READ THESE INSTRUCTIONS FIRST

This Insert contains all the Figures referred to in the questions.

Anything the candidate writes on this Insert will not be marked.
Guam is a small island, part of Micronesia in the Pacific Ocean and is a US territory, known for its beautiful beaches and its deep-sea diving. It was a Spanish colony until 1898 and is influenced by its Spanish heritage as well as its native ‘Chamorro’ culture. Because of its location near the International Date Line, Guam’s slogan is: ‘Where America’s Day Begins’.

About our brand

The Guam Brand is more than a slogan or a logo. It is the personality, the character and essence of the Guam experience. While perhaps seen differently by different groups, the brand qualities do not change. It is our promise as a community, an image that will live in the hearts and minds of visitors and those fortunate enough to live here.

Our brand is our promise. It is the image that lives in people’s minds when they think about Guam. We can influence our brand with the words we choose, the design we use, and the actions we take. It is built around a single promise. When we are consistent in keeping that promise – in how we act and communicate – our brand becomes stronger. Our brand is more than a marketing tool. It is a valuable business asset. When the Guam brand is strong, we gain more attention and respect. Our brand plays a valuable role in everything we want to achieve. Our brand promise is the centre of what we do and why we do it. It’s what we stand for – the standards we set ourselves. If we deliver our brand well, it will stand the test of time.

The purpose of the new brand is:
- to strengthen Guam’s appeal as a destination
- to drive tourism growth in the future
- to attract tourists for longer periods with increased spend.

This new brand encompasses our local pride, the engagement of our communities and showcases all that Guam has to offer.

The Guam logo

The logo is designed to celebrate the unique, diverse and welcoming nature of Guam and its ‘Chamorro’ culture. The multiple interpretations of its crescent shapes (proa – traditional sailing boat; sinahi – crescent-shaped clam shell used for making necklaces; waves; smiles; welcoming arms) convey the wide variety of experience available to visitors to the island, and its symbolic roots in Guam’s history illustrates the pride of the flourishing ‘Chamorro’ people who call it home.
Beijing sees decline in tourists

The Chinese capital attracted fewer tourists in 2013 compared to the previous year and the number of tourist complaints concerning the city also rose over the same period of time.

Beijing attracted 2.14 million tourists during the first six months of 2013, a 14.3% decrease from the same period in 2012, according to the Beijing Municipal Bureau of Statistics. The decline started in 2012 when the city welcomed 5 million tourists, down 3.76% from 5.20 million in 2011.

Beijing’s tourist satisfaction index also decreased to 75.28 in the second quarter of 2013. This marked a drop from 80.97 in the first quarter. The score was the lowest since the quarterly satisfaction survey began in 2009.

A weak global economy has played a part, as has the rising value of the Chinese currency, according to tourism experts. Services in many Chinese cities do not meet the standards of the West and attractions can be overcrowded.

The manager of an inbound tour operator, China CYTS Tours, said that the company had experienced a drop in tourist numbers, especially in the first half of 2013. The number of inbound tourists from Japan to Beijing dropped by 70% and there was a 30% decrease in the number of visitors to Beijing from Europe.

This trend was also partly because China is losing its attractiveness to overseas tourists due to rising costs, according to the manager of China CYTS Tours. The Beijing market is particularly affected. Despite most tourists choosing the capital as their first destination in China, few international visitors are familiar with Beijing’s current destination brand identity.

Tourist Arrivals (China)

<table>
<thead>
<tr>
<th></th>
<th>2012 (million)</th>
<th>2013 (million)</th>
<th>Growth (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Tourist Arrivals</td>
<td>1324 053</td>
<td>1290 778</td>
<td>–2.51</td>
</tr>
<tr>
<td>Foreign Tourists</td>
<td>271916</td>
<td>262903</td>
<td>–3.31</td>
</tr>
<tr>
<td>From Hong Kong</td>
<td>787 130</td>
<td>768 846</td>
<td>–2.32</td>
</tr>
<tr>
<td>From Macau</td>
<td>211 606</td>
<td>207 403</td>
<td>–1.99</td>
</tr>
<tr>
<td>From Taiwan Province</td>
<td>53 402</td>
<td>51 625</td>
<td>–3.33</td>
</tr>
</tbody>
</table>

Fig. 2