is **free of external pressure** so it could be appropriate basis of branding policy that is **based on local identities, interests**.

However, we ought not to underrate the **role of existing artificial, already established structures**. These days in Hungary the only one type of territorial units that can be regarded as territorial frameworks of (quasi) DMO organisations are the touristical regions that operate the Regional Marketing Directorates. On the other hand the counties have severe traditions in the field of administration; and besides that their Tourinform Offices as official posteriors of former Tourism Offices even nowadays keep on carrying out marketing communication activity (participation in exhibitions, publishing printed materials). Unambiguous advantage of these existing structures is the **existing official frameworks and professional background**. They serve as „local hosts” regarding their places. In connection with it can be mentioned those micro regional associations that might be appropriate basis for a future DMO organisation in given micro regions.

So during the establishment of the Hungarian DMO structure **besides preferring the bottom-up territorial units at local level at higher territorial levels the existing structures cannot be forgotten** either, because of their professional experience and knowledge that can be utilized during an institutional reform in the field of tourism.

Among the territorial levels the relevance of microregional level seems to be unequivocal first of all regarding local DMO organisations and cooperations between settlements. Its advantage is that decisions are delegated closer to the stakeholders. Tourism products developed on (micro) regional basis or landscape endowments can strengthen the relevance of micro regional level as suggestible branding unit, too.

During the analysis regarding some problems and absence (e.g. product introduction, lack of attractions, lack of positioning) the issue of **territorial cooperation** arises, as a possible solution. One of the main advantage of that is the so called synergy-effect: those settlements which do not have their own special product which attracts significant number of tourist arrivals and makes the settlement a destination in demand, should cooperate with each other to develop a common territorial supply, within which the separated, one by one weaker attractions could be composed into an integrated place package. Regarding the importance and the recommended organisational background of territorial cooperation the basic documents of Hungarian spatial policy and tourism policy can be cited. According to the **National Spatial Development Concept** *tourism is connected unambiguously to geographical locations (regions, areas, landscape units, etc.) and due to this fact elements of a tourist package should be coordinated and consistent within a given area*. The Concept underlines that **efficient development and operating of tourism can be secured solely on the basis of territorial approach**. Regarding this principle the tourism-related place marketing and the overall development and planning activities relative to tourism have to be based on geographical/ethnographical territorial units that can be promoted and sold as a territorial brand. In the course of development of tourist destinations with regional/local importance according to the NSDC establishment of destination management organisation is imperative, besides the formation of different thematic and territorial touristic networks. Through these measures the organisational background of territorially coordinated and integrated systems of attractions, services, tourist infrastructure and marketing can be implemented (NSDC, 2005).

The basic policy document of the tourism sector, the **National Tourism Development Strategy mentions among its top-priorities the establishment of a three-level DMO System** (NTDS, 2005). The three levels mentioned by the Strategy are the national, the regional and the local level. The tasks and organisational backgrounds of them are described in the policy as well. In accordance with the NTDS local destination management organisations can be established at (micro) regional level in order to develop and promote the local tourist products. The regional DMO organisation is responsible at higher territorial level for the transformation of its region into a touristical brand through research and development, product development, regional promotion. Those two levels (local and regional) concentrate on domestic promotion unambiguously. Targeting market segments from foreign countries is the task of the national destination management organisation.

During the implementation (use of marketing/branding tools) it is worth calling the attention to the followings:

- The creation of a product package itself is not enough; this package should be managed and promoted of course. The adequate organisations for these tasks are the DMOs (regional/micro regional Destination Management Organisations) having come to the fore in the field of tourism development in Hungary recently. For the efficient work within the frameworks of these organisations employment of professionals with appropriate academic qualifications (e.g. in the field of economics, geography/regional studies, tourism, regional development) and out of them at least one with adequate local knowledge should be encouraged. Of course, in an optimal case the whole body can be based on contribution and work of local actors as a real bottom→up organisation.
- The product package brought into existence through the aforementioned way should be promoted via the Internet due to the formation of integrated micro regional websites. There are some more (Pogány-valley) or less (Káli-basin, Nivegy-valley) good examples in the Balaton case study. In these websites links to all settlements of the area should be represented (if they have their own official homepage of course). If any settlements do not have private website, the micro regional webpage has to contain sub sites about those settlements with uniformed design. In these cases the integrated website itself is appropriate for short introduction of the area's settlements focusing on the special characteristics regarding each village - finally the several smaller attractions are added together into a consistent micro regional package.
- Very important is the permanent maintenance of the website through the updating of the content (current news, offers). It is not enough to lure the guest to the homepage; it should be attained that the consumer becomes a returning one. It is the first step to the direction of loyalty to a given brand
- The selection of tools (slogan, logo) helping to develop a territorial brand should happen under the coordination of the DMO, through a comprehensive partnership process involving the important local stakeholders and actors (service providers in the field of tourism, local governments, Tourinform Offices of settlements, non-governmental and civic organisations, related economic organisations, etc.). During these workshops the slogan and logo should be created as basic elements of the brand which is based on local characteristics and values. The bottom → up way of this process has to be emphasized.
- Editing and distributing common micro regional printed materials are the task of a DMO, too. It is important to pay attention to the consistency; on the one hand the printed materials' content and design should be coherent with the websites and on the other hand the consequent use of earlier established joint slogan/logo.
- Financial resources (both within EU and state financed programmes) are recommended to be separated for the field of destination management and marketing in the future, too.

The most important recommendations systematized by the 6 aspects of branding policy examined during the empirical analysis are listed below:

Messages

- A slogan is one of the most important elements of the main message communicated by settlements' websites. Out of the techniques of slogan creation that we met during the analysis solutions that concentrate on unique products can be point out as best practices. Apt and prudent slogans that are linked to a natural heritage / attraction or geographical location could

be efficient as well. Usually appropriate, clever slogans could strengthen positioning as well as target group orientation.

- Development of a slogan cannot be regarded as an obligatory task that should be implemented at any price. If the creation of the motto is induced by the approach “*there is a need of a slogan in any case because everyone applies this technique*” but the settlement does not have any adequate ideas, the result will be easily a strained motto that does not serve its purpose.
- As a returning mistake, the lack of speciality of slogan can be observed during the analysis in those cases when the same (or very similar) motto is used by some different settlements of a given region. For instance, “the pearl of *something*” or “gate of *something*” slogans emerge on more than one website and printed publication in the two analyzed regions. In these cases the slogan becomes trivial and loses its uniqueness.
- A given settlement or (micro) region should use not more than 1-2 slogans. If they use yet more than 2 mottos, than these slogans should be harmonized well with each other. It is useful that the different slogans are separated by product types, or they are linked to each other according to given themes.
- Use of slogan should be synchronized between the printed materials and the website. One of the main characteristics of a stable brand is the permanent image. Basic elements of this are the coherent and conscious use of slogan and logo in different marketing channels simultaneously. These activities strengthen the picture, the so called mirror-image that evolve in the mind of the guests.
- Another important thing is that the settlements cannot lose sight of the criterion of lastingness. After the appropriate slogan was found the village/town has to insist on it in the long run in a consequent manner to strengthen the image of permanent, standard quality in connection with the product.

Symbols

- It is imperative that providing the settlement/(micro)region has its own motto the logo has to be linked to that slogan: the two instruments function only together with the biggest efficiency.
- Among the applied techniques logos that concentrate on the main products/attractions or outstanding event/establishment can be assessed as examples to be followed. In the latter cases the logos of these events/establishments could be used as symbols of the whole settlement as place product (in these cases the promotion of the main program or institution –e.g. youth camps, resort villages– and the settlement itself are interdicted with each other.
- It is recommended to avoid the frequent change of the logo. In an optimal case an adequate, well formed logo might lead the marketing communication of a given village/town or territorial unit for decades. This could strengthen the image of the brand itself.
- Several settlements apply their own coat of arms (blazon) as a quasi logo on their websites/printed materials. Vast majority of these blazons does not meet the requirements of simplicity and recognizable and remarkable style. Honestly saying, a real logo seems to be a better solution regarding those settlements which have their own special attraction in the aspect of branding (association to the main product; remarkable design). Due to its function (the logo is the materialized form of the brand) it is recommended that the symbols should emerge both on websites and printed publications in an emphasized and consequent manner.

For instance the logo of the touristical region Lake Tisza is quite overshadowed in both analyzed channel of marketing communication.

Image

- It is especially important that elements of CI in the aspect of a given tourist destination should be consistent with each other between and within different marketing channels. The appearance, the get-up and the photography-content have to be harmonized. Differentiations between the background colour of websites and the general colours of the printed materials should be minimized as well as differences of structures between websites and leaflets/brochures. If a settlement decides to publish more than one type of printed materials, then attention must pay to the common design of these. This common design may enhance the sense of steadiness in the consumer's mind to represent the place as a concrete brand to make the identification easier for the potential guest: "*I have already seen this design earlier*". Furthermore the steady design applied in a conscious manner transmits a standard feeling so strengthen the product-like characteristic of a given place.
- Another important aspect is that the design should focus on the main product of the settlement/territorial unit. The appropriate choice of the colours and other elements of the websites' and printed materials' design are recommended to fit the desired image of a given place. Impressive animations, intros or photos concentrating on the main product could call the attention of (potential) consumers and make the promotion remarkable.
- Applying of website-series (group of settlements with the same webpage design) has disadvantages due to their uniformed appearance. Because of this that method is useful only in those cases when villages/towns of a given micro region apply this technique as part of the joint promotional activity. If a settlement has a special, unique attraction, it is worth creating its own design to strengthen its own image.
- Both settlements and (micro) regions should beware of unassuming implementation both of websites and printed materials. Kitchy background colours, more than one font type applied in an inconsistent manner, lack of photos or low resolution of them rather push than pull the consumers in the case of websites. Criteria of attractiveness are the followings: avoiding of overcrowdness, applying readable font size and appropriate use of colours. Regarding printed materials unassuming photocopied leaflets should be avoided as long as the settlement has enough financial resources for marketing.
- The example of those settlements which offer the same or similar supply (for instance background villages that concentrate on active, rural or gastro tourism or traditional recreational resorts with direct lakeside location) show the importance of creation of a unique image. Regarding the aforementioned groups of settlements the special, tailor-made image may be one of the instruments that could counterbalance the moderately specific supply.
- User-friendly characteristics of websites are also imperative: it is useful to secure the fast downloading of the homepage, the attractiveness of the start page or transparency of the homepage to attract more guests to the website.

Product promotion

- Development of a good territorial brand has several basic conditions such as the appropriate recognition of attractions that can be found in the given settlement/area and the process of forming these attractions into a concrete product (package). Creation of an exact list of (potential) attractions of an area can help this process.

- The accurate (clear, well structured) introduction of the product can contribute to influence the decision of (potential) tourists visiting the website/reading the printed materials. According to our experience for achieving a clear structure it is recommended that strengths/sights/accommodation facilities/other services should be edited into points (each of them can have an own sub-menu) or separated according to tourism types. One of the specialized tools of well structured product-description are the thematic materials (brochures, stationeries or booklets concentrating on a given type of tourism).
- In the case of broader supply side it is imperative to find the product focus within the whole spectrum of supply. A flagship product has to be chosen and taken into the centrum of the promotional activity (in connection with in the creation of slogan and logo and the design is recommended to be harmonized). The flagship product should dominate both the website and the printed materials. Of course, either the other segments of the supply side need not be pushed into the background; these elements as complementary segments can support the promotion of the flagship product. During the analysis there was a frequent problem that certain settlements focused on too many types of tourism instead of concentration on 1-2 concrete segments. However, we must not forgive that other level of diversification is needed at each territorial level! A bigger region including various attractions offers a more broader scale of products than a subregion or a settlement. In the latter cases concentration on 1-2 main products is more suitable.

Target group orientation

- The necessity of target-group-specific approach can be regarded as an overall requirement in the case of websites and printed materials of promotion. Attention for the needs of consumers (tourists) is basic condition of the appropriate marketing and in this way the branding activity. Out of the techniques to be implemented the application of interactive searching programs on the websites can be taken. This program may offer special accommodations/events/program-opportunities/places for different tourists segments structured according to ages (youth, senior, families) or motivations (recreation/ecotourism/fishing/cycling/water sports, etc.). On the official website of the Balaton touristical region the applied specialization according to subregions supplements the searching module that was mentioned above is an especially commendable example.
- The clear, well structured description (e.g. according to tourism types) of the supply side or the use of thematic publications can be a useful solution which can help the improvement of target group orientation. A special target group which is interested in a given type of tourism prefers the outstanding emergence of a product-element in which it is interested.
- In the age of information society when digital form of exchange of information prevails it is easier to know the opinion of consumers, for example through consultation with them on the product on the website. These kinds of solution can help the enhancement of target group orientation (publishing questionnaires, and voting etc. on the homepages).

Positioning

- The adequate positioning of the product is a basic precondition of efficient branding because it determinates how the given place can offer special supply for the consumers (in the case of tourism for the tourists) compared with other products (places). This supply is the place itself. This requires - besides the creation of a unique supply and the appropriate introduction of the supply side – to keep an eye on the activity of the concurrency continuously and analyse this activity as well.

- The lack of recognition of an existing attraction or push it into the background are overall mistakes to be eliminated. These mistakes can be prevented by the preparation of an adequate list of attractions before the product development starts.
- The too overall supply which just replies the region's supply side mechanically has to be avoided.
- During the establishment of the product structure and the promotion of that opposite elements that are inconsistent with each other should be avoided (e.g. simultaneous propagation of a quiet rural environment and a festival targeting a large number of young people). If inconsistent elements emerge within the supply and positioning those interferences will weaken the aggregate effect on the consumer which situation should be avoided.
- Out of the techniques we met during the analysis a special solution can be taken. In the case of West-Balaton the subregion itself and several settlements of it emphasize the multicoloured supply of the region and the applied slogans and logos are adjusted to this message, which fact can contribute to the implementation of adequate positioning in the crowded Balaton-related tourism market.

6. Summary

The first part of the analysis dealt with the question: what type of territorial units is most appropriate for adequate branding? The two main groups of the analysis were 1) *the bottom-up regions* (that are built up from the local level and creating the organic regions) and 2) *the constructed regions* that are results of external intervention: a top-down way of delimitation.

The bottom-up manner is unambiguously the better solution in the case of micro regional cooperation, because the starting momentum of their evolution/development is the actors' own will/intention. Due to this fact these collaborations are free of external pressure so they could be appropriate territorial basis of branding policy that is typically based on local identities, interests.

At the same time, the role of existing artificial, already established structures must not be underrated. Currently in Hungary the only one type of territorial units that operate (quasi) DMO organisations are the artificially delimited touristical regions. The counties (the traditional-historical medium-level territorial units of administration in Hungary) have severe traditions in the field of administration; and besides that their institutional background even nowadays keep on carrying out marketing communication activity (participation in exhibitions, publishing printed materials). Unambiguous advantage of these existing structures (touristical regions, counties, top-down micro-regions) is the existing official frameworks and professional background, and human resources. On top of that they can be regarded as "host" in relation to their territories. All in all, on micro regional or subregional level the bottom-up organic units seemed to be as appropriate units of branding; although on higher territorial levels the top-down, constructed regions have significant advantages in terms of branding.

Regarding branding in practice, to sum up our experience in the most important lakeside destinations of Hungary actors of tourism do not recognize the importance and opportunities of place marketing and branding within it. The settlements of these lakeside regions and the analyzed territorial units do not pay attention to emerging in the tourism market as a brand. Both the analyzed techniques (use of slogan and logo, CI-mix) and marketing steps as preconditions of branding (product development and promotion, target group-orientation, positioning) showed weak results. Only few settlements or upper territorial units can be found which function as a territorial band or is on the way to reach that status or at least put some effort to achieve this situation. Among the analyzed categories close connection can be observed between positioning; targeting and product promotion. This situation calls our attention to the fact that the essential conditions of appearance as a brand are lacking in the majority of the settlements/spatial units apart from few exceptions.

These exceptions are those settlements which have the most conspicuous attractions, for instance the most competitive (even on international level) spas/thermal baths; settlements with special events/establishments; the region of West-Balaton, East-Balaton and the Badacsony hill. In the case of Lake Tisza, Lake Velencei and Lake Fertő fewer outstanding performance could be registered.

The weakest results can be observed in the case of background settlements (villages located far away from the direct lakeside zones within both regions) in all four analyzed tourist destination.

All in all, the most frequent problems of marketing communication and branding are the followings:

- Lack of recognition of advantages of communication through the world wide web (high rate of settlements without their own website or the quality of the homepage is unassuming);
- Lack of harmony and coordination between different (web-based and printed) channels of communication in the field of slogans or CI;
- Lack of special, unique identities and its promotion;
- Lot of settlements has to move forward in the field of tourist orientation and information content of their website.

In the future a step forward is necessary especially in the field of

- Territorial cooperation primarily at microregional level in the case of those settlements which one by one do not have an appropriate attraction that is able to inspire a large number of guests to visit the settlement. But if the settlements cooperate with each other their (one by one) weaker attractions can be added together, setting up a new, cumulative territorial supply and microregional brand due to the effect of synergy;
- In the field of marketing planning and branding the territorial approach should be enhanced as well (with a special emphasis on utilizing the opportunities of subregional promotion).

Bibliography:

-Ferner, Fritz-Karl (1992 /1994/): *Wie funktioniert Tourismusmarketing? (Idegenforgalmi marketing)* Műszaki Könyvkiadó, Budapest.

- ESPON 1.4.5. *ESPON 1.4.5. – Spatially Relevant Aspects of Tourism, 2006*

- Hajdú-Moharos, József – Hevesi, Attila – Horvát, Zsolt (1997): *A Kárpát-Pannon térség természeti tájbeosztása (Natural districts of the Carpathian – Pannon region)*. In.: *Pannon Enciklopédia, Magyarország földje* (edited by Dávid Karácsony). Budapest.

- Horkay, Nándor (2003): *Turisztikai márka és márkapolitika a desztináció menedzsmentben, I.-II. rész. (Tourism brand and branding policy in destination management)* Turizmus Bulletin, 2003./1. és 2. szám.

- *Balaton Complex Programme (2005)*. OTH-KvVM, Budapest.

- Kotler, Philip – Jain, Dipak C.- Maesincee, Suvit: *Marketing Moves, A New Approach to Profits, Growth and Renewal*. Boston, 2002; Park Publishing House, Budapest, 2003.

- Kovács, Zoltán (2001): *A marketing szerepe a terület- és településfejlesztésben (The role of marketing in regional and settlement development)* (2001) In: *Handbook of regional and settlement development* (edited.: Beluszky P., Kovács Z., Olessák D.), CEBA Publisher, Budapest.

- Kozma, Boglárka (2000): *Desztináció marketing (Destination marketing)*. *Tér és Társadalom*, 2000./2.-3.

- Kozma, Boglárka (2000): *Idegenforgalmi marketing (Tourism marketing)*. University textbook. BGF-KVIFK, Budapest.

- Kozma, Gábor (2001): *Terület- és településmarketing (Territorial and settlement marketing)*. Script of an University textbook, University of Debrecen.

- Atlas of Hungary (1999) Cartographia Kft., Budapest.
- Magyar, Réka: Öt régió a befutó (Five regions are arriving) (Kétheti turizmus, March of 2004., p. 25.)
- Michalkó, Gábor (2001): Turizmus és területfejlesztés (Tourism and Regional Development) In: Handbook of regional and settlement development (edited.: Beluszky P., Kovács Z., Olessák D.), CEBA Publisher, Budapest.
- Nemes Nagy, József (1997): Régiók, regionalizmus (Regions, regionalism). Educatio, 1997./3. szám.
- Nemes Nagy, József (1998): A tér a társadalomkutatásban. Bevezetés a regionális tudományba (The role of space in the social sciences) (Hilscher Rezső Szociálpolitikai Egyesület, Budapest)
- National Tourism Development Concept. (National Tourism Office, Budapest, 2005.)
- National Spatial Development Concept (VÁTI STI, Budapest, 2005.)
- Osváth, László (2002): Isztambul és London között félúton (A hazai idegenforgalmi marketing földrajzi értékelése) (Halfway between London and Istanbul - Evaluation of the domestic tourism marketing in a geographical aspect). Comitatus, 2002./1.
- István Piskóti - László Dankó - Helmuth Schupler - László Büdy (1997): Régió és településmarketing (Region and settlement marketing). University of Miskolc, Marketing Istitution, Miskolc.
- Regionális elemzési módszerek (Methods of regional analysis) (2005). (edited by József Nemes-Nagy) MTA-ELTE Regional Research Group, ELTE-TTK Department of Regional Geography, Budapest.
- Sulyok, Judit: Desztinációs marketing szervezetek tevékenységének hatékonyságmérése. (Measuring the efficiency of activity of Destination Marketing Organisations. Turizmus Bulletin. 2004/ 4.).
- Sulyok, Judit – Kiss, Kornélia (2005): A desztinációs marketing szervezetek működése és a desztinációs menedzsment trendjei (Functioning of Destination Marketing Organisations and trends of destination management). Turizmus Bulletin, 2005/2.
- Sütő, Attila (2004): Regional planning and development in the field of tourism in Hungary. Thesis. ELTE-TTK Department of Regional Geography, Budapest.
- Sütő, Attila (2005): Marketing analysis of the Balaton region and its settlements. In.: Balaton Project. Implementing an Integrated Decision Support System For the Sustainable Management of Tourism in the Lake Balaton Region – An Innovative Solution For Sustainable Tourism. LIFE-III-ENVIRONMENT Project, 2005.
- Mihály Szabó (2005): Nemzetidentitás és tudatos országgép-alakítás. Tanulmány. (National identity and conscious formation of country image. Study.) 4P4U Investment, Development and Marketing Consulting Office, Budapest. www.4p4u.hu.
- Tasnádi, József (2002): A turizmus rendszere (System of Tourism). Aula, Budapest.
- 21/1996. Act on regional development and physical planning
- 1007/1998. Governmental decree on the reform of territorial management of tourism
- 28/1998. Order of the Ministry for Industry, Commerce and Tourism on the tasks of the Regional Tourism Committees and their background institutions
- 92/1999. Act on the amendment of the Act on regional development and physical planning
- 65/1990. Act on Local Governments
- 244/2003. Governmental Order on the definition, delimitation and order of alteration of statistical microregions
- 74/1999. (XII. 25.) Order of the Ministry for Health Care on natural medicinal factors.
- Operational Programme for Regional Development (Operational Programme of the 1st National Development Plan. National Regional Development Office, Budapest, 2003.)

Appendix

Table of results No1.: Results of web-analysis regarding the settlements of Balaton region

Settlement	MESSAGE	SYMBOL	DESIGN	PRODUCT	NEEDS	POSITIO-NING	County
Balatonberény	N	(Y)	(Y)	Y	Y	(Y)	Somogy
Balatonboglár	Y	N	Y	Y	Y	(Y)	Somogy
Balatonfenyves	N	(Y)	(Y)	N	N	N	Somogy
Balatonföldvár	N	N	(Y)	Y	Y	(Y)	Somogy
Balatonkeresztúr	N	N	(Y)	N	N	N	Somogy
Balatonlelle	N	N	Y	Y	(Y)	(Y)	Somogy
Balatonmáriafürdő	N	N	N	(Y)	N	(Y)	Somogy
Balatonszárszó	N	N	Y	(Y)	(Y)	(Y)	Somogy
Balatonszemes	N	N	(Y)	Y	Y	(Y)	Somogy
Balatonszentgyörgy	N	N	(Y)	(Y)	N	N	Somogy
Fonyód	N	N	(Y)	N	N	N	Somogy
Siófok	N	Y	Y	Y	(Y)	(Y)	Somogy
Szántód	(Y)	N	(Y)	N	N	N	Somogy
Zamárdi	N	Y	Y	Y	Y	(Y)	Somogy
Andocs	N	N	(Y)	(Y)	(Y)	N	Somogy
Balatonendréd	N	N	(Y)	(Y)	(Y)	(Y)	Somogy
Balatonöszöd	N	N	N	(Y)	N	N	Somogy
Balatonszabadi	N	N	(Y)	(Y)	N	(Y)	Somogy
Balatonújlak	N	N	N	N	N	N	Somogy
Bálványos	NO OFFICIAL WEBSITE						Somogy
Buzsák	N	(Y)	Y	Y	N	Y	Somogy
Csömend	N	N	(Y)	(Y)	N	N	Somogy
Főnyed	N	N	(Y)	(Y)	N	N	Somogy
Gamás	Y	N	Y	(Y)	N	N	Somogy
Gyugy	NO OFFICIAL WEBSITE						Somogy
Hács	NO OFFICIAL WEBSITE						Somogy
Hollád	N	N	(Y)	N	N	N	Somogy
Karád	N	N	(Y)	N	N	N	Somogy
Kereki	NO OFFICIAL WEBSITE						Somogy
Kéthely	N	N	(Y)	Y	N	N	Somogy
Kisberény	NO OFFICIAL WEBSITE						Somogy
Kötcsé	NO OFFICIAL WEBSITE						Somogy
Köröshegy	N	N	Y	Y	N	(Y)	Somogy
Látrány	N	N	N	(Y)	N	N	Somogy
Lengyeltóti	Y	N	(Y)	Y	N	N	Somogy
Marcali	N	N	(Y)	Y	N	N	Somogy
Nagycsepely	NO OFFICIAL WEBSITE						Somogy
Nikla	N	N	(Y)	Y	N	N	Somogy
Ordacsehi	NO OFFICIAL WEBSITE						Somogy
Óreglak	N	N	(Y)	N	(Y)	N	Somogy
Pusztaszemes	NO OFFICIAL WEBSITE						Somogy
Ságvár	N	N	(Y)	(Y)	N	N	Somogy
Sávoly	N	N	(Y)	N	N	N	Somogy
Siójut	N	N	(Y)	Y	(Y)	N	Somogy
Somogybabod	N	N	(Y)	Y	Y	Y	Somogy

Settlement	MESSAGE	SYMBOL	DESIGN	PRODUCT	NEEDS	POSITIO- NING	County
Somogysámson	N	N	(Y)	(Y)	N	N	Somogy
Somogyszentpál	N	N	(Y)	(Y)	N	N	Somogy
Somogytúr	N	N	N	(Y)	(Y)	N	Somogy
Somogyvár	N	N	Y	Y	N	Y	Somogy
Szegerdő	N	N	(Y)	(Y)	(Y)	N	Somogy
Szólád	Y	N	N	(Y)	N	N	Somogy
Szőlőgyörök	N	N	(Y)	(Y)	N	(Y)	Somogy
Táska	N	N	(Y)	N	N	N	Somogy
Teleki	NO OFFICIAL WEBSITE						Somogy
Tikos	NO OFFICIAL WEBSITE						Somogy
Visz	NO OFFICIAL WEBSITE						Somogy
Vörs	NO OFFICIAL WEBSITE						Somogy
Alsóórs	N	N	N	(Y)	N	N	Veszprém
Aszófő	N	N	(Y)	(Y)	N	N	Veszprém
Ábrahámhegy	N	N	(Y)	(Y)	(Y)	(Y)	Veszprém
Badacsonytomaj	Y	N	(Y)	Y	(Y)	Y	Veszprém
Badacsonytördemic	N	N	N	(Y)	(Y)	N	Veszprém
Balatonakali	N	N	(Y)	(Y)	N	(Y)	Veszprém
Balatonalmádi	N	N	(Y)	Y	(Y)	(Y)	Veszprém
Balatonederics	N	N	(Y)	Y	N	(Y)	Veszprém
Balatonfüred	N	N	Y	Y	(Y)	(Y)	Veszprém
Balatonfüzfő	N	(Y)	(Y)	Y	Y	Y	Veszprém
Balatonkenese	N	N	(Y)	N	N	N	Veszprém
Balatonrendes	N	N	N	(Y)	N	N	Veszprém
Balatonszepezd	N	N	(Y)	(Y)	N	N	Veszprém
Balatonudvari	N	N	(Y)	(Y)	(Y)	N	Veszprém
Balatonvilágos	N	N	(Y)	(Y)	(Y)	N	Veszprém
Csopak	N	N	(Y)	Y	Y	Y	Veszprém
Kővágóórs	N	N	(Y)	(Y)	N	N	Veszprém
Örvényes	NO OFFICIAL WEBSITE						Veszprém
Paloznak	N	N	(Y)	(Y)	N	N	Veszprém
Révfülöp	N	N	(Y)	(Y)	N	N	Veszprém
Szigliget	Y	N	(Y)	Y	(Y)	(Y)	Veszprém
Tihany	N	N	(Y)	Y	(Y)	(Y)	Veszprém
Zánka	N	Y	(Y)	Y	Y	Y	Veszprém
Balatoncsicsó	NO OFFICIAL WEBSITE						Veszprém
Balatonfőkajár	NO OFFICIAL WEBSITE						Veszprém
Balatonhenye	NO OFFICIAL WEBSITE						Veszprém
Balatonszőlős	N	N	(Y)	(Y)	(Y)	N	Veszprém
Barnag	NO OFFICIAL WEBSITE						Veszprém
Csajág	NO OFFICIAL WEBSITE						Veszprém
Dörgicse	N	N	(Y)	(Y)	N	N	Veszprém
Felsőórs	N	N	N	N	N	N	Veszprém
Gyulakeszi	N	N	(Y)	(Y)	N	N	Veszprém
Hegyessd	N	N	N	(Y)	(Y)	N	Veszprém
Hegymagas	Y	N	(Y)	Y	(Y)	(Y)	Veszprém
Hidegkút	N	N	(Y)	N	N	N	Veszprém

Settlement	MESSAGE	SYMBOL	DESIGN	PRODUCT	NEEDS	POSITIO- NING	County
Kapolcs	N	Y	Y	Y	Y	Y	Veszprém
Káptalantóti	N	(Y)	N	N	N	N	Veszprém
Kékkút	N	N	Y	N	N	N	Veszprém
Kisapáti	NO OFFICIAL WEBSITE						Veszprém
Köveskál	N	N	Y	Y	(Y)	(Y)	Veszprém
Küngös	NO OFFICIAL WEBSITE						Veszprém
Lesencefalu	N	N	(Y)	(Y)	N	N	Veszprém
Lesenceistvánd	NO OFFICIAL WEBSITE						Veszprém
Lesencetomaj	NO OFFICIAL WEBSITE						Veszprém
Litér	N	N	Y	N	N	N	Veszprém
Lovas	NO OFFICIAL WEBSITE						Veszprém
Mencshely	NO OFFICIAL WEBSITE						Veszprém
Mindszentkál	NO OFFICIAL WEBSITE						Veszprém
Monostorapáti	N	N	(Y)	N	N	N	Veszprém
Monoszló	N	N	(Y)	(Y)	(Y)	N	Veszprém
Nagyvázsony	N	N	Y	(Y)	(Y)	(Y)	Veszprém
Nemesgulács	NO OFFICIAL WEBSITE						Veszprém
Nemesvámos	N	N	(Y)	(Y)	N	N	Veszprém
Nemesvita	NO OFFICIAL WEBSITE						Veszprém
Óbudavár	NO OFFICIAL WEBSITE						Veszprém
Öcs	N	N	(Y)	(Y)	N	N	Veszprém
Pécsely	NO OFFICIAL WEBSITE						Veszprém
Pula	NO OFFICIAL WEBSITE						Veszprém
Raposka	NO OFFICIAL WEBSITE						Veszprém
Salföld	N	(Y)	(Y)	(Y)	N	N	Veszprém
Szentantalfá	NO OFFICIAL WEBSITE						Veszprém
Szentbékáll	NO OFFICIAL WEBSITE						Veszprém
Szentjakabfa	NO OFFICIAL WEBSITE						Veszprém
Szentkirályszabadja	Y	N	(Y)	N	N	N	Veszprém
Tagyon	NO OFFICIAL WEBSITE						Veszprém
Taliándörög	N	N	Y	N	N	N	Veszprém
Tapolca	N	N	(Y)	(Y)	N	N	Veszprém
Tótvázsony	N	N	(Y)	N	N	N	Veszprém
Úzsa	NO OFFICIAL WEBSITE						Veszprém
Vászoly	N	N	(Y)	Y	(Y)	(Y)	Veszprém
Veszprémfajs	NO OFFICIAL WEBSITE						Veszprém
Vigántpetend	NO OFFICIAL WEBSITE						Veszprém
Vöröstó	N	N	N	(Y)	N	N	Veszprém
Balatonygyörök	N	(Y)	Y	Y	Y	(Y)	Zala
Gyenesdiás	Y	Y	Y	Y	Y	Y	Zala
Keszthely	Y	Y	Y	Y	(Y)	Y	Zala
Vonyarcvashegy	N	N	Y	(Y)	(Y)	(Y)	Zala
Alsópáhok	NO OFFICIAL WEBSITE						Zala
Balatonmagyaród	Y	(Y)	Y	(Y)	(Y)	N	Zala
Cserszegtomaj	N	N	N	(Y)	N	N	Zala
Felsőpáhok	NO OFFICIAL WEBSITE						Zala
Galambok	N	N	N	(Y)	N	N	Zala

Settlement	MESSAGE	SYMBOL	DESIGN	PRODUCT	NEEDS	POSITIO- NING	County
Garabonc	N	N	(Y)	N	N	N	Zala
Hévíz	N	N	(Y)	Y	Y	Y	Zala
Karmacs	NO OFFICIAL WEBSITE						Zala
Nagyrada	N	N	(Y)	N	N	N	Zala
Nemesbük	NO OFFICIAL WEBSITE						Zala
Rezi	(Y)	N	(Y)	Y	(Y)	(Y)	Zala
Sármellék	N	N	(Y)	(Y)	(Y)	N	Zala
Szentgyörgyvár	NO OFFICIAL WEBSITE						Zala
Vállus	N	N	(Y)	N	N	N	Zala
Várvölgy	N	N	(Y)	(Y)	N	N	Zala
Vindornyafok	NO OFFICIAL WEBSITE						Zala
Vidornyalak	N	N	(Y)	(Y)	N	N	Zala
Zalakaros	Y	Y	Y	Y	Y	Y	Zala
Zalamerenye	N	N	(Y)	(Y)	N	N	Zala
Zalaszabar	N	N	(Y)	(Y)	N	N	Zala
Zalaszántó	N	N	(Y)	(Y)	(Y)	(Y)	Zala
Zalavár	NO OFFICIAL WEBSITE						Zala

Source: own analysis. Y=direct presence; (Y)=indirect presence; N=lacking. Cells marked by grey colour represent excellent performance.

Table of results No2.: Results of the Balaton region's settlements regarding analysis of printed materials

Settlement	MESSAGE	SYMBOL	DESIGN	PRODUCT	NEEDS	POSITIO-NING	County
Balatonberény	The settlement did not participate in Travel 2007 Exhibition						Somogy
Balatonboglár	Y	N	(Y)	I	I	(Y)	Somogy
Balatonfényves	The settlement did not participate in Travel 2007 Exhibition						Somogy
Balatonföldvár	N	N	(Y)	(Y)	N	(Y)	Somogy
Balatonkeresztúr	The settlement did not participate in Travel 2007 Exhibition						Somogy
Balatonlelle	N	N	I	I	(Y)	(Y)	Somogy
Balatonmáriafürdő	The settlement did not participate in Travel 2007 Exhibition						Somogy
Balatonszárszó	The settlement did not participate in Travel 2007 Exhibition						Somogy
Balatszemes	Y	N	(Y)	I	N	(Y)	Somogy
Balatszentgyörgy	The settlement did not participate in Travel 2007 Exhibition						Somogy
Fonyód	The settlement did not participate in Travel 2007 Exhibition						Somogy
Siófok	Y	I	(Y)	I	I	(Y)	Somogy
Szántód	The settlement did not participate in Travel 2007 Exhibition						Somogy
Zamárdi	Y	I	I	I	I	(Y)	Somogy
Andocs	The settlement did not participate in Travel 2007 Exhibition						Somogy
Balatonendréd	The settlement did not participate in Travel 2007 Exhibition						Somogy
Balatonöszöd	The settlement did not participate in Travel 2007 Exhibition						Somogy
Balatonszabadi	The settlement did not participate in Travel 2007 Exhibition						Somogy
Balatonújlak	The settlement did not participate in Travel 2007 Exhibition						Somogy
Bálványos	The settlement did not participate in Travel 2007 Exhibition						Somogy
Buzsák	The settlement did not participate in Travel 2007 Exhibition						Somogy
Csömend	The settlement did not participate in Travel 2007 Exhibition						Somogy
Főnyed	The settlement did not participate in Travel 2007 Exhibition						Somogy
Gamás	The settlement did not participate in Travel 2007 Exhibition						Somogy
Gyugy	The settlement did not participate in Travel 2007 Exhibition						Somogy
Hács	The settlement did not participate in Travel 2007 Exhibition						Somogy
Hollád	The settlement did not participate in Travel 2007 Exhibition						Somogy
Karád	The settlement did not participate in Travel 2007 Exhibition						Somogy
Kereki	The settlement did not participate in Travel 2007 Exhibition						Somogy
Kéthely	The settlement did not participate in Travel 2007 Exhibition						Somogy
Kisberény	The settlement did not participate in Travel 2007 Exhibition						Somogy
Kötcese	The settlement did not participate in Travel 2007 Exhibition						Somogy
Köröshegy	The settlement did not participate in Travel 2007 Exhibition						Somogy
Látrány	The settlement did not participate in Travel 2007 Exhibition						Somogy
Lengyeltóti	The settlement did not participate in Travel 2007 Exhibition						Somogy
Marcali	The settlement did not participate in Travel 2007 Exhibition						Somogy
Nagyecsepy	The settlement did not participate in Travel 2007 Exhibition						Somogy
Nikla	The settlement did not participate in Travel 2007 Exhibition						Somogy
Ordacsehi	The settlement did not participate in Travel 2007 Exhibition						Somogy
Öreglak	The settlement did not participate in Travel 2007 Exhibition						Somogy
Pusztaszemes	The settlement did not participate in Travel 2007 Exhibition						Somogy
Ságvár	The settlement did not participate in Travel 2007 Exhibition						Somogy
Sávoly	The settlement did not participate in Travel 2007 Exhibition						Somogy

Settlement	MESSAGE	SYMBOL	DESIGN	PRODUCT	NEEDS	POSITIO- NING	County
Siójut	The settlement did not participate in Travel 2007 Exhibition						Somogy
Somogybabod	The settlement did not participate in Travel 2007 Exhibition						Somogy
Somogysámsón	The settlement did not participate in Travel 2007 Exhibition						Somogy
Somogyszentpál	The settlement did not participate in Travel 2007 Exhibition						Somogy
Somogytúr	The settlement did not participate in Travel 2007 Exhibition						Somogy
Somogyvár	The settlement did not participate in Travel 2007 Exhibition						Somogy
Szegerdő	The settlement did not participate in Travel 2007 Exhibition						Somogy
Szólád	The settlement did not participate in Travel 2007 Exhibition						Somogy
Szőlősgyőrök	The settlement did not participate in Travel 2007 Exhibition						Somogy
Táska	The settlement did not participate in Travel 2007 Exhibition						Somogy
Teleki	The settlement did not participate in Travel 2007 Exhibition						Somogy
Tikos	The settlement did not participate in Travel 2007 Exhibition						Somogy
Visz	The settlement did not participate in Travel 2007 Exhibition						Somogy
Vörs	The settlement did not participate in Travel 2007 Exhibition						Somogy
Alsóórs	Only printed materials of accomodation facilities/restaurants or other sevicees						Veszprém
Aszófő	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Ábrahámhegy	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Badacsonytomaj	Only printed materials of accomodation facilities/restaurants or other sevicees						Veszprém
Badacsonytördemic	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Balatonakali	Only printed materials of accomodation facilities/restaurants or other sevicees						Veszprém
Balatonalmádi	N	N	(Y)	I	I	(Y)	Veszprém
Balatonederics	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Balatonfüred	Y	N	I	I	(Y)	(Y)	Veszprém
Balatonfüzfő	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Balatonkenese	Y	N	(Y)	I	I	(Y)	Veszprém
Balatonrendes	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Balatonszepezd	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Balatonudvari	N	N	(Y)	(Y)	N	N	Veszprém
Balatonvilágos	Y	N	I	I	I	(Y)	Veszprém
Csopak	Only a photocopied calendar of events						Veszprém
Kővágóórs	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Örvényes	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Paloznak	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Révfülöp	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Szigliget	Y	N	I	I	(Y)	(Y)	Veszprém
Tihany	N	N	(Y)	I	(Y)	I	Veszprém
Zánka	N	(Y)	(Y)	I	I	I	Veszprém
Balatoncsicsó	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Balatonfőkajár	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Balatonhenye	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Balatonszőlős	N	N	(Y)	(Y)	(Y)	(Y)	Veszprém
Barnag	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Csajág	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Dörgicse	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Felsőórs	Only printed materials of accomodation facilities/restaurants or other sevicees						Veszprém

Settlement	MESSAGE	SYMBOL	DESIGN	PRODUCT	NEEDS	POSITIO- NING	County
Gyulakeszi	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Hegyese	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Hegymagas	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Hidegkút	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Kapolcs	Only printed materials of accomodation facilities/restaurants or other sevice						Veszprém
Káptalantóti	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Kékkút	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Kisapáti	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Köveskál	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Küngös	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Lesencefalu	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Lesenceistvánd	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Lesencetomaj	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Litér	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Lovas	N	N	N	(Y)	N	N	Veszprém
Menshely	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Mindszentkál	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Monostorapáti	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Monoszló	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Nagyvázsony	N	N	N	(Y)	N	(Y)	Veszprém
Nemesgulács	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Nemesvámos	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Nemesvita	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Óbudavár	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Öcs	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Pécsely	Only printed materials of accomodation facilities/restaurants or other sevice						Veszprém
Pula	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Raposka	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Salföld	Only printed materials of accomodation facilities/restaurants or other sevice						Veszprém
Szentantalfa	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Szentbékáll	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Szentjakabfa	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Szentkirályszabadja	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Tagyon	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Taliándörög	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Tapolca	N	N	(Y)	I	N	N	Veszprém
Tótvázsony	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Uzsa	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Vászoly	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Veszprémfajsz	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Vigántpetend	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Vöröstó	The settlement did not participate in Travel 2007 Exhibition						Veszprém
Balatonygyörök	Y	N	(Y)	I	I	(Y)	Zala
Gyenesdiás	Y	I	I	I	I	I	Zala
Keszthely	Y	I	I	I	I	I	Zala

Settlement	MESSAGE	SYMBOL	DESIGN	PRODUCT	NEEDS	POSITIO- NING	County
Vonyarcvashegy	N	I	I	I	(Y)	(Y)	Zala
Alsópáhok	The settlement did not participate in Travel 2007 Exhibition						Zala
Balatonmagyaród	The settlement did not participate in Travel 2007 Exhibition						Zala
Cserszegtomaj	Y	N	(Y)	I	I	N	Zala
Felsőpáhok	The settlement did not participate in Travel 2007 Exhibition						Zala
Galambok	The settlement did not participate in Travel 2007 Exhibition						Zala
Garabonc	The settlement did not participate in Travel 2007 Exhibition						Zala
Hévíz	Y	I	I	I	I	I	Zala
Karmacs	The settlement did not participate in Travel 2007 Exhibition						Zala
Nagyrada	The settlement did not participate in Travel 2007 Exhibition						Zala
Nemesbük	The settlement did not participate in Travel 2007 Exhibition						Zala
Rezi	Only printed materials of accomodation facilities/restaurants or other sevicecs						Zala
Sármellék	The settlement did not participate in Travel 2007 Exhibition						Zala
Szentgyörgyvár	The settlement did not participate in Travel 2007 Exhibition						Zala
Vállus	The settlement did not participate in Travel 2007 Exhibition						Zala
Várvölgy	The settlement did not participate in Travel 2007 Exhibition						Zala
Vindornyafok	The settlement did not participate in Travel 2007 Exhibition						Zala
Vidornyalak	The settlement did not participate in Travel 2007 Exhibition						Zala
Zalakaros	Y	I	I	I	I	I	Zala
Zalamerenye	The settlement did not participate in Travel 2007 Exhibition						Zala
Zalaszabar	The settlement did not participate in Travel 2007 Exhibition						Zala
Zalaszántó	The settlement did not participate in Travel 2007 Exhibition						Zala
Zalavár	The settlement did not participate in Travel 2007 Exhibition						Zala

Source: own analysis. Y= direct presence; (Y)=indirect presence; N=lacking. Cells marked by grey colour represent excellent performance. Settlement names marked by grey colour indicate large number of printed materials in terms of types.

Table of results No3.: Aggregated results of territorial units within the Balaton region regarding the web-analysis and analysis of printed materials

(Sub)region	MESSAGE	SYMBOL	DESIGN	PRODUCT	NEEDS	POSITIO- NING
Balaton touristical region	Y	Y	Y	Y	Y	Y
Tihany and its district	N	N	Y	Y	N	(Y)
Badacsony and its district	Y	Y	Y	Y	Y	Y
West-Balaton	Y	Y	(Y)	Y	Y	(Y)
Tapolcai-basin	N	N	(Y)	Y	N	(Y)
East-Balaton	Y	Y	Y	Y	(Y)	(Y)
Nivegy-valley	N	N	N	(Y)	N	N
Pogány-valley	N	Y	Y	Y	(Y)	(Y)
Balaton-felvidéki micro region	N	N	Y	Y	Y	(Y)
Balaton Riviera	Y	Y	Y	Y	(Y)	(Y)
Káli-basin	N	N	N	(Y)	N	N
Taliándörögdi basin	N	Y	Y	Y	Y	Y
Keszthely-Hévízi micro region	N	N	Y	Y	(Y)	(Y)
Marcali microregion	N	N	(Y)	(Y)	N	N
Tapolca and its vicinity	N	N	(Y)	Y	Y	(Y)
Balatonfüredi micro region	N	N	N	(Y)	N	N
Fonyódi micro region	N	N	(Y)	N	N	N

Source: own analysis. Y=direct presence; (Y)=indirect presence; N=lacking. Cells marked by grey colour represent excellent performance.

Table of results No4.: Results of web-analysis regarding the settlements of Lake Tisza region

Settlement	MESSAGE	SYMBOL	DESIGN	PRODUCT	NEEDS	POSITIO-NING	County
Heves	N	N	(Y)	(Y)	(Y)	N	Heves
Erdőtelek	N	N	(Y)	(Y)	N	N	Heves
Dormánd	NO OFFICIAL WEBSITE						Heves
Füzesabony	N	N	(Y)	N	N	N	Heves
Besenyőtelek	NO OFFICIAL WEBSITE						Heves
Átrány	N	N	N	(Y)	N	N	Heves
Kömlő	NO OFFICIAL WEBSITE						Heves
Hevesvezekény	NO OFFICIAL WEBSITE						Heves
Tarnaszentmiklós	N	N	N	N	N	N	Heves
Pély	N	N	N	(Y)	(Y)	N	Heves
Kisköre	Y	N	Y	Y	Y	(Y)	Heves
Poroszló	N	N	Y	Y	Y	Y	Heves
Sarud	Y	N	(Y)	(Y)	N	N	Heves
Tiszanána	N	N	N	N	N	N	Heves
Újlőrincfalva	N	N	N	(Y)	(Y)	N	Heves
Mezőtárkány	NO OFFICIAL WEBSITE						Heves
Tenk	N	N	N	N	(Y)	N	Heves
Kőtelek	N	N	(Y)	Y	(Y)	(Y)	J.-N.-Sz.
Nagykörű	Y	N	Y	Y	(Y)	Y	J.-N.-Sz.
Fegyvernek	N	N	(Y)	(Y)	(Y)	N	J.-N.-Sz.
Kunhegyes	N	N	(Y)	(Y)	N	N	J.-N.-Sz.
Kunmadaras	N	N	(Y)	(Y)	N	N	J.-N.-Sz.
Tomajmonostora	NO OFFICIAL WEBSITE						J.-N.-Sz.
Tiszaszentimre	N	N	(Y)	N	(Y)	N	J.-N.-Sz.
Tiszaórs	NO OFFICIAL WEBSITE						J.-N.-Sz.
Tiszaigar	NO OFFICIAL WEBSITE						J.-N.-Sz.
Nagyiván	NO OFFICIAL WEBSITE						J.-N.-Sz.
Berekfürdő	Y	N	(Y)	(Y)	(Y)	(Y)	J.-N.-Sz.
Abádszalók	Y	N	(Y)	Y	Y	Y	J.-N.-Sz.
Tiszabura	N	N	(Y)	(Y)	N	N	J.-N.-Sz.
Tiszaderzs	N	N	N	(Y)	N	N	J.-N.-Sz.
Tiszafüred	Y	N	(Y)	(Y)	N	N	J.-N.-Sz.
Tiszaroff	N	N	(Y)	(Y)	N	N	J.-N.-Sz.
Tiszasüly	NO OFFICIAL WEBSITE						J.-N.-Sz.
Karcag	N	N	(Y)	Y	N	N	J.-N.-Sz.
Tiszaszöllős	NO OFFICIAL WEBSITE						J.-N.-Sz.
Tiszagyenda	N	N	(Y)	N	N	N	J.-N.-Sz.
Tiszabő	N	N	N	N	N	N	J.-N.-Sz.
Tiszaújváros	N	N	(Y)	Y	Y	Y	Borsod
Tiszapalkonya	NO OFFICIAL WEBSITE						Borsod
Oszlár	N	N	(Y)	(Y)	N	N	Borsod
Tiszatarján	NO OFFICIAL WEBSITE						Borsod
Tiszakeszi	NO OFFICIAL WEBSITE						Borsod
Mezőcsát	N	N	(Y)	(Y)	N	N	Borsod
Ároktő	N	N	N	N	N	N	Borsod
Borsodivánka	N	N	(Y)	(Y)	N	N	Borsod
Négyes	NO OFFICIAL WEBSITE						Borsod

Settlement	MESSAGE	SYMBOL	DESIGN	PRODUCT	NEEDS	POSITIO- NING	County
Tiszababolna	N	N	(Y)	(Y)	N	N	Borsod
Tiszdorogma	NO OFFICIAL WEBSITE						Borsod
Tiszavalk	NO OFFICIAL WEBSITE						Borsod
Egerlövő	N	N	N	N	N	N	Borsod
Mezőnagymihály	NO OFFICIAL WEBSITE						Borsod
Gelej	NO OFFICIAL WEBSITE						Borsod
Hejőkürt	N	N	(Y)	Y	(Y)	N	Borsod
Hejőpapi	N	N	N	N	N	N	Borsod
Hejőbába	N	N	(Y)	(Y)	N	N	Borsod
Hejőszalonta	N	N	N	N	N	N	Borsod
Igrici	NO OFFICIAL WEBSITE						Borsod
Nemesbikk	NO OFFICIAL WEBSITE						Borsod
Szakáld	N	N	(Y)	N	N	N	Borsod
Sajószöged	N	N	N	N	N	N	Borsod
Nagycsécs	NO OFFICIAL WEBSITE						Borsod
Szentistván	N	N	(Y)	(Y)	N	N	Borsod
Újszentmargita	N	N	N	(Y)	N	N	Hajdú-B.
Folyás	N	N	(Y)	(Y)	(Y)	N	Hajdú-B.
Polgár	N	N	(Y)	(Y)	N	N	Hajdú-B.
Egyek	N	N	(Y)	Y	N	N	Hajdú-B.
Tiszacsege	N	N	(Y)	(Y)	N	N	Hajdú-B.

Source: own analysis. Y=direct presence; (Y)=indirect presence; N=lacking. Cells marked by grey colour represent excellent performance.

Table of results No5.: Results of the Lake Tisza region's settlements regarding analysis of printed materials

Settlement	MESSAGE	SYMBOL	DESIGN	PRODUCT	NEEDS	POSITIO- NING	County
Heves	The settlement did not participate in Travel 2007 Exhibition						Heves
Erdőtelek	Only printed materials of accomodation facilities/restaurants or other sevice						Heves
Dormánd	The settlement did not participate in Travel 2007 Exhibition						Heves
Füzesabony	The settlement did not participate in Travel 2007 Exhibition						Heves
Besenyőtelek	The settlement did not participate in Travel 2007 Exhibition						Heves
Átány	The settlement did not participate in Travel 2007 Exhibition						Heves
Kömlő	The settlement did not participate in Travel 2007 Exhibition						Heves
Hevesvezekény	The settlement did not participate in Travel 2007 Exhibition						Heves
Tarnaszentmiklós	The settlement did not participate in Travel 2007 Exhibition						Heves
Pély	The settlement did not participate in Travel 2007 Exhibition						Heves
Kisköre	Y	Y	Y	Y	Y	Y	Heves
Poroszló	Y	N	Y	(Y)	Y	Y	Heves
Sarud	Y	N	Y	(Y)	(Y)	(Y)	Heves
Tiszanána	N	(Y)	(Y)	(Y)	(Y)	N	Heves
Újlőrincfalva	N	N	(Y)	Y	Y	(Y)	Heves
Mezőtárkány	The settlement did not participate in Travel 2007 Exhibition						Heves
Tenk	The settlement did not participate in Travel 2007 Exhibition						Heves
Kőtelek	The settlement did not participate in Travel 2007 Exhibition						J.-N.-Sz.
Nagykörű	The settlement did not participate in Travel 2007 Exhibition						J.-N.-Sz.
Fegyvernek	The settlement did not participate in Travel 2007 Exhibition						J.-N.-Sz.
Kunhegyes	(Y)	N	(Y)	Y	N	N	J.-N.-Sz.
Kunmadaras	The settlement did not participate in Travel 2007 Exhibition						J.-N.-Sz.
Tomajmonostora	The settlement did not participate in Travel 2007 Exhibition						J.-N.-Sz.
Tiszaszentimre	The settlement did not participate in Travel 2007 Exhibition						J.-N.-Sz.
Tiszaórs	Only printed materials of accomodation facilities/restaurants or other sevice						J.-N.-Sz.
Tiszaigar	The settlement did not participate in Travel 2007 Exhibition						J.-N.-Sz.
Nagyiván	The settlement did not participate in Travel 2007 Exhibition						J.-N.-Sz.
Berekfürdő	Y	N	(Y)	Y	(Y)	Y	J.-N.-Sz.
Abádszalók	Y	Y	Y	Y	Y	Y	J.-N.-Sz.
Tiszbura	The settlement did not participate in Travel 2007 Exhibition						J.-N.-Sz.
Tiszaderzs	The settlement did not participate in Travel 2007 Exhibition						J.-N.-Sz.
Tiszafüred	Y	N	(Y)	(Y)	N	(Y)	J.-N.-Sz.
Tiszaroff	The settlement did not participate in Travel 2007 Exhibition						J.-N.-Sz.
Tiszasüly	The settlement did not participate in Travel 2007 Exhibition						J.-N.-Sz.
Karcag	(Y)	N	Y	Y	N	N	J.-N.-Sz.
Tiszaszöllős	The settlement did not participate in Travel 2007 Exhibition						J.-N.-Sz.
Tiszagyenda	The settlement did not participate in Travel 2007 Exhibition						J.-N.-Sz.
Tisزابó	The settlement did not participate in Travel 2007 Exhibition						J.-N.-Sz.
Tiszaújváros	Y	N	Y	Y	(Y)	Y	Borsod
Tiszapalkonya	The settlement did not participate in Travel 2007 Exhibition						Borsod
Oszlár	The settlement did not participate in Travel 2007 Exhibition						Borsod
Tiszatarján	The settlement did not participate in Travel 2007 Exhibition						Borsod
Tiszakeszi	The settlement did not participate in Travel 2007 Exhibition						Borsod

Settlement	MESSAGE	SYMBOL	DESIGN	PRODUCT	NEEDS	POSITIO- NING	County
Mezőcsát	The settlement did not participate in Travel 2007 Exhibition						Borsod
Ároktő	The settlement did not participate in Travel 2007 Exhibition						Borsod
Borsodvánka	The settlement did not participate in Travel 2007 Exhibition						Borsod
Négyes	The settlement did not participate in Travel 2007 Exhibition						Borsod
Tiszababolna	The settlement did not participate in Travel 2007 Exhibition						Borsod
Tiszdorogma	The settlement did not participate in Travel 2007 Exhibition						Borsod
Tiszavalk	The settlement did not participate in Travel 2007 Exhibition						Borsod
Egerlövő	The settlement did not participate in Travel 2007 Exhibition						Borsod
Mezőnagymihály	The settlement did not participate in Travel 2007 Exhibition						Borsod
Gelej	The settlement did not participate in Travel 2007 Exhibition						Borsod
Hejőkürt	The settlement did not participate in Travel 2007 Exhibition						Borsod
Hejőpapi	The settlement did not participate in Travel 2007 Exhibition						Borsod
Hejőbába	The settlement did not participate in Travel 2007 Exhibition						Borsod
Hejőszalonta	The settlement did not participate in Travel 2007 Exhibition						Borsod
Igrici	The settlement did not participate in Travel 2007 Exhibition						Borsod
Nemesbikk	The settlement did not participate in Travel 2007 Exhibition						Borsod
Szakáld	The settlement did not participate in Travel 2007 Exhibition						Borsod
Sajószöged	The settlement did not participate in Travel 2007 Exhibition						Borsod
Nagycsécs	The settlement did not participate in Travel 2007 Exhibition						Borsod
Szentistván	The settlement did not participate in Travel 2007 Exhibition						Borsod
Újszentmargita	The settlement did not participate in Travel 2007 Exhibition						Hajdú-B.
Folyás	The settlement did not participate in Travel 2007 Exhibition						Hajdú-B.
Polgár	The settlement did not participate in Travel 2007 Exhibition						Hajdú-B.
Egyek	The settlement did not participate in Travel 2007 Exhibition						Hajdú-B.
Tiszacsege	N	N	(Y)	Y	N	N	Hajdú-B.

Source: own analysis. Y= direct presence; (Y)=indirect presence; N=lacking. Cells marked by grey colour represent excellent performance. Settlement names marked by grey colour indicate large number of printed materials in terms of types.

Table of results No 6.: Aggregated results of territorial units within the Lake Tisza region regarding the web-analysis and analysis of printed materials

(Sub)region	MESSAGE	SYMBOL	DESIGN	PRODUCT	NEEDS	POSITIO- NING
Lake Tisza touristical region	Y	Y	Y	Y	Y	Y
Kisköre and its district	N	N	Y	Y	N	(Y)
Karcag and its district	N	N	(Y)	N	N	N
Heves and its district	N	N	(Y)	(Y)	N	N
Füzesabony and its district	N	N	(Y)	(Y)	N	N
Polgár and its district	N	Y	(Y)	Y	(Y)	(Y)
Tiszaújváros and its district	N	Y	(Y)	Y	N	N
Northern- Hajdúhát	N	N	(Y)	(Y)	N	N
Southern-Borsod	N	Y	N	N	N	N

Source: own analysis. Y=direct presence; (Y)=indirect presence; N=lacking. Cells marked by grey colour represent excellent performance.