

How to build successful city brands? -Case Munich, Berlin & Hamburg

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Thesis

Degree of Hotel and Restaurant
Management

2012



Degree of Hotel and Restaurant Management

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The title of thesis How to build successful city brands? -Case Munich, Berlin & Hamburg	Number of pages and appendices 102+5
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<p>This thesis examines the success factors of branding a city. The objective is to find out required organizational and managerial competences and best practices in successful city branding.</p> <p>The thesis consists of theory section and an empirical section. The theory section represents the concept of a brand and discusses the characteristics of brand management and place marketing on the basis of relevant literature and Internet sources. Brand management and place marketing sections focus on explaining how can brands be managed and what tools are available for place marketers.</p> <p>The study was based on qualitative research method. First, a survey was conducted to six key decision makers responsible for the management of city brands in Munich, Berlin and Hamburg between 17th August 2010 and 11th May 2011. Research data was collected by travelling to the destination cities, meeting the interviewees and using structured interview method with a pre-prepared questionnaire. Second, the results were transcribed and analyzed. Finally and third, a case study for each city was made based on the transcribed interviews and classified data.</p> <p>The empirical part consists of three separate case studies. These case studies represent an overview of the city brands of Munich, Berlin and Hamburg. Each case study represents what the city brand is like, explains what brand planning and implementation processes are used, and evaluates brand performance and competences for building a successful city brand.</p> <p>The results are analyzed in two parts. First, they are compared to each other and to the theory section of the thesis in order to find similarities and differences. Second, competences which were found in all three case cities are discussed. All in all 12 similar required competences were found in every case city; seven brand management and five network management competences. These competences can be generalized to some extent and it is possible that same features can be found also in other cities.</p>	
Key words place marketing; place brand; city brand; brand management	

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1 Introduction

“I love New York.” This is a slogan the city of New York developed in order to attract people to come to the city. However, many visitors do not acknowledge that cities are consciously branded places and this world-famous slogan is a result of successful city branding. Slogans are just one of the tools used in place marketing. City branding is a current topic that is important nowadays. Many cities have actively started to build and manage their city brands during the last decades. Today, cities all over the world are competing with each other for different target markets and their attention. Cities aim to increase foreign direct investment and attract visitors, businesses, employees, talent and residents with their city brand. This ensures the growth and success of branded places. In best cases even small villages and locations are turned in to destinations with successful place marketing and branding efforts.

However, place marketing in general in its organized and more refined form is a relatively recent activity. Unfortunately most marketing efforts start and finish with promotional activities and most city branding efforts start and finish with the visual elements of logos and slogans. Branding needs to be thought of as a complete and continuous process interlinked with all other marketing efforts. (Ashworth & Kavaratzis 2009, 522.) Several studies and papers have been published about destination and place marketing. Relatively small amount of these focuses on brands and branding. There is a need to study more the subject of city brands and successful city branding.

This thesis is part of an international research that includes 25 cities from five continents. The international research and this thesis are directed by Dr. Teemu Moilanen and Haaga-Helia University of Applied Sciences. Cities included in this thesis are Munich, Berlin and Hamburg. This thesis has a focus on finding the success factors of branding a city. The objective is to find out required organizational and managerial competences and best practices in successful city branding. This thesis has a focus on organizational arrangements and management processes of marketing.

The structure of this thesis is the traditional introduction, methods, results and discussion (IMRD) report model. This thesis starts with the introduction to the

theoretical background literature. After this the chosen methods and results are presented and the last part is discussion. The theoretical background consists of three chapters. These chapters have a focus on brands, brand management and place marketing. The first chapter introduces the concept of a brand and discusses the difference between brand identity and brand image. Brands are used to separate products and services from other ones available in the market. (Grönroos 2009, 384). Usually brands are associated with products. (Kotler & Armstrong 2010, 248). Branding started to apply also to services and places in the 1990's (Moilanen & Rainisto 2009, 4).

Place branding includes different trends and forms of branding: nation branding, place of origin branding, destination branding which focuses more on tourism, culture and entertainment branding and place or city branding. Place or city branding uses branding as an approach to integrate, guide and focus place management. (Warnaby 2009, 413.) Place branding is a combination of techniques that enable a place to build on its existing strengths, make sense out of its current identity and build a future identity. (Placebrands 2012.) Brand identity indicates what a brand stands for: its history, purpose, principles and ambitions. (van Gelder 2003, 35.) Brand image reveals how the brand is perceived by customers and others (Aaker 2010, 71).

The second chapter in the theoretical background has a focus on brand management. Brand management is at the core of any business activity because all companies try to manage the reputation and values linked to their brand and seek for competitive advantage. Brand managers role is to persuade other company functions to focus on the brand and enhance it through a mix of different marketing activities. (Nilson 1998, 25.) These activities include planning, positioning, implementation and monitoring.

The last chapter in the theoretical background discusses the topic of place marketing and represents the most usual place marketers and place markets. Place marketing means designing a place to satisfy the needs of its target markets. It succeeds when citizens and businesses are pleased with their communities, and the expectations of visitors and investors are met. (Kotler et al. 1999, 125.) In strategic place marketing places and cities desire to secure a unique position and positive image. (Kotler et al. 1999, 16.) Accordingly, different ways to build an image for a place and strategic mar-

ket planning methods are introduced in this chapter. Also the complex nature of city brands is discussed because building a brand for a place has several unique features and possible problems.

The fifth chapter introduces the chosen and applied research method. This chapter explains how this research was executed. This research-oriented thesis was completed by conducting a qualitative research study and content analysing the results. Research data was collected by travelling to the destination cities, meeting the interviewees and using structured interview method with a pre-prepared questionnaire. The questionnaire was created by Dr. Teemu Moilanen and it was printed and used in every city as a base and guideline of the interview. The research data is based on six interview recordings which were transcribed and analyzed. A case study for Munich, Berlin and Hamburg was made based on the transcribed interviews and classified data. Validity and reliability are also discussed in this chapter.

In the sixth chapter of this thesis the results of the interviews are gathered as sequential case studies: CASE 1: Munich, CASE 2: Berlin and CASE 3: Hamburg. Each case study represents what the city brand is like, explains brand planning and implementation process, and evaluates brand performance and required competences for building a successful city brand.

The results and analytical findings about competences are compared in chapter seven. Comparison is already part of discussion because the theoretical background is connected to the results. In this chapter the three case studies are compared to each other and to relevant theories presented in the theoretical part of the thesis. The objective is to identify similarities and differences between the cities themselves and the theoretical part. The thesis ends with discussion.

2 Concept of a brand

Brands and branding have a long history. In Greek and Roman times branding was used as identification or trademark for shops and craftsman signs. (Riezebos 2003, 2.) The etymology of the word “brand” originate from old Norse word “brandr”, which means to burn. It refers to branding of cattle and marking one’s property. (Lindberg-Repo, Mehra, Gubta, Dube & Gaul 2009, 5.) Management started to pay more attention to brands in the mid 1980’s because of globalization and increased competition. Brands became the most important asset of a company. A new concept called “brand equity” emerged to indicate the future income potential of a company. (Hankinson 2004, 111.)

Brand equity is an intangible asset that can be measured from three perspectives: consumer aspect, brand extensions and financial aspect. With consumer aspect the goal is to increase consumer’s awareness about a brand and manage perceived quality and brand loyalty. Brand extensions can increase brand awareness and enhance the core brand. Brand extensions help to launch related products when the brand is used as a platform. Multiple products can have just a single brand identity if separate identities are used for each product. Brands can also work as an umbrella when all brands are under the same brand or multi-brand categories when different brands are used for different categories. Financial perspective can be used to determine the price for a branded product over a generic product that the consumer is willing to pay. (NetMBA 2012.) With high brand equity companies can capture consumer’s loyalty and preference which enable to build strong and profitable customer relationships (Kotler & Armstrong 2010, 260–262.) High brand equity is a result of positive reputation and image. It represents the company’s ability to keep doing business successfully as long as its brand image stays intact. (Anholt 2007, 6.)

2.1 What is “a brand?”

How are “brands” and “branding” defined nowadays? According to Grönroos (2009, 384) brands are used to separate products and services from other ones available in the market. Different literary sources have various definitions for brands. For example

brands can be seen as logos, shorthand, recognizable company names and images, identity and value systems, risk reducers, evolving entities, images in consumers' minds, personalities and relationships. (de Chernatory & Dall'Olmo Riley 1998, 418.) According to American Marketing Association (AMA) the words "brand" and "branding" are defined as following:

A name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers. The legal term for brand is trademark. A brand may identify one item, a family of items, or all items of that seller. If used for the firm as a whole, the preferred term is trade name. A brand is a customer experience represented by a collection of images and ideas; often, it refers to a symbol such as a name, logo, slogan, and design scheme. Brand recognition and other reactions are created by the accumulation of experiences with the specific product or service, both directly relating to its use, and through the influence of advertising, design, and media commentary. A brand often includes an explicit logo, fonts, color schemes, symbols, sound which may be developed to represent implicit values, ideas, and even personality. (American Marketing Association 2012.)

Branding is a necessary process in order to build and manage a company's reputation. It consists of designing, planning and communicating the brand's name and identity. (Anholt 2007, 4.) Branding is a constantly adapted process that includes marketing and delivering value to consumers. It is essential to understand that this value is also defined by consumers. (Randall 1997, 3.) De Chernatory and Dall'Olmo Riley (1998, 428) have described brands continuous relationship between a company and its customers (figure 1). Brands exist and are created in the minds of consumers. Brands represent consumer's impressions and feelings about a product or service. (Kotler & Armstrong 2010, 259–260.) Accordingly, brands are judged by their visibility, advertising and actions. Therefore brands are results of organizational behavior. Everything a company does can potentially have an impact on brand image in customer's mind. (Miller & Muir 2004, 5.)

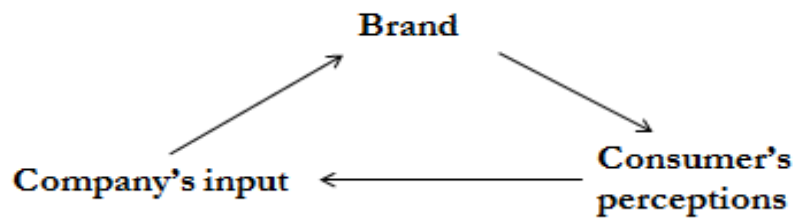


Figure 1. A brand's relationship between a company and its customers (de Chernatory & Dall'Olmo Riley 1998, 428)

A brand is born when enough people see and think the same about a brand's personality (Moilanen & Rainisto, 2009, 7). The core function of a brand is traditionally seen as their ability to work as identifiers of a company's products via the use of slogans, logos and names. Yet brands are not just a set of identifiers. Above all brands are providers of experiences. (Schmitt 1999, 30–31.) Brands represent strategic and financial value for the company (Riezebos 2003, 8). The value of a brand comes from its ability to gain meaning in the minds of consumers. It is all the features and elements that the consumer thinks of when he or she sees or thinks about the brand. These are tangible and intangible attributes of a product or service. Intangible attributes can be psychological or social. (Kapferer 1997, 25.) A brand stands for everything that a product or service means to consumers (Schmitt 1999, 30–31). For example car labels like BMW or Mercedes Benz mean as brands something more to the consumers than just a name or logo.

Usually brands are associated with products. Kotler and Armstrong (2010, 248) define a product as something that is offered to trade for purchase, consumption or use and satisfies the customer's feeling of need and craving. However, in the 1990's branding started to apply also to services and places (Moilanen & Rainisto 2009, 4). A service is an intangible activity or benefit that one party can offer to another. A service does not result in the ownership of anything. (Kotler & Armstrong 2010, 248.) They are consumed at the same time as they are purchased and cannot be separated from their providers. Usually services are experiences that cannot be sensed before they are bought. This is one of the reasons why buyers try to look for signs of service quality. (Kotler & Armstrong 2010, 269–270.) Brands ease the customer's decision-making by helping customers to select products and services they prefer. (Dibb, Simkin, Pride & Ferrel

2001, 270.) The indicator of good quality is the consumer's perception of the service. Therefore the management and creation of perceptions becomes crucial. One could say that people consume brands, not products or services. (Kornberger 2010, 19.)

Place branding is a combination of techniques that enable a place to build on its existing strengths, make sense out of its current identity and build a future identity. These techniques are adapted from commercial branding and leadership and partnership development practices. Communication is a method for telling the world about a place and making the world aware of the actions a place performs. These actions represent the nature of a place. Successful place branding ensures that the place gets equity from the recognition of known strengths and positive actions. (Placebrands 2012.)

2.2 Identity & image

Identity and image mean different things. Image is consciously given perception of what something is. This reflects the generalized notion of the object. (Virtanen 1998, 9.) Brand image reveals how the brand is perceived by customers and others (Aaker 2010, 71). According to Kapferer (1997, 95) image is on the receiver's side. An image indicates how the various signals of the brand are interpreted by the public. These messages and signals produce a meaning for the brand. These signals can be for example brand name, symbols, products, services and advertisement. The signals are transmitted from the sender's side, in other words from brand identity. Image is thereof both the interpretation and result. (Figure 2.)

Brand identity indicates what a brand stands for: its history, purpose, principles and ambitions. There are no two brands alike with same core values, roots and visual identity. (van Gelder 2003, 35.) Brand identity is what companies transmit to the marketplace (Randall 1997, 6). Brand identity is set of associations that the brand strategists aim to create. Brand identity expresses how a company wants the brand to be perceived. (Figure 2.) These unique associations are a promise to the target group from the company. A brand identity specifies self-image, meaning and objective for the brand. It is crucial to a brand's strategic vision. (Aaker 2010, 68–71.)

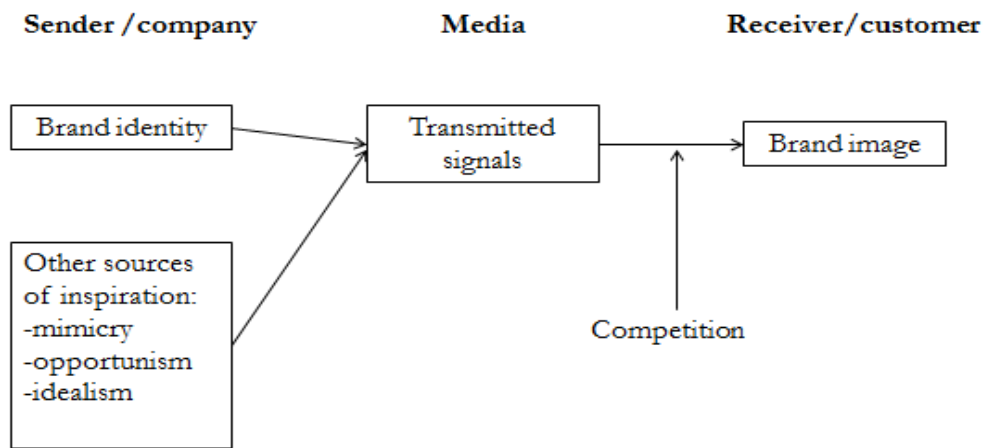


Figure 2. Image and identity (Kapferer 1997, 95)

Desired image needs to be analyzed and planned before projecting it to the public. Brand image focuses more on brand's appearance rather than essence. Brand identity reflects the brand's innermost substance. Several companies try to harmonize the messages their brands convey and make them coherent. They use different tools to define the standards for the brand's visual identity. However, what really matters is the key message and the brand identity: what companies want to communicate to the consumers. The brand's external signs of recognition must reflect the brand's values. (Kapferer 1997, 90–93.)

Brand image, however, may turn out to be something entirely different as the planned identity, because image is subject to perception. The brand identity can be confusing or something entirely different than planned. This is called “the perception gap”. Perception gap must be avoided by ensuring that the target audience sees and relates to the brand identity and acknowledges what is offered. (Temporal 2002, 38.) Target group's perception of the brand image provides necessary background information when a company is developing a brand identity. In the “perception gap” resources and expertise are lacking. In this case the brand image becomes the brand identity. (Aaker 2010, 69.) The brand identity is a crucial concept because brands need to be realistic, send out coherent signs and to be durable. (Kapferer 1997, 99.) Identity precedes image in proficient brand management. Brand management needs integrated and consistent vision and strategy. The central concept is brand identity. This identity is the core of brand management and it must be defined and managed carefully. (Kapferer 1997, 15–18.)

3 Brand management

The concept of brand management was born in the 1950s (Seth 1998, 197). Today brand management is at the core of any business activity because all companies try to manage the reputation and values linked to their brand and seek for competitive advantage. Brand managers role is to persuade other company functions to focus on the brand and enhance it through a mix of different marketing activities. (Nilson 1998, 25.)

3.1 How can brands be managed?

Brands are living and evolving organisms and change over time; their consumers change from purchase to purchase and year to year. Management is responsible for creating a culture where improved understanding of the consumer is the driving force behind the entire team entrusted with the management of the brand. Teamwork and strategic commitment are key issues in order to make the right consumer judgments and take the right brand decisions. This permits the protection and enhancement of brand equity. It is an evolving task, because techniques to generate relevant consumer knowledge are improving. In brand management it is not only one person, one team, one function or even one board's task to manage the brand: it is the task for the business as a whole. (Seth 1998, 201–204.) Brand management can be seen as a process that controls everything concerning the brand; what a brand does and says how it is perceived by different target groups (Temporal 2002, 37).

In order to be successful brand management need to set specific targets (figure 3). Brand building requires the reviewing of three levels of targets. The business objectives cover elements such as profits and growth. The marketing objectives refer to what the marketing function has to achieve and aspects directly related to the market such as brand share, position in defined market segments. The communication objectives are related to what the brand communication can influence, such as awareness and attitudes. For brand management to be cost-effective the communication objectives need to be consistent with the marketing objectives which in turn must fit the business objectives. (Nilson 1998, 28–29.)

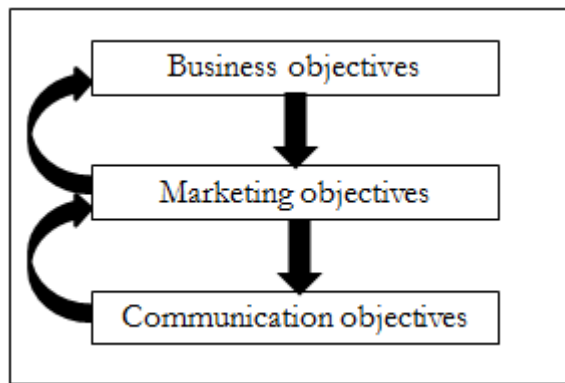


Figure 3. Three levels of targets (Nilson 1998, 29)

3.2 Planning & positioning

Brand planning is an important but time-consuming activity. The objective is to achieve a company-wide discussion and well-grounded consensus about how resources can be best employed to sustain the brand's differential advantage. Brand strategy development must involve all levels of marketing management and stands a better chance of success when all the other relevant internal departments and external agencies are actively involved. (de Chernatory & McDonald 2003, 53.)

Strong branding is impossible without powerful positioning. Positioning is vital to brand management because it takes basic tangible aspects of the product and actually builds the intangibles in the form of an image in people's minds. It focuses on the chosen target audience and influences their thoughts about the brand in relation to other brands. (Temporal 2002, 37.) Positioning a brand means emphasizing the distinctive characteristics that make it different from its competitors and appealing to the public. It results from an analytical process based on the following questions: A brand for what, whom, when and against whom? (Figure 4.) "A brand for what?" refers to the brand promise and consumer benefit aspect. "A brand for whom?" refers to the target aspect. "A brand for when?" refers to the consumption of the product. "A brand against whom?" refers to today's competitive context. (Kapferer 1997, 97.)

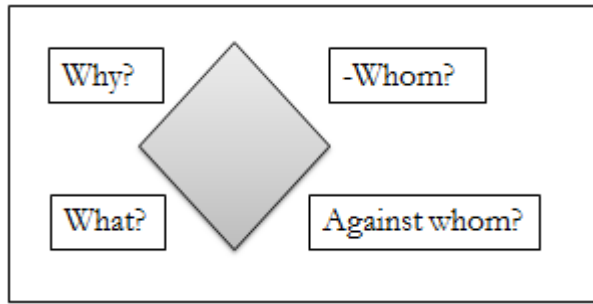


Figure 4. Positioning a brand (Kapferer 1997, 97)

Positioning is about creating a perception of difference, and brand managers use a variety of strategies to convince people that they are both different from, and better than the brands of the opposition. (Temporal 2002, 38.) A brand position is the part of the brand identity and value proposition that is to be actively communicated to the target audience (Aaker 2010, 71). Positioning is a crucial concept that reminds us that all consumer choices are made on the basis of comparison. Positioning is a two-stage process. First, it needs to be indicated to what category the brand should be compared. Secondly, it needs to be indicated what the brand's essential difference and reason for being is in comparison to other brands of that category. However, positioning focuses more on the product itself. Positioning becomes difficult in the case of a multi-product brand. Positioning does not reveal the entire richness and meaning of a brand nor reflect all of its potential. (Kapferer 1997,98.)

David Aaker (2010, 78) has created a “Brand identity planning model” to help ensure that the brand identity has more texture and depth. In many cases brands have a focus on existing brand images, brand position and influencing customers. However, the focus needs to be more extensive. With this model companies can broaden the brand concept to include other dimensions and perspectives. The heart of the model is the brand identity system, where the brand identity provides a value proposition to customers or credibility to other brands. (Figure 5.) The ultimate goal of the system is a strong brand-customer relationship. Companies should consider its brand as a product, an organization, a person and a symbol. All of these perspectives are different and they help to consider different brand elements and patterns that can help to clarify and differentiate an identity. A more detailed identity will also help with implementation. (Aaker 2010, 76–79.)

Strategic brand analysis provides the necessary inputs to the planning model. (Aaker 2010, 77.) The brand strategy needs to be viewed from three perspectives: customer analysis, competitor analysis and self-analysis (figure 5). The objective is to create a business that resonates with customers, avoids competitor's strengths, neutralizes its own weaknesses and exploits its own strengths and competitor's weaknesses. (Aaker 2010, 190.) Brand identity consists of core identity and an extended identity. The core identity represents the timeless essence of the brand. The extended brand identity includes elements that provide texture, completeness and add details that help portray what the brand stands for. (Aaker 2010, 85–87.) A brand may support other brands by providing credibility. A good brand identity provides a value proposition to the customer. Value proposition is a statement of the emotional, functional and self-expressive benefits that provide value to the customer. (Aaker 2010, 95.)

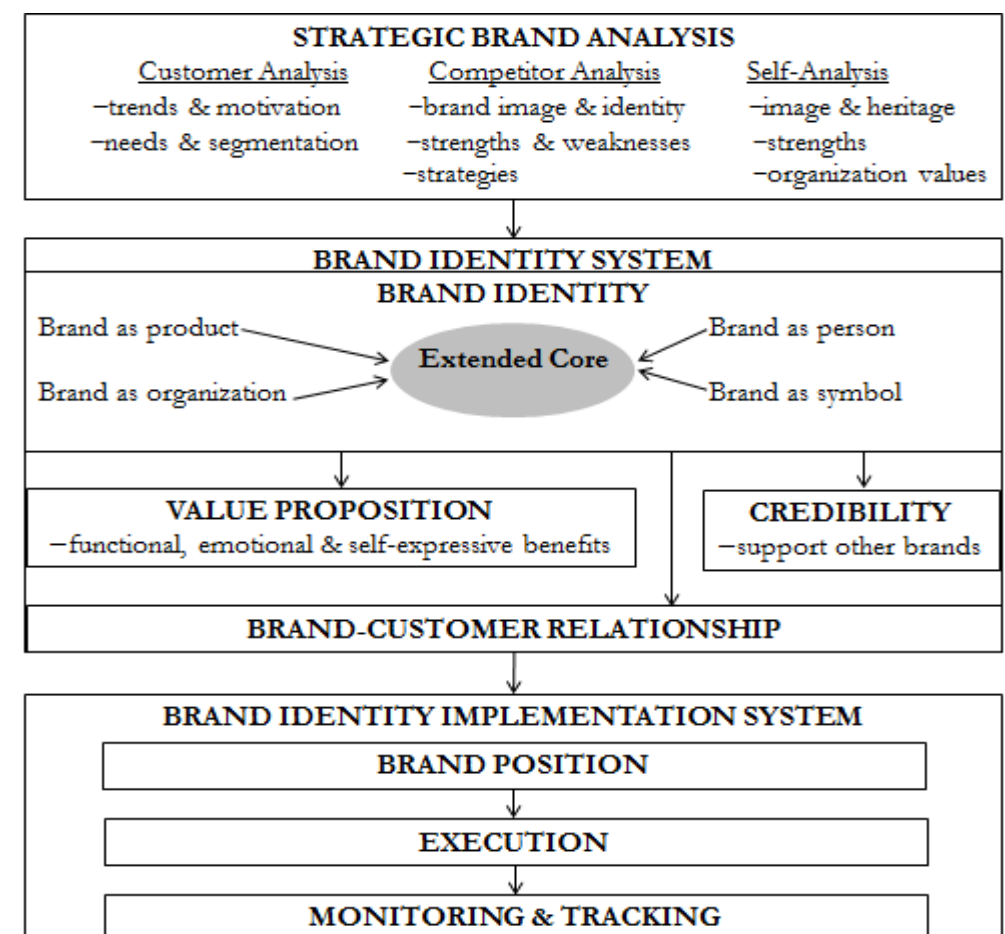


Figure 5. Brand Identity Planning Model (Aaker, 2010, 79)

3.3 Implementation & monitoring

When identity and value propositions are in place, implementation begins (figure 5). Communication objectives need to be established and execution planned and implemented. Brand position is the part of the brand identity and value proposition that is to be actively communicated to the target audience and that demonstrates an advantage over competing brands. (Aaker 2010, 176.) The final step is tracking (figure 5).

Visions, strategies and plans are useless until they are effectively implemented. The planning team needs to convene at regular intervals to review the company's progress towards its goals. (Kotler, Asplund, Rein & Haider 1999, 121.) Continuous tracking and the assessment of the effectiveness of a brand against the competition is vital. There are many items that can be tracked to help brand managers assess how their brands are doing in the marketplace, and what effect certain market interventions are having on brand equity. (Temporal 2002, 241.) It is highly desirable to invest in monitoring the brand position and other elements of the brand over time. Tracking can be based on quantitative surveys or qualitative research which allows the assessment of how customer perceptions have been affected by the brand positioning effort. (Aaker 2010, 189.)

Research has a vital role to play in the life of a brand, both at the initiation phase when the brand is brought to life and in the ongoing process that is involved in successfully maintaining a strong and relevant brand. Successful brands are frequently supported by a sound knowledge base. Researching brands is a multifaceted process, involving all aspects of what constitutes the brand in the minds of the consumers. Monitoring the performance of a brand is often necessary in order to justify budget expenditure levels. The real measure of a brand can be considered to be the total net impressions of the brand in the minds of the consumer. This is hard to measure. One must choose techniques and methodologies, the market place characteristics and the company that suit the brand. (Campbell 1998, 56–57.)

4 Place marketing

Cities all over the world have actively started to build their city brands. The question is how can a city create a brand? Is it the same as a product brand or service brand? In many cases cities are seen as too big and complicated “products” and it is difficult to create designed brands for them. (Virtanen 1998, 158.) Cities face a fierce competition and number of important choices when they begin the task of place marketing. Europe consists of over 100 000 communities competing over potential place-buyers. By projecting a strong and relevant image cities can gain competitive advantage. (Kotler et al. 1999, 51.)

Place marketing means designing a place to satisfy the needs of its target markets. It succeeds when citizens and businesses are pleased with their communities, and the expectations of visitors and investors are met. (Kotler et al. 1999, 125.) Place branding includes several different trends and forms of branding: nation branding, place of origin branding, destination branding, culture and entertainment branding and place and city branding. Place and city branding uses branding as an approach to integrate, guide and focus place management. (Warnaby 2009, 413.)

Place marketing in its more organized form is a relatively recent activity. Unfortunately it is quite common that most marketing efforts start and finish with promotional activities and most city branding efforts start and finish with the visual elements like logos and slogans. Branding needs to be thought of as a complete and continuous process interlinked with all other marketing efforts. (Ashworth & Kavaratzis 2009, 522.) According to Kotler et al. (1999, 125) place marketing embraces four activities:

- Developing a strong and attractive positioning and image.
- Setting attractive incentives for current and potential buyers and users of services and products.
- Delivering a place products and services in an efficient and accessible way.
- Promoting the attractiveness, benefits and distinctive advantages of a place.

Techniques from the commercial sector are used to promote cities and their governments. Marketing helps with promotion and strategy and is needed to get more effective results in today's competing marketplace. Building a successful city brand has an effect onto a wide range of difficult fields including the development and promotion of national and regional tourism, inward investment, recruitment and trade, the branding of exports, international relations and foreign policy, social and cultural policy, urban and environmental planning, economic development, sport, media management and many more. (Anholt 2007, 15–16.)

According to Kavaratzis and Ashworth (2005, 510–512) city's brand should operate as a form of umbrella that covers several stakeholders and audiences. This means that place value propositions are created by the various actors responsible for the marketing of a particular place. The complex and kaleidoscopic nature of activities and facilities available in a place may require segmentation, so that a city brand becomes a multitude of brands, a brand line similar to a product line. (Kavaratzis and Ashworth, 2005, 510–512.)

Ashworth & Kavaratzis (2009, 525) suggest that it is possible to adopt a branding philosophy for the management of cities and to use tools and principles of corporate branding. However, it is necessary to adapt these tools and models to the characteristics and demands of cities. Brand management of places is based on the fact that location brand resembles more a corporate brand than a product brand. Corporations share the same way the conflicts of interests and political agendas of a location, and yet need to manage the corporate brand effectively. Corporations, like locations and places often have many unrelated industries, products and different cultures. (Kerr 2006, 278.) Only a handful of the principles of commercial branding actually apply to places (Anholt 2007, 23). Cities are neither products nor corporations in the traditional meaning of the terms and therefore a distinct form of branding is needed (Ashworth & Kavaratzis 2009, 525).

4.1 Different ways to build an image for a place

Cities have always been brands. Usually people think about cities in terms of qualities or attributes, a promise or some kind of story. “Paris is romance, Milan is style, New York is energy, Washington is power, Tokyo is modernity, Barcelona is culture, Rio is fun. These are the brands of cities, and they are inextricably tied to the histories and destinies of all these places.” (Anholt 2006, 18.) The image of a place defines the way citizens, visitors and businesses respond to that place. Therefore, a place must try to manage its image. A place’s image is the sum of beliefs, ideas and impressions that people have of that place. Different people can hold quite different images of the same place. (Kotler et al. 1999, 160–161.) Image’s mission is to individualize a city, separate it from other cities and give it its own identity. A city’s image reflects how people experience it and what the city is known for. An image highlights disparity and individuality. (Virtanen 1998, 9–12.)

Traditionally brand images are created with advertising and marketing. The reputation of places is usually more complex and is built in a more random way than the brand image of products or companies. (Anholt 2007, 9.) Cities do not have one clear message to communicate. A city’s image can be based on various attributes which are usually unplanned. Many cities have an image based on issues and facts in which planning has nothing to do with, for example historical incidents. With different actions and functions it is possible to build an image for a city. A city’s image is at its best when it comes in to existence as a spinoff of a city’s natural development. A city’s image should reflect what the city is. (Virtanen 1998, 158–163.)

Place image marketers can draw three tools to implement an effective image of a place: slogans, positions, themes and visual symbols or events and deeds. Typically image-makers develop a slogan to unify a specific campaign. A slogan is a short catchall phrase that embodies an overall vision of the place. Another tool is image positioning where the place positions itself in regional, national and international terms as the place for certain type of activity or as a viable alternative location or attraction to another place that may have a stronger or more well-established position. For example Berlin is the “Capital of the New Europe” and Munich is the “Insurance City Number One in

Europe”. (Kotler et al. 1999, 169–170.) Also the “country of origin effect” creates a brand image in consumers mind. The country of origin effect is an appeal and value adding factor to exports made in certain place or country. A good example is German engineering. (Anholt 2007, 10.) Germany has a rational and technical image. This image is generated and sustained by brands including Bosch, Siemens, Porsche, AEG, BMW and Mercedes. (Anholt 2007, 91.)

Visual symbols have figured prominently in place marketing. For example Berlin has Brandenburg Gate and New York the Statue of Liberty. When used in a systematic way, these visual symbols appear on official stationery, brochures, billboards, videos, prints and dozens of other places. Images can also be communicated through events and deeds. (Kotler et al. 1999, 171–172.) Cities can have unforgettable historical events that brand their exact locality. Places can remain branded for centuries by just one event. (Anholt 2007, 64.) Some cities have gained popularity because the city district has been divided in the past in an abnormal way because of war and politics. One classic example of a city with this kind of situation is Berlin. Berlin was in 1961–1989 a city divided by a wall. The dramatic history became an important part of Berlin’s image. (Virtanen 1998, 130–131.)

Many cities are renowned for their culture, festivals and traditions. One of the main objectives of these events is to create a better image for their host cities. When an event is known all over the world it is an important part of the city’s image and brand. For example the Oktoberfest is a popular event with millions of visitors and it is an important part of Munich’s brand. (Virtanen 1998, 100–102.) The Olympic Games is also a good example of how even a onetime event can have a significant impact on a destination’s brand. They become the basis for images, stories and emotions. The challenge is to find the best ways to use event images, stories and emotions to capture the consumer’s attention and build the brand. (Brown, Chalip, Jago & Mules 2002, 180.) The Olympic Games has close association with the host cities and achieve global attention. (Anholt 2007, 109.) The Olympics organization provides an excellent vehicle for branding at a local level using both local and international funding. (Virgo & de Chernatory 2005, 381.) According to Hankinson, the success of cities in building successful brands through key sporting events was based upon the development of strong rela-

tionships between stakeholders whom would benefit from that success. (Hankinson 2004, 114.) Many sports clubs and sports teams are renowned for their domiciles and they also market the city (Virtanen 1998, 120).

4.2 Placemarketers and placemarkets

Place marketing is continuous process that involves all citizens (figure 6). However, the marketers of a place can sometimes be difficult to identify. Different local, regional, national and international actors participate in place marketing. Below are listed the most active place marketers according to Kotler et al (1999, 67):

Local actors	Public sector actors: Mayor and/or city manager Business development department in the community Urban planning department of the community Tourist bureau Conventions bureau Public information bureau
Local actors	Private sector actors: Individual citizens Leading enterprises Real estate developers and agents Financial institutions (banks, insurance companies) Electricity and gas utilities, telecommunications companies Chamber of commerce and other local business organizations Hospitality and retail industries (hotels, restaurants etc) Travel agencies Labor market organizations Architects Transport companies (taxi, railway, airline) Media (newspaper, radio, TV)

Regional actors	Regional economic development agencies Local and state government Regional tourist boards
National actors	Political heads and government Inward investment agencies National tourist boards
International actors	Embassies and consulates Inward investment agencies Economic development agencies with a specific link to a city International enterprises with a place-bound link

Figure 6. Major actors in place marketing (Kotler et al. 1999, 67)

Organizing a program to develop and market a place requires a thorough grasp of target markets (figure 7). According to Kotler et al. (1999, 67) the four main target markets of place marketers are:

Visitors	Residents & employees	Business & industry	Export markets
<ul style="list-style-type: none"> -Business visitors -Non-business visitors 	<ul style="list-style-type: none"> -Professionals (scientists etc.) & skilled employees -Investors & entrepreneurs -Teleworkers -Wealthy individuals -Unskilled workers -pensioners & senior 	<ul style="list-style-type: none"> -Entrepreneurs -Heavy industry -High-tech, service companies etc. 	<ul style="list-style-type: none"> -Other localities within domestic markets -International markets

Figure 7. The target markets of place marketers (Kotler et al. 1999, 67)

4.3 Strategic market planning for cities

A place's desire to secure a unique position and positive image in the huge market is crucial part of strategic place marketing. Each place must formulate a combination of offerings and benefits that can meet the expectations new businesses, investors and visitors. (Kotler et al. 1999, 16.) In order to market city brands effectively there is a need to take an integrated approach, since local communities, the built environment, heritage and infrastructure form a constituent part of image and identity as well as a

facility for differentiation and rejuvenation. (Trueman, Cornelius & Killingbeck-Widdup 2007, 21.)

A fairly common European model is to organize a planning group made up of local and/or regional officials from the public sector. In order to be successful the planning group should involve representatives from the local business community from the very beginning of the process. (figure 8.) Sound planning requires the inclusion of commercial knowledge from early on because collaboration between the public and private sectors is prerequisite for future success. (Kotler et al. 1999, 25.) Place marketing can be thought of as a form of relation between local authorities and local wider audiences. In fact it is as much about communication between citizens as clients and public authorities as service providers as about attracting exogenous investment, employment or customers (figure 8). (Ashworth & Kavaratzis 2009, 522.)

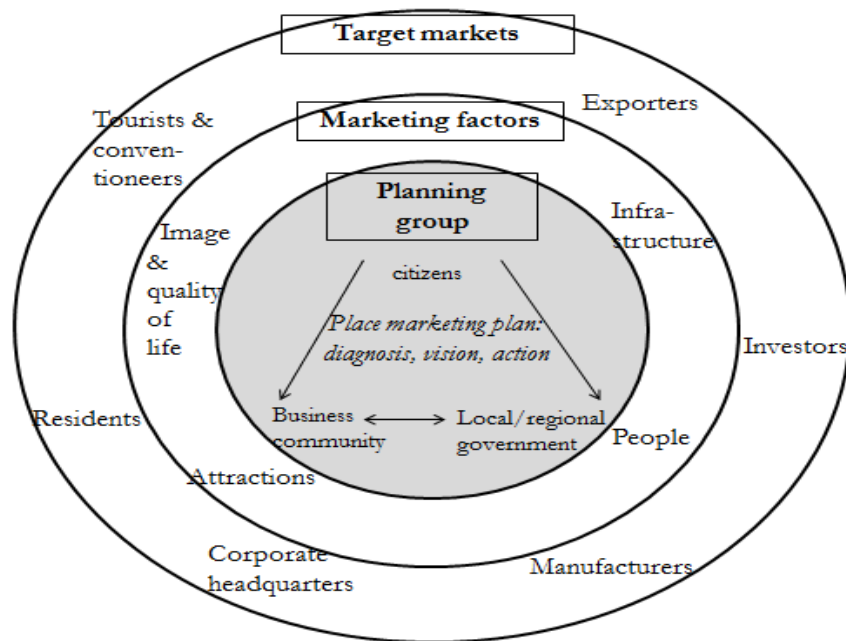


Figure 8. Levels of placemarketing (Kotler et al. 1999, 27)

Strategic market planning starts from the assumption that the future is largely uncertain, but on the other hand, the future of a place can be influenced by strategic actions and plans. This means that the community must establish information, planning, implementation and control systems that enable to monitor the changing environment and respond constructively to changing opportunities and threats. Through the strate-

gic planning process, places can create a unique selling proposition. Certain attraction factors are encouraged while other factors may be de-emphasized. (Kotler et al. 1999, 103–106.)

Many communities publish great volumes of facts and figures without classifying their impact. SWOT analysis is needed to catalogue and classify the characteristics of a place into major strengths and weaknesses, as well as opportunities and threats. What is needed is a clear and sufficient long-term strategy where major strengths are levered to maximum and where there is time enough to improve certain weaknesses. All the attraction factors are not equally meaningful to different target groups. It is necessary to choose the factors of importance to each target group and assign importance weights to these individual factors. When combining performance ratings and importance levels, four possibilities emerge (figure 9).

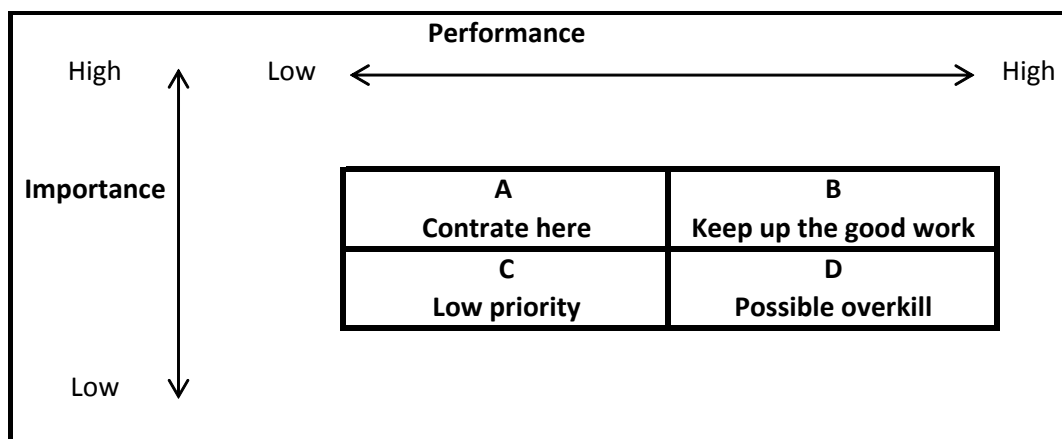


Figure 9. Performance-importance matrix (Kotler et al. 1999, 111–113)

A place does not have to correct all its weaknesses or promote all its strengths because factors vary in their importance to different target markets. The place must probe deeply into which strengths and weaknesses most affect the perception and behavior of target markets. The resulting analysis becomes a major basis for laying place marketing plans. (Kotler et al. 1999, 111–113.)

The challenge is that visitors would truly experience the promoted brand values and feel the authenticity of a unique place. Cities and destinations often promote their history, culture and their beautiful scenery in marketing, but many destinations have these

attributes and it is critical to build a brand on something which uniquely connects a destination to the consumer. For example only Paris is the city for love and romance. Whatever proposition is used it must also be right, have the potential to last and evolve in long-term branding campaign. The point of differentiation must reflect a promise which can be delivered and which matches expectations. Originality needs to be sustainable, believable and relevant. (Morgan & Pritchard 2002, 19–21.) The development of statements of what the brand should stand for and its promise to customers is a strategic decision. Thus a strategic perspective is needed. Brands need to be selecting markets and building assets for the future. The brand strategy needs to be viewed from three perspectives: a customer analysis, a competitor analysis and a self-analysis (figure 10). (Aaker 2010, 190.)

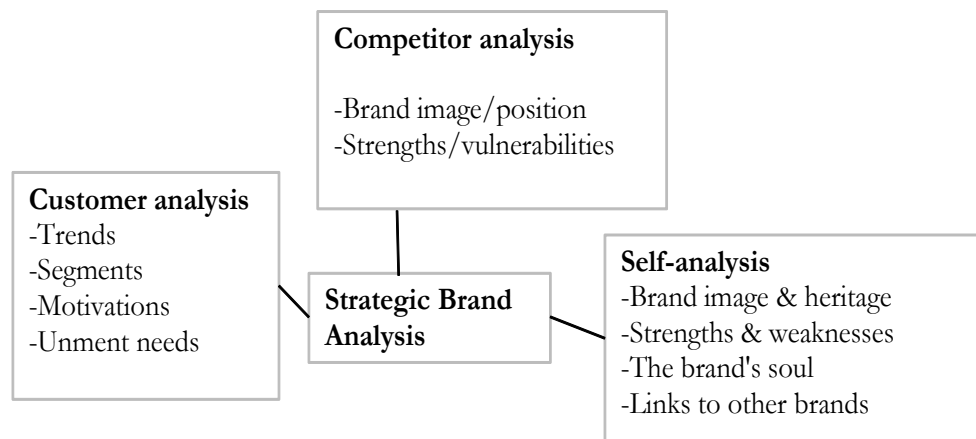


Figure 10. Strategic brand analysis (Aaker 2010, 190)

A customer analysis can productively involve an analysis of customer trends, motivations, segmentation structure and unmet needs. Competitor analysis looks at the brand image and position and the strengths and vulnerabilities of the major competitors. An important input to the development of a brand identity is a careful self-analysis of one's brand and organization. Areas of inquiry include: the current brand image, the brand heritage, brand's strengths and weaknesses, the soul of the brand and the organization and links to other brands. (Aaker 2010, 190–196.)

4.4 Challenges with place brands

Building a brand for a place has several unique features and possible problems. Cities and destinations are seen as multidimensional and complex entities. Several actors participate in the production and they have different resources and objectives. Due to several participating actors, the same place is marketed as a place product with different arguments by different organizations. A place product is a series of products and services, combined with the physical features of the place. (Moilanen & Rainisto 2009, 17–19.) Places are multifunctional because different consumers assemble their own product from the range of spatial levels offered by the place. The inherent product complexities make the branding and marketing of places difficult. (Hankinson 2004, 112.) The lack of product control and internal and external pressures pose unique challenges for destination marketers (Morgan & Pritchard 2002, 21).

The place brand and place product are managed by a complex organization of private and public sector stakeholders. Therefore it is difficult to present a consistent brand proposition. Place branding is more a coordinated process rather than a managed activity. (Hankinson 2004, 112.) Marketing a city brand for multiple purposes and multiple stakeholders leads to tension due to conflicting objectives. Branding cities successfully relies on achieving consensus between partners. (Virgo & de Chernatory 2005, 382.) The fortunes of places depend on the collaboration of the public and private sectors. Teamwork is crucial. Place marketing requires the active support of private and public agencies, interest groups and citizens. (Kotler et al. 1999, 27–28.)

Closeness to politics has also an effect on decision-making. (Moilanen & Rainisto 2009, 22). The public sector place marketers are affected by a variety of political issues. The public sector has to reconcile a range of local and regional interests and promote an identity acceptable to a range of constituencies even though the brand's lifespan is a longer-term proposition than the careers of most politicians. It takes many years to establish a brand image, name recognition and develop strong awareness of a destination. (Morgan & Pritchard 2002, 14–15.) The politics and branding efforts affect also the residents of the city. The inhabitants of the city are living in a branded space. (Moilanen & Rainisto 2009, 20–22.) It is important that place marketers remember that

the residents participate in creating the atmosphere of a city. Therefore a place brand is reliant on city's inhabitants. (Virtanen 1998, 153.)

Cities aim to increase foreign direct investment with their place brand. A successful place brand brings value to several different sectors and actors in a city. (Moilanen & Rainisto 2009, 110). Local authorities, whom operate on low budgets and are subject to political control and interference, usually work as coordinators. This makes the task of brand management even more difficult. (Hankinson 2004, 112.) Many places have limited financial resources because the public sector has more limited resources to invest. In most cases the public sector participates in financing the city brands. (Moilanen & Rainisto 2009, 20–22.)

One important difference between product brands and place brands is that people are, to some extent, willing to change their minds about product brands as a result of good advertising and marketing. When the brand image of a heavily promoted city does change for the better, it is not because of marketing and advertising. It reflected a real change that was taking place in the conditions, the policies and the opportunities of the city. Marketing and advertising helps the world to realize those changes a little faster and a little more fully than perhaps they would have done otherwise. What advertising and marketing cannot ever do is to make a bad city look good. (Anholt 2006, 30–31.) The key point about destinations and places is that positioning and values have to be rooted in the fundamental truths about the destination and its culture. There can be no brand makeover for a destination. A brand must be based upon truth and amplify the existing values of the natural culture, not fabricate a false promise. (Gilmore 2002, 65.)

4.5 Relational network brand

A distinct form of branding is needed because of the distinctive nature of cities. Cities are neither products nor corporations in the traditional sense of these terms. (Ashworth & Kavaratzis 2009, 525.) Graham Hankinson has developed a model of a place brand that reflects the reality of branding a city. The model is based on a brand as a relationship with all the stakeholders. (Figure 11.) It concentrates on behavior and real-

ity and not so much in communications and image. Hankinson states that marketing networks are vehicles for integrating stakeholders, producers and employees in a collaborative partnership of value enhancement. Network marketing consists of a complex web of relationships and organizations. In best cases organizations manage to combine resources and create relationships and value. (Hankinson 2004, 112.)

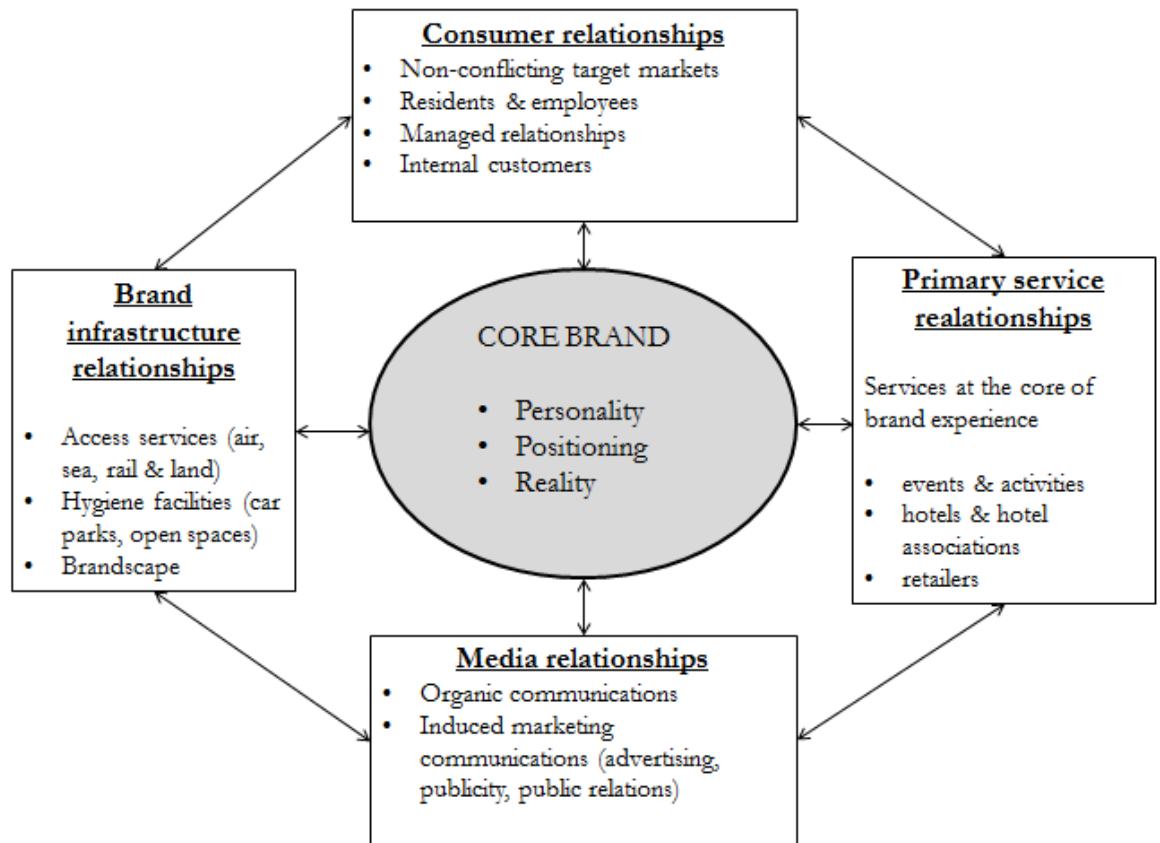


Figure 11. The relational network brand (Hankinson 2004, 115)

Grahan Hankinson’s place brand model consists of core brand and four categories of dynamic brand relationships: consumer relationships, primary service relationships, media relationships and brand infrastructure relationships. (Figure 11.) These relationships extend the brand reality and brand experience and strengthen and evolve over time through a process of progressive interaction between the networks of stakeholders. (Hankinson 2004, 114.) According to Hankinson (2004, 115–116), “The brand core represents the brand’s identity, the blueprint for communicating and developing the place brand. It may be the vision of one or number of organizations and can be defined by three elements: personality, positioning and reality.” Brand personality con-

sists of functional, symbolic and experiential attributes (Hankinson 2004, 115). The components of the relational brand personality are shown below in figure 12.

Potential functional attributes: <ul style="list-style-type: none"> • transport infrastructure & access • public spaces • conference & exhibition facilities • museums, art galleries, theatres & concert halls • hotels, restaurants, night clubs & entertainment • sport & leisure activities and facilities.
Potential symbolic attributes: <ul style="list-style-type: none"> • profile of typical visitors (age, interests, income) • character of the local residents • descriptors of the quality of service.
Potential experiential attributes: <ul style="list-style-type: none"> • destinations feel, city experience • character of the build environment • descriptors related to security & safety.

Figure 12. Components of the relational brand personality (Hankinson 2004, 116)

Positioning defines the brand's point of reference with attributes which make it unique. The third element of the brand core is reality. Both personality and positioning need to be based on reality so that the promised experience is true and promises can be redeemed. Successful branding is reliant for imaginative marketing which is supported by investment in the key services and facilities required to deliver the experience on offer. Invested sufficient funds secure the reinforcement of the core brand values and consumption. However, place brands are reliant on effective relationships. The ultimate success is dependent on effective relationships with stakeholders, which extend and reinforce the reality of the core brand through communication and delivery of services. (Hankinson 2004, 115–116.)

5 Research method

Research methods refer to systematic collection of data. The purpose is to obtain information and answer a particular research question or problem. (Ghauri & Grønhaug 2005, 109.) The research question or problem defines the appropriate research method. (Silverman 2005, 6). Appropriate research methodology is reliable and generates valid results when applied correctly to a specific research topic. A research can be either quantitative or qualitative. Quantitative research represents opinions and concepts that are easily transformed to quantitative form, for example numbers. Qualitative research describes real life and its phenomenon's. It concentrates on words and observation to express reality and describe people in natural situations. (Amaratunga, Baldry, Sarshar & Newton 2002, 19.) The target of this research is to identify best practices in managerial and organizational arrangements and discover required competences in successful city branding.

5.1 Process description

This research-oriented thesis was completed by conducting a qualitative research study and content analysing the results. This thesis is part of an international research program which has a focus in finding the success factors of branding a city. The research program is directed by Dr. Teemu Moilanen. As a part of this research, students of HAAGA-HELIA University of Applied Sciences interviewed key persons responsible for the creation and management of place brands in 25 major cities from five continents. The cities included in this thesis are Munich, Berlin and Hamburg. This thesis is a part of a larger entity that will better serve working life and the growth of cumulative knowledge and expertise with organizational arrangements in different cities and management processes of marketing concerning city brands. Reliable theoretical background enhances the validity of this study.

This research seeks answers to qualitative questions, such as “what, why and how”. Quantitative questions, such as “how much” and numerical formats does not reveal history, ideas and feelings in desired ways for the research. Qualitative research studies people's experiences and human activity. This is the reason why qualitative method was

used in this research. This study is exclusively qualitative approach, which can help to deliver and reveal subjective ideas and opinions about city branding methods in Munich, Berlin and Hamburg. According to Ghauri and Grønhaug (2005, 110), a qualitative method is suitable if the study demands understanding respondents point of view and opinions. This study strives to have a deeper understanding of the respondents in order to find out abstract issues, such as relationships and images. Therefore, it is necessary to apply qualitative method in this research.

5.2 Interviews and content analysis

Research process began with finding the key persons and organizations working with the city brands of Munich, Hamburg and Berlin. This was executed with e-mails (attachment 1) and phone calls. Venla Hakunti interviewed May-Lena Signus from Hamburg and Joachim Grupp and Anja Seugling in Berlin in August 2010. The author carried out three interviews in Munich with Ralf Zednik, Rita Muller-Roider and Claus Gröbner in May 2011. The empirical data was collected with these in-depth interviews as shown in the following table (table 1):

Table 1. Interviewee details

Country	Interviewee	Position	Company	Date
Hamburg	Mrs. May-Lena Signus	Project Manager Brand & Hamburg Metropolitan Region	Hamburg Marketing GmbH	17.8.2010
Berlin	Mr. Joachim Grupp	Head of Capital City Marketing Division	Berlin Partner GmbH	18.8.2010
Berlin	Mrs. Anja Seugling	Director of Corporate Communications & Strategic Brand Management	Berlin Tourismus & Kongress GmbH	18.8.2010
Munich	Mr. Ralf Zednik	Director of Sales	Munich Tourist Office	10.5.2011
Munich	Mrs. Rita Muller-Roider	Head of location marketing and business promotion	Department of Labor and Economic Development	11.5.2011
Munich	Mr. Claus Gröbner	Head of Cross Marketing & Marketing Co-operations	Munich 2018 - MÜNCHEN 2018 Candidate City	11.5.2011

Research data was collected by travelling to the destination cities, meeting the interviewees and using structured interview with a pre-prepared questionnaire (attachment 2). The questionnaire was created by Dr. Teemu Moilanen and it was printed and used in every city as a base and guideline of the interview. However, asking more specific questions was possible during the interviews. During the interviews, the interviewer presented the questions orally and recorded the answers. The interviews were carried out by Venla Hakunti and the author in different phases. Each conducted interview varied according to time, space and situations but the research objective was kept in view the whole time. In August 17th 2010 Venla Hakunti travelled to Hamburg and interviewed Mrs. May-Lena Signus who is responsible for Marketing Services and Project Manager for Brand & Hamburg Metropolitan Region in Hamburg Marketing GmbH. The interview lasted for two hours. The next day Ms. Hakunti travelled to Berlin and conducted two interviews with Mr. Joachim Grupp who is the Head of Capital City Marketing Division in Berlin Partner GmbH and Mrs. Anja Seugling who is the Director of Corporate Communications and Strategic Brand Management in Berlin Tourismus & Kongress GmbH. The first interview lasted for one hour and 20 minutes and second for 16 minutes.

The author travelled to Munich in May 2011 and conducted three interviews. The first interview was conducted in May 10th 2011 at Munich Tourist Office to Mr. Ralf Zednik who is the Director of Sales. The interview lasted for 46 minutes. The interview with Mrs. Rita Muller-Roider was conducted in May 11th 2011 at Department of Labor and Economic Development where she is the Head of Location Marketing and Business Promotion. The second interview lasted for 39 minutes. The last interviewee was a recommendation from Mrs. Muller-Roider and the interview was conducted the same date (11.5.2011) to Mr. Claus Gröbner from Munich 2018 – MÜNCHEN 2018 Candidate City. Mr. Gröbner works as a Head of Cross Marketing and responsible for Marketing Co-operations with the company that bid Munich as a candidate city to host the Winter Olympics 2018. The interview with Mr. Gröbner lasted for 48 minutes.

The content analysis began after the data collection. All the research data is based on interview recordings which were transcribed by the author and Venla Hakunti. The content of these six transcribed interviews was analyzed by the author. The process

started by classifying all the data in to different categories (attachment 3). First, every response related to different codes was summarized separately. Each transcribed interview was coded and each code made a separate tabulate. The data was organized in order to compare the research results, components and themes. The content analysis is based on text contents and the classification of the data. In Hamburg and Munich the interviewees provided written materials, such as advertisements and reports, and it was utilized in analyzing the results. Second, a case study for each city (Munich, Berlin and Hamburg) was made based on the transcribed interviews and classified data.

5.3 Validity and reliability

Trustworthiness of a research report is measured through validity and reliability. (Seale 1999, 43.) Validity measures truthfulness. Content validity is based on the extent to which a measurement provides sufficient coverage of the investigative questions (Saunders, Lewis & Thornhill 2007, 366). Theoretical validity and plausibility refers to the adequacy of suggested theory on investigation (Gauri & Grønhaug 2005, 218). To accomplish content validity, the research questions for investigation were designed in detail by Dr. Teemu Moilanen (attachment 2). Each question is essential for the research under study. Since the research is about brand management, planning of brand identity and place marketing process of the case cities, relevant and detailed theory is extracted from David Aaker's Brand identity planning model and Graham Hankinson's Relational network brand theories. These theories were thoroughly analyzed to provide adequacy to the theory coverage. In addition, relevant models and theories related to brand identity and place brands were quoted from the same authors, as well as others in order to remain consistent with the brand management, brand identity and place marketing sections. As adequate coverage is accomplished as above mentioned, the content validity in this research is justified.

The target of this research was to identify best practices in managerial and organizational arrangements and discover required competences in successful city branding. Generalizable validity refers to the degree to which extent the findings can be extrapolated to other settings or populations (Gauri & Grønhaug 2005, 218). The findings can be generalized to some extent. However, the nature of this research is a combination

of case studies of three different cities and findings cannot hold true to every setting because of distinctive and individual characteristics of different cities.

As stated by Hammersley (1992, in Silverman 2005, 224), “Reliability refers to the degree of consistency with which instances are assigned to the same category by different observers or by the same observer on different occasions. It is incumbent on the scientific investigators to document their procedure and to demonstrate that categories have been used consistently.” In immediate future the responses remain consistent if the same research method is applied and questionnaires are used to the same respondents. The research was organized so that other observers could reach similar observation. The same way of measurement would lead to the same result in different occasion. However, the study reflects only the reality of the present and results might change as cities and techniques managing their city brands evolve over time.

This study has a transparent data collection and analysis method. The sources of data are reliable. The interviews are relevant and generally recommended by the commissioning parties themselves as sources of data. The biasing factors were minimized in data collection by being neutral and following the questionnaire precisely (attachment 2). The groupings (attachment 3) gave the interviews contrast and consistency. The data was collected and analyzed based on the theory and related theme. The study provided real findings and measured accurately what it was meant to measure.

However, the chosen method demands understanding the respondent’s opinions and point of view as stated earlier. Reactivity can cause modified behavior in a study situation during the research process. The researcher, respondent or research situation can have an effect or influence behavior in a variety of ways. Different interviewers, personality, lack of language skills, time, space, atmosphere and other factors might have influence in the result of this study.

6 Case studies and results

In this chapter the results of the interviews are gathered as sequential case studies:

CASE 1: Munich, CASE 2: Berlin and CASE 3: Hamburg. Each case study represents what the city brand is like, explains brand planning and implementation process, and evaluates brand performance and competences for building a successful city brand.

The results and analytical findings about competences are compared later on in chapter 7.

6.1 CASE 1: Munich

Munich is 854 years old city and situates in eastern Germany by the River Isar in the close proximity to the Alps. The name ‘Munich’ means ‘near the monks’ and the city inherited its name from a monastery situated nearby. Munich became important city shortly after it was founded because it was well located next to the Alps and the river Isar where things could be transported. (Zednik, R. 10 May 2011.) Nowadays the city is rich and economic region with over 1,35 million inhabitants. It is Germany’s largest insurance hub and second largest banking center. Munich is a city of science, research and culture with 15 universities. It is a high-tech location and home to many different industries, including for example automotive and mechanical engineering and information and communication systems. (Muenchen 2011.) Munich is also famous for its culture: beer gardens, breweries, and world’s largest folk festival called the Oktoberfest. The brand of Munich has been a subject for conscious development ever since 1972:

I guess 1972 Olympics is the turning point because before Munich was considered to be a rather nice village and then it suddenly became world famous. Oktoberfest of that time was not the Oktoberfest known today. Now we have six million people visiting Munich in two and a half weeks. Think about that. So I think that was the starting point of marketing Munich as a city. (Gröbner, C. 11 May 2011.)

6.1.1 The brand of Munich

The core meaning of the brand identity was not easy to explain for the respondents. Munich has a lot to offer in different fields and the city is renowned for the Oktoberfest, beer gardens, culture, education and economy. The image is well known and di-

verified. However, the core meaning can be described as hospitality (Muller-Roider, R. 11 May 2011). The tagline for the city is “München mag Dich” and can be translated “Munich likes you.” (Zednik, R. 10 May 2011.) The brand was described as follows:

Munich is a shopping destination, Munich is the Oktoberfest, Munich is international, Munich is Bavaria... The image of Munich is very well known because of the Oktoberfest and I think also because of the soccer club FC Bayern München, those are very large advantage for us. I think Munich stands for hospitality worldwide. I think Munich also stands for high quality of life and for dynamic economy. But I think that the core is hospitality. (Muller-Roider, R. 11 May 2011.)

Munich as a brand... It's not easy to explain. Munich is a lot: It's an international city. It's one of the strongest economical centers in Germany. It's... Yeah... -It's the capital of Bavaria. It's the city where Oktoberfest takes place. It's the gateway to the Alps. There are many things that stand for Munich. (Zednik, R. 10 May 2011.)

The respondents agreed that Munich is a well-known city. They are using the well-known image and are trying to develop this image to extent and redefine the brand:

We have to use the Oktoberfest, the old city and the quality of life. I think it's very high quality. But I think that we must use the Oktoberfest and we must try to add the other images to Munich. That's a challenge for the future. And it's a challenge for us to bring our values in to brand and to open the brand and to redefine the brand. I think the same problem in the same process is happening in the tourist field because they also have a lot to offer in the cultural field and things like that.... And they also have to bring those things in to this very large image of the city Munich. (Muller-Roider, R. 11 May 2011.)

Munich has to look for new opportunities. We want that Munich gets a sportive brand and an emotional brand. So we want to have emotion, young people, legacy and far more... In our case we want to place Bavarian culture, beer festival, sports, events, youth, next generation, sustainability, heritage... Those are the things that we have tried to position in our Munich brand. -Compared to saying: “Our trains are on time” or “The logistics will be fantastic”. (Gröbner, C. 11 May 2011.)

I think there's no need to create a brand for Munich. -Munich is a brand. It has an image. It's well known all over the world. I think our main task is to develop this image to

extent... Munich is well known because of the Oktoberfest for example. Yah, there's no need to advertise the Oktoberfest. It's a self-seller that everybody knows. We, our idea is to use the well-known image of for example the Oktoberfest and to add some more ideas about Munich with this already known image. Munich is the Oktoberfest AND a lot of other things. Munich is the Oktoberbest and the city of sports. Munich is the Oktoberfest and the city of Christmas market. Munich is the Oktoberfest and the city of culture. (Zednik, R. 10 May 2011.)

6.1.2 Concept of a place brand

As stated by the American Marketing Association (2012), "A brand is a customer experience represented by a collection of images and ideas." Successful place branding ensures that the place gets equity from the recognition of known strengths and positive actions (Placebrands 2012). Defining the concept of a brand in the context of a city brand was easy for all the respondents and similar to definitions mentioned above. "A brand is an image which helps you immediately to recognize what is behind it." (Zednik, R. 10 May 2011). "Brand is an image and a value of a product and of a city." (Muller-Roider, R. 11 May 2011).

Heritage, association... The usual things like image, logo, blaa blaa blaa. But I don't think that's what you're looking for. I think it's more about the attitude and heritage... And association is a big one. Values, what's your brand standing for? I think values are internal and external. This is also very important. And then of course a brand is only then a good brand when it's well known. -So popularity. (Gröbner, C. 11 May 2011.)

The concept of a brand is connected to the association and transparency of the image. Quotations suggest that a brand is an entity that binds together various elements into a coherent whole. It provides meaning in the minds of people.

Munich: the cathedral... our cathedral with the Alps in the background. Finally this is what people have in their mind when they decide to come here. -And then you need some add-ons of course: events, good offers and packages but this is something you people want to see when you are here. Munich a city with very high quality of living, with Bavarian traditions... -So this is something Berlin does not have. It's the same with all the other cities. Amsterdam: the tulips, Helsinki: this famous white church and

cruise ships. In the end it comes back to the well-known images. -All the time. (Zednik, R. 10 May 2011.)

6.1.3 Organization behind brand management

Nowadays the City Hall is responsible for the brand management of the city. The City Hall is divided in different departments and their operations are controlled by the City Council. Every department is part of Munich's government. (Zednik, R. 10 May 2011). The network of actors is presented below in figure 13.

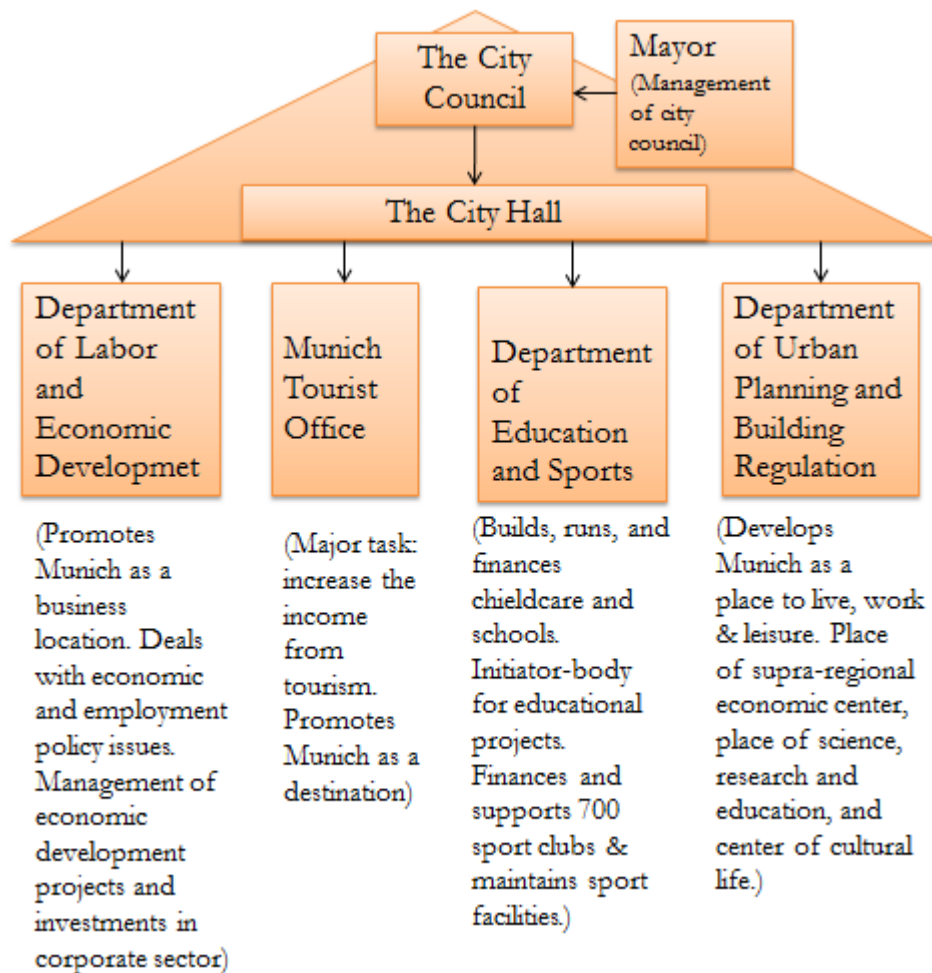


Figure 13. Network of actors in Munich

The Mayor of the city controls and is responsible for the management of the City Council. The mayor is also responsible for leading the city planning and building development, for culture, employment and the economy. Different departments working under the City Council are Department of Labor and Economic Development, Munich Tourist Office, Department of Education and Sports and Department of Urban

Planning and Building Regulation. All departments are part of the City Hall. (Figure 13.)

Different departments co-operate with larger business community, partners and stakeholders and are responsible for managing the brand of Munich. Different departments are responsible for the brand management with different markets (Zednik, R. 10 May 2011). Brand management is a private-public process because the city has established a structure with both private and public institutions. Partners, such as The Free State of Bavaria, congress and industry and consulates, are included in many projects. (Muller-Roider, R. 11 May 2011.)

There's no one man or lady deciding. Finally all these colleagues from other departments have to ask for approval from the City Council. It's not just my thing and we are a marketing team. This is always a team work in process. We've divided different responsibilities to different markets. Our colleagues are absolute experts in their markets so they know about the needs of their markets. (Zednik, R. 10 May 2011.)

6.1.4 Brand planning process and implementation

City brand planning is made by marketing teams working in different departments who are managing the brand of Munich from different perspectives. All marketing plans and methods are approved by the City Council.

In tourism.. It's something you have to attract people, business partners all the time to include your city in their planning. This means we have to think about some ideas, some facts, some USP:s... Umm... How we could... um... yeah.. How we can create a positive decision for the city of Munich. (Zednik, R. 10 May 2011.)

We have a marketing plan we establish each year. We try to do a lot of projects with our partners. Then we develop a plan: i.e. what topics are we playing on the Internet, what print material we need and things like that. Then we execute those plans. (Muller-Roider, R. 11 May 2011.)

The brand plans are prepared with partners and stakeholders. Different departments scan the city for happenings, new partners and attractions. Once the brand plan has

been prepared and approved, they are executed. All departments establish a marketing plan once a year. Co-operation with partners has a major role in executing the brand plans. (Muller-Roider, R. 11 May 2011.) Different departments have different partners due to their target groups. However, the implementation process could be improved if different departments worked together in a more coordinated way.

I think we have to work together and communicate better with our partners. For example we have many international congresses in dedication for Munich in the economic field and I think it would be helpful if we worked closer together because we can offer a lot in the tourism field or give information concerning economic location for example. The Free State of Bavaria has also a lot to offer. For example a location and things like that. If they have a political presentation we can then address and give delegations and the congresses here a better awareness. (Muller-Roider, R. 11 May 2011.)

Different departments use common marketing methods in the execution of brand plans, including destination brochures, www-site, press and PR work and campaigns in main markets. (Zednik, R. 10 May 2011.) With these methods different departments are trying to add new images to the brand profile of Munich.

6.1.5 Faced challenges and problems

Planning and implementation of a city brand is a complex issue. Several difficulties were brought up during the interviews with the planning and implementation of the city brand plan:

- Budget issues, political issues:

Political thing is always an issue as mentioned. The city council has the right to finally decide whether to follow one thing or another so if you create a brand or let's say a marketing idea you need of course some money to promote it. And you have to ask the city council for this money. This means you have to explain the city council our idea and you have to explain what it means... You need the approval from the city council in our case because we are part of the city government. (Zednik, R. 10 May 2011.)

The political decision makers think that it's not necessary to sharpen the image of the brand. There are many benchmarks on a national level and Munich is also in the top 3. Because of this everybody tells us: "It's fine, you don't have to communicate the strengths and also the weaknesses..." We have to declare it very much because we are so successful concerning the benchmarks for example. (Muller-Roider, R. 11 May 2011.)

This is not a cornerstone but very important especially when you're talking about city branding. This is not only a question for us as a bid, but everything is political. For example if you're lobbying for the city. The political impact is very crucial and we have to be very sensitive about it. (Gröbner, C. 11 May 2011.)

– Problems adding new images to the old brand:

We found out that Munich has a lot of hidden things that people don't know about because they are not part of the image. Sometimes if you don't communicate with companies and professional people they will never know that Munich is such a successful city concerning economy. And it's a challenge for us to bring our values in to brand and to open the brand and to redefine the brand. I think the same problem in the same process is happening in the tourist field because they also have a lot to offer in the cultural field and things like that... And they also have to bring those things in to this very large image of the city Munich. (Muller-Roider, R. 11 May 2011.)

– Different aspects about the brand identity:

Your point of view... That's not necessarily also the point of view of others in your city. Everybody see the city in a different way. This is the challenge we confront every day. Different aspects and we have to select the most beneficial for Munich because our main goal is to increase the tourist income. (Zednik, R. 10 May 2011.)

When you create a brand and a slogan for your brand there are always thousands of opinions. Some say "It's not emotional enough" or "It's too emotional" or "You should explain more what it is about", so brand building is a very complex issue. (Gröbner, C. 11 May 2011.)

6.1.6 Brand performance and monitoring

Evaluation of brand performance was easy for all the respondents. The respondents considered the brand of Munich being among the top 10 destinations in Europe and among top 3 on national level. When asked to name the best competitor city brands New York, London, Paris, Berlin and Rome were named. However, these cities are seen in their own special league. The brand of Munich is seen to be on same level as Barcelona, Vienna and Amsterdam.

Monitoring helps the evaluation of brand performance and compare results with competitor city brands. Monitoring is seen necessary to make sure that marketing activities are successful. Munich does not have an overall system for monitoring the brand. However, all the respondents thought that improvement is possible. In order to develop the brand the city should do a better basis and find answers to questions: “Where are we now?” and “Where do we stand now?”. The performance of the brand is currently being monitored with different methods as follows (Muller-Roider, R. 11 May 2011; Zednik, R. 10 May 2011):

- European Monitor Program: includes brand awareness, intention to visit, reason to visit and information about bookings.
- Several different independent research studies conducted by different companies, IFM Sports Marketing Surveys (IFM SMS) once a year.
- The booking information of flights and trips from incoming agencies. Count visitors.
- Surveys on the Internet.
- Feedback from companies, delegations and people from abroad.

Ideal brand performance measures would include a larger budget for monitoring and thereby monitoring in a more detailed way and adding more questions to monitors. Better data could be produced by creating an overall system for monitoring and conducting continuously the same study from the same institute. (Muller-Roider, R. 11 May 2011.)

6.1.7 Competences

One of the main topics in the interview was competences and it was approached several times. Firstly, the respondents were asked to describe “ideal” types of planning and executing the brand plans and suggestions how their current system could be improved. Secondly by discussing what differentiates “good” city brands from “bad” city brands, and finally by asking respondents to point out what are the core competences required in developing and maintaining a successful city brand. (Attachment 2.) The competences are grouped in two sets; to brand management competences and to network management competences. The competences are gathered below and compared later on in chapter 7.

Brand management competences in Munich are following:

- Ability to deliver brand promises on actual product experience. Ability to ensure that the brand image and brand identity match:

I think a brand and a special feeling of the city go hand in hand. There should be this special atmosphere. For example you can create: “Munich is the city where the quality of living is so high with the beer gardens and whatever...” –Good.Then you come to Munich and you expect as a tourist to recognize this special feeling somewhere. You go to a beer garden, sit down and when you do not feel this special atmosphere then you know you’ve failed. We want to communicate with our image, our brand but the brand has to be reality. (Zednik, R. 10 May 2011.)

But you need for example culture if you would like to promote a city as a city with a lot of culture. You need economy if you... You know. All the issues you are trying to promote must be here and very diversified. (Muller-Roider, R. 11 May 2011.)

- Ability to secure sufficient monetary resources for external communication:

Munich lives by its assets. I don’t think that Munich has a very good communication strategy. Of course an improvement would be that I would love to have more money to spend on media. (Gröbner, C. 11 May 2011.)

- Ability to differentiate and to develop a unique brand promise:

“I think it’s important not to generalize but to specialize. -To focus on different groups. If for example... Berlin at the moment is a very hot city. It’s famous for the night life and for the history... You can touch the history there. Fall of the wall and whatever. So it would be stupid for all the other German cities to focus on the same thing. Berlin is... It’s Berlin, ok? -What are your advantages?” (Zednik, R. 10 May 2011.)

And also if the city differs from other cities. If they have a personality and their own quality then it’s a good brand. (Muller-Roider, R. 11 May 2011.)

- Ability to develop brand identity that provides added value, message that “touches” the consumer:

All cities have lots of museums and have lots of old buildings, lots of shopping facilities, cultural programs, events... But what are the special things about these cities? (Zednik, R. 10 May 2011.)

First of all it is brand building and then brand communication. You have to see what makes it a good brand and you have the feeling that people associate something with the brand. In our case we want to place Bavarian culture, beer festival, sports, events, youth, next generation, sustainability, heritage... These are all values we are trying to associate with our brand. (Gröbner, C. 11 May 2011.)

- Ability to get public support from the citizens for the city brand:

Public support is definitely one the key criteria for us. (Gröbner, C. 11 May 2011.)

It’s also important that the people who live in the city can also accept this brand and this image because they live in the city. (Zednik, R. 10 May 2011.)

- Ability to generate managerial commitment to the brand within the network:

I think the stakeholders in the city of Munich should discuss how to develop the brand in the future. We are very successful and it’s necessary to do this. Our decision makers should discuss about this. “What are we? Are we traditional? How to bring the tradi-

tional Munich and modern Munich together? How to address different target groups? What's our quality of life?" I think we have to specify a little bit more these things and to elaborate a little bit more. There are many stakeholders: the city has stakeholders, the state of Bavaria has stakeholders, and there are stakeholders in the cultural field and economic field. They have to discuss more. (Muller-Roider, R. 11 May 2011.)

- Ability to develop a monitoring system which provides sufficient information for brand management:

We are working for the improvement and there's always a lot of feedback from the companies, from delegations, from people who come from abroad here. Normally they give us very good feedback but it's not based on a good monitoring system. The tourism has a system and we have systems but we don't have an overall system. (Muller-Roider, R. 11 May 2011.)

- Ability to track changes in brand image held by the customers:

I think you have to watch carefully what's going on in the city. You also have to watch carefully what the trends in tourism are. You have to listen to the people in the streets and in your town as well as worldwide. You have to ask: "How do you see Munich? What do you think about Munich?" And all this should be in your mind when you are under creating process of products or images. (Zednik, R. 10 May 2011.)

- Market orientation:

And you must also try to get feedback from the citizens of your city and give feedback to intellectual people here and to the stakeholders. You must be the pulse of your city in different areas and you must know what's going on worldwide. And then you have to bring these things together to find the right brand and communication. But it must be authentic. It's not good if you develop or you ask an agency to develop your marketing. Yes, they can be helpful and they can be a service provider. (Muller-Roider, R. 11 May 2011.)

Network management competences in Munich are the following:

- Ability to develop effective internal communication processes within the network:

I think it's always absolutely necessary to communicate. It doesn't make sense to have an idea and to work it out in the office without not telling anybody and hiding. I think this process is something you should include people, different opinions, different point of views ...Because of course it might be a little bit more complicated and it might take a little bit longer. The result might be little bit different from what you would like to have but in the end you will have a strong brand or a strong image. (Zednik, R. 10 May 2011.)

- Ability to keep the brand development process ongoing despite hardships and resistance:

Your point of view... That's not necessarily also the point of view of others in your city. Everybody see the city in a different way. This is the challenge we confront every day. Different aspects and we have to select the most beneficial for Munich because our main goal is to increase the tourist income. That's our main goal. (Zednik, R. 10 May 2011.)

- Brand management and marketing know-how within the network:

So at first we had to see what are our brand values and our brand identities. First of all it is brand building and then brand communication. And then you have to see what makes it a good brand and you have the feeling that people associate something with the brand. (Gröbner, C. 11 May 2011.)

- Ability to generate culture of open discussion between the network actors:

In our field I think we have to work together and communicate better with our partners. I think it would be helpful if we worked closer together because we can offer a lot in the tourism field or give information concerning economic location for example. The Free State of Bavaria has also a lot to offer. For example a location and things like that. If they have a political presentation we can then address and give delegations and the congresses here a better awareness. (Muller-Roider, R. 11 May 2011.)

- Ability to attract network members to participate in brand management processes:

It's necessary to work in this field and try to network here and use the capacity of the network partners. (Muller-Roider, R. 11 May 2011.)

Then you have to see that in which ways you want to transfer your message. Who are your key partners for transferring the message? -Of course the media partners but also the partners from sports. -And of course Munich and the people here. In a short amount and limited time you have to see who are your key partners and ambassadors. And then finally you have certain things to obey from political shareholder's point of view. So with your timeline you have to be politically correct. This is not a cornerstone but very important especially when you're talking about city branding. This is not only a question for us, but everything is political. For example if you're lobbying for the city. The political impact is very crucial and we have to be very sensitive about it. (Gröbner, C. 11 May 2011.)

– Ability to increase commitment towards the brand within the network. 'Our brand':

There's a huge pride being a Bavarian. So this pride has a huge influence. It's a big thing for us: it gives confidence. There's a typical Bavarian expression: "Mir san mir." The word to word translation is: "We are we." And this is well known all over Germany. All other Germans they look South-East and turn away... "Those Bavarians!" (Hahaha) And we say: "Yes! We are!" Munich is the capital of Bavaria. Bavaria and the Bavarian lifestyle are very important for Munich. Yeah... We always promote our city, our region... Not just the city, but also the region not being part of Germany. We are not Germans. You won't find a local who is German in Munich. The people of Munich and the area around: We are Bavarians! (Zednik, R. 10 May 2011.)

6.2 CASE 2: Berlin

Berlin is the capital of Germany. The city was founded in the 13th century and is nowadays renowned for its dramatic history, culture, art and nightlife. (The Governing Mayor of Berlin 2011a.) Berlin has over 3,4 million inhabitants and 30 colleges and universities. In 2010 Berlin had over 20 million overnight stays. (The Governing Mayor of Berlin 2011c.) The governing mayor describes the city as “poor and sexy” because Berlin is perceived as hip, cool and a little bit crazy (Grupp, J. 18 Aug 2010). During the last 15 years the structure of economy has changed substantially in Berlin: industry and construction have declined whereas service sector has flourished. The geographical location of the city, its infrastructure and universities are just few of the reasons why companies are attracted to locate in the city. (The Governing Mayor of Berlin 2011b.) Berlin has developed high brand awareness within its primary markets and is considered to be among the top 3 city brands in Europe by its own managers. The city brand has been under conscious development since the 90’s. (Grupp, J. 18 Aug 2010.)

6.2.1 The brand of Berlin

Berlin uses two different brands that exist parallel: Be Berlin and Visit Berlin. The Be Berlin campaign started in 2008 as a city marketing campaign to make the Berliners proud of their city. Slowly the Be Berlin brand was introduced nationally and internationally. Be Berlin is nowadays the official city logo for Berlin and is used everywhere for communication. The tourism industry uses the Visit Berlin brand in tourism marketing for their core markets in Germany, Austria and Switzerland. However, Be Berlin brand is used also for tourism because Berlin Partners and Berlin Tourism and Convention co-operate frequently and profit from collaboration. (Seugling, A. 18 Aug 2010.)

In 1989 the historical fall of the wall brought both parts of the city together again. The process of the city brand building started in the 90’s after several discussions and expert interviews. The core brand identity for Be Berlin brand is change. The term ‘change’ was defined as the core of the city brand 3,5 years ago. The respondent has been responsible for the brand management of Be Berlin brand since 2008 but working for Berlin Partners since 1996. (Grupp, J. 18 Aug 2010.)

The city of change also includes or mainly includes... telling the stories of the Berliners, what did they experience over the last 20 years which were dramatic... in the development process of the city. Involving them in the campaign was the main idea; it was kind of, kind of an exchange process too with the population that the city started. Of course the objective is... building up this new identity as I have described or strengthen the identity and the identification with Berlin... And of course adding a few new... assets to the image of Berlin... adding façade of being a business city too, not only tourism and fun and party and bars and clubs which Berlin is quite famous for. (Grupp, J. 18 Aug 2010.)

The brand identity for Visit Berlin is to attract visitors and to show them that they are experts when it comes to tourism and knowledge about Berlin as a destination. The respondent has been responsible for brand management for 1,5 years. (Seugling, A. 18 Aug 2010.)

The idea behind all this is that we want to activate people to come to Berlin, to show that we as a company are the official tourism organization. That's why we are using that part of the city logo and it's really to show... by adding claims and by adding visuals we want to give the people the impression that we know Berlin. If you want to find out about Berlin, Berlin's attractions, events, flights, how to explore the city, go to the Berlin experts and that's our company, that's Visit Berlin. (Seugling, A. 18 Aug 2010.)

6.2.2 Concept of a place brand

Defining the concept of a brand in the context of a city brand was easy for the respondents. According to Joachim Grupp (18 Aug 2010) the difference is that city brand also develops independently because of people who communicate about everything that happens in the city:

Well I think the difference between a product brand and a city brand is of course that city communicates itself and has its own... logic of development. I mean there are 3,5 million people living here and they permanently communicate anything ... either it's a new gallery that has opened or it is crime or it is demonstrations or the government doing this and that. The city permanently communicates something about itself or festivals or... Some cool magazines in New York that report that Berlin is the hippest

place on earth because we have the coolest bars that don't close, and they are permanently open and attracting people. (Grupp, J. 18 Aug 2010.)

The concept of a brand is connected to the transparency of the image and identity. There is an important connection between the two although they mean different things. Image is something every city has and it reflects how a city is being perceived. Brand identity relates to brand strategy and how a city wants to be perceived. (Grupp, J. 18 Aug 2010.)

Image is something that is there outside, everybody has an image that is... more static, more or less static but it can be changed... gradually, partially. And identity, I think... you have to define core identity and you have to, this has to reflect core identity is what you want to communicate and it must not be everything out of this core you have to communicate, that's depending upon your strategic decision. But I think if core identity reflects enduring qualities of the brand. You should not let yourself be only lead by how you are being perceived... On the other side you should define how you want to be perceived... Or are you perceived means image and how you want to be perceived means identity, brand identity and brand strategy. (Grupp, J. 18 Aug 2010.)

6.2.3 Organization behind brand management

The first campaign with the intention to strengthen the image of Berlin started in 2008 and was named 'Be Berlin'. The initiator behind the campaign was the senate and the governing mayor of the city. (Grupp, J. 18 Aug 2010.) The participants of the brand planning and decision making body include the senate, Berlin Partners and Berlin Tourismus Marketing GmbH (BTM) and are presented below in figure 14.

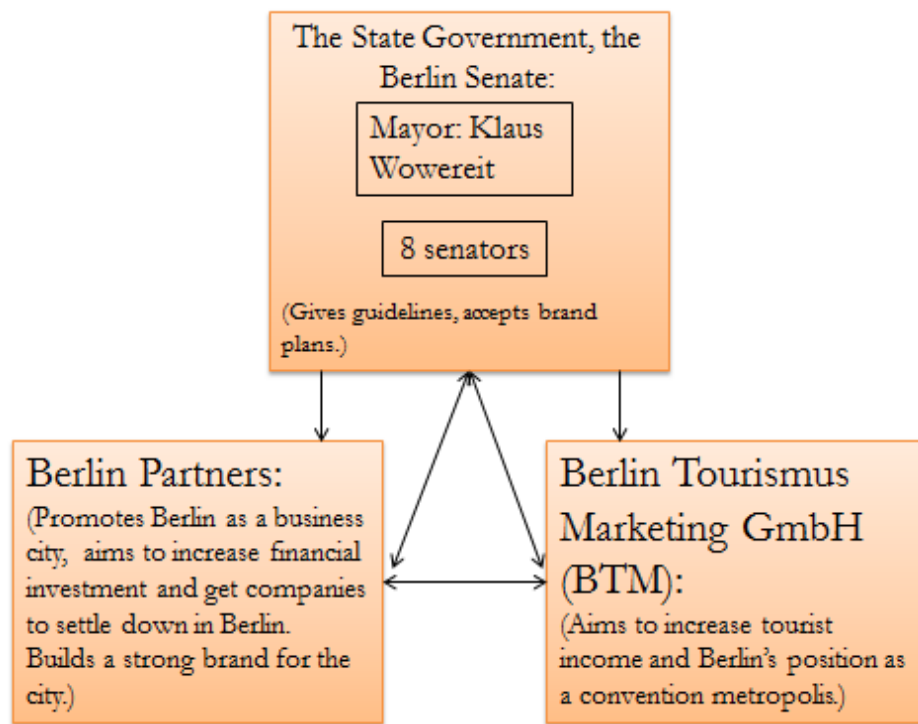


Figure 14. Network of actors in Berlin

The senate gives guidelines and accepts the brand plans. (Grupp, J. 18 Aug 2010.) Berlin Partners and BTM are the marketing companies that promote the city (figure 14). Berlin Partner is a private company and has 180 partners from different industries in Berlin. The company is engaged in local, European and international networks. Berlin Partner's goal is to promote Berlin as a business location, increase financial investment, get companies to settle down in Berlin and make the city a strong brand. (Berlin Partner 2011a.) BTM's goal is to increase tourist income and increase Berlin's position as a convention metropolis. Both companies have public-private partnerships. Both of these marketing companies are financed by private company called Berlin hotels and by public shareholders, which is the government & Berlin airport. (Seugling, A. 18 Aug 2010.)

6.2.4 Brand planning process and implementation

Brand planning for the city of Berlin started in 2007 and was initiated by the governing mayor who wanted to have an image campaign for the local people. (Grupp, J. 18 Aug 2010.)

This decision process... was taken in 2006-2007 and in 2008 the campaign Be Berlin started, picking up this idea that... the city of change also includes or mainly includes... telling the stories of the Berliners. (Grupp, J. 18 Aug 2010.)

The governing mayor was in charge of expert teams in 2006–2007. The task was to find out what is the core brand and build a new campaign with new personal identity for the city with dramatic history. In 2007 research and expert interviews were made nationally and internationally to find out how Berlin is perceived and what differentiates Berlin from other cities. The result was that Berlin is a city of change and brings with it many opportunities. During the same year around 170 local PR and design agencies took part in designing a look for the campaign. The most suitable ideas were accepted by the Governing Mayor of the city with the help of expert groups. Next the idea was developed further and the campaign's design was put in and adopted to the city's design. The campaign started in 2008 first regionally in Berlin and then nationwide. One year later the campaign was introduced internationally. (Grupp, J. 18 Aug 2010.)

There was some research that was that had been done... and call for ideas to find the brand strategy, call for ideas, deciding ideas... and bringing them on the road. Strategy was ... first of all, talking to the Berliners themselves the first year; it was the target group was Berlin in general. And then next year when the brand was communicated within the city, decision was to... add the "place to be for business, science, culture and so on... conventions" to this campaign and put it on international agenda and national agenda. (Grupp, J. 18 Aug 2010.)

Organizations involved in the brand planning process are the senate, Berlin Partners and BTM. The senate has a significant role in the brand planning process because it coordinates the whole process. The commitment of the network partners is excellent and they meet on regular basis to talk about the brand and ongoing projects.

The decision making process starts of course with the senate... we are very closely talking with them about every detail of the campaign but the senate of course... trusts our campaigning and marketing expertise but... he also defines some... some directions in which the campaign should go. We regard this campaign, Be Berlin, as an image campaign for the entire city. Also the BTM is together with us in the project groups, discussing with us about the new parts of the campaign and so on. We always meet... on a

two, two-weekly basis together with the senate, the speaker of the senate is the main, is our contact person. He's the speaker of Mr. Wowereit and we discuss the whole, whole.... campaign details with him. ...The strategy, also the next steps and what have to be done. (Grupp, J. 18 Aug 2010.)

Once the brand plan has been prepared they are put into practice with different marketing methods. The internal marketing aims to increase co-operation, awareness of the brand identity and to inform the network about coming marketing activities. The marketing activities include stories and bios of the Berliners on the Be Berlin website, campaigns and all the other instruments like radio, posters, ads, PR and press work. (Grupp, J. 18 Aug 2010.)

We regard ourselves as the strategic agency... And if we have done this decision process here inside of our company and of course with the senate, we start greeting for the media agencies, for our PR people, PR agency, add agency and then we start the campaign. It's very simple... And of course we have project plans and timings. We have one team in our marketing department that's only dealing with Be Berlin, they only develop and plan ... and execute all the Be Berlin projects... around seven people in our company. They are only responsible for that. And of course if the big picture, big strategy for the year is being accepted and adjusted with all the participants they start producing everything brochures or... we have so many destinations abroad that we deliver... material, we give them, for example, the Goethe institutes ... the chambers of commerce but also embassies and friends abroad or companies or whoever who plans a Berlin event, we provide them with our Berlin partners material and we have a little exhibition. So we have a lot of tools and this is of course planned by and then realized by our Be Berlin team. (Grupp, J. 18 Aug 2010.)

The logos and graphic images used in external communication of the brand were changed when the Be Berlin and Visit Berlin campaigns started. Be Berlin is the official logo for city of Berlin and it is used by all the public institutions, for instance the senate, administrations and the police. The logo is printed in every official paper sheet and is well positioned. (Seugling, A. 18 Aug 2010.)

Be Berlin you will see it here in Berlin on every like say on construction sign, everywhere where you see a construction site you have to say who's the architect, who's doing... executing the construction, you will see the Be Berlin everywhere. You will see it

on the local busses on the front, they just introduced it and no one knows why, everyone likes the logo suddenly. If you get a penalty because you parked in wrong space, you have the Be Berlin logo on that. So that's the official Berlin logo for communication, for like overall standard communication. (Seugling, A. 18 Aug 2010.)

The Visit Berlin brand was developed to integrate brand communication for Berlin Tourism and Berlin Convention office. Nowadays they work together as Berlin Tourism and Convention. The brand marketing is simple and is executed through www-site and launch of new logo. (Seugling, A. 18 Aug 2010.)

There were no big workshops, no big thoughts; no agencies involved in finding ok the new logo should be 'Visit Berlin'. And then... the second thought we had to do is so how would the new logo look like and as I told you this is the standard Berlin logo, just the Brandenburg gate and Berlin and this little square... We couldn't change that, we didn't want to change this because that's the sign that we work for the city officially. So second result was that oh yeah that's one part of the logo, we just write the Visit in the front of that logo. So we launched a new website and we wanted to have a clear brand communication. We introduced it on the website, on the 15th of June and now slowly we introduce it on all the other things where a logo should appear so we have it... on our advertising campaigns, we do it step by step. So we think we need a year, more or less to really fade out the old logo and to have the new logo on every... instrument that we are working in our communication. So that's all strategy. (Seugling, A. 18 Aug 2010.)

6.2.5 Faced challenges and problems

Several difficulties were brought up in the interviews concerning the planning and implementation of the city brand plan:

- Budget issues:

On certain little points we could, we could perform a little better, on an international scale we don't have enough money really to run a very, very intensive international campaign in terms of advertising or ... making more Berlin days wherever so I think it's an improvement that's not... that's... of course with the discussion of how many, how high the budget is. (Grupp, J. 18 Aug 2010.)

– Political issues:

Well of course we have... we have a partner that is the senate who's public, we are private company and of course there are always, you always have the time problem because of the public machinery, in terms of you know... confirming orders or getting a quick decision about this and that. It has a totally different... clockwork than we have, we are much faster. That's why they gave this project to us to handle. (Grupp, J. 18 Aug 2010.)

We have to also take more shareholders and stakeholders into this decision-making process, not only the senate but also our partners. We have 180 partners from the different industries in Berlin, business partners that of course support us with money, with yearly fee and of course we have a board of directors, advisory board and so on and so on. (Grupp, J. 18 Aug 2010.)

– Problems adding new images and identities to the brand:

The biggest challenge had at the beginning, we don't have it anymore because people have learnt... what Be Berlin means because before it was only Berlin without the "be". "Be" was the claim. 200 nations living here and all the embassies and... international media looking at Berlin. So it would have been, it'd been absolutely worthless of us having a German, German... claim. It's the English impression. But in the campaign we use "sei" which is the same in English. And at the beginning this was a challenge indeed that part of the media and... many people did not accept the English appendix to the brand. (Grupp, J. 18 Aug 2010.)

6.2.6 Brand performance and monitoring

The respondents considered the brand of Berlin as being among the top 3 destinations in Europe. Berlin has outnumbered many European cities in terms of tourism and increase of visitors. (Seugling, A. 18 Aug 2010.) The brand is built in a unique way because the city asks the participation of the Berliners in the brand building with their stories. When asked to name the best competitor city brands London and Paris were named. Monitoring is seen necessary to evaluate brand performance, compare results with competitor city brands and make sure that marketing activities are successful. (Grupp, J. 18 Aug 2010.) The performance of the brand is currently being monitored as follows:

- Post-campaign research after the campaign has had 3 years on regional, national, and international basis: brand awareness, change in image, acceptance and knowledge about the campaigns. Regional every December.
- Resonance in media: How do media report about Berlin, marketing activities, press conferences, how high is the interest about Berlin.
- International agencies that deliver press and media coverage from abroad.
- Political and stakeholder's perception and acceptance. (Grupp, J. 18 Aug 2010; Seugling, A. 18 Aug 2010.)

Ideal monitoring methods would include pre- and post-campaign testing to see how the layout is perceived before and after the campaign. By budgeting more to monitoring more research could be executed both nationally and internationally. The success of the city brand could be measured from other cities opinion and evaluate how Berlin is perceived in media. (Grupp, J. 18 Aug 2010.)

6.2.7 Competences

The respondents were asked about competences several times during the interviews. Firstly, by asking respondents to describe “ideal” type of methods in planning and executing the brand plans and suggestions how their current system could be improved. Secondly, by discussing what differentiates “good” city brands from “bad” city brands, and finally by asking the respondents to point out what are the core competences required in developing and maintaining a successful city brand. The competences are grouped in two sets; brand management competences and network management competences. The competences are gathered below and compared later on in chapter 7.

Brand management competences in Berlin are the following:

- Ability to deliver brand promises on actual product experience. Ability to ensure that the brand image and brand identity match:

I think there are two main areas we have to take into regard: identity and image. Image is something that is there outside, everybody has an image that is ... more static, more or less static but it can be changed... gradually, partially and identity, identity I think you have used the right expression it's the "core identity" ... and identity, I think... you have to define core identity and you have to, this has to reflect core identity is what you want to communicate and it must not be everything out of this core you have to communicate, that's depending upon your strategic decision. But I think if core identity reflects enduring qualities of the brand, I think you are on the right road and these factors are important. You should not let that yourself only lead by how you are being perceived, on the other side you should define how you want to be perceived... or are you perceived means image and how you want to be perceived means identity, brand identity and brand strategy. (Grupp, J. 18 Aug 2010.)

- Ability to secure sufficient monetary resources for external communication:

We have 180 partners from ... from the different industries in Berlin, business partners that of course support us with money, with yearly fee and of course we have a board, a board... a board of directors, advisory board and so on and so on. (Grupp, J. 18 Aug 2010.)

- Ability to differentiate and develop a unique brand promise:

Yeah! I mean, I think it's quite an innovation, a campaign innovation that we call for stories, call people for stories, what success story do you have to tell, please, give it to us and we are gonna' make it... part of the campaign. Or we base the campaign on your good stories, that was the beginning and I think this is quite innovative and... exceptional so... I don't know any other city that... that works like that. (Grupp, J. 18 Aug 2010.)

- Ability to develop brand identity that provides added value, message that "touches" the consumer:

No other city has such a dramatic history as we according to our benchmark. The city of change also includes or mainly includes... telling the stories of the Berliners, what did they experience over the last 20 years which were dramatic in the development process of the city... dramatic in a sense of, you know... old identities, personal biographic identities came to an end and began... starting new. People had to invent themselves,

had to find new ways and had to arrange with the new situation. And this process of finding together as a city which had been divided for so many, for such a long time... we found that this is the centre of the campaign telling "Berlin is a city of change" and this is the proof of it, what the people have to tell. (Grupp, J. 18 Aug 2010.)

- Ability to get public support from the citizens for the city brand:

I think... a city brand that has no credibility, that is not true that defines or if the if the people that decide about branding... are on the wrong side of the road when they, when they define the identity of the city and they... and they develop certain strategies out of this look and feel of the campaign, the claim or feeling of the campaign... it's a problem. Because people will not accept it because it's not really ... credibility is not... Like every brand, every successful brand... there are enduring qualities ... a city has... analyzing what makes, what makes the city really unique. I think that's the core, the core task marketing people have to fulfill and then I think they have to maybe have a little a good feeling for ... for how to communicate it. And if that's not the case, if you to see or if you have mistakes in the analysis at the beginning maybe... maybe the branding is not accepted then. Cos' it's just telling the wrong story, people will not believe it, it has to be credible. (Grupp, J. 18 Aug 2010.)

- Ability to generate managerial commitment to the brand within the network:

The decision making process starts of course with the senate... we are very closely talking with them about every detail of the campaign but the senate of course trusts our campaigning and marketing expertise but... he also defines some... some directions in which the campaign should go. (Grupp, J. 18 Aug 2010.)

- Ability to develop a monitoring system which provides sufficient information for brand management:

On regional basis we ask every December. How our certain projects are perceived, how well-known is the brand, how high is the acceptance, how do you like this and that and so on and of course we have identical questions only to find out about the perception and acceptance and of course knowledge the Berliners have about the campaign. So looking at competition, looking at media, looking at of course... at testing and research where we find out about acceptance. (Grupp, J. 18 Aug 2010.)

- Ability to track changes in brand image held by the customers:

We will start researching about knowledge spread and how maybe the image has changed, we do that next year. (Grupp, J. 18 Aug 2010.)

- Market orientation and customer orientation of communication:

Yeah so it's about the Berliners. (Grupp, J. 18 Aug 2010.)

Network management competences in Berlin are the following:

- Ability to develop effective internal communication processes within the network:

We have regular meetings where we meet, where we exchange our projects, we talk about things we are doing together. (Seugling, A. 18 Aug 2010.)

- Ability to keep the brand development process ongoing despite hardships and resistance:

So this process of course lasts for us marketing people sometimes a little long until we get really green light and go for it... information. But that may be a little bit different from product brand like fast-moving consumer good like Coca-Cola, decision might be, decisions might be made a little quicker... of where to spend money and how to spend it and how it should look like and so on. This could be, could be an ideal situation if we didn't have this long process but we can handle it. It works. We are professionals (Grupp, J. 18 Aug 2010.)

- Brand management and marketing know-how within the network:

Of course you have to have marketing knowledge, marketing skills when you run a campaign. If you don't have marketing skills and experience, you have a problem. (Grupp, J. 18 Aug 2010.)

Defining... differentiating aspects and.... and... analyzing what makes, what makes the city really unique. I think that's the core, the core task marketing people have to fulfill

and then I think they have to maybe have a little a good feeling for ... for how to communicate it. (Grupp, J. 18 Aug 2010.)

- Ability to generate culture of open discussion between the network actors and well defined co-operation structures. Regularity in co-operation activities:

We regard this campaign, Be Berlin, as an image campaign for the entire city. Also the BTM is together with us in the project groups, discussing with us about the new parts of the campaign and so on. We always meet... on a two, two-weekly basis together with the senate, the speaker of the senate is the main, is our contact person. He's the speaker of Mr. Wolverein and we discuss the whole, whole.... campaign details with him. ...The strategy, also the next steps and what have to be done. (Grupp, J. 18 Aug 2010.)

You have the structure behind, as I mentioned first you have to have the structure to ... realize all these strategies.(Grupp, J. 18 Aug 2010.)

- Ability to attract network members to participate in brand management processes.

We try to attract projects that we find worth it and we want to cooperate with. Of course sometimes they come themselves, they apply for usage of the logo and sometimes we try to find, try to ... convince them to be campaign partners. (Grupp, J. 18 Aug 2010.)

- Ability form an effective organization structure that supports brand building:

Well I think... you have of course core competencies first in organizations, we are used to run campaigns... our structure is perfectly organized for that and that's a core competence, we are not state owned, we are private so we have an easy access to ... all of our agencies and partners which we run campaigns with so we are very fast, that's a core competence. You have to have the acceptance of the government you do the campaign for. If you don't have that, you have a problem. You have the structure behind, as I mentioned first you have to have the structure to realize all these strategies. .(Grupp, J. 18 Aug 2010.)

6.3 CASE 3: Hamburg

Hamburg's official name is the Free and Hanseatic City of Hamburg. The city has 1,8 million inhabitants and it is renowned for its nightlife and culture. (Hamburg 2011a.) The city's most popular street "Reeferbahn" is situated in the west of downtown and it is a famous red light district and also home for many theatres, restaurants and clubs. (Hamburg 2011b.) All in all the city has 50 museums, six music halls, 4000 restaurants, 31 theatres and 10 cabarets that offer cultural entertainment throughout the city. (Hamburg 2011a.) In addition to cultural attractions, Hamburg is also the economical center of Northern Germany and has second largest container harbor in Europe. Trade with different regions has helped the city to grow and evolve. The city is a trade and transport metropolis with over 90 consulates and 120 000 enterprises. (Hamburg 2011c.)

6.3.1 The brand of Hamburg

Conscious city brand building started in Hamburg after the city competed to host the Olympic Games and lost to Leipzig in 2004. The brand building was a political initiative because many politicians thought that there was a need to better coordinate the marketing activities with the other partners who were involved in marketing the city and work with the Hamburg's positive attributes. (Signus, M-L. 17 Aug 2010.) The brand building process started from understanding the necessity to invest in the development of the brand and to provide unified management for the city brand of Hamburg (Hamburg Marketing GmbH 2010). The respondent herself has been responsible for brand management for 2,5 years (Signus, M-L. 17 Aug 2010).

The main objective is to increase domestic and international recognition of the brand of Hamburg and promote awareness regarding location advantages. The strategy is to build on known strengths and link brand with positive attributes. Hamburg Marketing GmbH does not have a specific target group. The "Creative Class", is seen as the main driving force of future development. (Hamburg Marketing GmbH 2010.)

All our activities we really build in the strategy or in the theory of Richard Florida ... that "jobs follow people. " We said "ok if we can address those people, if we can tell

them Hamburg is good, we do not really have to address the company and we do not really have to tell them “here are the good hotels and you can come for a week or something”... but we can tell them Hamburg is a great place to be... we can show them how attractive Hamburg is as a place to live, as a place to work in, as a place to visit also. Then you can, you can push all the other factors. This is good for the... economy, this is good for the tourism, and this is good for all the other fields in the city. (Signus, M-L. 17 Aug 2010.)

6.3.2 Concept of a place brand

Defining the concept of a brand in the context of a city brand was easy for the respondent. The concept of a brand is connected to the association of already existing image of the city. However, branding activities complete the existing image. (Signus, M-L. 17 Aug 2010.)

On one hand you have these images... like something really raw and without... without any coordination or planning, anything, just images, ideas and impressions of people and on the other hand you have... the different instruments to make it... a brand rather in a consumer-sense. And like then for example the logo or the colors and the photos you use which become part of the brand. Somehow it's mixing up them and this combination I think... are both brands. So you have two parts of the brand and but both of them together ... are the way how we understand our work. On the one hand the brand itself like and on the other hand the branding, like how we work with these things that are already there, with the strengths. (Signus, M-L. 17 Aug 2010).

6.3.3 Organization behind brand management

There are seven public marketing agencies involved in brand building in their own field and they have their own target groups. A marketing board controls the marketing activities in all these marketing agencies. Hamburg Marketing GmbH's (HMG) role is above these and HMG is an initiator and advisory body for the City of Hamburg and the public marketing agencies. (Figure 15.) HMG's target group is everyone and they spread images and different messages with the intention to increase the awareness of Hamburg and advice their partners how they could develop their events to make it work for the city of Hamburg as well. (Signus, M-L. 17 Aug 2010.) HMG's tasks are presented below (Hamburg Marketing GmbH 2010):

- Coordination of all marketing activities involved in marketing Hamburg.
- Centralized acquisition, coordination and marketing for events and conventions.
- International media relations.
- Development of marketing.
- Development of basic material and communication concept.
- Development of additional fields in which the communication concept can be applied.
- Ensure the use of brand profile by all institutions.

HMG has stakeholders: the city of Hamburg 55 %, the Hamburg Chamber of Commerce 30% as well 15 districts of the metropolitan region with each 1 %. Some of the projects are led by the state ministries. There are also several boards involved with different tasks. The supervisory board is controlling HMG and the marketing board is responsible for the coordination of all the other marketing agencies. (Figure 15.) The structure is however still a work in process (Signus, M-L. 17 Aug 2010).

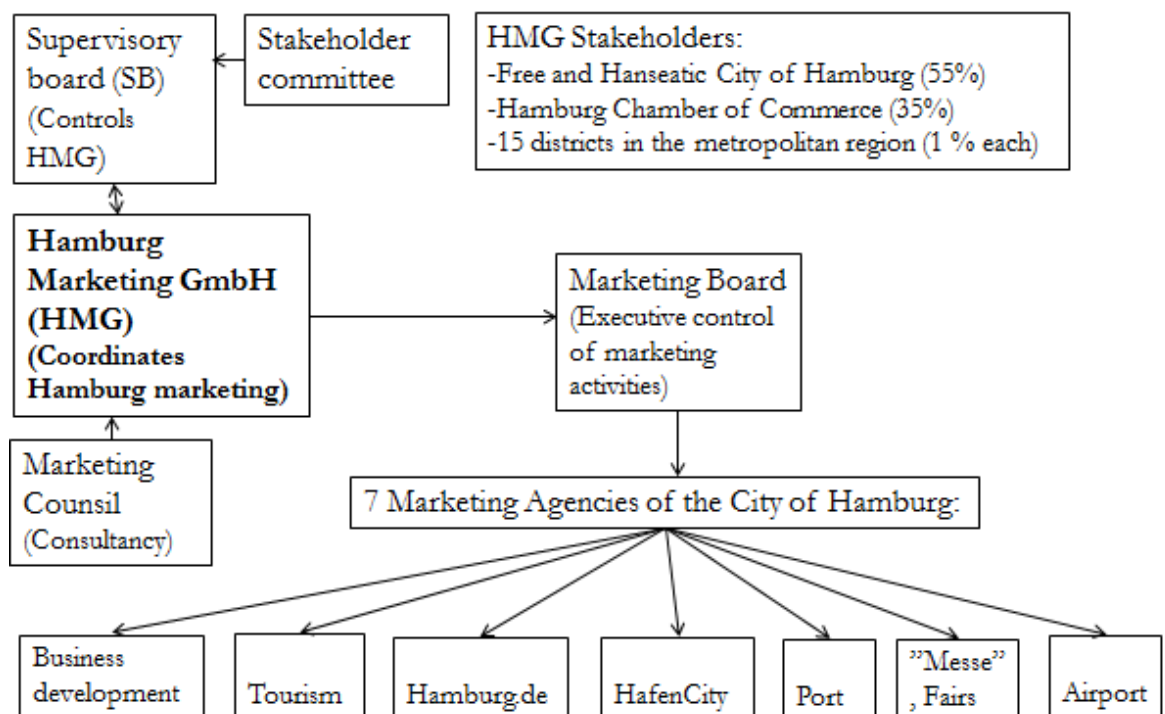


Figure 15. Different coordination bodies (Hamburg Marketing GmbH 2010)

6.3.4 Brand planning process and implementation

It was a political initiative to build the Hamburg Marketing GmbH. However the whole process is not politically driven. In order to work with the brand of Hamburg, HMG wanted to know what the brand is like and build on existing and recognized attributes. These known and existing attributes could be then communicated as strengths in the future. HMG worked together with Brandmeyer Markenberatung and did a qualitative survey among decision makers based in the city in 2004. The goal was to find out which attributes people link with Hamburg. (Signus, M-L. 17 Aug 2010.)

We had first qualitative interviews with lots of different players in the city and in the metropolitan region also and... we had politics, we had directors from important companies, we had people from the cultural background and from the universities and all the different players who were somehow involved in this process. We interviewed them to see which are the main factors they think Hamburg is, and out of those things we drafted a questionnaire. (Signus, M-L. 17 Aug 2010).

HMG created a new questionnaire and carried out a quantitative survey addressing 3 840 individuals and companies located in Hamburg and abroad (Signus, M-L. 17 Aug 2010). The survey was made to find out the following (Hamburg Marketing GmbH 2010):

- What does Hamburg stand for in the minds of those interviewed?
- What are the most prominent themes with positive connotations that Hamburg should use to advertise itself?
- Can already existing biases be used to evoke a positive image of Hamburg?

The analysis led to the creation of Hamburg's brand profile. The brand profile lays the basis for all the marketing activities for HMG's partners. Hamburg does not have just one core meaning for the brand. The brand profile consists of 10 different brand modules. The modules represent an overview of Hamburg. Each brand module is main topic with a deep variety of content. All the brand modules are elements that constitute the brand of Hamburg. (Signus, M-L. 17 Aug 2010). The brand modules are presented below in figure 16.

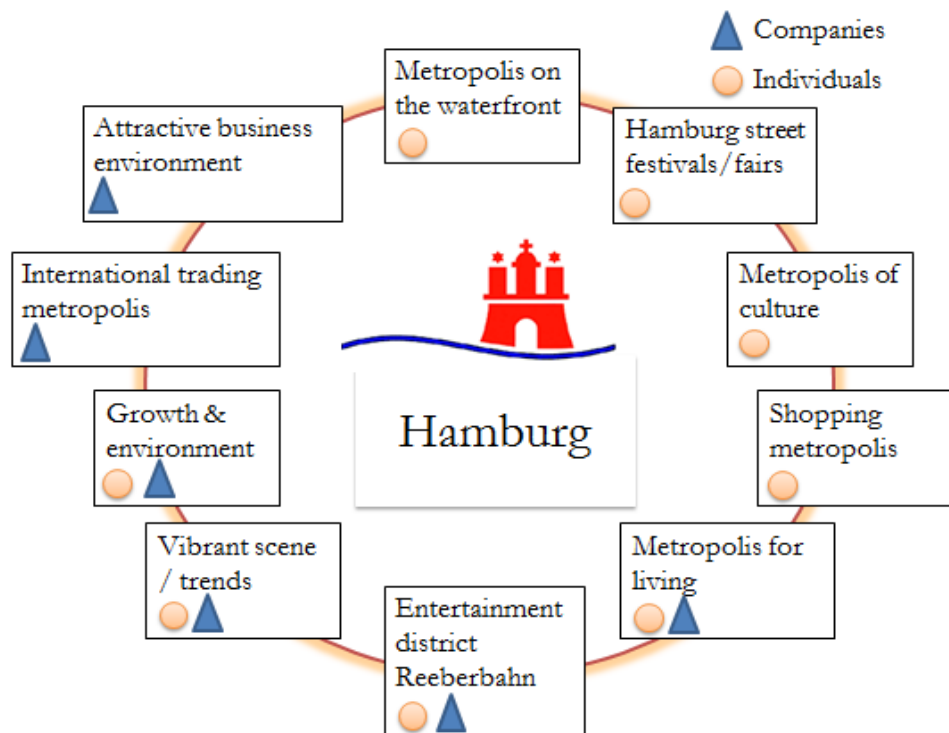


Figure 16. The brand profile of CASE 3: brand modules (Hamburg Marketing GmbH 2010)

The content of each brand module is based on the results of the survey. HMG is coordinating the marketing activities of all organizations and public agencies in Hamburg. The coordination is based on brand modules and even more so: the results of the survey. (Signus, M-L. 17 Aug 2010). The ones with the red dot are the ones that are important for individuals and the ones with the blue dot are the ones which are important for companies (figure 16).

So... then we of course see which factors and which elements are important for which target group. You get lots of things out of this survey if you want to address a specific target group. And this is really... It works because it makes work much easier. You can see in this survey which topics you have to use to really address the people in the different countries or in the different regions. Our strategy is rather to really... address the individuals with the topics which are important or which are relevant for those... It's more, it's more ... I would say more individual and in our view more effective than just having one slogan and say "ok this is going worldwide." (Signus, M-L. 17 Aug 2010.)

Once the brand plan has been prepared it is put into practice. HMG made a unified communication concept for Hamburg in 2005. It has been binding since January 2007. There are brand services to ensure a unified appearance and to facilitate the communication of the brand. In different corporate design manuals the design guidelines make sure that the brand appearance is unified. Hamburg has consulting services regarding the design guidelines and the application of the brand in the work of different partners. All the different corporations and companies use the design guidelines in their communication. (Signus, M-L. 17 Aug 2010).

Implementation is coordinated by HMG and distinct marketing methods, for instance audio, video, print, the Internet and events, are used as communication channels. Hamburg has a digital media server where images, photos, film, texts, information and brochures are available. HMG has also created an online shop where you can order printed material and DVD's. (Signus, M-L. 17 Aug 2010).

We have different brand services because we think that the easier you make it to use the brand in the right way and to communicate the content where we know that those are important and to use the design guidelines and ... all this. The easier this is, the more the people do that. So that's our strategy (laughing) that we just offer everything you can to make life easier, to make work easier for these ministries, for the city marketing agencies, the different partners... So from images, photos, the different brochures, you have a brand shop, an online shop where you can ... or the city partners can just order everything from giveaways and all the brochures that are there from different partners so if you plan some event or something and you need information or if you need some printed presentation material like posters or roll-ups or anything... then you can just go to this online shop and just "Ok I want this and that and that, please send it to that address on that day" . (Signus, M-L. 17 Aug 2010).

The most important communication channels are events and media relations. Event marketing is an integral part of brand communication mix. Events increase international awareness of Hamburg and the city has a focus on events which establish internationally recognized image. HMG has an event criteria checklist to assess benefit for city marketing. The goal is to feature "The city as a Stage" and develop content which fits the brand. (Signus, M-L. 17 Aug 2010).

We try to initiate different events which are, which support the brand image... we know the different things which are important or which are part of the brand. We know these modules; we know the things which are in those modules or behind those. But actually those are the images that are spread around the world because of course we have contacted the journalists and we invite them to those events and we provide them with images and information about those events and these are the things that are used there and it's great for example the Cruise Days where Chinese television and Russian television did all the news... all the news there which is really so great then because then you have an event which works here in Hamburg but you also have something for the communication, for the international communications. (Signus, M-L. 17 Aug 2010).

6.3.5 Faced challenges and problems

Several difficulties were brought up with the planning and implementation of the city brand plan.

- Difficulties with slow processes due to number of stakeholders involved and differing views:

If you want get something or make it really successful, you really have to influence so many or involve so many people. And I think this is difficult in a city... because there are lots of people to be involved then and it takes time. Every process, every idea you have takes a lot of time. And this is like for example the state ministries or something it's all little slower like some other companies. Of course the ideal would be that everyone would agree about that and then you just implement the way but the problem is that you would never find a concept or anything where everyone's happy. I think that's a challenge that will always be a challenge to implement strategies or plans. (Signus, M-L. 17 Aug 2010).

- Problems finding a slogan for Hamburg that would stand for the whole city:

Yeah what we saw is that it's really difficult to find a slogan where ... you have, I mean where all the city... can be part of it somehow because this is important if you have a slogan and if you want to market your city with this slogan, it's really important that the whole city can be part of it and feels the slogan and it's really like "yeah, that's what the city is". And it's hard because we have 10 modules which are all very different; it's hard to put that into one concept. (Signus, M-L. 17 Aug 2010).

- Difficulties motivating stakeholders to adapt their practices to fit with the city brand:

There are lots of partners involved and there are lots of companies and state ministries and persons who were there before we were as Hamburg Marketing were there before... there were, before anyone was speaking about brand or success modules, brand profile and... So of course if you come then and tell them “These are the things you have to work with ... or these are the things which you can really address your target group”, of course it’s difficult to tell the other companies what they should do. (Signus, M-L. 17 Aug 2010).

Another thing is of course the design guidelines because of course all of them have their own corporate designs and none of them were happy to change that. Because all of them work with their own specific designs the last years and... Some of them didn’t really see the need to change it, some of the, some of the partners did not really see. ... how they... or how they are part of the city marketing. Because like for example the airport, they said: “No, we market the airport”, and we said: “When you market the Hamburg airport, you always market Hamburg with it”. (Signus, M-L. 17 Aug 2010).

- Difficulties getting the public support:

Yeah of course there are lots of challenges with the partners but also with the public. There was an initiative for example which is called “Not in our name”... who say like it’s similar to Berlin with BeBerlin, there are initiatives who are against the slogan and say: “No we are not like it’s said in the campaign, that’s not Berlin”, and... that’s what this initiative in Hamburg also said, not in our name and it was built from... artists mainly who said: “Ok Hamburg says it’s creative but... they use us as artists and musicians to market the city and we were not asked if we want to market the city”. So this was the factor like... why does Hamburg say it’s creative because we are the ones who are creative. (Signus, M-L. 17 Aug 2010).

- Problems communicating the brand identity to the locals:

I think it’s really, it’s really difficult because ... everything which is discussed in public and... public media, for example, is of course... yeah done in extremes so... When public media when they speak about the brand, they speak about this without ever ...having read this or without ever... yeah really asked about this so this is of course, this is... if you just say “Ok, Hamburg is metropolis on the waterfront”, then lots of people say

like “No, Hamburg is not just a metropolis on the waterfront, it’s so much more!”. So of course you also have the challenges to inform... the people who live in Hamburg, so the question is how you do it. The question is how you... or if you should really promote it more in the city, if you want to promote it more in your city that you have an inner city campaign as well. That’s... We have never had something like that. (Signus, M-L. 17 Aug 2010).

6.3.6 Brand performance and monitoring

The respondent considered the city brand of Hamburg as unique and one of a kind. When asked to name the best competitor city brands New York and London were named. However, Hamburg does not compare itself to these city brands because their brand is much stronger and the international awareness is much bigger. When asked to name competitor city brands from the same level Vienna, Barcelona, Milan, Copenhagen and Rotterdam were named. Monitoring helps the evaluation of brand performance and compare results with competitor city brands. Monitoring is seen necessary to make sure that marketing activities are successful (Signus, M-L. 17 Aug 2010). The performance of the brand is currently being monitored through as follows:

- A quantitative brand research by Brandmeyer Markenberatung: Checkup for the brand, changes, brand images, brand awareness and brand compared to other cities. Once in every five years.
- Recognition of the design guidelines: visual recognition of the logo and logo design.
- Other sources of information: number of visitors, overnight stays, visits to cultural institutions, number of companies settled in Hamburg etc.
- Annual questionnaire: to check up the usage of design guidelines, the logo and content of the brand. HMG makes a report from the results to see how stakeholders work and evaluate if work could be improved.
- Resonance in media: how do media report about Hamburg?
- Perception and success of Hamburg from other cities opinion. (Signus, M-L. 17 Aug 2010.)

Ideal brand performance measure would be to measure the success of executed marketing activities and to see direct effects from the outcome similar to product brands.

However, this is seen impossible because of the nature of city brands (Signus, M-L. 17 Aug 2010):

Ideal would be... If there was a possibility to connect things, if there was a possibility to measure your work and connect it to the outcome. Of course this would be much better for the whole controlling and monitoring process but this is nothing you can do. This is just, this would be the ideal but it's not possible in a city, you cannot really measure... those... things and those effects. This is marketing. (laughing). If you have a campaign for Coca-Cola or something... you can see how many... you can make it on TV, you can have posters and you can see how many... bottles were sold. But... in a city you cannot really make this connection. (Signus, M-L. 17 Aug 2010).

6.3.7 Competences

One of the main topics in the interview was competences and it was approached several times. Firstly, the respondents were asked to describe “ideal” types of planning and executing the brand plans and suggestions how their current system could be improved. Secondly by discussing what differentiates “good” city brands from “bad” city brands, and finally by asking respondents to point out what are the core competences required in developing and maintaining a successful city brand. (Attachment 2.) The competences are grouped in two sets; to brand management competences and to network management competences. The competences are gathered below and compared later on in chapter 7.

Brand management competences in Hamburg are following:

- Ability to build the brand on known strengths:

I think that one of the main factors is... is definitely... the content, if the brand profile is artificially built or if you really... can build on strengths. I think this is... this is what makes a big difference if you, if you have factors in the city you can market and... or if you really say that these are the things which are really important for the city in political sense and so now we market them or we should think about things we could market and just do it without really ... yeah checking if these are the right things to communicate or if you can really effectively work with them and... I think this is really a big factor. (Signus, M-L. 17 Aug 2010.)

- Ability to deliver brand promises on actual product experience. Ability to ensure that the brand image and brand identity match:

Of course then there's the way you address people, the way... you can make the communication... believable and credible. If people gets the things you communicate, if people really get the things when they come to the city... that's what the city can offer but if you just... if you just think it would be a good thing to communicate this to get the people there and then they are disappointed because the city is really different. (Signus, M-L. 17 Aug 2010.)

- Ability to differentiate and develop a unique brand promise:

Our strategy is really made really for Hamburg... It's now 10 of these brand modules. The Hamburg brand evolved as a unique set of elements and services, distinguishing it from the competition: Appeal, pulling power and singular character. (Signus, M-L. 17 Aug 2010.)

- Ability to get public support from the citizens for the city brand:

We have support from the different state ministries; of course they work more with the locals and for the locals... But we did not have and we haven't had any campaign for the city of Hamburg, no... to involve them in any campaign. The question is that would it make things easier or better, that's always difficult to say. (Signus, M-L. 17 Aug 2010.)

Yeah of course there are lots of challenges with the partners but also with the public, that's a.... another challenge I think lots of those city marketing companies have to face and in Hamburg this was, this got really... really big. So of course you also have the challenges to inform the people who live in Hamburg so the question is how you do it. I think this is a challenge for every city actually, I think lots of cities have the same problems. (Signus, M-L. 17 Aug 2010.)

- Ability to generate managerial commitment to the brand within the network:

Some of them didn't really see the need to change it, some of the, some of the partners did not really see. ... how they... or how they are part of the city marketing. Because like for example the airport, they said: "No, we market the airport", and we said: "When

you market the Hamburg airport, you always market Hamburg with it”. (Signus, M-L. 17 Aug 2010.)

- Ability to develop a monitoring system which provides sufficient information for brand management. Ability to track changes in brand image held by the customers:

This is to check on the brand, to really see how it develops of course.-. What is done in the meantime of course to plan the marketing activities to reach the goals and to communicate those factors which are... identified by the surveys. And the surveys are going to be done every 5 years. We are also planning some check of... the recognition of the design guidelines or design itself. So but this is planned for next year really... that we want to check if people really recognize things like that you see without the Hamburg logo maybe. We have this where it comes to the content where we monitor how the awareness of the brand develops.” (Signus, M-L. 17 Aug 2010.)

- Market orientation:

And this is what we do a lot... and what we do is that we really integrate the metropolitan region and all our marketing activities so ... we are like in Hamburg house in the Expo, there are lots of information about the metropolitan region and they have a chance to give us the information which are internationally relevant and that we can take them when we... when we are there anyway and... So this is a cooperation which I think for both sides it's a win-win situation. (Signus, M-L. 17 Aug 2010).

Network management competences in Hamburg are the following:

- Ability to develop effective internal communication processes within the network:

I think this is very important thing and of course speaking to each other and involving everyone.. These are really important things as well... And I think... the both are beneath that, it's what you always have in marketing that you have personal skills to... to involve the people and to motivate people, to work together with the event. (Signus, M-L. 17 Aug 2010.)

- Ability to keep the brand development process ongoing despite hardships and resistance:

There are lots of partners involved and there are lots of companies and state ministries and persons who were there before we were as Hamburg Marketing were there before... there were, before anyone was speaking about brand or success modules, brand profile and... So of course if you come then and tell them: “These are the things you have to work with ... or these are the things which you can really address your target group”, of course it’s difficult to tell the other companies what they should do. Yeah, we can just tell them: “Ok, we advise you to do this”, and if they don’t, we have to tell our supervisory board or stakeholders that they have to tell them to do it. (Signus, M-L. 17 Aug 2010.)

– Brand management and marketing know-how within the network:

What is done in the meantime of course to plan the marketing activities to reach the goals and to communicate those factors which are... identified by the surveys. Our job is actually to make the basis for all the marketing activities. This is a question and how you do it and the question there is: “What sets Hamburg apart from other cities?”. The question is: “What is different in your city compared to other cities? To work for Hamburg, to work with the brand, we have to know it, we have to build on those strengths and we cannot implement things that are not there, that are not recognized in the world as brand strengths, we cannot really communicate them. (Signus, M-L. 17 Aug 2010.)

– Ability to generate culture of open discussion between the network actors. Well defined co-operation structures, ability to form an effective organization structure that supports brand building:

I think it’s always with processes really important to involve the people from the beginning... I mean this is, this has to be done, it’s not like there was something implemented and all the people were just said that: “Ok you have to use this now” (laughing). So people were involved. But I think this is... the most important thing because the more you can involve people in the processes and planning of the process already, the easier it goes and the more they stick to this as well or the more they feel... bound to that as well. It’s always the most important thing. If you want get something or make it really successful, you really have to influence so many or involve so many people. (Signus, M-L. 17 Aug 2010.)

I think it is, it is really important that the corporation and the... working together with the different companies and the different partners that this works. And I think for this

a clear structure would be... is a good thing... I think that for other cities this could also be a good way to have some coordinating company who is really on top of all so that the brand can really be ... yeah implemented in all the different activities of the other companies. (Signus, M-L. 17 Aug 2010.)

- Ability to attract network members to participate in brand management processes.

We are always... willing or planning to somehow develop further activities and make further concepts to make this process even better and to include even or involve even more partners into this concept. (Signus, M-L. 17 Aug 2010.)

7 Comparison

In this chapter the three case studies are compared to each other and to relevant theories presented in the theoretical part of the thesis. The objective is to identify similarities and differences between the cities themselves and theoretical part. Some features are more common and some singular because cities are unique entities. Attributes and city branding practises that can be found in all three case studies help the generalization of results. This means that it is possible that same features can be found also in other cities.

7.1 Differences in who, what and when

Successful place marketing includes several actors in the city. The most usual participants in this process were presented by Kotler et al (1999, 67) in chapter 4.2. In every city the local actors in the public sector include at least the city mayor or city manager, business development actors and tourist bureau in some form. The roles of different private sector actors vary. The study revealed also that there are several differences between the cities in the way the organization is arranged behind brand management. Below are listed differences in organization structure behind brand management, core identity, slogan and starting time for conscious brand building. (Table 2.)

Table 2. Differences between cities

Feature:	Munich	Berlin	Hamburg
Organization behind brand management	City Hall (4 departments) + City Council	Berlin Partners, BTM + Senate	Stakeholder committee, supervisory board, HMG, marketing board, 7 public marketing agencies
Core identity:	Hospitality	"Change"	10 brand modules
Slogan/tagline:	"Munich likes you."	"Be Berlin."	–
Conscious brand building started from:	1972 Olympics	1989 fall of the wall. (Political initiative.)	Competition to host the Olympic Games in 2004, losing to Leipzig. (Political initiative.)

In Munich the City Hall is responsible for brand planning and implementation. The City Hall is divided in four departments and all operations are controlled by the City Council. (Table 2.) Each department focuses on different target markets (chapter 6.2.3). The most common target markets of place marketers are presented by Kotler et al. (1999, 67) in chapter 4.2. In Munich the brand is targeted to all target markets mentioned by Kotler: visitors, residents and employees, business and industry and export markets. In Berlin the organization is divided in three: the senate, Berlin Partners and BTM (Table 2). The senate gives guidelines and accepts the brand plans. Berlin Partners and BTM are the marketing companies that promote the city, but Berlin Partners is a private company and focuses on promoting Berlin as business city whereas BTM focuses on visitors and tourists. (Chapter 6.2.3.) The brand of Berlin is also targeted to all target markets presented in chapter 4.2, but they focus on more on the residents of the city, because the campaign started as an image campaign for Berliners. (Chapter 6.2.1)

In Hamburg the organization is built in a coordinated way: Hamburg Marketing GmbH (HMG) is an initiator, coordinator and advisory body for the City of Hamburg and the seven public marketing agencies. (Table 2.) HMG is owned by the stakeholder committee: the city of Hamburg 55 %, the Hamburg Chamber of Commerce 30% and 15 districts of the metropolitan region with each 1%. There are also several boards involved with different tasks. The supervisory board is controlling HMG and the marketing board is responsible for the coordination of all the other marketing agencies. (Chapter 6.3.3.) Like Munich and Berlin, the brand of Hamburg is also targeted to all target markets mentioned by Kotler et al. (1999,67): visitors, employees, and business industry and export markets. However, one target group is at the center of marketing activities: the core target group is the employees and skilled professionals, in other words “the creative class”. All branding activities are based on the theory of Richard Florida who suggests that jobs follow talented people and attracting skilled professionals leads to economic prosperity. (Chapter 6.3.1.)

It was found that only Berlin has a private company, Berlin Partners, as part of the organization responsible for brand management, brand planning and implementation (chapter 6.2.3). Every city has co-operations with stakeholders, larger business com-

munity and partners. In every city the authority and head of the decision making body is a public institution: in Munich all operations are controlled by the City Council, in Berlin the senate, and in Hamburg the stakeholder committee. However, in Hamburg HMG is responsible of the coordination of all marketing activities, not the political decision makers (chapter 6.3.4). In Berlin and Hamburg the brand building process was a political initiative and begun from understanding the necessity to invest in the development of the brand and to provide unified management for the brand (Table 2). Teamwork is essential part of brand management.

Munich is a rich capital city of Bavaria and gateway to the Alps. The brand is diversified and well known because of Oktoberfest, beer gardens and high quality of life. In chapter 4.1 are presented different ways to build an image for a place. Place marketers use slogans, positions, themes and visual symbols, events and deeds as marketing tools and methods. These marketing methods are found in every city. Typically a slogan is developed to unify a specific campaign (Kotler et al. 1999, 169–170). However, only Munich and Berlin have slogans for their cities. The tagline for Munich is “Munich likes you” and the core meaning of the brand is can be described as hospitality (table 2). When the respondents were asked about the core identity, they mostly described elements of which the city is known for. The identity is still a work in progress because different departments are trying to add new images to the brand and redefine the brand. For example promoting the city more as a business city with strong economy is still a work in progress. (Chapter 6.1.1.) The result is not surprising, because like it was stated in chapter 4.4, marketing a city for multiple purposes by several participating actors can lead to conflicts and incoherent image of a city (Virgo & de Chernatory 2005, 382). Teamwork is essential but in Munich different departments work independently underneath the City Council (table 2). Without teamwork and coordination the same place is marketed with different arguments by different organizations (Moilanen & Rainisto 2009, 17–19).

The core meaning of the brand in Berlin is defined as “change” (table 2). The city of change is based on the dramatic history of the city and telling the stories and experiences of Berliners and including the citizens in the campaign. The slogan for the city is “Be Berlin”. Berlin’s is also trying to redefine the known image of Berlin also as a busi-

ness city and not just as a place for fun with bars and clubs open 24/7 and dramatic history. (Chapter 6.2.1.) Hamburg does not have one core meaning for the brand or a slogan for the city (table 2). Hamburg decided against creating a slogan but rather communicating specific content of brand modules which is relevant for the target group in question or specific project. Instead of one core meaning for the brand, the brand profile consists of 10 different brand modules. The modules represent an overview of Hamburg. Each brand module is main topic with a deep variety of content. All the brand modules are elements that constitute the brand of Hamburg. (Chapter 6.3.4.)

All three cities have consciously started their brand development in different times and for different reasons. The city brand of Munich has been under development for the longest, ever since the 1972 Olympics. In Berlin conscious brand building started after the dramatic fall of the wall brought two parts of the city together again. In Hamburg brand building started after losing to a smaller city the honor of hosting the Olympics. In both Berlin and Hamburg it was a political initiative to start the conscious brand building for the city. (Table 2.) In chapter 4.1 it was stated that cities build their brand on events that brand their exact locality (Anholt 2007, 64). In Munich this event is Oktoberfest and in Berlin the fall of the wall. In chapter 4.1 is stated that events are also used as marketing methods to create a better image for their host cities. Classic examples of this are sport events that gain global attention, for example the Olympics. (Virgo & de Chernatory 2005, 381.) Also sport teams and clubs market their home city (Virtanen 1998, 120). Both Munich and Hamburg have Olympic history (table 2). Munich utilizes renowned sport teams like FC Bayern München in building a sportive and positive image for the city (chapter 6.1.1).

7.2 Similarities defining a brand and brand planning

The concept of a brand is introduced in chapter 2.1. Brands are judged by their visibility, advertising and actions. Therefore brands are results of organizational behavior. Everything a company does can potentially have an impact on brand image in customer's mind. (Miller & Muir 2004, 5.) The difference between brand image and brand identity is discussed in chapter 2.2. According to Kotler & Armstrong (2010, 259–260) brands exist in the minds of consumers. Brand image reveals how the brand is per-

ceived by customers and others. Brand identity expresses how a company wants the brand to be perceived (figure 2). These unique associations are a promise to the target group from the company. A brand identity specifies self-image, meaning and objective for the brand. (Aaker 2010, 68–71.)

The respondents were asked to define the concept of a brand. In each case study the answer was somewhat similar to each other and easily connected to relevant theory. The concept of a brand is connected to the association and transparency of the image. In Munich a brand was described as the image and value of a city. It provides meaning in the minds of people (chapter 6.1.2). In Berlin the respondents highlighted the important connection between brand image and identity although they mean different things. Image is something every city has and it reflects how a city is being perceived. Brand identity relates to brand strategy and how a city wants to be perceived. A brand also develops independently because of people who communicate about everything that happens in the city. (Chapter 6.2.2.) In Hamburg the respondent emphasized that branding activities complete the existing image of a city (chapter 6.3.2).

Chapter 4 focuses on place marketing. It is stated in chapter 4.3 that different cities are trying to manage their image with strategic place marketing. Strategic market planning starts from the assumption that the future of a place can be influenced by strategic actions and plans. (Kotler et al. 1999, 103–106.) The goal is to attract exogenous investment, employment or customers. Place marketing is communication between citizens as clients and public authorities as service providers. (Asworth & Kavaratzis 2009, 522.) In order to succeed in strategic market planning the planning group should include the citizens, local or regional government and business industry. Planning requires collaboration between the public and private sectors. (Kotler et al. 1999, 25.) In chapter 3.3 it is stated that the planning team needs to convene at regular intervals to review the progress towards its goals (Kotler et al. 1999, 121).

In Munich the brand plans are prepared with partners and stakeholders. Different departments have different partners due to their target groups. Once the brand plan has been prepared and approved by the City Council, they are executed. Co-operation with partners has a major role in executing the brand plans. However, the implementation

process could be improved if different departments worked together in a more coordinated way. (Chapter 6.1.4.) In Berlin the organizations involved in the brand planning process are the senate, Berlin Partners and BTM. The senate has a significant role in the brand planning process because it coordinates the whole process. The commitment of the network partners is excellent and they meet on regular basis to talk about the brand and ongoing projects. (Chapter 6.2.4.) Berlin has paid special attention to the citizens because the campaign is built on their stories and the campaign asks for their participation (chapter 6.2.6).

In chapter 4.3 it is stated by Kotler et al. (1999, 111–113) that after analysing which strengths and attributes affect the perception of target markets the analysis becomes a basis for place marketing plans (figure 9). Hamburg has literally done so. In Hamburg all brand planning and implementation activities are coordinated by HMG and planning is based on brand modules and even more so: the results of the survey which form the content for brand modules (chapter 6.3.4).

7.3 Differences in brand performance and problems

Below in table 3 are gathered the best competitor city brands with positive image according to the respondents. The respondents were also asked to evaluate their own performance compared to other city brands.

Table 3. Evaluation of own performance and competitors

Feature:	Munich	Berlin	Hamburg
The best (competitor) city brands	New York, London, Paris, Berlin and Rome	London and Paris	New York and London
Named competitors from the same level	Barcelona, Vienna and Amsterdam	London and Paris	Vienna, Barcelona, Milan, Copenhagen and Rotterdam
Perception of own brand performance	One of top 10 destinations in Europe	One of top 3 destinations in Europe	Unique and one of a kind

The respondents in Munich considered their brand to be one of the top 10 destinations in Europe. City brands that are seen on the same level are Barcelona, Vienna and Amsterdam. The best city brands are New York, London, Paris, Berlin and Rome. (Table 3.) These cities are considered to be in their own special league (chapter 6.1.6). The respondents in Berlin considered their brand as one of the top 3 destinations in Europe. The best competitor city brands are London and Paris. (Chapter 6.2.6.) In Hamburg the brand was considered as unique. New York and London are considered to be the best city brands with stronger image and bigger international awareness. (Chapter 6.3.6.) City brands seen on the same level as Hamburg with equal brand performance are Vienna, Barcelona, Copenhagen and Rotterdam. (Table 3.)

Monitoring helps the evaluation of performance. In chapter 3.3 Kotler et al. (1999, 121) stated the planning team needs to convene at regular intervals to review the brand. Continuous tracking is vital for brands (Temporal 2002, 241). According to Aaker (2010, 189) it is advisable to invest in monitoring the brand position and other elements of the brand over time. Research is important both at the initiation phase when the brand is brought to life and in the ongoing process that is involved in successfully maintaining a strong and relevant brand. Successful brands are frequently supported by a sound knowledge base. (Campbell 1998, 56–57.)

Munich does not have an overall system for monitoring the city brand. The performance of the brand is monitored with several methods including feedback, booking information, different independent research studies and European Monitor Program. All the respondents in Munich thought that improvement is possible. In order to develop the brand of Munich they should do a better basis and find answers to questions: “Where are we now?” and “Where do we stand now?”. Ideal brand performance measures would include a larger budget for monitoring and thereby monitoring in a more detailed way and adding more questions to monitors. (Chapter 6.1.6)

In Berlin the brand is monitored with regular post-campaign research every December. Other monitoring methods are resonance in media, press and media coverage and political and stakeholder’s perception and acceptance. Ideal monitoring methods would include pre- and post-campaign testing to see how the layout is perceived before and

after the campaign. By budgeting more to monitoring more research could be executed both nationally and internationally. The success of the brand of Berlin could be measured also from other cities opinion. (Chapter 6.2.6.) In Hamburg the performance of the city brand is monitored on regular basis just like in Berlin. A quantitative brand research is executed once every five years and annual questionnaires are used to check up the design guidelines, logo and content of the brand. Other monitoring methods include resonance in media and other cities perception about their brand. Both Hamburg and Munich utilize also numeric statistics: number of visitors, overnight stays etc. Ideal brand performance measure would be to measure the success of executed marketing activities and to see direct effects from the outcome similar to product brands. However, this is seen impossible because of the complex nature of city brands. (Chapter 6.3.6.)

Cities are complex entities and can face a number of difficulties in brand building. Possible and most usual challenges with place brands are presented in chapter 4.4. Several actors with different resources and objectives participate in the production of city brands. (Moilanen & Rainisto 2009, 17–19.) Marketing a city brand for multiple purposes and multiple stakeholders leads to tension due to conflicting objectives. Branding cities successfully relies on achieving consensus between partners. (Virgo & de Chernatory 2005, 382.) Place marketing requires active support from everyone involved in the process (Kotler et al. 1999, 27–28). The public sector place marketers are affected by a variety of political issues (Morgan & Pritchard 2002, 14–15). Local authorities, whom operate on low budgets and are subject to political control and interference, usually work as coordinators. This makes the task of brand management even more difficult. Accordingly, place branding is more a coordinated process rather than a managed activity. (Hankinson 2004, 112.) The politics and branding efforts affect also the residents of the city. The inhabitants of the city are living in a branded space. (Moilanen & Rainisto 2009, 20–22.) It is important that place marketers remember that the residents participate in creating the atmosphere of a city. Therefore a place brand is reliant on city's inhabitants. (Virtanen 1998, 153.) However, different cities face different problems and they cannot be generalized. Different challenges with city brands in Munich, Berlin and Hamburg are presented below in table 4.

Table 4. Faced challenges in case cities

Challenge	Munich	Berlin	Hamburg
Political issues	X	X	
Budget issues	X	X	
Problems adding new images to the brand	X	X	
Different aspects about the brand identity	X		X
Slow processes and differing views			X
Slogan			X
motivating to adapt practices to fit the brand			X
Public support versus brand identity			X

The study revealed that Munich has faced problems due to political control, different aspects about brand identity and lack of financial resources. There have also been problems adding new images to the brand identity. (Table 4.) Budget and political issues are challenges because different departments work underneath the City Council and are part of the government. The political decision makers have not always seen the necessity to sharpen the image of Munich. The City Council gives the approval for branding activities and finances the city branding efforts with limited financial resources. (Chapter 6.1.5.)

In Berlin the problems have been somewhat similar. The city has faced challenges with budget issues, political issues and problems adding new images to the brand identity. (Table 4.) If Berlin had bigger budget the brand could be promoted more internationally and not just on local and national level. Decision-making processes are slow because of the public machinery and number of shareholders and stakeholders. The Be Berlin brand is designed to be international and the claim is in English. The claim “Be Berlin”

faced resistance in the beginning because the campaign was designed for German speaking Berliners to make them proud of their city. Many people and media criticized the English appendix in the brand claim. (Chapter 6.2.5.)

Hamburg has struggled with political issues, problems finding a slogan that would stand for the whole city, difficulties in communicating the brand to network members and locals and difficulties getting the public support (table 4). Because of public institutions and several participants in the decision-making process, processes are slow. It is a political challenge build a brand for a city that satisfies everyone. Hamburg has not been able to develop a slogan for the city because the brand is based on 10 different brand modules with multifaceted content. After the brand modules were created it was a challenge to communicate them to the members of the network. Some partners did not see eye to eye their role as marketers of the city and locals did not understand the brand. (Chapter 6.2.5.) This might be a result of lacking inner city campaign for the citizens of the city and reason for the lack of public support.

7.4 Similarity in core competences

One of the main topics in the interview was competences and it was approached several times. Firstly, the respondents were asked to describe “ideal” types of processes in planning and executing the brand plans and ideas how their processes could be improved. Secondly, by discussing what differentiates “good” city brands from “bad” city brands, and finally by asking respondents to point out what are the core competences required in developing and maintaining a successful city brand. (Attachment 2.) The competences are grouped in two sets; to brand management competences and to network management competences. These competences can be seen as cornerstones of success when developing a brand for a city. Competences that were in common in every case city are gathered below in table 5 and table 6.

It was found that seven brand management and five network management competences were alike in every case city (table 5; table 6.) This means that these competences can be generalized to some extent. Ability to deliver brand promises on actual product experience and ability to ensure that the brand image and brand identity match is the

first competence these cities have in common (table 5.) In chapter 2.2 the topic of brand image and identity is discussed. Brand identity is important because brands need to be realistic, send out coherent signs and to be durable (Kapferer 1997, 99.) According to Temporal (2002, 38) the desired brand image can be confusing or turn out to be something entirely different than the planned identity, because image is subject to perception. This is called “the perception gap” and must be avoided by ensuring that the target audience sees and relates to the brand identity and acknowledges what is offered. (Temporal 2002, 38.) In chapter 4.3 Morgan & Pitchard (2002, 19–21) stated that objective is that visitors would truly experience the promoted brand values and feel the authenticity of a unique place. The point of differentiation must reflect a promise which can be delivered and which matches expectations. Originality needs to be sustainable, believable and relevant. (Morgan & Pritchard 2002, 19–21.)

Table 5. Similar brand management competences

1. Ability to deliver brand promises on actual product experience. Ability to ensure that the brand image and brand identity match.
2. Ability to differentiate and to develop a unique brand promise.
3. Ability to get public support from the citizens for the city brand.
4. Ability to generate managerial commitment to the brand within the network.
5. Ability to develop a monitoring system which provides sufficient information for brand management.
6. Ability to track changes in brand image held by the customers.
7. Market orientation.

In Munich the respondents emphasized that the brand and promoted issues must be based on reality (chapter 6.1.7). In Berlin the respondents stated that identity reflects the enduring qualities of the brand. It is a strategic decision to decide which qualities are communicated. (Chapter 6.2.7.) In Hamburg the respondents stated that the brand must be credible and communication about the brand based on attributes that can be experienced and detected (chapter 6.3.7.)

Second ability in common is the ability to differentiate and develop a unique brand promise (table 5.) Chapter 3.2 discusses the topic of positioning a brand. According to Temporal (2002, 37) strong branding is impossible without powerful positioning. Positioning is about creating a perception of difference (Temporal 2002, 38). In Munich respondents stated that cities should differ from other cities and have a personality of their own (chapter 6.1.7). In Berlin the whole campaign is built in a unique way because it is based on dramatic history and participation of the citizens who experienced these historical incidents (chapter 6.2.7). In Hamburg the brand and strategy is based on unique set of characteristics, elements and services that can be found only in Hamburg. These elements distinguish Hamburg's brand from the competition. (Chapter 6.3.7.)

Third competence is the ability to get public support from the citizens for the city brand (table 5). In chapter 4.4 Kotler et al. (1999, 27–28) stated that the fortunes of places depend on the collaboration and teamwork of the public and private sectors. Active support of all interest groups, including citizens, is crucial (Kotler et al. 1999, 27–28). The inhabitants of the city are living in a branded space and therefore branding efforts have an effect on them (Moilanen & Rainisto 2009, 20–22). Residents participate in creating the atmosphere of a city. Therefore a place brand is reliant on city's inhabitants. (Virtanen 1998, 153.) In Munich public support is considered to be a key issue and it is important that residents accept the brand because they live in the city (chapter 6.1.7). In Berlin the respondents stated that it is a problem if the brand is not based on reality and has no credibility because then the brand is not accepted by the public (chapter 6.2.7). In Hamburg it is considered to be a challenge to inform the citizens about the branding campaign and the brand's content because of lacking inner city campaign for locals (chapter 6.3.7).

The fourth ability in common is the ability to generate managerial commitment to the brand within the network (table 5). This ability can be considered to be also a network management competence. Chapter 4.5 introduced Graham Hankinson's Relational network branding model. In this model the place brand is based on a brand as a relationship with all the stakeholders. Brand relationships are gradually extended through a

process of progressive interaction between the networks of stakeholders. In best cases organizations manage to combine resources to create unique relationships and create value. Marketing networks are seen as vehicles for integrating employees, producers and other stakeholders in a collaborative partnership of value enhancement.

(Hankinson 2004, 112.) In Munich the respondents stated that the stakeholders from different fields should do more teamwork to discuss and specify what the city brand represents (chapter 6.1.7). In Berlin the managerial commitment and trust is important between partners and they are closely talking to each other on regular basis about the directions where the campaign should go (chapter 6.2.7). In Hamburg it was first a challenge to integrate the city brand to the use of all partners because some partners from the network did not understand that they are part of the city marketing network and that they market the city (chapter 6.3.7).

The fifth and sixth competence these three cities have in common are the ability to develop a monitoring system that provides sufficient information for brand management and the ability to track changes in brand image held by the customers (table 5). Chapter 3.3 discusses on monitoring the brand. Temporal states (2002, 241) that continuous tracking is vital and monitoring help brand managers to evaluate how their brands are doing in the marketplace. It is highly desirable to invest in monitoring the brand position and other elements of the brand over time (Aaker 2010, 189). Research has a vital role in the ongoing process that is involved in successfully maintaining a strong and relevant brand. Successful brands are frequently supported by a sound knowledge base. Researching brands is a multifaceted process, involving all aspects of what constitutes the brand in the minds of the consumers. (Campbell 1998, 56–57.)

In Munich tracking changes in brand image is important when creating and developing a brand. The respondents stated that separate departments have their own monitoring systems. They are working on developments because they do not have an overall system for monitoring the brand. (Chapter 6.1.7.) In Berlin monitoring is executed on regular basis and they gain knowledge about how well-known the brand is and how projects are perceived and accepted. They also track down changes in the image. In Hamburg the city brand was developed based on surveys and development and awareness of the city brand is monitored also on regular basis (chapter 6.3.7).

The seventh ability in common is the market orientation (table 5). In Munich the aim is to work as a pulse for the city in different fields. The respondents emphasized the importance of feedback and information. With adequate information what is going on worldwide and feedback it is possible to find the right brand and communication strategy for the city. (Chapter 6.1.7.) In Berlin market orientation is achieved with customer orientation of communication. The city brand is about the Berliners. (Chapter 6.2.7.) In Hamburg the branding efforts are well-coordinated and they work as “Hamburg house of expo”, that supports, enables and supervises the city brand and branding. They also provide all partners marketing material and information about Hamburg when needed. (Chapter 6.3.7.)

Below in table 6 are gathered the network management competences that are in common in Munich, Berlin and Hamburg.

Table 6. Similar network management competences

1. Ability to develop effective internal communication processes within the network.
2. Ability to keep the brand development process ongoing despite hardships and resistance.
3. Brand management and marketing know-how within the network.
4. Ability to generate culture of open discussion between the network actors.
5. Ability to attract network members to participate in brand management processes.

The first and fourth abilities are the ability to develop effective internal communication processes within the network and the ability to generate a culture of open discussion between the network actors. The fifth ability is the ability to attract network members to participate in brand management processes. (Table 6.) These competences are somewhat similar and teamwork is essential in all of them. Seth (1998, 201–204) stated in chapter 3.1 that brand management is the task for the business as a whole. In chapter 3.3 Kotler et al. (1999, 121) emphasized how the planning team needs to convene at

regular intervals to review the company's progress towards its goals. In chapter 4.4 it is stated that successful city branding relies on achieving consensus between partners. (Virgo & de Chernatory 2005, 382.) In chapter 3.2 de Chernatory & McDonald (2003, 53) stated that brand strategy development must involve all levels of marketing management and stands a better chance of success when all the other relevant internal departments and external agencies are actively involved.

In Munich the respondents told that strong brand is a result of communication and teamwork. Networking is seen necessary in order to use the capacity of network partners. (Chapter 6.1.7.) In Berlin the organizations behind brand management have regular meetings together. The structure of the organization and their teamwork supports the realization of branding strategies. New partners are convinced to be campaign partners when new co-operations are seen worthy. (Chapter 6.2.7.) In Hamburg it is crucial to involve and motivate partners to work together and communicate to each other. Brand management is easier when more people are involved from the very beginning of the process. Involving partners in the process from the very beginning ensures the commitment to the brand and success of the city brand. Hamburg has established a clear and well-coordinated organization structure for brand management where just one non-political top-organization is responsible for coordination of the branding activities. Teamwork is a key issue. Decision makers are constantly planning and developing activities and concepts to enhance the process and include more partners in the city branding concept. (Chapter 6.3.7.)

The last network management abilities Munich, Berlin and Hamburg have together in common are the ability to keep the brand development process ongoing despite hardship and resistance and brand management and marketing know-how within the network (table 6). Possible problems different cities can face are presented in chapter 4.4. In chapter 4 Anholt (2007, 15–16) stated that techniques from the commercial sector are used to promote cities and their governments. Marketing helps with promotion and strategy and is needed to get more effective results in today's competing marketplace. Branding needs to be thought of as a complete and continuous process interlinked with all other marketing efforts. (Ashworth & Kavaratzis 2009, 522.) In Munich different aspects about brand identity has been a challenge. Marketing know-how helps

to see different brand values and brand identities and build the brand. Brand communication is also based on marketing knowledge. (Chapter 6.1.7.) In Berlin the respondents are professionals concerning the field of marketing. Marketing knowledge and skills are crucial in order to run a city brand campaign. The core task for marketing people is to analyze what attributes make the city unique and communicate these attributes to the public. (Chapter 6.2.7.) In Hamburg the respondents thought alike. With marketing know-how it is possible to find differentiating factors about a city and build a brand on known strengths and communicate them. (Chapter 6.3.7.)

7.5 Divergence in core competences

The three case cities have also different core competences. Three brand management competences and three network management competences were mentioned only in one or two case cities. (Table 7; Table 8.) In both Munich and Berlin the ability to secure sufficient monetary resources for external communication and ability to develop a brand identity that provides added value are seen as core competences. (Table 7.)

Table 7. Different brand management competences

Ability / Competence:	Case city:
1. Ability to secure sufficient monetary resources for external communication.	Munich & Berlin
2. Ability to develop brand identity that provides added value, message that “touches” the consumer.	Munich & Berlin
3. Ability to build the brand on known strengths.	Hamburg

In chapter 4.5 Hankinson (2004, 115–116) stated that unless sufficient funds are invested in the brand and its services and facilities there will be no reinforcement of the core brand values and consumption. In Munich a bigger budget and increase of funds would enable a better communication strategy and visibility in media (chapter 6.1.7). In Berlin the respondents highlighted the meaning of partners and their monetary support (chapter 6.2.7). In chapter 3.2 Aaker (2010, 95) stated that a good brand identity provides a value proposition to the customer. Value proposition is a statement of the emotional, functional and self-expressive benefits that provide value to the customer

(Aaker 2010, 95). In Munich it was stated that it is important that people associate feelings and images with the brand (chapter 6.1.7). In Berlin the brand is built in a unique way because it is based on dramatic stories of the Berliners (chapter 6.2.7). In Hamburg the ability to build the brand on known strengths was considered to be a core competence (table 7). The content of Hamburg's brand profile is based on researched topics and the brand profile consists of strengths and attributes that can be found in the city. However, the respondents in every city stated at some point in the interviews that the brand must be credible and based on real assets. As stated by Gilmore (2002, 65) in chapter 4.4, a brand must be based upon truth and amplify the existing values of the natural culture, not fabricate a false promise.

Below in table 8 are presented different network management competences. Only in Berlin and Hamburg the ability to form an effective organization structure that supports brand building was considered as a core competence. In Berlin the respondents stated that brand building start from organizations and their structure because the structure enable the realization of strategies. Berlin has a private company as part of the organization behind brand management. This is seen as an advantage, because they are faster in realizing strategies compared to the public machinery. (Chapter 6.2.7.) In Hamburg they consider the structure of the organization behind brand management that supports coordination as a key to success (chapter 6.3.7).

Table 8. Different network management competences

Ability / Competence:	Case city:
1. Ability to increase commitment towards the brand within the network. 'Our brand'.	Munich
2. Regularity in co-operation activities.	Berlin
3. Ability to form an effective organization structure that supports brand building.	Berlin & Hamburg

Only in Munich the ability to increase commitment towards the brand within the network was considered as core competence (table 8). The respondents stated that Munich is the capital of Bavaria and there exists an enormous pride in being a Bavarian. It gives confidence and affects the branding activities in Munich. (Chapter 6.1.7.) In Ber-

lin the respondents highlighted the importance of regularity in co-operation structures (table 8). The Be Berlin campaign is considered as an image campaign for the entire city and three organizations work behind brand management. They work closely and meet every two weeks to discuss and develop their city branding campaign. (Chapter 6.2.7.)

8 Discussion

The objective of this thesis is to find out required organizational and managerial competences and best practices in successful city branding. Attributes and city branding practises that could be found in all three case studies help the generalization of results. This means that it is possible that same features can be found also in other cities. All in all 12 similar competences were found in every case city; seven brand management and five network management competences.

- Ability to deliver brand promises on actual product experience; ability to ensure that the brand image and brand identity match.
- Ability to differentiate and develop a unique brand promise.
- Ability to get public support from the citizens for the city brand.
- Ability to generate managerial commitment to the brand within the network.
- Ability to develop a monitoring system which provides sufficient information for brand management.
- Ability to track changes in brand image held by the customers.
- Market orientation.
- Ability to develop effective internal communication processes within the network.
- Ability to keep the brand development process ongoing despite hardship and resistance.
- Brand management and marketing know-how within the network.
- Ability to generate culture of open discussion between the network actors.
- Ability to attract network members to participate in brand management processes.

The interviews demonstrated that all the respondents regarded it necessary that their city brand is based on reality and that the brand is credible. All the promoted issues must be based on attributes that can be experienced and detected. This is also commonly stated in relevant literature. The ability to differentiate and develop a unique brand promise is part of positioning. Cities have a personality of their own and they differ from other cities. However, it is strategic decision to decide which attributes are promoted. The perception of difference is created successfully in Berlin with a cam-

paign that is unique and based on dramatic stories of the Berliners. In Hamburg the strategy is based on unique set of characteristics, elements and services that can be found only in Hamburg. In Munich branding activities are based on what Munich is known for, for example the Oktoberfest.

The difference between the case cities is that both Berlin and Hamburg have conducted surveys to find out what their brand is about and which attributes are special and linked with their brand before brand building. Monitoring and surveys provide sufficient information for brand management. Both Berlin and Hamburg have regular and overall systems for monitoring the brand. Respondents in Munich highlighted the important meaning of monitoring but also criticized that it is a matter of budget.

According to the results of the questionnaire and relevant literature, public support is crucial. All the interviews demonstrated that if the brand is not based on reality, it is not accepted by the public. Residents of the city are living in a branded space and they participate in creating an atmosphere for the city and also market the city.

The fourth ability found in common is the ability to generate managerial commitment to the brand within the network. This can also be linked with following network management competences: the ability to develop effective internal communication processes within the network and the ability to generate a culture of open discussion between the network actors and the ability to attract network members to participate in brand management processes. These competences are somewhat similar and teamwork is essential in all of them.

According to relevant literature brand management is the task for the business as a whole. Relationships with stakeholders and partners are important and value is created with collaborative partnerships. This was acknowledged in Munich and it was stated that the stakeholders from different fields should do more teamwork to discuss and specify what the city brand represents. Networking is seen necessary in order to use the capacity of network partners. In Berlin managerial commitment is strong because of active and collaborative teamwork. Accordingly, the respondents in Berlin also saw the regularity in co-operations as a core competence. This idea is also stated in the litera-

ture. In Berlin the organizations behind brand management have regular meetings together. The structure of the organization and their teamwork supports the realization of branding strategies. The structure of the organization was considered as a core competence both in Berlin and Hamburg. Hamburg has established a clear and well-coordinated organization structure for brand management where just one non-political top-organization is responsible for coordination of the branding activities. Teamwork is a key issue.

Managerial commitment is accomplished in Hamburg through coordinated marketing processes in the marketing network and involving as many network partners as possible. This ensures also the commitment to the brand. In Hamburg the branding efforts are well-coordinated and they work as the “Hamburg house of expo”, that supports, enables and supervises the city brand and branding activities. They also provide all partners marketing material and information about Hamburg when needed. This suggests the market orientation towards partners. Market orientation in Hamburg is also based on brand modules that consist of survey results that are actively updated. In Munich market orientation is achieved with feedback and information from target markets. With adequate information what is going on worldwide and feedback it is possible to find the right brand and communication strategy for the city. In Berlin market orientation is achieved with customer orientation of communication. The city brand is about the Berliners.

Marketing knowledge and marketing skills are crucial in order to build and maintain a successful city brand. This is also commonly expressed in relevant literature. The respondents in both Berlin and Hamburg stated that with marketing know-how it is possible to find out which attributes make the city unique and communicate these attributes to the public effectively. In Munich the answer was alike. Marketing skills help to see brand values and build the brand. However, strategy is needed in order to get effective results. Branding needs to be thought of as a complete and continuous process interlinked with all other marketing efforts. (Ashworth & Kavaratzis 2009, 522.)

The relevant literature illustrated several possible problems cities can face while building a city brand because of the complex nature of city brands. The result of the study

was similar. The study indicated that all three case cities have faced problems but for different reasons. However, all faced problems were also commonly expressed in the literature. Faced problems included different aspects about brand identity, organization structure, slow processes, political issues, budget issues, problems finding a slogan that would stand for the whole city, problems motivating partners to adapt branding practices and problems achieving public support.

The study revealed that all three case cities are promoting their cities also as a business city. The interviews and relevant theory indicated that all case cities aim to increase foreign direct investment with their brand. This is demonstrated also by fDi magazine's article. FDi Magazine has published an article called European Cities and Regions of the future 2012/2013. FDi Magazine is a foreign direct investment publication owned by the Financial Times Ltd. In this article fDi Magazine collects data from 253 European cities and 110 regions. The cities and regions are judged in terms of seven different categories: economic potential, business friendliness, cost effectiveness, infrastructure, and quality of life, human resources and FDI strategy. In each category cities and regions were scored from one to 10 points under each individual criterion. (Graig 2012, 82.)

FDi Magazines European City of the Future 2012/2013 winner is London for the third time in row. In Top 3 are also Paris in second and Vienna in third place. In Top 25 Overall European cities Munich is sixth, Berlin ninth and Hamburg in place number 13. In Top 10 major European Cities category Munich is fifth, Berlin seventh and Hamburg tenth. In Top 10 Western European Cities category only Paris and Vienna got better scores: Munich is in third, Berlin fourth and Hamburg in fifth place. (Graig 2012, 50–53.) Berlin has been ranked as the best European city of the future for foreign direct investment (FDI) promotion strategy. Munich came second and Hamburg third. (Graig 2012, 67.) In FDI promotion category judging criteria included number of staff promoting inward investment, implemented key initiatives attracting more investment, high growth sectors or sub-sectors that offer potential for inward investment and high-profile properties available for investors to move into. (Graig 2012, 82.) This suggests that all three case cities have been somewhat successful in promoting their cities to attract labour, companies and investment.

8.1 Success of the research and own learning process

As stated in the introduction part of this thesis, city and place branding is a current topic and needs to be further researched in order to produce useful and reliable information that can be utilized. Validity and reliability of this thesis are assessed in chapter 5.3. The usefulness and applicability of the results is unquestionable. City branding is a complex process because of the nature of place brands. Cities build their brands in unique ways and there does not exist one right way to do it. Marketing knowledge and skills help to manage the brand. Every city has a unique identity which indicates its history and what the brand stands for. Therefore cities are unique and can not copy identities from each other. However, cities learn from each other. The interviews indicated that the respondents in different cities are very interested in implemented branding activities in other cities. When cities discover what organizational and managerial competences are important for city brand building in other cities they can adopt these ideas and practices in to their own city brand inasmuch as applicable. The following quote implies the same:

We see that some things are pretty similar, some things... are... that we have, they have never thought about and then they say: "Wow, ok. We should do that as well". We can really learn from each other and it's a nice thing because you do not really say: "Ok this is a secret and I'm not speaking about what we do and how we do it". That's really... people speak about and the cities exchange information about how they work and it's a really interesting thing I think to see how other cities work and... I think this is a really good sign that other cities somehow imitate things, I mean they do not really copy everything; they cannot because our strategy is really made really for Hamburg. But you can or other cities can take the strategy and the ideas and... Implement them in their own ways. (Signus, M-L. 17 Aug 2010.)

This thesis is part of an international research that includes 25 cities from five continents. The objective is to find out required organizational and managerial competences and best practices in successful city branding. Nevertheless, as this study dealt with only three case cities and their city branding processes, the results should not be taken as indicative of a more general trend as concerns the required organizational and managerial competences. This study is just a drop in the bucket concerning the broad

topic of city brands. However, it introduces three different city brands and gives directional clues and guidelines concerning what abilities are required in successful city branding.

This study was based on six interviews in which the respondents answered to 22 open-ended questions. The same questions were asked and same general areas of information were gathered from every respondent. During the interviews, the interviewer had the opportunity to probe follow up questions. However, as the interviewers were not trained professionals some more specified questions were not asked and more detailed information was not obtained. The need for these questions was noted after the interviews during the analyzing process.

8.2 Further research

The objective of this thesis was to find out required organizational and managerial competences and best practices in successful city branding. All in all 12 similar competences were found in every case city. However, some attributes and competences could be found only in one or two of the case cities and not in all three. This can mean that these results and competences are random or just did not show up in the interviews. These competences could be further researched in order to find out can they be generalised or are these competences just characteristic to those cities.

Further research could include a separate survey to examine how organization structure affects branding activities in different cities. Both in Berlin and Hamburg the respondents stated that ability to form an effective organization structure that supports brand building is considered as a strength and core competence. All three cities had different organization structure behind brand management.

It would be interesting to find out how other cities benchmark each other and copy or mimic branding activities. The interviews indicated that all three cities were closely keeping an eye on each other and aware of implemented branding activities in other cities. Dresden has copied some of Hamburg's branding instruments and Vienna sees Hamburg as a benchmark. (Signus, M-L. 17 Aug 2010.) A research could be executed

to find out how much are branding activities in other cities affecting branding activities in smaller cities or other cities.

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Attachments

Attachment 1. E-mail enquiry

Dear city of Munich,

I am a student at HAAGA-HELIA University of Applied Sciences and a part of a team that is directing an international research program with a focus on the success factors of branding a city. The overall objective of this research is to discover what kind of managerial and organizational competences the building of a successful brand for a city requires, and to identify best practices in branding a city.

As part of this research, we interview key persons responsible for the creation and management of successful place brands of 25 major cities from five continents. The cities include Amsterdam, Barcelona, Berlin, Budapest, Dubai, Las Vegas, Los Angeles, Prague, San Francisco, Sao Paulo, Singapore, Sydney, and Johannesburg among others. The focus of the interview is in organizational arrangements and management processes of marketing.

I would like to include Munich to this study.

I am approaching you to inquire as to your interest and willingness to assist in this research **by allowing 45-60 minutes of your time for an interview. I am trying to find the organizations and people who are working with the city brand of Munich. Would it be possible for you to suggest any key persons responsible for the creation and management of Munich as a place brand?**

Thank you in advance for your consideration and the possibility of assistance with our research. **We will be pleased to provide you with a summary report of the research results immediately upon completion.** Should you have any questions concerning the research, please do not hesitate to contact us at your earliest convenience.

Best regards,

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City Branding, X= Munich, Berlin or Hamburg

INTERVIEW OUTLINE

Intro

1. How would you describe the core meaning of the brand identity of the city of X?
2. For how long has your city brand been a subject for conscious development?
3. For how long have you personally been involved in the planning and management of the brand of X?

Planning

4. Please describe the process of brand planning. Through what kind of process was it originally developed? What kind of planning processes are used today in "fine tuning" the brand?
5. Participants of the brand planning / decision making body? (individuals/companies/their roles)
6. What kind of challenges/problematic issues have you been confronted with while planning your city brand?
7. Could the present brand planning process be improved? What would the "ideal" be like?

Implementation

8. Please describe the process of executing the brand plans. How were/are the brand plans put into practice? Which organization(s) implement the brand plans i.e. put the plans into practice?
9. What kind of challenges/problematic issues have you confronted in the implementation of your city brand plan?
10. Could the present brand implementation process be improved? What would the "ideal" be like?

Monitoring

11. How is the performance of your city brand monitored? How often are the brand planning/implementation processes re-evaluated/reformed?
12. Could the present brand performance monitoring system be improved? What would the "ideal" be like?

Performance

13. How successful do you consider the brand of X is in comparison to competitor brands?
14. Which brands do you consider as being the best ones in your market?

15. Do you know cities which would have failed in an attempt to brand themselves?
16. What is a good city brand? What differentiates a "good" city brand from "bad" city brand?
17. How should the performance of city brand be measured? What indicators should or could be used in evaluating one's own performance or to compare with competitors' performance?

Core competencies

18. What are the core competencies required in developing and maintaining a successful city brand? What are the cornerstones of success when developing a brand for a city?
 - a. Process/activities? Organization? Skills/knowledge? Resources? Other?

Other

19. There are number of varying definitions for "a brand". How would you define the concept of a brand? What is meant by it?
20. How much country image is affecting the branding activities of X?
21. To what extent is the brand identity and brand related activities similar to domestic and international markets?
22. In addition to yourself, are there others who may possess valuable insights into to the brand planning and management of your city?

Attachement 3. Definitions of codes

KAUPUNKIBRÄNDIT

Definitions of codes

Draft 22.02.2010 /Moilanen

	Definition	Code
OVERVIEW		
- description		O-descr-stru
• structure	Structure of the existing brand. Possible sub-brands, umbrella-brands, brand alliances.	
• meaning	Brand identity. The image brand network aims to transmit to customers. Personality, positioning, strategic aims	O-descr-mea
• relationships	Relationships with stakeholders; consumers, primary and secondary services and the media. SITOUTTAMINEN ON TÄÄLLÄ	O-descr-rel
- age	Length in time of purposeful attempts to develop and manage destination brand.	O-age
- age – self	Length of respondents participation in the management of the brand.	O-age-self
- concept of brand	Informants understanding of the concept of a 'brand'.	O-con
- key informants, others		O-key
PLANNING		
- participants		P-par
- organization		P-org-stru P-org-rol
• structure		
• roles		
- activities		P-act
- difficulties		P-dif
- ideal		P-ide
IMPLEMENTATION		
- participants		I-par
- organization		I-org
- activities		I-act
- resources		I-res
- difficulties		I-diff
- ideal		I-ide

MONITORING		
- activities		M-act
- sequence		M-seq
- organization		M-org
- ideal		M-ide
SUCCESS		
- relative to competitors		S-rel
- best in market		S-bes
- failure		S-bad
- features of 'good'		S-fgoo
- features of 'bad'		S-fbad
- ideal measures of success		S-mea
CAPABILITIES		
- Activities, processes		C
- organization		
- resources		
- other		
EVOLUTION IN TIME		E