

“Homecoming Scotland” 2009– Strategic option for reviving tourism and Scotland exiting from the crisis

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Abstract: Scotland means kilt, bagpipes, Loch Ness Monster, whiskey, medieval buildings and beautiful views. It is a country worth seeing. And who knew how to promote its brands. After 2008, when the number of tourists visiting Scotland decreased, especially in terms of tourism business, severely affected by the economic crisis, the organization VisitScotland aimed at raising revenues from tourism for the 2009-2012 timeframe. And it succeeded! Currently, the tourism industry is vital to Scotland's economy, bringing up to £ 4,1 billion to the state budget and also providing jobs for 200,000 people.

This paper analyses the promoting campaign “Homecoming Scotland” 2009 (“Return Home”). Tools and methods used by the Scottish are presented and effects at strategic level are evaluated. The study results indicate that a promoting campaign carefully designed and properly built for the country brand becomes a management option in the strategic development of the community.

Keywords: brand, city brand, brand strategies, tourism, advertising campaigns, strategic development

1. Scotland...

Scotland is part of the United Kingdom (UK), with its capital at Edinburgh. It covers a third of UK's northern part and also includes 186 islands¹.

Scotland is divided into 32 administrative entities named council areas.

Most Scottish industry is concentrated in the few big cities in the centre of the country. Edinburgh is the cultural and administrative capital, and also an important financial centre in Europe. Glasgow is the largest port and manufacturing centre in Scotland and is also one of the largest cities in the UK.



¹ <http://ro.wikipedia.org/wiki/Scotia>

2. Beginnings...

In late 2001 and early 2002, the National Tourism Agency VisitScotland² carried out a series of research to find out what Scotland means for visiting tourists. Studies have shown that Scotland is famous for its tartan, bagpipes music and local dances, for playing golf, whiskey (recognized as the national drink)³, its castles and landscapes. The Scottish are respected and admired throughout the world, but the main point raised was about the fact that Scotland was seen as an expensive and remote country.

Following the research conclusions were made:

- **three key words** representing *Scotland's values*:
 - *durability*—buildings and architecture, history, culture and tradition;
 - *drama*—fairy-tale landscapes, ever changing weather;
 - *people*—the Scottish are considered serious, innovative, trustworthy, full of integrity and pride;

and

- **four base values** that need to be *respected by the tourism industry in order to have a successful future*:
 - *Integrity*: teamwork and imposing quality standards which must be respected;
 - *pride*: those who love Scotland must be provided with an unforgettable experience;
 - *Competence*: thorough knowledge of target groups and a continuous improvement of services, according to clients' needs;
 - *Innovation*: openness and flexibility will lead to solutions for making things better.

Based on the study, VisitScotland has launched in spring 2002, the “Live It. Visit Scotland” campaign, aimed at presenting the true spirit of this country:

- Rural and urban charming landscapes, which inspire and are full of history;
- A welcoming nation, with people passionate and proud of their country that visitors are invited to discover, using their senses.



² The National Tourism Agency “VisitScotland” is responsible for promoting Scotland through international promoting campaigns and collaboration with “VisitBritain” (similar organization for the whole United Kingdom). Also, for promoting Scotland, this organization collaborates with societies from all over the world, specialized in market research, with air transport companies, tourism operators, but also with partners from other sectors, such as whiskey producers.

³ Whiskey production (which in Gaelic means “water of life”) grew very much, bringing Scotland hundreds of millions of pounds each year (<http://www.visitscotland.com/guide/scotland-factfile/scottish-icons/whisky>).

On this occasion, VisitScotland has identified five areas that were considered to be promoting priorities: outdoor activities⁴, business tourism, cultural tourism, urban (“city break”)⁵ tourism and nature.

Promoting was achieved primarily through advertising in mass media (newspapers, radio, television, and cinema) and outdoor advertising with differentiated messages for different segments or target markets:

- “Live It” in the UK and Ireland;
- “Welcome to our Life” on the international markets;
- “Only in Scotland” in the sector of business tourism.

This campaign aimed to attract tourists not only to satisfy their curiosity, but to create a desire to return to Scotland, where tourists have felt that they have spent an unforgettable and unique experience.

In 2005, Scotland’s Prime Minister, Jack McConnell launched a campaign to “Scotland – The best small country in the world”. The campaign slogan has been heavily criticized, especially in terms of the country’s size.

In 2007, the new Prime Minister, Alex Salmond, argued that “Scotland is small, only for those who have a limited thinking, so it’s time to think globally”⁶.

Thus, a new promoting campaign was launched: “Welcome to Scotland”. As expected, the new campaign slogan was even more criticized than the previous one, because it resembles more to a common greeting, it lacks energy, surprise, and not least, originality⁷.



3. Target markets

In 2007, studies made by Tourism Intelligence Scotland (TIS) showed that the UK is Scotland’s largest market, in terms of number of visitors (eight out of ten

⁴ An outdoor activity is golf, Scotland being recognized as the world’s second golf destination. Especially the Swedish and German tourism markets account for a considerable part of the golf players.

⁵ Preferred destinations are Edinburgh and Glasgow, to which one can add Aberdeen, Stirling, Dundee and Inverness. In order to attract tourists in the 2009 campaign, every major city in Scotland has a representative slogan for its history and tourism attractions. Thus, Glasgow’s slogan was “Place of birth for Charles Renee Machintosh”; Edinburgh wanted to be seen as “The city of UNESCO literature” and “The real financial power”; Inverness was the place for the International Mountain Bike Cup”; Prestwick was “The house of Robert Burns”; Aberdeen: „Europe’s energy capital” and Dundee: “The City of Discoveries”.

⁶ http://news.bbc.co.uk/2/hi/uk_news/scotland/7114861.stm

⁷ http://www.bbc.co.uk/blogs/thereporters/briantaylor/2007/11/a_welcome_best.html

visitors are British). Among the UK regions, most tourists come from Scotland and England (48% each), followed by Northern Ireland (3%) and Wales (1%)⁸.

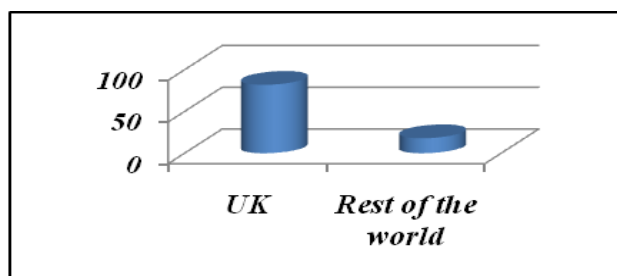


Figure 1. Foreign and British tourists that visited Scotland in 2007
(Source: Tourism Intelligence Scotland, 2009, p. 26)

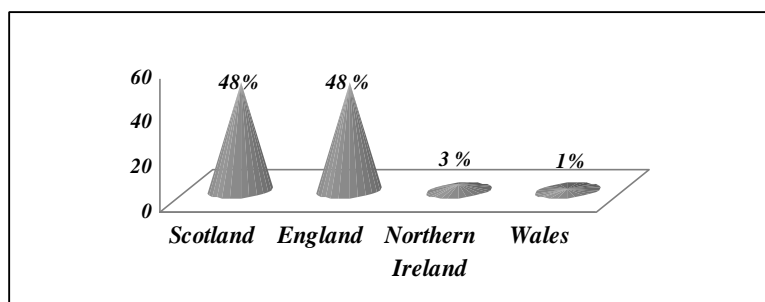


Figure 2. British tourists that visited Scotland in 2007
(Source: Tourism Intelligence Scotland, 2009, p. 10)

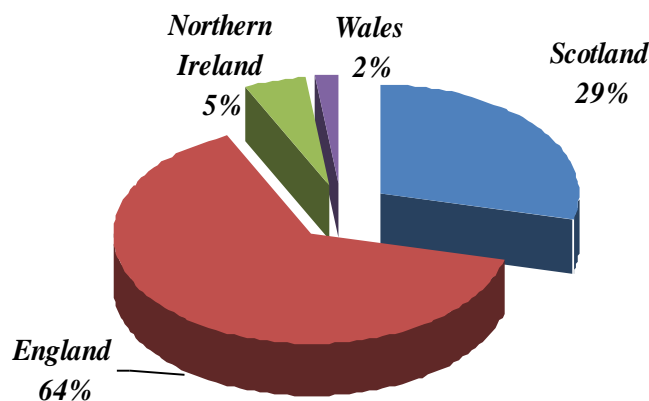


Figure 3. Structure of revenues (%) from British tourists visiting Scotland in 2007
(Source: Tourism Intelligence Scotland, 2009, p. 10)

⁸ Tourism Intelligence Scotland (2009). *Knowing Our Markets... Scotland's Visitors. Opportunities for growth*, p.10.

Externally, research conducted by TIS classified tourists visiting Scotland into two main types of markets.

- **Major markets:** *USA, Canada, Australia, Germany, France, Spain, Italy, Netherlands and Sweden.* People from these countries have experience and they often organize their holiday independently. Consequently, besides ATL⁹ publicity done through mass media, banners and outdoor promoting, direct mail (flyers, newsletters, e-mails, brochures, posters), is also used direct communication with them, using promotions and PR activities. Also, they also use travel operators and agencies from these countries, which are encouraged to include Scotland in their bids.

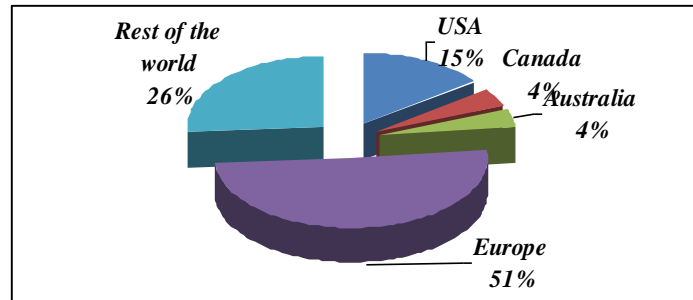
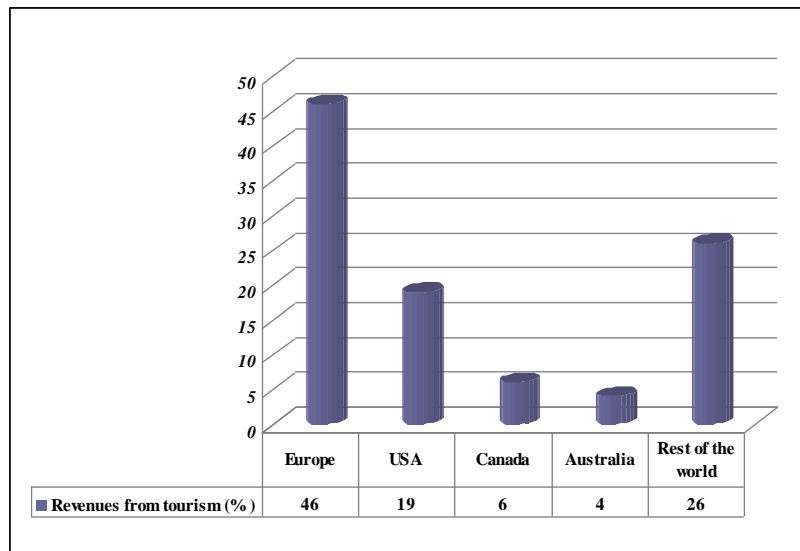


Figure 4. Foreign tourists that visited Scotland in 2007 – place of origin
(Source: Tourism Intelligence Scotland, 2009, p. 26)



**Figure 5. Structure of revenues (%) from foreign tourists in 2007
(according to the place of origin)**
(Source: Tourism Intelligence Scotland, 2009, p. 5)

⁹ “Above the line”

• **Secondary markets.** One of the important goals of the National Tourism Agency “VisitScotland” is to attract tourists from the secondary markets, which although they currently represent a small proportion of the visitors to Scotland, they show a considerable potential for growth. They are *China, India, Russia, Czech Republic, Hungary and Poland*. In these countries, ATL¹⁰ advertising plays an important role. The cooperation with travel agencies in these countries is desired, in order to ensure that Scotland is included in the options available to passengers.

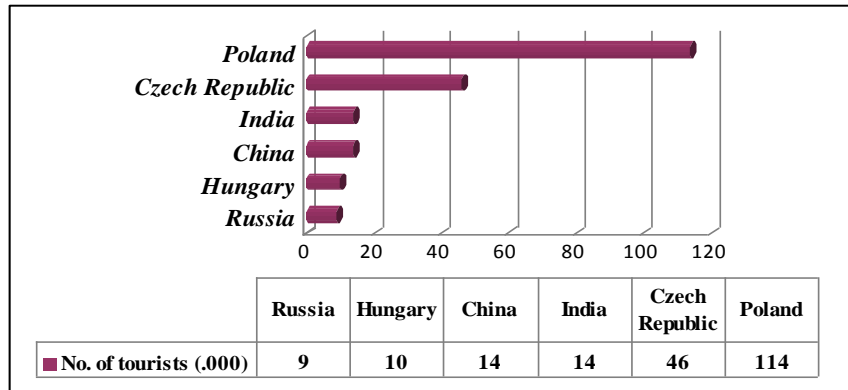


Figure 6. Foreign tourists visiting Scotland in 2007 according to place of origin (secondary markets)

(Source: *Tourism Intelligence Scotland, 2009, p. 5*)

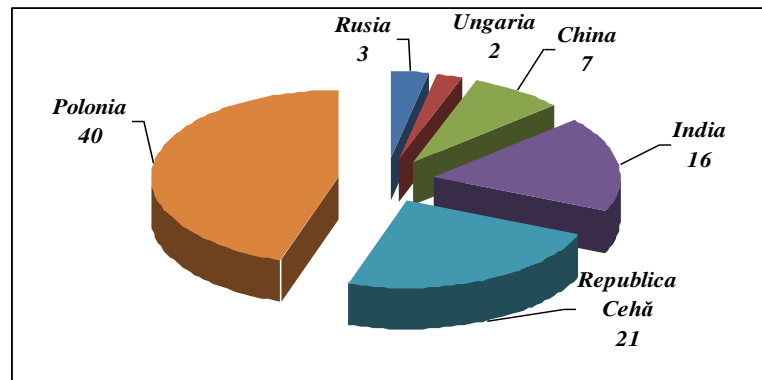


Figure 7. Revenues obtained from tourists in 2007 according to the place of origin (secondary markets)(millions of £)

(Source: *Tourism Intelligence Scotland, 2009, p. 5*)

¹⁰ ATL advertising refers to traditional / conventional channels:

- Mass-media: written press, radio, television, cinema;
 - Outdooradvertising: banners, posters, street signs, mobile and transit supports (buses, trams etc.);
 - Direct mail: flyers, letters, mail, e-mail, brochures, posters etc.;
- Promotional objects: lighters, matches, T-shirts, caps, agendas etc.

Also, TIS has made a classification of target groups¹¹:

- **“Warm targets”**– people who already visited Scotland and wish to return, to stay more and spent more.
- **“Cold targets”** – people who wish to visit Scotland, but not in the near future.



But who and why comes to Scotland?¹²

- *The French* traditionally spend their summer holidays in France. Lately, however there has been a growing interest for foreign travel and tourism and they come in Scotland for urban tourism (“city break”), outdoor activities or touring.
 - *The Spanish* like taking part in events and festivals or come for the pubs and shopping in Edinburgh or Glasgow.
 - *The Dutch and Germans* like tourism for relaxation, but in an active manner; they like trips in which they can see Scotland’s beauties.
 - *The Swedish* are renowned golf players. According to statistics, 7% of the Swedish are registered as golf players and they prefer Scotland for this practicing this sport.
- *The Italians* are attracted Scottish culture and heritage
 - Tourists from *Australia, South Africa* and *New Zealand* come often and support their rugby national teams when they play in Scotland.



Also, studies have revealed that Scotland has a high occupancy level in the peak season (July and August), but a large percentage of accommodation spots remain vacant in the off season.

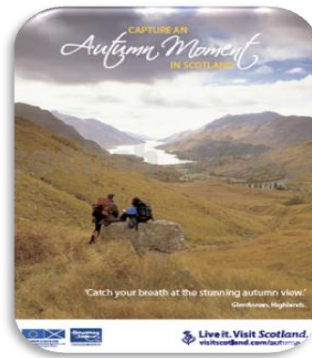
In these circumstances, VisitScotland has proposed, also not discouraging traffic in July and August, to intensely promote tourism in the period from March to June and September-October, addressing especially to tourists who have already visited Scotland. The key element in this campaign is to inform visitors about the attractions of each month. So, each month has received a key theme, as presented on the sites to promote:

1. January–“Celt”;
2. February–“Romantic”;

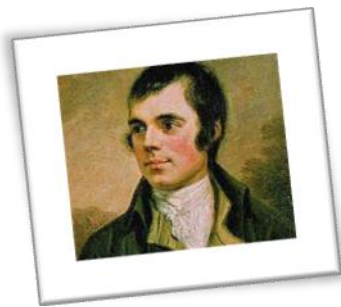
¹¹ TIS (2009)-*op. cit.*, p.15.

¹² TIS (2009) -*op. cit.*, p. 21.

3. March–“Monster”;
4. April –“Adventure”;
5. May– “Whiskey month”;
6. June - “Delicious”;
7. July–“The island hops”;
8. August –“Festival fever”;
9. September –“Majestic”;
10. October –“Golden”;
11. November–“Pleasurable”;
12. December –“Festive”.



4. “Homecoming Scotland” 2009 (“Returning home”)



In 2009, Scotland celebrated 250 years since the birth of its national poet, Robert Burns. From this event, on 16 June 2008, the “Homecoming Scotland” campaign was launched, which actually ran from January 25 (“Burns’ Night”) – 30 November (Saint Andrew’s Day) 2009. During this period, there were over 400 events held all across Scotland, complementing thus the vast range of attractions already offered in this country: from the largest gathering in the world – “Clan Gathering” – held in

Edinburgh, the Burns’ “Celtic Connections” from Glasgow, to “The Open Championship” in Turberry and the whiskey festival “Spirit of Speyside”, there was something special for each

“Homecoming Scotland 2009” (HS09) was an initiative of the Scottish Government, a campaign being led by the National Tourism Agency “VisitScotland”, in partnership with the National Events Agency “EventScotland”, being partially funded by the European Regional Development Fund. To the events of 2009 have also contributed local authorities, artistic, cultural and sports organizations from Scotland.



Figure 8. The logos of the participants in the HS09 campaign
(Source: <http://www.homecomingscotland2009.com/media-centre/overview.html>)

The campaign was initiated by Alex Salmond, the Prime Minister of Scotland, in order to revive tourism, which declined, but also represented an invitation to both residents and Scotsmen established abroad to connect reconnect with the country.

The objectives of the HS09 campaign were to:

- Increase the number of tourists visiting Scotland (100,000 more than usual);
- To make an extra profit of £ 44 million from tourism for the country’s economy (which means a return on investment of 1:8);
- To train and mobilize the Scottish Diaspora (Canada, USA, Australia and New Zealand, but also from other parts of the United Kingdom);
- Promote pride amongst Scotsmen at home and abroad;
- To promote Scotland’s extraordinary contributions to the world (the themes of the year took into consideration: Golf, Whiskey, Great innovators and bright minds of Scotland, Robert Burns and Scottish traditions and cultural heritage).

4.1 Marketing strategy

A. Creating the logo

The campaign logo was created in 2007, Family Advertising Agency¹³, from Edinburgh, and includes four elements¹⁴: the set of characters “Homecoming Scotland”, the smile, box tab that hosts the campaign title and URL box. The dimensions of these components are fixed and must not be altered or forged. The colours chosen are also found in Scotland’s flag: blue and white.

The logo was designed to have balance and readability. The white cross campaign under the title symbolizes the flag of Scotland, and the long foot of the “X” is supposed to be a smile. Those who created the logo wanted to suggest, through this smile, warmth and hospitality that characterizes the Scottish people and that “Returning home” is a celebration, an event meant to bring joy and pleasure.



Figure 9. HS09 campaign logo

(Source: *Homecoming Scotland. Brand Guidelines*, p. 3-4)

¹³ <http://www.familynoise.com/index.html>

¹⁴ Homecoming Scotland. *Brand Guidelines*, p.3

To capture the attention of those who wish to visit Scotland on major events, tours and other information necessary for tourists, “VisitScotland” trademark was used simultaneously with the trademark “Homecoming Scotland 2009”.



Figure 10. “VisitScotland” logo
(Source: <http://www.visitscotland.com/>)

B. The slogan of the campaign

The campaign slogan “Join our Celebrations!” (“Join our holiday!”) was created by the internal marketing team of “Homecoming Scotland”. It represents a natural call to action and join in the feast of Scotsmen. It was used on most major promotional posters and events guide.



Figure 11. HS09campaign slogan
(Source: <http://www.homecomingscotland2009.com/default.html>)

There was also a secondary slogan used especially for advertising in the written press: “Celebrate Scotland!”. This was more of an incitement to visit certain major areas of Scotland (historical areas, renowned cities, unforgettable tourism objectives).



Figure 12. HS09 campaign secondary slogan
(Source: <http://www.homecomingscotland2009.com/default.html>)

C. Promoting

HS09promoting was done by VisitScotland in partnership with EventScotland.

HS09had a budget of 5,5 million £, and the Scottish Governmentinvested approximately 2 million £ in the national and international marketing activities, of which 325,000 £ came from the campaign’s official partners.

VisitScotland team stated the promotion campaign long before 2009.

In the first phase (2007), VisitScotland collaborated with the Burns International Federation, with the “Scots around the globe” and “Friends of Scots around the globe”, making an impressive database of Scottish diaspora and the organizations that support them.

In the second phase (end of 2007 and throughout 2008), thousands of leaflets were distributed and were sent a series of on-line articles for promoting the HS09 campaign.

EventScotlandwas responsible for organizing all of the 400 events throughout 2009.

HS09 campaign addressed mainly to the following target groups:

- Diaspora in the UK and Ireland;
- Diaspora in the U.S., Canada, Australia and New Zealand;
- Visitors from countries with growing markets: Russia, India, China and Japan;

- Tourists from European countries: France, Spain, Italy, Belgium, Germany, Greece, Portugal and the Netherlands.

1. UK& Ireland¹⁵

Promoting used diverse channels:

a) *Mass-media*

- *TV and cinema: Spot “Caledonia”¹⁶:*
 - Was created and implemented by the VisitScotland team;
 - It presents Scottish celebrities¹⁷ singing “Caledonia” in front of some renowned Scottish landscapes;



¹⁵ VisitScotland.*Homecoming Scotland 2009 - The Story*, p. 5-34

¹⁶ Dougie MacLean’s song was chosen not only for the lyrics, but also because it is an anthem loved by the Scottish

¹⁷ Actors Brian Cocs and Sean Connery, singers Amy Macdonald, Eddi Reader, Sandi Thom and Lulu, cyclist Chris Hoy awarded three times with a medal at the Olympics, golf player Sam Torrance, rugby players Tom Evans and Kelly Brown.

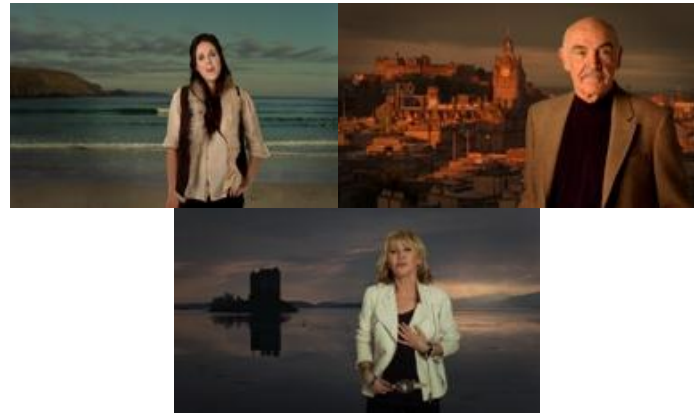


Figure 13. Promoting TV spor for HS09 campaign
 (Source: VisitScotland. *Homecoming Scotland 2009 - The Story*, p. 5)

- Has been promoted for the first time on TV in November 2008 in two variants: 40 seconds and 60 seconds;
 - In December 2008 it ran in 39 cinema halls in central and northern Scotland for 4 weeks, and between 23-30 January and 6-13 February in cinemas in Scotland, Northern England and the Republic of Ireland;
 - Was promoted in Scotland and Northern Ireland during the Burns Weekend (starting 19 January for a week) and between 23 to 30 March in London, Northern England, Scotland and Northern Ireland.
- *Written press.* Starting from September 2008, large advertisements were published in newspapers and magazines from UK¹⁸ and Ireland¹⁹.



¹⁸“Coast magazine”, “Good Housekeeping”, “Guardian Weekend”, “Observer Sport Magazine”, “Saturday Telegraph”.

¹⁹“Saturday Independent”, “Irish Times” and “Irish Independent”.

**“Homecoming Scotland” 2009–
Strategic option for reviving tourism and Scotland exiting from the crisis**



Figure 14. HS09 campaign prints

(Source: VisitScotland. Homecoming Scotland 2009 - The Story, p. 13-14)

Certain newspapers and magazines also included supplements, like the events guide:



Figure 15. HS09 campaign guide

(Source: VisitScotland. Homecoming Scotland 2009 - The Story, p. 15)

“Homecoming Scotland” 2009–
Strategic option for reviving tourism and Scotland exiting from the crisis

- **Radio.** There were also used for promoting, 30 seconds radio spots from April to September, on all ”Radio Bauer” stations in Scotland and Northern England.

b) Direct marketing

- **Offline.** VisitScotland website sent emails containing newsletter and events program, to persons from their recently created database.



Figure 16. Examples of online campaign:(1) November 2008; (2) February 2009
 (Source: VisitScotland. Homecoming Scotland 2009 - The Story, p. 7)

- **Online.** A series of websites promoted the campaign:
 - www.homecomingscotland2009.com
 - www.cometoscotland.com
 - www.burnssupper2009.com
 - www.driveithome2009.com
 - www.expeditionscotland.com
- Promoting using *posters* and *flyers* of small and large dimensions:



Figure 17. Promoting flyers (1) March – May 2008; (2) August – November 2009
 (Source: VisitScotland. Homecoming Scotland 2009 - The Story, p. 25)

c) Outdoor advertising

In London have been exhibited since September, approximately 48 advertising screens.



Figure 18. HS09 campaign poster

(Source: VisitScotland. *Homecoming Scotland 2009 - The Story*, p. 12)

d) The marketing activity was supported by *renowned national and international brands*, such as:

- *Lothian Bus Company* printed bus tickets with the campaign logo in all of 2009 and branded three double decker buses.



- *“Walkers” Biscuits* put on the market promotional boxes for the UK, and *Coca-Cola* produced over a million promotional bottles distributed in the whole country.



2. USA, Canada, Australia and New Zealand²⁰

a) **TV promoting** was done on PBS, BBC America and Discovery Channels in North America and cost 500,000 £.

b) **Direct marketing**

- **Offline.** VisitScotland website sent monthly emails containing newsletter and events program, to persons from their recently created database.



Figure 19. Examples of offline campaign

(Source: VisitScotland. *Homecoming Scotland 2009 - The Story*, p. 36)

- **Promoting on the Internet** was made on the following websites:
 - www.cometoscotland.com (USA)
 - www.cometoscotland.ca (CA)
 - www.cometoscotland.com.au (AUS & NZ)
 - www.ancestralscotland.com



Figure 20. Promoting website

(Source: VisitScotland. *Homecoming Scotland 2009 - The Story*, p. 35)

²⁰ VisitScotland. *op. cit.*, p. 35 – 59.

“Homecoming Scotland” 2009–
Strategic option for reviving tourism and Scotland exiting from the crisis

- Promoting using *posters* and *flyers* of small and large dimensions:



Figure 21. Promoting flyer and poster in the US, Canada, Australia and New Zealand
 (Source: VisitScotland. *Homecoming Scotland 2009 - The Story*, p. 39)

c) Collaboration with National Geographic²¹



Figure 22. Promoting on National Geographic
 (Source: VisitScotland. *Homecoming Scotland 2009 - The Story*, p. 42)

²¹ <http://www.nationalgeographic.com/homecomingscotland/>

d) “I’m a Scot” campaign has been widely promoted in the written press, through *banners²²* and *large posters*, expressing the pride of being Scottish, wherever you are in the world:



Figure 23. Promoting prints for “I’m a Scot” campaign
(Source: VisitScotland. Homecoming Scotland 2009 - The Story, p. 37-38)



Figure 24. Promoting banner for “I’m a Scot” campaign
(Source: VisitScotland. Homecoming Scotland 2009 - The Story, p. 40)

e) Promoting through *tourism agencies*, at all *tourism fairs in the targeted countries*.



Figure 25. Promoting at tourism events

²² Posted on Nationalgeographic.com, AOL.com, nytimes.com, latimes.com, boston.com, sfgate.com, the star.com, theglobeandmail.com, canadawest.com, theaustralian.com, news.com.au, perthnow.com

3. Europe, Russia, China, Japan, India²³

a) Mass-media

- Were published a series of brochures and articles in the written press, regarding the main events from 2009 in Scotland.



Figure 26. Articles and the campaign guide on the international markets aimed at
(Source: VisitScotland. Homecoming Scotland 2009 - The Story, p. 67)

- **Promoting on the radio:** A series of radio contests were organized to win a trip to the Whiskey Month Festival (May) on “Kiss FM” in Spain, on “Radio Classique” in France and on “Radio Leverkusen” in Germany.
- b) **Promoting in partnership:** The biggest campaign was made in partnership with *Ryanair Transport Company* which has activities in France, Spain, Italy, Germany, the Netherlands etc.

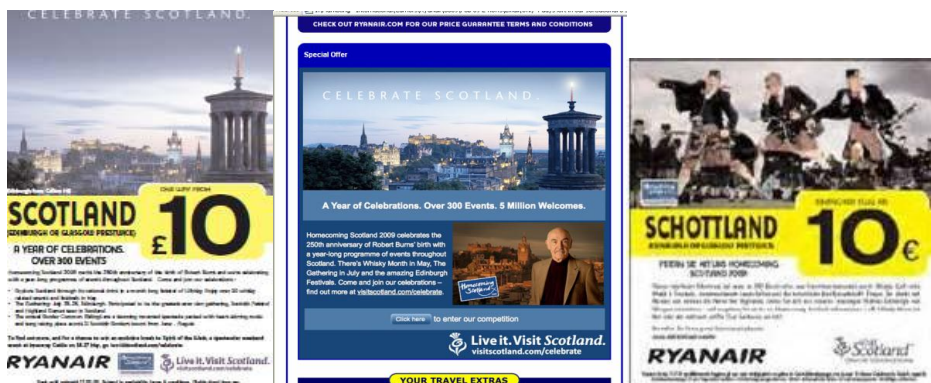


Figure 27. Promoting partnership with Air Transport Company Ryanair
(Source: VisitScotland. Homecoming Scotland 2009 - The Story, p. 72)

²³VisitScotland.op. cit., p. 60-87.

4.2 “Homecoming Scotland” – campaign results

Final evaluation of the “Homecoming Scotland” campaign has resulted in a widely discussed study in spring 2010 and the results showed that the proposed project for the development of tourism in Scotland has proved to be a success not only for the tourism industry but also for the events’ organizers events and public and private partners. Thus²⁴:

- HS09 attracted 72,000 visitors from outside Scotland;
- Revenues from tourism amounted for 53,7 million pounds (which means that the target profit of 44 million pounds was exceeded by 22%);
- Return on investment (ROI) was 1:9,8 compared to a target of 1:8;
- More than 2 million hits were recorded on the websites dedicated to HS09;
- Was created the largest database of Scottish diaspora;
- 766,000 people received monthly information about HS09;
- 344,207 people were enrolled in loyalty programs “VisitScotland”;
- The “I’m a Scot” recorded 95 million potential visitors from Australia, Canada, New Zealand and the US;
- Nearly 90 tourism companies have developed 137 promotions themed on HS09;
- Were established partnerships with hundreds of public and private sector organizations, including more than 30 major brands;
- 97% of the events were assessed by participants as “very good” or “good”;
- The website on the history of Scotland recorded an 8% growth in the number of visitors;
- In April, “The Gathering 2009” (International Science Festival in Edinburgh) had more than 47,000 Scots and tourists. An economic study showed that this event has brought an economic profit of 8,8 million pounds for Edinburgh and £ 10,4 million pounds for Scotland;
- Whiskey distilleries grew 7% in the number of visitors (compared to 2008), especially in May (Month of Whiskey);
- The occupancy of hotel rooms increased by 3% and camping and caravans improved by 1%;
- The number of business trips increased by 6,8% (compared to 2008).

HS09 economic impact analysis (Table 1) was prepared by EKOS, a company which carries out independent research and specializes in economic impact studies.

Table 1. HS09 economic impact

Indicator	Impact
Net Additional Expenditure	53,7 million £
Net Additional FTEs	1,536
Net Additional GVA	29.8 m £
ROI (return on investment)	1:9.8

(Source: EKOS Ltd (2010). p. 3)

²⁴ VisitScotland. (2010). *HS09 Evaluation*, p. 2-3

Conclusion

When we talk about Scotland we think about the kilt, bagpipes, Loch Ness Monster, whiskey, medieval buildings and beautiful views. Scotland is a country worth seeing – it knows very well to promote its brands. However, this promotion is not enough, and Scottish authorities have realized this and have acted in this respect.

A successful development of tourism in Scotland involves several steps, and the Scottish authorities were careful to do everything by the book. Thus, in a first phase (the end of 2001 when the development of tourism began), Scotland has conducted market research about the desires and needs of tourists. This research proved to be more than useful because the Scots found out what tourists appreciate most in Scotland and which are the most important brands. The next step was to promote their brands via the “*Live It. Visit Scotland*” campaign. Thus, with these two measures, Scottish authorities have shown professionalism and creativity in managing the process of tourism development and the results were immediate, in 2006, 35% of total tourism receipts came from foreign tourists²⁵.

The Scots have always improved services, showing that they are interested in tourists’ desires. They realized that the products must be moulded on the purchaser and not vice versa. One way through which Scottish authorities have learned what are the needs of tourists was to encourage different companies working in the tourism services to ask their customers what they like and what they do not like in Scotland. Results were centralized, and from them benefited both public authorities and private companies for improving services. Basically, the private sector has always received advice from the authorities on improving services and promoting them.

After attracting tourists, the Scottish wanted to keep them, to convince them to come back and for this the services needed continuous improvement and diversification.

These measures were supported by a very important element: infrastructure. Scots offered to tourists direct flights, ferry transport, measures well received by tourists because it is important for the tourist visitors to easily reach its destination.

Scotland has studied the weaknesses of the competition and created a considerable advance compared to many countries.

To be appreciated is that Scotland has managed to attract tourists from countries that are thousands of miles away, some of them being the state’s main tourism market(e.g. USA, Canada, and Australia).

In conclusion, we believe that Scotland is a successful example for any country that wants to grow in terms of tourism.

²⁵ VisitScotland.*Corporate Plan 2009/2012. Maximising the Economic Benefit of Tourism to Scotland*(<http://www.visitscotland.com/>).

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