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**RIJKS MUSEUM**  
a m s t e r d a m

# THE UNKNOWN BRAZILIAN TOURIST

*Strategic Communication Plan Brazil*

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## Acknowledgement

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## Executive Summary

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The Brazilian tourism market has become a very interesting market for the tourism industry, also for the Netherlands. In 2011, the number of visitors from Brazil to the Netherlands grew with 30% and is expected to keep growing. Brazil is among the world's fastest growing economies at the moment which is one of the clarifications for this enormous growth. Other clarifications for this growth are the strong currency in Brazil and more direct flights from São Paulo and Rio de Janeiro to the Netherlands.

In 2013, the Rijksmuseum is reopening its doors of the main building after a renovation period of ten years. The Marketing & Communication department are working hard on their plans for next year and readjusting their focus where needed. Due to current developments the Marketing and Communication department want to add Brazil to their focus countries. The Rijksmuseum wants to attract more Brazilian tourists to the museum.

The purpose of this research is to analyse the Brazilian tourist and find out more about the decision-making process. The recommendations will consist of a media marketing mix, which can be used by the Rijksmuseum in their strategic communication plan to adequately reach the Brazilian tourists. To do this the following theories were used: BRIC-countries, relationship between economic growth and international travel behaviour, consumer behaviour: decision-making process and behavioural learning theories, paid, owned and earned model, visitors-cycle and AIDA-model. In the decision-making process two 'black boxes' were identified as the two most important decision-moments in the decision-making process of a Brazilian tourist. The first decision moment, is whether or not to visit the Netherlands and whether or not to visit Amsterdam. The second decision moment is based on whether or not to visit the Rijksmuseum. The objective of this research is to find out which incentive or stimulus is needed to get the right response.

The internal and external analysis gave a good overview of the strengths and weaknesses of the Rijksmuseum and the opportunities and threats of the Brazilian market. Confronting the SWOT-elements resulted in three strategies to attract the Brazilian tourists, also answering the incentives for the two 'black boxes'. The recommendations consist of a communication plan based on these three strategies.

In conclusion the most important finding of this research is the fact that the Netherlands and Brazil share a brief history. Although it was just a short period, the Netherlands and especially Johan Maurice of Nassau-Siegen, have made a lasting impression in Brazil. The Rijksmuseum own paintings by Frans Post which portray Brazil in the first three centuries of its existence. These paintings are very valuable as there are not many from that period. The most important incentive for the first 'black box' is therefore the historic relationship between the Netherlands and Brazil. The incentive for the second 'black box' is the fact that the Rijksmuseum owns Frans Post paintings and can tell the story about Johan Maurice and Brazil in the 17<sup>th</sup> century.

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## 1. Introduction

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The Rijksmuseum is the museum of the Netherlands and belongs to one of the most breathtaking museums of the world. With their large collection of 1.1 million objects the Rijksmuseum portrays the story of Dutch art and history from the Middle Ages to the 20<sup>th</sup> century. Also they offer the key aspects of European and Asiatic art. The museum attracts both national and international visitors, unsurprisingly the tourism industry is very important for the museum.

The tourism industry suffered a great setback during the economic recession in 2008 and 2009. The number of international arrivals worldwide dropped with 4% to 880 million in 2009. Fortunately in 2010 international tourism increased again. This also implied for the Netherlands. Both in 2010 and 2011 the inbound tourism to the Netherlands increased. In 2010 this was apparent in the result of the European Cities Monitor Benchmarking report. According to their report, city trips once again gained popularity and amazingly Amsterdam recovered faster than any other big city in Europe, as bookings increased by 13.6% (European Cities Monitor, 2011).

In 2011 the inbound tourism to the Netherlands grew with a respectable 3%, this meant a new record of 11.3 million visitors. Explanations for this sudden growth are; the economic recovery, the strong growth from BRIC-countries and more direct flights to Amsterdam. Remarkably, when looking at country of origin, there were considerable differences in 2011. The distant origin markets performed noticeably better (+11%) than the European market (+2%). Surprisingly, the growth of number of visitors to the Netherlands was the largest for Brazil (+30%) (NBTC, 2012). Seen as Brazil is one of the BRIC countries, this can explain the sudden growth in number of guests.

In a report published by the Netherlands Board of Tourism & Conventions (NBTC) in 2007, they share their future vision on inbound tourism to the Netherlands. Subsequently to describing all the known markets, they also describe what they expect from the BRIC-countries. In 2007 they expected that the number of visitors from Brazil would grow with an average of 2.5% each year, adding up to a total of 80,000 visitors in 2020 (NBTC, 2007). This is the reason the growth of 30% in 2011 is such a surprise. Clarifications for this growth can be the economic growth in Brazil, the relative weak Euro and more direct flights between Brazil and the Netherlands (NBTC, 2012).

For the Rijksmuseum this is also an interesting development. In their current strategic communication plan they focus on the following international markets: Belgium, Germany, France, Spain, Italy, The United Kingdom, The United States of America and Japan. Due to the current development they want to add China and Brazil.

### 1.1 Problem definition

The Brazilian market is not a market which is well known to the Communication and Marketing department at the Rijksmuseum. The purpose of this research is therefore to analyse the Brazilian tourist and in addition to determine how the Rijksmuseum can alter their current strategies to adequately reach Brazilian tourists. The visitors-cycle<sup>1</sup> as used by the Rijksmuseum will be an important and useful tool to help determine when and how the Rijksmuseum can implement their communication strategies.

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<sup>1</sup> The visitors-cycle is used by the Rijksmuseum to describe the process (international) visitors go through when visiting the Rijksmuseum. See 2.1.6 Visitors-Cycle

## 1.2 Main question

How can the Rijksmuseum adequately implement their current strategic communication plan to reach the Brazilian tourist, who plans their own trip to Amsterdam, in order to achieve 18.000 Brazilian visitors in 2013?

### 1.2.1 Sub questions

- Brazilian travel market
  - How many Brazilians travel? And who travels?
  - Which destinations are popular and why?
  - What is the main information source used by tourist's before/during their visit?
    - Which online and offline information sources do they use in Brazil?
  - How do they book their trip and how do they decide what to do during their trip?
  - How or by whom can this decision be influenced?
- Brazilian tourists in the Netherlands
  - How many Brazilian tourists visit the Netherlands? How many visit Amsterdam?
  - What are the expectations for the future? (Growth/trends)
  - What is the purpose of their visit?
- Why should the Brazilian tourists visit the Rijksmuseum?
  - What is the image of the Rijksmuseum as brand?
  - Why would it be interesting for Brazilian tourists to visit the Rijksmuseum?
  - Is it necessary to provide information in the Portuguese language?
- Where in Brazil should the Rijksmuseum focus on? The whole country or just part of the country?

## 1.3 Research objectives and methods

The objective of this research is to find out more about the decision-making process of the Brazilian tourist. Important in the decision-making process is to find out when the decision to travel is made and when they decide what to do when they arrive at their destination. Furthermore the purpose of this research is to investigate the different possibilities to target the Brazilian tourists in Brazil and in Amsterdam. The recommendations will consist of a media marketing mix, which can be used by the Rijksmuseum in their strategic communication plan.

To start of this research will be conducted by collecting secondary data that will be summarized in the desk research. The desk research will consist out of background information which is necessary for the research. The most significant elements from the desk research that will assist in answering the main question will be further elaborated on during the research. Primary research will be mostly done by interviewing people who have more knowledge about the Brazilian tourists or the international tourist market in the Netherlands. Interviews in the Netherlands will be done personally. Interviews with tour operators and other people in Brazil will be done by e-mail.



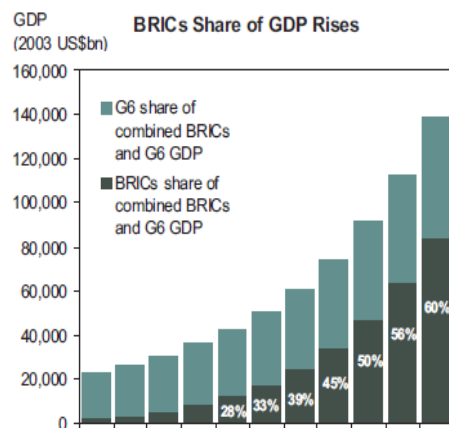
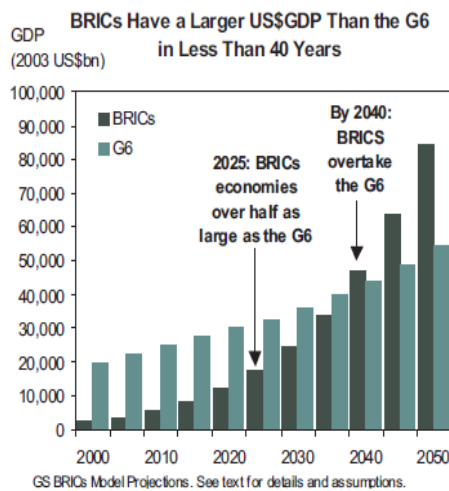
## 2. Theoretical Framework

The theoretical framework discusses all the relevant theories and their relationships that will be applied during this research. The objective of this chapter is to illustrate the relationships of the theories and why these theories are considered important for this research.

### 2.1 Relevant theories

#### 2.1.1 BRIC-countries

BRIC is a grouping acronym that refers to the countries of Brazil, Russia, India and China. These four countries are believed to be at a similar stage of economic growth. Jim O'Neill, the Chief Economist for Goldman Sachs, coined the acronym in 2001 in his paper entitled: "Building Better Global Economic BRICs". In his report he stressed the importance of BRICs economies. In 2001 and 2002 the forecasts suggested that the larger emerging markets had a healthier outlook compared to the G7. He also suggested that the healthier environment in BRIC-countries seemed likely to remain with as result that their share of world GDP is set to rise (O'Neill, J. 2001).



**Figure 1** BRICs GDP compared with the G6 GDP retrieved from: <http://www.goldmansachs.com/our-thinking/brics/brics-reports-pdfs/brics-dream.pdf>

In 2003 Dominic Wilson and Roopa Purushothaman, also employees at Goldman Sachs, published a paper about the future of BRIC-countries. In their paper: "Dreaming with BRICs: The Path to 2050", they used the latest demographic projections and a model of capital accumulation and productivity growth to map out the GDP growth, currency movements in BRIC-countries and income per capita until 2050. The most important results were that if things go as forecasted in 2040 the BRICs economies together could be larger than G6 in US Dollar terms. In 2025 the BRICs economies will be over half as large as the G6 (Purushothaman, R., & Wilson D. 2003). In figure 1 the result is shown graphically.

#### 2.1.2 Theory: Relationship between economic growth and international travel behaviour

The Netherlands Board of Tourism and Conventions (NBTC) is the organisation responsible for promoting the Netherlands as an attractive destination for holidays, business, meetings and conventions. Market research is an important part of their core business.

In 2007 they published a report (NBTC. 2007) in which they discussed the past and the future of inbound tourism. The purpose of this report was to give a better insight into the development of inbound tourism and the opportunities of this development. A relevant observation is that economic growth, prosperity and personal income on the one hand and the growth of tourism is strongly related. The increase in

international travels is therefore in line with the growth of world economy. In countries such as Brazil, India and China the growing economy and prosperity makes it possible for a larger group of the population to make outbound travels.

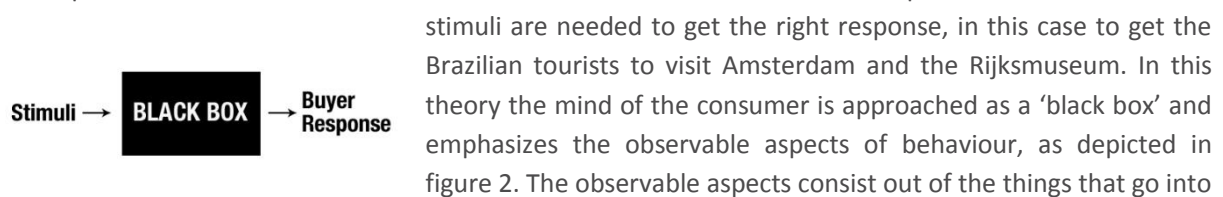
### 2.1.3 Consumer Behaviour – Decision-making process

Consumer behaviour is relevant for this research as the visitors-cycle is based on decision-making process of the (international) visitor. The objective of this research is to find out more about the decision-making process of the Brazilian tourist.

Consumer behaviour according to Solomon et al. (2006) is defined as: “the processes involved when individuals or groups select, purchase, use or dispose of products, services, ideas or experiences to satisfy needs or desires”. A consumer purchase is a response to a problem. This is when the decision-making process starts for a consumer. The decision-making process consists out of the following stages: problem recognition → information search → evaluation of alternatives → product choice → outcomes (Solomon, M., Bamossy, G., Askegaard, S. & Hogg, M.K. 2006).

### 2.1.4 Consumer Behaviour – Behavioural learning theories

Learning theories are important to marketers, because basic learning principles are at the heart of many consumer purchase decisions. Behavioural learning theories assume that learning takes place as the result of responses to external events. This is relevant for the research as it is important to find out which



**Figure 2 The consumer as 'black box'** stimuli are needed to get the right response, in this case to get the Brazilian tourists to visit Amsterdam and the Rijksmuseum. In this theory the mind of the consumer is approached as a 'black box' and emphasizes the observable aspects of behaviour, as depicted in figure 2. The observable aspects consist out of the things that go into the box (the stimuli perceived from the outside world) and the things that come out of the box (the responses or reactions to that stimuli) (Solomon, M., Bamossy, G., Askegaard, S. & Hogg, M.K. 2006).

### 2.1.5 Paid, Owned, Earned model

In the international communication strategies of the Rijksmuseum they focus on four elements of communication; free publicity, digital marketing, ambassadors and advertising. In this research these four elements will be described through the paid, owned, earned model. In the past marketers were especially focused on owned and paid media. However, in the socially connected world we live in the media landscape has become significantly more complicated. (Burcher, N., 2012). The internet and especially social networks have enabled consumers to find and share information fast and easy with their network of friends and family. Nowadays marketers are challenged to use paid, owned and earned media in such a way that they interact and reinforce each other. Owned media in this case is all the media the company owns and has control over. Owned media is for all the customers. (Online: website, Facebook page, Twitter, blogs. Offline: folders, floor maps, signage). Paid media is all the online or offline media which the company pays for. Paid media is for everybody, “Strangers”. (Online: social advertising, banner campaign, Ad words campaign. Offline: posters, banners, advertisements). Earned media is all media exposure and distribution which the company does not pay for, but also has (almost) no control over. Earned media is made by fans and for fans. Model paid, owned and earned media can be found in the appendix: 10.1.2 Paid, Owned and Earned media model

### 2.1.6 Visitors-Cycle

The Rijksmuseum uses the following visitors-cycle (figure 3) to describe the process that (international) visitors go through when visiting the Rijksmuseum (Veldhuizen, B., 2011). For each different step they identified the most important elements.

- Orientation: *Where do they find their information?*
  - Websites, weblogs, apps, user generated sites, social media, travel guides, family/friends, radio/television, magazines, newspapers, tour operator.
- Decide what to do/what to see: *When do tourists decide what they want to do in Amsterdam?*
  - Just before or during visit to Amsterdam, already decided in the program of the tour operator.
- Travelling to the Netherlands: *How do tourists travel to the Netherlands?*
  - Aeroplane, Schiphol, touring bus, train, car, cruise ship.
- Information: *How do tourists gather/find information?*
  - Websites, blogs, apps, user generated sites, hotel, pre-sales/e-ticketing, travel guides, magazines, hotel/Amsterdam, city plan, VVV.
- Visiting Amsterdam: *What do tourists do in Amsterdam? How do they get around? When do they visit?*
  - Public transport, taxi, bicycle, canal cruise, museums/attractions, shopping, hotel, dinner/café or pub, when (holidays), accommodation.
- Rijksmuseum: *When visiting the Rijksmuseum, what is important?*
  - Banners throughout the city, signposting in the city and in the museum, fast lane, educative guide (audio tour, guided tour, written guide, text displays in the museum), merchandise (museum shop), different languages.
- Travelling back home: *Share their experience with friends and family.*
  - Experiences, memory, purchases, expand knowledge about certain subject.

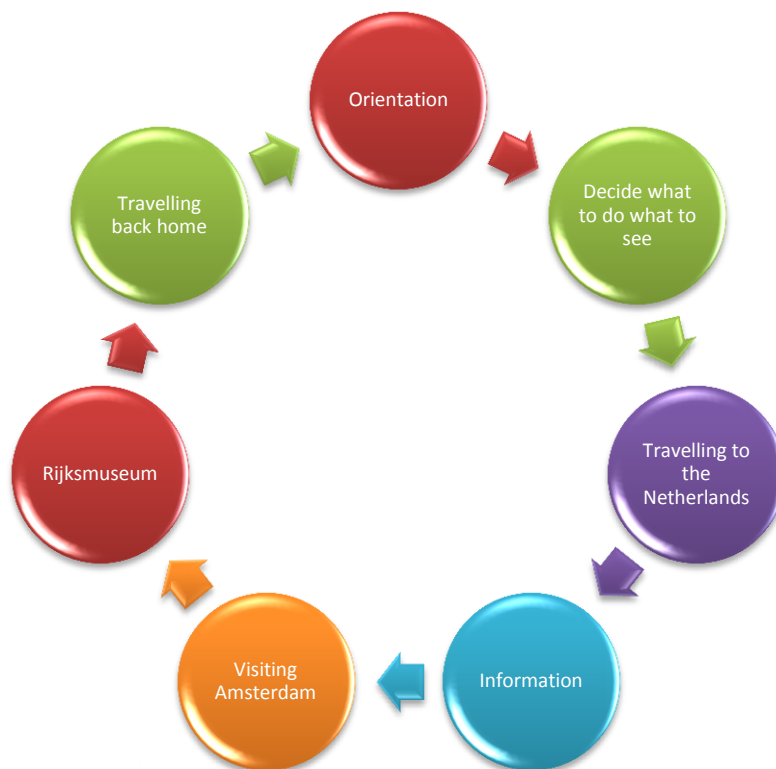


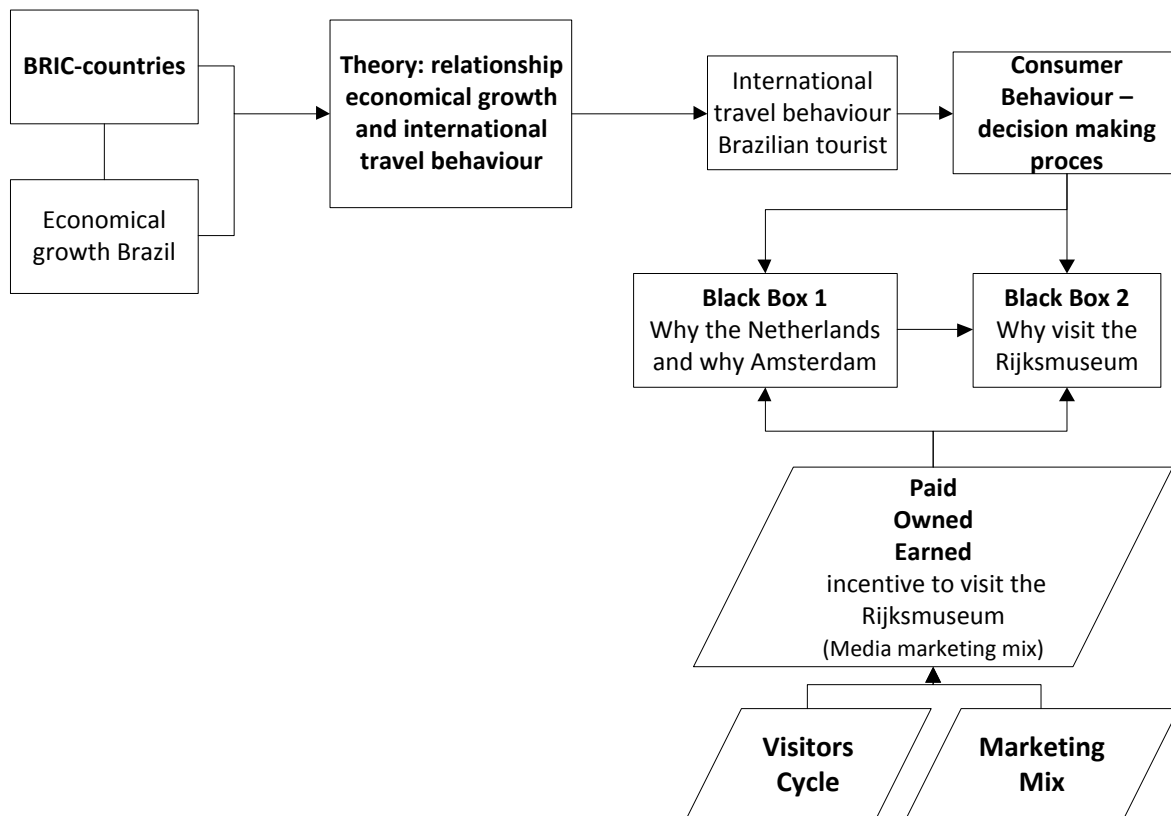
Figure 3 Visitors Cycle

### 2.1.7 The AIDA-model

The AIDA-model is a communication model which aims to obtain awareness, interest, desire and action. The AIDA-model together with the paid, owned and earned model will give a good idea of the communication objectives, efforts and channels in the different stages of the visitors-cycle.

## 2.2 Connection between the theories

The following flow diagram shows how the different theories relate to each other.



As forecasted the economies of the BRIC-countries grew at a phenomenal rate over the past ten years. Brazil is one of the BRIC-countries. This economical trend is important to explain the theory about the relationship between economic growth on the one hand and international travel behaviour on the other hand. The relationship between these two variables explains why more and more Brazilians travel overseas.

As soon as a Brazilian consumer makes up his or her mind that they want to travel a decision-making process is put into motion. This research focuses on two 'black boxes' that are important during the decision-making process and are also important to answer the main question. The first decision, first 'black box', is whether or not to visit the Netherlands and whether or not to visit Amsterdam. The second decision, second 'black box' is based on whether or not to visit a museum and specifically to visit the Rijksmuseum. The objective of this research is to answer what the stimulus should be that goes into the two black boxes. The stimulus in this case is the international communication strategies of the Rijksmuseum. In their communication strategies the Rijksmuseum focuses on: free publicity, digital marketing, ambassadors and advertisements. This research will focus on the paid, owned, earned model

to describe the media marketing mix to target tourists from Brazil. The media marketing mix serves as the incentive to travel to Holland and visit the Rijksmuseum. The marketing mix in this case is an important instrument that will be used to describe how the strategy can be implemented into the media marketing mix. Through the whole process, the decision-making process is very important. The decision-making process of the Brazilian tourist will help to identify the timing of the different steps in the visitors-cycle and thereby help the Rijksmuseum to accommodate the Brazilian tourist in the best way possible. Also the research focuses on the content of the communication. The conclusion of this report will take all the key findings and answer how the Rijksmuseum can target the Brazilian tourists.

### 3. Internal Analysis

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In the following chapter the internal analysis of the Rijksmuseum will be discussed. The aim of this chapter is to provide information to help answer the sub questions about why tourists, and in particular the Brazilian tourist, should visit the Rijksmuseum. The internal analysis starts with; a general overview of the Rijksmuseum, the Rijksmuseum as brand, a company structure overview and a market definition, explaining more about the museum market. Furthermore it is important to describe the public segmentation as used by the Rijksmuseum. To be able to determine the best way to target the Brazilian tourist it is important to understand to which segment they belong. The strategic communication plan is also significant for this research as it contains the communication strategy as implemented by the Rijksmuseum. The main question is based on their communication strategy; to find out how they can best implement these in Brazil. Last but not least the internal analysis elaborates on the relationship between the Netherlands and Brazil. The Rijksmuseum has a very special collection about Brazil in the colony period. The conclusion of this chapter will highlight the strengths and weaknesses of the Rijksmuseum.

#### 3.1 The Rijksmuseum

The Rijksmuseum is home to some of the greatest masterpiece paintings of Dutch and World art. Situated in Amsterdam the museum attracts tourists from all over the world. Their collection of 1 million objects consists of many objects from and about the Netherlands dating from the Middle Ages to the 20<sup>th</sup> Century. At the moment the main building is under renovation and will reopen in 2013. The reopening of the building is going to be a big event. Finally after so many years the most dominant and striking building on Museumplein will reopen its doors. During the reconstruction, the Rijksmuseum presents a smaller exhibition, in the Philips Wing, including paintings from the Golden Age by Rembrandt, Frans Hals and Johannes Vermeer.

The Rijksmuseum is entering a very exciting period working towards the reopening of the building in 2013. The tension and curiosity of many people is building up. In 2011 the Rijksmuseum attracted 1.000.000 visitors, while in 2013 the museum has the ambition to attract a total of 2.000.000 visitors. However, before the Rijksmuseum can reopen their doors there remains a lot to do in 2012. All departments are working hard to make sure that everything is ready before the reopening.

For the Marketing and Communication department 2012 can be seen as an in-between year. A lot of the sales and marketing efforts are focused on the reopening in 2013. The strategic communication plan and visitors strategy of the Rijksmuseum are therefore focused on a strategy for the reopening of the museum in 2013. Also for the visitors strategy the Rijksmuseum has made a continuation and follow-up plan for the years 2014 and 2015.

Their objectives as stated in their visitors strategy plan focuses on three markets: national, international and education/schools. In 2013 their objective is to attract 900.000 national visitors, 1.000.000 international visitors and 100.000 educational visitors. To ascertain that all visitors are approached according to their preference the museum has divided visitors in different segments based on their motif and intentions to visit a museum. These different segments have their own specific characteristics and needs and will be approached differently. Also the museum separated the International market into two groups. The first group consists of visitors who travel in an organised group, meaning that their travel arrangements are organised by a tour operator who organises the whole trip. The second group, the unorganised group, are the visitors who make their own travel arrangements to Amsterdam.

In the strategic communication plan the Rijksmuseum has laid down their communication strategies for 2011-2012. The base of the strategic communication plan is that they want to attract 2 million visitors: 50% national visitors (Rijksmuseum = my museum) and 50% international visitors (Rijksmuseum = a reason to travel). Their slogan is: **“Het museum van Nederland” and “One of the great museums of the world”**. The Rijksmuseum as brand and their brand values are important for the communication strategies. Section 3.1.1 will elaborate on the Rijksmuseum as brand.

In 2012 their strategy is to mainly focus on the national audience. By marketing the Rijksmuseum as ‘The Museum of the Netherlands’ they are hoping to involve the national audience in the process of working towards the reopening. In January, 2013 they want to start their international campaign.

This year the Rijksmuseum is also launching their new style, which fits with the new Rijksmuseum. After being closed for so many years, the reopening of the building will give the Rijksmuseum a new lease of life. The new style will portray this change and emphasize the Rijksmuseum’s brand and brand values.

The vision of the Rijksmuseum states as follows: *“The Rijksmuseum links individuals with art and history.”* Their mission:

At the Rijksmuseum, art and history take in new meaning for a broad-based, contemporary national and international audience.

As a national institute, the Rijksmuseum offers a representative overview of Dutch art and history from the Middle Ages onwards, and of major aspects of European and Asian art.

The Rijksmuseum keeps, manages, conserves, restores, researches, prepares, collects, publishes, and presents artistic and historical objects, both on its own premises and elsewhere.

### 3.1.1 Rijksmuseum as brand

The Rijksmuseum is definitely very strong as brand in the Netherlands. At the moment the image of the Rijksmuseum is often distant and old-fashioned. The reopening of the building and the new style should change this image. A strong brand builds name recognition (especially in the Netherlands), loyalty with their customers and positive positioning in the customer’s minds. As for the communication strategies, a strong brand can be seen as a big advantage. However it also comes with a big responsibility. It is important that for the Rijksmuseum, as brand, to have one clear message and that this is carried out in the right way. To insure this happens the Rijksmuseum has set brand values which best describe the Rijksmuseum as brand. These brand values were published and spread out throughout the company, so all employees know and can work on achieving these brand values. Furthermore the brand values are used for the communication strategy to make sure that there is one clear message.

Brand values:

#### Authenticity

- The collection is the starting point in everything the museum does.
- The museum wants to show real passion from real people.
- Make sure all employees gain more knowledge about the collection, the building and the history of the Rijksmuseum.

#### Quality

- Become more public-orientated.



- Make the quality measurable.
- Seek cooperation with other top institutes in the Netherlands and the rest of the world.

#### **Personal**

- More personal contact with visitors.
- Optimise use of CRM system, make sure people are contacted based on their preferences.
- Pass on the passion of the employees about the collection to the public.

#### **Innovative**

- Use more digital instruments to communicate brand values and show objects, such as 3D or social media
- Spend more time and attention on research and innovation.
- Collaborate and learn from other museum, universities and (international) organisations

#### **Simplicity**

- Simplicity in communication, for example in the new style, clear routing through the museum and online, simplicity in language.
- State clear objectives, standardise workflows and shape simple procedures.

### **3.1.2 Company Structure**

In 1995 the Rijksmuseum became an independent foundation with a supervisory board and a management team. The chart which illustrates the company structure can be found in the appendix, 10.2 Company structure, *Figure 10 Company Structure the Rijksmuseum*. The management team consists of three people: Wim Pijbes; General Director of the Rijksmuseum, Taco Dibbits; Director of Amsterdam Rijksmuseum Collections and Erik van Ginkel; Director of Amsterdam Rijksmuseum Finances. All three are responsible for one of the three sectors within the company. These three different sectors are:

- The Collection sector: responsible for the 1 million objects of the Rijksmuseum.
- Presentation sector: responsible for making the collection of the Rijksmuseum accessible for the public. This can be done by: exhibitions, publications, educative programs, books and catalogues.
- Business sector: responsible for the business side of the Rijksmuseum. Such as facilities management, personnel and organization, financial department, commercial department, security and so on. More like the back office of the whole organization.

Furthermore the management team is supported by the departments: Communication & Marketing, Development, Executive secretary and Housing Project.

### **3.2 Public segmentation**

As mentioned in the introduction the Rijksmuseum has divided visitors into different segments. As people no longer visit the museum to only learn something it is important to understand the needs of the different segments. An art enthusiastic wants to be surprised differently than a first time visitor. Understanding the different needs will help the Rijksmuseum to surprise and entice each visitor. These segments enclose both national as international visitors. At the moment the museum is also working on how to serve these different segments in 2013. This is not only done by the Communication & Marketing department, but is a joint effort with several departments to make sure that all visitors have an enjoyable and unforgettable visit.

In the strategic marketing plan (Meijer, R. & Veldhuizen, B., 2011) the museum divided visitors into five different segments based on their motif and intentions to visit a museum. As said before in 2013 the Rijksmuseum is aiming to attract two million visitors. As from 2014 the Rijksmuseum is aiming to attract



one and half million visitors on a yearly basis. The five different segments are divided and described as followed:

Public segments	Culture-tourist	Culture/art enthusiast	Families with children	Professionals	Education
<b>Short statements</b>	<i>"When in Amsterdam, a visit to a museum is essential"</i>	<i>"We regularly visit exhibitions and like to stay informed about what is happening in the cultural segment."</i>	<i>"Visiting museum is a fun educational day out"</i>	<i>"I visit a museum quite often and already have a lot of knowledge"</i>	<i>"A museum visit is essential, however, it has to be very easy for me and fun and educational for the children."</i>
<b>Objective: # visitors in 2013</b>	<b>1,250,000</b>	<b>400,000</b>	<b>200,000</b>	<b>50,000</b>	<b>100,000</b>
<b>Objective as from 2014 #visitors</b>	<b>900,000</b>	<b>180,000</b>	<b>300,000</b>	<b>45,000</b>	<b>70,000</b>

**Table 1 Public Segments**

In the strategic marketing plan the five different segments are described based on the following four important aspects: where can they be found, what are their needs, how can they be surprised and enticed, and what are the points of attention. Most of the Brazilian tourist will most likely belong to the culture-tourist segment. If they are only in Amsterdam for a couple of days, they will not want to spend hours in a museum. For them it is therefore important that they can see the highlights in one and a half hour. In the strategic marketing plan the culture-tourist is described as followed:

- Culture-tourist: objective 1,250,000 visitors in 2013.
  - Where can they be found?
    - Netherlands, Belgium, Germany, France, Italy, Spain, United Kingdom, United States, Japan and Russia.
    - Organised: via tour operators.
    - Unorganised: internet marketing, travel guides, hotels, free publicity, word of mouth.
  - What are their needs?
    - See the highlights in one and half hour;
    - Visits the Rijksmuseum to see the building, Night Watch and Vermeer;
    - Clear, structure and fun;
    - Facilities and content equally important.
  - How can they be surprised and enticed?
    - Good introduction;
    - Additional guidance;
    - Free tour/plan;
    - No queues;
    - Possibility to see more.
  - Points of attention
    - Will not look for educative guidance by themselves, however appreciate visit more with educative guidance such as guidance tours, audio tours etc.
    - During their visit make them experience there is more to see than just the highlights (especially for the Dutch culture-tourist).

This is the general description of the culture-tourist. In the communication strategy the profile will be more customised and sited into the visitors-cycle for the Brazilian tourist, however it is a good starting

point as it does contain useful points to think about. As Brazilian tourists tend not to stay very long in the Netherlands, a fast, clear and structured visit is necessary for them. They should not leave with the feeling that they have missed a highlight.

### 3.3 Strategic Communication Plan

As stated in the introduction, the Rijksmuseum developed a strategic communication plan<sup>2</sup> for 2011-2012. Working towards the re-opening, the communication plan essentially focuses on how they can communicate the new Rijksmuseum, (the renovated building) and their brand values to win the hearts of art and culture enthusiasts around the world.

The strategic communication plan focuses on three different groups:

- Internal: management team, employees and freelancers.
- Stakeholders: Supervisory board, Rijksmuseum Foundation, patrons, Rijksmuseum friends, Press, Opinion leaders, Suppliers and government.
- Public segments: culture-tourist, culture/art enthusiast, families and children, professionals and education.

The communication strategies focus on four different channels. These different channels are both the same for international and national. Four channels and how they fit into the paid, owned, earned model (2.1.5 Paid, Owned, Earned model):

- Free Publicity

Free publicity is the most important channel for the Rijksmuseum. Both international and national press is important. The press department has made different groups as to who they send the press releases. Some press releases are suitable for the general public and some press releases are more relevant for a certain niche market. Free publicity is an earned media, however the press releases are an owned media.

- Digital

Digital communication is mostly done via the website of the Rijksmuseum. This is their home base on the internet. Various types of social media are used as their outposts on the internet. Outposts are different types of passports or profiles which are used as an extra way of communicating with the public and which refer back to the home base. Facebook, Twitter and Pinterest are most used to communicate. Furthermore search engine marketing and e-marketing is used as well. The website, Facebook page, Twitter account and Pinterest account are all owned media of the Rijksmuseum. Banners and social advertising are paid media. Tweets, posts, mentions, positive online reviews are earned media.

- Ambassadors

Define and engage 'opinion leaders'. In every market there is another opinion leader. Someone who is important in the Netherlands might be unknown in America so cannot be an opinion leader in both markets. This is earned media.

- Advertising

The Rijksmuseum only advertises if they believe it creates more value. This is paid media.

The following table provides an overview of the different media types and categorized them in owned, paid and earned. Furthermore a distinction was made between online and offline.

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<sup>2</sup> This plan focuses on the communication efforts of the Rijksmuseum in 2012 and is different from the strategic marketing plan. The strategic marketing plan focuses on the different public segments.

	Owned	Paid	Earned
Online	<ul style="list-style-type: none"> <li>Website</li> <li>Facebook</li> <li>Twitter</li> <li>Pinterest</li> <li>Youtube</li> <li>E-mail marketing</li> <li>Press Releases</li> <li>Youtube</li> </ul>	<ul style="list-style-type: none"> <li>Google Ad words</li> <li>Banners</li> <li>Social advertising</li> </ul>	<ul style="list-style-type: none"> <li>Tweets/Mentions</li> <li>Shares</li> <li>Likes</li> <li>Positive reviews on Traveller sites</li> </ul>
Offline	<ul style="list-style-type: none"> <li>Folders</li> <li>Posters</li> <li>Leaflets</li> <li>Signage</li> <li>Guide books (in museum)</li> <li>Any merchandising with Rijksmuseum on it.</li> </ul>	<ul style="list-style-type: none"> <li>Advertisements in newspapers and magazines</li> </ul>	<ul style="list-style-type: none"> <li>Free publicity</li> </ul>

**Table 2 Current Paid, Owned and Earned media, Rijksmuseum**

As for the international market, it would be impossible to focus on all the markets when it comes to communication and marketing. The Rijksmuseum has chosen to focus on Belgium, Germany, France, Spain, Italy, The United Kingdom, The United States of America and Japan. They are thinking of adding China and Brazil to their focus countries.

### 3.3.1 Planning

The planning as stated in the strategic communication plan is divided into three phases to the re-opening. Table on the following page illustrates the different phases until the reopening.

	2012 Phase 1 Engagement	January/February 2013 Phase 2 Anticipation	Exact date To be decided, 2013 Phase 3 Open!
National	Continuous positive incentives for public, fans and supporters.	Exact date and placing of objects announced	Worldwide event
International		International tour Free publicity & Sales Online 10 focus countries	

**Table 3 Strategic communication plan - Planning**

2012 is the first phase, in the first phase engagement is very important. Through different events during the year they want to send continuous positive incentives to the different target groups. During the renovation for instance the Rijksmuseum published different images of the whole process of renovating the building. Also they organised hard hat tours for different relations to give them a glimpse of the renovated building. Also there are a lot of events, openings, road shows and press moments (free publicity), with the main purpose of sending positive incentives to public, fans and supporters. The communication plan for phase 2 will be decided later on in 2012.

### 3.3.2 World tour

One of the ideas for phase 2 is to go on a 'world tour' with one or two paintings. This will start at the end of 2012 in China, then to Brazil and end in America. The most important objectives for this world tour are to give their sponsors a chance to manifest internationally and bring the reopening of the Rijksmuseum under the attention of press and potential visitors.

### 3.3.3 Languages

As any tourist attraction it is important to offer information in many different languages. To start with the website, the whole website is available in Dutch and in English. As for the other languages; German, French, Italian, Spanish and Portuguese, there is a smaller selection which is translated. The visitor's information, program and tours are translated into these languages. Then the offline communication, in the museum all signage is both in English as in Dutch. The guided tours are available in Dutch, English, German and French. Spanish and Italian are possible as well, however you have to contact the museum beforehand. Next to guided tours it is also possible to do an audio tour. There are several different audio tours. The most common audio tour is available in English, German, French, Spanish, Italian, Japanese, Russian, Mandarin and Dutch. Last but not least the museum offers both floorplans and The Masterpieces Guide. The floorplans are free and available in Dutch/English, German/French, Russian/Japanese and Spanish/Italian. The Masterpieces Guide is available at the information desk for €7.50 in nine different languages (English, German, French, Spanish, Italian, Japanese, Russian, Mandarin and Dutch). Notable is that in the museum there is no information available in Portuguese. In 2013 the museum will also offer information in Portuguese.

## 3.4 Relationship Brazil and the Netherlands in the Rijksmuseum

The Netherlands and Brazil share a brief history. In Brazil this short period in history is always part of their fixed curriculum in their history classes. So although it was just a short period, the Netherlands and especially Johan Maurice of Nassau-Siegen, made a lasting impression in Brazil. (Appendix: 10.3.1 Eveline Sint Nicolaas and Daniëla Consentino) The following part is a short summary about the shared history of the Netherlands and Brazil.

After the establishment of the VOC (Dutch East India Company) in 1602, the Netherlands also established the WIC (Dutch West India Company) in 1621, to trade with countries such as Brazil. The main factor to establish the WIC was sugar. Sugar was very wanted in that time and Amsterdam owned 25 of the total of 29 sugar refineries in the Dutch Republic of Seven United Netherlands. In that time the largest sugar producing region was known as Pernambuco, the richest part of Brazil at that time.

Pernambuco was not the only region in Brazil where they cultivated sugar. Bahia, capital of the colony Brazil, also had many sugar plantations. In 1624 Admiral Jacob Willekens and Vice-admiral Piet Hein conquered Salvador in Bahia. During this period the Dutch gained more and more power and in 1630 also conquered Olinda, the capital of Pernambuco. In 1636 Johan Maurice was appointed governor of New-Holland. January 23, 1637 he finally arrived in Brazil and immediately got busy with expanding the Dutch territory. In the seven years of his leadership, the sugar production significantly increased. The sugar production increased from one thousand ton in 1637 to seven thousand ton in 1641. Johan Maurice was not just a great military leader; he introduced a new way to govern the colony and won the sympathy of the local inhabitants, who to some extent spoke of him as Saint Antonio, the most beloved Saint in the Portuguese world. Most of the inhabitants called him a prince as they considered the title of governor below the position of such an exceptional man. Although Johan Maurice only governed for a short period of time, to this day the Brazilians still consider him as the best leader of Brazil in the colony period.

(Asfora, C.A. *translated by Voorham, B.*) Even now, this short time in history is still part of the education programme in Brazil.

Johan Maurice left for Brazil with 46 intellectuals, such as artists and academics. The paintings, prints and the carving of parchments made by the artists, Frans Post, Albert Eckhout and an anonymous painter, represent the most important heritage of the fine arts of the first three centuries of Brazil's existence. (Sint Nicolaas, E., 2008)

The Rijksmuseum is very lucky to have many of these works of art in their collection. These art works portray Brazil during the colony period. In Brazil there is not a lot of works of art from this period. Many Portuguese painters chose to move to France and Italy during that time. The work by Frans Post is therefore very valuable. The Rijksmuseum can use this to their advantage by emphasizing the importance of these paintings and the relationship it illustrates between the Netherlands and Brazil. According to Eveline Sint Nicolaas, this could be an important trigger to attract more Brazilian tourists. It can be used as content for the incentive to visit the Netherlands, Amsterdam and give the Brazilians a reason to visit the Rijksmuseum. It is also important to note that there will be Frans Post paintings in the permanent exhibition, which means that there is always something interesting for Brazilians tourists.

### 3.5 Website visits from Brazil

Google analytics data from January 1, 2012 to March 21, 2012 showed that the website received 3,552 visits from Brazil. A lot of these visitors (76.38%) were first time visitors. Average time spent on the website was overall 3 minutes and 7 seconds which is slightly lower than the overall average of the site (3 minutes and 19 seconds). The bounce rate<sup>3</sup> was 46.09%, which is slightly higher than the sites overall average. The average number of pages viewed during the visits was 4.10 pages. Most common landing page<sup>4</sup> in Brazil was the homepage of the Rijksmuseum in English. Second was the e-ticket page of the Rijksmuseum.

More than 40% of the visits were made from São Paulo and 20% from Rio de Janeiro. This means most visits were made in the South East region, which are also the most developed areas. The most important source of these visits were from Google.com, 44% of the visits came through Google. 32% of the visits came directly to the website. Another important source was bussolaescolar.com.br. Bússola Escolar is a website where people can find more information about different topics such as: literature, geography, mathematics, history and so on. The Rijksmuseum is included in their list of museums around the world. Rembrandt is included in their list of painters.

### 3.6 Strengths and Weaknesses

The Rijksmuseum, being the largest museum in the Netherlands and one of the most breath-taking museums in the world, has many strengths on the one hand, however on the other hand also some weaknesses.

- ***Largest collection of the Netherlands with unique objects from and about the Netherlands***

<sup>3</sup> The bounce rate is the percentage of single-page visits or visits in which the person left the site from the entrance (landing) page. This does not have to be negative as the page might have given them enough information.

<sup>4</sup> The landing page is the first page people see during a session. Also known as the 'entrance page'

- ***Quality and extension of the collection (Not just objects about Dutch art and history from the Middle Ages to the 20<sup>th</sup> century. But also offer the key aspects of European and Asiatic art)***
- ***Rijksmuseum owns the largest Dutch masterpieces such as the Night Watch***
- ***Brand name with PR power even during renovation***

Looking at the strengths of the Rijksmuseum, there are two strengths which immediately stand out. To start with, the Rijksmuseum has the largest collection of the Netherlands and a unique collection of objects from and about the Netherlands. Coinciding with this strength is the fact that the Rijksmuseum owns many of the Dutch Masterpieces, the most famous one being the Night Watch. The quality and extension of the collection is definitely one of the greatest strengths of the Rijksmuseum. (3.1 *The Rijksmuseum*). Another strength which is equally important is the Rijksmuseum as brand name. The brand name provides the Rijksmuseum with a lot of PR power that is why it is of importance to make sure that all employees are familiar with the brand values as these have to be carried out throughout the company. Even throughout the renovation the Rijksmuseum as brand name has remained strong and maintained its position in the minds of many consumers. (3.1.1 *Rijksmuseum as brand*)

- ***Striking and dominant building on Museumplein, connectivity with Amsterdam***
- ***Reopening of the building in 2013, creates a buzz and curiosity as to what the new museum will look like***

The reopening of the building is also one of the strengths of the Rijksmuseum. People are becoming more and more curious as to what the Rijksmuseum will look like in 2013. Furthermore the striking and dominant building itself is also one of the advantages of the Rijksmuseum. The building stands out on Museumplein and are also strongly connected with Amsterdam. (3.1 *The Rijksmuseum*) Last but not least, the fact that the Rijksmuseum has artworks from Frans Post in their collection and will be part of the permanent exhibition is an important strength regarding the Brazilian market. These are one of the only artworks portraying Brazil during the colony period and it shows the relationship between the Netherlands and Brazil. (3.4 *Relationship Brazil and the Netherlands in the Rijksmuseum*)

- ***Dividing their visitors into different segments***
- ***In 2013, information will also be offered in Portuguese***

The public segmentation as maintained by the Rijksmuseum is also one of their strengths. When reading the marketing definition it becomes clear how important it is to create a rich, fun and engaging experience for visitors. The Rijksmuseum has embraced this by looking at the needs of different visitors and thereby defined five different segments. Understanding the different needs will help the Rijksmuseum to surprise and entice each visitor. This way the Rijksmuseum can offer a personalised museum visit for each segment. Though the Rijksmuseum could exploit this strength further by personalising the museum visit even more per visitor. This is something they are working on at the moment. (3.2 *Public segmentation*) Furthermore, in 2013 information in the museum will also be offered in Portuguese. (3.3.3 *Languages*)

- ***Image of the Rijksmuseum is often distant and old-fashioned***
- ***Large collection without a meaning → 'one-size fits all'***
- ***Little information available in Portuguese***
- ***Many focus countries***
- ***Lack of knowledge about the Brazilian market***

Turning to the disadvantages, the Rijksmuseum also has weaknesses. First weakness is the fact that the image of the Rijksmuseum of being distant and old-fashioned. For many people it is also very vague what you can actually see or expect in the Rijksmuseum. At the moment it is just a large collection without a definition, kind of like one size fits all. The presentation needs more customization. (3.1 *The Rijksmuseum*). Also regarding the Brazilian visitors, at the moment, none of the information is available in Portuguese. (3.3.3 *Languages*). This however will be added in 2013. Another weakness is the fact that the Rijksmuseum has many focus countries, however it is not possible to customise the communication strategies for all countries. With the world tour, for instance, it will be difficult to choose one or two objects that will be valued in all three countries. (3.3 *Strategic Communication Plan*). The lack of knowledge of the Brazilian market is also a weakness. (1.1 *Problem definition*). Finally, the social media integration of the Rijksmuseum.

When listing the strengths and weaknesses, the strengths outweigh the weaknesses. The Rijksmuseum is the largest museum of the Netherlands and internationally well-known as one of the most spectacular museums. With the reopening of the building the Rijksmuseum is working hard on its brand. The reopening of the building has given the Rijksmuseum time and chance to reconsider their strengths and weaknesses, and find a way to take advantage of their strengths and minimise or eliminate most of their weaknesses.

2012, for almost all departments at the Rijksmuseum is an in-between year. Everybody is working towards the reopening. By introducing the new house style and the new Rijksmuseum, the Rijksmuseum is hoping to change the image people have of the museum. This will take some time. The new style will be carried out throughout the company and everything in and around the museum, both online and offline will carry out this new style. The new style will fit with the Rijksmuseum and its brand values. Also the renovation has given the Rijksmuseum time to think about how they want to present their collection in the new building. With the new set-up, new website, new facilities, new audio tours/app and the new guide they are expecting to offer a more customized tour through the museum. Instead of offering 'one size fits all', they will offer a customized tour according to the needs and wants of the visitor. Also the Rijksmuseum is reconsidering the different languages to offer information in. For 2013 they are considering adding Portuguese. This will mean that the different guidebooks will also be available in Portuguese. Offering information in Portuguese will be important when considering targeting the Brazilian tourist. Another very interesting fact when thinking of targeting the Brazilian tourists is the fact that the Rijksmuseum owns five Frans Post paintings which portrays a bit of the Brazilian heritage.



## 4. External Analysis

In the external analysis, the main focus is Brazil and in particular, the travel market in Brazil and the Brazilians as tourist. The chapter is divided into different segments with the purpose of answering the sub questions about the Brazilian travel market and Brazilian tourists in the Netherlands. The chapter starts with a short introduction about Brazil explaining the most important trends which have influenced the Brazilian travel market, this is based on the most important findings of the desk research (Appendix: 10.4 Desk research). The Brazilian as tourist is an important part of the external analysis as it will provide a customer analysis, which will later on help to define the visitors-cycle. Furthermore it is also essential to find out more about the Brazilians who visit the Netherlands. The competitive analysis will consist out of a benchmark which will compare the Rijksmuseum with other top attractions in Amsterdam. This will be done based on the most undertaken activities of the Brazilian tourists in Amsterdam. Also the museum market in Brazil will shortly be described based on information retrieved from the interview with Jorn Konijn. Last but not least the external analysis also contains a part about newspapers and magazines in Brazil and the use of internet and social media in Brazil. This is of importance for the communication strategy.

### 4.1 Introduction: Brazil

Sprawling over almost half of South America, Brazil is the largest country in Latin America and fifth largest country in the world. Brazil has a very colourful and interesting history, which has led to a mixture of races. This miscegenation began with the Indian, the Africans and the Portuguese. Soon after, other immigrants from around the world started arriving making Brazil culturally rich (Brazil Tourism Portal, 2012). The official language in Brazil is Portuguese, however it is Brazilian Portuguese that differs from the Portuguese in Portugal.

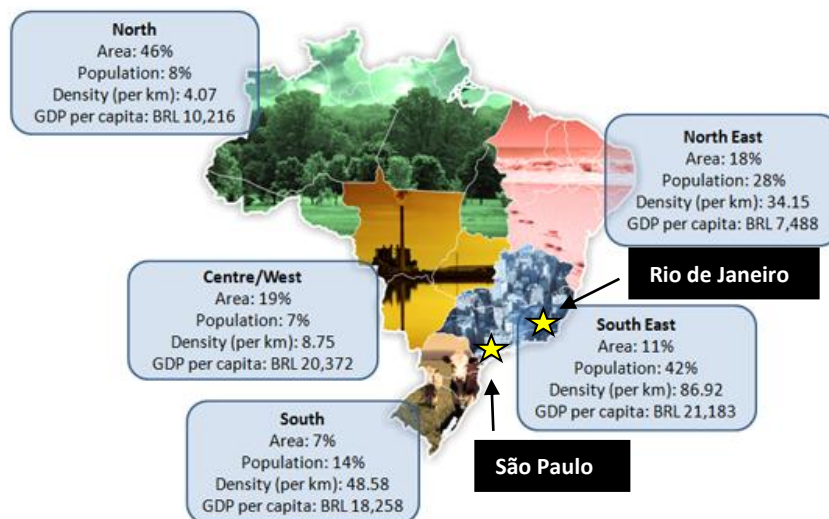


Figure 4 Map of Brazil with regions. Retrieved from: <http://www.igd.com/index.asp?id=1&fid=1&sid=7&tid=10&cid=2128>

Brazil is divided into 5 regions which are divided into different states. These states are to varying degrees isolated from each other and tend to be dominated by state capitals (CIA World Fact Book, 2012). Since 1960 Brasilia was officially inaugurated as capital of Brazil. Although Brasilia is the capital of Brazil, with

just under four million inhabitants it is the sixth largest city in Brazil. With 20 million inhabitants, São Paulo is by far the largest city in Brazil. São Paulo is also Brazil richest city and the world's seventh largest metropolitan area. Rio de Janeiro is the second largest city in Brazil with almost 12 million inhabitants (European Travel Commission, 2009). The South-east region is one of the more developed areas in Brazil. Many national and international companies are either situated in São Paulo and/or Rio de Janeiro. Covering just 11% of the total area in Brazil, 42% of the population lives in the South-east region. The South and North-east region are more developed as well.



The Brazilian market is a very interesting market for the tourism industry. As explained in the desk research, there are actually two factors which have influenced the tourism industry in Brazil: the economic growth in Brazil and the emerging middle class. The next part elaborates on these two factors.

Brazil is one of the BRIC countries, as also mentioned in the theoretical framework: 2.1.1 BRIC-countries. In 2001 Jim O'Neill coined the acronym BRIC for the first time in his paper entitled: "Building Better Global Economic BRICs". (O'Neill, J., 2001) The grouping acronym BRIC refers to the countries of Brazil, Russia, India and China. In his paper he stressed the importance of these emerging markets as they had a healthier economic outlook than the G7. Now eleven years later his forecasts have become true. Brazil is among the world's fastest-growing economies. Under the current president, Dilma Rousseff, the real GDP grew with 7.5% in 2010, mainly because of stable inflation, higher domestic consumption and gross fixed capital formation. In 2011 the economy growth slowed down. The real GDP growth was just 3.4%, the reason for this was the tighter economic policy and weaker external demand (OECD, 2011). Even though growth slowed down, the future prospects of the Brazilian economy are promising.

The second factor, which has influenced the tourism industry in Brazil, is the emerging middle class. Seen as Brazil has a very large population, segmenting the population into social classes is a common tool used by strategists and marketers (Novais, A., 2011). The most adopted concept of social classes in Brazil is the classifying of social classes as letters from A to E. However, in the past years the population has shifted significantly. An estimated 35 million people joined the middle class (class C) between 2003 and 2009, and 20 million more are expected to be included by 2014 (Domm, P., 2011). With 95 million people in middle class they represent over half a population. The lower class fell from 85 million people to 61 million people, bringing the poverty line back from 40% at the end of 2003 to 24% at the end of 2009 (Taris, I., 2010). The result of this social climbing has had a positive effect; loans and credit have provided these classes with a more significant purchasing power (Novais, A., 2011). The emerging middle class and the booming economy have caused a rise in the tourism industry in Brazil. More and more people, who are part of Brazil's growing middle class, can now afford to do a lot of things for the first time (Cabral, P., 2011). Especially the domestic tourism has seen a clear effect, which has more than doubled since 2004 (Eisenhammer, S., 2012). Section 4.2 will elaborate further on the effect in the tourism industry.

These two factors coincide with the theory of the Netherlands Board of Tourism and Conventions (NBTC) about the relationship between economic growth and international travel behaviour. This theory is explained in the Theoretical Framework: 2.1.2 Theory: Relationship between economic growth and international travel behaviour. In a report they published in 2007 they stressed the strong relation between economic growth, prosperity and personal income on the one hand and the growth of tourism. This relationship is definitely apparent in Brazil. The economic growth and the emerging middle class have caused a rise in international travel behaviour.

## **4.2 Brazilian Travel Market**

In the next section the Brazilian travel market will be explained in general. Section 4.2.1 will look more specifically at the growth and trends of Brazilian travel to the Netherlands.

Brazilians love to travel. They used to travel a lot in their own country, which is very understandable since Brazil has a lot to offer. However, according to a research done by the Brazilian government, many Brazilians chose to travel abroad because the transport costs in Brazil are very high (Ars, B & Visser E., 2008). This caused growing outbound tourism. According to a report by Tourism Economies, outbound

travel from Brazil increased in 2010 to 6.5 million outbound travels, which is 28% more than the year before (Canadian Tourism Commission, 2012). 67% of the 6.5 million outbound travels were long haul trips. 32% of the outbound trips were made to Europe and 27% to the United States making these two destinations the most popular. Of the outbound travellers to Europe, 41% come from São Paulo, 15 % from Rio de Janeiro and the South of Brazil 17%. (IPK International, 2011)

The Brazilians have a strong preference for Europe, as it is one of their favourite continents. One of the reasons for this is the fact that Brazilians do not require a visa for Schengen countries, the UK/Ireland and most of the rest of Europe. Another reason is the strong cultural ties between countries in Europe and Brazil. Most Brazilians are first or second generation descendants of Europeans. (Ars, B & Visser E., 2008). The most popular destinations in Europe, with over 200,000 Brazilian visitors are: France, Portugal, Spain and Italy. Closely followed by Germany and UK with 100,000 – 200,000 visitors. The Netherlands is the sixth most popular country with 40,000 – 80,000 visitors in 2009. (ETC, 2009).

The average length of trips to Europe is 15 days, according to the ETC's Latin America Operations Group. Trips to Europe often involve multiple destinations and the average length of stay in many countries may be as low as 3 nights. (ETC, 2009). Judging from different surveys, the purpose of long haul trips are: 54% holidays, 24% business and MICE, Visiting friends and relatives/other 22%. As for accommodation, IPK international reports that in 2007 66% of outbound travelers stayed in hotels (20% in first-class hotels, 35% in middle-market hotels and 11% in budget hotels) 20% in unpaid private accommodation, 12 % in other accommodation. Brazilians tend to choose 3-4 stars hotels in the city centre location. (ETC, 2009).

As will be mentioned in the following section, the Netherlands is mostly visited in combination with other countries. In an interview with Wim van Meerveld, Manager Marketing and Communications at the Keukenhof, he mentioned that these tourists are not visiting the Netherlands in particular, but they are visiting Europe. (Appendix: 10.3.4 Wim van Meerveld) However, the Brazilian travel market is still evolving. When looking at the tourists from Japan for instance, in the beginning they also visited Europe, so several destinations, however they now visit the Netherlands.

#### 4.2.1 Growth and Trends Brazilian Travel to the Netherlands

When Brazilians travel to Europe for the first time, they mostly travel to one of the South-European countries. The Netherlands is one of those countries that is mostly visited when Brazilians travel around Europe, 64% of leisure trips to the Netherlands included overnight stays in other countries. Countries that are visited a lot in combination with the Netherlands are: Germany, France, Spain and Belgium (Ars, B & Visser E., 2008). The average stay of Brazilians in the Netherlands is therefore two nights, which makes the Netherlands mainly a destination for short stays (Schouten, M., 2012).

In the past two year the number of Brazilian visits to the Netherlands grew rapidly. The next table shows the amount of Brazilian visitors from 2008 – 2011 and the prospects for 2012.

X1000	2008	2009	2010	2011*	Growth '10/'11	2012	Growth '11/'12
Brazil	61	60	79	100	+30%	115	+15%

**Table 4 Brazilian tourists in the Netherlands**

After three years of stabilization the number of Brazilian visits increased with 19% in 2010 to 79,000 visitors. In 2011 the number of visitors increased again with 30% to 100,000 visitors and is expected to grow again in 2012 with 15%, compared to 2011 (NBTC, 2012). There are three explanations for this

sudden growth. First of all, obviously, is the economic growth of Brazil (NBTC, 2012). Also, as mentioned earlier the strong currency is a reason. The Euro at the moment is relatively weak, which is beneficial for the Brazilians (MercoPress, 2011) (NBTC, 2007). Lastly, there are more direct flights from Rio de Janeiro and São Paulo. Seen as South-America and especially Brazil is an emerging market KLM decided to strengthen their position in the market by offering more flights from Rio de Janeiro. They now offer 3 flights from Rio de Janeiro to Amsterdam and 7 flights from São Paulo (KLM, 2011).

Although the Brazilian visits increased rapidly in the past years it is uncertain if this trend will continue in the coming years. At the NBTC they are afraid that the growth has seen its highest peak and will level off instead of growing. (Appendix: 10.3.2 Maartje Schouten – NBTC). However it is difficult to say at the moment. The Brazilian tourism market is very uncertain because it is so strongly linked with the economic growth in Brazil and their currency. On the other hand, a lot of companies are still interested in exploring and entering the Brazilian market. In the first week of April 2012, a successful trade mission took place in Brazil. 35 Dutch companies travelled to São Paulo and Rio de Janeiro, led by Minister Schultz. Also, the NBTC (Appendix: 10.3.2 Maartje Schouten – NBTC) is planning to enter the Brazilian market in collaboration with KLM, Schiphol and ATCB (Amsterdam Tourism and Convention Board). The Keukenhof<sup>5</sup> would also be interested in a collaboration to enter the Brazilian market.

The result from a survey taken in 2006 showed that 56% of Brazilian tourists in the Netherlands come from São Paulo, 8% Rio de Janeiro and 36% from other regions. Amsterdam is the most popular city as, 8 out of 10 tourists stay in Amsterdam (Schouten, M., 2012). Also the Brazilians appeared for the first time in top 5 hotel guests in Amsterdam (Straathof, M., 2012). Rotterdam and The Hague receive very few visitors (in total 4%). Utrecht and Maastricht are not visited. Most Brazilians stay in a three or four star hotels (61%). 8% stay in a five star hotel. 11% in a two star hotel. 3% in a one star hotel and 19% in other. The Netherlands received a high rating from Brazilian visitors, 4.3 from leisure travellers on a scale of 1(disappointing) to 5(excellent). The intention of visiting Holland again is high. 74% of leisure travellers and 80% of the business travellers have the intention of visiting Holland again in the next five years (Schouten, M., 2012). According to CBS, May and July are the most popular months for Brazilians to travel to Holland. May to July is the winter season in Brazil.

Most undertaken activities are: shopping, canal cruise, visiting places of historical sites/interest, visiting museums, visiting restaurants and visiting a bar or café. (Schouten, M., 2012)

#### 4.2.2 Important findings

The Brazilians have a strong preference for Europe when making long haul trips. At the moment the Netherlands is not popular as single destination but often combined with visits to other countries. For many Brazilians travelling is something fairly new, many of them could not afford this a few years ago. As mentioned by Wim van Meerveld this can change overtime and the Netherlands could be become popular as single destination. This will however take time. An important step towards making the Netherlands popular as single destination is the fact that the NBTC is planning to enter the Brazilian market. Promoting Holland is something they are not planning to do alone, through co-creation they are hoping to enter the Brazilian market. The rapid growth of Brazilians tourists is also a very interesting trend.

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<sup>5</sup> The Keukenhof is a historic park filled with blooming tulips, hyacinths, daffodils and other spring bulbs. The Keukenhof is open for two months around March, April, May

### 4.3 Brazilians as tourists

This part of the chapter focuses on the Brazilian as tourists. The aim of this chapter is to find out what kind of the people the Brazilian people are, who travels, how they make their travel decisions and how they tend to book their trips.

#### 4.3.1 Brazilian travellers profile

Brazilian people are well known for their 'live in the moment'-mentality or 'seize the day'. They have a different point of view when it comes to time and often are late for appointments. Planning their time is therefore not their strongest quality (Ars, B & Visser E., 2008). Their live in the moment mentality is a advantage for the Rijksmuseum. Even though they might have decided in the orientation part of the visitors-cycle what to do, it is still possible to change their mind once they get to Amsterdam. Brazilians like to think of themselves, and are often regarded as tolerant, friendly and fun-loving people. They are very hospitable. Also Brazilians are very attracted to city life. Few Brazilians travel abroad for sun and beach, as they have plenty of this at home (European Travel Commission, 2009). When Portuguese translations are not available, they prefer information in English (Schouten, M., 2011). However most Brazilians cannot speak or understand English, so it is preferable to offer information in Portuguese. As for travel guides, according to a travel agent from Cuiabá, Heloisa Gomes, there are few Brazilians that use the Lonely Planet as travel guide. Most people use guides published by largest media conglomerate of Brazil Grupo Folha. The guide is called Folha de São Paulo. Like the Lonely Planet they have many different guides; such as for whole continents or specifically about a country. Folha de São Paulo has a guide about the Netherlands

Of the outbound travellers to Europe, 41% come from São Paulo, 15% from Rio de Janeiro and the South of Brazil 17% (IPK International, 2011). São Paulo is the principal source of long-haul travellers because of its large population, its relative wealth and its concentration of multinational corporate headquarters. According to the travel trade 30-59 years travel most to Europe, followed closely by the age group 50-65 years old, with time to travel. 19-30 years old are not interested in visiting Europe for a holiday. Their main purpose is mostly to learn a language or study abroad. (ETC, 2009). Chances are that a shift will occur when it comes to travel behaviour. 60% of the population is younger than 29 and the population is growing rapidly. In the future their travel behaviour will determine the face of tourism to the Netherlands and Europe (Ars, B & Visser E., 2008).

#### 4.3.2 Travel decisions

As for travel decisions and bookings to long-haul destinations, decisions tend to be made well in advance. VisitBritain reports that in 2004 80% of decisions were taken more than one month in advance and nearly 40% more than three months in advance. Though it is often said that travel decisions are being taken later and later. Brazilians tend to make travel arrangements to Europe in stages and to book their flights and accommodation separately. Most Brazilians tend to book their accommodation and tours when they arrive at their destination (ETC, 2009).

An NBI survey for VisitBritain in 2008 found that conversations with friends and relatives were the most important source of holiday information (48%) and were seen as the most reliable source. Also widely used were articles in magazines (38%), advertisements on television, newspapers or magazines and on the internet (37% each). Social media will play an important role in this as well. As will be explained in section 4.7.2 Social Media, more and more Brazilian internet users rely on what their friends or family say about a brand, product or experience on social media.

Knowing when Brazilians tourists tend to make travel decisions is important when the mind of the consumer is approached as a black-box. This theory is explained in: 2.1.4 Consumer Behaviour – Behavioural learning theories. Furthermore it is important to explain the decision-making process that the Brazilian tourists go through. When it comes to travel decisions it is important that the stimuli are given at the right moment. Planning is essential. Actually attracting the Brazilian tourist to the Rijksmuseum should be stimulated when they arrive in Amsterdam, as they make their decision about what to do when they arrive at the location.

#### **4.3.3 Booking their trip**

Of the long-haul travellers, more than half booked their trip with a travel agent. This means that travel distribution in Brazil is still primarily an offline process. However, the growing number of internet users and high adoption of social networks are contributing factors for consumers and travel companies to connect online (Newmedia Trendwatch, 2012). More and more Brazilians plan and book their trip online, in 2010 20% of the travelers booked their trip online (PhoCusWright, 2010). The trend to book travel arrangements online is set to grow steadily in 2012. On the website of Tnooz, Talking Travel Tech they reveal every couple of months the most popular travel sites. (Tnooz, 2012).

#### **4.3.4 Important findings**

Brazilians have a very 'live in the moment'-mentality. They tend to make their travel arrangements in stages; tours are mostly booked when they reach their destination. For the Rijksmuseum this means that it is important to create visibility throughout Schiphol and Amsterdam to attract Brazilian tourists. Looking at the source of holiday information there are several possibilities for the Rijksmuseum. Conversations and posts on social media of friends and family are seen as one of the most reliable sources. Another important finding is that most outbound travellers originate from São Paulo and Rio de Janeiro.

### **4.4 Brazilians and Museums**

Considering the Rijksmuseum is interested in including Brazil on their world tour it is important to know more about the museum market in Brazil. It is also important to find out more about the image Brazilians have of Dutch art. SICA, Dutch centre for international cultural activities, promotes the exchange of cultural activities on an international level. They also provide information about different markets and give advice about funding possibilities, networks and so on. Jorn Konijn freelancer at SICA provided a comprehensive overview of Brazilian cultural infrastructure per discipline, called Mapping of Brazil (Appendix 10.3.3 Jorn Konijn – SICA). The next piece is based on information of this mapping and an interview with Jorn Konijn.

Visiting a museum has gained popularity in Brazil. Just last year the exhibition: "The Magical World of Escher" at the Centro Cultural Banco do Brasil was the most visited exhibition in 2011. (Gompertz, W., 2012) Noteworthy is the fact that Escher is a Dutch artist. Other exhibitions of Dutch artists that also drew a lot of visitors were: the exhibition of etchings by Rembrandt (over a million visitors) and the exhibition of paintings by Albert Eckhout (almost 900,000 visitors). (Tjabbes, P., 2011). This only shows that there is a lot of interest in Dutch art in Brazil. Pieter Tjabbes, owner Art Unlimited<sup>6</sup> in São Paulo, believes that there are many opportunities for collaboration between the Brazil and the Netherlands. In his piece about

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<sup>6</sup> Art Unlimited has been active since 1996 advising companies and major national and international institutions. Art Unlimited has organized seven of the best art exhibitions held in Brazil in recent years, according to Bravo!, and has received the most prestigious awards in the visual arts segment.

contemporary arts in Brazil he mentioned the possibility of organizing a big exhibition about the Johan Maurice of Nassau era.

As for universities, until a few years ago there were no separate courses for art history on a university level. They are making progress, however there is still no continuous high-level training for artists. (Tjabbes, P., 2011)

#### **4.4.1 The Image of Dutch Art in Brazil**

According to Pieter Tjabbes, the average Brazilian may only be familiar with van Gogh. Those who are a bit better informed will also know Rembrandt, Mondriaan and Escher. (Tjabbes, P., 2011) In Amsterdam, Brazilians would most likely go to the van Gogh museum because they recognize the name, however if they know that the Rijksmuseum has paintings by Frans Post they would go to the Rijksmuseum (Appendix 10.3.3 Jorn Konijn – SICA).

Other well-known cultural disciplines are; dutch architecture, dutch films (well-known by film fans), modern dans, Dutch design (Droog), Dutch DJs, and classical music. Areas that are not well-known are: fashion (Viktor&Rolf, are known but not recognized as being Dutch), theatre, literature and music.

#### **4.4.2 Museum and Art Market in Brazil**

In Brazil cultural institutions and the business world are very closely related to each other. Organizations that sponsor a cultural institution get more subsidies. For instance one of the largest banks of Brazil Centro Cultural do Banco do Brasil (CCBB) organizes exhibitions. The Magical World of Escher was held at the Centro Cultural Banco do Brasil. There are actually two kinds of museums in Brazil; on the one hand you have museums with a certain collection of art and on the other hand a sort of art halls, where they show more different kinds of arts. CCBB can be seen as an art hall. Entrance fee to these art halls are mostly free. (Appendix 10.3.3 Jorn Konijn – SICA)

As well as the museum market, the art market has grown significantly too. In the past ten years the number of art galleries has increased. Most important part of the galleries' work at the moment has been to educate potential collectors. This comes to show that more and more Brazilians are interested in art. The serious art market can be found in São Paulo and Rio de Janeiro. (Tjabbes, P., 2011).

An interesting museum is the museum in Recife, Pernambuco. Ricardo Brennand, a rich business man, has two passions: one is the collecting of old weapons and the second is his extended collection of paintings and other objects from the colonial period of the Netherlands. In the Ricardo Brennand Institute he shares his passion with the public. In Recife the Brazilians speak very highly of the Netherlands.

#### **4.4.3 Important findings**

The fact that Brazilians have interest in Dutch art and that exhibitions of Dutch artists were well visited in Brazil shows that it is valuable to include Brazil in the Rijksmuseum world tour. It is striking that the relation between the Netherlands and Brazil is so important. Pieter Tjabbes mentioned the possibility of organizing a big exhibition about the Johan Maurice of Nassau era. Frans Post is a painter that could be the incentive for Brazilian tourists to visit the Rijksmuseum.

### **4.5 Competitive analysis**

The competitive analysis will focus on the most undertaken activities of the Brazilian when they are in the Netherlands. The most undertaken activities are: shopping, canal cruise, visiting places of historical



sites/interest, visiting museums, visiting restaurants and visiting a bar or café. Of these activities the competitive analysis will focus on visiting museums and canal cruise. First a short benchmark will shortly describe the museums that the Rijksmuseum may have to compete with when it comes to the Brazilian tourists. The conclusion will be based on Porter's Five Forces model.

The biggest competition in Amsterdam for the Rijksmuseum are; Van Gogh Museum, Anne Frank House and Hermitage. These three museums also were in the top ten of most visited museums in 2011. (de Bruin, A., 2011).

The benchmark will give an overview of the amount of visitors in 2011 based on the article by A. De Bruin (de Bruin, A., 2011). Furthermore the price and what the museum has to offer. The last column shows where the museum stand on Tripadvisor in Brazil, seen as more and more travellers use traveller review websites when deciding what to do.

Museum	Visitors 2011	Price		Offer	Tripadvisor Brazil
		Adult	Children		
Rijksmuseum	995,000	€14	<18 free	Objects portraying the history of Holland from the Middle ages to the 20 <sup>th</sup> century. Key aspects of European and Asiatic art	Nº 19
Van Gogh museum	1,595,000	€14	<17 free	Famous works by van Gogh	Nº 6
Anne Frank house	1,090,000	€9	<9 free 10-17 €4.50	Story of Anne Frank, plus a peek into her hideout during WO II	Nº 5
Hermitage	335,000	€15	<16 free	Showcases exhibitions from the vast collection of the grand State Hermitage in St Petersburg, Russia.	Nº 34
Canal Cruise	3,000,000	±€14	± €7		

**Table 5 Competitive analysis**

The benchmark shows that the museums differ the most in what they have to offer. It is difficult to make conclusion based on their place on Tripadvisor, however it is striking that Van Gogh museum and Anne Frank House are in the top ten. As mentioned in section 4.4 this could be because they know more about Van Gogh than what the Rijksmuseum has to offer.

The five forces model as introduced by Porter is used to analyse an industry and quickly shows where the Rijksmuseum experiences the most competition. Threat of new entry and supplier power in the museum



industry is low. The Rijksmuseum has been building up their collection for many years, this is not something that can be assembled overnight. As for supplier power, this is low seen as the Rijksmuseum has a collection of 1 million objects. The other three elements are high when it comes to competition for the Rijksmuseum. To start with: buyer power and threat of substitution. Both elements depend on the choice of the visitors. Amsterdam has many attractions, museums, bars and so on. If a tourist

decides to spend their time in another museum they might not have time to visit the Rijksmuseum. Looking at the price difference, it does not really matter where to go, it all depends on what the tourist wants to see. It can also depend on what they hear from the concierge at the hotel or the person at a ticket bar. It is important to make sure that these people speak highly of the Rijksmuseum and recommends tourists to visit the museum. In the introduction of this section, the canal cruise was mentioned as a competitor of the Rijksmuseum. Seen as they are not direct competitors, as they offer something totally different, they are a threat of substitution, last year they had over three million visitors. AS for competitive rivalry the three other museums, situated in Amsterdam that were also in the top 10 of most visited museums, are direct competitors of the Rijksmuseum. Although they all offer something different, they are also must sees when visiting Amsterdam.

#### 4.6 Newspaper and Magazines in Brazil

In the past years Brazil has seen a tremendous growth in both newspaper and magazine industry. In 2011, Brazilians consumed 44 million copies a day, an increase of 3.5% compared to 2010. The number, compiled by the IVC (Institute for the Verification of Circulation), refer to paid newspaper circulation, in both printed and digital version. The digital version only accounted for 2% of the total. (Wolin, D., 2012). The Brazilian magazine market has been expanding since 2005. Between 2000 and 2008, the number of periodical publications jumped from 586 to 2,255 (Prado, A., 2010). There are several factors that have stimulated the growth of this industry. One of the main reasons is the emerging middle class, with more disposable income and need to consume information (Wolin, D., 2012). More and more Brazilians now have the luxury that they can afford to buy a newspaper or magazine. They can be seen as the new consumers of information. Also, thanks to the government program ‘Bolsa Família’<sup>7</sup> the number illiteracy has decreased, so an increasingly amount of Brazilians can now read. (Prado, A., 2010).

However it will be interesting to see how long the newspaper and magazine industry will maintain growing. In the past years a downward trend has been detected in the more developed countries. According to the OECD 20 of the 30 countries face declining newspaper readership. Mainly, younger people tend to attribute less importance to printed media. Another reason for this decline in newspaper readership is the fact that more and more people read their newspaper online. (Wilson, S., 2010). This is interesting because internet in Brazil is gaining popularity. However penetration of internet is still low, so for many Brazilians newspaper and magazines are still the main source of information.

##### 4.6.1 Popular newspapers

Brazil has many different newspapers. In 2008, the total circulation of daily newspapers added up to 673 titles (Sorg, L., 2009). Most newspapers have regional circulation (within state borders). Some newspapers, however, are distributed throughout the whole country. Though these newspapers do have a local section, they also cover politics, economy and international issues. This makes these newspapers a source of information for everyone in Brazil. Some of the largest newspapers in Brazil are Folha De São Paulo, O Globo, O Estado de São Paulo, O Dia, Correio do Povo and Correio de Braziliense.

Folha De São Paulo is the largest newspaper in Brazil, with an average circulation of 2,972,000 copies (Wolin, D., 2012). The Folha belongs to Grupo Folha which is a Brazilian conglomerate of publishing companies. Folha is most popular in the South-East and South region. Another popular newspaper in São Paulo is O Estado de São Paulo. Rio de Janeiro has two large newspapers, O Globo and O Dia. O Globo is a

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<sup>7</sup> *Bolsa Família*, a program initiated by the government to reduce indigence and the more chronic problem of the transmission of poverty from generation to generation and to try to perish regional disparity



member of the O Globo Corporation, one of the largest media groups in Brazil. The O Globo Corporation also publishes a magazine, and broadcast radio and a TV channel. Correio do Povo is very popular in the South region of Brazil. In Brasilia, Correio de Braziliense is the largest newspaper, although less big than the other newspapers, this newspaper is the closest to the centre of the Government, which means it is a good source for political news. (Brazil Travel)

All newspapers have a culture section and a tourism section. Folha de São Paulo, O Globo, O Dia and O Estado de São Paulo are the most interesting newspapers because they are most read in São Paulo and Rio de Janeiro.

#### **4.6.2 Popular magazines**

The magazine market in Brazil is flourishing. Between 2000 and 2008 the number of periodicals jumped from 586 to 2,255. (Prado, A., 2010) This is mostly due to the emerging of more broad-based popular titles and specialist titles in newly emerging marketing segments such as food, tourism and men's-health. However, for this research it is interesting to find out which magazines in Brazil are the largest and most widely spread throughout Brazil.

The magazines Veja, Época, IstoÉ and CartaCapital are considered the four main magazines of Brazil. Veja is the leading weekly newsmagazine in the country and one of the most influential outlets of the Brazilian press. The Veja has a separate edition for São Paulo and Rio de Janeiro. Época is the most widely read magazine of Brazil. Both magazines publish articles about international news, politics, economic, culture, health, education and so on. IstoÉ can be compared to magazines such as the Time and Newsweek and focus more on current events. CartaCapital focuses more on current issues and is well known for supporting causes. (w3newspapers)

Veja and Época are the most interesting magazines for the Rijksmuseum because these two are the largest magazines in Brazil. The other two magazines focus more on other issues. Another magazine that is very interesting for this research is the magazine Bravo!. Bravo! is a Brazilian magazine that focuses on culture, they publish articles about art, music, fashion, literature, movies, theatre and so on. Also, on their website they are linked with many bloggers. As will be mentioned in the following section, blogs are very popular in Brazil. Bravo! is very interesting to promote the world tour and the new Rijksmuseum. Both Veja and Bravo! are published by Editora Ebril. With 54% share of the total magazine market share and 52% of the magazine subscribers, Editora Ebril is the largest publisher in Brazil. (G2mi, 2011).

#### **4.6.3 Important findings**

Newspapers and magazines are gaining in popularity. More and more Brazilians can afford to buy a newspaper or magazine and for some it is an important source of information, as not everyone has access to internet. The biggest challenge is the fact that there are a lot of different newspapers and magazines. Seen as many of the most Brazilian tourists are from the South-east region it would be sensible to focus on newspapers and magazines in this area. To target this group effectively it would be wise to find out which journalists or bloggers to target.

### **4.7 Internet and Social Media**

The use of internet and social media in Brazil is significant to answer the main question. The communication strategy is mainly focused on online communication. Press releases for instance are sent via e-mail, e-mail newsletter and Facebook is used to share news with the public. A big advantage of using the internet to do this and especially social media, is that it is free and an easy way to communicate a

message to a very broad public. Another reason why internet is an important factor is the fact that more and more people use the internet when making travel decisions. This could help to fill in the visitor's cycle for the Brazilian tourist.

The emerging middle class or consumer class have more money to spend than before. As Brazilians, from any class, do not wish to save their money by buying cheaper products or services, they try to buy the most sophisticated products their money can buy (Novais, A., 2011). As a result more and more Brazilians now buy broadband connections, mobile phones and cable TV connections. The online market in Brazil is booming. At the moment Brazil ranks 7<sup>th</sup> with the largest internet market globally (Patterson, S., 2012).

#### **4.7.1 Internet population**

With 79,245,740 internet users Brazil has the largest online population in South America. However because they have such a large population the penetration of internet use is low at 39% (Internet World Stats, 2011). Consumers are turning to internet for a variety of activities including communication, social networking, information, online video and commerce. The web is becoming a valuable resource for both consumers and marketers (Newmedia Trendwatch, 2012).

At the comScore webinar in February of last year Alex Banks held a presentation about the Brazilian online audience in 2010 (Banks, A., 2011). According to the comScore Media Matrix the largest age group of the online audience is the age group of 25-34 with 34%. The age groups 15-24 and 35-44 also account for a large part of the online population. Furthermore the Media Matrix also showed the results of the internet use per region. As could be expected the largest online population, 68%, can be found in the South-east region. Major reason for this big difference is because São Paulo en Rio de Janeiro are situated in the South-east region. Another remarkable observation is that the percentage of online population is larger in the more developed regions. 13% of the online population can be found in South region and 11% in the Northeast region (Banks, A., 2011). Brazilians spent an average of 26.7 hours online in the month of December. 23% of this time was spent on social networking sites and 30% on online retail sites (Patterson, S., 2012).

#### **4.7.2 Social Media**

Social Media is very popular in Brazil, social media is booming in Brazil. Brazil currently owns the fifth largest social networking population in the world. Of the Brazilian internet users, 97% of them are on social networks. Just last year, Brazil was one of seven markets (including China, Japan, South Korea, Vietnam, Poland and Russia) where Facebook did not lead the local social networking category according to October 2011 data. However, in December 2011, Facebook finally surpassed Orkut to become the largest in Brazil. Facebook grew with an amazing 192% from 12,379 million to 36,098 million users. Orkut is the second biggest social network with 34,419 million. According to the Facebook demographic profile the largest Facebook audience can be found in São Paulo and Rio de Janeiro accounting for almost half of the Facebook users (Radwanick, S., 2012). In the past six months, Facebook users grew even more. At the moment in Brazil there are 44.622,060 users in Brazil, which makes it the third largest Facebook population worldwide (Socialbakers, 2012). Another noteworthy fact is that Twitter grew with 40% from 8,939 to 12,499 million users. Brazil is one of the top Twitter markets. In 2010 Brazil and the Netherlands were at the top of the Twitter market with 22% reach under internet users (Banks, A., 2011). Blogs are also becoming increasingly popular in Brazil. 71% of Brazilian internet users visit blogs. Tumblr for instance grew by 206%.

It is also interesting to note that more and more Brazilians are influenced by social media posts. According to a 2011 study from Oh! Panel, 61.4% of Brazilians look for information about products on social media pages before buying. Furthermore, 79% of Brazilians say that they have more confidence in posts on social media from their friends and family about products than they have in similar posts from product specialists. Social networks are a good source of word-of-mouth information. (Almeida, B., 2012)

#### 4.7.3 Online Travel Market

Of the long-haul travellers more than half booked their trip with a travel agent. This means that travel distribution in Brazil is still primarily an offline process. However, the growing number of internet users and high adoption of social networks are contributing factors for consumers and travel companies to connect online (Newmedia Trendwatch, 2012).

Every couple of months Tnooz, Talking Travel Tech, reveal the most popular travel sites (Tnooz, 2012). Not all sites offer international destinations. Of the top ten travel agents the following offer tickets to the Netherlands: Decolar, Submarino viagens, Viajanet, Mundi and Rapi 10. Seen as Brazilians tend to book in phases other sites such as booking.com are popular for booking hotels.

As for information about what to do at the destination most Brazilians visit sites such as Tripadvisor and Frommer's. Tripadvisor is based on comments of people that already have visited the Netherlands. Frommer's is more of an online tour guide with tips about what to do in Amsterdam. The Rijksmuseum is part of all three suggested itineraries on their website. Viaje aqui is also a site which offers information about different destinations.

#### 4.7.4 Searches and Search Engines

Simultaneously with the growth of internet users, search queries on the internet are growing as well in Brazil. In 2011, Brazil accounted for the largest volume of search queries in Latin America. The amount of search queries grew with 34% adding up to a total of nearly 6 billion search queries. Google has the largest market share in Brazil. 89.5% of all searches were conducted via Google. (Lipsman, A., 2009)

In the next table are some popular search terms when it comes to the Netherlands, Amsterdam and the Rijksmuseum. These different search terms could be interesting for a Google Ad words campaign.

Keywords (English/Portuguese)	Results worldwide (monthly)	Results Brazil (monthly)
<b>General</b>		
Holanda	1,500,00	450,000
Holland/The Netherlands	16,600,000/7,480,000	673,000/49,500
Países Baixos	14,800	9,900
(i) Amsterdam	20,400,000	201,000
Amsterdã	60,500	33,100
Museum Amsterdam	201,000	1,600
Museu em amsterdam	6,600	1000
<b>Museum/ Attractions in the Netherlands</b>		
(The) Rijksmuseum	74,000	720
Van Gogh Museum	74,000	1900
Heineken experience	14,800	720
Keukenhof	135,000	2,400
<b>Other interesting Keywords</b>		

Johan Maurits	590	22
Maurice	550,000	4,400
(The) Night Watch	823,000	5,400
Van Gogh	2,740,000	165,000
Rembrandt	823,000	18,100
Anne Frank	1,220,000	60,500
Tulipas	135,000	110,000

**Table 6 Search terms in Brazil**

Source: Adwords Keyword tool

#### 4.7.5 Online video

Watching online videos is gaining popularity in Brazil. First of all, Brazil's online video audience is the biggest in Latin America. In December 2011, Brazilians viewed more than 4.7 billion online videos. This means an increase of 74% compared to 2010. Growth was partially driven by a 19% increase in unique viewers and a 46% increase in videos per viewer. Online video has become one of the top online activities. Youtube is the most popular site for online videos. Brazil is Youtube number six market in the world and reaches 79% of the Brazilian internet users. (Radwanick, S., 2012)

#### 4.7.6 Important findings

Even though the penetration of internet use in Brazil is low, they are the 7<sup>th</sup> largest internet market globally and Latin America's online population grew the fastest of any global region in 2011 (Patterson, S., 2012). Again it is important to highlight that the largest online population can be found in the South-east region. The same applies for social networks. The largest Facebook audience is situated in São Paulo and Rio de Janeiro. This comes to show that this region can be easily targeted via social networks and other online mediums. Social media is booming in Brazil! Furthermore social media is becoming increasingly important in the decision-process of buying a product. Most Brazilians rely on posts from their friends and family about products than they rely on posts of product specialists. Blogs are also very popular in Brazil. Blogs are easy to be used to share information, relevant stories and so on.

A growing amount of Brazilians spent time online and use the internet to look for information. As previously mentioned in section 3.5 most website visitors from Brazil came through Google.com, this is consistent with the fact that Google.com has the largest market share in Brazil and 89.5% of all searches were conducted via Google.

### 4.8 Opportunities and Threats

The rapid growth of Brazilian tourists to the Netherlands has come as surprise. In 2007, it was thought that the Brazilian tourists would grow with an average of 2.5% a year, however in 2011 the amount of Brazilian tourists to the Netherlands grew with 30%. Also the growing economy in Brazil, has triggered many Dutch companies to explore their chances on the Brazilian market. In April 2012, 35 companies travelled to Brazil on a trade mission. This sudden growth of Brazilian tourists to the Netherlands and the growing interest of Dutch companies in the Brazilian market have resulted in both new opportunities and but also some threats.

#### Opportunities

- ***Focus more on the developed cities: São Paulo and Rio de Janeiro***
- ***Collaborating with other organisations to target the Brazilian market***
- ***Making the Netherlands a single destination***

- **Target the right newspapers and magazines. Use internet and social media**
- **Target the Brazilian tourists when they are in Amsterdam, 'live in the moment'-mentality, change their mind**
- **Communication via social media**

#### Threats

- **Brazil is a large country**
- **Very uncertain market, travelling is strongly linked with the economic growth and currency**
- **The Netherlands is not a single destination**
- **Short stay in Amsterdam, average of two nights. Not much time**
- **Preference for other countries**
- **Competition other attractions in Amsterdam**
- **The average Brazilian more familiar with Van Gogh.**
- **Language difference**

To start with, the opportunities and threats in Brazil. Brazil is a very large country, divided into different regions, with large regional disparity. It is impossible to target the whole country. Therefore the most obvious opportunity in Brazil is to focus on the more developed region and in particular the two most developed cities which are São Paulo and Rio de Janeiro. (4.1 Introduction: Brazil). Both cities are situated in the South-east region, where 42% of the fast growing population lives. Also all the other sections give good reasons why it is obvious to focus on São Paula and Rio de Janeiro. Firstly, when looking at the traveller's profile it is immediately evident that most travellers are from the São Paulo (41%) and Rio de Janeiro (15%). (4.3.1 Brazilian travellers profile). As for the Brazilian tourists that visit the Netherlands, 56% are from São Paulo and 8% from Rio de Janeiro. (4.2.1 Growth and Trends Brazilian Travel to the Netherlands) Also a great majority of the online population (68%) lives in the South-east region.

Another opportunity in Brazil is to promote Holland in collaboration with other organizations. Seen as one of the threats is the fact that the Brazilian market is very uncertain, because it is strongly linked with the economic growth in Brazil and their currency, it would be wiser to collaborate with the NBTC. They are planning to enter the market together with Schiphol and KLM. The Rijksmuseum could be an important partner in this, as they can offer content about the relationship between the Netherlands and Brazil. (4.2.1 Growth and Trends Brazilian Travel to the Netherlands)

An additional way to target tourists in Brazil is through newspapers, magazines and the internet. Though there are many newspapers, most newspapers are only circulated in a certain region. However, there are newspapers with a large reach. So this threat can be turned into an opportunity by targeting the largest newspapers with a large reach in São Paulo and Rio de Janeiro. Newspapers and magazines have seen a tremendous growth because more and more people can now afford to buy a newspaper and/or magazine. Also, internet and social media are a good opportunity to reach the Brazilian people. Social media is booming in Brazil. Of the internet users, 97% are on social networks. It is also interesting that blogs are very popular in Brazil, 71% of Brazilian internet users visit blogs. Also more and more people rely on social media posts from their friends and family before buying a product. This is probably a trend that will be also important when making a decision about where to go and what to do there. Although the Rijksmuseum cannot control User Generated Content it can control their own channels, such as their website their Facebook, their Youtube channel and Twitter page. Social media is something that could also be used when the Brazilian tourists are already in Amsterdam. (4.6.3 Important findings and 4.7.6 Important findings)

Now to the opportunities and threats in the Brazilian travel behaviour. The fact that the Netherlands is not popular as a single destination can be seen as threat. The Netherlands is mostly combined with visits to other countries, therefore the average stay in the Netherlands is very short. There is a huge competition between European countries, when travelling for the first time to Europe they mostly prefer other countries. (4.2 *Brazilian Travel Market*). The opportunity in this lies in the promoting of Holland in Brazil. For many, it is their first time travelling overseas and in most cases they want to see as much as possible of Europe. The promoting of Holland in collaboration with other organisations may change this overtime and make the Netherlands popular as single destination as well. (4.2.2 *Important findings*). The positive aspect is that when Brazilians do come to the Netherlands, Amsterdam is a very popular destination. This gives the Rijksmuseum the opportunity to target the Brazilian visitors and persuade them to visit the Rijksmuseum. Even if they did not initially plan to visit the Rijksmuseum, they could still be persuaded as they can change their mind overnight. (4.3.1 *Brazilian travellers profile*). Also the Netherlands is small, so it is easy to combine with other countries in Europe.

As for the museum market, visiting a museum has gained a lot of popularity in Brazil. A huge opportunity lies in the fact that there is a lot of interest in Dutch art in Brazil. Pieter Tjabbes mentioned the opportunity of organizing a large exhibition about the Johan Maurice of Nassau era. Seen as the Rijksmuseum has objects about this era it would be a good opportunity. (4.4 *Brazilians and Museums*). The fact that the average Brazilian may only be familiar with van Gogh is a threat for the Rijksmuseum, as they would be more likely to visit the van Gogh museum, however if they know the Rijksmuseum has paintings by Frans Post they would visit the Rijksmuseum. This is an important opportunity for the Rijksmuseum and shows how important it is to make the Brazilians aware of this. Together with the other opportunities this should be possible. (4.4.1 *The Image of Dutch Art in Brazil*). The world tour will give the Rijksmuseum a possibility to make the Brazilians aware of this.

## 5. SWOT Analysis

To conclude the internal and external analysis the strengths and weaknesses will be confronted with the opportunities and threats. The confronting of the different SWOT elements will be done through a TOWS matrix<sup>8</sup>. First the SWOT grid will portray the different strengths, weaknesses, opportunities and threats as already mentioned in chapter 3 and 4.

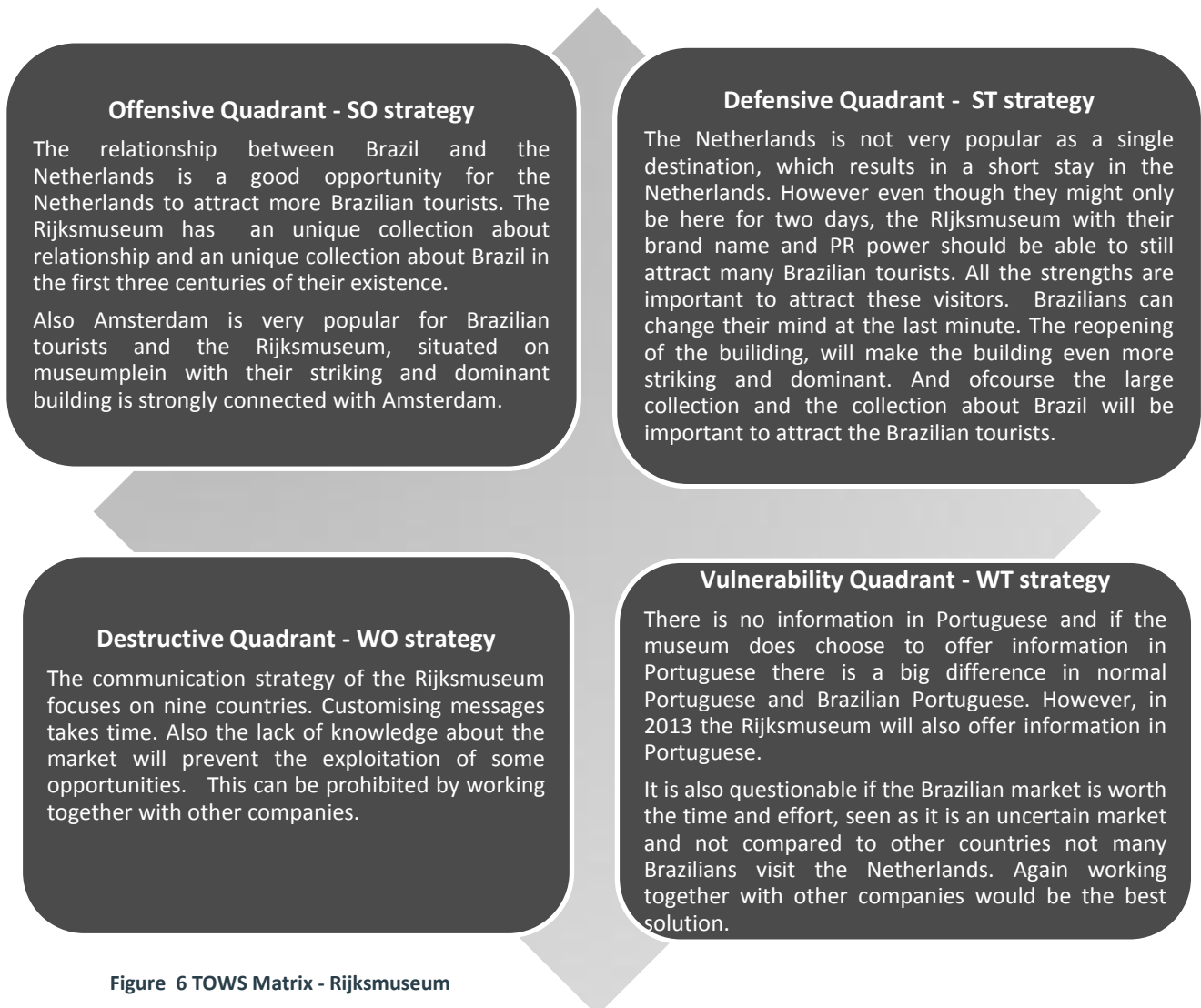
Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Largest collection of the Netherlands with unique objects from and about the Netherlands</li> <li>• Quality and extension of the collection (Not just objects about Dutch art and history from the Middle Ages to the 20<sup>th</sup> century. But also offer the key aspects of European and Asiatic art)</li> <li>• Rijksmuseum owns the largest Dutch masterpieces such as the Night Watch</li> <li>• Brand name with PR power even during renovation</li> <li>• Striking and dominant building on Museumplein, connectivity with Amsterdam</li> <li>• Reopening of the building in 2013, creates a buzz and curiosity as to what the new museum will look like</li> <li>• Dividing their visitors into different segments</li> <li>• In 2013, information will also be offered in Portuguese</li> </ul>	<ul style="list-style-type: none"> <li>• Image of the Rijksmuseum is often distant and old-fashioned</li> <li>• Large collection without a meaning → 'one-size fits all'</li> <li>• Little information available in Portuguese</li> <li>• Many focus countries</li> <li>• Lack of knowledge about the Brazilian market</li> <li>• Lack of social media integration.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Focus more on the developed cities: São Paulo and Rio de Janeiro</li> <li>• Collaborating with other organisations to target the Brazilian market.</li> <li>• Making the Netherlands a single destination.</li> <li>• Target the right newspapers and magazines. Use internet and social media</li> <li>• Target the Brazilian tourists when they are in Amsterdam, 'live in the moment'-mentality. Change their mind</li> <li>• Interested in Dutch art, exploit the relationship between the Netherlands and Brazil. Frans Post. Importance of Heritage</li> <li>• Gaining popularity of visiting museums in Brazil.</li> <li>• Communication via social media</li> </ul>	<ul style="list-style-type: none"> <li>• Brazil is a large country</li> <li>• Very uncertain market, travelling is strongly linked with the economic growth and currency</li> <li>• The Netherlands is not a single destination</li> <li>• A lot of different newspapers and magazines all divided over different regions.</li> <li>• Short stay in Amsterdam, average of two nights. Not much time</li> <li>• Preference for other countries</li> <li>• Competition other attractions in Amsterdam</li> <li>• The average Brazilian more familiar with Van Gogh.</li> <li>• Language difference</li> </ul>

Table 7 SWOT-Rijksmuseum

<sup>8</sup> TWOS Matrix confronts the different elements of the SWOT analysis to think of possible strategies. See section 10.1.1 SWOT analysis and TOWS Matrix



The matrix will consist out of four different elements, explaining the SWOT elements conflicting with each other. Firstly, on how the strengths can help exploit the opportunities (offensive quadrant). Secondly, how the strength can be used to defend against the threats (defensive quadrant). The other two elements focus on the weaknesses, the first one being, whether or not the weakness can prevent the exploitation of an opportunity (destructive quadrant) and whether a weakness makes the Rijksmuseum vulnerable to a threat (vulnerability quadrant). The conclusion will contain strategies based on the matrix.



The strengths of the Rijksmuseum and opportunities in Brazil, in many respects, outweigh the weaknesses and threats. Overall the most important strategy, which is not mentioned in the matrix but can be concluded from the external analysis, is that it is important in Brazil to focus on the South-east region and in particular São Paulo and Rio de Janeiro. Furthermore, there are three other strategies based on the different quadrants of the TOWS matrix. These three strategies overlap all four different quadrants.

The first strategy focuses on the strengths and opportunities. One of the major strengths of the Rijksmuseum is their collection and in this case, their unique collection about Brazil. To attract the Brazilian tourists that visit the Netherlands it is important that the Rijksmuseum tells the story about the relationship between Brazil and the Netherlands and emphasize the fact that they have the objects that go with the story. In Brazil the story about Johan Maurits is still part of the history classes at school. This is a way to create awareness about the Rijksmuseum in Brazil, telling the story and linking it to the museum.



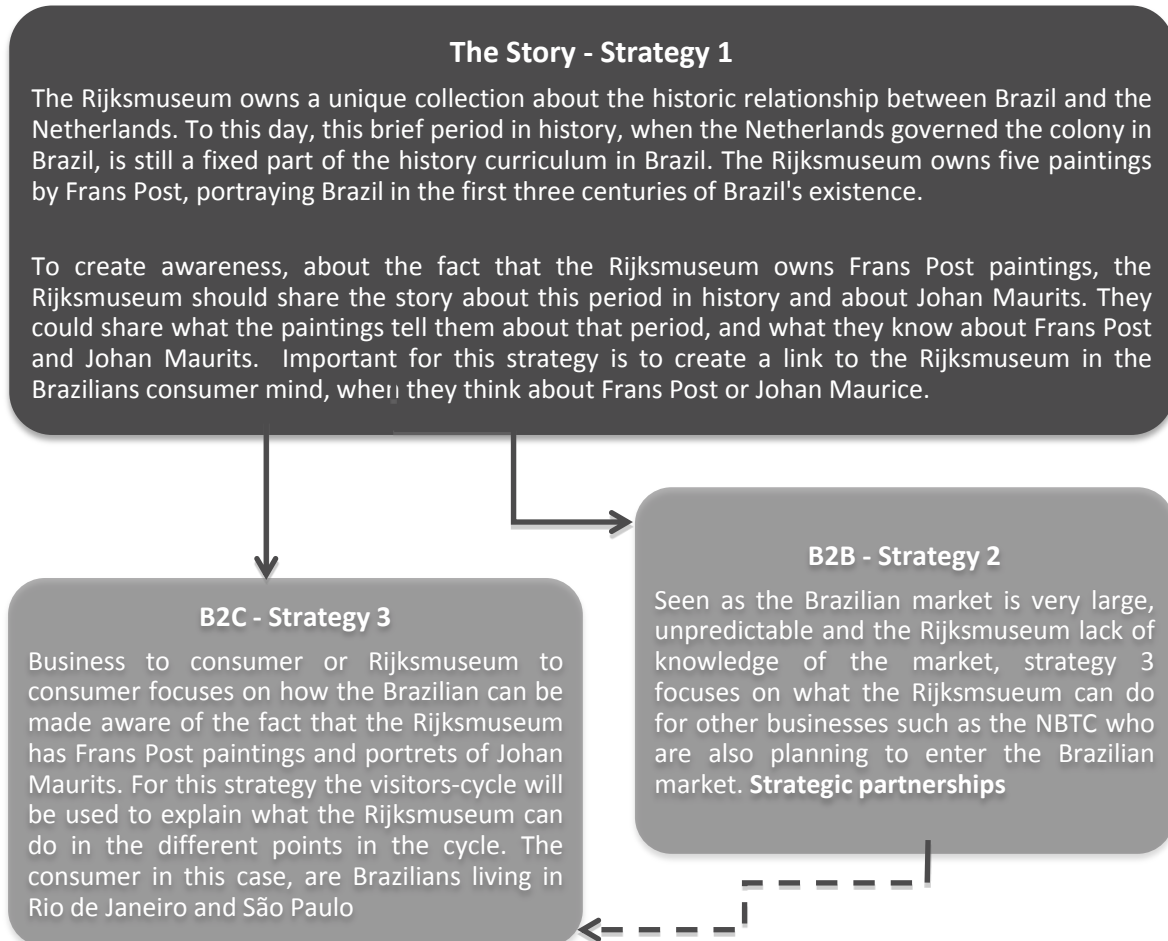
And when they are already in Amsterdam, make them aware that the Rijksmuseum has the images to go with the story. Secondly, the second strategy focuses more on the Brazilian tourist that is already in Amsterdam. Although the Netherlands is not popular as single destination, the two days that they are in the Netherlands, Amsterdam is most popular. Of course the striking and dominant building is an important strength of the Rijksmuseum. However it is also important that the Rijksmuseum is identifiable throughout the city. Brazilians can change their mind last minute, so finding a way to target them throughout the city or on Museumplein is important.

The biggest points of concern are the destructive and vulnerability quadrants. The Brazilian market is still very uncertain, last year the number of tourist grew tremendous however it is not certain that it will maintain growing in the coming years. And on top of this, the Rijksmuseum already has many focus countries and does not have a lot of knowledge about Brazil. So it is questionable whether it is worth the effort for the Rijksmuseum to target Brazil. However, there is a lot of interest of Dutch companies in this upcoming market. Also the Dutch tourism sector is interested in the Brazilian market. It would be wise to collaborate with other companies which will give a better opportunity to tackle the Brazilian market.

These strategies and ideas for implementation will be further discussed in the following chapters.

## 6. Strategies and Objectives

The TOWS-matrix gave an overview of possible strategies to attract Brazilian tourists to the Rijksmuseum. It is important to understand that these three strategies should not be seen as three different elements but should work together. The strategies will provide an important foundation for the recommendations in the following chapter. The following matrix illustrates how these strategies can work together.



The first strategy focuses on the strength of the Rijksmuseum. The historic relationship between the Netherlands and Brazil is very important. Johan Maurice is still highly spoken off by Brazilians and is part of their history education. Although Johan Maurice only governed for a short period of time, to this day many Brazilians still consider him as the best leader of Brazil in the colony period. The Rijksmuseum has five paintings by Frans Post, painted during the Dutch colonial period in Brazil. Many Brazilians are more likely to visit the Van Gogh museum, however, they are more likely to visit the Rijksmuseum if they know or find out that they can see Frans Post paintings. That is why it is of importance to create awareness about this fact, this is also the objective for the first strategy. Storytelling would be the best way to do this. Portray the story or history of the relationship between the Netherlands and Brazil and link it back to the Rijksmuseum. Brazilians should be aware that the Rijksmuseum has a small part of their heritage. This should be the content for the other two strategies. To summarize, the story, is the content and product the Rijksmuseum has to offer, they can offer this in the other two strategies.

Seen as the Brazilian tourist market is a very uncertain and unpredictable market, it would not be wise to tackle this market as a single organization. Many companies have shown interest in the Brazilian market. The NBTC for instance is looking to enter the market at the end of this year. Due to reorganization and cut backs, they will not do this alone but in collaboration with KLM, Schiphol and the ATCB. Through co-creation they will target the Brazilian market. The NBTC has already entered the Russian market in collaboration with KLM, Schiphol and the ATCB and are planning to do this again when entering the Brazilian market. This is also interesting for the Rijksmuseum as they can offer the story and the paintings. The objective of this strategy is not just to promote the Rijksmuseum, but to promote Holland. However, when promoting Holland, the historic relationship between the Netherlands and Brazil is very important. Johan Maurice is of course important, but it is also important to emphasize the heritage he created by bringing over Frans Post who painted Brazil in the colonial period. The reason why the second strategy is linked with the third strategy is because the promotion of Holland can function as a trigger for Brazilians to visit Holland and when Brazilians visit Holland, the Rijksmuseum can persuade them to visit the Rijksmuseum.

The last strategy focuses on how the Rijksmuseum can target the Brazilian tourist living in São Paulo and Rio de Janeiro. The first objective of this strategy is to create awareness about the Rijksmuseum and interest the Brazilians with what the Rijksmuseum has to offer (strategy 1). The second objective is to attract the Brazilian tourists to the Rijksmuseum when they are in Amsterdam. Important in this strategy is the managing of communication throughout the visitors-cycle. Communication efforts will take place in both Brazil and in Amsterdam. In Brazil the communication efforts will not focus on whole Brazil. In Brazil the Rijksmuseum will target the Brazilians living in the more developed cities that are São Paulo and Rio de Janeiro.

## 7. Recommendations

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The situation analysis provided an overview of; the strengths and weaknesses of the Rijksmuseum, and the opportunities and threats in Brazil. Confronting the different elements of the SWOT resulted in three possible strategies for the Rijksmuseum to attract the Brazilian tourist to the Rijksmuseum. The recommendations are based on the strategies mentioned in chapter 6. This will be presented in a short strategic marketing and communication plan in which all three strategies will be used. This chapter will conclude with a recommended media marketing mix for Brazil, which can be used by the Rijksmuseum in their strategic communication plan.

### 7.1 Objectives

The objectives of the following marketing activities are the following:

- Before the re-opening create awareness among Brazilian(s) (tourists) that the Rijksmuseum owns Frans Post paintings. Share their heritage with them.
- Create awareness and interest in general about the Rijksmuseum in Rio de Janeiro and São Paulo.
- Increase awareness in Amsterdam to target the Brazilian tourists, make sure they know what the Rijksmuseum has to offer.

### 7.2 Segmentation

Brazil is a very large country with almost 200 million inhabitants. Targeting the whole country and the whole population is therefore not the most effective way.

Segmenting the population is not an uncommon tool used by marketers and strategists in Brazil. There is a huge difference between rich and poor that is why the population is divided into social classes. The economic growth of Brazil has resulted in a significant shift of the population. Over 95 million people now belong to the middle class C and represent over half of the population. This new middle class has more purchasing power than before and has the means to spend their money on other things than before. At the moment especially the domestic tourism has seen a clear effect, however the international tourism is growing as well. The middle class, class B and A are the Brazilian inhabitants that have the means to be able to make outbound trips.

Another way to segment Brazil is in regions. Throughout the research it was evident that the South-east region was the most interesting region. To be even more specific, São Paulo and Rio de Janeiro are the most interesting cities to target. Together they have almost 32 million inhabitants. The most important reason to choose these two cities is because over half of the outbound travellers to Europe are from these two cities. It is better developed in many ways.

In conclusion the target audience are from class A, B and C in the South-east region living or working in São Paulo and Rio de Janeiro.

### 7.3 Unique Selling Proposition

The unique selling proposition of the Rijksmuseum is that they are the museum of the Netherlands and one of the greatest museums of the world. This is of course the most important message for the public. However it might be wise to customize it slightly for Brazil, seen as Brazil will be part of their world tour before the re-opening. The Rijksmuseum can offer them part of their heritage, the story about the historic

relationship between the Netherlands and Brazil. And the Rijksmuseum has the paintings from Frans Post to show it. The customized unique selling proposition is the message that should be spread and shared in Brazil and to Brazilian tourists in Amsterdam. In essence, the unique selling proposition coincides with the first strategy: The Story, mentioned in chapter 6.

## **7.4 Marketing Strategies**

The marketing strategy will focus on the implementation of the B2B strategy and the B2C strategy. This part will describe how these strategies can be carried out in the best possible way. Section 7.4.1 Strategic Partnerships, will focus on the B2B strategy. It will give an overview of how the partnership will be a mutual benefit to all parties. Section 7.4.2 Managing the Visitors-cycle, focuses on the B2C strategy. This section will explain how and when the Rijksmuseum can target the Brazilian tourist in Brazil (São Paulo and Rio de Janeiro) and in Amsterdam. The overall strategy (The Story), or the unique selling proposition, will be important part of the content for both strategies.

### **7.4.1 Strategic Partnerships**

As mentioned many times the Brazilian market is a very large and unpredictable market. Furthermore of the 6.5 million outbound trips, only 100.000 Brazilians visited the Netherlands last year. However it is a very attractive market. Due to cutbacks the NBTC has thought of different ways to enter new markets. Instead of entering the market by themselves they create strategic partnerships. Biggest advantage of collaborating is the fact that the companies join forces. All companies can deliver their own expertise.

Through a so-called co-creation track the NBTC entered the Russian market together with KLM, Schiphol and the ATCB. The choice to enter the Brazilian market has already been made, at the moment they are looking for possibilities on how to do this. The NBTC are again planning to do this with KLM, Schiphol and ATCB. In the alliance all parties are equal and all parties have to invest the same amount of money, time and effort. All parties make the plan together; the NBTC however is the coordinator. The brand 'Holland' is the base of the plan, to make the promotion more local the NBTC created different brand experiences which will be the basis for the different campaigns. At the moment they are thinking of a combination between the brand experiences: Creative City and The Story of Holland. The content and plans for the different campaigns are made in the co-creation track.

The benefits of this partnership for KLM and Schiphol, is that with the promotion of Holland, more tourists will want to go to Holland. For Brazilian tourists to get to Holland, flying is the easiest option. KLM offers direct flights to Schiphol. This means more customers for KLM and more for Schiphol as KLM flies to Schiphol. Benefit for the ATCB is that most tourists visit Amsterdam. For the NBTC, collaboration is needed due to reorganization and cut-backs. Collaborating with other organizations means that the NBTC can still continue with the branding of Holland.

The Rijksmuseum could be part of this alliance as well. Especially, The Story of Holland campaign is very interesting. The Story of Holland is all about the icons that the Netherlands has to offer. The icons people have to see when they visit the Netherlands for the first time. Cultural heritage is an important part of this experience. Johan Maurice will definitely be used as icon, as will the historic relationship between the Netherlands and Brazil. For this campaign the Rijksmuseum could offer their story, images and content which will be very interesting for the NBTC. The material the Rijksmuseum can offer is also very interesting. In return, the advantage of the collaboration for the Rijksmuseum is the fact that it will create awareness for Holland, Amsterdam. And it will create awareness for the Rijksmuseum as the content of the story should link back to the Rijksmuseum. A little piece of their heritage, right here in the

Rijksmuseum, Amsterdam. The collaboration would be perfect timing when it comes to the world tour the Rijksmuseum is planning. The NBTC is looking to start their campaign in October; the Rijksmuseum could create awareness for the world tour that will be in Brazil around November or December.

Two other interesting organizations to partner up with are ING and Keukenhof. ING is one of the sponsors of the Rijksmuseum. They already have an establishment in Brazil. It might be interesting to see if it is possible to create value for the ING to participate as well. Especially for the world tour the Rijksmuseum is planning ING might be an interesting partner. In Brazil cultural institutions and the business world are very closely related. Organizations that sponsor cultural institutions get more subsidies. This is a bit harder for international organizations, however the ING has been there since 1983, therefore this should not be a problem.

The Keukenhof might also be interesting to involve in the first strategic partnership with the NBTC, KLM and Schiphol. They are always looking for new ways to enter a market. Also the Keukenhof is interested in finding partners to exhibit on events or conventions. This might be interesting in a later stadium for the Rijksmuseum.

Although the main objective of the alliance of the NBTC is to promote Holland, it is still very interesting for the Rijksmuseum to join. It will give them a platform to share what the Rijksmuseum can offer and create awareness in Brazil. This is important for the next strategy. When considering the B2B – strategy it is important to consider which partnership is most valuable for the Rijksmuseum. Furthermore it is important to consider the consequences if the Rijksmuseum were to work with different partners. Looking at the possibilities, the most important partner would be the NBTC. They have already worked with KLM and Schiphol, they have recently entered the Russian market with the brand Holland and already have made the choice to enter Brazil. To find out more about the alliances, Maartje Schouten is the one to contact at the NBTC. (mschouten@holland.com)

#### 7.4.2 Managing the Visitors-cycle

To understand the different steps a tourist goes through when deciding what to do, the Rijksmuseum uses a visitors-cycle. Each different step represents new possibilities for the Rijksmuseum to target or communicate to the Brazilian tourist. The visitors-cycle will be further explored and compared with the AIDA-model, as explained in the theoretical framework (2.1.7 The AIDA-model). The aim is to find out in which stage of the AIDA-model the Brazilian tourist is in every step of the visitors-cycle. This is important for the objective of the media marketing mix. Furthermore it is essential to identify the two most important decision moments in the visitors-cycle. First decision is whether or not to visit the Netherlands/ Amsterdam and the second decision, whether or not to visit the Rijksmuseum.

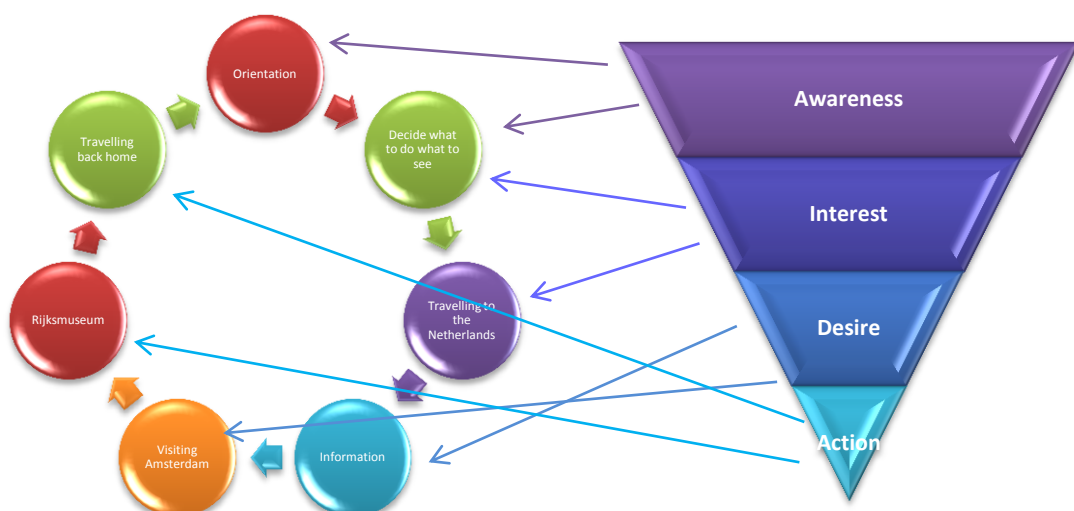


Figure 7 Comparison AIDA-model with visitors-cycle

The first important decision moment is at the beginning of the orientation stage. At the beginning of this stage they decide they want to travel. In the orientation stage it is therefore important to trigger the Brazilian tourist to visit the Netherlands. To start with creating awareness is the first step. Creating awareness is important both in the orientation stage as in deciding what to do. There are several possibilities to create awareness about the Rijksmuseum. First possibility: strategic partnerships. The NBTC in alliance with Schiphol, KLM and ATCB are planning to promote Holland in Brazil, as explained in 7.4.1 Strategic Partnerships. Another possibility is the world tour the Rijksmuseum is planning. They are planning to travel with a painting to China, Brazil and America. For Brazil this should not be any painting but a Frans Post painting. Bringing their heritage to them will create awareness and trigger interest. Furthermore, on the world tour a personal folder will be made for each country. The personal folder should contain information about the reopening, the building, the collection and the collection that is most interesting for the Brazilians. This should not be done in the months January, February and March as it is carnival.

Interest is the next step. The promotion of Holland and the world tour of the Rijksmuseum should trigger enough interest to find out more about Holland, Amsterdam or the Rijksmuseum. Important sources where Brazilians get their travel information from are: conversations with friends and family, social media posts, travel guides, articles in magazines or newspapers, advertisements in newspapers or magazines and the internet. So triggering interest can be done through different channels. Internet is becoming more and more popular to search for information, not just search engines but also social media is an important source of information for many Brazilians. Online presence is important. On the other hand newspapers and magazines are a very important source of information as well. The content and how these different channels can be used will be elaborated on in the media marketing mix. Desire to visit the Rijksmuseum starts when Brazilians have already decided and planned to go to Amsterdam, this might start in their hometown. In section: 4.3.2 Travel decisions, it became apparent that Brazilians tend to book their trip in phases. The second important decision moment, whether or not to visit the Rijksmuseum is most likely to take place when they arrive in Amsterdam; this is when the desire to visit the Rijksmuseum should be triggered even more. Think about arriving at Schiphol and getting a personal folder that will also be used for the world tour. Being mentioned and shown in the introduction movie about Amsterdam, in the aeroplane. In hotels it would be good to educate concierges about the fact that for their Brazilian guests the Rijksmuseum is very interesting for them because of the Frans Post paintings the Rijksmuseum has, portraying the colonial period of the Netherlands in Brazil.

The last step is action, of course this entails visiting the museum, however the most important step is for Brazilians to travel back home and share their experience about the Rijksmuseum with their friends and family. Social media has become an important and influential source when it comes to making purchasing decisions. Sharing their experiences online is therefore important.

Online presence was only mentioned in one step of the visitors-cycle. Please note that online presence; such as Facebook, website, Twitter, blogs and so on are important throughout the whole visitors-cycle.

#### **7.4.3 (Media) Marketing Mix**

The emphasis of this report is on the strategic communication plan for Brazil. Therefore the promotion is the most important P of the marketing mix. The promotion in this case will focus on different communication channels of the media marketing mix, also known as the paid, owned and earned model, (2.1.5 Paid, Owned, Earned model). The paid, owned and earned model will look at different communication possibilities in Brazil and the Netherlands taking into account the different steps of the



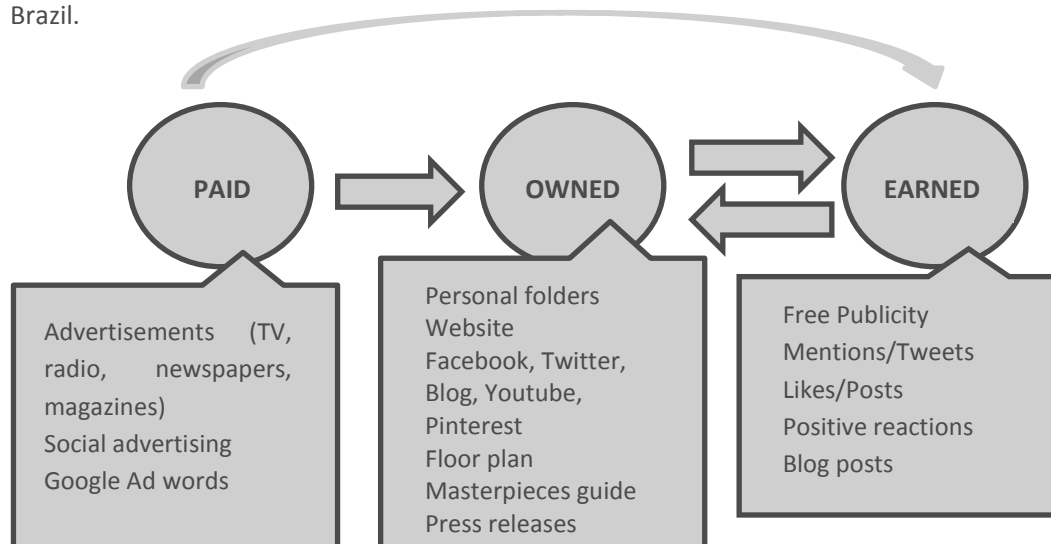
visitors-cycle and the two most important decision moments. To start with an overview of the other three P's.

P	Description
<b>Product</b>	The collection of the Rijksmuseum comprehends 1.1 million objects portraying the story of Dutch art and history from the Middle Ages to the 20th century. Also they offer the key aspects of European and Asiatic art. In Brazil it is especially important to emphasise the paintings painted by Frans Post of Brazil during the colonial period of the Netherlands in Brazil. Not only should they offer the images, they should offer the story. The product should be central in all promotion efforts. Personal folder is also an important product for the Brazilian market. Also offer the paintings as a postcard so that the Brazilians can their heritage home with them to show their friends and family.
<b>Price</b>	The story about the relationship between the Netherlands and Brazil should be available to everyone and widely accessible. Seen as this is a part of their history curriculum the Rijksmuseum could offer more information in for instance a "wiki" online. This is of course free. As for the world tour, this exhibition should be free. The exhibition: The Magical World of Escher at the Centro Cultural Banco do Brasil (CCBB) was a free exhibition. This makes it more accessible to a broader public. In Amsterdam, they will have to pay entrance fee for the Rijksmuseum.
<b>Place</b>	Marketing efforts should both be focused in Brazil as in the Netherlands. The world tour and promotion in Brazil should be mainly focused on São Paulo and Rio de Janeiro. Perhaps some of the promotion such as folders, posters and advertisements should also be done in Pernambuco. This is the area where the Dutch were situated during their colonial period. As for exhibition area, CCBB might be a good option because they are both situated in Rio de Janeiro as in São Paulo. Also they have a large reach seen as it is the largest bank of Brazil. In the Netherlands, Schiphol and Amsterdam are important. Creating awareness around the city is very important. The most important place is the museum itself. This is the main goal; attract more Brazilian tourists to the Rijksmuseum.

**Table 8 Product, Price and Place of the Marketing Mix**

#### **7.4.3.1 Promotion – Communication**

As mentioned before, the promotion of this marketing mix will be the recommended communication channels that can be used to target the Brazilian tourists in Brazil and the Netherlands. The communication channels will be described through the implementation of the media marketing mix. In this model paid, owned and earned media are very important. Though it is not possible to create earned media, it is possible to make sure that the paid and owned media portray the right message and boost the Rijksmuseum to earn, earned media. In chapter 3, table 2 showed an overview of the different media types/channels currently used by the Rijksmuseum. Figure 8 illustrates paid, owned and earned media in Brazil.



**Figure 8 Paid, Owned and Earned model for the Brazilian tourists**

Figure 8 does not elaborate on where and when these means can best be used. As mentioned in the visitors-cycle there are two important decision moments: In Brazil, where they make the choice to visit the Netherlands and/or Amsterdam (orientate what they can do and see in Amsterdam) and the second decision moment when they arrive at Schiphol or at their hotel in Amsterdam when they decide what to do. The communication therefore will take place both in Brazil, São Paulo and Rio de Janeiro, and in the Netherlands, on Schiphol and in Amsterdam. The general communication strategy is further elaborated on through the paid, owned and earned model. For the world tour there is separate communication matrix, as this is an important event.

When it comes to advertising and promotion in Brazil, the alliance with the NBTC, Schiphol, KLM and ATCB, is a good opportunity. The Rijksmuseum should use the alliance to communicate about the world tour while also helping to promote the Amsterdam and the Netherlands. Another advantage of this alliance is that the Rijksmuseum can use this alliance to also use the channels of Schiphol and the KLM to target the Brazilian tourists. The alliance is also a good opportunity to make important contacts in Brazil. The communication means as mentioned for the world tour communications and general communications, can also be used as content for the strategic partnerships. However the definite content will depend on the NBTC, as they are project leader. Furthermore it will depend on what the other parties have to offer.

- **General Communication Strategies**

The general communication strategy for Brazil is an overall communication media mix that can be used over a longer period of time. Owned and paid media focuses on the Brazilians that are planning or orientating where to go and what to do in the Netherlands. Earned media comes from Brazilians that have visited the Rijksmuseum and want to share their experience, or find it interesting enough to write an article or blog about the Rijksmuseum.

The general communication matrix gives an overview of the different means within the paid, owned and earned model. The timing is based on either the different steps in the visitors-cycle or whether it should focus on Brazil or if it is communication, which is important in Amsterdam. The different means are based on the most important sources for the Brazilians to find holiday or travel information.

Channel	Means	Timing
Paid	Google Ad words	Orientation
	Social advertising	Decide what to do
	Holland Herald	Travelling to the Netherlands
Owned	Website	Information
	Press releases – E-mail marketing	In Brazil, information
	Social media	Whole visitors-cycle
	Personal Folder	In Brazil
	Information for concierges (can also be earned)	In Amsterdam, word-of-mouth
	Floor plan	Visiting the Rijksmuseum
	Masterpieces guide	Visiting the Rijksmuseum
Earned	Free publicity	In Brazil, orientation, decide what to do, information
	Mentions/Tweets	
	Likes	
	Positive reactions online	
	Blog posts	

### **Paid**

Advertising the Rijksmuseum in Brazilian media is an option that does not add extra value. The advertising of the world tour does add value because the world tour will take place in Brazil. Paid media that does create values is Google Ad as many Brazilians use the internet, when making travel decisions. Google Ad Words is very useful in the orientation phase and deciding what to do. In section 4.7.4 Searches and Search Engines, the most used search terms when it comes to the Netherlands are mentioned. These search terms can be used for a Google Ad words campaign. Important is to not only use search terms in English, but also in Portuguese. Holanda for instance is a search term widely used. Also Holland, Países Baixos and (i) Amsterdam are very interesting. More specific search terms that could be used are (The) Night Watch and Rembrandt. Tulipas is good search term to use just before the start of spring in the Netherlands. Tulipas van also be related to the Rijksmuseum. Social advertising will also create value as many Brazilians are on Facebook. However this option might only add value during the world tour.

The KLM offers direct flights from São Paulo and Rio de Janeiro. It could offer added value to communicate about what the Rijksmuseum has to offer in the Holland Herald, this should be an article. Really advertising the Rijksmuseum would be wise when the Rijksmuseum starts with a special exhibition that is very interesting for Brazilian tourists. Important when advertising an exhibition that is interesting for Brazilians, is to either name Johan Maurice in the article or use an image that the Brazilians can relate to. For instance the same image as will be used in personal folder of the world tour or the painting that will go on the world tour.

### **Owned**

The website is important during two phases, deciding what to do and information. A short introduction and the practical information about the museum should be offered in Portuguese. If they want to know more about the museum they can search on the website available in English. It is recommended to have information about Johan Maurice and Frans Post in Portuguese. The information of Johan Maurice should be in the form of a wiki, which students can use for a history project for instance. Information about Frans Post should tell more about the painter, how many paintings he has painted, which paintings the Rijksmuseum owns and which paintings can be seen in the permanent collection.

Before and after the world tour it will always be important to send out press releases to Brazil. The press releases can be sent out using the E-mail marketing system as used by the press at the moment. The main reason for this is because it is the fastest way to share information. For the general press releases the travel news department is most interesting, as the Rijksmuseum could be used as special, for instance to highlight Amsterdam. Newspapers and magazines are widely read and therefore press releases and free publicity is important to reach a large group of Brazilians in São Paulo and Rio de Janeiro. Several contact details for the press in São Paulo and Rio de Janeiro:

- Vanessa Correa da Silva: [vcorrea.silva@grupofolha.com.br](mailto:vcorrea.silva@grupofolha.com.br), responsible for online travel news at Folha newspaper (largest newspaper in São Paulo).
- [boaviagem@oglobo.com.br](mailto:boaviagem@oglobo.com.br): General e-mail address of the travel news department of O Globo (largest newspaper in Rio de Janeiro).
- [felipe.mortara@grupoestado.com.br](mailto:felipe.mortara@grupoestado.com.br): responsible for the travel news at Estado de São Paulo (second largest newspaper in São Paulo)

For the more specific subjects, for instance about the historic relationship and what the paintings by Frans Post tell us, a magazine like Bravo! would be more interesting. Silas Marti, journalist at Folha, was

interested in writing an article about the new building and also about the new style the Rijksmuseum is launching in September. He was especially interested in how the new style fits with the reopening of the main building and the connection between the two. Also he would be interested in writing an article about Frans Post. Though it is important, to keep in mind, that he has a very laid-back attitude. He will not take the initiative to write an article but needs to be reminded. silas.marti@grupofolha.com.br

The social media channels should be used throughout the whole visitors-cycle to create awareness, interest, desire and action.

- **Facebook and Twitter:** These two channels should be used the same way it is being used at the moment. The Rijksmuseum is very prompt with answering and retweeting tweets about the Rijksmuseum. One recommendation for Twitter, before retweeting, try to find out where a person is from and give them a tip what they really have to see in the museum. For someone from Brazil, this of course would be the paintings by Frans Post.
- **Youtube:** Watching online videos has gained popularity in Brazil and reaches almost 80% of the Brazilian internet users. This will especially be good to use during the world tour. The world tour is the perfect opportunity to show how good the movies made by the Rijksmuseum are and get them to subscribe to the Youtube channel of the Rijksmuseum.
- **Blog:** Instead of making just a blog about the world tour, a general blog with interesting articles, press releases, background information is very interesting as well. For instance for Brazil, Eveline Sint Nicolaas could write an interesting blog about the historic relationship between the Netherlands and Brazil. Or about what the objects we have in the Rijksmuseum can tell us about the historic relationship. Another idea for the blog is to write more about the building, interview someone who worked a lot in the building during the renovations. More background information about the collection, building and the organization. A blog is a platform where the history department can write articles about what the Rijksmuseum has in their collection. Give people a chance to learn more about what the Rijksmuseum has.
- **Pinterest:** Pinterest is a good channel to connect the physical objects of the Rijksmuseum to the online presence. This can lead people to the other owned online channels of the Rijksmuseum.

Personal folder is another owned channel of the Rijksmuseum. This will be used for the world tour. However, it is recommended to find a way to use them in the Netherlands as well. The most ideal situation would be to hand them out in the aeroplane when they arrive; this however is not very realistic. The personal folders can also be used as extra information at the Rijksmuseum, Schiphol. Or as information, which concierges can share. That is another owned channel. It is not an actual channel we own, as the word-of-mouth is an earned channel. However the Rijksmuseum can 'educate' the concierges of hotels and share the information with them which the Rijksmuseum thinks is important for the Brazilian tourist. The Rijksmuseum could organize an event, in which they invite the most important concierges and share information with them. This could also be done by e-mail marketing. Important information to share is the story of the historic relationship between the Netherlands and Brazil, and what the Rijksmuseum can offer Brazilian tourists, in the form of Frans Post.

It is recommended to offer the floor plan and Masterpieces guide in the Portuguese language. This is important information for the Brazilian tourist when they are in the museum.

## Earned

All earned publicity is important throughout the whole visitors-cycle. Free publicity in magazines and newspapers is important. Different subjects, such as the re-opening of the building, historic relationship

with the Netherlands are interesting subjects. But also Amsterdam is an interesting article to get the attention of the Brazilian tourists. Articles and advertisements are two sources that Brazilians use when making travel decisions.

Another form of earned media can be online, such as tweets, mentions, likes, positive posts and reactions. More and more people rely on social media posts from their friends and family before buying a product. Positive posts, mentions, tweets are therefore very important. This could be in the form of positive posts on Facebook, tweets when they are in the museum, positive reviews on traveller websites and so on. Also it would be very good if Brazilian bloggers would write a blog about the Rijksmuseum and what the Rijksmuseum has to offer or about the historic relationship between the Netherlands and Brazil.

The last form of earned media, is the mention of the Rijksmuseum in travel guides. The Rijksmuseum will most likely already be one of the must sees, however, through articles, blogs, press releases it could help to make sure that the travel guide provides the right information. It would be great if the travel guide could mention that the Rijksmuseum owns Frans Post paintings. This will only happen if the Rijksmuseum creates awareness for the Rijksmuseum and create awareness about the fact that the Rijksmuseum owns Frans Post paintings and that they are part of the permanent exhibition.

- **World tour**

The world tour is an event that will take place at the end of 2012 to promote the reopening of the Rijksmuseum in 2013. The world tour will start in China on the 2<sup>nd</sup> of October 2012 and then go to Brazil and will end in America. The communication objective of the world tour is to promote the reopening of the Rijksmuseum. And it is also a very good opportunity to make the Brazilians aware of what the Rijksmuseum has to offer and make it a must-see for Brazilians, to see their heritage. On the world tour it is recommended to bring a Frans Post painting like the 'View of Olinda'. This painting could from then be used in other communication strategies for Brazil as well. As a reminder that when they are in Amsterdam to visit the Rijksmuseum.

World Tour			
Channel	Means	Description	AIDA?
Owned	Personal Folder	For each country the Rijksmuseum will make a personal folder. All three folders will contain a general part about the Rijksmuseum, the new building and Amsterdam. The personal part will describe what the Rijksmuseum has to offer for Brazil. The Brazilian folder will contain more information about Johan Maurice and Frans Post. The story of strategy 1 is very important, and to share what the Rijksmuseum has to offer in a few sentences. Also all the images used in the folder will have something to do with the country. There will be one large image that can be used as poster. For Brazil this should be the Frans Post painting: View of Olinda, Brazil. Also the folder should be in the language of the country, for Brazil this means that the folder will be written in Portuguese.	Awareness Interest
Owned	Press Releases	To create awareness for the world tour is will be important to send out press releases. The NBTC will already have set up an office and will have good contacts. Also the contacts the Rijksmuseum already has should be used. Most important newspapers to target are O Globo, Folha, O Dia, O Estado de São Paulo	Awareness Interest
Paid	Advertisements	The advertisement should promote the world tour, tell the Brazilians why the Rijksmuseum is doing this and what they	Awareness Interest

		<p>have to offer.</p> <p><b>Offline:</b> a lot of people in São Paulo and Rio de Janeiro read newspapers. O Globo and Folha are the most interesting to place an advertisement. O Globo is the largest newspaper in Rio de Janeiro and Folha is the largest newspaper in São Paulo. The most interesting magazine to advertise in is Bravo!. They focus a lot on culture.</p> <p><b>Online:</b> it is also possible to advertise on social media. However it is also interesting to advertise on the website of O Globo and Folha. If it is possible to make a package deal.</p>	
Owned	Social media	<p><b>Blog:</b> Blogs are very popular in Brazil. 71% of the Brazilian internet users visit blogs. The Rijksmuseum should start a blog in which they inform people about the world tour. Information such as where is the world tour at the moment, how is it going, how many visitors have they had and so on. Also they could write blogs about why they are in China or in Brazil. One person within the organization should be responsible for the blog. He or she can then invite guest bloggers to write a blog</p> <p><b>Facebook:</b> On the English Facebook page keep fans updated about the progress of the world tour and promote the blog.</p> <p><b>Twitter:</b> in Brazil Twitter is very popular, the Netherlands has the largest Twitter reach and Brazil has the second largest reach. On the day of the opening of the world tour work with #-sign to create more awareness in Brazil. Also show the #-sign in the advertisements.</p> <p><b>Youtube:</b> Just like the personal folder, make one general movie and at the end, add a personal bit. For Brazil the historic relationship, Johan Maurice and what the Rijksmuseum has to offer (Frans Post) are important.</p> <p><b>Pinterest:</b> A pinterest world tour board will give the Rijksmuseum a way to share their blog and their website. This could also be pictures of must-sees in Brazil, for instance a blog about Rio de Janeiro with a picture of their must-see will drive traffic to their blog.</p>	Interest Desire
Earned	Social media/Free Publicity	<p>The world tour should create a buzz in Brazil. Press releases will earn the Rijksmuseum free publicity. Also free publicity can be in the form of mention in travel guides. Social media will create awareness and conversation online. Positive reactions on Facebook or Twitter can influence other Brazilians to visit the world tour event as well. Also, to get bloggers writing about what is happening will be a good way to create attention.</p>	Action

Table 9 Communication matrix world tour



## 8. Conclusion

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The main focus of this report was to research the Brazilian travel market and find out more about the Brazilian tourists. Throughout this report the main and sub questions as stated in the introduction have been answered and a recommendation for the strategic communication plan has been made. The conclusion of this report will be based on reiteration of the connection between the different theories of the theoretical framework and the key findings of the report.

In 2001, Brazil was coined one of the BRIC countries. Jim O'Neill forecasted that the BRIC countries would emerge rapidly, as they had a healthier outlook than the G7. Eleven years later his forecast appears to be correct, Brazil is among the world's fastest-growing economies. Coinciding with the economic growth is the shifting of the population in Brazil. Seen as Brazil has a very large population, segmenting the population into social classes, classified as letters from A to E, is a common tool used by strategists and marketers. In the past years, an estimated 35 million people joined the middle class (Class C) and 20 million more are expected to join. The result of this social climbing has had a positive effect; more and more Brazilians can now afford to do a lot of things, like travelling abroad, for the first time. The emerging middle class and the booming economy have caused a rise in the tourism industry in Brazil. These two factors correspond with the theory of the Netherlands Board of Tourism and Conventions (NBTC) about the strong relationship between the economic growth, prosperity and personal income on the one hand and the international travel behaviour.

Outbound tourism from Brazil grew significantly. In 2010 outbound travel increased to 6.5 million outbound trips. The Brazilians have a strong preference for Europe, for two reasons. The first reason is the fact that they do not require a visa for most countries in Europe. The strong cultural ties between countries in Europe and Brazil, is the second reason. France, Portugal, Spain and Italy are the most popular destinations, closely followed by Germany and the UK.

The Netherlands is the sixth most popular destination in Europe and is mostly visited in combination with other countries. The average stay in the Netherlands is two nights. In an interview with Wim van Meerveld, Manager Marketing and Communications at the Keukenhof, he compared Brazil with Japan a couple of years ago. Japanese tourists used to visit Europe, in the morning they would visit the Rijksmuseum and in the afternoon the Louvre in Paris, they did not make any distinction between the different countries. The tourism market in Japan has matured, however, and they now make the distinction and visit the Netherlands and not Europe. The Brazilian tourism market is still developing. For now this means that the time Brazilians spend in the Netherlands is short.

On the other hand, in the past two years the number of Brazilian visits to the Netherlands grew rapidly. In 2011 the number of Brazilian tourists increased with 30% to 100,000 visitors and is expected to grow again in 2012. However, in an interview with Maartje Schouten, Marketing Consultant at Netherlands Board of Tourism & Conventions, it became apparent that at the NBTC they are uncertain if this trend will continue. The Brazilian tourism market is uncertain because it is strongly linked with the economic growth in Brazil and their currency. Nevertheless, the Brazilian market has become very interesting for the tourism industry around the world. Consequently the NBTC is planning to enter the Brazilian market; however, due to cutbacks and the uncertainty of market they will enter it in alliance with KLM, Schiphol and ATCB to promote Holland. Other key findings are that more than half of the outbound travellers



originate from São Paulo and Rio de Janeiro. Furthermore, Amsterdam is the most as travel destination in the Netherlands; 8 out of 10 tourists stay in Amsterdam during their visit.

It is obvious that the Brazilian tourists are an interesting target for the Rijksmuseum. To target the Brazilian tourists effectively it is important to identify the decision-making process of the Brazilian tourist, which will then assist to identify the timing of different steps in the visitors-cycle and where decision-making takes place. In the connection between theories, two 'black boxes' were identified; these 'black boxes' represent two important decision moments. First decision moment is whether or not to visit the Netherlands, or whether or not to visit Amsterdam. The second decision moment, is deciding what to do and whether or not to visit the Rijksmuseum. To find out more about the decision-making process it was important to find out more about how the Brazilian tends to make travel decisions. Decisions tend to be made well in advance. They tend to make travel arrangements in stages and book their flight and accommodation separately. Most Brazilians tend to book their accommodation and tours when they arrive at their destination. Brazilians have a very 'live in the moment'-mentality, which means they can change their plans easily. Important sources of holiday information are conversations with friends and family, social media posts, travel guides, articles in magazines or newspapers, advertisements in newspapers or magazines and the internet.

The confrontation of the SWOT-elements from the internal and external analysis resulted in three strategies to attract the Brazilian tourists to the Netherlands and the Rijksmuseum, answering the incentives for the two 'black boxes' and how the Rijksmuseum can attract the Brazilian tourists. These strategies also provided a solid base for the recommended communication plan.

The first strategy focuses on the most important finding of this research; the fact that the Netherlands and Brazil share a brief history. In 1624, the Netherlands conquered Salvador in Bahia, Brazil. Over the next couple of years, the Dutch gained more and more power. In 1636 Johan Maurice of Nassau was appointed governor of New-Holland. He was situated in Olinda, capital of Pernambuco. Although Johan Maurice only governed for a short period of time, to this day he is still considered the best leader of Brazil in the colony period by many Brazilians. The importance of this historic relationship between the Netherlands and Brazil was initially perceived in an interview with Eveline Sint Nicolaas and Daniëla Consentino. According to Daniëla, Johan Maurice is well known in Brazil because they learn about him in school; it is a fixed part of the history curriculum in Brazil. The Rijksmuseum is very lucky to have works of art portraying Brazil during the colony period, painted by Frans Post. In Brazil there are not a lot works of art from this period. Johan Maurice, however, left for Brazil with 46 intellectuals, including artists. The paintings, prints and carvings of parchments made by the artists Frans Post, Albert Eckhout and an anonymous painter represent the most important heritage of fine arts of the first three centuries of Brazil's existence. In an interview with Jorn Konijn, the significance of these works of art was highlighted again. According to Jorn, Brazilians would most likely visit the van Gogh museum because they recognize the name, however if they know that the Rijksmuseum has paintings by Frans Post they would go to the Rijksmuseum. The work by Frans Post is therefore very valuable and can be used by the Rijksmuseum as an incentive for Brazilian tourists to visit the Rijksmuseum. The first strategy focuses on creating the awareness in Brazil, that the Rijksmuseum owns part of their heritage. The story and the paintings, is the content and the product the Rijksmuseum can offer the Brazilian tourists and can be used in the communication strategies to target the Brazilian tourists.

Business to business is the second strategy. Since the Brazilian market is a very uncertain and unpredictable market, it would not be wise to tackle this market as a single organization. As mentioned

before the NBTC is planning to enter the Brazilian market in alliance with KLM, Schiphol and ATCB. For the Rijksmuseum joining the alliance could be a big advantage and it is recommended to research the possibilities. The Rijksmuseum could add value to this relationship by offering the content that the Rijksmuseum owns. The objective of this alliance is to promote Holland, the overall brand will be supported by the brand experience: The Story of Holland. This could be an interesting campaign for the Rijksmuseum to be a part of, as the story of Holland in Brazil will also focus on the historic relationship. The benefit for the Rijksmuseum is, that they can profit from the channels and means of the other companies. The advantage of this strategy is that the promotion of Holland is an important trigger for Brazilians to decide to visit Holland, and can serve as an incentive to the first 'black box'. When they decide to visit Holland the Rijksmuseum can persuade them to visit the Rijksmuseum through the third strategy.

The third strategy is based on business to consumer. In this case Rijksmuseum to consumer. This focuses on managing the communication in different stages of the visitors-cycle. In Brazil the communication efforts will not focus on the whole of Brazil. The target audience in Brazil lives in São Paulo and Rio de Janeiro, as these are the more developed areas of Brazil and most long-haul travelers are from these two cities. The objective of this strategy is to create awareness about the Rijksmuseum and what the Rijksmuseum has to offer for the Brazilians. The second objective of this strategy is to attract the Brazilian tourists to the Rijksmuseum when they are in Amsterdam, answering the second 'black box'. Since the Brazilians have a 'live in the moment'-mentality, it is important to trigger the Brazilian tourist when they arrive at Schiphol and in their hotel in Amsterdam. The recommended communication strategy is to use the world tour to create awareness for the Rijksmuseum. The re-opening is a good reason to promote the Rijksmuseum, however, the world tour should especially be used to create awareness about the fact that the Rijksmuseum has Frans Post paintings. The story about the historic relationship is a good way to get the attention of the Brazilians. Next to the world tour there is the general communication strategy that can be used over a longer period of time.

In conclusion, the most important incentive for the first 'black box' is the fact that the Netherlands and Brazil share a historic relationship. When promoting Holland, this is important content for the communication. The incentive for the second 'black box' is the fact that the Rijksmuseum has Frans Post paintings.

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## 10. Appendix

### 10.1 Theories

#### 10.1.1 SWOT analysis and TOWS Matrix

A SWOT analysis is a useful tool to understand the strengths and weaknesses of a company, and for identifying opportunities and threats a company might face. In this research the SWOT elements will be analysed through the TOWS Matrix (Weihner, 1982). In this matrix the opportunities and threats from the external analysis will be confronted with the Rijksmuseum's strengths and weaknesses. The objective of this matrix is to find a way in which these elements can either help exploit each other, or defend each other and to base strategies on these confrontations. The following figure will provide a better understanding:

SWOT - analysis		External Environment	
		Opportunities	Threats
Internal Environment	Strengths	<b>SO – strategy</b> Maximise both strengths and weaknesses	<b>ST – strategy</b> Strengths can deal with threats
	Weaknesses	<b>WO – strategy</b> Minimize weaknesses and maximise opportunities	<b>WT – strategy</b> Aim to minimize both weaknesses and threats

Table 10 SWOT analysis and TOWS Matrix

The reason to use the TOWS matrix is because it focuses on how the strengths, weaknesses, opportunities and threats can be translated to strategies. These strategies can later on be considered for the strategic communication plan for Brazil.

#### 10.1.2 Paid, Owned and Earned media model

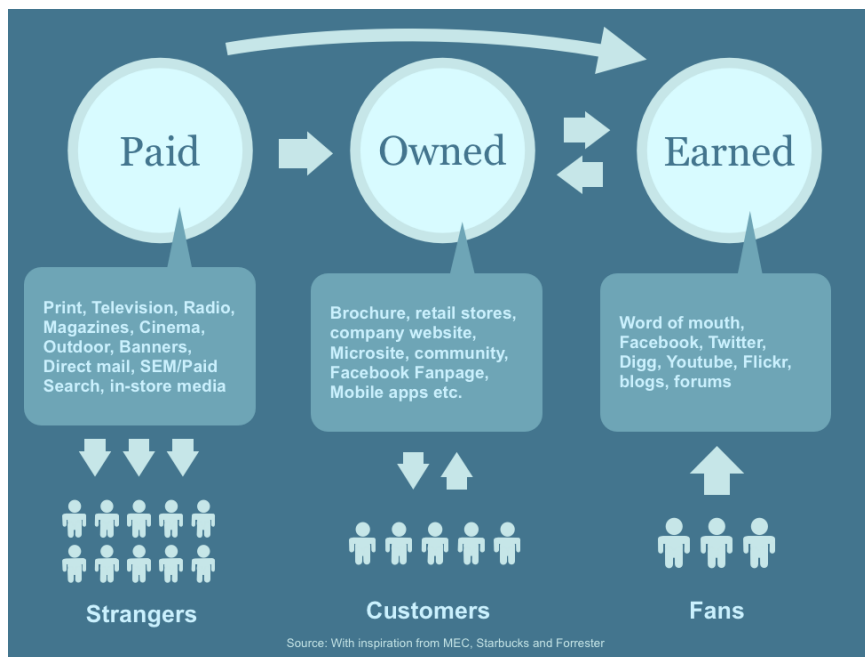


Figure 9 Paid, Owned and Earned model

## 10.2 Company structure

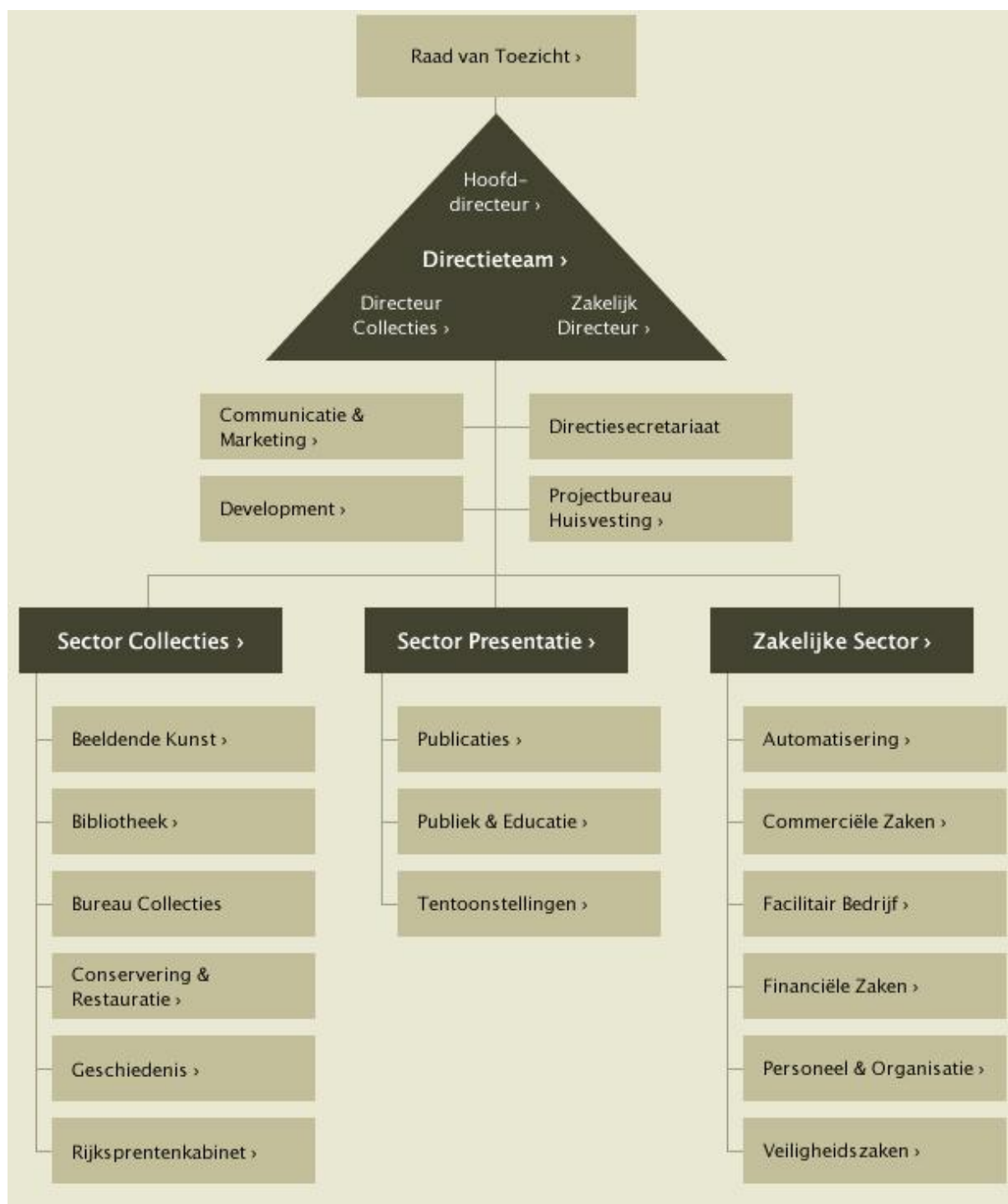


Figure 10 Company Structure the Rijksmuseum



## 10.3 Interviews

### 10.3.1 Eveline Sint Nicolaas and Daniëla Consentino

Eveline Sint Nicolaas works at the Rijksmuseum as curator. At a reception she got talking to Carlos Asfora, Minister of the Brazilian Embassy in The Hague. He turned out to be an important advocate of the Brazilian-Dutch historic relationship. He could not believe that people in the Netherlands knew so little about this relationship. In Brazil everyone knows who Johan Maurice is and in the Netherlands people have very little knowledge about him. Carlos asked if you could come to the museum to see if the Rijksmuseum has anything in their collection representing this period in time. After this conversation Eveline was triggered to do more research about the history and to see what the Rijksmuseum has in their collection that could be of interest to Brazilians.

Daniëla Consentino, is an intern working for the history department at the Rijksmuseum. She is doing a research to find out more about Brazil in de 17<sup>th</sup> century, so also the period when the Netherlands were there, but also Portugal. Her research will be used for an exhibition in 2017 about the Netherlands and Portugal.

1. *In je introductie vertelde je dat veel Brazilianen Johan Maurits kennen en over de geschiedenis, hoe kunnen zij zoveel weten en wij zo weinig?*

Eveline: Dat vond ik heel erg treffend. In Nederland weet bijna niemand dat wij daar zaten en hoeveel indruk dat heeft gemaakt.

Daniëla: De geschiedenis tussen Nederland en Brazilië leren wij op school. Iedereen moet dat weten dat is een verplicht onderdeel. Daarom weten Brazilianen hier zoveel van af. De geschiedenis van koloniale bezetting in de 17<sup>e</sup> eeuw, is een verplicht onderdeel op school. Johan Maurits wordt heel erg positief over gepraat. Er zijn veel Brazilianen die nog steeds denken dat als de Nederlanders waren gebleven dat alles anders zou zijn geweest. Johan Maurits heeft veel goede dingen gedaan, zoals reorganisatie, allerlei soorten maatregelen genomen voor een goede samenleving. Het was een van de betere periodes.

Eveline: Het was inderdaad heel goed, maar er werd ook geknakt. Het was niet altijd even gezellig.

Daniëla: in de geschiedenis les wordt het heel erg positief gebracht inderdaad. Terwijl als je verder leest er ook negatieve aspecten aanzaten.

Eveline: Toch kunnen Brazilianen vaak over Johan Maurits praten als de beste gouverneur, alsof hij nog met de verkiezingen mee doet.

Vaste opstelling meer schilderijen van Frans Post.

Brazilianen weten heel veel van de Nederlandse

2. *Hoe zit het met de interesse voor 17<sup>e</sup> eeuw kunst?*

Daniëla: Brazilië was nog geen kunst cultuur in de 17<sup>e</sup> eeuw. Dat begon pas aan het eind van de 17<sup>e</sup> eeuw begin van de 18<sup>e</sup> eeuw. Geen Braziliaanse schilders in die tijd. Veel Portugese schilders verhuisde naar andere landen omdat Portugal failliet was en geen geld over had voor kunst en door begin van de renaissance trokken veel schilders weg om meer te leren.

3. *Hoe denken jullie het Rijksmuseum aantrekkelijker te maken voor Brazilianen?*

Eveline: Als je kijkt naar de Turken, die vinden het heel interessant dat zij schilderijen over het Ottomaanse Rijk in de 18<sup>e</sup> eeuw bij ons kunnen zien. Voor Brazilië is het toverwoord, gemeenschappelijke geschiedenis en Frans Post, en dat zou ook duidelijk in naar voren moeten komen en ook is het verhaal vertellen belangrijk. Er komen namelijk schilderijen van Frans Post in de vaste opstelling te hangen.

4. *Is Frans Post zo bekend in Brazilië?*

Daniëla: Johan Maurits kent iedereen! Frans Post hebben de meeste mensen wel gehoord. Daniëla is zelf lerares geweest en tijdens de geschiedenis les gaat het meer over de geschiedenis dan de kunst uit die tijd. Dus maar een klein stuk over Frans Post.

Eveline: Geschiedenis ingang is dus belangrijker dan kunst ingang.

### 10.3.2 Maartje Schouten – NBTC

Maartje Schouten works for the NBTC and was responsible for the Market Scan of Brazil. The aim of the interview was to get more information about what they expect from the Brazilian market and whether they are planning to go to Brazil.

1. *Jullie international network bestaat uit meerdere vestigingen over de hele wereld. Wat is hun voornaamste taak? Wie werken daar, zijn dat Nederlandse mensen?*

Vorig heeft er bij het NBTC een flinke reorganisatie plaatsgevonden. De reorganisatie was nodig omdat vorig jaar de overheid, een van de alle grootste partners van NBTC, moest bezuinigen. NBTC heeft toen een heel traject doorlopen waarbij ook de hele strategie van de NBTC bijgesteld moest worden. Bij de nieuwe strategie staat Holland marketing, destinatie marketing, bovenaan. En ze zijn meer gaan centraliseren en meer op co-creatie gaan zitten, oftewel echte partnerships. NBTC heeft nog wel steeds overal kantoren, alleen zijn de vestigingen nu kleiner en werken er twee mensen, een country manager en Pers & PR manager. De country manager, is degene die alles over de markt weet en die marketing input kan leveren voor die landen. En de Pers & PR manager is heel belangrijk omdat NBTC graag hun Pers & PR netwerk willen houden. De mensen die voor ons werken zijn of Nederlanders die daar al langere tijd wonen of het zijn local mensen van die landen, die vaak ook Nederlands spreken, maar dat is niet in alle landen zo. Het is namelijk belangrijk om mensen daar te hebben die midden in de cultuur zitten. Zij kennen de markt namelijk veel beter.

Landen waar veel toeristen vandaan komen zoals: Duitsland, België en UK, zitten grotere vestigingen met 4 of 5 mensen.

In de nieuwe markten werkt de NBTC met allianties. Daar bewerken zij de markt niet alleen maar gaan zij een partnership aan, ook wel co-creatie genoemd. Grote partners zijn Schiphol, KLM en sinds kort ATCB. Alliantie Rusland, China en Japan bestaan al en ze zijn nu bezig met Brazilië.

2. *Hoe werkt dat met jullie partners in jullie alliantie, want jullie hebben natuurlijk de campagne met de brand name Holland, werken jullie daar mee verder?*

De NBTC biedt de koepel, namelijk brand name Holland. Hier kan dan op doorgebouwd worden. In Brazilië zou dat ook veel beter werken dan om daar met het Rijksmuseum alleen naar toe te gaan. Tijdens de co-creatie traject wordt de campagne samen met KLM en Schiphol gemaakt.

3. *En als je dan kijkt naar de campagne in bijvoorbeeld Rusland, wat doen jullie daar dan?*

In Rusland heeft de NBTC representatie zitten. Dit gaan zij ook doen in Brazilië. Bureaus kunnen zich inschrijven om een pitch te houden. In de pitch mogen zij vertellen hoe zij Holland daar op de kaart gaan zetten door middel van het uitvoeren van marketing en communicatie. Ze mogen zelf weten hoe zij de marketing en communicatie uitvoeren, zolang het maar gebaseerd is op de strategieën van het NBTC. Degene die de beste pitch houdt wordt dan de agent van de NBTC in Brazilië.

- *Voor alle landen wordt dus wel wat anders bedacht?*

Voor alle landen wordt iets anders bedacht. Het is belangrijk dat ervan de brand Holland nog een lokale vertaalslag wordt gemaakt.

In principe wordt er gewerkt met de brand Holland en daaronder zitten verschillende brand experiences. Zo zorg je voor een competitive identity als land. De brand experiences zijn bedacht aan de hand van kernwaarden. Voorbeelden van verschillende identities zijn: 'The story of Holland' en 'The creative city'.

#### 4. *En hoe zit het op dit moment met de concurrentie positie van Nederland?*

Op de brand index van GfK brand index van Simon Anholt staat Nederland gemiddeld op een twaalfde plaats. Wij doen het als Nederland dus heel goed. En als je specifiek hebt over de Braziliaanse markt, dan zit Nederland tussen Duitsland en Engeland (boven Nederland); en België en Denemarken (onder Nederland). Portugal, Spanje, Italië en Frankrijk zijn de meest populaire bestemmingen. Nederland is nog geen 'must-see' bestemming. Dat zal Nederland ook niet snel worden omdat Nederland geen grote iconen heeft zoals Parijs. Dit betekent niet dat Nederland geen toeristen trekt, alleen dat Nederland het op een andere manier moet doen.

#### 5. *Maar jullie zijn dus nog niet actief in Brazilië, het is nog vooral oriënteren?*

Streven van NBTC is in september/oktober naar Brazilië te gaan.

#### 6. *Hoe pakken jullie dat in het buitenland, bijvoorbeeld met pers? Hoe leggen jullie contacten daar?*

Dat laat de NBTC over aan hun representatie of agent. Zij leveren wel input vanuit Nederland.

- *En wat voor informatie zou interessant zijn voor in Brazilië, hoe bepalen jullie dat?*

Hoe verder de markt, hoe groter het nieuws moet zijn. In Nederland heeft NBTC een Pers en PR medewerker die de informatie verspreid naar het buitenland en dan is het aan de representatie daar om er wat mee te doen. In principe, door de informatie die verstuurt wordt kan de NBTC het een beetje aansturen.

Online gaan ze wel meer centraliseren en dan proberen in de verschillende landen er een lokaal schilletje omheen te doen.

#### 7. *Hoe zit het met economische zaken, is Brazilië een interessant land voor hen?*

Voor economische zaken is Brazilië een erg interessant land. Bij de NBTC hebben ze grote research afdeling die de verwachting van de markt bepalen en om te onderzoeken of het ook een interessante markt is. Brazilië is een ontzettende belangrijke markt omdat het zo snel groeit. En natuurlijk een enorme groep mensen. Omdat het zo groot is zal er een focus moet komen. Als er genoeg budget is doen we heel Brazilië maar focus zal vooral op São Paulo en Rio de Janeiro liggen. Ook zal er niet op alle klasse gefocused worden.

- *Om even terug te komen op de verwachting. Afgelopen jaar zijn er 100.000 Brazilianen geweest. Iets dat jullie in 2007 nooit hadden verwacht. Daarom heb ik wel zoiets van wie weet gaat dit nog wel verder groeien, maar dat verwachten jullie dus niet.*

Bij de NBTC denken ze dat Nederland de grootste piek heeft gehad. Uit de gegevens is te zien dat Brazilië is gegroeid maar Azië groeit veel harder. Het is ook moeilijk in te schatten omdat in Brazilië erg gevoelig is vanwege de currency en de groei van de economie. Dat hangt heel erg samen en zou dus ook kunnen dat het opeens omslaat. Vandaar dat het ook een risicovolle markt is. Maar nu is er groei en de keuze om naar Brazilië te gaan staat. Wel is het belangrijk om als Nederland één vuist te maken, daarom zijn de co-creatie trajecten ook erg belangrijk. Je hebt dan meer budget en je kan veel slagvaardiger te werk gaan.

Om terug te komen op economische zaken. Het ministerie gebruikt de wat wij noemen de nation brand. Hierin staat Holland ook centraal en wordt dus ook gebruikt voor het economische imago van Nederland, het beeldmerk. Zo kan de destinatie Holland verstrekt worden door het bedrijfsleven.

#### 8. *Wat kunnen wij Brazilianen bieden?*

Nederland heeft geen grote iconen om te bieden, voor entertainment gaan Brazilianen naar America en qua shopping zijn wij ook niet eerste keus. Daar zijn andere landen veel sterker in. Belangrijkste wat wij hen kunnen bieden zijn de historical ties die wij met Brazilië hebben. Zoals Johan Maurice. Als er bijvoorbeeld gekeken wordt naar het imago van Nederland, zie je dan heel veel Brazilianen Nederland al kennen en de meesten weten zelfs dat Amsterdam in Nederland ligt. Soms heb je wel dat ze Amsterdam en Holland als twee losse onderdelen zien en niet het verband kunnen leggen. Het is erg bijzonder dat zo'n 64/65% van de Brazilianen Holland echt kennen, terwijl er maar 19% van de Brazilianen ook daadwerkelijk in Holland zijn geweest. Je hebt als Holland/Nederland als een basis als zal je altijd aan het imago moeten blijven werken.

- *Zouden jullie bijvoorbeeld ook iets met voetbal doen?*

Dat is een mogelijkheid. WK komt er aan. Dit zijn allemaal haakjes waar je iets mee kan. Maar het kan ook een valkuil zijn. Het kan negatief uitpakken. Dat zie je in Europe. Één groep is heel erg positief over de Nederlandse supporters, maar de andere hebben weer een heel negatief beeld van Nederlandse supporters. Het kan twee kanten uit. Maar voetbal is wel een haakje, aangezien Brazilianen gek zijn van voetbal en sporten in het algemeen.

#### 9. *Wat denk je dat er gaat gebeuren in Brazilië?*

In ieder geval is de keus gemaakt om er heen te gaan. Er zijn een aantal randvoorwaarden waar Brazilië aan voldoet. Bereikbaarheid van je land is bijvoorbeeld een randvoorwaarde. Als er niet genoeg vluchten zijn kan je wel Nederland gaan promoten maar dan zit er een maximale capaciteit aan. Aantal vluchten zijn in het afgelopen jaar omhoog gegaan.

Veel first-timers naar Europa maken een rondreis waarin zij Amsterdam ook bezoeken. En verblijven ze gemiddeld twee dagen in Nederland. Het is echt een streven om dit te gaan veranderen. Door iets moois aan te bieden, een mooi product, overhalen om langer in Nederland te blijven. In het begin is het mogelijk om gewoon een mooi product aan te bieden voor twee dagen.

#### 10. *Hoe zit het met andere steden in Nederland, werken jullie daar veel mee samen?*

NBTC werkt ook samen met andere steden in Nederland. Voor hun city-break campagne werkten heel veel andere steden ook mee. Natuurlijk is voor Brazilië Amsterdam heel erg populair maar hopelijk gaan zij dan ook een dag naar Utrecht en wat meer ontdekken van Nederland. Zo kunnen wij ze misschien wat langer vasthouden.

### 10.3.3 Jorn Konijn – SICA

In opdracht van OCW heeft SICA de culturele infrastructuur in Brazilië in kaart gebracht. Jorn zelf is een freelancer bij SICA en hij heeft deze opdracht gekregen omdat hij zelf in Brazilië heeft gewoond. Hij gaat er zelf ook nog vaak heen. De reden dat de OCW dit wou weten van Brazilië is omdat het natuurlijk een heel erg opkomend land is. Ook is er straks het WK en de Olympische Spelen straks allebei in Brazilië. OCW vond het interessant om dan te kijken wat er op cultureel gebied allemaal speelt. Mapping of Brazil: *"The purpose of this mapping is to provide a comprehensive overview of the Brazilian cultural infrastructure per discipline. Each discipline contains recommendations for intensifying a cultural exchange between Brazil and the Netherlands. This mapping was produced to realize the ambitions of the Dutch Ministry of Education, Culture and Science within the framework of strategic international cultural policy"*

of the Dutch cultural funds and institutions, and the [SICA](#) Dutch Centre for International Cultural Activities.”

Er is een programma ontstaan wat Central de Cultura heet. Dat is een fondsen programma om de uitwisseling tussen Nederlandse en Braziliaanse artiesten te vergroten. Voorwaarde is dus dat je als Nederlander samen met een Braziliaan iets maakt.

Het Rijksmuseum kan echt als meerwaarde geven: Frans Post. Brazilië is helemaal gek op Holland. Als je in Brazilië zegt dat je uit Nederland komt dan beginnen ze meteen over Johan Maurice en hoe geweldig hij was, en als hij was gebleven dan was het helemaal goed gekomen met Brazilië. Hij heeft in een korte tijd heel veel indruk gemaakt. Vooral In Recife, Pernambuco leeft het heel erg. Dit is waar Johan Maurice gezeten heeft. In Recife zit een museum van Ricardo Brennand, een rijke zakenman met als hobby het verzamelen van kunst en oude wapens. Dit deelt hij in de Ricardo Brennand Institute. Hij heeft een uitgebreide collectie over de periode van de Nederlandse bezetting in 17<sup>de</sup> eeuw, ook heeft hij een aantal schilderijen van Frans Post.

Musea bezoek is heel populair in Brazilië. Natuurlijk vorig jaar grootste tentoonstelling in Brazilië. Het was een Nederlandse kunstenaar, Escher. En de curator van de tentoonstelling was ook een Nederlander, Pieter Tjabbes. De tentoonstelling werd dus gehouden in Centro Cultural do Banco do Brazil. Wat heel erg interessant is om te weten is dat culturele instellingen en het bedrijfsleven heel erg nauw verbonden zijn met elkaar. Bedrijven die culturele instellingen sponsoren die krijgen meer subsidie. Dit geldt ook voor internationale bedrijven, maar daar moet wel een Braziliaans tussenpersoon zijn. Je hebt twee soorten musea in Brazilië, musea gericht op kunst met bepaalde collecties en kunsthallen waar dingen toch meer door elkaar staan. Kunsthallen zijn vaak ook gratis. Centro Cultural do Banco is gratis.

Brazilianen in Nederland zouden inderdaad eerder naar Van Gogh museum gaan, maar als ze zouden weten dat het Rijksmuseum een Frans Post heeft hangen zouden ze meteen komen. Eigenlijk zou de communicatie al in Brazilië moeten beginnen.

Andere dingen waar Brazilianen echt gek op zijn, zijn soaps en voetbal. Voetbal spreekt voor zich. In Brazilië duren soaps (telenovelas) meestal maar één of twee jaar, en het speelt zich iedere keer af in een ander land en dan raken ze weer helemaal in de ban van zo'n land.

Brazilianen kunnen weinig tot geen Engels. Portugees is echt hun eerste taal, maar dan wel Braziliaans Portugees wat iets informeler/vlotter is dan Portugees in Portugal.

#### 10.3.4 Wim van Meerveld

Wim van Meerveld is Marketing and Communications manager at Keukenhof. In short time it is open the Keukenhof attracts 800,000 visitors. The aim of the interview was to find out more about the marketing strategy of the Keukenhof. The following part is small recap of the conversation.

##### 1. *Waarom is de Keukenhof zo'n ontzettend succes?*

Als mensen aan Nederland of Amsterdam denken is Tulp vaak het eerst wat zij bedenken. En wat bieden wij aan: de Tulp. En hier kunnen ze 15 km langs alle mooie tulpen lopen en foto's maken.

##### 2. *Wat bereiken de kwekers met de Keukenhof?*

De kwekers leveren de bollen aan, wij zijn zelf verantwoordelijk voor het ontwerp. Voor de kwekers is het vooral om de vraag naar de tulp te versterken. Dat toeristen teruggaan naar hun land en aan hun bloemenman naar een bepaalde tulp gaan vragen.

*3. Jullie zijn maar een paar maanden open, wat zijn dan jullie doelstellingen? Wat willen jullie bereiken?*

We zijn maar een paar maanden open maar we zijn eigenlijk het hele jaar bezig. Al vanaf november, december werken overuren met z'n allen. Zodra de openingsdatum dichterbij komt werken we echt zes dagen in de week. Aan het einde van het jaar staan wij ook vaak op beurzen. We staan nooit alleen op beurzen maar altijd in samenwerking met een andere attractie. Dit zijn vooral beurzen waar toeristen en touroperators komen. We zijn ook altijd weer op zoek naar een nieuwe partner om naar een beurs te gaan. We werken ook veel met NBTC en ATCB. NBTC vooral voor de promotie en ATCB om te verkopen.

We hebben ook ieder jaar een ander thema, daarmee kan je bijvoorbeeld mensen uit een land aanspreken. Dit jaar is het Polen en volgend jaar zal het thema weer gebaseerd zijn op één van onze focus landen. Wij wisselen dat ieder jaar af, dus ene jaar één van onze focus landen en het ander jaar een nieuw/potentieel focus land. Onze focus landen zijn: Duitsland, America, Engeland, Frankrijk, China, India, Japan, Rusland en ZO-Azië.

*4. Wat voor marketingtools gebruiken jullie in binnen- en buitenland?*

Wij doen als Keukenhof geen grote acties zoals de Efteling doet met de Albert Heijen. Ook zouden wij nooit met de prijs gaan stunten. Goed om te weten is dat wij ook sponsorloos zijn, dus het inzetten van communicatie tools is erg belangrijk. Social media is hierin ook heel erg belangrijk geworden. In Duitsland hebben wij bijvoorbeeld wel de supermarkt gebruikt als communicatie tool. In Duitsland hebben wij ook iemand zitten die alle tours regelt omdat veel van onze bezoekers uit Duitsland komen. Verder, voor de ver weg markten gaat de communicatie vooral via touroperators. Veelal arrangementen.

Verder op Schiphol als je uit aankomst haal twee komt kom je meteen in de tulpen terecht en is het mogelijk om een combi ticket te boeken. Dit doen wij met Connexxion, dan kunnen zij met de bus heen en weer naar de Keukenhof. Er zijn mensen die op Schiphol vliegen, de Keukenhof bezoeken, en de zelfde dag weer wegvliegen. Het is ook mogelijk om een VIP ticket boeken, dan gaan ze met een kleiner busje, en hebben ze fast-lane toegang. Verder hebben wij 5 verkoopkantoren.

*5. Hoe zit het met jullie ambassadeurs programma? Hoe stimuleren jullie dat in het park?*

Zoals al eerder gezegd is social media een belangrijk onderdeel geworden. We hebben ook gewoon mensen die het de hele dag in de gaten houden. We maken gebruik van Facebook, Twitter en Youtube. Hierdoor creëer je toch veel aandacht voor de Keukenhof online. Door de foto punten in het park en gratis WIFI door het hele park stimuleren wij iedereen om dit te delen met hun vrienden en zo is iedereen een ambassadeur voor de Keukenhof.

*6. In het artikel: Nederland door een bollenbril, staat dat er meer bezoekers uit India komen door een Indiase succesfilm. Hoe is dat gegaan? Hebben jullie dat zelf bedacht of zijn jullie benaderd?*

Dat hebben wij zelf gedaan! We willen overal als eerste zijn en proberen dat ook op een ludieke manier te doen. Bollywood films zijn daar heel erg populair dus wij dachten meteen van daar moeten wij iets mee. Dus wij hebben de cast over laten vliegen en hebben ze hier een scene opgenomen. Meteen ook een thema aan vast geplakt. Zodra thema bekend is beginnen we met pers genereren in die landen. Dit is een ondersteunend onderdeel.

7. *Wat weten jullie al over de Braziliaanse markt?*

In Brazilië staan bloemen en diamanten centraal. Het is nu nog wel heel erg een zakelijke markt die daar vandaan komt. RAI bijvoorbeeld heeft hun eigen verkoopkantoor in Brazilië. Wat je nu nog wel heel erg ziet is dat Brazilianen niet naar Nederland komen maar op vakantie gaan naar Europa. Ze bezoeken meerdere landen en willen alleen de highlights zien. Dat zie je bij de Chinezen ook, die stappen over 5 minuten in de bus en rijden door naar Parijs om de Eiffel toren te zien. Maar dit kan veranderen. Japanners gingen ook eerst naar Europa maar kiezen nu ook vaak om op vakantie te gaan naar Nederland. Dat zal met de Chinese en Braziliaanse markt waarschijnlijk ook gebeuren.



#### 10.4 Desk research

Brazil is one of the BRIC-countries. BRIC is a grouping acronym that refers to the countries of Brazil, Russia, India and China. These four countries are believed to be at a similar stage of economical growth. Jim O'Neill, the Chief Economist for Goldman Sachs, coined the acronym in 2001 in his paper entitled: "Building Better Global Economic BRICs". In his report he stressed the importance of BRICs economies. In 2001 and 2002 the forecasts suggested that the larger emerging markets had a healthier outlook compared to the G7. In his paper Jim O'Neill considered four different scenarios for the next decade based on various nominal GDP assumptions for eleven countries (G7 and BRICs). In all four scenarios, the relative weight of the BRICs rises from 8.0% at present to 14.2% or from 23.3% to 27.0% in PPP rates (O'Neill, J., 2001). Another two authors published a paper in 2003, in which they used the latest demographic projections and a model of capital accumulation and productivity growth to map out the GDP growth, currency movements in BRIC-countries and income per capita until 2050. The most important results were that if things go as forecasted in 2040 the BRICs economies together could be larger than G6 in US Dollar terms. In 2025 the BRICs economies will be over half as large as the G6 (USA, Japan, UK, France, Italy and Germany). Over the next 50 years the BRICs economies could become a much larger force, if not the largest, in the world economy (Purushothaman, R., & Wilson D., 2003).

Therefore the economic growth in Brazil comes as no surprise. Brazil is among the world's fastest-growing economies. Under the current president, Dilma Rousseff, the real GDP grew with 7.5% in 2010, mainly because of stable inflation, higher domestic consumption and gross fixed capital formation. In 2011 the economy growth slowed down. The real GDP growth was just 3.4%, the reason for this was the tighter economic policy and weaker external demand (OECD, 2011). Even though growth slowed down, the future prospects of the Brazilian economy are promising. According to team of economists Brazil has overtaken UK to become the sixth world's largest economy (Inman, P. 2011). Also Brazil has the largest financial system in South America, this gives them a strong financial freedom (Datamonitor, 2011). By 2020 they expect that the BRIC-countries will dominate as largest economies pushing past Germany, France and the UK.

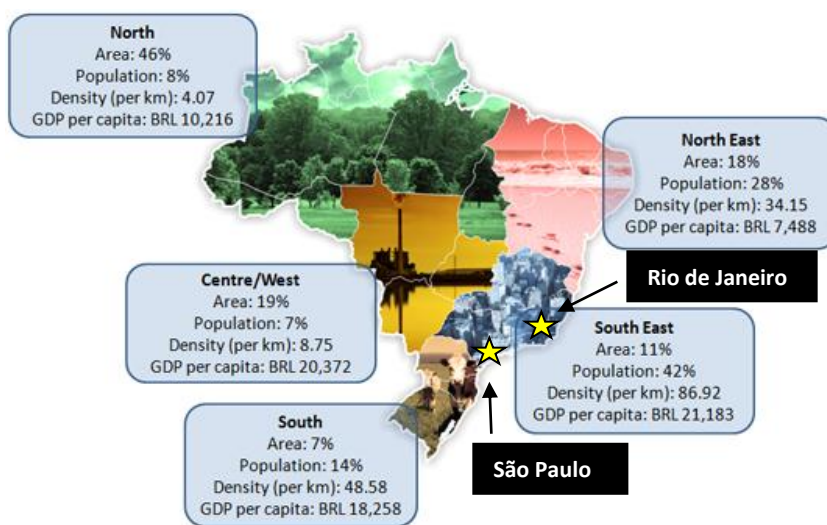
Next to economical growth, Brazilians are also starting to make more and more outbound trips. In 2007 the Netherlands Board of Tourism and Conventions (NBTC), published a report in which, among other topics, they also stressed the strong relation between economical growth, prosperity and personal income on the one hand and the growth of tourism (NBTC, 2007). In 2010 the outbound trips grew with 28% adding up to a total of 6.5 million trips (Canadian Tourism Commission, 2012). This only shows that in Brazil the economical growth and international travel behaviour is strongly related.

In conclusion it is needless to say, but the Brazilian market is very interesting for the tourist industry. With the economy growing steadily, so will the amount of outbound trips made by Brazilians. However it is also a market which is not very well known. In the past years an increasingly amount of different companies have explored the Brazilian travel market. Important questions they try to answer are: who travel, how do they travel, how do they book their trip, what are popular destinations for the Brazilian tourist etc. So what do we know about Brazil?

Sprawling over almost half of South America, Brazil is the largest country in Latin America. Also it is the fifth largest country in the world after Canada, Russia, China and the United States. Brazil has a very colourful and interesting history, which has led to a mixture of races. This miscegenation began with the Indian, the Africans and the Portuguese. Soon after other immigrants from around the world started arriving making Brazil culturally rich (Brazil Tourism Portal, 2012). Seen as Brazil once was one of

Portugal's colonies, the official language is Portuguese. Also interesting is the fact that the Netherlands and Brazil share a bit of common history. Johan Maurits van Nassau is a very well-known name for many Brazilians as they learn about him in their history class. Although it was just for a short period, many Brazilians still consider him as the best leader of Brazil in the colonial period.

Brazil has been a republic since 1889, however it took them almost 100 years to attain democracy. After an extended period of political instability caused by the internal conflict between the military and democratic forces, they finally attained democracy in 1985. Since then, democracy has been largely maintained. Brazil's current strength is that they have a stable macroeconomic policies. The current president, Dilma Roussef, is continuing the macroeconomic of her predecessor, President Lula. As mentioned before, the continuation by President Dilma Roussef has resulted in a steady growth of the GDP. (Datamonitor, 2011).



**Figure 1 Map of Brazil with regions. Retrieved from:**  
<http://www.igd.com/index.asp?id=1&fid=1&sid=7&tid=10&cid=2128>

Brazil is divided into 5 regions which are divided into different states. These states are to varying degrees isolated from each other and tend to be dominated by state capitals (CIA World Fact Book, 2012). Since 1960 Brasilia was officially inaugurated as capital of Brazil. Although Brasilia is the capital of Brazil, with

just under four million inhabitants it is the sixth largest city in Brazil. With

20 million inhabitants, São Paulo is by far the largest city in Brazil. São Paulo is also Brazil richest city and the world's seventh largest metropolitan area. Rio de Janeiro is the second largest city in Brazil with almost 12 million inhabitants (European Travel Commission, 2009).

The population in Brazil was estimated at 195 million people in 2011 (Schouten, M., 2011). The number of inhabitants per region vary:

- North: 16 million
- North East: 54 million
- South East: 81 million
- South: 28 million
- Center East: 14 million

As in most countries the largest age group is 15-64 years old, 67% of the population. 26% is aged between 0-14 years old. Just 7% of the population is aged 65 years or older, this could be explained by the life expectancy. Life expectancy in Brazil is averaged at 73 years.

Seen as Brazil has such a large population. Segmenting the population into social classes is a common tool used by strategist and marketers (Novais, A., 2011). The most adopted concept of social classes in Brazil is

the classifying of social classes as letters from A to E. Definition is based on the following information per class:

	<b>Class A</b>	<b>Class B</b>	<b>Class C</b>	<b>Class D</b>	<b>Class E</b>
Gross monthly income	above BRL 10.200	above BRL 5.100	above BRL 2.040	above BRL 1.020	below BRL 1.020
Education level	completed higher education	completed higher education	most have finished high school	not finished high school	not finished elementary school and illiterate people
Occupation	bankers, investors, business owners, major landowners and people with extraordinary skills for the industry they operate in.	directors and managers, politicians, judges, justices, prosecutors, well graduated professors, doctors, lawyers etc.	composed by people who provide services directly to wealthier group such as teachers, managers, mechanics, nurses etc.	people who provide services to people of Class C such as bartenders, shop owners, low-paid drivers, bricklayers etc.	composed by people who earn minimum salaries such as cleaners, street sweepers and also by unemployed people.

- Class E:
  - Gross monthly income: below BRL 1.020
  - Education: not finished elementary school and illiterate people
  - Occupation: composed by people who earn minimum salaries such as cleaners, street sweepers and also by unemployed people.

The reason for segmenting the Brazilian population is the huge difference between rich and poor. In the larger cities the social differences are most visible. In a city like São Paulo, for example, has people from all different five social classes. These inequality's can be observed in the same neighbourhood. An upscale building can be located right next to a shantytown. In the North, Northeast and Central-West regions there is a strong predominance of classes D and E (Novais, A., 2011). However, in the past years the population has shifted significantly. An estimated 35 million people joined the middle class (class C) between 2003 and 2009, and 20 million more are expected to be included by 2014 (Domm, P., 2011). With 95 million people in middle class they represent over half a population. The lower class fell from 85 million people to 61 million people, bringing the poverty line back from 40% at the end of 2003 to 24% at the end of 2009 (Taris, I., 2010). The result of this social climbing has had a positive effect; loans and credit have provided these classes with a more significant purchasing power, making them more interesting for entrepreneurs to invest in (Novais, A., 2011). The growing middle class, and their growing purchasing power, has caused the emergence of a new consuming class (Wallace, R., 2011). The emerging consumer class has effected various industries in Brazil. To start with, the extensive economic growth is partly due to their emergence. Furthermore, modern day technology, such as mobile phones and computers, are now accessible for a larger part of the population, since they have more purchasing power. In addition, also the tourism industry noticed a direct effect of this upcoming emerging class. The effect on the tourism industry will be further elaborated in the part about Brazilians as tourist.

As previously stated, the new emerging middle class or consumer class is very interesting for entrepreneurs. Brazilians, from any class, do not wish to save their money by buying cheaper products or services. They want to buy the most sophisticated product their money can buy (Novais, A., 2011). It is therefore common to see a two-room house with a plasma TV, or people with a minimum salary with

expensive mobile phones. As a result the technology in Brazil is benefitting from this new group. This is evident in the growing amount of broadband connections and the amount of registered cell phones. The amount of broadband connections in Brazil is still growing. At the end of 2010 Brazil had reached 16 million broadband connections. Anatel is projecting that in 2020 there will be 70 million broadband connections and 40 million cable TV connections (Datamonitor, 2011). Mobile devices have become an indispensable accessory for young Brazilians. In April, 2011 there were more than 210 million registered cell phones in Brazil, which is more than the estimated population (Domm, P., 2011). The importance of tablets and smartphones to the digital landscape in Brazil is rapidly growing. According to comScore, digital media consumption via connected devices (including mobile, tablets etc.) is growing quickly in Brazil, outpacing many markets (Datamonitor 2011).

Internet use in Brazil is also evidence of the growing technology use in Brazil. With 79,245,740 internet users Brazil has the largest online population in South America. However because they have such a large population the penetration of internet use is low at 39% (Internet World Stats, 2011). Consumers are turning to internet for a variety of activities including communication, social networking, information and commerce. The web is becoming a valuable resource for both consumers and marketers (Newmedia Trendwatch, 2012).

Age Group	% Online audience
15-24	29%
25-34	34%
35-44	21%
45-54	11%
55+	5%

At the comScore webinar in February of last year Alex Banks held a presentation about the Brazilian online audience in 2010 (Banks, A., 2011). According to the comScore Media Matrix the largest age group of the online audience is 34%. A big surprise was the fact that the age group 45-54 became larger in comparison with 2009.

**Table 11 Percentage Online audience per age group, 2010**

Furthermore the Media Matrix also showed the results of the internet use per region. See the following table for the results.

Region	% Online population	Average hours online
North	2 %	22.3
Northeast	11 %	26.3
Center-west	6 %	23.9
South	13 %	25.9
South-east	68 %	23.7

**Table 12 Percentage online population and average hours online per region, 2010**

When seeing the result it is immediately striking that the internet population is very large in the Southeast. Major reason for this big difference is because São Paulo en Rio de Janeiro are situated in the Southeast region. Another remarkable observation is that the percentage of online population is larger in the more developed regions.

Social Media is very popular in Brazil. Brazil currently owns the fifth largest social networking population in the world. Just last year, Brazil was one of seven markets (including China, Japan, South Korea, Vietnam, Poland and Russia) where Facebook did not lead the local social networking category according to October 2011 data. However, in December 2011, Facebook finally surpassed Orkut to become the largest in Brazil. Facebook grew with an amazing 192% from 12,379 million to 36,098 million users. Orkut is the second biggest social network with 34,419 million. According to the Facebook demographic profile the largest Facebook audience can be found in São Paulo and Rio de Janeiro accounting for almost half of

the Facebook users (Radwanick, S., 2012). Another noteworthy fact is that Twitter grew with 40% from 8,939 to 12,499 million users. Brazil is one of the top Twitter markets. In 2010 Brazil and the Netherlands were at the top of the Twitter market with 22% reach (Banks, A., 2011).

As aforementioned the emerging middle class and the booming economy have caused a rise in the tourism industry in Brazil. More and more people who are part of Brazil's growing middle class, can now afford to do a lot of things for the first time (Cabral, P., 2011). Especially the domestic tourism has seen a clear effect, which has more than doubled since 2004 (Eisenhammer, S., 2012). Most people consider this rapid rise as a direct result of the growing middle class, as they have more spending power. Also Stephen Eisenhammer emphasised in his article: "The rise of domestic tourism is a well known marker for the growth of developing economies, as large numbers of the population move from living hand-to-mouth, to having extra income to spend as they choose." Not just domestic tourism is growing. A lot of Brazilians also choose to travel overseas because the currency is so strong. Some of the travel packages to Europe and the United States are cheaper than spending the same time in the country's Northeast where its summer all year. Also according to the Central Bank, Brazilians are spending a lot more overseas. Which just comes to show that Brazilians are travelling more overseas and have more money to spend there (MercoPress, 2011).

So, who is this Brazilian tourist? The following part will elaborate on the Brazilian as tourists. The first part will focus on the Brazilian as tourist in general and the second part will focus more on the Brazilian tourist in the Netherlands.

According to a report by Tourism Economies, outbound travel from Brazil increased in 2010 to 6.5 million outbound travels, which is 28% more than the year before (Canadian Tourism Commission, 2012). 67% of the 6.5 million outbound travels were long haul trips. 32% of the outbound trips were made to Europe and 27% to the United States making these two destinations the most popular (IPK International, 2011).

The Brazilians have a strong preference for Europe, as it is one of their favourite continents. The main reason that Europe is so popular under Brazilian tourists is the fact that Brazil shares strong cultural ties with Europe. Most Brazilians are first or second generation descendants of Europeans. Another reason Europe is popular, is the fact that Brazilians do not require a visa for Schengen countries, the UK/Ireland and most of the rest of Europe (Ars, B & Visser E., 2008). According to a report by the European Travel Commission (ETC) annual arrivals among European destinations are as followed (ETC, 2009):

Over 200,00	France, Portugal, Spain, Italy
100,000 – 200,000	Germany, UK
40,000 – 80,000	Austria, Netherlands, Switzerland
20,000 – 40,000	Belgium, Russia, Turkey
10,000 – 20,000	Finland, Ireland, Sweden, Czech Republic, Greece, Hungary, Poland
5,000 – 10,000	Croatia, Denmark, Norway
2,500 – 5,000	Bulgaria, Romania
Below 2,500	Albania, Cyprus, Estonia, Iceland, Latvia, Liechtenstein, Lithuania, Luxembourg, Malta, Monaco, San Marino, Slovakia, Slovenia, Ukraine

**Table 13 Arrivals European destinations, 2009**

Of the outbound travellers to Europe, 41% come from São Paulo, 15 % from Rio de Janeiro and the South of Brazil 17% (IPK International, 2011). São Paulo is the principal source of long-haul travellers because of its large population, its relative wealth and its concentration of multinational corporate headquarters. According to the travel trade 30-59 years travel most to Europe, followed closely by the age group 50-65



years old, with time to travel. 19-30 years old are not interested in visiting Europe for a holiday. Their main purpose is mostly to learn a language or study abroad. (ETC, 2009)

The average length of trips to Europe is 15 days, according to the ETC's Latin America Operations Group. Trips to Europe often involve multiple destinations and the average length of stay in many countries may be as low as 3 nights. (ETC, 2009). Judging from different surveys, the purpose of long haul trips are: 54% holidays, 24% business and MICE, Visiting friends and relatives/other 22%. As for accommodation, IPK international reports that in 2007 66% of outbound travelers stayed in hotels (20% in first-class hotels, 35% in middle-market hotels and 11% in budget hotels) 20% in unpaid private accommodation, 12 % in other accommodation. Brazilians tend to choose 3-4 stars hotels in the city centre location. (ETC, 2009).

Brazilian long-haul travelers have a great variety of interests and enthusiasms, including action/adventure sports, art, culture and heritage, nature and travel for sake of exploration. There is a strong interest in 'folklore' (meaning roughly music, dance and artefacts)

As for travel decisions and bookings to long-haul destinations, decisions tend to be made well in advance. VisitBritain reports that in 2004 80% of decisions were taken more than one month in advance and nearly 40% more than three months in advance. Though it is often said that travel decisions are being taken later and later. Brazilians tend to make travel arrangements to Europe in stages and to book their flights and accommodation separately. Most Brazilians tend to book their accommodation and tours when they arrive at their destination (ETC, 2009). An NBI survey for VisitBritain in 2008 found that conversations with friends and relatives were the most important source of holiday information (48%) and were seen as the most reliable source. Also widely used were articles in magazines (38%), advertisements on television, newspapers or magazines and on the internet (37% each).

Of the long-haul travellers more than half booked their trip with a travel agent. This means that travel distribution in Brazil is still primarily an offline process. However, the growing number of internet users and high adoption of social networks are contributing factors for consumers and travel companies to connect online (Newmedia Trendwatch, 2012). More and more Brazilians plan and book their trip online, in 2010 20% of the travelers booked their trip online (PhoCusWright, 2010). The trend to book travel arrangements online is set to grow steadily in 2012. On the website of Tnooz, Talking Travel Tech they reveal the most popular travel sites. The most recent data is from February 18, 2012. (Tnooz, 2012)

#### Top Agency Websites:

Rank	Website	Domain	% of visits	Previous Position
1	Hotel Urbano	www.hotelurbano.com.br	26.40%	2
2	Decolar	www.decolar.com	20.80%	1
3	Submarino Viagens	www.submarinoviagens.com.br	13.42%	3
4	ViajaNet	www.viajanet.com.br	9.85%	4
5	CVC	www.cvc.com.br	6.55%	5
6	Mundi Buscador de Viagens	www.mundi.com.br	4.83%	6
7	Rapi10	www.rapi10.com.br	2.87%	9
8	Americans Viagens	viagens.americanas.com.br	2.48%	8
9	Que Tal Viajar?	www.quetalviajar.com	2.30%	-
10	Melhores Destinos	www.melhoresdestinos.com.br	2.04%	7

#### Destinations and Accommodation

Rank	Website	Domain	% of visits	Previous Position
1	Hotel Urbano	www.hotelurbano.com.br	26.51%	1
2	Booking.com	www.booking.com	11.13%	2
3	Trip Advisor Brasil	www.tripadvisor.com.br	6.67%	3
4	Ferías	www.ferias.tur.br	5.60%	5
5	Mundi Buscador de Viagens	www.mundi.com.br	4.85%	4
6	ShopFacil Travel	www.shopfacilviagens.com.br	3.54%	7
7	Alugue Temporada	www.aluguetemporada.com.br	3.23%	6
8	Milevo	www.milevo.com.br	3.08%	10
9	Aondefica	www.aondefica.com	2.34%	-
10	Que Tal Viajar?	www.quetalviajar.com	2.31%	-

#### Airlines

Rank	Website	Domain	% of visits	Previous Position
1	GOL Linhas Aereas Inteligentes	www.voegol.com.br	28.52%	1
2	TAM	www.tam.com.br	27.11%	2
3	Azul	www.voeazul.com.br	9.96%	3
4	TRIP Linhas Program	www.voetrip.com.br	7.19%	4
5	Smiles Mileage Program	www.smiles.com.br	5.57%	5
6	Webjet Brasil	www.webjet.com.br	5.28%	6
7	Avianca Brazil	www.avianca.com.br	4.26%	7
8	Passaredo Linhas Aereas	www.voepassaredo.com.br	1.32%	8
9	Tam Viagens	www.tamviagens.com.br	1.13%	9
10	Promocoos TAM	www.tampromocoos.com.br	0.84%	10

When Brazilians travel to Europe for the first time, they mostly travel to one of the South-European countries. The Netherlands is one of those countries that is mostly visited when Brazilians travel around Europe, 64% of leisure trips included overnight stays in other countries. Countries that are visited a lot in combination with Holland are: Germany, France, Spain and Belgium (Ars, B & Visser E., 2008). The average stay of Brazilians in the Netherlands is therefore two nights, which makes the Netherlands mainly a destination for short stays (Schouten, M., 2012).

In the past two year the number of Brazilian visits to the Netherlands grew rapidly.

X1000	2008	2009	2010	2011*	Growth '10/'11	2012	Growth '11/'12
Brazil	61	60	79	100	+30%	115	+15%

**Table 14 Brazilian tourists in the Netherlands**

After three years of stabilization the number of Brazilian visits increased with 40% in 2010 to 79,000 visitors. In 2011 the number of visitors increased again with 19% to 100,000 visitors and is expected to grow again in 2012 with 15%, compared to 2011 (NBTC, 2012). There are three explanations for this sudden growth. To start with, obviously the economical growth of Brazil (NBTC, 2012). Also, as mentioned earlier the strong currency is a reason. The Euro at the moment is relatively weak, which is beneficial for the Brazilians (MercoPress, 2011). Lastly, there are more direct flights from Rio de Janeiro and São Paulo. Seen as South-America and especially Brazil is an emerging market KLM decided to strengthen their position in the market by offering more flights from Rio de Janeiro. They now offer 3 flights from Rio de Janeiro to Amsterdam and 7 flights from São Paulo (KLM, 2011).

The result from a survey taken in 2006 showed that 56% of Brazilian tourists in the Netherlands come from São Paulo, 8% Rio de Janeiro and 36% from other regions. Amsterdam is the most popular city as, 8 out of 10 tourists stay in Amsterdam (Schouten, M., 2012). Also the Brazilians appeared for the first time



in top 5 hotel guests in Amsterdam (Straathof, M., 2012). Rotterdam and The Hague receive very few visitors (in total 4%). Utrecht and Maastricht are not visited. Most Brazilians stay in a three or four star hotels (61%). 8% stay in a five star hotel. 11% in a two start hotel. 3% in a one star hotel and 19% in other. The Netherlands received a high rating from Brazilian visitors. 4.3 from leisure travellers on a scale of 1(disappointing) to 5(excellent). The intention of visiting Holland again is high. 74% of leisure travellers and 80% of the business travellers have the intention of visiting Holland again in the next five years (Schouten, M., 2012).

According to CBS, May and July are the most popular months for Brazilians to travel to Holland. Guests per period:

Q1: 18% (summer season in Brazil)

Q2: 27%

Q3: 32% (winter season in Brazil)

Q4: 23%

Most undertaken activities are:

- Shopping
- Canal cruise
- Visit places of historical sites/interest
- Visit museum
- Visit restaurant
- Visit bar or café

### Purpose visit to Holland

