

**DRIVERS TO BUILD A POWERFUL COUNTRY TOURISM BRAND: AN EMPIRICAL STUDY
ON MILLENIALS SEGMENT**

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ABSTRACT

There is a wide academic literature that deals with the term Country Brand, but nevertheless, it has not been sufficiently studied the country as a powerful tourism brand. The importance of the tourism industry for many countries is indisputable, which leads to generating a brand identity of a specific tourist destination: the country. The present study is conducted among 465 millenials placed at Spain which are a very interesting segment due to their principal motivations are travelling and also are the near future decisions makers (Ng & McGinnis, 2015). The empirical research has been conducted in Spain and it will be replicated in Turkish soon. The goal of this work is to find out the main drivers that allow build a powerful tourism country brand in the millennial segment.

The statistical analysis is conducted with Principal Components Factor Analysis Method that permit to discover the main underlying drivers. 11 main underlying factors, than explain more than 65% of the total explained variance, are found with a good adjustment. This factors represents the main drivers to build a strong tourism brand country. Although the univariate analysis carried out concludes that a key factor when evaluating a country like a tourism destination is security and safety, the factorial analysis reveals that the underlying driver that explains the greater percentage of the variance (16.65%) is the economic strength of the country, among other factors.

Discovering the main factors in the evaluation of millennials about a country as a tourist destination allow to detect the most important drivers that determine the decision to travel to a country on the millennial segment and, therefore, can help to build a powerful tourism brand country. The main originality of this work is to develop the concept of country-brand as a tourist destination and apply it to the millennial segment. The main limitation of this study is that it is based on a sample of millenials placed in Spain, we can apply this study to other segments of population in other countries.

Keywords: Brand Country, Tourism Destination, Millenials Drivers

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INTRODUCTION

Tourism represents one of the most prosperous sectors within the global economy and specifically represents 10% of world GDP (UNWTO, 2018). The good tourism image of a country can make, along with other circumstances, increase the number of visits and, therefore, improve its capacity as a tourist power. It also allows improving the sustainability of the countries as tourist destinations, being able to plan in advance the key elements of the tourism management of a destination.

The country-brand concept has been widely used and analyzed in the academic literature, but little has been studied of the country's power as a tourism brand. The country, from the unique perspective of tourism, can be perceived as a multidimensional construct that is composed of a large number of elements that configure it as a tourist power.

Millennials are a segment that represents a great potential in which the tourism industry is concerned. Its main motivation is to travel, meet new countries, different people and have new experiences (UNWTO, 2016).

In this study we want to know the main drivers that lead the millenials segment to evaluate a country as a tourist destination when they think about traveling. Discovering these factors will allow countries to improve their plans in tourism destinations, positioning and promotion politics. All this will enable countries to gain weight as tourist destinations. As well, based on the most important factors, the planner can focus his/her efforts on building a powerful country brand as destination that will survive over time and enable sustainable tourism for the region.

On the other hand, it allows planners to know in advance the main motivations of a segment as important as those born between the end of the 20th century and the beginning of the 21st century. They are the near future of the tourism industry.

Country Brand and Tourism

Tourism and the country brand are two concepts that are closely related, the positive image projected by a country will determine the attraction of a large number of tourists and the quality of tourism will create a good image of the tourist destination (Pavel et al., 2015). On the other hand, the good image of a country as a tourist destination will improve the sustainability of that country as a tourist reference, which will allow managers to plan ahead the tourist flows, deseasonalize the offer and meet the needs of each moment in each key place.

The fast change occurred in the markets of the international economic arena carries up countries to use marketing as one of the principal implements in the recent economy. Currently, where log in to money, brilliant human resources, new conceptions and smart customer is becoming easier, countries race for the regard, fidelity and trust of potential costumers, inverters, tourists, the attention of the mass media or governments from other nations (Polishko, 2015). In these times, the country brand and the improvement of the image are increasingly considered by governments, since globalization poses new dears for agents within international economic relations, in which growing up innovative approaches are required for the leadership of the world markets.



In addition, research and management of country branding concepts extend beyond the scope of marketing, if we examine the subject from a cultural, social economic and political perspective, others factors such as geography, demography, urban and geopolitical planning appear. Therefore, the practice of the country brand as a strategic tool has become an integral and essential part of the public administration (Polishko, 2015). The way a country is perceived, beginning with the quality of its products and/or services, the appealing of its culture and tourism, investment chances and even the ease of create new business can be conformed under the structure of a country brand. In other occassions, the academic literature has focused on the image of nations as tourism destinations, which has been found to affect satisfaction, fidelity and perceived quality (Alvarez & Campo, 2011).

The emphasis for this research is oriented towards the tourism factor since it is one of the most visible and strongest aspects of a country brand, the fundamental reason is that capitalizing the potential of tourist destinations can be an essential component of nation tourism development in a long-term period. In many states, it receives considerable financial support from the government, being the main marketing tool nationwide. It is the industry that creates more jobs in the international arena, attracts large investments and leads to regional development (Pavel et al., 2015).

In relation to tourism, it is clear that the country-brand has a greater consideration and response capacity for it this activity has a great ability when it comes to attracting large flows of visitors who may feel motivated to know a country with a well-managed brand. It is said that a tourism destination brand includes the selection and strategic combination of brand elements to identify and distinguish a destination by creating positive images. These elements, similar to consumer products, are proposed to include terms, names, signs, logos, designs, symbols, slogans, colors, architecture, as well as inheritance, language, myths and legends. All of them have their contributions for the identification, differentiation and valuation of a tourist destination.

Tourism has become a global industry that has experienced a continuous increase to become one of the most important and fastest growing economic sectors in the world. For many developing countries, it is one of the main sources of income, creative force of employment and opportunities (Chen et al., 2011).

According to Mahika (2014), tourism plays a larger role in promoting the image and international perception of a country externally, as well as in the influence of complementary national policies. This range of influence and importance creates challenges to measure competitiveness in tourism. Understanding the competitiveness of countries in tourism is an important consideration for those responsible for policy making and an important challenge for professionals in the provision of evidence for decision making.

The tourist destination as a brand defines a symbolic construction that emphasizes the positive, memorable, unique, relevant and sustainable qualities of a destination. Therefore, the image of a tourist destination refers to a set of beliefs, ideas and impressions that a



person has about a particular tourist complex. These perceptions and/or elements that lead to the development of a country, tourism, exports and direct investment (Pavel et al., 2015).

According to Giannopoulos et al. (2011) the tourism sector is one of the most tangible and manageable related to the concept of country-brand. Certainly building a brand-country differs in certain aspects of the construction of a destination brand, however, it can not be ignored that tourism, in general, occupies more points in common with the country-brand than any other aspect of international advertising (Kerr, 2006). But it is true that to achieve this premise, countries have to go a long way before they can prosper in the world market of tourists, investors, consumers, as well as in the respect and attention of the media (Giannopoulos et al., 2011).

The country-brand is of vital importance both nationally and internationally. The difference between a powerful country brand and a weak one translates into an impact on the attractiveness of a country to potential investors, including tourism, compromising public confidence and social unity (Pavel et al., 2015). For Fetscherin (2010) a high level of tourist arrivals indicates a strong country-brand. Countries that attract a significant number of tourists have a unique opportunity to transform them into loyal customers, thus becoming unofficial promoters of the country (Pavel et al., 2015). The countries have determined as essential the elaboration of a brand that is not limited to the mere description of the physical particularities of a territory but to the creation of experiences for its visitors (Hudson and Ritchie, 2009).

Kladou et al. (2014) assures that currently the international tourist market comprises a variety of destinations that offer alternative sales proposals to a large number of tourism segments. A single country can provide several tourism products (that is, different forms of tourism). Therefore, diversified portfolios of tourism products must be based on the advantages derived from the attributes of the country brand, in relation to natural assets, history, capabilities and culture of people, as well as infrastructure and facilities available (Balakrishnan, 2008).

According to Rojas-Méndez (2013), to recent dates no empirical study has focused on determining how many and which factors should be take into account as part of a tourism country brand. Similarly, Loo and Davies (2006) mention elements such as products and services, political actions, arts, popular culture, sports, media, architecture, etc. Iversen and Hem (2008) refer to language, skin color, music, art style, customs and religion; Kaplan et al. (2010) cite geography, attractions, natural resources, local products, characteristics of their people, institutions and infrastructures. Stokburger-Sauer (2011) considers factors such as territory, people, natural endowments, economic, political and cultural values.

As were set up by Ozretic-Dosen et al. (2018), academic literature in country brand supports the idea of the multidimensionality of the “nation as a destination” image construct. Even more, this literature backs up the idea that audieces and influential publics do not think in a country brand as an separated way, but as a complex and



multidimensional construct. These dimensions and their interrelationships are which offer a very productive area to develop an approach that comprehensively represents the concept of the country brand and also the tourism country brand. Although the concepts mentioned by these authors clearly belong to the country-brand domain, this inventory is not yet complete (Rojas Méndez, 2013).

A considerable number of scales have been developed to be able to conveniently measure country brand concept, such as FutureBrand Country Brand Index (Futurebrand, 2005), or Anholt Gfk Roper Nation Brand Index (Anholt, 2005), considered some of the most relevant. The tourism factor has been taken into account in some of the built-country brand scales, such as that of Fetscherin (2010) or Rojas-Méndez (2013), sometimes with a greater or similar development of this variable than any presented in other scales in reference to it. But, to our best knowledge, a scale has not been created to measure the power of a country as a tourist destination, or what we would call the Country Tourism Brand.

The Country as a Brand

The concept of a nation as a brand has been amply taken in the business and management literature with the name of country brand (O'Shaughnessy and O'Shaughnessy, 2000). De Chernatony (2006) sets up that places are being avowed as brands. Anholt (2003; 2005) maintains that nations are brands or, at least, act like such if we consider the impact that these brands have on customer perceptions, decisions and behaviours.

O'Shaughnessy and O'Shaughnessy (2000) are more precautious and cautionary about this issue because they defend the idea that s country is not a product or a service and the nation image is much more complex. On the contrary, Olins (2002) recognizes that some authors have respond stearnly to the conceptualization of the country as a brand, although he concludes by saying that this adverse attitude is not toward the concept itself, but toward the word "brand".

For Rojas-Méndez (2013) during the last years academics and management decision makers have changed their focus from corporate brands and commercial brands (Aaker, 2012, De Chernatony, 1999, Harris and De Chernatony, 2001, Hatch and Schultz, 2003) towards a more recent approach that focuses on national brands (D'Astous and Boujbel, 2007, Dinnie, 2008, Rojas-Méndez et al., 2013).

In reference to the various tries to equate the country brand with goods or services and corporate brands. Anholt (2016) sets up that "like corporate brands, the country brand evokes certain values, skills and emotional triggers in the minds of consumers in relation to any product from that country". In addition, the author defend that brands such as companies operate as umbrella brands including the great variety of destinations and products that belongs the own nation. Dinnie (2008) identifies the diversity of agents and of course the complexity and multiple dimensions of the entity itself (company/nation) as the analogy between the corporate brand and the nation.



For Rojas-Méndez (2013), the mutual attributes between companies and nations seem to be very clear: companies have symbols, logos, slogans, culture, and employees, while countries have flags, languages, culture, and citizens, respectively. This carries on the idea that the country brand has a multidimensional conception, as well as various interactions between the the set of influential publics and stakeholders (Hankinson, 2004, Trueman et al., 2004). As we set up before, compared to corporate or commercial brands, the country brand is more complex (Olins, 2004, Davidson, 2006), involves many publics and stakeholders (Kavaratzis, 2005, Davidson, 2006), its image is not directly managed by marketing staff but by destinations planners (Papadopoulos and Heslop, 2002, 2003) and call for much more liaison (Olins, 2004).

Despite the fact that countries are much more complex than a company, a country can aim to get a higher financial performance (such as increase exports of products from the country, draw on more tourists outside and inside, improve foreign direct investments, etc.) by managing their real and aspirational senews (natural, culture, amusing, history, society, etc.) in a drain way. The results of the country brand can positively countervail the countries, since they can get an image that highlight in a competitive global market (Rojas-Méndez, 2013). When compared the product brand and the corporate brand, the country-brand value refers to the uncorporeal attributes of a nation (Fan, 2006) or to the affect values that comes from the customers' evaluation of the country as a brand (Maheswaran and Chen 2006; Shimp et al., 1993).

However, according to Şentürk & Kartal (2018) cognitive and affective component effect buying intention both directly and indirectly through product image, but the effect of affective image on buying intention is relatively weak. In this order of ideas, it could also be inferred that the country brand will be influenced by affective and cognitive components, But we do not know if, in this case, also the affective component will be less influential or weaker than the cognitive component. It could be observed in later studies.

Millenials like Travellers

Millennials are the generation called also Y or the Net Generation and its demographic cohort follows directly the X Generation. The concept millennials is oftenly respected to put on individuals who get adulthood around the turn of the 21st century. They are in the generation who grew up in an electronics-field, increasingly online, socially networked world and has received the most companies attention (Rouse, 2018).

The childhood of this cluster has passed in a time of economic expansion, with which the economic situation has been more or less favorable. The global crisis of 2007 (especially in Europe and the US) has hit them during their adolescence and youth. They were accustomed to abundance and have seen how the situation and their future has become complicated in just a few years.

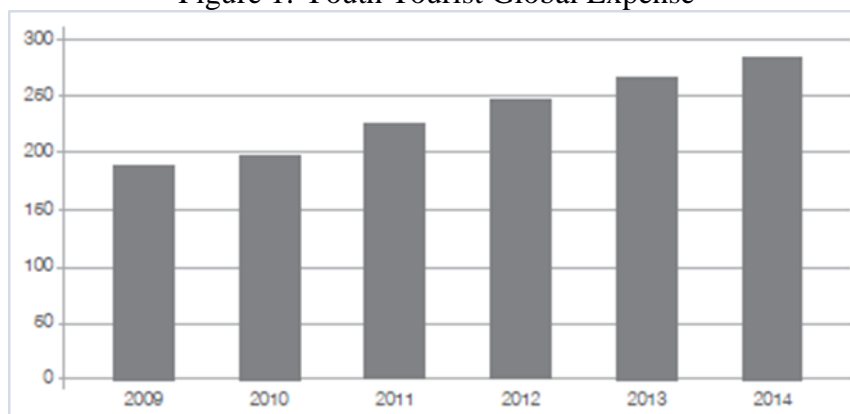
In reference to the young segment and according to the Report called "The Power of Youth Travel" conducted by World Tourism Organization and WISE Travel Confederation in



2016, the total market value of youth tourism was in 2009 at figures that reached 190 billion dollars, in 2014, however, it had increased to 286 billion dollars. Under this premise, the predictions for the growth of global tourism in 2020 are very favorable and positive, are close to the 370 million young tourists, who reported a total expenditure of about 400 billion dollars. Then it is worth noting the enormous importance of this group and its impact on tourism and the global economy (UNWTO, 2016).

Although it is true that this segment usually has a more limited financial capacity - a high percentage of trips are financed by family and friends - in exchange they enjoy more free time than other age segments, which translates into an increase in destination time. Because young tourists opt for longer stays compared to most tourists, young people spend up to two thirds more on average than a normal tourist (UNWTO, 2016).

Figure 1: Youth Tourist Global Expense



Source: The Power of Youth Travel (UNWTO, 2016)

Another characteristic of this group is the tendency to travel often for professional or academic reasons, student travel is being recognized as an increasingly important economic engine, the mobile and flexible workforce of young travelers is becoming almost irreplaceable in some parts of the world.

Also, the general picture is that youth markets tend to be less volatile than the tourism market as a whole, the World Tourism Organization (2016) indicates that, although the youth sector was affected by the crisis in the years 2009- In 2010, it had generally decreased less and recovered faster than traditional tourism. Research by UNWTO (2016) indicated that total value of international youth travel market was almost USD 190 billion in 2009. By 2014 this figure had risen risen to USD 286 billion (Figure 1).

Research Objectives

In this paper we try to find out which are the main drivers that moves the millennial segment when it evaluates a country as a tourist destination. As we have mentioned above, we rely on the country as a destination that shapes a tourism brand. Country Brand has a multidimensional nature (Hankinson, 2004, Trueman et al., 2004) as well as the Country Tourism Brand. Tourist will consider the elements that make up the brand image when



assessing that brand as a tourist destination. In our case, we are interested in knowing what factors are the ones that move the millennial segment when evaluating a country as a tourist destination. Therefore, we establish a series of research objectives:

- a) Investigate which are the main elements that build up the construct brand tourism country starting from the country brand construct, widely studied in literature.
- b) Carry out an exhaustive inventory of the factors that can be considered as influential in the construction of the country's brand as a tourist destination.
- c) Figure out which are the elements that most significantly move the millennial segment in its evaluation of a tourist destination as a brand.
- d) Extract the underlying factors that are below the selected elements that move the millennial segment.
- e) And finally, analyse the importance of each underlying drivers for the millennial segment.

Methodology

The methodology of this work is mixed. In the first place, through the documentary analysis of the academic literature on the country brand as a tourist destination, an exhaustive inventory is made of the main elements that can move people when evaluating a country as a tourist destination. A total of 73 elements were selected.

These elements were the basis of a structured questionnaire that was constructed for the second part of the research, which was eminently quantitative. The method used was self-reporting interviews through questionnaires collected from a sample of millenials in a personal way. Young people who agreed to participate were encouraged to fill out the questionnaire in front of an interviewer who was solving any doubts.

Empirical Research Goal

The main goal of the empirical research was to extract the underlying factors that influences the evaluation of a country as a tourism destination by the sample of millennials selected. For this purpose, the principal component factor analysis method was used using the SPSS vs22 software.

Sample and Data Collection

The questionnaire was completed by a total of 465 participants. According to Hair et al., (2010) the minimum size of the sample to be able to use the factorial analysis must be higher than 5 cases per item. In our case, we use 73 items, then 365 cases were enough but 465 responses were gathered, so the requirements demanded in this aspect are properly fulfilled.



Table 1: Technique Sampling Cheet

Population	Men and women between 18 and 30 years old
Sample selection	Non-probabilistic convenience sampling
Data collection	Personal self-reporting with 8 classification questions and 73 structured questions in a 7 point Likert scale.
Population Size	Infinite (more than 100.000 population elements).
Sample Size	465
Country	Spain
Sample Error	±4,64%
Sampling conditions	P =Q =50
Confidence level	95,46%
Research Date	January, 2017

Source: Own elaboration

FINDINGS AND RESULTS

The data collected in the questionnaire are subjected to a classic strategic statistical type. We begin by observing univariably each of the items that make up the interview with its mean and standard deviation as we can see in table 2. This analysis allows to see the variables that have been scored in a higher position and therefore are the main elements that millennials take into account when assessing a country as a tourist brand. It also permit to observe the standard deviation of each variable.

However, this univariate analysis is limited, so we proceed to perform a principal components factorial analysis that will allow discover the underlying factors, and therefore decision drivers than move millennials when they evaluate a country as a tourist destination. Specifically, we find a solution in which 11 factors explain more than 65% of the explained variance (see table 3), which presents good fit of the factorial analysis and, therefore, is the chosen solution (see table 4).

The top ten of the elements evaluated are related to safety (items 9, 53, 11 and 10), respect for human rights (items 37 and 39), natural beauty (item 16) and convenience (items 44 and 43). The level of standard deviation is very homogeneous although it decreases in the lower punctuations.

A principal componentes factorial analysis was performed, after carrying out the purification of the variables and keeping those that exceed a commonality value higher than 0.6 (Hair et al., 2010), a 11 underlying factors solution that offers is founded what reveals the drivers that guide the evaluation of the millenials. This solution has a very good adjustment (see table 4) with a Kaiser-Meyer-Olkin measure of sampling adequacy near to



0,94 and a Bartlett's sphericity test with a maximum level of significance. Also a varimax rotation of components was conducted (see table 5). The factors found are the following (explained variance in parentheses):

1. Economic strength (16,6%).
2. Respect for human rights, legal framework and political stability (9,27%).
3. Accessibility and services (6,46%).
4. Possibility of practicing sports and adventure activities (6,08%).
5. Safety (5,66%).
6. Cultural heritage (5,23%).
7. Variety of places to visit (4,09%).
8. Good prices (3,72).
9. Possibility of carrying out leisure activities and events (3,22%).
10. Experience and people (2,97%).
11. Weather (2,42%).

CONCLUSIONS

First, we can say that the country as a tourist destination is configured as a multidimensional construct composed of a large number of elements that can be combined, with a high level of adjustment, in a set of underlying factors that determine the main drivers of tourists when they evaluate the country as a destination. In this way, and bearing in mind that a brand is a set of tangible and intangible attributes that are associated with a certain element (Aaker, 2012), we can refer of the country as a tourist brand.



Table 2: Univariable analysis of items

Item	Average	Standard desviation
9. Be a country that is not or is likely to be at war, revolution, revolt ...	6,13	1,329
37. The country respects the human rights of citizens and visitors	6,09	1,241
16. The country has a great natural beauty (landscapes, forests, mountains ...)	6,01	1,103
39. The country has respect for women and their rights	5,97	1,35
53. Have a good level of citizen security.	5,81	1,218
11. Be a country with no possibility of contagion of diseases (malaria, yellow fever, Ebola ...)	5,76	1,489
44. Be a country to which you can travel at affordable prices.	5,75	1,189
43. Be a well communicated and comfortable country to reach it (flights, trains, roads ...).	5,73	1,239
10. Be a country that does not have or may have events related to terrorism.	5,68	1,516
36. The country has freedom of expression	5,63	1,448
6. Offer a lively atmosphere open to visitors.	5,62	1,147
30. The country allows me to enjoy good beaches.	5,6	1,471
64. Have an adequate price level for me.	5,6	1,288
38. The country has respect for minorities of any kind (ethnic, cultural, sexual tendencies ...).	5,59	1,434
45. Possess a good transport network to move internally through the country.	5,58	1,285
15. The country has a good gastronomy	5,57	1,33
47. Have a good hotel offer that allows me to have a good accommodation (hotels, resorts, campsites ...)	5,56	1,298
12. The culture in general of that country is rich and interesting.	5,55	1,288
48. Have good and varied restaurants and food services in general	5,54	1,341
46. Have a good telecommunications network that allows me to be connected by phone and Internet.	5,47	1,474
42. Be a country with a legal and stable legal framework.	5,41	1,367
49. Have lively and atmospheric places for any type of audience.	5,37	1,313
41. The country is respectful with the environment.	5,3	1,477
20. The country allows me to visit major cities of interest (Paris, Rome, New York ...)	5,29	1,515
14. The intangible heritage of that country is interesting (language, music, folklore, customs and traditions ...).	5,28	1,354
52. Have a good health and hospital system.	5,28	1,484
13. The cultural heritage of that country (museums, monuments, architecture, art ...) is of great interest.	5,26	1,374
40. The country protects animals.	5,24	1,647
35. The country has political stability	5,22	1,502
21. The country allows me to visit places or towns of tourist interest and / or patrimonial.	5,17	1,385
17. The country has an interesting history	5,14	1,491
1. The country has a type of climate suitable to my tastes (tropical, warm, cold ...)	5,1	1,558
5. The inhabitants of that country have a welcoming character.	5,1	1,492
8. Be a country that is not in danger of environmental or energy disasters (high atmospheric, nuclear pollution ...)	5,03	1,67
50. Have a lifestyle that goes with my personality.	4,98	1,628
67. Have a currency with good parity to the change with respect to mine.	4,97	1,617
51. Be a country with a good level of cleanliness in its streets.	4,94	1,526
63. Have good infrastructures	4,94	1,374
25. The country offers me a lot of possibilities for nightlife.	4,91	1,63
65. Have an adequate level of taxes for me.	4,86	1,695
4. That the people of my environment have recommended me the visit to that country	4,79	1,484
18. The country has many places that have been named World Heritage Sites (The Alhambra, Machu Pichu ...).	4,79	1,58
54. Be a country with prestige and good reputation.	4,78	1,641
7. Be a country with little probability of having natural disasters (earthquakes, hurricanes, tsunamis ...)	4,67	1,811
32. The country allows me to enjoy a varied and interesting fauna (protected areas for animals, zoos, etc.).	4,6	1,642
23. In this country there are special events that are worth visiting (such as the Rio Carnival, the Oktoberfest Festivals, etc.)	4,58	1,579
27. The country gives me the possibility of adventure tourism (rafting, canoeing, etc ...)	4,58	1,799
31. In that country can perform ecological activities related to nature and / or rural tourism ...	4,57	1,744
62. Have good international relations with other countries.	4,54	1,654
66. Have good financial services	4,49	1,743
3. I myself have a good previous personal experience from a previous visit to that country.	4,46	1,805
33. Have good shopping areas and areas to go shopping (shopping tourism)	4,41	1,772
73. Have a thriving economy	4,38	1,653
29. In that country you can practice water sports (surfing, rowing, sailing ...)	4,32	1,892
72. Have modern and free means of communication (press, TV, radio ...)	4,27	1,77
56. Be a technologically advanced country.	4,24	1,771
55. Have a low level of corruption.	4,21	1,853
59. Have internationally recognized products of origin (beer, textiles, precious stones ...)	4,14	1,673
68. Have a good percentage of college students.	4,03	1,847
34. Have a good offer of language courses to be able to learn a language.	4	1,928
28. In that country you can practice winter sports (skiing, snowboarding ...).	3,98	2,007
70. Be a country that has been well promoted through good advertising and promotional campaigns.	3,94	1,758
24. In the country there are interesting amusement parks (such as Walt Disney, Euro Disney, Futuroscope ...)	3,9	1,863
69. Possess prestigious universities and / or business schools.	3,88	1,871
58. The country promotes strategic industries (fashion, construction, technology ...)	3,8	1,885
60. Have internationally recognized companies and trademarks	3,79	1,804
61. Have places that stand out for the talent of their people (Silicon Valley ...).	3,79	1,772
2. Be a country with a lot of tourist affluence	3,77	1,611
57. Be a favorable country for investments.	3,73	1,847
71. The country has appeared in series and / or famous films.	3,52	1,876
22. In this country, sporting events (such as Olympiads, World Championships, etc.) are held.	3,44	1,859
19. The country has among its natives many renowned personalities (actors, musicians, writers ...).	3,24	1,72
26. The country gives me the option of being able to enjoy games of chance (casinos, gambling halls ...)	2,53	1,85

Source: Own elaboration (SPSS vs22)



On the other hand, we identify one of the main segments that are part of the current landscape of the tourism industry: the millennials. One of their main motivations of this segment is traveling, in which they spend a good percentage of their resources and they are also near future decision makers, which brings this segment of great relevance.

From the review of the literature on Country Brand we identified 73 attributes that can be important when evaluating a country as a tourist destination when traveling. These attributes serve as the basis for a structured study based on a 7-point Likert scale, which allows us to perform a first univariate analysis of the average importance of each of these elements and their level of homogeneity.

In this first analysis we see that variables such as safety, respect for human rights, natural beauty of the country and convenience are important for the segment of millennials. But, in a second phase of the analysis multivariable, through Principal Components Factorial Analysis, we verify that not all the variables reach a good level of commonality, so they have to be eliminated from the factorial solution. This is the case for example of the attribute number 16 (natural beauty) that only reaches a commonality value of 0.572, so it is advisable to quit it from the analysis (Hair et al., 2010). Therefore, this element will not be included into the main factors that were discovered.

There are 11 main factors in which the 73 initial attributes are grouped, explaining a total of more than 65% of the variance extracted. Economic strength (16.6%); respect for human rights, legal framework and political stability (9.27%) and accessibility and services (6.46%) are the three main factors in the evaluation of millennials about a country as a tourist destination, and therefore, are configured as the most important drivers that determine the decision to travel to a country and can help to build a powerful tourism brand country.

LIMITATIONS AND FUTURE RESEARCH

The main limitation of our work is that it has been carried out in a specific country (Spain) with a non-probabilistic convenience sample. It would be interesting to be able to repeat the study in other countries to see the difference in the influential factors and with probabilistic samples. In the near future, we are going to replicate the study in Turkey as we will mention later.

There are many future lines of research that are opened with this work. Our first intention is to carry out this study in an intercultural context comparing it with Turkish millennials. Turkey and Spain are two powerful tourism countries with many similarities since both share the Mediterranean Sea and its main source of incomes proceed from the sun and beach tourism model. In addition both have other tourist attractions, ancient patrimonial resources, active cultural life, and valuable natural places.

In other hand arises the idea to be able to build a tourism brand index that can conveniently measure the power of a country as a tourist destination. This index would be a development of the Brand-Country indexes known to all but focused on the unique phenomenon of tourism. For this purpose, it would be convenient to have a broad and representative sample of different population segments in different countries that allows us



to perform a Confirmatory Factor Analysis on the main driver factors of the country's configuration as a tourism brand.

The work could be configured as a longitudinal barometer in time that allows us to see the evolution of the decision factors in different segments and in different countries over time. We are aware that it is an ambitious research but it would be very useful for countries to have a thermometer of their strength as tourist destinations in the world that would help to better plan resources and to create strong and sustainable tourism tourism brands.

Table 3: Total Explained Variance

Component	Total Variance Explained								
	Inical Auto-values			Sums of removal of loads squared			Sums of rotation of squared charges		
	Total	Variance %	Acc. %	Total	Variance %	Acc. %	Total	Variance %	Acc. %
1	16,299	28,595	28,595	16,299	28,595	28,595	9,491	16,650	16,650
2	4,966	8,712	37,307	4,966	8,712	37,307	5,289	9,278	25,929
3	3,452	6,056	43,363	3,452	6,056	43,363	3,685	6,465	32,394
4	2,628	4,610	47,973	2,628	4,610	47,973	3,467	6,082	38,476
5	2,087	3,661	51,635	2,087	3,661	51,635	3,232	5,669	44,145
6	1,851	3,247	54,882	1,851	3,247	54,882	2,986	5,239	49,385
7	1,509	2,648	57,530	1,509	2,648	57,530	2,332	4,092	53,477
8	1,344	2,358	59,888	1,344	2,358	59,888	2,121	3,721	57,198
9	1,238	2,172	62,061	1,238	2,172	62,061	1,837	3,224	60,422
10	1,129	1,981	64,042	1,129	1,981	64,042	1,694	2,971	63,393
11	1,012	1,776	65,818	1,012	1,776	65,818	1,382	2,424	65,818

Source: Own elaboration (SPSS vs22)

Table 4: Principal Components adjustment

KMO and Bartlett Test		
KMO Test		,939
Bartlett Test	Chi-Squared	21476,708
	DF	2628
	Sig.	0,000

Source: Own elaboration (SPSS vs22)



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Table 5: Varimax Rotated Components Matrix

Rotated Component Matrix											
Items	1	2	3	4	5	6	7	8	9	10	11
60. Have internationally recognized companies and trademarks	.859	.025	.088	.093	.099	.075	.052	-.010	.112	.026	-.070
58. The country promotes strategic industries (fashion, construction, technology ...)	.859	.081	.115	.112	.078	.047	.031	-.051	.039	.014	-.040
57. Be a favorable country for investments.	.833	.093	.066	.191	.087	.046	-.053	-.029	.003	.031	-.039
61. Have places that stand out for the talent of their people (Silicon Valley ...).	.783	.040	.055	.173	.029	.060	.163	-.059	.031	.041	-.073
69. Possess prestigious universities and / or business schools.	.768	.157	.017	.140	.022	-.046	.096	.252	.089	.045	.078
56. Be a technologically advanced country.	.761	.173	.237	-.012	.090	.033	.039	-.092	.101	.052	.010
59. Have internationally recognized products of origin (beer, textiles, precious stones ...)	.746	.012	.128	.165	.104	.205	-.010	-.009	.132	-.033	-.094
70. Be a country that has been well promoted through good advertising and promotional campaigns.	.733	.042	.072	.033	.031	.016	.205	.179	.024	.140	.148
68. Have a good percentage of college students.	.709	.135	.010	.110	-.026	-.052	.085	.356	.136	.079	.112
73. Have a thriving economy	.672	.195	.134	.029	.158	.060	.083	.210	.015	-.020	.282
66. Have good financial services	.655	.205	.171	.097	.151	.038	.044	.378	.064	-.009	.108
62. Have good international relations with other countries.	.643	.334	.146	.056	.141	.189	.064	.156	.000	.085	.127
72. Have modern and free means of communication (press, TV, radio ...)	.597	.218	.057	-.013	.067	.031	.283	.286	.081	.044	.267
71. The country has appeared in series and / or famous films.	.548	-.001	-.012	.086	-.041	.023	.446	.076	.140	.158	.184
63. Have good infrastructures	.519	.226	.364	-.057	.200	.252	.061	.145	.041	-.001	.159
39. The country has respect for women and their rights	.069	.833	.156	.014	.113	.054	-.073	.044	.060	.036	-.103
38. The country has respect for minorities of any kind (ethnic, cultural, sexual tendencies ...).	.117	.769	.167	.063	.135	.115	-.009	.098	.026	-.006	.007
36. The country has freedom of expression	.123	.755	.067	-.031	.152	.153	.024	.103	.196	.061	.026
37. The country respects the human rights of citizens and visitors	.017	.740	.203	-.002	.228	.181	-.072	.092	.154	.039	-.044
41. The country is respectful with the environment.	.259	.698	.164	.322	.113	.007	.144	-.010	-.209	.029	.084
42. Be a country with a legal and stable legal framework.	.231	.684	.164	.095	.253	.136	.103	.066	-.078	-.019	.061
40. The country protects animals.	.199	.671	.145	.234	.084	-.044	.203	.031	-.105	.010	.089
35. The country has political stability	.182	.532	.082	-.009	.380	.209	.070	.140	-.031	.015	.153
43. Be a well communicated and comfortable country to reach it (flights, trains, roads ...).	.158	.260	.744	-.019	.093	.000	.050	.043	.064	.115	.065
45. Possess a good transport network to move internally through the country.	.129	.239	.740	.037	.141	.084	.032	.203	-.080	.036	-.057
44. Be a country to which you can travel at affordable prices.	.021	.070	.658	.084	.140	.145	.017	.349	-.031	.072	-.253
47. Have a good hotel offer that allows me to have a good accommodation (hotels, resorts, campsites ...)	.212	.158	.650	-.092	.202	.060	.131	.064	.199	.070	.240
46. Have a good telecommunications network that allows me to be connected by phone and Internet.	.336	.266	.577	-.054	.139	.004	.120	.089	.140	.130	.175
48. Have good and varied restaurants and food services in general	.246	.238	.573	.031	.122	.151	.123	-.021	.231	-.046	.258
27. The country gives me the possibility of adventure tourism (rafting, canoeing, etc ...)	.105	.070	.018	.769	-.096	.124	.020	.181	.207	.074	-.062
29. In that country you can practice water sports (surfing, rowing, sailing ...)	.187	.080	-.041	.764	-.050	-.036	-.014	-.036	.221	.087	.034
31. In that country can perform ecological activities related to nature and / or rural tourism152	.134	.048	.724	.039	.237	.107	.008	-.185	.012	.088
28. In that country you can practice winter sports (skiing, snowboarding ...).	.182	.037	-.083	.693	-.057	-.046	.070	-.035	.230	.144	-.058
32. The country allows me to enjoy a varied and interesting fauna (protected areas for animals, zoos, etc.).	.115	.106	.024	.648	.084	.190	.200	.042	-.104	-.082	.244
10. Be a country that does not have or may have events related to terrorism.	.079	.175	.114	-.038	.778	-.028	.055	.046	.039	.107	-.071
9. Be a country that is not or is likely to be at war, revolution, revolt ...	-.005	.183	.153	-.038	.683	.081	.005	.164	.111	.086	.021
7. Be a country with little probability of having natural disasters (earthquakes, hurricanes, tsunamis ...)	.169	.270	.089	.003	.664	-.004	.068	.050	-.059	.014	.251
11. Be a country with no possibility of contagion of diseases (malaria, yellow fever, Ebola ...)	.174	.160	.220	-.143	.653	-.017	.019	-.013	.117	.108	-.043
8. Be a country that is not in danger of environmental or energy disasters (high atmospheric, nuclear pollution ...)	.174	.262	.046	.174	.638	.075	.009	.076	-.144	.010	.179
12. The culture in general of that country is rich and interesting.	.077	.131	.078	.056	.057	.812	.015	-.073	.004	.048	.002
13. The cultural heritage of that country (museums, monuments, architecture, art ...) is of great interest.	.123	.122	.120	.020	.068	.754	.209	.059	.026	.043	.036
14. The intangible heritage of that country is interesting (language, music, folklore, customs and traditions ...).	.031	.130	.004	.144	-.047	.710	.046	.134	.098	.066	.029
17. The country has an interesting history	.145	.127	.030	.142	-.005	.529	.454	.037	-.127	.045	-.156
18. The country has many places that have been named World Heritage Sites (The Alhambra, Machu Pichu ...).	.234	.013	.134	.238	.095	.293	.599	.030	.040	.133	-.155
19. The country has among its natives many renowned personalities (actors, musicians, writers ...).	.486	.032	.039	.157	.058	.121	.546	.030	.084	.067	-.024
21. The country allows me to visit places or towns of tourist interest and / or patrimonial.	.102	.179	.163	.147	.040	.440	.533	.082	.143	-.010	-.029
20. The country allows me to visit major cities of interest (Paris, Rome, New York ...)	.209	.053	.285	-.101	.081	.088	.515	-.015	.447	.132	-.033
67. Have a currency with good parity to the change with respect to mine.	.398	.150	.223	.006	.067	.047	.001	.632	.025	.062	.136
64. Have an adequate price level for me.	.136	.141	.353	.077	.192	.110	.037	.622	.120	.012	-.134
65. Have an adequate level of taxes for me.	.387	.248	.177	.064	.226	.085	.059	.580	.078	-.003	-.013
25. The country offers me a lot of possibilities for nightlife.	.254	.125	.148	.232	-.054	-.012	-.017	.216	.611	.114	.058
23. In this country there are special events that are worth visiting (such as the Rio Carnival, the Oktoberfest Festivals, etc.).	.280	-.080	.082	.315	.091	.194	.191	.140	.570	-.047	.009
24. In the country there are interesting amusement parks (such as Walt Disney, Euro Disney, Futuroscope ...)	.290	.031	.139	.249	.157	.007	.344	-.152	.487	.079	.076
3. I myself have a good previous personal experience from a previous visit to that country.	.137	-.021	.044	.075	.103	-.042	.158	-.006	-.045	.770	.059
4. That the people of my environment have recommended me the visit to that country	.031	.058	.131	.077	.117	.155	.085	.046	.133	.756	-.045
5. The inhabitants of that country have a welcoming character.	.178	.169	.160	.149	.143	.325	-.250	.054	.075	.500	.275
1. The country has a type of climate suitable to my tastes (tropical, warm, cold ...)	.187	.022	.158	.178	.204	-.019	-.160	-.019	.056	.100	.685



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