

teaching note

Achieving Success through Collaboration: A case of visit Orlando's "Orlando é só Alegria" Campaign

Summary

Collaborative destination marketing is a growing topic in the domain of destination management, and both operators and destination marketing organizations (DMO) are becoming more aware of the potential benefits deriving from cooperation. The main purpose of this case study is to analyze the collaborative dynamics of the tourism stakeholders in the particular context of Visit Orlando and to examine the best practice consumer marketing campaign "Orlando é só Alegria" to the Brazilian market which was successfully implemented through collaboration.

Orlando as a destination is characterized by strong market diversity in the tourism industry since it offers a wide range of entertainment, shopping and dining opportunities. In 2011, 55.2 million domestic and international visitors from 192 different countries came to Orlando and generated a revenue of \$31.56 billion for the local economy (Visit Orlando Annual Report, 2011). Visit Orlando is collaborating with 1,132 member partners from six different membership groups and this large size represents a big challenge to meet each stakeholder's needs and to promote the destination under one single umbrella (Visit Orlando Annual Report, 2011).

This case study highlights a best practice example of a successfully implemented collaboration strategy shown in the case of "Orlando é só Alegria". Further, this study examines literature about collaboration in destination marketing, and investigates the motivational driving factors for collaboration in a DMO. This case study is mainly supported by insight information and publications provided by Visit Orlando. The case study was strongly built on personal interviews with Visit Orlando's Vice President of Global Travel Industry Sales and Marketing Jay Santos and the Director of Corporate Communications Brian Martin.

Statement of Relevance

This case study outlines the strategic, marketing, and organizational issues facing the collaborative dynamics of the tourism stakeholders in the particular context of Visit Orlando by focusing on the best practice consumer marketing campaign "Orlando é só Alegria" to the Brazilian. From a teaching standpoint, the case allows instructors as well as students to think strategically about the role of collaboration in destination marketing campaigns targeting end consumers, and to understand all the obstacles and challenges involved to coordinating the efforts of different organizations with different interests for the common benefits to the entire destination. Students are encouraged to investigate the strategic actions and steps involved in the process collaboration initiatives. This case also allows the students to apply theoretical concepts of destination marketing and collaboration to actual destination collabora-

tive initiatives at the destination level.

Target Audience

The target audience of this case study is mainly university students primarily from a destination marketing and management class. Students from case study classes or marketing classes in general could also be asked to work on the topic. In addition, DMOs could use this case study in workshops for their employees. The goal of this case study is to engage students with the decision making process a DMO has to face before, while and after entering a new market with a cooperative consumer marketing campaign.

Lesson Plan

This case study is intended to be used by instructors and students in the classroom for group discussion as well as an individual homework for the students prior to the class discussion. Students will be asked to have a basic understanding about the literature of the following topics:

- Concept of destination marketing
- Branding and positioning of a destination
- The role of DMO in destination marketing
- Benefits and challenges of collaborative destination marketing

The combination of individual and group assignment activity allows students to first prepare themselves and afterwards share their opinions with their classmates. In the classroom students will be assigned the homework to read this case along with a small selection of literature. The assignment outside the classroom will prepare the students with the needed knowledge they will bring to the group discussion. The class discussion can be conducted with either a small or large group and students should have a time frame of one week between working on the assignment and going to the group discussion.

The expected outcome of the discussion should lead to a clear understanding of the educational objectives with its literature, the development of creative ideas and eventually alternative solutions. Alternative teaching approaches can include critical reflection on the case, similar market campaign design for other tourism destinations.

Educational Objective

The following learning objectives have been determined:

- To understand the concept of destination marketing
- To understand the significance of branding and positioning of a destination
- To understand the role of a CVB and DMO
- To understand the nature and dynamics of collaborative destination marketing

- To understand the concept of “Coopetition”
- To understand the concept of “Synergy”
- To understand the concept of “Strategic Networks”
- To understand the risks and challenges of collaboration
- To understand the different media channels a DMO can use for marketing purposes

Issues to be resolved

The case will work well as a learning tool for strategy implementation where collaboration is inherent. In order to implement a new market campaign, a DMO is facing different challenges. First, coordinating with various stakeholders of different scales and backgrounds within the destination for a common goal represents a significant challenge. Second, demonstrating the benefits deriving from a collaborative campaign is another major task that needs to be conducted by the DMO.

This issues can be analyzed from different perspectives:

- Educational: How to convince the stakeholders involved that the global destination interest and objectives are also their own and the success of the campaign at the destination level would have a huge benefit for their organizations;
- Political: How to reconcile the different interests and objectives of the parties involved
- Negotiation: How to make all the different parties agree on a final campaign

Important discussion points and lessons emphasized by the case may include:

- Explore which approaches a DMO can have in order to enter a new market and start promoting a destination?
- What other stakeholders in Orlando should be involved in order to achieve effective marketing results in Brazil?
- How to adapt the already existing consumer marketing campaign “Orlando makes me Smile” to a new market? How to overcome language and culture barriers?
- Which steps should a DMO consider investigating prior to implementing a new marketing campaign in a certain destination? Should the DMO research the market potential and the consumers’ willingness and capabilities to visit a certain destination in advance?
- Which marketing efforts and media channels should a DMO use when promoting Orlando in Brazil?

Additional Questions

1. What further actions could Visit Orlando implement in order to support the campaign?
2. Should Visit Orlando keep the same marketing message over the years or change it in the Brazilian market?
3. What are the strengths and weaknesses of the campaign?

4. Political agreements between the US and Brazil represent a barrier for Brazilians to travel to the US. The visa process requires a significant long time and prospective travelers are required to go to the Consulate in order to get their papers. What impact could political changes have on the travel industry from Brazil to the US?
5. Can this marketing approach be easily applied to other South American countries like Argentina, Colombia or Venezuela?
6. What other factors could have influenced the different stakeholders to collaborate for the first time?

Suggested Readings

- D’Angella, F. and Go, F. M. (2009). Tale of two cities’ collaborative tourism marketing: Towards a theory of destination stakeholder assessment. *Tourism Management* 30. 429–440.
- Wang, Y. (2011). Collaborative Destination Marketing: Principles and Applications. 259-283.
- Wang, Y. and Fesenmaier, D.R. (2007). Collaborative destination marketing: A case study of Elkhart county, Indiana. *Tourism Management* 28. 863-875.