BRAND PLATFORM FOR NORWAY AS A TOURIST DESTINATION

REVISED 2012
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INTRODUCTION

The brand strategy should form the basis for everything:

• A destination brand refers to a destination’s competitive identity. It is what makes the destination distinctive and memorable. It differentiates a country from all others, and it is the foundation of international competitiveness.

• The Norway brand represents the core essence of Norway as a tourist destination; its values, brand promise and its unique selling points. The way in which the brand is presented might differ for different target groups, but our core brand values and unique selling proposition, like someone’s personality, are essentially always the same.

• The brand platform forms the basis for everything the Norway brand does – product and destination development, sales and market communication.

• The purpose of the brand platform is to be a guide for everybody working in developing or selling Norway as a holiday destination to ensure we always live up to our brand promise.

“The most dramatic and rich fjord and coastal experience in the world”
BACKGROUND

• Extensive research conducted in key markets has highlighted the need to revitalise and tighten up the 2006 brand strategy. Consumers are becoming increasingly discerning and are looking for a wider range of experiences when they are on holiday.

• 2012 - 30% of people questioned were considering going on holiday to Norway in the next three years (this is high compared to neighbouring countries). However, converting this interest into visits has proven difficult.

• The research confirms that Norway’s competitive position should be based on its spectacular nature and natural treasures, but indicates that nature on its own is not enough. Norway needs to enhance what it offers, from:
  • nature alone to nature & culture
  • passive observation to active participation
  • remote and isolated to inhabited, approachable and accessible

• In an increasingly competitive market, Norway also needs a clear brand position that distinguishes it from its key competitors.

• By enhancing the brand, creating a clear competitive position and effectively communicating this, we will reduce the impact of the main barrier to choosing Norway, i.e. cost.

*Ipsos Optima report 2011 conducted in Germany, Holland and Russia*
Mission: Increase value creation and sustainability for Norwegian tourism

Vision: By 2018, Norway will have a sustainable travel and tourism industry that succeeds in attracting nature-loving explorers who seek accessible and strong experiences in spectacular nature

Our promise to the tourists: The most dramatic and rich fjord and coastal experience in the world

Norway’s target group: Explorers - Their main motivation for travelling is to explore new territories; nature, culture, local life, food and traditions. They also want to gain new energy and to broaden their horizons

Norway’s unique selling points:
- Spectacular fjords, coast and natural phenomena
- Fresh seafood and coastal specialities
- Nature-based activities
- Thriving coastal culture

Brand values: Fresh – Real – Adventurous – Open-minded
This is encapsulated in the pay-off

This is encapsulated in the pay-off
NORWAY POWERED BY NATURE
KEY INSIGHTS
**SEGMENTATION:**

CENCYDIAM, OUR SEGMENTATION TOOL IS CHANGING THE WAY NORWEGIAN TRAVEL EXPERIENCES ARE DEVELOPED, MARKETED AND SOLD

- Whereas in the past we have mainly looked at socio-demo graphics when defining the target group, we are now able to also look at the motivation for choosing a holiday.

- There are eight motivational segments in the Cencydiam model. Each has their own core motivations and preferences while on holiday.

- Based on the size of the segments, Norway’s and its competitors’ perceptual fit with the segments, Norway’s best prospect is to target the «exploration» and «broadening your horizon» segments.

For more information about the research and the segments:
see Ipsos Optima report 2011 conducted in Germany, the Netherlands and Russia www.innovasjonnorge.no/Reiseliv/Markedsdata/

Geographical competitors:
Sweden, Denmark and Finland

Nature-based competitors:
Canada, Alaska, Austria, Switzerland, Scotland and New Zealand
DEFINING NORWAY’S POSITION:
OPPORTUNITIES FOR NORWAY’S
COMPETITIVE POSITIONING

1) Identify consumer needs when choosing a holiday,
2) which Norway can credibly deliver on
3) where Norway is unique

- This defines the opportunities for Norway’s competitive position
DEFINING NORWAY’S POSITION

Nature remains our key selling point, but we must identify the most unique and attractive part of Norway’s nature and enhance what it offers with culture, activities and food – areas we know are important to our target group.
BRAND PLATFORM
MISSION AND VISION

MISSION
Increase value creation and sustainability for Norwegian tourism

VISION
By 2018, Norway will have a sustainable travel and tourism industry that succeeds in attracting nature-loving explorers, who seek accessible and strong experiences in spectacular nature.
UNIQUE SELLING POINTS: BRAND NORWAY IS DEFINED BY FOUR AREAS WHERE IT IS CREDIBLE, RELEVANT AND UNIQUE

We have four unique selling propositions, all of which add up to a tourist experience that creates lasting memories. The Norway brand is defined by the following credible, relevant and unique areas:
EVIDENCE FOR THE UNIQUE SELLING POINTS: THE EVIDENCE THAT MAKES OUR POSITION CREDIBLE, ATTRACTIVE AND UNIQUE (1)

Fjords, coast and natural phenomena:
Norway is defined by her long coastline and proximity to the sea. The narrow fjords cutting deep into the heart of the country, the steep majestic mountains soaring straight up from the sea and the world’s most beautiful archipelagos make up a dramatic landscape of sea and mountains that is more spectacular than anywhere else in the world. The dramatic qualities of nature are underlined by the play of light and dark, day and night, by the Midnight Sun and the Northern Lights and by the climatic extremes from the Arctic to the south of Norway. The coast is never far away in Norway. It is a public space for everyone to enjoy. Norwegian infrastructure is modern and well developed, making it easy for everyone to get around and experience nature.

Nature-based activities:
Norway offers nearly unlimited opportunities to interact with and get close to dramatic nature. The wide variety of activities on offer, from gentle to the more extreme, provide unfiltered experiences and create a direct and immediate link between man and nature.
EVIDENCE FOR THE UNIQUE SELLING POINTS:
THE EVIDENCE THAT MAKES OUR POSITION CREDIBLE, ATTRACTIVE AND UNIQUE (2)

Seafood and coastal specialities:
For centuries, the sea has been the main source of food in Norway. Access to an abundance of fresh raw produce is the basis for an authentic and constantly developing marine food culture renowned for the quality of its ingredients, fresh from the sea. The coastal climate also creates prime conditions for lamb, fruit, berries and other fresh and natural produce that owe their quality and flavour to nature itself. Gastronomic experiences are plentiful, provided by Norway’s many internationally renowned chefs or by quality-conscious cooks who represent the local food culture.

Thriving coastal culture:
The relationship between Norwegians and Norwegian nature is instinctive and strong. Norwegians are outdoor people who make active use of their stunning surroundings to engage in activities that stimulate body and mind. The long coastline has naturally made the Norwegian a fisherman, boat-builder and seafarer. There is an unbroken seafaring tradition from the Viking Age to Norway’s position today as a leading maritime nation. Today, this long tradition and distinctive culture comes to life every day in the many thriving cities and communities along the coast, which, through centuries, have been based on respect for nature’s bounty and have provided the foundation for clearly defined social values.
**TARGET GROUP: EXPLORERS**

**What they look for:**
Norway’s target group is explorers. Their main motivation for travelling is to explore new territories; nature, culture, local life, food and traditions. They also want to gain new energy and to broaden their horizon.

**Who they are:**
They tend to be well educated, are seasoned travellers, technology savvy and travel without children.

**WITHIN THIS TARGET GROUP THERE ARE TWO SUB SEGMENTS:**

**Active explorers:**
This group tends to favour physical active experiences in nature such as hiking, cycling, fishing etc. They are usually found in markets closer to Norway.

**Curious explorers:**
This group seeks more cultural content in addition to nature experiences and favour sightseeing, roundtrips and city trips. They look to increase their cultural capital.
HOW WE WANT TOURISTS TO PERCEIVE NORWAY

BRAND IMAGE:

Norway is an adventure, an experience that will stay with me forever.

Norway is a special place, and going there makes me feel special too. The quality and uniqueness of the destination says something about me and gives me the status of a discerning person who demands more from my holiday.

There is so much to do and see in Norway, and everything is so accessible. I can explore extraordinary nature, experience a thriving culture and enjoy exciting local food, which makes my holiday complete.

Norway makes me feel part of nature. It is fresh, dramatic and unspoilt, and an incredible playground for lots of exciting activities.

A holiday in Norway is a priceless adventure. I return from Norway invigorated and enriched by experiences that will make a lasting impression.
The brand strategy should form the basis for everything the Norway brand does – product and destination development, distribution, sales and marketing must:

**ENHANCE WHAT NORWAY OFFERS**
To include culture, history, people and society and give the tourists a richer, multidimensional experience beyond nature alone.

**REFLECT OUR BRAND VALUES**
VALUES Be consistent with our brand values. All communication should seek to engage the consumer by providing an insight into the Norwegian values.

**DEMONSTRATE ACCESSIBILITY**
Infrastructure, products and services that make things easy for the tourist – not too far away, not difficult to get to, easy to plan, book, combine, explore and interact.

**PROFILE**
Prioritise the spectacular fjords, coast and natural treasures.
Be fresh and informal – with an edge or depth that engages.

**PROMOTE ACTIVE PARTICIPATION**
Products and services that allow for interaction and participation.
Adventurous and resourceful travellers seek experiences that represent a sharp contrast to what is offered by destinations in a predominantly flat, urbanised continental Europe. They are eager to actively explore new, exciting territories and expand their horizons through interaction with unknown people and cultures. Norway as a destination on the outskirts of Europe, yet still very accessible, meets this need.
BRAND VALUES:
FORMS THE BASIS FOR ALL COMMUNICATION AND BEHAVIOUR

FRESH
Freshness, healthy, clean, unspoilt, refreshing, cool, vital, alive, crisp, marine

REAL
Natural, authentic, genuine, honest, unpretentious, rough

ADVENTUROUS
Surprising, curious, exciting, active, undiscovered, varied

OPEN-MINDED
Open, liberal, informal, direct, egalitarian
BRAND COMMUNICATION: TONE OF VOICE

The Norway brand should have a consistent and a distinctive tone-of-voice that should come across in all communication:

- The Norway brand should have a consistent and distinctive tone of voice that should come across in all communication:
- Be fresh and informal – with an edge or depth that engages.
- Use copy as an opportunity to communicate the brand values, not just to describe a subject or the picture – go beyond the obvious.
- Structure communication from the tourist perspective, not according to internal organisation or geography.
Brand Communication: Images (1)

Images of spectacular nature are the most powerful element in the communication of the brand. The images must convey that Norway has nature and culture, that it is inhabited and a place for social experience and active participation.

- Images must reflect the values; real, fresh, adventurous, open minded.
- The colours should be clean and fresh, showing the contrasts in Norwegian nature.
- Stand-alone images should create a WOW effect, evoke emotions and convey that this could only be Norway.
- Where there is more than one image there should be variation in the topic that reflects the unique aspects of Norway i.e. in a brochure show nature AND culture, food and activities.
- Focus on spectacular fjords, coastal landscapes and selected natural treasures (Midnight Sun, Northern Lights etc.).
- Combine nature with active situations and feature social interaction between people.
BRAND COMMUNICATION:
IMAGES (2)

- Use images of local people or tourists as appropriate for the context.
- Interaction between tourists and local people.
- In typical/traditional settings, reinforce “Norwegianness” by featuring local people.
- Show coastal cities, towns and villages, including their cultural attractions.
- Highlight accessibility, e.g. by showing roads, cars or other signs of infrastructure that makes sites accessible.
- Show all seasons to highlight great variation and unique experiences all year round.
- Lots and lots of seafood and other specialities in natural and social settings.