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## When two worlds collide: Branding industrial destinations

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### Introduction

Many parts of the world are increasingly faced with the pressure to accommodate activities of various, and at times, conflicting functions (Holmes, 2006; Lai et al., 2017; Woods 2012). Areas rich in natural resources are often not only conducive to the development of industrial activities, such as mining, energy development, and manufacturing. The natural and socio-economic landscapes they host may also be promoted as assets attractive to tourists seeking unique, authentic, and/or educational tourism experiences (Beer et al., 2017; de Sousa & Kastenholz, 2015; Frantál & Urbánková, 2017). Tourism has been commonly used as a tool to support economic development or regeneration in rural areas and industrial cities (Lane & Kastenholz, 2015; Petrzelka et al., 2006). When an area's industrial activities are in decline and/or fall short in supporting its economy, tourism can provide a supplementary or alternative model to the existing industrial-based economy.

The terms 'industry' and 'tourism' are, however, often viewed as incompatible, since industry – is often associated with pollution, noise, and environmental degradation – and tourism with quietness, relaxation, and more recently, environmental sustainability (Otgaar et al., 2010). Regional destinations that play host to the mining and resources sector may be disregarded by some tourists, despite the importance of tourism to the host region's economic diversification and long-term

sustainability. A possible explanation for this aversion may be that activities undertaken by the mining and resources sector may tarnish the image of host destinations which, while needing to present themselves as a destination that supports such activities, struggle to position themselves as an equally viable and attractive tourism destination (Otgaar et al., 2010). To date, factors contributing to the successful co-existence of tourism and mining in regional communities have not been well understood (Frew, 2008). From a branding perspective, it is not known how two highly disparate economic sectors can work towards a unified destination image for their host region.

This chapter lays out the long-standing brand image challenges faced by industrial destinations, and presents a combined stakeholder- and community-driven solution as to how they can be overcome. First, we present some background literature on image formation and its relevance to industrial destinations. Following this, the concept of place is discussed to reinforce the complexities that surround the branding of destinations that host conflicting activities. The chapter concludes with the proposition of a participatory branding approach as a viable image management strategy. This strategy encourages a community to embrace their industrial image and outwardly promote a unified brand image that communicates pride and acceptance.

## **Image formation and industrial destinations**

Conventional destination marketing places great emphasis on creating and reinforcing a positive destination image in the mind of tourists. While the definition of destination image is vast and varied, there is strong agreement within the literature that in a general sense, destination image represents the beliefs that people, particularly tourists, hold about a place (Crompton, 1979; Echtner & Ritchie, 1991; Gartner, 1996; Mackay & Fesenmaier, 1997; Therkelsen & Halkier, 2008; Walters & Mair, 2012). Avraham and Ketter (2013) divide destination image into two distinct categories: 'open images' that enable flexibility, and 'closed images' that are otherwise known as 'stereotypes' (Elizur, 1986), or simplified beliefs or attitudes about a place that are difficult to change. According to research by Stern and Krakover (1993), destination image is formed based on first, the information consumers are exposed to, and second, on their own personal characteristics, which subsequently influence the way that the obtained information is processed.

Information sources play a vital role in the formation of destination image. Individuals may be exposed to information regarding a destination through a variety of means. Gartner (1993) contends that image formation occurs in response to one's exposure to various image formation agents. Primary images are those that are formed as a result of visiting and experiencing the destination. On the other hand, secondary images according to Gartner, are likely to be induced by these information agents, without the destination having been visited:

- **Overt induced** images: formed as a result of exposure to conventional marketing campaigns and deliberate communication attempts to attract attention to and create awareness of the destination.
- **Covert induced** images: formed in response to celebrity endorsements of a destination, or mainstream media articles that feature the destination.
- **Autonomous** images: formed as a result of exposure to mainstream media reports, television shows and/or films in which the destination is featured, though not necessarily for tourism purposes.
- **Solicited or unsolicited organic** images: formed in response to information provided by family and friends about the destination, which may or may not be actively sought

The secondary image formation agents such as those listed above are of most relevance to destinations that simultaneously accommodate tourism and other resource-dependent sectors. These destinations represent a unique context in terms of the management of negative perceptions, because they are unable to commit to, change or diversify their industrial focus due to their economic dependency on inward investment. Additionally, besides contributing to economic growth and prosperity, many of the activities associated with the mining and resources sector are renowned for causing significant negative environmental and socio-cultural impacts (Otgaar et al., 2010), and are subject to media sensationalism.

According to McLennan et al. (2017), mining towns are likely to attract national-level media coverage because of the conflict that often occurs between the tourism and the mining and resources sectors. The subsequent media attention that arises from such conflicts is likely to result in autonomous image formation among the public. However, news media reports do not necessarily need to have a tourism angle to induce negative destination images. The Latrobe Valley, located in the