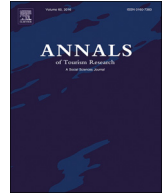


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The effect of Cultural Intelligence on consumer-based destination brand equity



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ABSTRACT

Achieving destination appeal and competitiveness is a major priority of tourist destination managers. They must implement new strategies that are distinct from those of their competitors and that influence tourists' perceptions, attitudes and behaviors and reinforce the brand equity of the destination. The present work focuses on Cultural Intelligence (CQ). CQ increasingly features in business strategy due to the effect of cultural differences and diversity on tourist behavior. The aim is to propose and validate a model that captures the effect of tourists' CQ on their evaluation of the destination. Using a sample of 503 tourists visiting Spain, the study demonstrates that a tourist's CQ influences their assessment of destination brand equity and that this relationship is moderated by tourism type. The paper presents a series of implications of interest both to scholars and professionals in the tourism sector.

Introduction

Intense competition between tourist destinations requires the relevant organizations to cultivate the resources necessary to generate competitive advantage (Pike & Page, 2014). One of the key resources in this regard is that of destination branding. Branding is the process by which a unique proposition for a brand is created through various marketing activities that serve both consumers and firms, based on establishing goods and services that can be differentiated from those of competitors (Gnoth, 2002).

The brand management concept emerged as a core element of the marketing mix in the 20th Century (Bastos & Levy, 2012). However, it was not until the late 1990s that research relating to tourist destination branding began to be published (for example, Dosen, Vranesevic, & Prebezac, 1998). According to Pike and Bianchi, “the model of consumer-based brand equity (CBBE), developed by Aaker (1991, 1996) and Keller (1993, 2003), offers destination marketers a performance instrument with which to evaluate and measure consumer perceptions of a destination brand” (Pike & Bianchi, 2013, p. 4).

However, growth in the tourism sector at international level has given rise to the need to interact effectively with people from different national cultures. The sector is therefore faced not only with the challenge of how to manage brands internationally, but also how to offer a cross-cultural service and evaluate its performance accordingly, on the basis of the expectations of clients, employees and providers (Mohsin, 2006). Within this context, knowledge of the variations that can arise as a result of cultural difference helps provide a detailed understanding of the needs of consumers and satisfy their cultural expectations (Harris, 2004).

Previous studies establish that “culture is pervasive in all aspects of consumption and consumer behavior and ... it should be

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integrated into all elements of consumer behavior theory” (Mooij, 2011, p. 2). Since the 1980s, a number of researchers have debated the most appropriate choice of dimensions to conceptualize culture (Hofstede, 1980, 1991; Keillor & Hult, 1999; Steenkamp, 2001, for instance). However, it is the framework developed by Hofstede (1980, 2010) that has become established as the most widely accepted and influential approach to measuring cultural differences (Sivakumar & Nakata, 2001; Steenkamp, 2001).

According to Hofstede (1991, 2005), people who grow up in different countries with different cultural norms will inevitably develop different ways of thinking and behaving. Therefore, if cultural norms develop differently in different parts of the world, this can naturally become problematic when members of different cultures interact to exchange knowledge (Adair, Tinsley, & Taylor, 2006).

This scenario calls for research into how individuals adapt to different cultures (Balogh, Gaál, & Szabó, 2011), and recent years have seen progress in the study of cross-cultural phenomena, including the key concept of Cultural Intelligence (CQ) (Earley, 2002; Earley & Ang, 2003). The CQ construct refers to “a person’s capacity to adapt to new cultural settings based on multiple facets including cognitive, motivational and behavioral features (Earley, 2002, p. 271).

Studies on CQ have mainly focused on examining the importance of this concept and the usefulness of some of its components (Ljubica & Dulcic, 2012; Rohmetra & Arora, 2012), or on analyzing the influence of these components on individuals’ capacity to adapt to different settings (known as cultural adjustment) (Ang, Van Dyne, Koh, & Ng, 2004; Ang et al., 2007; Lee & Sukoco, 2010). However, despite the relevance of this topic, there are very few studies examining the influence of culture on service perceptions (Malhotra, Ugaldo, Agarwal, & Baalbaki, 1994) and even fewer concentrating on the tourism sector. The works to date on tourism focus on analyzing the influence of the service provider’s level of CQ on consumer satisfaction (Rohmetra & Arora, 2012), and do not investigate how consumers’ CQ influences their evaluation of the services they have consumed. This question is of great interest, given that tourism is a sector in which the level of cultural diversity among consumers is extremely high. Destinations therefore need to determine the extent to which CQ affects consumer behavior so that this may be anticipated and actions and strategies developed accordingly.

The aim of the present work is thus to build on the existing literature dealing with the antecedents of brand equity. More specifically, it aims to propose and validate a model that captures the effect of tourists’ CQ on their evaluation of a tourist destination they have just visited. The work analyzes how the greater or lesser extent of tourist CQ influences the brand equity of a tourist destination (based on tourist perceptions). The study also examines whether there are significant differences in the relationship between CQ and brand equity depending on the type of tourism being undertaken, distinguishing between, on the one hand, mass tourism and, on the other, more sustainable tourism types.

Literature review

Consumer-based destination brand equity

Brand equity is the most widely-used indicator of brand performance and can appear on a company’s balance sheet as a financial value alongside other corporate assets. For destination marketing organizations seeking to measure brand effectiveness, the concept of CBBE created by Aaker (1991, 1996) and Keller (1993, 2003) also offers a viable alternative: “CBBE measurement is based on the premise of developing an understanding of how marketing initiatives are impacting consumer learning and recall of brand information” (Pike, 2010, p. 125). Keller (1993) asserts that CBBE can be defined as “... the differential effect of brand awareness on consumer response to the marketing of the brand” (p. 2). Most research on CBBE measurement identifies the following dimensions: (a) brand image; (b) brand quality; (c) brand awareness; and (d) brand loyalty; and (in some studies) perceived value (Bianchi, Pike, & Lings, 2014; Boo, Busser, & Baloglu, 2009; Pike & Bianchi, 2013).

Of all the dimensions explored in the academic literature, brand image is the most extensively studied (Gartner & Konečnik-Ruzzier, 2011). Brand image has also been identified as an important source of brand equity (Keller, 2003; Lassar, Mittal, & Sharma, 1995) and has been defined as the set of reasoned or emotional perceptions consumers attach to specific brands (Dobni & Zinkhan, 1990; Keller, 2003). Destination brand image is considered an important dimension of destination brand equity (see Appendix 1).

Meanwhile, brand quality has been used interchangeably with consumer perceived quality (Aaker, 1991; Zeithaml, 1988). Perceived quality is defined as the “perception of the overall quality or superiority of a product or service relative to relevant alternatives and with respect to its intended purpose” (Keller, 2003, p. 238). Perceived quality is another important dimension of brand equity (Aaker, 1991; Pappu, Quester, & Cooksey, 2005). In conceptualizing a destination brand equity model, perceived quality is one of the constructs frequently used by tourism researchers (see Appendix 1).

Brand awareness is a reflection of the extent of the brand’s presence in the mind of the target audience, along a continuum (Aaker, 1996). Awareness is a key element of brand equity, as, without it, brand value cannot be generated or increased (Gartner & Konečnik-Ruzzier, 2011). In the tourism context, consumers must first know of a place, in some context, before they can begin to think of it as a potential destination (Gartner & Konečnik-Ruzzier, 2011). Awareness thus plays an important role in the traveler’s destination choice (Chon, 1992; Um & Crompton, 1990) and is an important dimension of consumer-based destination brand equity (CBDBE) (see Appendix 1).

Aaker defines brand loyalty as “the attachment a customer has to a brand” (Pike & Bianchi, 2013). At the heart of brand management is the ability to create customer loyalty (Boo et al., 2009). While it is essential to attract new customers, retaining existing customers is also a fundamental goal of brand management – as well as being less costly than expanding the customer base (Reichheld, Markey, & Hopton, 2000). Both Keller (2003) and Aaker (1991) positioned brand loyalty as the core dimension of CBBE.

A number of studies have taken brand loyalty as a dimension of destination brand equity (see Appendix 1). Yet despite the fact

that loyalty constitutes an important research area in tourism (Baloglu, 2001, 2002; Baloglu & Erickson, 1998; Nininen & Riley, 2004; Oppermann, 2000), no consensus has been reached as to the definition of destination brand loyalty within the concept of destination brand equity (Boo et al., 2009). Brand loyalty is typically regarded as a composite measure that covers both the behavioral and attitudinal dimensions of loyalty (Boo et al., 2009; Pike, 2010; Qu, Kim, & Im, 2011). The behavioral dimension, applied to the tourism context, refers to the frequency of repeat visits, while the attitudinal dimension corresponds with the intention to visit or recommend the destination (Bianchi et al., 2014). Both these dimensions are used in the present research.

McDougall and Levesque (2000) assert that the perceived value of a service comprises “the results or benefits customers receive in relation to total costs (which include the price paid plus other costs associated with the purchase)” (p. 394). Meanwhile, Zeithaml and Bitner (2000) find that perceived value is an overall evaluation of a service’s utility, based on customers’ perceptions of what is received, at what price. Elsewhere in the literature, destination brand value is considered to be a principal dimension of brand equity (see Appendix 1).

Cultural Intelligence

Culture influences all aspects of the behavior of individuals in a given society (De Mooij, 2004). Hence, people who grow up in different countries, with their respective cultural norms, develop distinct ways of behaving and thinking (Hofstede, Hofstede, & Minkov, 2010). It follows, then, that if cultural norms differ from one part of the world to another, this can prove problematic when members of those different cultures interact and exchange knowledge (Adair et al., 2006). This, in turn, affects a globalized economy in which firms present a significant level of diversity throughout their personnel and their client base (Steers, Meyer, & Sanchez-Runde, 2008). Some individuals adapt more effectively than others to culturally different contexts, depending on which culture they come from (and all that this implies, including norms, beliefs and lifestyle). The quest to understand why this should be the case has become a major research objective, with implications for education, the recruitment and selection of personnel or the prevention of social conflict (Earley, 2002).

As mentioned earlier, the CQ construct refers to “a person’s capacity to adapt to new cultural settings based on multiple facets including cognitive, motivational and behavioral features (Earley, 2002, p. 271). Four components of CQ have been identified: meta-cognitive, cognitive, motivational and behavioral (Ang, Van Dyne, & Koh, 2006; Earley, 2002; Earley & Ang, 2003). **Meta-cognitive** behavior is a higher-order cognitive process referring to the mental capacity to acquire and understand cultural knowledge (Ang & Van Dyne, 2008; Ang et al., 2007; Earley, Ang, & Tan, 2006). People with a high metacognitive component are culturally conscious and thus able to think critically about the cultural preferences and norms of different countries or groups during their interactions (Ang & Van Dyne, 2008; Ang et al., 2007), and are aware of the cultural assumptions at play. The **cognitive** component refers to cultural knowledge in terms of the norms, practices and beliefs highlighted in different cultures (Ang et al., 2007; Ng & Earley, 2006). People with a high cognitive CQ component understand not only the cultural universals but also the similarities and differences between cultures (Brislín, Worthley, & McNab, 2006). The **motivational** component of CQ relates to the person’s desire and intention to adapt to a cultural setting with which he or she is unfamiliar. Individuals with a high motivational component focus their attention and energy on intercultural situations from a feeling of intrinsic motivation (Deci & Ryan, 1985) and based on a sense of confidence and self-efficacy in unfamiliar settings (Bandura, 1997). The motivational facet of CQ is a source of movement that triggers energy and effort that enable the individual to function effectively in situations characterized by their cultural diversity (Ang & Van Dyne, 2008; Ang et al., 2007; Earley & Ang, 2003; Earley et al., 2006). Finally, the **behavioral** component is defined as the capacity to perform appropriate verbal and non-verbal actions when interacting with people from different cultures (Ang & Van Dyne, 2008; Ang et al., 2007). In cross-cultural situations, both verbal and non-verbal behaviors are crucial, as they represent a major part of the meaning that is interpreted (Ang & Van Dyne, 2008). Those with a high behavioral CQ component show flexibility in their cross-cultural interactions and relate effectively to those from cultures different to their own (Ang & Van Dyne, 2008; Ang et al., 2007; Earley et al., 2006; Ng & Earley, 2006; Thomas, 2006).

The concept of CQ constitutes a step forward in cross-cultural research for a number of reasons including:

- 1) CQ measures a person’s skill at adapting to culturally different settings, regardless of their culture of origin, based on their individual learning and experience (Earley & Ang, 2003; Sahin & Gürbüz, 2014). Triandis (2006) finds that culture of origin may provide an insight into the opinions and perceptions of a group of people, but that it offers little information as to opinions at the

Table 1
Principal differences between Hofstede’s framework and the concept of CQ.*

Hofstede’s cultural framework	The CQ concept
Regards cultural differences as preceding intercultural engagement	Cultural differences may vary depending on the individual’s skill in adapting to culturally different contexts
Cultural differences should not be conceived at the individual level	The skill of being able to adapt to culturally different contexts depends on the individual
Cultural differences should be measured in culturally distinct blocks (nations)	Within the same country, the capacity to adapt to cultural difference can vary from person to person.

Source: Own elaboration.

* Note: CQ refers to Cultural Quotient, more commonly known as Cultural Intelligence.

individual level (see Table 1).

- 2) CQ shows that the cultural dimensions can be approached from the individual level. For example, some authors have found that the individualism/collectivism dimension proposed by Hofstede can be identified at individual level (Kim, 1994; Triandis, 1994; Yamaguchi, Kuhlman, & Sugimori, 1995). Furthermore, various studies assert that there is great variety among the individuals in an individualist culture in terms of their personal level of individualism (Cialdini, Wosinka, Barrett, Butner, & Gumik-Durose, 1999; Triandis, McCusker, & Hui, 1990; Yamaguchi, 1994; Yamaguchi et al., 1995). Even when belonging to the same culture of origin, people acquire different experiences and learning processes that can lead them to identify more with the individualist or collectivist way of thinking; and, in turn, this will affect the way they adapt to an intercultural context. Triandis et al. (1990) introduced the terms ‘idiocentrism’ and ‘allocentrism’ to refer to the individualism/collectivism dimension, respectively, at the personal level. Idiocentric individuals tend to think, feel and behave much like those from individualist cultures, while allocentrics behave similarly to those from collectivist cultures (Triandis, 2006), in both cases regardless of their culture of origin.

The effect of CQ on CBDDE

Participants in the supply of the touristic experience include the public agencies responsible for managing tourism resources, and service suppliers (such as accommodation establishments, restaurants and leisure facilities). Through their combined actions, these protagonists are capable of generating appeal among the ultimate public who opts to visit the destination in question (Pike & Page, 2014).

Earlier studies have established that the role of service providers becomes even more critical when the clients in question are from different cultures, given that sensitivity to cultural diversity can play an important role in building memorable interactions (Bharwani & Jauhari, 2013). When providers and consumers are from different cultures, this can give rise to differences in the key issue for tourism services – namely, consumer perception of service delivery (Strauss & Mang, 1999). Further, if there are cultural differences among the clients themselves, and managers of the service in question are unaware of the implications of this, there is likely to be a deficit in the outcomes of that service (Mohsin, 2006), because the consumer’s perception of what constitutes good service quality is inevitably linked to their particular culture (Zeithaml & Bitner, 2000).

The literature review shows that some works on CQ in the context of the hospitality industry focus on how managers and service providers attempt to adapt to, and empathize with, consumers from other cultures, and are aware that these consumers will bring a set of values, beliefs, perceptions, attitudes and expectations that will differ depending on the particular cultures to which they belong. Prior studies assert that the service provider’s CQ will have a determining effect on the client’s perception of the service, on their opinion of its quality and on the level of satisfaction they feel having consumed it. Heo, Jogaratnam, and Buchanan (2004) and Ljubica and Dulcic (2012) demonstrate that tourism service providers should adapt, culturally speaking, to the needs of international travelers. Therefore, employees need to be culturally intelligent to achieve better outcomes in terms of consumers’ opinions of the service they have received.

In terms of the tourist perspective, research on CQ has tended to focus on analyzing the influence of some of the dimensions of CQ on intercultural adjustment. Such studies find that those individuals who are sufficiently knowledgeable to realize they are in an unfamiliar cultural context and who are sufficiently motivated to address this scenario will be better placed to adapt to a culture that differs from their own. Ang et al. (2004), studying a sample of international executives, found that the role of motivational CQ is linked to a general intercultural adjustment, over and above considerations such as gender, age or citizenship. Ang et al. (2007) propose that the motivational and behavioral dimensions have a significant link with cultural adjustment. Lee and Sukoco (2010) find that the cognitive, behavioral and motivational dimensions have a significant effect on the general living and working conditions of those in exile, as well as on their interaction with locals. A person’s CQ can enable them to understand cultures with which they are not familiar and adjust their behaviors effectively to a diverse cultural context (Chen, Wu, & Bian, 2014).

Ng, Van Dyne, and Ang (2015) propose that individuals with a higher level of CQ will seek out more cross-cultural experiences, being more committed to engaging with others from different cultures. Because cultures differ in the norms that determine ‘appropriate’ behaviors (Hall, 1959; Hofstede et al., 2010; Triandis, 1994), individuals need to be skilled in demonstrating a flexible range of behaviors to create positive impressions and develop significant intercultural relations (Bhaskar-Shrinivas, Harrison, Shaffer, & Luk, 2005). In a tourism context, these positive impressions and intercultural relations may, in turn, be reflected in the tourist’s evaluation of the destination he or she visits. More specifically, the individual’s skill at adapting to other cultural settings may influence the destination’s brand image, brand quality, brand awareness, brand loyalty and perceived value (that is, the dimensions of CBDDE).

However, there have been no studies to date examining how tourists’ level of CQ influences how adaptable they are to the cultures they visit and how they may behave, as reflected in variables such as their perceptions of quality, their awareness, the destination image and their loyalty toward (or the perceived value of) the destination. However, if we consider that CQ is an internal variable of behavior, this characteristic can affect the individual’s evaluation of the tourist destination they visit, and specifically of its BE – in the same way that other internal consumer variables can exert an effect. One such example can be found in the work of Ferns and Walls (2012), which demonstrates the effect of travel involvement on a destination’s BE.

It has been found that individuals need to possess something of all four facets of CQ, rather than only displaying one facet in particular, to be culturally intelligent (Earley & Peterson, 2004; Van Dyne, Ang, & Livermore, 2010). It is also quite possible that a tourist who has a relatively high level of CQ and thus presents a greater level of skill at empathizing with other cultures will be better placed to take advantage of the resources and possibilities offered by the destination. Furthermore, as CQ is an internal variable of the consumer that exerts an influence on their evaluation of the destination, one may expect that those tourists with higher CQ are more

likely to produce a positive assessment of the destination they have visited, this subsequently being reflected in the destination’s BE. On this premise, the following research hypothesis is therefore proposed:

H1. Higher tourist CQ exerts a positive and significant effect on CBDDE.

That said, the tourist’s evaluation may differ, depending on the type of tourism they undertake. Existing studies have demonstrated that individuals with little interest in getting to know different cultures will keep their level of cultural engagement to a minimum (Yamazaki & Kayes, 2004), while more motivated individuals will engage more actively in their international experiences (Ng et al., 2015). More specifically, the literature review shows that, despite the current reach of mass tourism (such as ‘sun, sea and sand’ tourism) and expected growth rates, it is considered an undifferentiated market, given that tourists will positively rate sunny weather and beautiful beaches, regardless of where they are physically located (Guclu, 2011). Some 70.3% of ‘sun, sea and sand’ tourists indicate that the main leisure activities they prefer to undertake are those offered on the beach itself (EOI, 2014). The sun-and-sand product features a high level of standardization, in line with the predominant demand profile (Spanish Ministry of Industry and Trade, 2007). In response, hotels offer a wide range of lucrative activities such as those based on nightlife, water-based activities, children’s entertainment and activities based on the local gastronomy. All of these are adapted to fulfill the needs of this type of mass tourism as, in this case, there is little motivation on the part of visitors to have a truly international experience, develop new skills or make the effort to empathize with other cultures.

By contrast, the kind of standardization that is common in mass tourism, such as the sun-and-sand sub-type, is not to be found in more sustainable tourism types like cultural or rural tourism. UNESCO has classified many places as World Heritage sites, and there is an extremely diverse range of cultural and heritage-based resources to choose from world-wide. There are also many areas of natural beauty offering resources and appeal, with a high level of potential for international tourism (Spanish Ministry of Industry and Trade, 2007). Tourists who choose to visit such places are motivated by the experiences offered by the sheer diversity of natural, cultural and heritage resources in a given cultural setting.

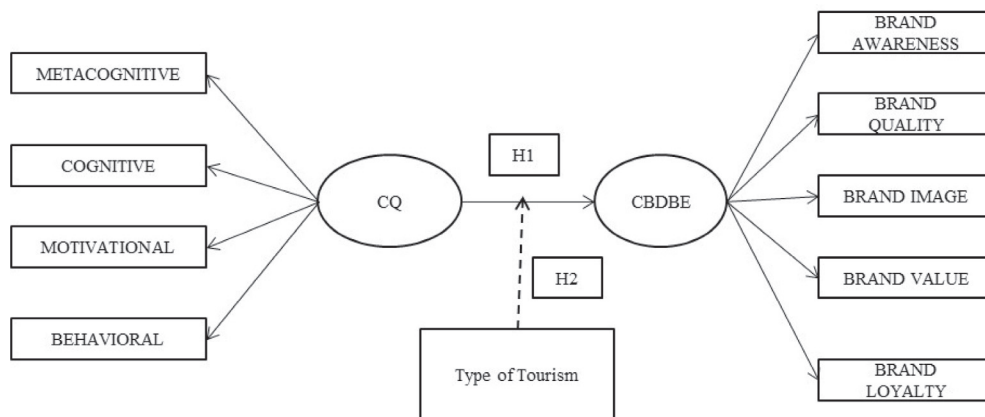
In view of this, it may be the case that those tourists looking for ‘sun, sea and sand’ will interact less with the destination itself than those tourists whose main objective is to enjoy a cultural or rural experience, who will tend to seek experiences that bring them closer to the destination’s cultural or natural heritage. On this premise, it may also be the case that the type of tourism undertaken in the destination acts as a variable that moderates the relationship between CQ and CBDDE, such that tourists who undertake more cultural or rural activities present a stronger CQ–CBDDE relationship than those tourists whose main activity centers on a ‘sun, sea and sand’ experience.

The following research hypothesis is therefore proposed:

H2. The type of tourism undertaken moderates the relationship between CQ and CBDDE, such that the relationship is stronger in the case of cultural or rural tourism than in ‘sun, sea and sand’ tourism (see Fig 1).

Methodology

A pre-test was conducted, which enabled the measurement scale of CBDDE and CQ to be refined; and an empirical study was undertaken, with which the CBDDE and CQ measurement instrument was validated and the proposed hypotheses tested.



Note: CQ refers to Cultural Quotient, more commonly known as Cultural Intelligence. CBDDE refers to Consumer-based Destination Brand Equity.

Fig. 1. Conceptual model. Note: CQ refers to Cultural Quotient, more commonly known as Cultural Intelligence. CBDDE refers to consumer-based destination brand equity.

Pre-test: Refining the scales relating to CBDBE and CQ

This pre-test stage involved an initial gathering of quantitative data and an evaluation of the items included in the measurement scales. From this, refined scales were obtained. The structured questionnaire encompassed 19 items for the CBDBE scale and 20 items for the CQ scale. Interviews were carried out in March 2014. A convenience sample was obtained to ensure each interviewee fulfilled one requirement: that he or she had personally organized and undertaken a trip to the tourist destination in the previous six months. A total of 33 valid interviews were carried out. In light of the results of this pre-test, 8 items were removed from the CQ scale as they were found to be inappropriate for the tourism context that formed the basis of the research objective.

Sample design and data collection

For the purposes of the empirical research, the Spanish tourist population was selected for the study. Spain is the third most popular tourist destination in the world, based on the volume of tourists visiting from other countries (UNWTO, 2017).

Although the great majority of Spanish tourist destinations mainly offer the ‘sun, sea and sand’ product, the principal Spanish cities are currently experiencing a major upsurge in tourism, and rural/inland tourism is also on the up, as Spain enjoys a wide variety of natural, cultural and heritage resources (Spanish Ministry of Industry and Trade, 2007). Therefore, so as to capture a representative sample of tourists (considering the different types of tourism that can be found in Spain), the main geographical regions chosen by tourists for each of the main types of tourism offered in Spain were selected for the present study. The regions chosen for the sample selection of visitors who had chosen Spain for their sun-and-sand tourism, were: Canary Islands, Balearic Islands, Catalonia, Andalusia and the Autonomous Community of Valencia. For the cultural tourism sample, the following regions were chosen: Catalonia, the Autonomous Community of Madrid, Andalusia and the Autonomous Community of Valencia. Finally, the following regions were chosen for the rural tourism sample: Andalusia, Catalonia, the Autonomous Community of Castilla y León, and Asturias. This distribution covers the majority of the Spanish territory, ensuring a representative sample of Spain as a tourist destination.

British tourists constitute the largest market for Spanish tourism, with 14 million British tourist arrivals each year (Frontur, 2014). Quota sampling was used to generate the sample, as this technique provides a sample structure similar to that of the population. The British tourists making up the sample were asked to respond to the research questionnaire by participating in personal interviews. These interviews took place in the destination at the end of the subjects’ stay in Spain, ensuring that the tourist experience was recent and complete.

The fieldwork was carried out from July to September 2014. The profile of the respondents was similar to that of the population of foreign tourists visiting Spain (Frontur, 2012). The sample achieved a good gender balance, comprising 52.90% female and 47.10% male respondents. Most subjects were either between the ages of 30 and 44 (30.00%) or 45 and 65 (30.20%), followed by those under 29 (23.10%) and the over-65s (13.70%). The majority of the tourists in the sample (56.90%) were employed.

A total of 503 valid interviews were conducted. With the number of responses obtained and for a 95% confidence interval in the case of estimations of a proportion where $p = q = 0.5$ and assuming a simple random sampling, the sample error was $\pm 3.12\%$.

Measures

CBDBE was taken as the dependent variable in the study. Each construct in the destination brand model required scale items that were destination-specific. Multiple items were used to measure each dimension of destination brand awareness (DBA), destination brand image (DBI), destination brand quality (DBQ), destination brand loyalty (DBL) and destination brand value (DBV). Existing scales validated by the literature were used to measure brand equity (see Appendix 1).

The independent variable in the study was CQ and the scale for measuring this variable was that developed by Ang et al. (2007). The original scale comprised 20 items covering the four components of CQ. The CQ scale has also been cross-validated across various samples, across time and across countries (Ang et al., 2007; Keung & Rockinson-Szapkiw, 2013; Moon, 2010; Ward, Fischer, Lam, & Hall, 2009). In the present research, an adapted version of the CQ scale developed by Van Dyne et al. (2007) was used, comprising 12 items that captured individuals’ level of Cultural Intelligence across the four components of the original scale (see Appendix 2). The four components were: metacognitive, cognitive, motivational and behavioral CQ. Subjects were asked to respond to a series of statements using a 7-point Likert scale, on which a response of one meant “strongly disagree” and seven meant “strongly agree”. The higher the score for each item, the higher their level of Cultural Intelligence was deemed to be.

The type of tourism the tourists had undertaken during their stay was measured using a nominal, three-category scale: Sun, sea and sand tourism; Cultural tourism; and Rural tourism. This question was necessary, because some of the regions included in the survey offer all three types (Catalonia, Andalusia or Autonomous Community of Valencia, for example).

Results

Analysis of the validity of the measurement scales

To test the hypotheses proposed in the present work, first the scales for CBDBE and CQ were validated using confirmatory factor analysis (CFA), based on the robust maximum likelihood estimation method (MLM), as the sample did not follow a multivariate normal distribution ($b1p = 141.63$; $p = 0.00$; $b2p = 1155.34$; $p = 0.00$; $omnibus = 2510.20$; $p = 0.00$) (Bollen, 1989). This model is a maximum likelihood estimation with robust standard errors and a mean-adjusted chi-square test statistic that are robust to non-

Table 2
Confirmatory Factor Analysis of CBDBE.*

Causal relationships		Standardized Estimators	t	p	Composite reliability
AWARENESS	←	CBDBE	0.66		CR = 0.94
QUALITY	←	CBDBE	0.95	8.36	AVE = 0.76
IMAGE	←	CBDBE	0.99	8.30	α = 0.85
VALUE	←	CBDBE	0.73	8.10	
LOYALTY	←	CBDBE	0.9	7.21	
REVISIT	←	LOYALTY	0.59		CR = 0.69
RECOMMENDATION	←	LOYALTY	0.85	11.39	AVE = 0.54
					α = 0.52
AWAR1	←	AWARENESS	0.72		CR = 0.77
AWAR2	←	AWARENESS	0.73	11.86	AVE = 0.53
AWAR3	←	AWARENESS	0.74	11.05	α = 0.77
QUAL1	←	QUALITY	0.73		CR = 0.77
QUAL2	←	QUALITY	0.75	16.76	AVE = 0.53
QUAL4	←	QUALITY	0.71	15.04	α = 0.77
IMAGE1	←	IMAGE	0.71		CR = 0.67
IMAGE2	←	IMAGE	0.71	13.32	AVE = 0.50
					α = 0.67
VAL1	←	VALUE	0.76		CR = 0.86
VAL2	←	VALUE	0.80	20.64	AVE = 0.55
VAL3	←	VALUE	0.70	15.48	α = 0.86
VAL4	←	VALUE	0.73	16.53	
VAL5	←	VALUE	0.73	13.38	
REVISIT1	←	REVISIT	0.86		CR = 0.72
REVISIT2	←	REVISIT	0.63	9.91	AVE = 0.57
					α = 0.70
RECOM1	←	RECOMMENDATION	0.82		CR = 0.82
RECOM2	←	RECOMMENDATION	0.85	18.52	AVE = 0.70
					α = 0.82

* Note: Consumer-based destination brand equity.

normality. The MLM chi-square test statistic is also referred-to as the Satorra-Bentler chi-square.

CBDBE is defined as a latent construct comprising five dimensions: awareness; quality; image; loyalty; and value. The ‘loyalty’ dimension is defined as a second-order latent variable with two dimensions: intention to revisit the destination and intention to recommend it to others.

The initial results demonstrated that the overall fit indicators for the proposed model had achieved values below those recommended by the literature (Hair, Black, Babin, & Anderson, 2009; Hu & Bentler, 1999), with individual reliability of two items being significantly below 0.50 (AWAR4 and QUAL3). These two items were duly eliminated and the model was estimated once again. The resulting model was statistically significant ($\chi^2_{SB}[112] = 373.08; p = 0.00$), albeit this statistic does depend on sample size. Nonetheless, other indicators of the overall fit of the model were within the values recommended by the literature ($CFI = 0.97; TLI = 0.97; NFI = 0.96; RMSEA = 0.07$). In practice, RMSEA and CFI are often used together to judge model fit (Savalei & Bentler, 2006). Therefore, this measurement model presented an excellent fit, with a CFI value of over 0.95 and an RMSEA value of under 0.08 (Mathieu & Taylor, 2006). Following the approach of Anderson and Gerbing (1988), as can be seen in Table 2 the model showed an acceptable level of individual reliability as the relationship between each item and its respective dimension was statistically significant, with standardized regression weights largely over 0.7 and t-statistic values that were also significant. As regards internal consistency, the composite reliability (CR) values were above 0.70 and those of variance extracted (AVE) over 0.50. These results also indicated that the measurement model was reliable. It can therefore be confirmed that CBDBE is a multidimensional construct comprising the five dimensions identified in the literature. Of these, the Image, Loyalty and Quality dimensions have the greatest impact on the configuration of CBDBE, according to their standardized estimators (0.993, 0.974 and 0.954, respectively).

Meanwhile, the discriminant validity of the CBDBE scale was tested-for. This is obtained if the correlations between its dimensions are lower than the square root of the average variance extracted (AVE) of each one. Table 3 shows the results of the analyses undertaken to this end. It can be seen that the square roots of all the AVEs are greater than the elements not on the diagonal.

Table 3
Evaluation of the discriminant validity of CBDBE.

DIMENSIONS	1	2	3	4	5
1 AWARENESS	0.73				
2 QUALITY	0.450	0.73			
3 IMAGE	0.43	0.69	0.71		
4 VALUE	0.42	0.56	0.52	0.75	
5 LOYALTY	0.42	0.63	0.60	0.49	0.73

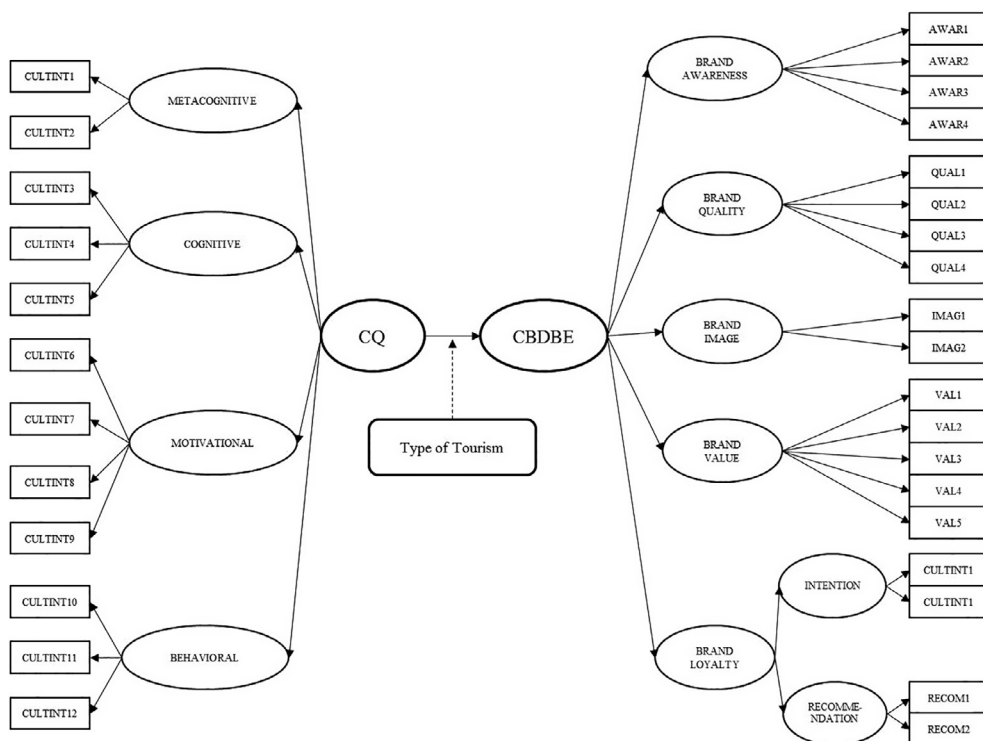


Fig. 2. Measurement model for CBDBE and CQ.

Therefore, it can be affirmed that the CBDBE scale also possesses discriminant validity.

CQ is defined as a latent construct comprising four dimensions or components: metacognitive, cognitive, motivational and behavioral.

The model estimated to validate CBDBE and CQ measurement is shown in Fig. 2.

The initial results demonstrated that the overall fit indicators for the proposed model presented values below those recommended by the literature (Hair et al., 2009; Hu & Bentler, 1999), as the individual reliability of one of the items (CULTINT5) stood at just 0.543. Thus this item was eliminated, and the model was estimated once more. The resulting model was found to be statistically significant ($\chi^2_{SB} [40] = 198.22; p = 0.00$), and other overall fit indicators for the model were within the recommended values ($CFI = 0.98; TLI = 0.97; NFI = 0.97; RMSEA = 0.09$). Hence, it can be concluded that the proposed model adequately reproduces the covariance matrix under study. This measurement model demonstrates an acceptable fit, with a CFI greater than 0.95 and an RMSEA of between 0.08 and 0.10 (Mathieu & Taylor, 2006). Again following the work of Anderson and Gerbing (1988), as can be observed in Table 4 the model demonstrated acceptable individual reliability as the relationship between each item and its respective dimension was statistically significant, with standardized regression weights over 0.7 and significant t-statistic values. The CR indicators

Table 4
Confirmatory factor analysis of CQ.

Causal relationships	Standardized Estimators	t	p	Composite reliability
METACOGNITIVE ← CQ	0.68			CR = 0.82AVE = 0.55 α = 0.77
COGNITIVE ← CQ	0.53	8.72	0.00	
MOTIVATIONAL ← CQ	0.86	9.10	0.00	
BEHAVIORAL ← CQ	0.84	10.32	0.00	
CULTINT1 ← METACOGNITIVE	0.83			CR = 0.86AVE = 0.76 α = 0.86
CULTINT2 ← METACOGNITIVE	0.92	17.95	0.00	
CULTINT3 ← COGNITIVE	0.84			CR = 0.79AVE = 0.65 α = 0.78
CULTINT4 ← COGNITIVE	0.77	9.25	0.00	
CULTINT6 ← MOTIVATIONAL	0.78			CR = 0.90AVE = 0.65 α = 0.90
CULTINT7 ← MOTIVATIONAL	0.78	18.39	0.00	
CULTINT8 ← MOTIVATIONAL	0.86	19.70	0.00	
CULTINT9 ← MOTIVATIONAL	0.84	19.21	0.00	
CULTINT10 ← MOTIVATIONAL	0.78	17.83	0.00	
CULTINT11 ← BEHAVIORAL	0.90			CR = 0.88AVE = 0.78 α = 0.88
CULTINT12 ← BEHAVIORAL	0.87	21.16	0.00	

Table 5
Evaluation of the discriminant validity of CQ.*

DIMENSIONS	1	2	3	4
1 METACOGNITIVE	0.87			
2 COGNITIVE	0.52	0.81		
3 MOTIVATIONAL	0.50	0.35	0.81	
4 BEHAVIORAL	0.46	0.32	0.68	0.89

* Note: CQ refers to Cultural Quotient, more commonly known as Cultural Intelligence.

achieved values of over 0.70 and those for AVE were over 0.50. These results also indicated that the measurement model was reliable. It can be affirmed, then, that CQ is a multidimensional construct comprising the four dimensions established in the literature, with the motivational component making the greatest contribution to CQ.

To test the discriminant validity of the CQ scale, the same procedure was followed as before (see Table 5 for results).

Hypothesis-testing

To test the working hypotheses, structural equation models were used, employing the robust MLM. First, the model for the influence of CQ on CBDBE was estimated. The results indicated that this was an excellent model fit ($\chi^2_{SB}(338) = 910.18; p = 0.00; CFI = 0.97; NFI = 0.96; TLI = 0.97; RMSEA = 0.06$), as the CFI value was over 0.95 and the RMSEA was below 0.08 (Mathieu & Taylor, 2006). As shown in Fig. 3, these results demonstrate that (1) tourist CQ has a positive and significant influence on the destination brand value ($\beta = 0.51; p = 0.00$), and (2) CQ explains 26.2% of the CBDBE variance. This is a relatively high percentage if we take into account the fact that there are other variables exerting an influence on CBDBE. It can be concluded, therefore, that H1 finds empirical support.

To test hypothesis H2 on the effect of tourism type (sun-and-sand vs. cultural or rural) via a multigroup structural equation model, this required nine observable variables to be created for the dimensions of the two constructs of the model (CQ and CBDBE), as the high number of parameters to be estimated exceeded the recommended values, given the sample size. These variables were created based on the results of the CFAs that had been conducted, using a weighted average of the items for each dimension weighted by the regression weights for each of those in the CFAs. These variables were labeled ‘awareness’, ‘quality’, ‘image’, ‘perceived value’, ‘loyalty’, ‘metacognitive component’, ‘cognitive component’, ‘motivational component’ and ‘behavioral component’. Prior to undertaking the relevant analyses, this model was estimated to assess its similarity to the original model (see Fig. 4). The results indicated that this model was entirely equivalent, as it was acceptable ($\chi^2_{SB}(26) = 117.58; p = 0.00; CFI = 0.97; NFI = 0.96; TLI = 0.95; RMSEA = 0.08$) and the influence of tourist CQ on CBDBE was practically identical ($\beta = 0.51; p = 0.00$).

In line with the recommendations of Byrne (2010), prior to testing the moderating role of a variable via multigroup structural equation models it is advisable to analyze whether the constructs being used have the same significance for the two groups under consideration (in the present case, group 1: sun-and-sand; and group 2: cultural or rural). The first aspect to analyze was the existence or otherwise of ‘form invariance’, in other words to test whether the measurement model adjusted to each of the groups independently. If this invariance was found to exist, the next step would be to test the measurement invariance to verify that the scores given to the constructs did not differ between the groups under analysis.

The measurement model’s validity was tested separately for each of the groups. The goodness-of-fit indices for the two groups (sun-and-sea tourism: $\chi^2_{SB}(26) = 96.61; p = 0.00; CFI = 0.92; NFI = 0.90; TLI = 0.89; RMSEA = 0.09$; and cultural or rural tourism: $\chi^2_{SB}(26) = 90.81; p = 0.00; CFI = 0.97; NFI = 0.96; TLI = 0.96; RMSEA = 0.09$) suggested that the fit was acceptable in both cases.

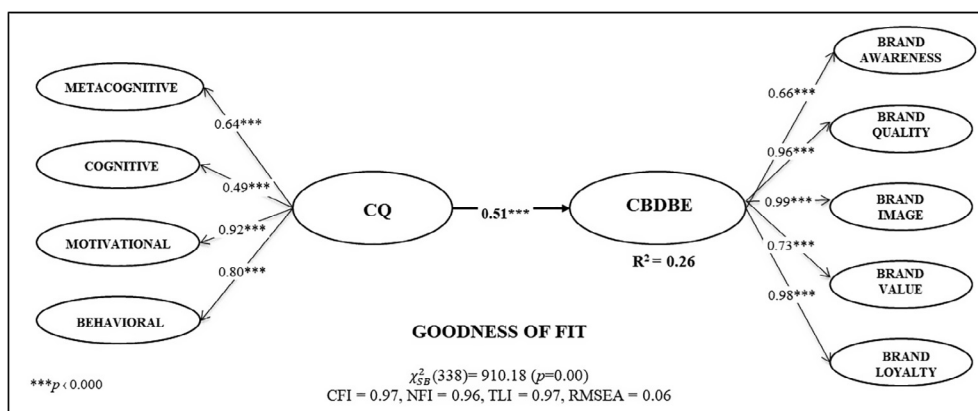


Fig. 3. Proposed model of the influence of CQ on CBDBE (I).

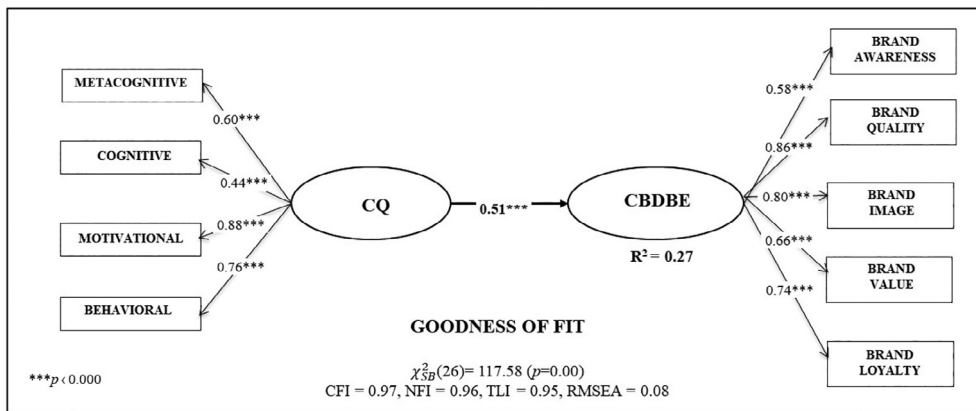


Fig. 4. Proposed model of the influence of CQ on CBDDBE (II).

Therefore, the assumption of form invariance across the groups was met. As regards testing for measurement invariance, this generally involves testing the invariance of factor loadings and error variances, using the chi-square test for the difference between two nested models. In the present study, the following three-step testing procedure was applied:

Model 0: The measurement model was fit in the two groups together, allowing all parameters, including factor loadings and error variances, to be free. That is, no invariance of parameters across the two groups was assumed.

Model 1: The measurement model was fit in the two groups together, with the factor loadings held equal across the groups. Since this Model 1 was nested within Model 0, the chi-square difference for the two models was used to test for invariance of the factor loadings.

Model 2: The measurement model was fit in the two groups together, with factor loadings and residual variances of exogenous variables held equal across the groups. Since this Model 2 was nested within Model 1, the chi-square difference for the two models was used to test for invariance of the residual variances.

Table 6 shows the results. In line with Satorra and Bentler (2010), the chi-square difference for Model 0 vs. Model 1 ($\Delta\chi^2_{SB}(7) = 5.97; p = 0.54$) was not statistically significant, indicating the invariance of the factor loadings across the groups. Further, the chi-square difference for Model 1 vs. Model 2 ($\Delta\chi^2_{SB}(9) = 9.76; p = 0.37$) was also not statistically significant, providing evidence of the invariance of the residual variances across the groups.

A comparison of the groups using a multigroup structural model was then performed with loadings and residual variances fixed across the groups. The results of this model, captured in Fig. 5, indicated that: (1) the fit of the model was acceptable ($\chi^2_{SB}(68) = 195.35; p = 0.00; CFI = 0.96; NFI = 0.93; TLI = 0.95; RMSEA = 0.09$); (2) the effect of CQ on CBDDBE was positive and significant in both groups, but considerably greater in the ‘culture or rural tourism’ group ($\beta_{sun} = 0.36; p = 0.00; \beta_{cultur} = 0.68; p = 0.00; t = 2.07; p = 0.04$); and (3) the proposed model explained only 13.8% of CBDDBE in the sun-and-sand group but 43.9% in the cultural or rural group. These results provide empirical support to Hypothesis 2.

Discussion, conclusions and implications

Making tourism destinations appealing and thus competitive is a major priority of destination managers. The literature notes that achieving a higher level of brand equity constitutes a competitive advantage (Pike & Page, 2014). The present work provides a series of contributions that can help to improve the brand equity of a tourist destination.

First, the study constitutes an advancement in the CQ literature, particularly from the consumer perspective, and therefore makes a contribution to cross-cultural research based on individual learning and experience (Earley & Ang, 2003; Sahin & Gürbüz, 2014). The majority of works on culture, in particular those in the tourism context, take the perspective of the tourist’s culture of origin, considering culture at the group level (Hofstede et al., 2010). However, CQ shows that the cultural dimensions can be approached from the individual level (Kim, 1994; Triandis, 1994; Yamaguchi et al., 1995). Since the concept was first defined (Ang et al., 2007), CQ has undergone an extensive process of validation, and the research finds that it is generalizable across different fields (Ang et al.,

Table 6
Measurement invariance tests between the ‘sun and sand tourism’ group and the ‘cultural/rural tourism’ group.

Model	χ^2_{SB}	Df	$\Delta\chi^2_{SB}$	Δdf	p
Model 0	187.31	52	–	–	–
Model 1	191.75	59	5.97	7	0.54
Model 2	195.35	68	9.76	9	0.37

Note: Model 0 assumed no invariance of parameters across the two groups; Model 1 was used to test for invariance of the factor loadings; and Model 2 was used to test for invariance of the factor loadings and the residual variances.

Appendix 1

Items used in the CBDDBE scale.

Dimension	Item	Empirical study in which it is used
AWARENESS		Bianchi et al. (2014), Boo et al. (2009), Gartner and Konečnik-Ruzzier (2011), Im, Kim, Elliot, and Han (2012), Pike (2007, 2009), Pike et al. (2010), Pike and Bianchi (2013), Zavattaro, Daspit, and Adams (2015)
AWAR1	This destination has a good name and reputation	Boo et al. (2009), Kladou and Kehagias (2014), Pike and Bianchi (2013), Pike et al. (2010)
AWAR2	This destination is very famous	Boo et al. (2009), Kladou and Kehagias (2014), Pike and Bianchi (2013), Pike et al. (2010)
AWAR3	The characteristics of this destination come to mind quickly	Boo et al. (2009), Ferns and Walls (2012), Kladou and Kehagias (2014); Konečnik-Ruzzier & Gartner (2007); Pike and Bianchi (2013), Pike et al. (2010)
AWAR4	When I am thinking about having fun, this destination comes to mind immediately	Boo et al. (2009), Kladou and Kehagias (2014), Pike and Bianchi (2013), Pike et al. (2010)
QUALITY		Bianchi et al. (2014), Boo et al. (2009), Gartner and Konečnik-Ruzzier (2011), Im et al. (2012), Pike (2007, 2009), Pike et al. (2010), Pike and Bianchi (2013), Zavattaro et al. (2015)
QUAL1	This destination provides tourism offerings of consistent quality	Boo et al. (2009)
QUAL2	This destination provides quality experiences	Boo et al. (2009), Kladou and Kehagias (2014)
QUAL3	I can expect superior performance from this destination's offerings	Boo et al. (2009)
QUAL4	This destination performs better than other similar destinations	Boo et al. (2009)
IMAGE		Bianchi et al. (2014), Boo et al. (2009), Gartner and Konečnik-Ruzzier (2011), Im et al. (2012), Pike (2007, 2009), Pike et al. (2010), Pike and Bianchi (2013), Zavattaro et al. (2015)
IMAGE1	The image I have of this destination is as good as, or even better than, that of other similar destinations	García, Gómez, and Molina (2012)
IMAGE2	The overall image of the destination is very positive	García et al. (2012)
VALUE		Bianchi et al. (2014), Boo et al. (2009), Pike and Bianchi (2013)
VAL1	This destination has reasonable prices	Boo et al. (2009), Pike and Bianchi (2013)
VAL2	Considering what I paid for this trip, this destination offers real value-for-money	Boo et al. (2009), Pike and Bianchi (2013)
VAL3	The costs of visiting this destination are a bargain compared to the benefits I received	Boo et al. (2009), Pike and Bianchi (2013)
VAL4	This destination is economical	Boo et al. (2009)
VAL5	This destination is a good deal	Boo et al. (2009)
LOYALTY		Bianchi et al. (2014), Boo et al. (2009), Gartner and Konečnik-Ruzzier (2011), Im et al. (2012), Pike (2007, 2009), Pike et al. (2010), Pike and Bianchi (2013), Zavattaro et al. (2015)
Intention		
INTENT1	I intend to go back to this destination within the next 5 years	Im et al. (2012)
INTENT2	Overall, I feel loyal toward this destination	Im et al. (2012)
Recommendation		
RECOM1	I will recommend this destination to anyone who asks for my advice	Im et al. (2012)
RECOM2	I will encourage my friends/family to visit this destination	Boo et al. (2009), Ferns and Walls (2012), Im et al. (2012)

2007; Kim, Kirkman & Chen, 2008; Shannon & Begley, 2008). Given the importance of the CQ construct, a number of authors have contributed to developing a theoretical framework that is better articulated for each of its four dimensions (Van Dyne et al., 2012). It is with this intention that the present study tests the applicability of consumer CQ, which to date has scarcely been used within the tourism context. The works that do examine issues relevant to this perspective have focused on perceptions of services (Malhotra et al., 1994) and, in the tourism sector, service provider CQ (Rohmetra & Arora, 2012), not that of the consumer. Unlike previous studies that analyze the influence of some of the dimensions of CQ, principally on intercultural adjustment (Ang et al., 2004, 2007; Chen et al., 2014; Lee & Sukoco, 2010), the present work demonstrates that all four facets of CQ (Ang et al., 2006; Earley & Ang, 2003) among tourists can be measured, namely the metacognitive, cognitive, motivational and behavioral components. This finding is in line with the literature, indicating that individuals need to possess something of all four facets CQ, rather than only displaying one facet in particular, to be considered culturally intelligent (Earley & Peterson, 2004; Van Dyne et al., 2010).

Second, the results of the present investigation make a contribution to the literature on CBDDBE, considering that BE, as acknowledged in the literature, constitutes an essential resource for generating competitive advantage (Pike & Page, 2014). The work provides an interesting contribution in its theoretical model that demonstrates that consumer CQ is an antecedent of CBDDBE. The CQ of consumers affects their evaluation of the tourist destination they have visited. This finding contributes to a greater understanding of the antecedents of CBDE for a destination, which can contribute, in turn, to improving DBE and achieving greater competitiveness among tourist destinations (for example, Pike & Page, 2014). This constitutes a key contribution to the literature, considering that the majority of studies on CBDE focus on proposed relationships between its different dimensions (Boo et al., 2009; Chen &

Appendix 2

Items used in the CQ scale.

METACOGNITIVE	
CULTINT1	I am aware that I use my knowledge of Spanish culture when interacting with local people.
CULTINT2	I can test how much I know about Spanish culture when interacting with local people.
COGNITIVE	
CULTINT3	I know the legal and economic systems of the Spanish culture.
CULTINT4	I know the rules (e.g. vocabulary, grammar etc.) of the Spanish language.
CULTINT5	I know the cultural values and religious beliefs of the Spanish culture.
MOTIVATIONAL	
CULTINT6	I enjoy interacting with people from the Spanish culture.
CULTINT7	I am confident I can socialize within the Spanish culture, which is unfamiliar to me.
CULTINT8	I am sure I can deal with any stress associated with adjusting to the Spanish culture, which is new to me.
CULTINT9	I enjoy spending time in the Spanish culture, which is unfamiliar to me.
CULTINT10	I am confident I can get used to the commercial culture (shopping) in Spain.
BEHAVIORAL	
CULTINT11	I change my verbal behavior (e.g. accent, tone, etc.) when necessary, when interacting within the Spanish culture.
CULTINT12	I change my non-verbal behavior when necessary, when interacting within the Spanish culture.

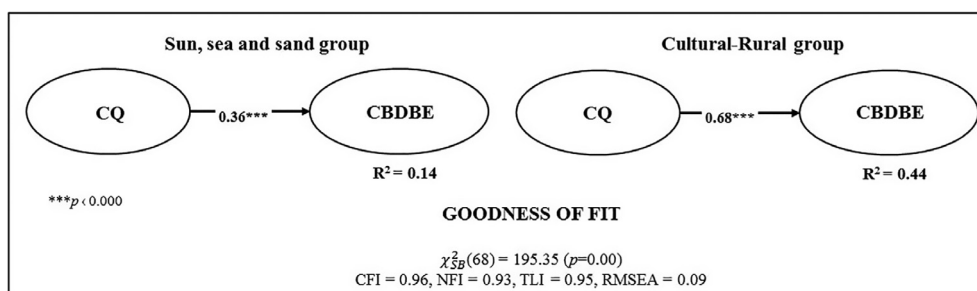


Fig. 5. Results of the multigroup model.

Myagmarsuren, 2010; Pike & Bianchi, 2013; Pike, Bianchi, Kerr, & Patti, 2010). There are very few works examining consumer CQ that test its effect on behavioral variables. The present research indicates that a high level of tourist CQ contributes significantly to the CBDDBE of the destination consumers have visited. This finding corroborates those of earlier studies that indicate that the tourist’s skill in demonstrating a flexible range of behaviors is necessary to create positive impressions and develop significant intercultural relations (Bhaskar-Shrinivas et al., 2005).

Finally, the present study demonstrates the importance of moderating effects and the need to take their implications into account when examining consumer behavior. The work considers the moderating effect of tourism type, because – in the main – most tourist destinations can offer different types. The results of the present work demonstrate that the type of tourism undertaken by a consumer moderates the effect of CQ on CBDDBE. Different types of tourism offer different experiences and activities that may require different degrees of involvement from tourists in order to enjoy them, and thus may differ in the results that can be expected from tourists following their visit to a given destination. Tourists favoring ‘sun, sea and sand’ experiences, for instance, will give a positive evaluation of sunny weather and idyllic beaches, regardless of where the tourism was actually undertaken (Guclu, 2011). Hence, they are likely to interact much less with the destination itself than tourists who are interested in cultural or rural experiences who are looking for ways to get closer to the destination’s cultural or natural heritage. The level of cultural engagement shown by tourists will therefore vary depending on the type of tourism they are seeking to enjoy.

The results of the present study demonstrate that the effect of the relationship between CQ and CBDDBE is greater in the case of cultural or rural tourism than in sun-and-sand tourism. These findings echo those of other works that assert that individuals with little interest will keep their cultural engagement to a minimum (Yamazaki & Kayes, 2004), while those who are more motivated will demonstrate a greater degree of engagement with the culture during their international experiences (Ng et al., 2015).

The results overall have major implications for the professional sector. The effect of CQ on CBDDBE demonstrates the importance of taking CQ into account in the management of tourist destinations. Business success in the 21st Century will depend on how individuals and organizations acquire and practice cross-cultural sensitivity and the skills to interact effectively with people from different cultures of origin (Harris, 2004). It would therefore be valuable to include CQ in studies on tourism, to better understand the profile of tourists, in light of the influence of this variable on CBDDBE. The CQ framework also has important implications in terms of how organizations can foster the learning that can derive from international experience. Predicting individuals’ effectiveness in intercultural interaction is a challenge in different fields of study. Furthermore, it is important for tourism service providers to differentiate between the higher-CQ and lower-CQ tourist segments, to guide them in determining what action to take. Tourist destination agents need to engage in more direct tourist interaction in the case of higher-CQ tourists if they are to satisfy their

motivational component, given its importance within CQ and the impact of CQ on CBDDE. Looking at the findings from the present research, tourism service providers need to be mindful of the fact that those tourists who undertake cultural or rural tourism are likely to feel more motivated to seek out new experiences and empathize with cultures unfamiliar to them. In turn, this deeper level of engagement with the destination calls for service providers to provide a wide range of services and offer as many resources as possible to these tourists to enable them to fully enjoy their stay, which will subsequently impact positively on their evaluation of the destination. Those activities and experiences that bring them into close contact with the customs, lifestyles and history of the destination will be particularly valued. By contrast, in the case of those visitors seeking 'sun, sea and sand' tourism, service providers should remember that the degree to which these tourists are likely to engage with the local culture is lower, and so they should focus more on providing beach-based experiences and activities, such as water-based activities, children's entertainment and nightlife. In this scenario, such tourists are not so much seeking new experiences but rather are aiming to simply enjoy what they are already familiar with in the sun-and-sand destination.

Finally, the level of CQ among tourists is particularly important in that it exerts a positive influence on their assessment of the destination they have visited and becomes a determining factor in their intention to return. This evaluation may even undergo a multiplying effect, if tourists choose to share their views publicly via the growing proliferation of opinion platforms that are becoming central to the visit intentions of new tourists.

The present work does present certain limitations that point to potential future lines of research. First, the study only considers the perceptions of brand equity among British tourists visiting Spain. Future studies could use samples of tourists of other nationalities visiting this destination. Second, as the CR values of the Loyalty and Image dimensions of the CBDDE construct do not surpass the recommended limit of 0.7, future studies should increase the number of items used to measure both these dimensions. Finally, it is important to bear in mind that other variables not included in the CQ concept (such as experience, social intelligence or personality) may also influence tourists' evaluation of brand equity, and that other variables such as pleasure, arousal and satisfaction may be considered as antecedents (or even consequences) of CQ. Other moderating variables might also be included in future, such as country of origin and/or cultural distance.

Acknowledgments

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