

How to build successful city brands? – Case Auckland in comparison to previous studies

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Bachelor's Thesis
Degree Programme in Tourism
Management
2014



Degree Programme in Tourism Management

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<p>Title of report How to build successful city brands? – Case Auckland in comparison to previous studies</p>	<p>Number of report pages and attachment pages 116 + 4</p>
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<p>This thesis is a part of an international research program called "City Brands – Cornerstones of success in place branding". The cities studied in the City Brands research program are based on the The Globalization and World Cities Research Network classification. The aim of this Bachelor's thesis is to identify the required competences and the success factors in creating and maintaining a successful city brand, both from the managerial and organizational point of view. As sub-questions this thesis examines, what is the definition for a brand, what are the brand planning, implementation and monitoring processes like and who executes these processes. The sub-questions are addressed in the theoretical framework. This thesis does not rank the cities. This thesis will contribute both the practice of city branding and the discussion important for science.</p> <p>The data for the empirical section was collected by interviewing the key people responsible for the creation and management of a city brand. The author carried out the in-depth interview using structured interview with a pre-prepared structure of the interview. The results are based on the analysis of the text contents and the data classification. The study is sufficiently comprehensive and it can be considered that the work meets the criteria for validity. As the majority of the results reflect the previous study, it can be stated this thesis is reliable.</p> <p>The brand planning and implementation processes had more differences than similarities. Even though the organizational structures behind the brand management in the case cities were different, it can be considered all of them have succeeded in their city branding process. To summarize the matter, key competence required in a successful city branding lies in the brand extension that can be achieved with effective relationships with all the stakeholders. In all essentials, the answers provided reflected the theoretical framework. This thesis presents a significant number of viable insights that can be considered as guidelines for the required competences and key factors in creating and maintaining a successful city brand. The results should not be considered as indicative of a more general trend without further research. Based on the research and the result, it can be stated that this thesis has achieved its objectives.</p>	
<p>Keywords Brand; branding, place marketing; place brand; city brand; brand management</p>	

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1 Introduction

This introduction explains why place branding is important, how this thesis contributes the study of place branding, the structure of the thesis and finally, the acknowledgements to those, who contributed to the completion of the study.

1.1 Introduction to place branding

I have often heard a question: "what is a city brand?" I present a counter question and ask him to tell, what for example the cities of Paris, Rome or New York bring up to his mind. "Romance, history and super city." Well, there you have it, that is a city brand!

In the 21st century, the competition between cities, regions, provinces and countries is increasingly growing (European Institute for Brand management 2013; Van Gelder & Malcolm 2006; 1, 5). These places compete for attention, exports, investments, entrepreneurs, visitors, shoppers, students, talent, events and everything else that makes people want to live, work or visit in a specific place (Place 2013; Placebrands; Van Gelder & Malcolm 2006; 5). A place with a strong brand has advantages over the others: it is easier to sell products and services, recruit the best people and play a prominent part in world affairs (Placebrands). In the global competition, the main competitor can be located on the other side of the world (Van Gelder & Malcolm 2006, 5). According to Place (2013), places can increase their attractiveness by strengthening the positive associations of a place - the question is how to do that?

Brands and branding have been popular subjects for the researchers for decades, but place branding is relatively new area of branding (Moilanen & Rainisto 2009, viii, 4). Thus, not that much studied either. Can a place adapt, for example, theories of product or corporate branding? Ashworth's and Kavaratzis' (2007, 521) view is that cities adopt branding techniques, but only partly. In most cases cities adopt just the development of a catchy slogan or logo that will be used in the promotional material, and no further actions are required. The cities that plan and implement branding as a whole are few and far between. According to Kavaratzis and Kalandides (2009), even a common

agreement of the differences between place marketing and place branding does not exist. Thus, studies to contribute the practice of place branding are acutely needed.

1.2 Objective

This thesis is dedicated to city branding. This qualitative thesis is research-oriented and a part of an international research program called "City Brands – Cornerstones of success in place branding", directed by Doctor Teemu Moilanen. The cities studied in the international program are Amsterdam, Athens, Auckland, Barcelona, Berlin, Budapest, Copenhagen, Dubai, Geneva, Hamburg, Johannesburg, Las Vegas, Los Angeles, Madrid, Munich, Rio De Janeiro, Prague, San Francisco, Sao Paulo, Stockholm, St. Petersburg, Sydney, Johannesburg, Vienna and Zürich. This thesis focuses on the case of Auckland and compares the results with Munich, Berlin and Hamburg. The empirical research of this thesis aims to identify the required competences and key factors in creating and maintaining a successful city brand, both from managerial and organizational point of view. As sub-questions this thesis examines, what is the definition for a brand, what are the brand planning, implementation and monitoring processes like and who executes these processes. This thesis does not rank the cities. This thesis will contribute both the practice of city branding and the discussion important for science.

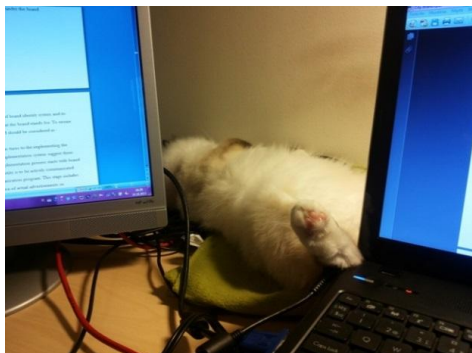
1.3 Structure of the thesis

This thesis follows the introduction, methods, results and discussion (IMRD) structure. First, a theoretical background is provided. The theoretical background provides essential information that is needed in understanding the results of the empirical section. The theoretical framework consists of three chapters. First chapter of the theoretical background examines the history of a brand, provides a definition for a brand, explains what brand equity, brand identity and brand image stand for and finally, introduces the benefits of a brand. Second chapter of the theoretical background defines what brand management is, explains the positioning of a brand and presents Aaker's Brand Identity Planning Model. Third chapter of the theoretical background is dedicated to place marketing. It introduces the different definitions to place branding, explains why place branding differs from product or corporate branding, examines the benefits and chal-

lenges of a city brand, shows how to position a place, finds how to execute strategic place marketing and introduces Hankinson's model of a place brand. After the introduction of the methods, process description, methods used in interviews and content analysis, validity and reliability, this thesis continues with the content analysis. After the content analysis, the results are discussed and compared with each other. Finally, a discussion is provided. Last but not least, references and attachments are presented. The attachments consist of an e-mail inquiry, the structure of the interview and the categorization of the world cities by The Globalization and World Cities Research Network GaWC.

1.4 Acknowledgements

However, this thesis would never have been completed without the help of some particular people. Firstly, I would like to acknowledge my teacher Kristian Sievers for the help with finding the topic for my thesis. Secondly, I thank Doctor Teemu Moilanen for the interesting topic and a thorough explanation of the brands and the international research I was going to put myself into. Thirdly, I thank the people from the city of Auckland: Meher Tata for organizing the interview, as well as Shelley Watson and Andrea Nelson for allowing their time for the interview and the interesting discussion in it. Fourthly, I thank Sean McQuay, a good friend of mine, who helped me to cross the linguistic barriers. Fifthly, I thank my best friend Heikki Kiili, who makes my world special every day just by being in it. Sixthly, to Simo Knuuttila, who helped me to find myself, helped me to complete my work and taught me that whether I say I can or I can't, I am right. Last but not least, an extra thank-you goes to the one who taught me that every life should have nine cats. The one, who was there always to lend a helping paw: my wonderful Heta.



2 Brand

This chapter examines the framework of a brand. First, a brief overview of the long history of a brand is represented. Secondly, this chapter examines, what are the definitions for a brand and what are the main terms related to brands and branding. Also, the examples of well-known brands are provided to illustrate the matter. Then the ways for a birth of a brand are explained. Thirdly, this chapter studies what brand equity means and presents four parts that brand equity consists of: brand awareness, brand loyalty, perceived brand quality and brand associations. Fourthly, the chapter presents the brand identity and brand image as well as the differences between them. Fifthly, this chapter examines the benefits of a brand and branding.

2.1 The history of a brand

The history of branding can be tracked all the way to the Stone Age or early Bronze Age, when marks used to indicate ownership (Newton 2008, vii). Later on cattle was branded in Egypt and pottery got marked in China, Ancient Greek and Roman Republic. (Mäkinen 2013; Newton 2008, vii; Oregon Department of Agriculture; Rozin 2002, 4; Washington State Department of Agriculture 2009.) A scar or mark everlasting was a remarkably good way of indicating ownership (Rozin 2002). This method of proving the ownership was further brought to New World on 1541 by Spanish conquistador Cortez, who had burned three crosses into the hides of his cattle (Oregon Department of Agriculture; Rozin 2002, 4; Washington State Department of Agriculture 2009). Branding kept on going and it showed its mightiness already back at the late 1800's, when American cowboys may have preferred working in a ranch with a strong brand than working for an individual ranch owner (Rozin 2002, 4). The name "brand", however, originates to an Old Norse word "brandr", which means "to burn" (Brand Channel). Old Norse, known also as a language of Vikings, was spoken mainly in Scandinavia (Omniglot).

2.2 What is a brand?

Marketing management has a great number of matters to decide when marketing a product, service or a place. One of the key factors is a decision about a brand. A brand consists of all physical and intangible elements, like a name, term, design, symbol or any other feature, which makes the offering one of a kind (American Marketing Association 2013; Brandscape; MEK 2007). It is consisted of perceptions, which customers associate with the product, service or organization (MEK 2007). It is a promise of something (Anholt 2007, 4). On the whole, a brand is the totality of all the characters that are perceived by a customer (MEK 2007). Branding, in turn, refers to a process of designing, planning and communicating the name and the identity with the aim of building and managing the reputation (Quester, McGuiggan, Perreault & McCarthy 2004, 275).



Figure 1. The swoosh symbol - the brand mark of Nike

Traditionally, brands are associated with products. In these cases, a brand may identify an item, a family of items or all the items a seller offers. (Pride et al. 2006, 208.) The spoken part of the brand, like letters, words and numbers, is known as a brand name, e.g. 7UP or 3M (Pride et al. 2006, 208; Quester et al. 2004, 275). In some cases, the name might be the only character that differentiates a product from other product. A strong brand may even become a synonym for the product itself. The brand name of Scotch Tape, for example, is often used as a synonym for tapes in general. A generic usage of a specific brand name is prevented by promotional activities. The part of the brand that is not made of words is called a brand mark. A brand mark may for example be a symbol or design, like McDonald's Golden Arches or the swoosh symbol of Nike, seen in figure 1. (Pride et al. 2006, 208.) A trademark, in turn, means a legal designation, which gives an exclusive use of a brand, or a part of a brand, for a brand owner. This way the misuse of a brand, or the parts of a brand like words, symbols or marks, is forbidden by law. (Pride et al. 2006, 208; Quester et al. 2004, 275) In order to get the

brand protected, it must be registered as a trademark in some countries, such as Australia and Britain (Newton 2008, viii–ix; Pride et al. 2006, 208). In some countries, already common law gives some protection for a brand, such as The Fair Trading Act in New Zealand (Pride et al. 2006, 208). On the last, a trade name refers to the organization's full and legal name (e.g. Ford Motor Company) rather than a specific product name. (Pride et al. 2006, 208).

So how is a brand born then? All in all, a brand consists of the perceptions customer associate with the product. Perceptions are made everywhere and all the time in everyday life by observing the surrounding world. (Aunila 2012; MEK 2007) The tangible characters of a brand are both physical and measurable, e.g. durability, cleanliness, colors, scents, furnishing or accuracy. Unlike tangible characters, the intangible characters cannot be measured and they are subject to interpretation, neither do they born if they don't interact with the customer's values. Intangible characters are not entirely unrelated to the tangible characters, but their importance to a customer is deeper, and they satisfy different levels of needs than the tangible ones. They also bring positive added value to the customer experience. The intangible characters of a brand can be for example excitement, safety, authenticity or elegance. (Brandscape.) At the best, a brand has a strong emotional bond with the customer (Pohja 2013). The ways for a birth of a brand can be anyway divided into four categories: designed messages (e.g. advertising, brochures), product messages (such as the physical structure), service messages (e.g. contacts during the service process) and unplanned messages (e.g. the word of mouth, news) (Aunila 2012; MEK 2007; Moilanen & Rainisto 2009, 14). A brand can be considered existent, when a sufficient large number of people share the same views of the personality of the brand (MEK 2007; Moilanen & Rainisto 2009, 7).

2.3 Brand equity

Increasingly, the value of a company consists of a brand (Mäkinen 2013). Brand equity refers to both marketing and financial value of a brand's position in the market. Devoted customers and retailers, who are willing to have a specific brand in their stocks, are likely to heighten the brand equity (Pride et al. 2006, 209). Brand equity can be considered an intangible asset of a company. Even though a brand is an intangible asset, its

value should not be underestimated. Customers don't buy just products or services but also meanings, experiences and dreams that they are ready to pay for. As soon as the value of a brand has been determined, the decisions of investments and maintaining a brand can be made. (Mäkinen 2013.) Brand equity consists of the four major elements presented in figure 2: brand name awareness, brand loyalty, perceived brand quality and brand associations (Pride et al. 2006, 209).

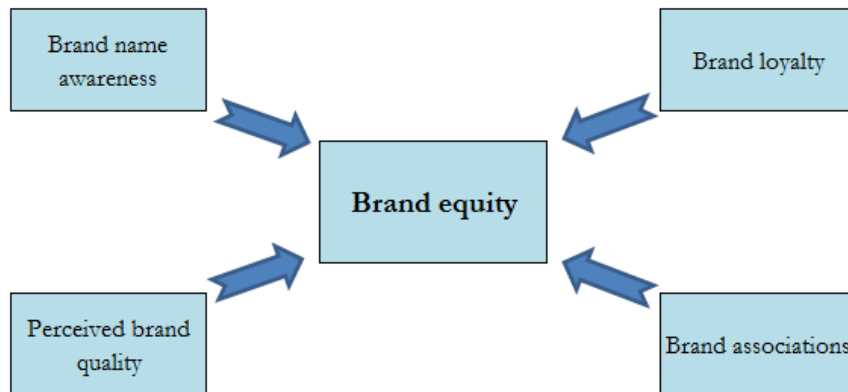


Figure 2. Major elements of brand equity (modified from Pride et al. 2006, 209)

Brand awareness exists when a customer associates the brand with a specific product (Management study guide 2013g). It includes both brand recognition and brand recall (Aaker 2010, 10; Management study guide 2013g). Awareness of a brand leads to brand familiarity, and later on to a level of comfort with a brand (Pride et al. 2006, 209).

Brand loyalty is existent when a consumer constantly buys the same brand within a product category (Management study guide 2013e; Pride et al. 2006, 210). A loyal consumer will stick with a brand even if cheaper products with better quality are available (Management study guide 2013e). The degree of brand loyalty may vary by country or by product category (Pride et al. 2006, 210). The benefits of brand loyalty are studied in more detail in the subchapter 2.5 "Benefits of a brand." Perceived brand quality is an overall view a customer holds of a brand quality or superiority, taking into account the alternatives and the purpose for which the brand has been created. However, the perceived quality may be different from the actual quality for a number of reasons, such as the difference in customers' personalities, needs and preferences. (Aaker 2010, 20.)

Finally, the brand associations are tangible and intangible benefits that are associated with a brand (How-To-Branding.com; Management study guide 2013a). They can be

anything a customer associates with a brand deep in his or her mind. A brand association is not directly a reason to buy, but it provides special acquaintance, which can differentiate a product from the others. (Management study guide 2013a.) For example, while Volvo provides an image of safety, BMW is known for superior engineering (How-To-Branding.com; Management study guide 2013a). According to Aaker (2010, 25), associations are the heart and soul of a brand. The driver of the brand associations is brand identity, which is being studied in more detail in the next subchapter 2.4.

2.4 Brand identity and brand image

Brand identity is developed by brand management and it represents how an organization wants to be perceived in the market (Management study guide 2013c). It provides direction, purpose and meaning for a brand as well as helps the organization to define itself (Aaker 2010, 68; Management study guide 2013c). Brand identity is essential for a brand's strategic vision and as it is what makes the brand unique, it should be clearly and distinctively expressed. It is a compilation of associations with a brand, which the organization seeks to create and maintain. (Aaker 2010, 68.) It defines what the organization stands for, what is the personality and the mission of an organization and it creates a promise to the customers (Aaker 2010, 68; Management study guide 2013c). In practice, from customer's point of view, it means all the visible characteristics of the brand, such as slogan, packaging, design, logo, name or symbol (Anholt 2007, 5–7).

Brand image implies how the brand is perceived by the customers and what perceptions they have of the brand (Management Study Guide 2013d; Moilanen & Rainisto 2009, 7). It consists of associations, memories, expectations, feelings and beliefs held about a specific brand. Brand image can also be thought as the brand's reputation, so it should be positive, unique and instant. (Anholt 2007, 5–7; Management Study Guide 2013d.) In addition to the purchase of a brand, a customer also buys the image associated with the brand (Management Study Guide 2013d). Brand image might match the brand identity as well as it might not match it (Anholt 2007, 5–7). It shows what a brand presently stands for and how it is positioned in the market (Management Study Guide 2013d). Brand image doesn't reflect the way an organization would want the brand to be perceived, but it reflects how the brand is observed and perceived by peo-

ple external to an organization in reality (Management Study Guide 2013d; Moilanen & Rainisto 2009, 7). Like Anholt (2007, 5) describes, "brand image is the context in which messages are received: it's not the message itself." The brand identity can be maintained, but whether it affects the brand image, is another matter. This is a reason for a common saying that the owner of a trademark isn't the owner of a brand. (Anholt 2007, 5.) Table 1 further demonstrates the differences between brand identity and brand image.

Table 1. Differences between brand identity and brand image (modified from Aaker 2010, 68–71; Management study guide 2013b.)

	Brand identity	Brand image
Origin	Develops from the source or the company	Perceptions by the receiver or the consumer
Formation	Tied together in terms of brand identity	Untied by the consumer in the form of brand image
General meaning	“Who you really are?”	“How market perceives you?”
Nature	Substance oriented or strategic	Appearance oriented or tactical
Symbolization	Symbolizes firms’ reality	Symbolizes perception of consumers
Represents	“Your desire”	“Others view”
Endurance	Enduring	Superficial
Direction	Looking ahead	Looking back
Activity	Active	Passive
Position	“Where you want to be”	“What you have got”
Significance	Total promise that a company makes to consumers	Total consumers’ perception about the brand

2.5 Benefits of a brand

In addition to the benefits of a brand for a marketer, a brand also benefits customers (Pride et al. 2006, 208–209; Quester et al. 2004, 276). To begin with, a brand may indicate a certain quality level of a product. Basically, the quality of a brand itself represents the quality of an item (Pride et al. 2006, 209). Shopping would be nearly impossible, if a customer was forced to compare all of the thousands of products available in a market (Quester et al. 2004, 276). With well-known brands, a customer can effectively identify the products that meet his needs and benefit him the most (Pride et al. 2006, 208). A brand benefits a customer especially, if a customer hesitates which brand to choose - a familiar brand reduces the perceived risks of purchase (Pride et al. 2006, 209). Brands that satisfy customers are often relied on in the future. On the other hand, brands that have been dissatisfying for a customer will be avoided (Quester et al. 2004, 276). A brand can also bring emotional benefits and be one of the means of self-expression (Moilanen & Rainisto 2009, 7; Pride et al. 2006, 208–209). It can be used as a means of self-expression for example by using a specific brand of clothes (e.g. Lacoste, Tommy Hilfiger, Polo). Owning a brand that symbolizes status, may also bring a psychological reward. (Pride et al. 2006, 208–209.)

So what are the benefits for a marketer indeed? Besides reducing the marketer's selling time and effort it will protect the sales by repeated purchases. This also makes the position among the competitors stronger. Sometimes, a brand name is the only element a competitor cannot copy. (Quester et al. 2004, 276.) For example, if a customer buys a flight and there is no difference between a flight schedule, flight duration, aircraft or price options, a strong brand often solves the decision of purchase (Pohja 2013). A brand differentiates itself from competitors and enhances the company's image (Moilanen & Rainisto 2009, 7; Quester et al. 2004, 276). It helps introducing new products that carry the name of already existing products, since the customers are already familiar with the brand (Quester et al. 2004, 276). Branding also indirectly promotes other similarly branded products, so it facilitates the efforts used for promotional activities as well as it increases the efficiency of marketing operations (Pride et al. 2006, 209–210). It also protects the organizations marketing, brings long-term strategic

benefits, increases turnover and supports innovations (Moilanen & Rainisto 2009, 7–8, Pride et al. 2006, 209–210).

Finally, branding may lead to brand loyalty. As a brand achieves brand loyalty, the company's market share is somehow stable (Pride et al. 2006, 209). As brand loyal customers provide visibility for a brand and promote a brand positively. Also expenditures for marketing can be reduced and resources can be used more efficiently. (Management study guide 2013e; Pride et al. 2006, 209.) Resources can be used for maintaining already existing customer relationships rather than gaining new ones. Also the retailers want to make sure to have a brand in their stock, as customers expect to find it there. (Pride et al. 2006, 210.) Loyal customers allow a company to follow a fairly consistent price level instead of attracting the customer with a constant price-cutting (Pride et al. 2006, 209). Furthermore, brand loyalty reduces a brand's vulnerability to competitor's actions and restrains new competitors in the market (Management study guide 2013e).

3 Brand management

A brand needs to thrive in an environment that is constantly changing. In order to survive a brand needs strong company that can operate with the changes. (Wheeler & Katz 2011, 89.) Most likely the survival of the company is due to a successful management rather than strong name or logo. The logos of Shell with a white shield, for example, and Schweppes with a fountain are showing that a strong brand doesn't need a complex logo, a simple visual statement is enough indeed. (Newton 2008, xii.) The brand needs to be resilient, flexible, memorable and appealing (Wheeler & Katz 2011, 89). A logo or a company can get a rise as a result of a well-managed brand (Newton 2008, xii). These days a wide variety of tools, tactics, exercises and approaches are provided for brand managers. These tools will help the brand building by supporting creativity, direction and essential choices. (Wheeler & Katz 2011, 89.) Brands can be managed once the knowledge of the term "brand" has been conquered (Management Study Guide 2013f).

3.1 What brand management means?

Brand management is about developing a promise, making that promise and maintaining the promise (Management Study Guide 2013f). It defines, delivers and positions the brand as well as it coordinates the activities, information and strategies associated with the marketing of a specific brand (Management Study Guide 2013f; Pride et al. 2006, 262). These acts include the decisions of distribution, promotion, advertising and pricing. Brand manager or management team should cooperate with the personnel familiar with the product, like the departments of research, development, engineering and production. (Pride et al. 2006, 262.) Basically, brand management is the art of creating and sustaining the brand and it is a process, that tries to take control over everything a brand does (Management Study Guide 2013f; Temporal 2010, xvii). Proper brand management differentiate companies and products from their competitors, make access to new markets and industries easier, provide returns or investments and best of all, a well-managed brand has no life cycle. Good brand management helps make strong brands and great customerships. (Temporal 2010, xii.) According to Temporal (2010, 6) brands were based on the company's vision and mission in the 20th century.

His studies indicate that in the 21st century the model successful brands use is fairly different: a vision and mission are developed specifically for the brand itself, and the brand drives the business strategy and all related activities. Business strategy will then lead directly into customer relationship strategy and then to marketing activities, as seen in figure 3.



Figure 3. Brand link to corporate strategy in the 21st century (Temporal 2010, 7)

3.2 Positioning

Positioning is a crucial concept. The positioning of a brand means emphasizing the distinctive characteristics that make the brand different from others. It is a way to make the brand seen and heard. (Kapferer 2008, 175). Temporal (2010, 47) states that "positioning is vital to brand management because it takes the basic tangible aspects of the products and actually builds the intangibles in the form of an image in people's minds." According to Kapferer (2008, 175), all consumer choices are based on comparison and products are only considered if they are clearly a part of the selection process. Positioning aims to convince people of the difference and superiority of the product (Temporal 2010, 47). According to Kapferer (2008, 175), positioning is based on an analytical process which examines the following questions:

1. A brand for what benefit? Refers to brand promise and consumer benefit aspect
2. A brand for whom? Refers to the target aspect
3. Reason? Refers to the elements, factual or subjective, that support the claimed benefit

4. A brand against whom? Defines main competitors, so those, whose clientele can be partly captured

Kapferer (2008, 176) presents positioning as a two-stage process: “First, indicate to what competitive set the brand should be associated and compared. Second, indicate what the brand’s essential difference and *raison d’être* is in comparison to the other products and brands of that set.” These mean that brand management needs to decide, what area they want the brand to be considered as part of, and what are the key decision-making factors the brand offers for the customers. Without positioning these questions cannot be answered. Positioning aims to identify and take possession of a strong purchasing rationale that gives the brand a real or perceived advantage. Competition-oriented positioning seeks the best ways to obtain competitor’s market share. (Kapferer 2008, 178.)

3.3 Brand Identity Planning Model

Aaker (2010, 76) states that a focus of a brand is on only one issue too often, such as product attribute, brand image, brand position and the brand's external role of influencing customers. His model, known as brand identity planning model (figure 4), provides a wider perspective on brand identity planning in order to broaden the concept of a brand. The heart of his model is the brand identity system. There the brand provides a value proposition to customers or credibility to other brands. The ultimate goal of this system is a strong brand-customer relationship. Other systems introduced are the strategic brand analysis and brand identity implementation system. In the top of the model is the strategic brand analysis. Aaker (2010, 190) suggests three perspectives for viewing the brand strategy: customer analysis, competitor analysis and self-analysis. A customer analysis may involve analysis of customer trends, motivations, segmentation structure and unmet needs. Competitor analysis examines the image, position, strengths and vulnerabilities of the competitor brands. Self-analysis examines the following areas:

- The current brand image
- The brand heritage

- Strengths and weaknesses – what can be delivered under the brand
- The soul of the brand and the organization
- Links to other brands

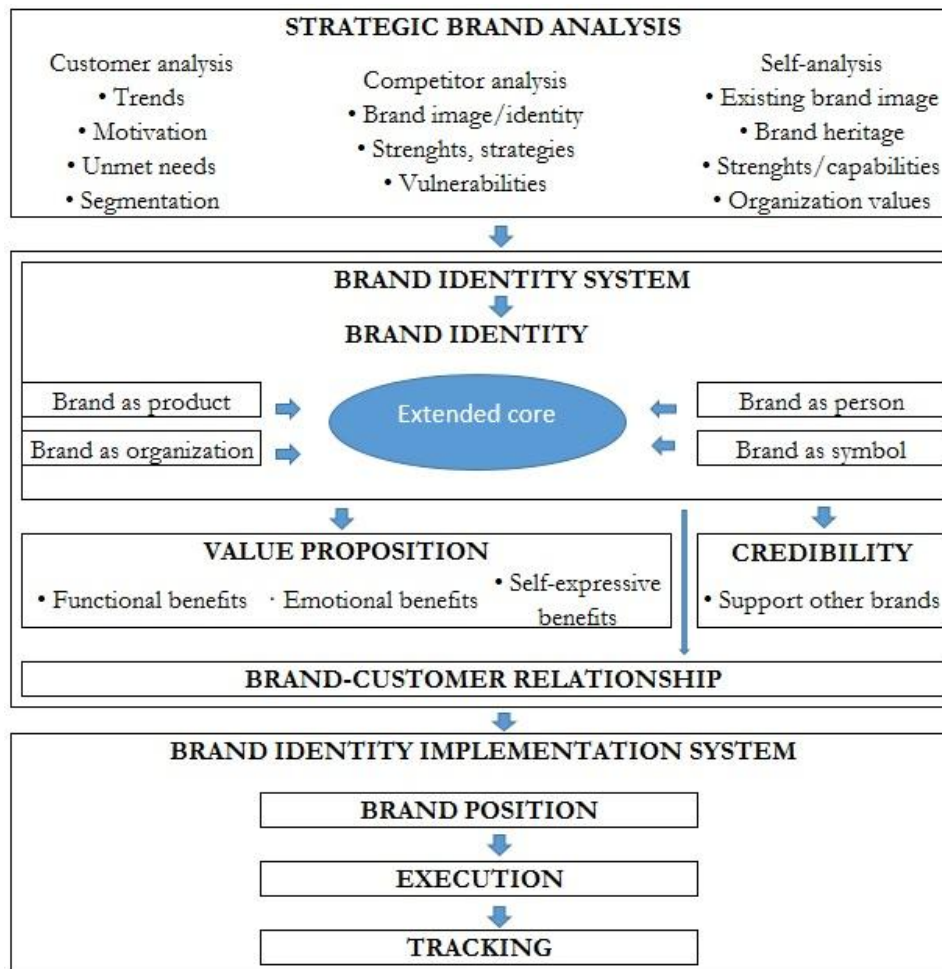


Figure 4. Brand identity planning model (Aaker 2010, 177)

Strategic brand analysis supports the development of brand identity system and its implementation. Brand identity system pictures what the brand stands for. (Aaker 2010, 176.) To ensure that a brand identity has texture and depth, a brand should be considered as a product, an organization, a person and a symbol. The aim of these different perspectives is to help the strategist to consider different brand elements and patterns that can help clarify, enrich and differentiate an identity. Detailed identity will later help the implementation process. (Aaker 2010, 78.) After identifying how the brand is perceived, focus turns on the implementing of the identity and value propositions. Brand identity implementation systems suggest three-step implementation process. This

three-step implementation process starts with brand positioning, which specifies what part of the identity is to be actively communicated. After positioning starts the execution of communication program. This stage includes the selection of the media to be used and the creation of actual advertisements or programs. Thirdly, the communication program is monitored during a tracking stage. (Aaker 2010, 176.)

Aaker (2010, 189) states that "it is highly desirable to invest in monitoring the brand position (and perhaps other elements of the brand identity over time)." Temporal (2010, 285) agrees with this statement and points out that it is vital to track the effectiveness of the brand against the competition. Tracking can be based either on quantitative or qualitative surveys. A quantitative survey examines how customer perceptions have been affected by the brand positioning effort. A qualitative research examines customer perceptions through regular focus group or in-depth interviews. (Aaker 2010, 189.) There is a wide variety of tools for use for the measurements of brand performance. For example, tracking demographic segments enable brand management to study whether marketing campaigns influence the target markets. Tracking brand values and personality characteristics against the competition reveals whether the brand is gaining or losing ground. The main purpose of monitoring the brand performance is to study, if the brand strategy is successful and if the customers will remain loyal to the brand. Results indicate if the investments made on a brand have had any effect. Measures also show what has happened in the past and where the brand is at the moment. To be truly actionable, the brand management needs to know where the brand is going. (Riezebos 2003; Temporal 2010, 285.)

4 Place branding

As the competition has gone global, considering the acts of the town across the bay is not enough. Furthermore, it is not only about capitals and big cities. Technological advances and market deregulation have made way also for smaller and specialized cities to enter the competition. (Van Gelder & Malcolm 2006, 5.) These smaller cities are even more eager to execute branding, as they need to use more effort in order to achieve the attention of their target audience (Go & Govers 2011, 39). To achieve attention, places use place branding (Place 2013). Place branding is also known by several different names, such as territorial marketing, place marketing and destination branding (BusinessDictionary.com; European Institute for Brand management 2013). It is a procedure consisting of a wide variety of approaches with the main emphasis on brand management and development policy (Placebrands). It involves choosing the highlights of a place and a usage of different marketing strategies for promoting them. Strategy itself is indeed important, but lacks its effectiveness without a good implementation. (Quelch & Jocz 2012, 146.) However, the brand must not be totally invented. It should include something already existing - a completely new look might look good for a while but it doesn't guarantee a new personality. (Salman 2008.) All in all, a place brand is a promise that needs to be kept (Van Gelder & Malcolm 2006; 7). In the global competition, the main competitor can be located on the other side of the world (Van Gelder & Malcolm 2006, 5).

Place branding as a term made its appearance during 1990's, principally due to Simon Anholt, an independent policy adviser (GO & Govers 2011, xvii; Moilanen & Rainisto 2009, viii). However, informal marketing of places has existed for centuries. Many great cities, such as London, Venice and Rome, have been known for centuries for their products, services and attractions for tourists, skilled workers, investors and buyers. Conscious place marketing, in turn, can be traced back to the USA, where people were attracted from the east coast and Europe to the west coast by the promises of land. Historically, place branding has not carried out a number of studies, but recently researchers have had more and more interest on the subject. (Moilanen & Rainisto 2009, viii, 4.)

4.1 Definition of place branding

Braun (in Go & Govers 2011, 39–40) refers to Kavaratzis and Ashworth (2005, 508), who have observed that "there is no single accepted definition of place branding". Braun considers the reasons for the incoherent definition of place branding and suggests the reason lies behind three main issues: firstly, place branding is in its infancy from the academic point of view, secondly, marketing mainstream pays too little attention for place branding, and thirdly, there is no commonly accepted view on a brand and branding in the marketing mainstream. Kavaratzis himself observes the same matter with Kalandides (2009) and in their view, a common agreement of the differences between place marketing and place branding does not exist. They think geographers and planners might not know a lot of branding, and it is incoherent, whether place branding is a part of place marketing or vice versa (Kalandides & Kavaratzis 2009.) On the contrary, Go and Govers (2009,14) suggest that where the term "destination branding" implies a tourism perspective, the term "place branding" implies a wider perspective, that includes all of the stakeholders and interactions of a place, such as environment, politics, outside investment, trade, immigration and media issues. However, a specialized journal *Place Branding and Public Diplomacy* (2013) defines place branding as "the practice of applying brand strategy and other marketing techniques and disciplines to the economic, social, political and cultural development of cities, regions and countries."

4.2 The unique features of place branding

Places face a fierce competition of attention and none of them wants to be left behind. Place managers, like city administrators, are eager to adapt brand implementation strategies that have been shown to work, and most of these success stories tell about products or corporations. This leads to the assumption that consumers "understand" also cities as other brands and then the city brand is treated like any other. The question is, do these already existing techniques work for places or is a new branding theory needed? Ashworth's and Kavaratzis' (2007, 521) view is that cities adopt branding techniques, but only partly. In most cases, cities adopt just the development of a catchy slogan or logo that will be used in the promotional material, and no further actions are

required. The cities that plan and implement branding as a whole are few and far between. Ashworth and Kavaratzis (2007, 521) suggest that "branding needs to be thought of as a complete and continuous process connected with all other marketing efforts" rather than just to start and finish the branding process with logos and slogans. They point out brand's relationships with relevant stakeholders, especially customers, are seen as opportunities that need to be managed. A model of a place brand's relationships is examined in the subchapter 4.6 in more detail. Ashworth and Kavaratzis also state that the purpose of place marketing is to foster civic consciousness and self-confidence, which are both necessary preconditions for external marketing. (Ashworth & Kavaratzis 2007, 521–522.)

It is commonly accepted that place brands cannot be treated as product brands (Ashworth & Kavaratzis 2007, 524). Apart from products, places are complex and multidimensional entities which are not coordinate only by marketing professionals. The brand of a place is affected by many different fields, such as sociology, urban planning, tourism, technology, investment and business, all of them in accordance with their own interests (Moilanen & Rainisto 2009, 1). Experiences are created on the location by both public and private actors, with all of their big or small and good or bad inputs (Govers & Go 2009, 14). However, Ashworth and Kavaratzis (2007, 522) examined if corporate branding strategies can be applied to city branding. They point out there are many similarities between corporate and city branding. They both have multidisciplinary roots, both address multiple groups of stakeholders, both have a high level of intangibility and complexity, both need to take into account social responsibility, both address multiple identities and they both need a long-term development. Thus, it can be concluded that corporation branding offers some techniques that can be applied and modified for city branding. They agree on the view of Hankinson (2006, 246–249) of the five corporate brand-based factors that make city branding efficient: a strong, visionary leadership, a brand-oriented organizational culture, departmental coordination and process alignment, consistent communications across a wide range of stakeholders and strong, compatible partnerships. Furthermore, Trueman's (2004, 328) studies share the same point of view. Trueman suggests that "there are indications that it is possible to examine the city as a brand using conventional typologies for brand

analysis provided that sufficient weight is given to different stakeholders." Nonetheless, he mentions that cities are highly complex and constantly changing brands that are more difficult to both define and control than corporate brands. His conclusion is that "further work is needed to test the application of branding concepts to different cities, using corporate identity methodology to examine any interface dissonance." Ashworth and Kavaratzis (2007, 525) summarizes the matter as following:

It is certainly possible to adopt a branding philosophy for the management of cities and to use tools and principles of corporate branding particularly. It is necessary, however, to adapt such tools and models to the specific characteristics and demands of cities. Cities are neither products nor corporations in the traditional meaning of the terms and, therefore, a distinct form of branding is needed.

4.3 Benefits and challenges of a city brand

A city brand is an important asset for urban development and an extremely good way to improve city's positioning and differentiate itself from the others (Ashworth & Kavaratzis 2007, 520). Strengthening the positive associations of a place increase its conspicuousness and attractiveness (Place). Moilanen & Rainisto (2009, 1) found five influences of a place brand: it increases the attractiveness of companies and investments, it promotes the objectives of the tourism industry, it promotes the public diplomacy, it supports the interests of the exporting industry as well as it strengthens citizens' identity and increases self-esteem. These mean that a professionally managed place brand promotes the operational preconditions of export businesses, brings more tourists and tourism income, attracts both competent workforce and investments as well as it improves the operational preconditions of public diplomacy.

Govers and Go (2009, 14) studied the challenges of a place brand. They refer to Pike (2005), who has summarized six issues that make place branding challenging: multidimensionality, heterogeneous interests of stakeholders, the politics involved, the need for consensus, difficulty in applying the concept of brand loyalty and the availability of limited funding. Govers and Go also point out that most of the people, who aim to create place brands, often work in government or semi-governmental organizations. Additionally, place brands are often managed by the destination marketing organiza-

tions, also known as DMO's. The funding of these organizations is likely dependent on the politics. Difficulties may also arise due to decision-makers' lack of useful structure for organizing place marketing strategy and action (Kotler, Asplund, Rein & Haider 1999, 73). The findings of Kotler et al. (1999, 66–67) support Pike's theory of multidimensionality, heterogeneous interests of stakeholders and the politics as a challenge for place marketing. Turns out there are a wide variety of active stakeholder groups that are active place marketers, intentionally or unintentionally. These stakeholder groups may share a different vision of the brand and execute place marketing in various ways. Kotler et al. identified four main categories of active place marketers: local actors, regional actors, national actors and international actors. Also, local actors include two subcategories: public sector actors and private sector actors. The local actors are represented in table 2.

Table 2. Place marketers (modified from Kotler et al. 1999, 67)

Local actors	
Public sector	Private sector
<ul style="list-style-type: none"> • Mayor/or city manager • Business development department in the community • Urban planning department of the community (transport, education, sanitation etc.) • Tourist bureau • Conventions bureau • Public information bureau 	<ul style="list-style-type: none"> • Individual citizens • Leading enterprises • Real estate developers and agents • Financial institutions (banks and insurance companies) • Electricity and gas utilities, telecommunications companies • Chamber of commerce and other local business organisa

Furthermore, the regional actors are regional economic development agencies, local and state government as well as regional tourist board. National actors include political heads of government, inward investment agencies and the national tourist boards. Finally, the international actors consist of embassies and consulates, inward investment agencies, economic development agencies with a specific link to a region or a city and international enterprises with a place-bound link. (Kotler et al. 1999, 67.) Kotler et al. (1999, 73) add understanding the target markets as a challenge for place marketing. A full advantage of marketing cannot be achieved if the real reasons behind the potential

buyers' choices are not understood. Kotler et al. identified four main target markets of place marketers: visitors, residents and employees, business and industry as well as export markets. The four main target markets are described in more detail in table 3.

Table 3. Placemarkets (modified from Kotler et al. 1999, 33)

Visitors	Residents and employees
<ul style="list-style-type: none"> • Business visitors • Non-business visitors (tourists and travellers) 	<ul style="list-style-type: none"> • Professionals (scientists, physicians etc.) • Skilled employees <ul style="list-style-type: none"> • Teleworkers • Wealthy individuals <ul style="list-style-type: none"> • Investors • Entrepreneurs • Unskilled workers • Senior citizens and pensioners
Business and industry	
<ul style="list-style-type: none"> • Heavy industry • "Clean" industry assembly, high-tech, service companies, etc. 	
Export markets	
<ul style="list-style-type: none"> • Other localities within the domestic markets • International markets 	

4.4 Positioning of a place

Quelch and Jocz (2012, 146) suggest the positioning of a place should reflect the observable reality and not be fully invented, as a place cannot coordinate all the information that shapes the image of a place. They use the northern state of Maine in the United States of America as an example: it cannot position itself as a warm place, as the reality is something different. Instead of sunshine the state of Maine can promote itself with the assets it has in the reality, such as pristine nature and outdoor recreational activities. Also Govers and Go (2009, 14) agree on this statement by referring to Olins (1999) and Anholt (2003). Olins states that "branding works when it projects and reinforces a changing reality – but it can be counterproductive if it isn't rooted in fact." Anholt tells following about nation branding: "A national brand strategy determines the most realistic, most competitive and most compelling strategic vision for the country, and ensures that his vision is supported, reinforced and enriched by every act of communication between the country and the rest of the world." Govers and Go (2009,

14) summarize that a place branding is not just about communicating, but also executing creative and innovative ideas related to the brand, such as actual investment in local products, tourism services, infrastructure, education, sports, healthcare and cultural heritage.

Furthermore, Quelch and Jocz (2012, 146) suggest the positioning should be relevant and please both residents and visitors. Finally, the positioning should promote something that makes the place unique, is hard to copy and easy to recognize. Quelch and Jocz suggest these kind of qualities may be the place's culture, history, famous inhabitants, cultural achievements, special physical setting, prominence in world affairs or well-known companies and products (figure 5).

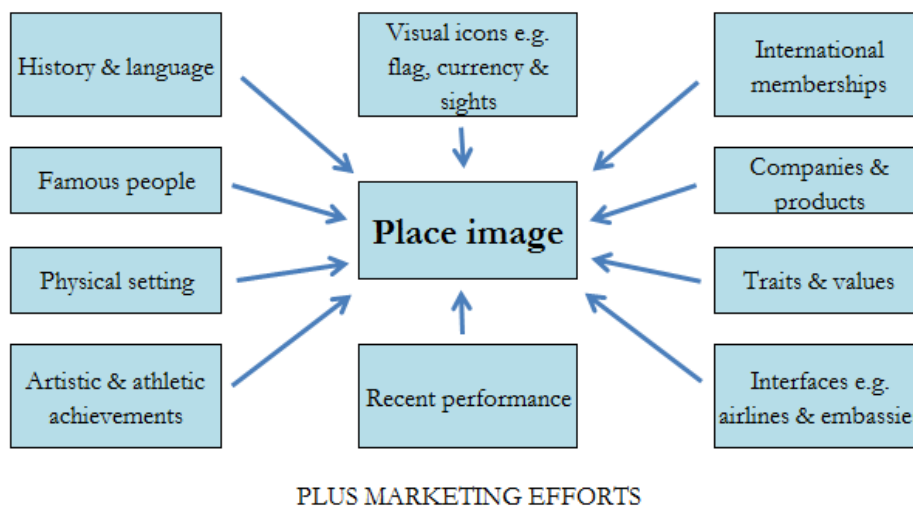


Figure 5. Aspects of a place image (modified from Quelch & Jocz 2012, 147)

4.5 Strategic place marketing

Kotler et al. (1999, 101–106) present four approaches to place development: community service development, urban redesign and planning, economic development and strategic market planning. Community service development stands for creating a quality environment for citizens and potential citizens. Urban redesign and planning enhance the design qualities of a place, such as architecture, open spaces, land use and street layout. Economic development focuses on enhancing the competitiveness of a place and strategic market planning creates unique selling propositions. Strategic market planning sees the future as a challenge that can be influenced despite its uncertain na-

ture. The aim is to establish information, planning, implementation and control systems in order to achieve flexibility as well as ability to adapt quickly and effectively to new developments. Ability to monitor the changes in the environment is vital for identifying the changing opportunities and threats. Attraction factors should be prioritized, as the certain factors should be encouraged while other factors may be de-emphasized. (Kotler et al. 1999, 106.) Kotler et al. (1999, 107) present five stages for strategic market planning process that answer the following questions:

1. Place audit: What is the community like today in a comparative perspective? What are the strengths, weaknesses, opportunities and threats?
2. Vision and goals: What do the businesses and residents want the community to be?
3. Strategy formulation: What broad strategies will help the community reach its goals?
4. Action plan: What specific actions must the community undertake to carry out its strategies?
5. Implementation and control: What must the community do to ensure successful implementation?

A common problem is that the information is collected, but the impacts are not studied. The strengths, weaknesses, opportunities and threats may be examined with SWOT-analysis. (Kotler et al. 1999, 111.) Like Kotler et al. (1999, 111) conclude, “the relevant message and the unique attraction factors are hidden in the endless and meaningless data.” Outside-in approach is needed in order to identify the characteristics that represent a major strength, minor strength, neutral factor, minor weakness and major weakness. Long-term strategy needs to lever the major strengths to a maximum and leave certain weaknesses, as there is not time enough to improve everything at once. Furthermore, not all the factors present the same values for different target groups. Table 4 presents four possibilities for combining performance ratings and importance levels. (Kotler et al. 1999, 112.)

Table 4. Performance/importance matrix (Kotler et al. 1999, 113)

		Performance	
		Low ←	→ High
Importance	High	A Concentrate here	B Keep up the good work
	Low	C Low priority	D Possible overkill

Cell A indicates factors that places rate poorly and where critical improvements are needed. Cell B shows the factors that already strong and where the value adding process should be continued. Cell C finds the low-importance factors that are poorly performed. Cell D includes unimportant factors that place performs strongly and may lead to “overkill.” (Kotler et al. 1999, 112–113.) All in all, strategic market planning identifies place’s strengths, weaknesses, opportunities, threats and main issues, sets a vision, objectives and goals, define effective strategies for achieving these goals, develops appropriate actions and implements and controls the plan (Kotler et al. 199, 124.)

4.6 Different approaches to place brand management

Hankinson (2001, 109) states most of the place marketing literature presents brands as perceptual entities or images. In his view (Hankinson 2001, 119), such narrow “conceptualizations seriously limit the development of place brands in general and destination brands in particular.” He presents four main streams of brand conceptualization: brands as communicators, brands as perceptual entities, brands as value enhancers and brands as relationships (Hankinson 2001, 110–112). These conceptualizations are inextricably linked to each other (Hankinson 2001, 109). Also Louro and Cunha (2001, 849) present four paradigms that gather various assumptions of conceptualizing and managing brands: the product paradigm, projective paradigm, adaptive paradigm and relational paradigm (Louro & Cunha 2001, 857). The categorization of Louro and Cunha support the views of Hankinson.

The approach of brands as communicators is the most widely held and it sees the brand as subordinate to products (Hankinson 2001, 110). Louro and Cunha (2001, 856) examine this approach as the product paradigm. In their view (Louro & Cunha 2001, 856), this approach “reflects a tactical approach to brand management centered on the product as the locus of value creation.” In this approach, brands designate ownership, protect against copying and present means to differentiate, such as logos, names and trademarks. This view is presented also in the American Marketing Association’s definition of a brand, as examined in the subchapter 2.2 of this thesis. (Hankinson 2001, 110; Louro & Cunha 2001, 856).

The second conceptualization, brands as perceptual entities, originates from consumer behavior theory and emphasizes the role of the consumers (Hankinson 2004, 110). According to Hankinson (2004, 110), “brands are said to appeal to the consumer’s senses, reason and emotions.” In this approach, a brand is a set of associations or attributes a customer associates with the product. Furthermore, these associations have personal value (Hankinson 2001, 110). In Louro’s and Cunha’s (2001, 863) study, this approach is called the adaptive paradigm, and it emphasizes customer’s role as a central constructor of brand meaning. In the adaptive paradigm, “competitive advantage is conceptualized as the result of a firm’s capacity to generate customer satisfaction within a particular competitive context (Louro & Cunha 2001, 864).”

The third approach conceptualizes brands as value enhancers. This approach, in turn, has led to the development of the concept of brand equity. Brand equity still has numerous meanings, such as a financial value of the brand, indicator of future income and the level of brand loyalty and brand awareness. Brands represent value and quality also for the customer. (Hankinson 2004, 111). According to Hankinson (2004, 111), “the role of brand management from this perspective is to define and manage a brand identity as a means of achieving competitive advantage.” Louro and Cunha (2001, 859) name this approach as the projective paradigm. In their view, it highlights the strategic dimensions of branding. In this approach, “brand management is enacted through the creation, development and communication of a coherent brand identity.” The marketing activities related to the brand are seen as really important factors, while the im-

portance of customers as active co-creators of the brand image is ignored. (Louro & Cunha 2001, 860–863.) This approach is criticized because it does not take into account the active role of consumer in brand meaning (Louro & Cunha 2001, 865). However, all Hankinson, Louro and Cunha agree that the conceptualization of the brand equity has laid the foundations for a strategic approach to brand management (Hankinson 2004, 111; Louro & Cunha 2001, 860).

Fourth conceptualization is called brands as relationships. In this approach, the brand has a personality and therefore, it is able to form a relationship with a customer. The relationship might be based on the congruity with the customer's self-image or on the symbolic values of the brand. This approach is seen particularly relevant to service brands, as customers become co-producers of the service product. In addition to customers, service brands require a variety of stakeholder groups in order to function. (Hankinson 2004, 111.) Louro and Cunha name this approach as a relational paradigm. In the relational paradigm, brand management is a dynamic process that has no clear beginning or ending. Brands are understood as personalities that evolve in the context of consumer-brand relationships. This relationship-based paradigm requires dialogue and collaboration with all the stakeholder groups. Furthermore, it supports flexibility and creativity. (Louro & Cunha 2001, 865–867.)

4.7 Relational network brand

Graham Hankinson (2004, 109–110, 114–115) has developed a model of a place brand, which is based on the concept of brands as relationships with its stakeholders. The model is known as relational network brand, and it points out that behavior and reality are more significant elements than brand communication and a brand image.

Hankinson wants to express that the development of place brands differs from classical, product-based branding theory. In his model, he presents the place brand as a core brand and four categories of brand relationships: primary service relationships, brand infrastructure relationships, media relationships and consumer relationships. The model is demonstrated in figure 6. The core brand represents the identity of a place and its four dynamic relationships extend the brand reality or brand experience. As the brand

develops and repositions, stakeholder partners and the brand's relationships with them may change or evolve.

The core brand is defined by three elements: brand personality, brand's positioning and brand reality. Brand personality consists of functional, symbolic and experiential attributes. Functional attributes are tangible (such as utilitarian and environmental attributes), whereas the symbolic attributes are intangible. Symbolic attributes meet the need for social approval, personal expression and self-esteem. Together the functional and symbolic attributes answer the question "what will it feel like?" The second element of a core brand, brand's positioning, defines brand's position to the competitors. Positioning searches both for the attributes that make the brand similar to the others, and attributes that distinguish it from the others. The core brand's third element, brand reality, expresses that both brand personality and positioning should reflect the reality in order to fulfill the promised experience. (Hankinson 2004, 115–116.)

The relationships of a place brand are the means of a brand extension. One of the relationships, primary services, consists of service providers that produce services vital for the core brand. These service providers may include retailers and retailer associations, hotels and hotel associations, events and leisure organizations as well as the management of historic sites. The service providers play a major role in delivering the brand and communicating the brand values. A relationship with brand infrastructure has three elements: access, hygiene facilities and the brandscape. Access is one of the most difficult elements to manage and develop, as it consists of transport both to and in the destination. Especially national and international transportation requires communication with external service providers, such as rail operators, government agencies responsible for the road construction, airport authorities and airlines. The element of hygiene facilities includes communication with the managements of car parks, toilets, baby-changing facilities and street cleaning whilst brandscape refers to the built environment where the services of a core brand take place. (Hankinson 2004, 116–117.)

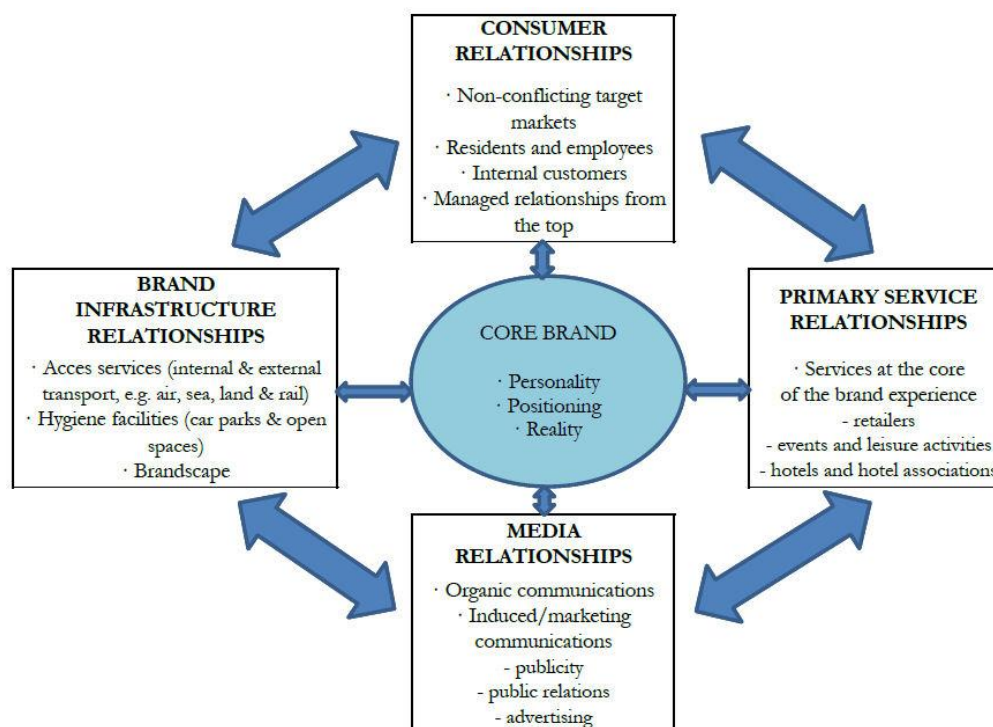


Figure 6. The relational network brand (modified from Hankinson 2004, 115)

In Hankinson's model, the relationship with media is crucial in order to maintain a positive brand image. This can be done through advertising, publicity, public relations, arts and education in local, national and international media. The core brand will fail if the brand reality is not communicated. Finally, the category of consumer relationships consists not only of the visitors, but also of the residents and employees, who are consumers of the brand and a major part of the brand reality. Different interests of different target groups may lead into conflict and the destruction of both the indigenous culture of a place and the key features of a core brand. Thus, it is crucial to target visitor markets that match the most of the resident population. (Hankinson 2004, 117.)

Hankinson (2004, 116–117) states the success of a place brand requires imaginative marketing and investments in the key services and facilities that are required to deliver the experience. The key to the success lies in the brand extension that can be achieved with effective relationships with all the stakeholders. The relationships extend and strengthen the core brand by communication and delivery of services. The model supports the findings of Quelch, Joch, Anholt and Olins, which point out that the good relationships with stakeholders and reality-based brand image are some of the key factors required in successful place branding.

5 Research method

This chapter examines the qualitative research approach, presents the aim and process of this thesis as well as the previous research relevant to the topic. Then, detailed information about the interviews is presented, such as the interviewers, interviewees and their position, as well as the place and time of the interviews. The methods used in the content analysis are presented. After the content analysis, the validity and reliability are explained. Also, the validity and the reliability of this thesis are studied.

5.1 Qualitative research approach

Research may refer to various activities: the surveys, collection and classification of data, statistical presentations, descriptions of interview materials or writing a presentation of one's own experiences. However, a research always has a mission or a research problem that will be solved by using various research methods. A research problem may also be the development of something or bringing a change for something. (Kananen 2013, 22.) The purpose of the research determines the strategic choices of the research, such as the approach. The approaches can be divided into two: quantitative and qualitative (Kananen 2013, 23). Quantitative research applies theory to the phenomenon and qualitative research seeks an answer or theory for the phenomenon. (Kananen 2013, 25). This research is qualitative. According to HAAGA-HELIA University of Applied Sciences (2012), "qualitative research addresses human activity, and aims to describe, understand and interpret this activity. It seeks answers to the questions of what, why and how." Still, the diversity of reality should be taken into account. Events shape each other simultaneously, so qualitative research seeks to examine the objective comprehensively (Hirsjärvi, Remes & Sajavaara 2009, 21, 137, 160–161). The aim of this study is to identify the required competences and key factors in creating and maintaining a successful city brand, both in managerial and organizational arrangements. As sub-questions this thesis examines, what is the concept of a brand, what are the brand planning, implementation and monitoring processes like and who executes these processes. This thesis does not rank the cities.

5.2 Process description

This thesis is qualitative and research oriented. This thesis is a part of an international research program called "City Brands – Cornerstones of success in place branding" with the focus in finding the key factors of successful city branding. The international research is directed by Doctor Teemu Moilanen. Altogether eight students from Haaga-Helia University of Applied sciences participate in this international research. The cities studied in the City Brands research program are based on the GaWc classification (attachment 3). The Globalization and World Cities Research Network, commonly abbreviated to GaWC, is a research community, that studies the relationships between and relative importance of world cities in the context of globalization. GaWC is best known for its categorization of world cities into alpha, beta and gamma tiers, based upon their international connectedness.

The City Brands research program focuses on cities in Alfa, Beta and Gamma tiers (world cities), excluding the three highest ranks (Alpha, Alpha+ and Alpha++). This means that the selected cities are globally known at least by name, but do not belong to the small group of super cities (global hubs like New York, London, Paris, Singapore, Beijing). The super cities are excluded, as it was assumed that their brand images are particularly powerful, are less related to the marketing related activities and are unlikely to change in the short term. The target cities of the City Brands research program are Amsterdam, Athens, Auckland, Barcelona, Berlin, Budapest, Copenhagen, Dubai, Geneve, Hamburg, Johannesburg, Las Vegas, Los Angeles, Madrid, Munich, Rio De Janeiro, Prague, San Francisco, Sao Paulo, Stockholm, St. Petersburg, Sydney, Johannesburg, Vienna and Zürich.

The end result is likely to create the world's most extensive knowledge base ever produced for a comparative analysis of the city branding processes, organization and competencies. The end result creates a variety of reports for a variety of purposes, such as theses, journal articles and possibly a book. The data is collected by interviewing the key people responsible for the creation and management of a city brand. This thesis will contribute both the practice of city marketing and the discussion important for science. This thesis is written in English due to the international nature of the research.

The language of the literature and vocabulary relevant to the theoretical background is mainly English. Also the interviews were conducted in English. Interviews were not translated into the native language of the author, Finnish, in order to avoid failures in the translation. This also ensures the consistency through the entire thesis. This thesis is written in English in order to benefit as many as possible and provide consistency for the international research "City Brands – Cornerstones of success in place branding." A former Haaga-Helia student, Susanna Järvisalo, also took part in this international research program with her thesis "How to build successful city brands? - Case Munich, Berlin & Hamburg". Her thesis was used as a guideline for this thesis and this thesis follows the structure used in Järvisalo's (2012) thesis. The empirical study compares the author's results of Auckland case study with Järvisalo's findings of Munich, Berlin and Hamburg.

5.3 Interviews and content analysis

Collecting the data for the empirical part of the thesis was done by interviews and document analysis. The author searched for the people responsible for the Auckland city brand management by emailing both Len Brown, the mayor of the city of Auckland, and Auckland Tourism, Events and Economic Development ATEED. The email is shown in attachment 1. Interview was set for 3 July 2013 with Shelley Watson and Andrea Nelson. Shelley Watson is an executive at Auckland Council and responsible for communications and public affairs. Andrea Nelson is the brand and marketing manager at ATEED, which is responsible for the city brand.

The author travelled to the destination, met the interviewees and carried out the in-depth interview using structured interview with a pre-prepared structure of the interview (attachment 2). Questions were made by the supervisor of this thesis, Doctor Teemu Moilanen. Questions served as guidelines and more specific questions were added during the interview. The interview was conducted orally and was, with the permission of interviewees, also recorded. The interview lasted for 47 minutes in Civic Building in Auckland, New Zealand. The recording was transcribed, encoded and analyzed by the author. After transcribing the data was divided in to seven different main categories (overview, planning, implementation, monitoring, success, capabilities and

evolution in time) and several subcategories. Each category had different code. Coding the text clarified the comparison of the research results, components and themes. The results are based on the analysis of the text contents and the data classification.

The key people responsible for the city brand in Munich, Hamburg and Berlin were searched for by e-mails and phone calls. The interviews for Hamburg and Berlin were accomplished by Venla Hakunti. In Hamburg Hakunti interviewed Mrs. May-Lena Signus from Hamburg Marketing GmbH in the Summer 2010. In Munich Hakunti interviewed Mr. Joachim Grupp from Berlin Partner GmbH and Mrs. Anja Seugling from Berlin Tourismus & Kongress GmbH in the Summer 2010. Järvisalo carried out three interviews in Munich: with Mr. Ralf Zednik from Munich Tourist Office in the Spring 2011, with Mrs. Rita Muller-Roider from Department of Labor and Economic Development and Mr. Claus Gröbner from Munich 2018-MÜNCHEN 2018 Candidate City in the Spring 2011. The interviews and the analysis of the results followed the same procedure as this thesis.



Figure 7. The logo of Auckland Tourism, Events and Economic Development (Auckland Tourism, Events and Economic Development 2013b)

5.4 Validity and reliability

Each research aims to avoid mistakes in order to remain correct, credible and reliable. (Kananen 2013, 114.) Still, the validity and reliability of the results may vary due to incorrect solutions, things that were left undone or the results have been derived from the material incorrectly. Thus, the validity and reliability of the research are measured with various methods. (Hirsjärvi et al. 2009, 231; Kananen 2013, 116.) The basics of scientific research consist of scientific methods, the right usage of the methods and the credibility of the data and information. If the data is incorrect, also the analysis will be incorrect. (Kananen 2013, 116.) Reliability refers to the repeatability of the results. In

other words, reliability measures the research's ability to provide non-random results. It also measures the goodness and quality of the research. (Hirsjärvi et al. 2009, 231; Kananen 2013, 114–116.) The reliability of the research can be concluded in various ways. For example, if two researchers end up in the same conclusion, or if the same person is examined more than just once and the results remain the same, it can be stated that the research is reliable. (Hirsjärvi et al. 2009, 231.) Validity examines if the issues that were studied, are relevant to the topic and answer the question: "did this research method measure exactly what was to be measured?" (Hirsjärvi et al. 2009, 231; Kananen 2013, 116). Validity should be measured, as the methods and indicators used in the research do not always reflect the reality. For example, if the questions are understood differently than the researcher originally meant, answers cannot be analyzed the same way they were initially planned. (Hirsjärvi et al. 2009, 231–232).

To achieve content validity, all of the questions used in the interviews (attachment 2) were designed by Doctor Teemu Moilanen. All of the questions were based on brand management, brand planning and brand implementing processes that are essential topics for this research. The validity and consistency of the theoretical framework were ensured by studying mostly the findings of branding and place branding pioneers. These pioneers, such as Aaker, Anholt, Hankinson, Kavartzis and Kotler, wrote plenty about the relevant topics on a regular basis and often referred to each other. Each of them has a long background in their fields of study. The topics in the theoretical framework cover the essential topics for this research, such as brand management, brand planning and brand implementing processes. The theoretical framework is completed by David Aaker's Brand identity planning model and Graham Hankinson's Relational network brand model. These models were brought on board to provide adequacy for the theoretical framework. Also, some of the sources Järvisalo used in her highest grade-treated thesis were utilized. The internet pages used were administrated by companies or organizations related to branding or marketing. The validity of the data was confirmed by combining information from multiple sources. Some of the books that were used in the data were directed to schools as a teaching material. Since the study is sufficiently comprehensive the way mentioned above and answers to the research questions, it can be concluded that the work meets the criteria for validity.

The study of the empirical part of this thesis has a transparent data collection and analysis method. The sources of the data are relevant interviews, a method recommended by the commissioning parties involved in this international research, and a method that is considered relevant by the previous experience. The interviewer was neutral and followed the order of the structure of the interview (attachment 2) accurately in order to avoid deviations. Classification made the structure of the interview consistent. The data collected and analyzed was based on the theoretical framework and a relevant theme. Nonetheless, incorrect information might occur due to the nature of the chosen method. Incorrect information might occur, if the opinion of the respondent or his point of view is not understood correctly. The interviewee, the research itself or the research place, time or situation might affect the answer of the respondent. As the author, interviewers and some of the interviewees are not native English speakers, the linguistic mistakes or misunderstandings might influence the result. Other possible confounding factors affecting the result might be a variety of personalities involved in this study, the analyzing skills of the author, atmosphere, lack of time and mistakes in the previous studies used as base material for this thesis. The first interviews were held already in August 2010 and the last in July 2013, so the time frame between the interviews is long. Thus, the results of the previous studies might not be relevant at present. To all appearances, the results of this thesis are repeatable as the majority of the results reflect the findings of the previous study. Therefore, this thesis can be considered reliable. This thesis includes the results of only four individual cities and therefore, the results should not be considered as indicative of a more general trend. Further research is needed in order to determine, if the results discovered in this thesis exemplify a prominent trend concerning the required organizational and managerial competences.

6 Case Auckland

This chapter analyzes the results of the Auckland interview. This chapter introduces, what is the core meaning of the brand identity of the city of Auckland and explains the brand planning and implementation processes. Then brand performance and monitoring are evaluated. Finally, the challenges, problems and competences required in successful city branding are discussed. The results of Auckland are compared with other cities, studied by Järvisalo in 2012, later in chapter 7.

6.1 Auckland

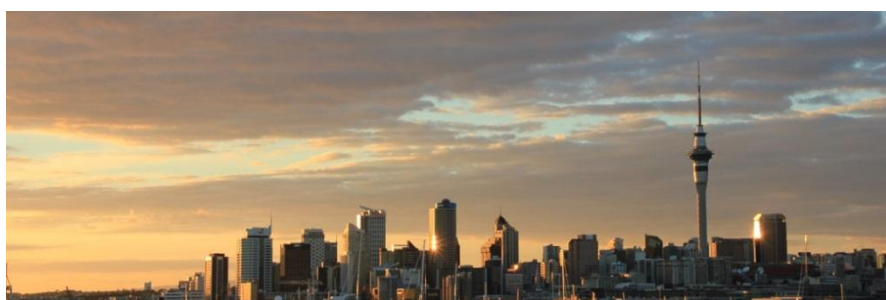


Figure 8. View of Auckland City from Auckland Harbour Bridge

Auckland, the biggest city of New Zealand, is located on a narrow isthmus between Waitemata and Manukau Harbours on the North Island. Auckland, a city surrounded by 48 volcanic cones and rainforested hills, also goes by the nickname "City of Sails" or the Maori name "Tamaki Makau Rau", a maiden with 100 lovers. The population of 1.3 million citizens is very multicultural and consists mainly of European (63%), Maori (11%) and Pacific Island (13%) descents. Auckland is known for its scenery, world-class food and wine, harbors, island retreats, shopping possibilities, arts and events. It has also gained a good reputation as an international education destination. (Auckland Tourism, Events and Economic Development 2013b.) The length of time respondents had been involved in city brand planning and management varied. Watson (2013) had been involved in Auckland city brand process for about four years and Nelson (2013) only seven weeks. However, she had previous experience in place branding, as she has worked in Sydney, the London city brand and the London Olympic brand. It was pointed out that the interview is more about where the city brand of Auckland is going than where it has been.

6.2 The city brand identity and logo of Auckland

The logo of Auckland is Auckland "A" (Figure 9). According to Nelson (2013) Auckland is many things, such as a Pacific city, Maori city, vibrant and young. Nonetheless, the core principle of the brand identity and the logo Auckland "A" is the spirited progress of a city that stands for energy and change. Auckland is an urban oasis, meaning the combination of the city and the natural environment. ATEED has also brought a major event portfolio to Auckland, meaning a remarkable number of big events can see Auckland as a good place to hold an event. (Nelson 2013.) According to Brand Auckland Guidelines (2013), the aim of Auckland's regional brand identity is to blend everything that defines the region, from the rural hinterland to the inner city cafes. People, places and the spirit make Auckland what it is. However, it was pointed out there is no simple answers to the question of the core meaning of the brand identity of the city of Auckland. (Nelson 2013.)



Figure 9. Auckland "A" (Designworks 2011)

A wide variety of logos have been used in different departments all around Auckland. Now the aim is to consolidate the logos and invest in the primary brands, as there just is not money for "a whole supermarket" for the logos. (Watson 2013.) In addition to Auckland A-logo, another major logo is used. This logo, illustrated with a pohutakawa-flower, is directed primarily for Aucklanders and used by every council-controlled organization in all communication, marketing and advertising. It is the logo of eight and a half thousand employees and a brand of the services that citizens of Auckland get for their taxes. Thus, it is not directed to international markets although tourist might experience this brand. However, it was not brought up how exactly tourists might experience the logo. The biggest difference between the Auckland "A" and a council-controlled organization logo is different target markets. (Watson 2013.) The target markets of Auckland "A" is examined in the next section. The interview had a focus on

the brand and logo managed by ATEED, so the other CCO brands or logos are not examined in this thesis.



Figure 10. Pohutakawa logo - an organization brand (Auckland Council 2013a)

The Auckland "A" is used both nationally and internationally. Nonetheless, domestic, international and business markets have all different positioning. Domestic communication emphasizes urban brand identity factors and international communication emphasizes the oasis-like brand identity factors. When Auckland "A" is used in Auckland market, it is co-branded with ATEED logo, which has the protocol and is the link back to the organization logo. This is because the council has requested the logos to operate like one Auckland Council family. (Nelson 2013; Watson 2013.)



Figure 11. The ATEED logo (Auckland Tourism, Events and Economic Development 2013b)

According to the respondents, New Zealand probably has the strongest country brand in the world, some might say 100% pure and it works really well. The country brand is really important for the Auckland city brand and it has guided a lot of thinking around the coloring and tone of Auckland city logo. In the long run, it is vital to look after the promise of 100% pure as it is easily undermined. It is also a really big strategic thing around New Zealand, something that the country lives up to. (Nelson 2013; Watson 2013.) The approach used in joint ventures, for example with Tourism New Zealand, is very careful, as the city brand management wants to make sure what they do fits with Tourism New Zealand, but also differentiates Auckland at the same time. The brand identity of Tourism New Zealand is diversity in connectivity, which "basically means a

lot of things.” The brand identity of Tourism New Zealand is close to Auckland’s brand identity, and close probably to “every city in New Zealand.” (Nelson 2013.)

6.3 Concept of a brand

Question of the concept of the brand raised a variety of emotions and responses. According to Nelson (2013), it is not a conversation time should really be spent on, as it can get into “an absolute circle of the opposite of a virtual circle by discussing what the brand is and what the brand essence is.” These phrases can emotionally mean very different things and that is why Nelson would like to avoid the topic. To be simplistic about the definition of a brand, she summarizes that “in this context the brand is the story, the story is something to believe, that people believe.” Watson (2013) didn't agree with this definition. According to her, a really narrow definition like a logo stamp is dangerous. It is not a stamp to put on an advertisement, it is the overall experience with all of the touch points. She said that “brands are simply synonymous with reputations and perceptions and they live in the minds of the users of the brands” and not really in the minds of brand management. Brands are very inside out, which means that the organization and people delivering the brand have to bring the brand to life as much as the people consuming it. All in all, brand is “far more about the whole experience than it is just about the logo.”

Nelson (2013) pointed out that a product brand model cannot be applied to place branding, as what happens in the city is beyond the control of brand management. It is impossible to have product control in the city and or have enough money to actually make the difference only through visual actions. For example, a change in the weather might unable the use of some city infrastructure and its impact on the city brand is way bigger than the Auckland “A”. According to Nelson, city branding should be run as a campaign rather than “as a purist product brand exercise.” She also pointed out that physical and environmental implications make city branding different to making any other brand. In her opinion, an ideal city brand could be done without any outside input, meaning brand management could then ignore everything that could affect the brand identity. However, the dynamic nature of place branding is what actually makes city branding more interesting than any other branding. As Nelson summarized, place

branding is "about creating a believable proposition and then using every single opportunity to further that proposition."

6.4 Organization behind the brand management

The Auckland region experienced a major change as eight councils were amalgamated into one and new Auckland Council began in November 2010. The Auckland Council is a completely new model of local government in New Zealand and first time ever for so many councils to amalgamate into one. It is designed to strengthen regional leadership while providing effective local and community democracy. Auckland Council has two complementary and non-hierarchical decision-making parts: firstly, the governing body, consisting of a mayor elected by all Aucklanders and 20 councilors elected on a ward basis. Secondly, 21 local boards with members elected by local board area. The decision-making responsibilities are shared between the governing body and the local boards: the governing body will focus on the big picture and on region-wide strategic decisions, and the local boards will represent their local communities and make decisions on local issues, activities and facilities.

Auckland Council delivers services through the council organization and seven council-controlled organizations, also known as CCOs. (Auckland Council 2013a; Nelson 2013; Watson 2013.) Seven council-controlled organizations are Auckland Council Investments Limited, Auckland Council Property Limited, Auckland Tourism, Events and Economic Development Limited, Auckland Transport, Auckland Waterfront Development Agency Limited, Regional Facilities Auckland and Watercare Services Limited (Auckland Council 2013b). According to Auckland Council (2013b), "a council-controlled organization is an organization in which the council controls 50 per cent or more of the votes or has the right to appoint 50 per cent (or more) of directors or trustees." The amalgamation affected the city brand management too. (Nelson 2013; Watson 2013.) As Nelson (2013) described the brand planning process: "--- things have moved on so much from that point, that it wouldn't be very useful process to go through to, because all of the organizations that were involved at this stage are no longer in existence." The amalgamation and a completely new model of local govern-

ment are the reasons, why it was more relevant to talk about how the brand process is going to be done than how it has been done.

The city brand, Auckland "A" is managed by Auckland Tourism, Events and Economic Development ATEED. ATEED is one of the seven council-controlled organizations. (Watson 2013.) ATEED aims to improve New Zealand's economic prosperity by leading the transformation of Auckland's economy. ATEED facilitates tourism, major events, business and industry sector development and activities to attract investment. (Auckland Tourism, Events and Economic Development 2013a.) In the branding process, ATEED will do all of the ground work, select the suppliers and take the direction about where the brand is going. Even though ATEED is responsible for the Auckland "A", it still works collaboratively with the council in order to manage all the council-related logos in the landscape. ATEED is fully council funded and it gets its annual budget through the long term plan and the annual budget round. ATEED's budget covers the current staff and financial resources that will do the brand development. Still, the budget is rather thousands than tens of thousands, as it is publicly funded. Low budget also means no significant changes to the core structure of the brand. Also, arbitrary spending of the tax payer money cannot be justified in a publicly funded environment. In order to avoid that, the approach in the city branding process is very pragmatic. The process is more about building a design framework as well as a narrative background to it. (Nelson 2013; Watson 2013.) However, it was not clarified, if building a framework stands for designing and maintaining a logo, or something else.

Because the brand management process is funded by tax payers' money, the process should be transparent in order to achieve tax payers' trust. Watson (2013) provides an example of the focus group research they did in Auckland. The research revealed tax payers didn't know that Rugby World Cup, for example, was entirely branded with the "A" and funded out of the tax payer's money. After receiving this information, the council advised all the CCOs to associate all of the services and activities at the CCOs with the council, in order to be transparent to residents and tax payers about what their taxes are funding. Another aim was to associate the convenient activities that ATEED and Regional Facilities Auckland do with the obligatory activities other CCOs do. This

approach has built trust, satisfaction as well as positive reputations and perceptions, and therefore, supports the actions of all the council related organizations.

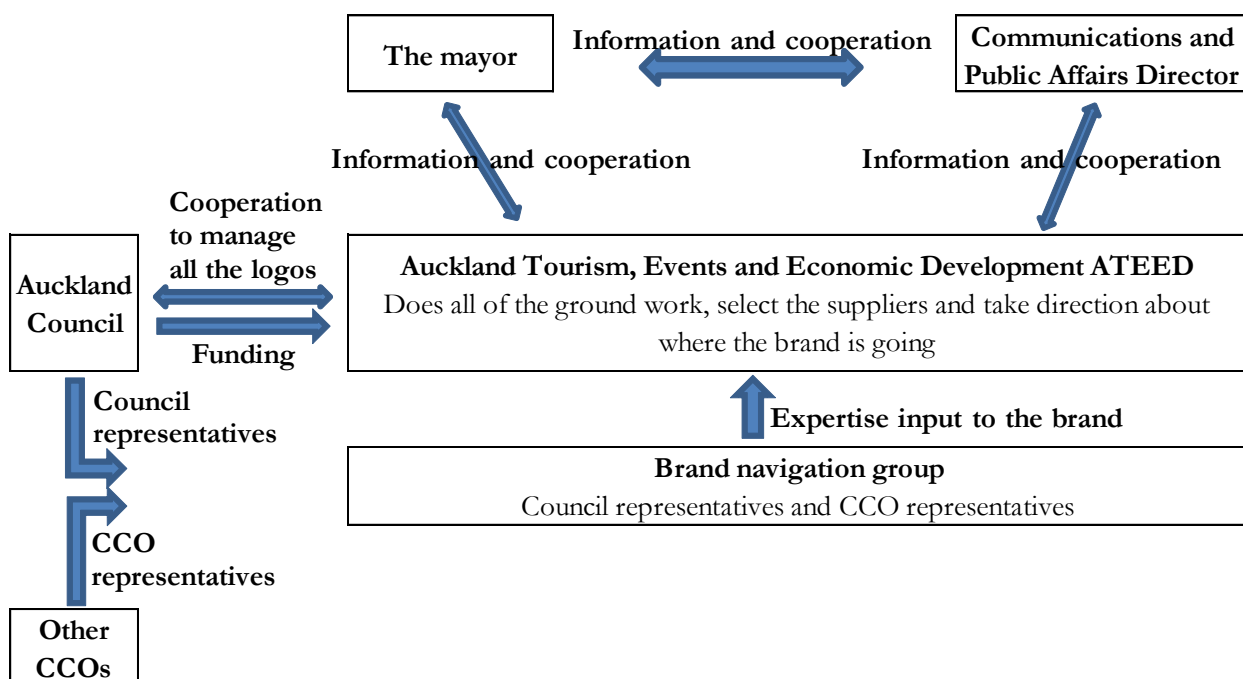


Figure 12. The organization behind the city brand management in Auckland

The mayor has, as an executive mayor, his own staff and a budget of about three millions. ATEED has its own executive and board. Watson has her own executive team that she is member of. All of these three parts are a family working together. ATEED, so Nelson, to be more specific, does the majority of the brand work, but she will keep Watson and some in the mayor's office informed about the process. Then, a brand navigation group is a cross functional group between the council and all CCOs. In this group, all CCOs have the possibility to provide some expertise input into the brand before the binding board decision. Local boards and councilors are some of the key stakeholders of the brand. (Watson 2013.)

6.5 Brand planning process

It was not exactly clear whether the city brand had been a subject for conscious development since 2008 or 2009. It seems the idea of a city brand had been existent already in 2008, but the work was done in 2009. Before the amalgamation of eight councils, the Auckland region had a variety of small organizations, both councils and business

organizations, executing branding. One of these organizations, a company called Auckland Plus, was appointed to set up a city brand. The on-going project is actually dated back to that point, and it hasn't really been taken forward dramatically since that point, so there has been a pause in the process. Nelson has been brought on board to start that process again and to take it to the next level. (Nelson 2013.)

At the beginning of the process in 2008/2009, a company called Designworks delivered the branding of Auckland "A". According to Nelson (2013), Designworks held focus group researches with the co-communities. These co-communities covered mayors, national politicians, members of the public and respondents from abroad, like London, Moscow and Shanghai (Designworks 2011). Matters discussed covered topics such as colors, textures, what Auckland is associated with, the energy and the vibrancy. Furthermore, a variety of propositions were tested and the brand got consultation in these focus groups. (Nelson 2013). The brand was created to encompass and represent the city of Auckland (Designworks 2011). According to Designworks (2011), the new brand identity resembles a festival:

Auckland city's new identity reflects the diversity of a festival. The contemporary, evolving is full of spirit and spark almost too much energy to be contained. Photographic imagery depicts spheres: microcosms worlds within worlds in a vibrant place, open to life and to change. (Designworks 2011.)

Auckland had traditionally been blue and the city of sails, which might have given a kind of "corporate perception". Auckland Tourism operated on the change of the brand image and took it in the very different direction than it had been before, from the blue corporate-like city of sails to the orange and urban oasis. Thus, this challenge of changing the brand image was an extensive process. Subsequently, further research has been done to develop the brand together with its stakeholders, such as councilors, local boards and a brand navigation group. (Nelson 2013.) However, it was not clarified, what kind of further researches have been done to develop the brand.

Designworks has its own insight based brand development process. They focus on the brand positioning and brand essence, which in Auckland's case is spirited progress. Then in the implementation process the brand is rolled out on more and more touch

points. Designworks listen to the language of the brand, go out and experience the brand. (Watson 2013.)

Branding processes have changed much with the amalgamation and the process used in brand planning before is, according to the interviewees, not worth going through anymore, as the organizations involved in the branding process are no longer in existence. However, originally Auckland "A" was designed for everyone to use when representing Auckland outside Auckland, but that has not been the case. Now the main objective is to establish what the brand means, design a framework around it, make it usable, get everybody to like it and get everybody to use it. This is done, for example, by linking the Auckland "A" to the organization brand in order to stay transparent of where the funding is coming from. At the moment, the establishing process is at the very beginning. Most of the visitors in Auckland stay for a very short amount of time, so "so there is a really big piece of marketing around getting people to like Auckland, not just have to come here." The aim is also to change the out-of-date perception of Auckland. (Nelson 2013.)

This is the big city, so the big shows are here and --- you come here to see them. Ten years ago you just wanted to get out as quickly as possible. Auckland's changed, but the perception of Auckland hasn't necessarily caught up with that change. (Nelson 2013).

Like mentioned before, the approach in the branding process is very pragmatic in order to save money. Auckland "A" is already used at the big sport events, but the long term vision of Auckland "A" is to establish it comprehensively and make it well-known, so that people would see the "A", for example, already when they get off the aircraft. (Nelson 2013.) However, according to Nelson (2013), there is not any ideal place planning process: "--- there is no ideal scenario and in fact what --- you need to do is to create something that is fit to purpose, fit in environment that you are in." According to Nelson (2013), the brand planning process does not include going to the general public and ask what they think of the Auckland "A", as it has already been done. As Nelson describes, "for the political reality, that as soon as you do that, it is hundreds of thousands of dollars." However, the primary audience of Auckland "A" is outside Auckland, so the "A" is not that visible within Auckland. Nonetheless, when

"A" is used in Auckland, it needs to be linked to the organization's pohutakawa-logo as that is what is funding the activities. All in all, within Auckland the "A" is more a kind of a linking device between a variety of activities.

6.6 Brand implementation process

The implementing of the brand is the responsibility of ATEED. ATEED is internally running workshops to look at their data and information around what is the point of difference for Auckland. ATEED tests the spirited progress proposition and examines ideas that resonate more with the target markets, such as visitors or business. The output of this process would be ATEED's view, not the final answer, of what the Auckland proposition is for different target markets, such as visitors or business. Then the process will flow into a visual piece, meaning just designing a framework, as the brand guidelines are actually only logo guidelines at the moment. ATEED has a challenge using the guidelines and most of the international promotion is done by joint ventures, for example with flight centers or Tourism New Zealand. ATEED is only a very small part of these joint ventures, so ATEED needs to find a way to tell Auckland's story like ATEED wants to. The implementing process includes also local event sponsorships, where the possibility to attract more people coming and staying more nights in Auckland is utilized. (Nelson 2013.) Big events are also cobranded activities, so ATEED needs to find out how the "A" lives alongside, for example, Cricket World Cup, Rugby World Cup, Volvo Ocean Race or The ITC World Champs (Watson 2013).

The next step executing the plan is consulting with the brand navigation group. Topics cover the changes of the brand, how big are the changes, is there any changes and what are the next steps to execute the brand. However, ATEED has its own staff, so when executing a domestic campaign or joint venture, ATEED is able to deliver an unified view of Auckland. All in all, ATEED's implementing includes day to day decision on how the Auckland "A" is going to achieve its plans and how it is going to get used around a variety of campaigns. ATEED has got the brand and the guidelines, and ATEED decide how the brand integrates into different campaigns. The brand navigation group might just be working with a more refreshed set of guidelines or revise the

essence. Implementing process works well in Auckland, as ATEED has the freedom to deliver the brand for Auckland. It was asked, if the present brand implementation process could be improved, but as everything has changed lately, the questions couldn't be answered. (Nelson 2013; Watson 2013.)

6.7 Brand performance

Internationally, Australian cities were considered as the key competitors, domestically Wellington and Queenstown. Also, further up the field Asian Pacific was named as a key competitor. Even though Auckland punches well above its weight internationally, domestically it is a different picture. Auckland obviously has more tourists to visit the city than anywhere else, about 10–11 million trips a year, but most of them come just for a very short time. (Nelson 2013.) Nelson (2013) adds that "domestically, I think Wellington has a very good, clear proposition". Wellington is also associated with culture, even though Auckland, a big city where the shows are, has "much more of everything" than Wellington has.

Treat yourself and indulge yourself. So you go to Wellington for a cultural experience. Which is ridiculous because Auckland has much more of --- everything that Wellington has, but it's --- perception. (Nelson 2013.)

Melbourne and Wellington were named as the best competitors in the same market in terms of destination branding. In business, Brisbane was considered as the best competitor. However, the competitor analysis is not really an action time is spent on, as everyone has their own background where to build the brand on. Nonetheless, "Auckland is doing exceptionally well", thanks to the "the incredibly good thought that went into the visitor plan and the major events strategy, which has pushed Auckland really up from nowhere." (Nelson 2013.) In addition, Auckland came second in an important poll in International sports world, which, according to Nelson (2013), is phenomenal. It was added Auckland has a good chance to do it in the next year. Another survey revealed Auckland is ranked as the easiest city to start a business in. (Nelson 2013.) Thus, Auckland has the lowest regulation environment. Auckland is also in the top 10 of most livable cities. (Watson 2013.)

6.8 Brand monitoring

In a publicly funded environment, where political people always challenge things, it is vital to prove the effects of a city brand by various measurements. By actual measurements it can be stated that people recognize the brand, have awareness of the brand and associate the relevant things with the brand. If there is someone claiming the brand is useless, the brand management need prove the real situation of the brand by the results of long term tracking. Proving the usefulness of the brand "gets the brand a license to love." (Watson 2013.)

The brand performance is measured with a brand health monitor, which was set out when the council began in November 2010. There have been two data points and the third one is about to be done. At the beginning, the brand management was going from ground zero and built awareness of the brands and associations to the CCOs, which in turn is the link to the council. The brand performance was tracked annually to get a real basis of brand awareness and brand associations. Brand awareness and brand associations are, however, starting to get up to the concept level, which indicates of a statistically significant improvement on the association with four percent this year 2013. Thus, the city brand of Auckland has got a long way and the focus is now moved from awareness and associations into what the brand is being known and associated for as well as what is the brand actually standing for. So now the focus is much more about brand values and the metrics of the brand. Also, the tracking will be changed from annual tracking to more quarterly tracking. The aim is to find out if the brand stands for, for example, spirited progress status essence, or if the brand is seen as being progressive, having energy, trustworthy, responsible with tax payers' money, visionary or whatever else. (Watson 2013.) According to Watson (2013), far more measuring around things like mentioned above will be started.

The brand planning and implementation processes are nowadays re-evaluated or reformed in the brand navigation group meetings, which take place approximately bi-monthly (Watson 2013). According to Watson (2013), the navigation group is "thinking about this kind of stuff six times a year really." The brand navigation group consists of council and CCO representatives. Frequent meetings ensure the brand is current

and able to work within small budgets. By getting the evidence of brand performance the brand won't "become a political football." This way brands "can be managed properly for the benefit of the objectives of the council and the CCOs rather than be swayed by the political tide of the day." Improving the monitoring system would require more funding. However, Watson is pleased to have an overall brand strategy and a family of brands. In addition, the current governing body has understood the impacts of branding pretty well and this, in turn, has helped much the branding process. Also, the measurements, which started already in the very early stage, have had a significant impact on the acquiescence of the brand. She is also proud of what the city brand management has achieved in quite a tough environment. (Watson 2013.)

6.9 Challenges and problems

Due to the dynamic and complex nature of place branding, a variety of challenges and problems emerged in the discussion about the planning and implementation processes of a city brand. Auckland has challenges with the low budget and a challenge to do everything cost-effectively. Low budget creates a challenge of doing everything cost-effectively. In Auckland, city branding process is publicly funded, and that is why the money got for the process is rather thousands than tens of thousands. Low budget means no big changes to the brand. A bigger budget would provide new possibilities. Public funding also poses a challenge of transparency. As the branding process is funded by tax payers, the process needs to be justified to anyone who wants to know how the money is spent. Also, the political environment poses challenges. A variety of people are included in the decision-making and the people affecting the brand might not have any kind of education or experience of branding. (Watson 2013.)

The political environment, it's another reality. So we will have people from all walks of life, who possibly have no formal training in brands, who will have a say and think that their feedback should translate into a change in the brand, whereas in actual fact we'll have to run a process, where the feedback is taken on board ---. (Watson 2013.)

Furthermore, it is a challenge to get people to buy into a brand. A number of organizations have their own brands and they might see the city brand as a threat rather than seeing it as something that adds value to their positioning. (Nelson 2013.) According to

Nelson (2013), that is the biggest challenge after politics. At the moment, the only existing brand guidelines concern the logo guidelines. It is a challenge to use the logo guidelines, as most of the international promotion is done by joint ventures, where the visibility for Auckland is limited. It is also a challenge to plan co-branded activities, such as how the Auckland "A" will live alongside the major events held in Auckland. Then, attracting travelers to stay longer in Auckland is a challenge, as well as the delivery of the new brand identity. Auckland has changed, but the perception of Auckland has not caught up with the change. Finally, it is a challenge not to be able to control the brand, as the things that influence that brand are beyond anyone's control, such as the weather. (Nelson 2013.)

--- because the things that influence that brand are beyond your control. So, a change in the weather and you may have some infrastructure that does or doesn't happen, will have more of an impact that we can do with an "A", you know, a bit of orange. (Nelson 2013.)

6.10 Competences

One of the main interview topics considered competences. Competences were approached several times in different categories, such as planning, implementation and performance. The respondents described, how their present brand planning process and monitoring system could be improved and what the ideals would be like. Then, the differences between good and bad city brand were covered. Finally, the respondents told their view of what are the core competencies required in developing and maintaining a successful city brand, and what are the cornerstones of success when developing a brand for a city. The interview questions are shown in the attachment 2. The competences are classified in to two categories: brand management competences and network management competences.

6.10.1 Brand management competences

First brand management competences in Auckland are the ability to deliver brand promises on actual product experience and the ability to ensure that the brand image and brand identity match. The positioning of the brand should be believable, natural

and reflect the reality. It must also resonate both with visitors and residents. According to the respondent, this competence is the fabric of the city and this fabric is just build on. For the respondent, this competence is the most successful sort of city brand. (Nelson 2013.)

There has to be truth in your proposition. --- London could ever sell itself as a lifestyle --- city and Auckland can never sell itself as the most exciting city in the world --- It's never going to convince Australians to come here to party ---. (Nelson 2013.)

Then, Auckland has the ability to differentiate and to develop a unique brand promise. Different logos are directed to different markets. (Watson 2013.) Also, the positioning of the brand is different for different markets. The unique features of Auckland have been discussed in workshops and as a result, Auckland is marketed as an urban destination for domestic travelers, but as an oasis for foreign travelers. (Nelson 2013.) The next brand management competence is the ability to get public support from the citizens for the city brand. Different views of the city brand have been taken into account in the planning processes and this has gained acceptance for the brand. One of the “A”-logo’s aims is to link different activities to each other, so that citizens can see what their taxes are funding. Auckland also has the ability to generate managerial commitment to the brand within the network. Many organizations and communities were included in the city branding process and still, some of the organizations work collaboratively for the city brand. (Nelson 2013; Watson 2013.) Then, another brand management competence is the market orientation. Flexibility and updated information about the markets are really important factors for the city brand, as the things relevant to the brand might change rapidly. (Watson 2013.)

--- flexibility --- is really important to city's brand, because what's going on in the city in one season, in one year, is totally different what we will be going on season and in the next year. So, as the city grows and changes the brand's got to grow and change with it to stay relevant and to stay attractive locally and internationally. (Watson 2013.)

Auckland has the ability to develop a monitoring system which provides sufficient information for brand management as well as the ability to track changes in the brand image held by the customers. The political environment makes measurements im-

portant, as the authorities must be convinced about the benefits of the city brand. By long run tracking it can be stated that people have awareness of the brand and what kind of things they associate with it. (Watson 2013.) Auckland has the ability to secure sufficient monetary resources for external communication. City branding is funded by taxes. (Nelson 2013; Watson 2013.) Auckland has the ability to develop brand identity that provides added value and a message that “touches” the consumer. The aim of the city brand is to add value also for those organization brands which were not part of the planning process. The core identity was clarified in the focus group researches where, for example, different ways of positioning were tested. (Nelson 2013.) Auckland has assets to begin with, such as liveliness, beaches, harbors and a strong country brand. The country brand of “100% pure” is seen as a really important asset and as an asset, that lot of New Zealand organizations value and utilize. (Watson 2013.)

And we got a lot --- of beautiful natural resources we've got beaches and our harbor --- That actually helps... You know, we've got some assets which --- help us brand ourselves as a good city. I think there are some cities that just, umm, are doomed to begin with. --- The New Zealand brand is really important to us --- a lot of organizations --- cash in on that 100% pure. --- it's important that New Zealand looks after the promise of the 100% pure --- I think there is a really big strategic thing around brand New Zealand and the country, so it's a national, the country --- live up to. --- an honorable proposition that we can all hook off. (Watson 2013.)

Auckland has the ability to be dynamic and the ability not to run the city brand as a corporate brand. As Watson (2013) says: “if we tried to run a process that was very corporatized branding --- too straight jacketed and not able to flow with the event flow of the city, that would be a mistake.” The city brand is able to change, if necessary (Watson 2013). Auckland has the ability to attract major events to come to the city. The city branding process includes local event sponsorship. Major events attract more visitors to the city and the visitors also stay longer in the city. (Nelson 2013.) Auckland has the ability to create and execute functional strategies. The visitor plan and major events strategy have been successful. They have improved the competitiveness of Auckland and “pushed Auckland really up from nowhere.” Then, Auckland has the ability to use every opportunity to sell the brand. Endless resources do not necessarily lead the brand being the best in its market. City branding is more about finding the

opportunities to utilize the resources. (Nelson 2013.) Like Nelson (2013) says, “I think ultimately you have to find something that resonates and use every opportunity to sell it and that really is the cornerstone for me of successful branding.” Auckland also has a dedicated team with background and knowledge of place branding. Having experience only of product branding would be a challenge. The team needs to be flexible and have the freedom to develop and deliver the brand. Auckland has the ability to have discipline or structure for the brand. When the core identity of the brand has been decided and the guidelines of the brand are delivered to a variety of people, the guidelines of the brand must be clear in order to achieve the expected benefits of the brand. (Watson 2013.)

--- core team has to eat, live, and breathe the brand and be able to help evolve the guidelines. There has to be enough discipline or structure when it's handed on to tons of people to use it --- evolution is sort of managed from the middle more than managed from, you know, one of your suppliers all of sudden doing something.. Interesting with your brand that never thought was going to be done with it. (Watson 2013.)

6.10.2 Network management competences

Auckland has the ability to develop effective internal communication processes within the network. Different organizations and offices keep each other informed about the city branding processes and meet regularly. (Watson 2013.) Auckland has brand management and marketing know-how within the network. The team behind the city branding processes needs to know how to deliver and develop the brand. Money and resources are not enough; the team also has to have knowledge about how to use them wisely. (Nelson 2013; Watson 2013.) Auckland has the ability to attract network members to participate in brand management processes. ATEED has joint ventures with for example Tourism New Zealand. The city brand is also cobranded with major sport events. (Nelson 2013.) Auckland also has regularity in cooperation activities, for example, the brand navigation group meets six times a year (Watson 2013). Auckland has the ability to collaborate as well as freedom, support and trust from the decision-making bodies. The authorities are pro brand and they trust the people responsible for the city brand. (Watson 2013.) According to Watson (2013), “governance can help get the development going in the right direction. If the governance is too controlling or ---

not pro brand”, the branding process could be complicated. Auckland also has the ability to stay transparent and build trust. Transparency and trust building among the tax payers are important in order to achieve positive reputation and perceptions. All the CCO activities, including ATEED, need to be associated with the council, so that tax payers know what their taxes are funding. Transparency leads to better acceptance and familiarity of the brand. (Watson 2013.)

7 Comparison

This chapter compares the results between Auckland, Munich, Berlin and Hamburg. The analyses of Munich, Berlin and Hamburg were completed by Järvisalo (2012) in her thesis "How to build successful city brands? -Case Munich, Berlin & Hamburg". The results are compared with each other as well as to the statements set out in the theoretical framework of this thesis in chapters 2–4. The objective is to find out the similarities and differences between the definitions of a brand, organizational arrangements, brand planning, implementation and monitoring processes, brand performance, problems and competences required in successful city branding. Another objective is to find out, how the interview findings reflect the provided theoretical background.

7.1 The core meaning of the brand identity

The respondents were asked to describe the core meaning of the brand identity of their cities. The question was not easy to answer for all the respondents: in Munich, the brand identity is many things, whereas Hamburg doesn't have core identity at all (Järvisalo 2012, 32, 62). There were no simple answers to the core meaning of the brand identity of Auckland either.

7.1.1 The core meaning of the brand identities of the German cities

Munich is a variety of things: a shopping destination, the capital of Bavaria, an old city, a strong economic center, Oktoberfest, hospitality and the gateway to the Alps. The idea is to use this strong, already existing brand image of Munich and add some more ideas to it. Berlin uses two different logos: Be Berlin and Visit Berlin. The idea of the official city logo Be Berlin is to make the residents proud of their city. It is used also for tourists nationally and internationally. The core identity for Be Berlin is change. The aim is to express Berlin also as a business city, not only as a tourism destination. Visit Berlin is used by the official tourism organization. The brand identity of Visit Berlin is to attract visitors. Hamburg doesn't have a specific core meaning of the brand identity. Instead, ten different brand modules create the brand profile and present an

overview of Hamburg. According to the respondent of Hamburg, it really can't be stated that particularly something is the core meaning of a city. (Järvisalo 2012, 62.)

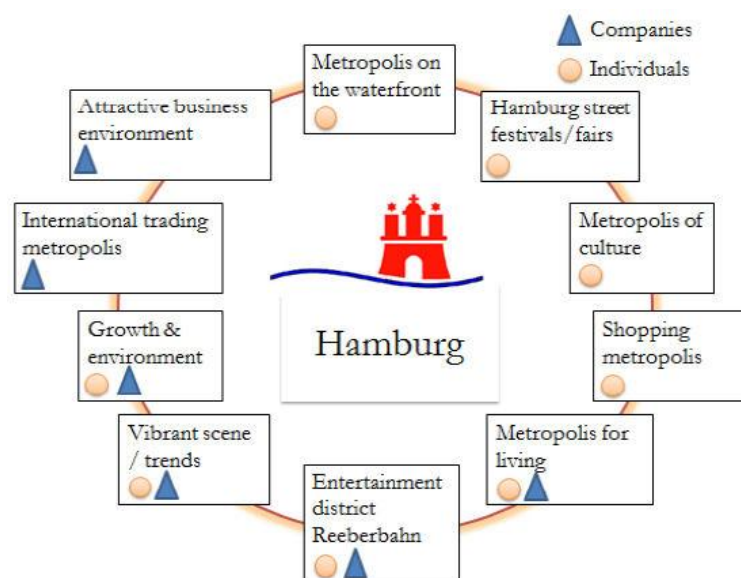


Figure 13. The brand modules of Hamburg (Järvisalo 2012, 62)

7.1.2 The core meaning of the brand identity of Auckland



The core principle of the city brand of Auckland is the spirited progress of a city that stands for energy and change. Auckland aims to attract visitors with the brand identity of an urban oasis, a destination where a lively city meets the natural environment. Auckland is rural hinterlands, inner city cafes, Pacific City, Maori city, vibrant and young. The city brand is Auckland "A", which is used both in national and international markets. Pohutakawa-logo, instead, is the brand of the council. It expresses the city employees and all the services residents get for their taxes. Auckland "A" is cobranded with the council brand if it used in Auckland market. The country brand of New Zealand, 100 % pure, is a major asset for Auckland.

7.1.3 The core meaning of the brand identities in comparison

Some differences were found between the positioning of the city brand (table 5). Munich is the only one picturing itself with hospitality, a shopping destination, an old city, the gateway to the Alps, emotion, a legacy, Bavarian Culture, sustainability, heritage, sports, the high quality of life and beer festival (Oktoberfest). The brand of Berlin has

been built on the dramatic history. Hamburg is the only that does not describe any core meaning for the brand identity and the only one using brand modules. Auckland is the only one that can describe itself as a Pacific city, or Maori city, the city of indigenous people. Auckland is the only one picturing itself as a spirited progress, energy, an urban oasis and a big city.

Table 5. Differences (highlighted with a red color) and similarities (highlighted with a green color) between the core meaning of the brand identity of the cities

	Core identity	Slogan	Logos
Munich	Hospitality, shopping destination, old city, gateway to the Alps, emotion, legacy, dramatic history, Bavarian Culture, sustainability, heritage, sports, high quality of life, beer festival (Oktoberfest), strong economical center, youth and big events	Munich likes you	Not brought up in the interview
Berlin	Change, business, fun, parties and clubs	Be Berlin/Visit Berlin	
Hamburg	10 brand modules	Not brought up in the interview	Not brought up in the interview
Auckland	Spirited progress, energy, urban oasis, big city, Pacific City, Maori city, vibrancy, big events, business, change and youth	Not brought up in the interview	

Also, some similarities were found (table 5). Both Munich and Auckland picture themselves with big events, Munich with soccer and Oktoberfest, Auckland with big events in general, such as Cricket World Cup, Rugby World Cup, Volvo Ocean Race or The ITC World Champs. Both Munich and Auckland picture themselves with youth. Both Berlin and Auckland use two different logos. However, there is a clear distinction between the inward and outward directed logos in Auckland, whereas Berlin uses another of their logos, Be Berlin, both for residents and visitors. Munich pictures itself as a strong economic center, Berlin as a business city and Auckland is ranked as the best

city to start a business in. Auckland promotes itself with vibrancy. Also Berlin points out it has a lot of fun, many parties and a great number of clubs. Furthermore, both Auckland and Berlin promote itself with a change.

The driver of the brand associations is brand identity, whereas associations are the heart and soul of a brand (Aaker 2010, 25). Even though the brand identity represents many things in Munich, it is still really detailed. Also, Auckland and Berlin have been able to choose the factors to be highlighted. Hamburg, instead, has not been able to decide in which strengths to focus on. All of ten brand modules in Hamburg represent even more factors to be highlighted. However, Aaker (2010, 68) states that the brand identity is essential for a brand's strategic vision, as it is what makes the brand unique. Detailed identity helps the implementation process. (Aaker 2010, 78.)

7.2 Definition of a brand

The definition of a brand is introduced in chapters 2 and 2.2. A brand consists of the perceptions customers associate with the product, and it is the totality of all the characters that are perceived by a customer (MEK 2007). It is a promise of something (Anholt 2007, 4). In order to maintain the brand image, this promise needs to be kept. Brand identity and brand image are introduced in chapter 2.4. Brand identity presents, how a brand is wanted to be perceived in the market and it is created by the brand management, whereas a brand image reveals what is the reputation of a brand in the reality. Brand equity is introduced in chapter 2.3 and it refers to the value of a brand. The respondents were asked to define the concept of a brand. Defining the concept of a brand was easy for all the respondents in Germany, whereas in Auckland it was considered as a discussion that can emotionally mean many different things.

7.2.1 Definition of a brand in the German cities

In Munich the concept of a brand was considered as a heritage, association, attitude and values as well as an entity that binds together various elements into a coherent whole. A logo was also mentioned, but it was not considered as the main priority. In Berlin the concept of a brand was defined by a brand identity and a brand image: an

image is in the minds of the customers, while core identity stands for the things that the brand wants to communicate. Even though the brand image and brand identity might not confront, the brand identity should be defined by itself and not be completely led by the brand image. The difference between a product brand and a city brand is that a city communicates itself. In Hamburg, a brand was understood as a specific set of elements and images people have, without any coordination or planning, in their minds. However, also the logos, colors and pictures the brand management uses, are part of the brand. A brand was understood as a combination of two elements: the brand image itself and the things branding adds to the brand image. (Järvisalo 2012, 34, 46, 59.)

7.2.2 Definition of a brand in Auckland

Two different suggestions for the definition of a brand emerged in Auckland interview. Firstly, it was simplified a brand is the story, the story of something people believe. According to another suggestion, a brand is simply a synonym with reputations and perceptions that they live in the minds of the users of the brands, not really in the minds of brand management. A really narrative definition like a logo or a stamp would be dangerous as the brand is the whole experience. People using and delivering the brand have to bring the brand to life as much as the people consuming it. It was also pointed out that a product brand model cannot be applied to place branding, as what happens in the city is beyond the control of brand management. However, when the respondents in Auckland were asked about the brand, a great number of answers related to the logo Auckland "A" emerged.

7.2.3 The definition of a brand in comparison

The subchapter 4.2 What makes city branding special? referred to Ashworth and Kavaratzis (2007, 521–522.). In their opinion, too many cities develop just slogans or logos and execute no further actions. They suggest "branding needs to be thought of as a complete and continuous process connected with all other marketing efforts." The same chapter introduced the view of Moilanen and Rainisto (2009, 1), which stated that places are complex and multidimensional entities which are not coordinated only

by marketing professionals. Go and Govers (2009, 14) suggested in the same chapter, that experiences are created on the location by both public and private actors, with all of their big or small and good or bad inputs. This is why Ashworth & Kavaratzis (2007, 524) brought up the commonly accepted view that place brands cannot be treated as product brands. Quelch and Jocz (2012, 146) suggested in the subchapter 4.4, Positioning of a place, that the positioning of a place should reflect the observable reality and not be fully invented, as a place cannot coordinate all the information that shapes the image of a place.

Table 6. The differences and similarities (highlighted with a green color) between the definition of a brand in the cities

	Definition of a brand	Logo mentioned	Relationship to the customers	What makes city branding special
Munich	Heritage, association, attitude, values, entity, that binds together various elements into a coherent whole	Yes, but it was not considered as the main priority	Not approached in the interview	Not approached in the interview
Berlin	Not approached in the interview	Not mentioned when asked about definition for a brand, but the logos Be Berlin and Visit Berlin were approached many times	A brand image is something that is "outside there" in the minds of customers	A city communicates itself and all the residents living in the city communicate the city permanently
Hamburg	A specific set of elements and images people have in their minds	Logos, colors and pictures are part of the brand	A brand is the images people have when they hear the name, and not really anything that has been consciously built	Not approached in the interview
Auckland	The story of something people believe, synonym with reputations and perceptions	A really narrative definition like a logo or a stamp would be dangerous: brand is the whole experience. However, the logo Auckland "A" was discussed many times	Brands live in the minds of the users of the brands, not really in the minds of brand management	What happens in the city is beyond the control of brand management

The answers to the questions of a definition of a brand slightly varied, but mainly followed the same pattern (table 6). All of the answers brought up the outside input to a brand, and the fact that a brand lives more in the minds of the customers than in the minds of the brand management. Thus, it can be stated a brand does not consist only of the created brand identity, but also the brand image, which is shaped by the surrounding community and customers. This statement goes hand in hand with the data provided in the theoretical background. The words reputation, association and perception emerged in the answers as well as in the theoretical background. Visual elements like logos, colors and slogans were brought up, but all of the respondents pointed out they are not the main issue in the context of a brand. This is also the finding of Ashworth and Kawaratzis (2007, 521–522). Hamburg and Auckland also brought up the context of a city brand. Both of these answers reflected the findings of Ashworth, Kawaratzis, Moilanen, Rainisto, Govers, Go, Quelch and Jocz in terms of the impossibility of the full control of a city brand.

Chapter 4.6 introduced four different approaches to place brand management: brands as communicators, brands as perceptual entities, brands as value enhancers and brands as relationships. To all appearances, Auckland emphasizes the approach of brands as communicators by focusing on the visual elements of the brand, even though the respondents themselves pointed out focusing only on this view would be an ineffective way to build a brand. This approach appears also in the American Marketing Association's definition of a brand, as examined in the subchapter 2.2 of this thesis. Even though the focus seems to be on the brands as communicators, the other approaches to place brand management are acknowledged in Auckland as well. According to the respondents, a brand is a story that people believe as well as a reputation and perceptions that live in the minds of the customers. These, in turn, refer to the approach of brands as perceptual entities, which emphasizes the role of the consumer as central constructor of a brand meaning. The approach of brands as value enhancers was found to some extent, too. It appears the processes of the brand management in Auckland are precisely planned, but the role of a customer as an active co-creator of the brand image is not emphasized. Moreover, the brand equity was not really emphasized, whereas the level of brand awareness was highlighted. The approach of brands as rela-

tionships emphasizes dynamic processes, cooperation with all the stakeholder groups as well as the brand's relationship with a customer. All of these were brought up in the interview, too. According to Hankinson (2001, 109), these conceptualizations are inextricably linked to each other. All of these conceptualizations were found in Auckland, but not in balance to each other. The approaches to place brand management were not studied in Järvisalo's (2012) thesis. Thus, the approaches to place brand management in Munich, Berlin and Hamburg are not presented in this study.

7.3 Organization

One of the aims of the empirical study is to identify the required competences and key factors in creating and maintaining a successful city brand from the organizational point of view. This chapter compares the organizational structures behind the brand management in the case cities.

7.3.1 Organization in the German cities

The responsibility of the brand management in Munich is in the City Hall, which has four different departments. Each of these departments is a part of the government of Munich and the operations of these departments are controlled by the City Council. The mayor controls the management of the City Council and is responsible for the city planning. Each department has its own share of responsibilities with different stakeholders in order to promote the brand of Munich. The brand management is both a public and a private sector process, and a variety of partners are included in many of the projects. (Järvisalo 2012, 35–36.)

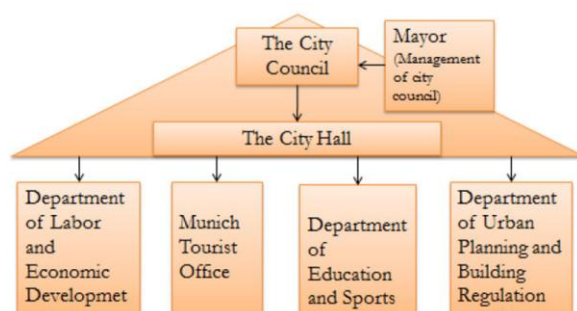


Figure 14. The organization behind the brand management in Munich (Järvisalo 2012, 35)

In Berlin, the brand management is the responsibility of the senate, a private marketing company Berlin Partners and a marketing company Berlin Tourismus Marketing GmbH, also known as BTM. The senate gives guidelines and accepts the brand plans. Berlin Partners' goal is to promote Berlin as a business location, increase financial investment, get companies to settle down in Berlin and make the city brand strong. The aim of BTM is to increase tourist income and increase Berlin's position as a convention metropolis. Both of these companies are financed privately (company called Berlin hotels) and publicly (government and Berlin Airport). (Järvisalo 2012, 47–48.)

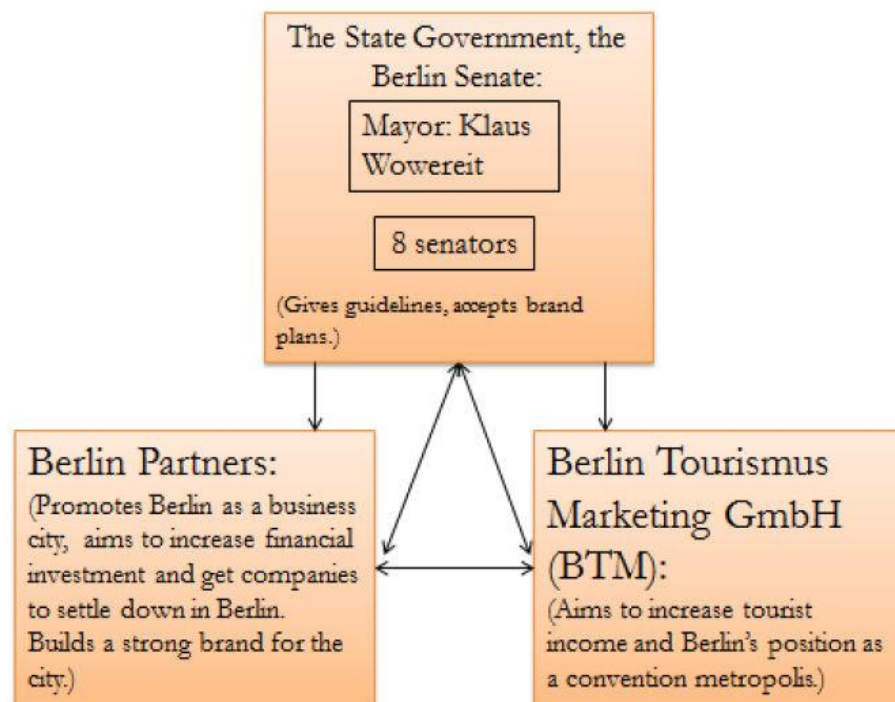


Figure 15. The organization behind the brand management in Berlin (Järvisalo 2012, 48)

In Hamburg, seven public marketing agencies participate in the branding process, each with their specific target groups. The marketing agencies are controlled by a marketing board. Above the marketing agencies is Hamburg Marketing GmbH, also known as HMG. HGM coordinates and develops all Hamburg related marketing, maintains international media relations and ensures the use of a brand profile in all institutions. HGM is owned by the city of Hamburg (55%), the Hamburg Chamber of Commerce (30%) and 15 districts of the metropolitan region (each region with 1%). HGM is controlled by a supervisory board. (Järvisalo 2012, 59–60.)

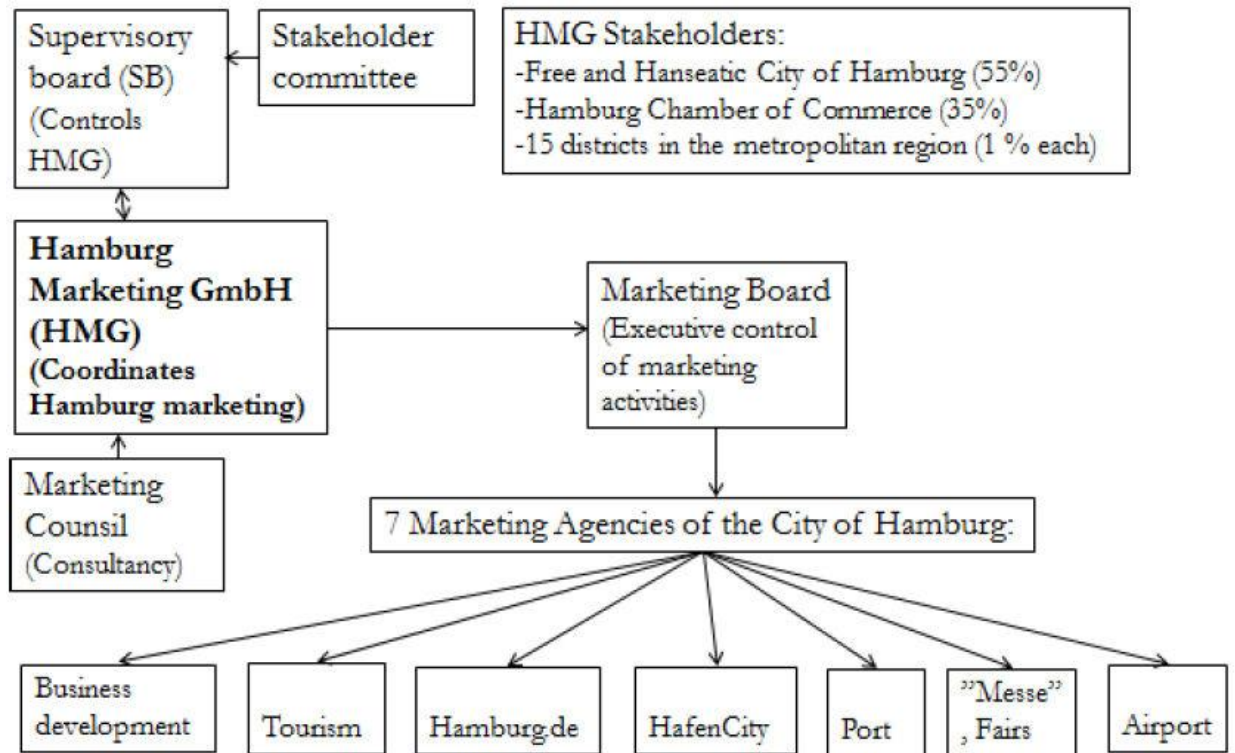


Figure 16. The organization behind the brand management in Hamburg (Järvisalo 2012, 60)

7.3.2 Organization in Auckland

Auckland Council has seven council controlled organizations and one of them, Auckland Tourism, Events and Economic Development ATEED, is responsible for the Auckland city brand in the sectors of tourism, events, business and industry. ATEED gets the funding from the Auckland council. Even though ATEED does the major of the branding work, it keeps the mayor's office and Communications and Public Affairs Director informed. A brand navigation group consists of council and CCO representatives. The brand navigation group consults issues related to the city brand of Auckland.

7.3.3 Organizations in comparison

Each of the cities has multiple bodies involved in the branding process: in Munich four departments of the city hall and the mayor, in Berlin the senate, Berlin Partners and Berlin Tourismus marketing GmbH, in Hamburg seven public marketing agencies, Hamburg Marketing GmbH and supervisory board, and in Auckland the Auckland Tourism, Events and Economic Development, the mayor, Communications and Pub-

lic Affairs Director as well as the brand navigation group. In each city, some kind of public organization is involved in the branding process: in Munich the City Hall and mayor, in Berlin the senate, in Hamburg seven public marketing agencies and Hamburg Marketing GmbH, owned by the city of Hamburg, the Hamburg Chamber of Commerce and 15 districts of the metropolitan region, and in Auckland all the participants are council-related. The mayor is involved in the branding process only in Munich and Auckland. Berlin is the only one using private marketing agencies continuously. In Auckland, the marketing agencies were used in the very beginning of the branding process, but not really after the start of the process.

The City Hall of Munich has departments under its control, like does the Auckland Council too, but the number of these departments varies: Munich City Hall has four departments and Auckland Council seven. Also, all the departments in Munich promote the city of Munich, but in Auckland only one (ATEED). Even though only one department executes branding in Auckland, all the other departments (in Auckland's case, CCOs) are taken into account in the brand navigation group meetings. In Hamburg, seven public marketing agencies execute branding. These agencies are under the Hamburg Marketing GmbH, which is an advisory body for the City of Hamburg, but not directly under the control of the city hall. The head of the decision making body is a public institution in each of the case cities: in Auckland and Munich the City Council, in Berlin the senate, and in Hamburg the stakeholder committee.

Chapter 4.3 introduced four target markets identified by Kotler et al. (1999, 73) visitors, residents and employees, business and industry as well as export markets. In Auckland, ATEED attracts tourists, major events, business and industry and promotes the Auckland "A" for the residents. In Berlin, the target markets are divided: Berlin Tourismus Marketing GmbH targets the visitors and tourists whereas Berlin Partners targets the business sector. Also, in Munich the four departments of the City Hall have their own target markets, whereas Hamburg Marketing GmbH aims to increase awareness of Hamburg and targets everyone. All of the cities under examination target all the four target markets presented by Kotler et al. (1999, 73). However, Berlin emphasizes the residents as its main target market whereas Hamburg focuses on the employees and

skilled professionals (Järvisalo 2012 ,73). Hamburg and Auckland are the only ones that involve the regions in the metropolitan area in the branding process. In Hamburg, 15 districts of the metropolitan region own altogether 15% of Hamburg Marketing GmbH, which is responsible for the city brand. In Auckland, local boards can affect the branding process in brand navigation group meetings. Berlin is the only city, where part of the funding comes from a private sector. In Berlin, both Berlin Tourismus Marketing GmbH and Berlin Partners get their funding from both public and private sector.

The findings of Kotler et al (1999, 67) were examined in the subchapter 4.3. According to them, a variety of active stakeholders market the place intentionally or unintentionally. Local actors can be divided into the public sector and private sector actors. Some of these actors suggested by Kotler et al. (1999,67) came up in each city. The public sector actors are mayor (Munich and Auckland), business development department (the Department of Labor and Economic Development in Munich, Berlin Partners in Berlin, business development agency in Hamburg and ATEED in Auckland), the urban planning department of the community, including transport, education, sanitation etc. (the Department of Urban Planning in Munich and CCOs in Auckland), tourist bureau (Munich Tourist Office in Munich, Berlin Tourismus marketing GmbH in Berlin, tourism agency in Hamburg and ATEED in Auckland), convention bureau (fair agency in Hamburg) and public information bureau (not specifically mentioned in any of the cities, but Auckland has a director of Public Affairs). From the private sector actors, only few actors related to the brand management came up. The local business organization in Berlin is Berlin Partners (Järvisalo 2012, 73). The local business organizations in Auckland were private marketing agencies that participated in the planning process. Munich and Hamburg did not bring up any private sector actors in their brand management processes. The cities under examination did not bring up the participation of the local leading enterprises, real estate agents, financial institutions or electricity, gas and telecommunication companies.

7.4 Brand planning process

Places compete for everything that makes people want to live, work or visit in a specific place (Place 2013; Placebrands; Van Gelder & Malcolm 2006; 5). Ashworth and Kavaratzis (2007, 521) emphasizes that "branding needs to be thought of as a complete and continuous process connected with all other marketing efforts". To achieve this, places need strategic market planning. This chapter compares the planning processes in the case cities.

7.4.1 Brand planning process in the German cities

The brand planning process in Munich started in 1972 with the Olympics. Different departments are responsible for the brand planning process. The marketing teams in these departments have their own approach in the branding process, and they prepare the brand plans with their partners and stakeholders. Partners between the departments vary, as each department chooses their partners in accordance with their target group. Each department publishes their marketing plan annually. All city brand related activities must be approved by the City Council. The branding process in Berlin started in 2007 by the initiative of the governing mayor, who wanted to have an image campaign for the citizens. The results of both national and international studies indicated Berlin is a city of change. Thus, a new personal identity for a city with a dramatic history was created. Also, the logos and graphic image were changed. 170 local PR and design agencies participated in the brand designing campaign. Ideas were accepted by the mayor, with the help of expert groups. The campaign started in Berlin in 2008 and later nationally. The participants of the planning process are the senate, Berlin Partners and BTM. The senate coordinates the brand planning process. The participants meet each other on a regular basis. (Järvisalo 2012, 36–37, 48–51.)

The establishment of Hamburg Marketing GmbH, initiator and advisory body for the City of Hamburg, was based on a political initiative. HMG studied what the brand of Hamburg is like by executing a qualitative research in 2004. The existing and recognized attributes found were used as strengths. After the qualitative research, a quantitative research was held. Based on these researches, the brand identity of Hamburg was

created. The brand identity doesn't have a core meaning, but it has 10 different brand modules, each forming a main topic with deep content. (Järvisalo 2012, 61–64.)

7.4.2 Brand planning process in Auckland

In Auckland, the brand planning process started either 2008 or 2009. A company called Auckland Plus set up the city brand. In 2013 a new brand marketing manager was brought on board. In 2008 or 2009, a company called Designworks held focus group researches with the co-communities, such as mayors, national politicians, members of the public and respondents from abroad. The aim was to identify what kind of colors and textures are associated with Auckland, and how the energy and the vibrancy are associated with Auckland. Auckland Tourism operated on the change from the old corporate-like brand identity, the city of sails, to the new brand identity, an urban oasis. The main objective is to establish what the brand means, design a framework around it, make it usable, get everybody to like it and use it. The approach in the branding process is very pragmatic. The respondents of Auckland didn't want to focus on the processes that have already been done, as Auckland has taken a new direction in the branding process.

7.4.3 Brand planning processes in comparison

Some similarities between the brand planning processes were found, but there were, however, more differences between the brand planning processes (table 7; table 8). Munich was the first to start the brand planning process in 1972. None of the cities started the brand planning process on the same year, but Berlin, Hamburg and Auckland all started their brand planning process in the 2000's: Hamburg in 2004, Berlin in 2007 and Auckland 2008/2009. Also, the reasons for starting the brand planning were different: the Olympics in Munich and an image campaign for the citizens in Berlin. It was not clarified, what was the reason for starting the brand planning process in Hamburg or Auckland. The initiators for the brand planning process were not brought up in Munich or Auckland, but in both Berlin and Hamburg the initiative had political input. In Berlin, the governing mayor wanted to start up an image campaign, and in Hamburg the catalyst for the brand planning process was a political initiative.

Table 7. Brand planning processes of the case cities in comparison

	Starting year	The reason	Initiative by	Actors	How	Plan approval by
Munich	1972	The Olympics	Not brought up in the interview	The marketing teams in different departments	Marketing teams prepare the brand plans with the partners and stakeholders	City Council
Berlin	2007	An image campaign for the citizens of Berlin	The governing mayor	The mayor, the expert team, 170 local PR and design agencies in the beginning, nowadays the senate, Berlin Partners and BTM	National and international studies: how Berlin was perceived and what was the point of difference for Berlin	The mayor (with the help of expert groups) in the beginning, nowadays the senate
Hamburg	2004	Not brought up in the interview	A political initiative	Hamburg Marketing GmbH	Qualitative and quantitative researches: the strengths of Hamburg	Not brought up in the interview
Auckland	2008/2009	Not brought up in the interview	Not brought up in the interview	Auckland Plus, Designworks and Auckland Tourism in the beginning, nowadays ATEED	Focus group researches: associations of Auckland	Not brought up in the interview

The number of actors of the brand planning processes varies. Munich has at least four different actors in the brand planning process, as the marketing teams of different City Hall departments (Department of Labor and Economic Development, Munich Tourist Office, Department of Education and Sports and Department of Urban Planning and Building Regulation) all work on the planning process from their own point of view. Berlin has three actors in the brand planning process: the senate, Berlin Partners and Berlin Tourismus Marketing GmbH. Hamburg has only one actor, Hamburg Marketing GmbH, as well as Auckland, ATEED. It was mentioned that also the mayor and the Communications and Public Affairs Director are part of the branding process in Auckland, but it was not clarified, if they are part of all the processes or specifically

some of the processes, like planning or implementation. Only Berlin and Auckland brought up the fact that the actors at the beginning of the process were different. At the beginning, the number of actors of the brand planning processes in Berlin was 172: the mayor, the expert team and 170 local PR and design agencies. In Auckland, the number of actors at the beginning of the process was much smaller than in Berlin. Auckland had three actors: Auckland Plus, Designworks and Auckland Tourism.

Berlin, Hamburg and Auckland had conducted studies in their brand planning processes. The respondents of Berlin brought up they conducted studies both at the national and international level. Also Hamburg included individuals and companies located in Hamburg and abroad in their researches. So did Auckland as well, whose researches covered mayors, national politicians, members of the public and respondents from abroad, like London, Moscow and Shanghai. The respondents of Hamburg pointed out that the conducted studies were both qualitative and quantitative, but the nature of the studies was not brought up in the other cities. Hamburg was also the only one to conduct the study in two phases: first by qualitative research and then by quantitative research. The objectives of the studies were, however, close to each other: Berlin wanted to find out how Berlin is perceived and what differentiates Berlin from other cities, Hamburg's aim was to find out which attributes people link with Hamburg and Auckland studied, what people associate with Auckland. Munich was the only one not to mention if they conducted any studies in their brand planning process. In Munich, the marketing teams prepare the brand plans with the partners and stakeholders.

It was not brought up who approves the brand plan in Hamburg or Auckland, but both Munich and Berlin have a political decision-maker: city council in Hamburg and the senate in Berlin. However, ATEED in Auckland is politically driven, too. It was mentioned ATEED delivers and is responsible for the brand, but it wasn't clarified, if ATEED needs approval for the brand plans from the city council. Hamburg Marketing GmbH is owned by public institutions (the city of Hamburg, the Hamburg Chamber of Commerce and 15 districts of the metropolitan region) too, but it was not clarified, if it needs approval from, for example, supervisory board.

Table 8. Similarities (highlighted with a green color) and differences (highlighted with a red color) of the brand planning processes

	The starting decade	Reason	Political input on the initiative	The number of actors	Different actors in the beginning of the process than nowadays	Studies on the national level	Studies on the international level	Objective of the studies
Munich	1970's	The Olympics	Not brought up	4	No	Not brought up	Not brought up	Not brought up
Berlin	2000's	Brand image campaign	Yes	3	Yes	Yes	Yes	Associations of the city
Hamburg	2000's	Not brought up	Yes	1	No	Yes	Yes	Associations of the city
Auckland	2000's	Not brought up	Not brought up	1	Yes	Yes	Yes	Associations of the city

According to Kotler et al. (1999, 106), strategic market planning sees the future as a challenge that can be influenced despite its uncertain nature. Strategic market planning identifies the strengths, weaknesses, opportunities, threats and main issues of the place, sets a vision, objectives and goals, define effective strategies for achieving these goals, develops appropriate actions and implements and controls the plan (Kotler et al. 199, 124). Berlin, Hamburg and Auckland conducted studies in order to find out the associations of the city. The associations found in the studies helped the brand management teams to identify the strengths, weaknesses, opportunities and threats. The associations gave a direction also for visions, goals and development plans. All Quelch, Jocz (2012, 146), Olins (1999), Anholt (2003), Hankinson (2004, 109–110, 114–115), Govers and Go (2009, 14) suggest that a brand identity must reflect the observable reality. In Berlin's, Hamburg's and Auckland's case it can be stated that the city has taken actions in its planning process to ensure the brand identity reflects the reality and thereby, is capable of fulfilling the promised experience.

7.5 Brand implementation process

According to Quelch and Jocz (2012, 146), a brand strategy lacks its effectiveness without a good implementation. The respondents were asked to describe how the brand plans are put into practice and which organizations implement the brand plans. This chapter compares the implementation processes in the case cities.

7.5.1 Brand implementation process in the German cities

In Munich, after the City Hall approval, the departments execute the brand plans together with their partners by destination brochures, website, press and PR work. The implementation process could be improved if the different departments worked together in a more coordinated way. In Berlin, Berlin Partners is responsible for the implementation process. Branding is executed after the media and PR people are informed about the campaign. The task is to increase awareness of the brand identity as well as increase cooperation and the exchange of information within the network. Marketing activities include brochures, telling the stories of Berliners on the Be Belin the website, radio, ads and PR. The logo, Be Berlin, is printed in every official paper sheet and used in all public institutions, such as senate and the administrations. The implementing of the Visit Berlin logo is done through the website. In Hamburg, Hamburg Marketing GmbH implements branding. The main idea is to make communication of the brand identity easy for the partners, such as ministries and city marketing agencies. Partners can order giveaways, roll up stands, posters, brochures and DVDs in an online brand shop. Implementation of a brand includes a variety of marketing channels, such as audios, videos, ads, internet and events. Also a digital media server with images, photos, film, texts, information and brochures is provided. However, the main communication channels are events and media relations. Hamburg has a focus on internationally famous events as these events increase the international awareness of Hamburg. (Järvisalo 2012, 36–37, 48–51, 61–64.)

7.5.2 Brand implementation process in Auckland

In Auckland, ATEED has the responsibility of the brand implementation. ATEED promotes Auckland internationally in joint ventures with a variety of organizations,

such as flight centers and Tourism New Zealand. The implementation process includes event sponsorships. The aim is to attract people stay longer in Auckland. Executing the brand plan includes also consulting with the brand navigation group. ATEED's implementing includes day to day decision on how the logo, Auckland "A", is going to achieve its plans and how it is going to get used around a variety of campaigns.

ATEED is the organization that delivers an unified view of Auckland and it has the freedom to deliver the brand.

7.5.3 Brand implementation processes in comparison

Table 9. Implementation processes of the case cities in comparison

	Responsible actors	Number of people	Means of implementation	Objective of the implementation
Munich	Marketing departments of the City Hall together with the partners	Not brought up in the interview	Destination brochures, website, press and PR work	Add new images to the brand profile of the city
Berlin	Berlin Partners	7	Brochures and Berlin Partner materials, telling stories of Berlins on the Be Berlin website, radio, ads and PR, use of the logo	To increase awareness of the brand identity as well as increase cooperation and the exchange of information with the network
Hamburg	Hamburg Marketing GmbH	Not brought up in the interview	Audios, videos, ads, internet and events. Media server with images, photos, film, texts, information and brochures. Partners can order giveaways, roll-ups, posters, brochures and DVDs in an online brand shop	To make communication of the brand identity easy for the partners and to focus on internationally famous events in order to increase international awareness of the city
Auckland	ATEED	Not brought up in the interview	Internal workshops, testing the positioning, promoting the city internationally in joint ventures, event sponsorships, consulting with the brand navigation group, day to day decision on how the logo is going to achieve its plans	To identify the point of difference for the city and to attract people stay longer in the city

Berlin, Hamburg and Auckland have only one actor responsible for the brand implementation. Munich, instead, includes all the marketing teams of the departments of the City Hall in the process. Berlin was the only one to point out the number of people included in the brand implementation process. In Berlin, the number of actors in the planning process is different than in the implementation process: the senate and BTM are included in the planning process, but not in the implementation process. In Munich, Hamburg and Auckland the number of actors is the same in both of the processes.

Table 10. Means of implementation processes of the case cities in comparison

Means of implementation	Munich	Berlin	Hamburg	Auckland
Brochures	x	x		
Internet	x	x	x	
• WWW-site	x	x		
Press	x			
PR	x	x		
Company materials		x		
Telling stories of the citizens		x		
Radio		x		
Ads		x	x	
Use of the logo		x	x	x
Audios			x	
Videos			x	
Events			x	
Online brand shop			x	
Internal workshops				x
Testing positioning				x
Joint ventures				x
Event sponsorship				x
Consultation				x
Day to day decisions of the logo				x

Not that many similarities between the means of the implementation processes were found (table 9; table 10). Both Munich and Berlin uses brochures, websites and PR as their means of implementation. Also Hamburg included internet as their means of implementation, but it was not clarified, if internet in this case means or includes www-

site. Another common means of implementation is ads, used by Berlin and Hamburg. Any of the means of the implementation mentioned by Auckland were not used in the other case cities. Also, the objectives of the implementation process differed from each other. However, the common objective was to increase awareness of the city. This is the objective of Berlin and Hamburg. Hamburg pointed out the aim is to increase especially the international awareness of the city, and this is done by focusing on the international events. Big international events are also a means of implementation in Auckland, but it was not clarified, if the aim of the focusing on the international events is to increase the international brand awareness of the city.

Ashworth's and Kavaratzis' (2007, 521) state most places just develop a catchy slogan or logo that will be used in the promotional material. In their opinion, branding is a continuous process that should cover all marketing efforts and the maintenance of the brand's relationships with relevant stakeholders, especially customers. According to Aaker (2010, 78), the implementation stage includes the selection of the media and the creation of actual advertisements or programs. Govers and Go (2009, 14) point out that a place branding is not just about communicating, but also executing creative and innovative ideas related to the brand, such as actual investments in the local products, tourism services, infrastructure, education, sports, healthcare and cultural heritage. The case cities brought up the logos and slogans as suggested by Ashworth and Kavaratzis (2007, 521), but all of them also had additional implementation actions. All the German cities emphasized the communication of the brand in their implementation process. This is executed, for example, by advertisements in the media as suggested by Aaker (2010, 78). Hamburg promotes the brand also in the events. The implementation actions suggested by Govers and Go (2009, 14) were found only in Auckland. Nonetheless, only Auckland brought up the investments on the sports as the branding process includes event sponsorship. To all appearances, the investments in local products, tourism services, infrastructure, education, healthcare and cultural heritage are not considered as important assets for the city brand in the cities under examination.

7.6 Brand performance

The respondents were asked to describe how successful they considered their city brand to be in comparison to competitor brands and which brands they considered the best ones in their market. This chapter compares the brand performance of the case cities.

7.6.1 Brand performance in the German cities

According to the respondents of Munich, the best competitors are New York, London, Paris, Berlin and Rome, but these cities are seen as "their own special league." The best competitors on the same level as Munich are Barcelona, Vienna and Amsterdam. Also, Munich is ranked among the top 10 destinations in Europe and among top 3 on a national level. The best competitors for Berlin are London and Paris. According to the respondents of Berlin, Berlin has outnumbered many European cities in terms of tourism and increase of visitors. It is also ranked among the top 3 destinations in Europe. The best competitors for Hamburg are New York and London. However, Hamburg does not compare itself with these cities, because their brand is much stronger and the international awareness is much higher. The best competitors on the same level as Hamburg are Vienna, Barcelona, Milan, Copenhagen and Rotterdam. The respondent considered the city brand of Hamburg as unique and one of a kind. (Järvisalo 2012, 39, 52–53, 66–67.)

7.6.2 Brand performance in Auckland

On an international level, Asian Pacific and Australian cities were named as the best competitors in Auckland. Domestically, Wellington and Queenstown Auckland is doing exceptionally well internationally and Auckland has more tourists visiting the city than any other city in New Zealand, but the tourists stay just for a very short time. However, Melbourne and Wellington were named as the best competitors in the same market in terms of destination branding. From the business point of view, Brisbane was the key competitor. Auckland is also ranked as the second in an important sports poll and the easiest city in the world to start a business.

7.6.3 Brand performance in comparison

Table 11. Brand performance in comparison, similarities highlighted with a green color

	The best international competitors	The best domestic competitors	The best competitors on the same level	The best competitors on the business market	Merits
Munich	New York, London, Paris, Berlin and Rome	Berlin	Barcelona, Vienna and Amsterdam	Not approached in the interview	Among the top 10 destinations in Europe and among top 3 in Germany
Berlin	London and Paris	Not approached in the interview	Not approached in the interview	Not approached in the interview	Outnumbered many European cities in terms of tourism and increase of visitors, among the top 3 destinations in Europe
Hamburg	New York and London	Not approached in the interview	Barcelona, Vienna, Milan, Copenhagen and Rotterdam	Not approached in the interview	Not approached in the interview
Auckland	Asian Pacific and Australian cities	Wellington and Queenstown	Melbourne and Wellington	Brisbane	2nd in an international sports poll & the easiest city in the world to start a business

Both similarities and differences between the brand performance were found (table 11). Auckland is located on the other side of the globe than Munich, Berlin and Hamburg and this can be seen in the results. Each German city named European cities as their best competitors: Munich named London, Paris, Berlin and Rome, Berlin named London and Paris, Hamburg named London. Munich and Berlin pointed also out New York is their best competitor, but did not think New York competes with them on the same level. Berlin named only London and Paris as its best competitors, but did not point out whether they considered them competing on the same level. All of the German cities named London as their key competitor, but Munich and Hamburg didn't think they compete on the same level with London. Auckland, instead, named its best competitors to be located on the Asian Pacific and Australia. Auckland was also the only one to consider the competitors from a business point of view, and named Bris-

bane as their main competitor on the business market. Munich and Berlin were the only ones included in the top 10 of European destinations, Auckland being the only one in succeeding in an international sports poll and the easiest city in the world to start a business. The similarities found were found only between the German cities. There was nothing in common between three German cities and Auckland in brand performance.

The Globalization and World Cities Research Network has made a categorization of world cities into alpha, beta and gamma tiers, based upon their international connect- edness. In their categorization, Alpha++ is the highest rank. According to the world cities classification of GaWc (attachment 3), Munich belongs to the Beta- tier, Berlin and Hamburg to the Beta tier and Auckland to the Alpha- tier. The best competitors Munich, Berlin, Hamburg and Auckland mentioned, are categorized as following: Lon- don and New York belong to the Alpha++ tiers, Paris, Sydney and Milan to Alpha+, Amsterdam, Rome and Vienna to Alpha-, Melbourne and Barcelona to Beta+, Copen- hagen to Beta, Brisbane to Gamma+, Rotterdam to Gamma and Wellington to Gam- ma- tier. Table 12 presents the categorization of the cities in question..

Table 12. Categorization of the cities in question by GaWc (attachment 3)

Categorization of GaWc	City
Alpha++	London and New York
Alpha+	Paris, Sydney and Milan
Alpha	-
Alpha-	Auckland, Amsterdam, Rome, Vienna
Beta+	Melbourne and Barcelona
Beta	Berlin, Hamburg and Copenhagen
Beta-	Munich
Gamma+	Brisbane
Gamma	Rotterdam
Gamma-	Wellington

This means Hamburg was the only city able to mention a competitor, which, from GaWc point of view, competes on the same level as itself: Copenhagen. Munich and Hamburg mentioned New York and London, but agreed their brand awareness is much higher than theirs. Munich considered the best competitors on the same level are Barcelona, Vienna and Amsterdam, but according to GaWc, these cities are ranked

higher than Munich itself. Berlin considered London and Paris as the main competitors, even though these cities are ranked much higher than Berlin. Hamburg considered Barcelona, Vienna, Milan, Copenhagen and Rotterdam to compete on the same level. According to GaWc, Copenhagen is the only one of these cities to compete on the same market, Rotterdam is ranked lower whereas Barcelona, Vienna and Milan are ranked higher. However, Barcelona is ranked only one tier better than Hamburg. Auckland has the biggest gap between itself and one of its main competitors, Wellington: Auckland is categorized as Alpha- city, whereas Wellington is only Gamma-. According to GaWc, Auckland could compete with big cities like Mexico City, Jakarta, Istanbul and Los Angeles. Also, Brisbane is ranked lower than Auckland.

Positioning is a crucial concept that aims to convince the people of the difference and superiority of the product (Kapferer 2008, 175; Temporal 2010, 47). A two-stage positioning process by Kapferer (2008, 175) was presented in chapter 3.2. In this process, the first stage is to indicate to what competitive set the brand should be associated and compared. It appears this is what the case cities have done, but their view of their positioning in the place market differs from the view of the Globalization and World Cities Research Network.

7.7 Brand monitoring

The brand identity implementation system by Aaker (2010, 176) in chapter 3.3 presented the three-step implementation process. The third stage was named as a tracking stage and in this stage the communication program is monitored. The respondents were asked to describe how and how often the performance of their city brand is monitored.

7.7.1 Brand monitoring in the German cities

Munich uses European Monitor Program, which examines the brand awareness, intention to visit, reason to visit and information about bookings. Munich has also had several independent research studies conducted by different companies. Munich also follows the booking information about flights and trips from incoming agencies, counts

the amount of visitors as well as follows the feedback from companies and delegations. An ideal monitoring program would require more funding in order to get more detailed information. Berlin executes post-campaign research after the campaign has lasted for three years about brand awareness, change in image, acceptance and knowledge about the campaigns. Berlin examines, how the media report about Berlin, how high is the interest about Berlin, as well as what are the political and stakeholder's perceptions and acceptance of the city brand. International agencies deliver press and media coverage from abroad. More funding in the monitoring would enable more research both nationally and internationally. Hamburg conducts a quantitative brand research for the brand, changes, brand images, brand awareness and brand compared with other cities. Hamburg follows the visual recognition of the logo and logo design, the number of the visitors, overnight stays, the visits to cultural institutions and the number of companies settled in Hamburg. An annual questionnaire is conducted to check up the usage of design guidelines, the logo and content of the brand. Hamburg also follows how the media reports about Hamburg and what the other cities' perceptions of Hamburg are. The ideal monitoring process would connect the work done for the brand to the outcome together, but this is seen impossible due to the nature of city brands: all the effects of city branding cannot be measured. (Järvisalo 2012, 39, 52–53, 66–67.)

7.7.2 Brand monitoring in Auckland

According to the respondents of Auckland, measurements are really important because of the public funding. Actual measurements show that people recognize the brand, have awareness of the brand and associate the relevant things with the brand. The brand performance is measured with a brand health monitor. The focus is now moved from awareness and associations into what the brand is being known and associated for as well as what is the brand actually standing for. The tracking will be changed from annual tracking to more quarterly tracking. The aim is to find out if the brand stands for, for example, spirited progress status essence, or if the brand is seen as being progressive, having energy, trustworthy, responsible with tax payers' money, visionary or whatever else. The brand planning and implementation processes are re-evaluated or reformed in the brand navigation group meetings, which take place approximately bimonthly. Improving the monitoring system would require more funding.

7.7.3 Brand monitoring in comparison

Table 13. Brand monitoring of the case cities in comparison

	Munich	Berlin	Hamburg	Auckland
Benefits of monitoring	Helps the evaluation of brand performance and compare results with competitor city brands, necessary to make sure that marketing activities are successful	A necessary act in order to evaluate brand performance, compare results with competitor city brands and make sure marketing activities are successful	Helps the evaluation of brand performance and compare results with competitor city brands, necessary to make sure that marketing activities are successful	Actual measurements show that people recognize the brand, have awareness of the brand and associate the relevant things with the brand
Monitoring system	European Monitor Program	Not brought up in the interview	A variety of methods	A brand health monitor
Studies	Several independent research studies	Post-campaign researches	A quantitative brand research	Three data points
Ideal	Studies of where Munich stands now, an overall system, researches should be conducted continuously by one specific institute, more funding in order to get more detailed information	Pre and post campaign test: how the layout is perceived before and after the campaign, more funding would enable more research, the success of the city brand could be measured from other cities' opinions, how the city is perceived in the media	The ideal monitoring process would connect the work to the outcome	More funding

Table 13 compares the monitoring processes of the cities in questions. Benefits of the monitoring were the same in all of Järvisalo's case cities: Munich, Berlin and Hamburg agreed that monitoring helps the evaluation of brand performance and compares the results with competitor city brands. It is also a necessary act to make sure that marketing activities are successful. In Auckland, monitoring was considered as a necessary tool for proving that people recognize the brand, have awareness of the brand and associate the relevant things with the brand. None of the monitoring systems were the same: Munich uses European Monitor Program, whereas Auckland uses a brand health monitor. Hamburg uses a variety of ways to monitor the brand, but the monitoring system of Berlin was not brought up.

Table 14. The studies of the monitoring programs in comparison, similarities highlighted with a green color

	Study	Aim of the study	Frequency	Conducted by
Munich	Several different independent research studies	Not brought up in the interview	Not brought up in the interview	Different companies
	IFM Sports Marketing Surveys (IFM SMS)	Not brought up in the interview	Annually	Not brought up in the interview
	Internet surveys	Not brought up in the interview	Not brought up in the interview	Not brought up in the interview
Berlin	Post-campaign research	Brand awareness, change in image, acceptance and knowledge about the campaigns	Regionally annually, nationally and internationally every three years	Not brought up in the interview
Hamburg	A quantitative brand research	Check up for the brand, changes, brand images, brand awareness and brand compared to other cities	Every five years	Company Brandmeyer Markenberatung
	Stakeholder questionnaire	Check up the usage of design guidelines, the logo and content of the brand	Annually	Hamburg Marketing GmbH
Auckland	A brand health monitor: The first and second data points	Brand awareness and brand associations	Annually	ATEED
	A brand health monitor: Third data point	Brand values and metrics of the brand: what does the brand stand for	Quarterly	ATEED

Each of the case cities conducts studies of a different kind in their brand monitoring process (table 14). The aims of the studies were somewhat similar, but many differences were found, too. Berlin, Hamburg and Auckland studied the brand awareness. Berlin and Hamburg had another objective in common, too: they both studied the brand image. All the other aims of the studies were different to each other. However, the frequency of the studies vary: Munich conducts IFM Sports Marketing Surveys (IFM SMS) once a year, Berlin conducts post-campaign research regionally once a year, but nationally and internationally every three years. Hamburg conducts an annual ques-

tionnaire for stakeholders, but a quantitative brand research only in every five years. Finally, Auckland used to monitor the brand performance annually, but will move on to quarterly tracking. This means all of the cities perform at least some kind of a study annually. In addition to the annual studies, other studies are conducted, too. The frequency of these studies is different or the frequency was not brought up in the interview. Hamburg has the longest interval between its quantitative studies, five years, whereas Auckland has the shortest interval, quarter tracking. Berlin was the only case city which did not bring up, who conducts their research. However, Munich and Hamburg did not point out all the actors behind the studies either.

Table 15. The key performance indicators in the case cities

	Munich	Berlin	Hamburg	Auckland
Key performance indicators	Brand awareness, intention & reason to visit, information about bookings, flights and trips, number of visitors, feedback from companies, delegations and abroad	Brand awareness, change in image, acceptance and knowledge about the campaigns, media reports, level of interest of the city, political and stakeholder's perceptions and acceptance of the brand, press and media coverage from abroad	Visual recognition of the logo, number of visitors, overnight stays, visits to cultural institutions, number of companies settled in the city, media reports, other cities' perceptions of the city	The brand awareness, brand associations, what the brand is known and associated for

A variety of differences between the key performance indicators were found, but also a few in common (table 15). Munich, Berlin and Auckland measure the brand awareness, Munich and Hamburg measure the amount of the visitors, Berlin and Hamburg follow how the media report about the city. All the German cities, meaning Munich, Berlin and Hamburg, had two key performance indicators in common with the other case cities, whereas Auckland had only one key performance in common with the other case cities. Finally, the respondents of the cities described, how the present brand performance monitoring system could be improved, and what the ideal monitoring system

would be like. Only one factor in common was found. Munich, Berlin and Auckland suggested that more funding would improve the system. According to Munich, more funding would enable more detailed information, whereas at the Berlin point of view, more funding would enable more research. Berlin suggested that an ideal system would include evaluation of how media reports about the city, even though this action is already included in their monitoring system.

Temporal (2010, 285) points out that it is vital to track the effectiveness of the brand against the competition. Quantitative or qualitative surveys examine, for example, how the customers' perceptions of the brand have changed. Monitoring the brand reveals, if the brand strategy is successful and if the customers will remain loyal to the brand. Identifying the changes in the market helps the brand management to react to changing opportunities and threats (Kotler et al. 1999, 106). It also indicates how the brand is positioned now and where the brand is going (Riezebos 2003; Temporal 2010, 285). According to Kotler et al. (1999, 111), a common problem is that the information is collected, but the impacts are not studied. To all appearances, all of the case cities understand the importance of measuring the brand performance. The cities under examination agreed with the views of Temporal and Kotler et al. by pointing out the benefits of measuring: measurements prove the brand's effectiveness against competition and show whether the brand strategy has been successful. However, the cities did not emphasize, what kind of an impact the measurements have had in the branding process and whether the measurement results have changed the way the branding processes are arranged. This observation supports the view of Kotler et al. (1999, 111,) who state that the measurement results are not utilized in the development of the branding processes.

7.8 Challenges and problems

In chapter 4.3, Govers and Go (2009, 14) presented six issues that make place branding challenging: multidimensionality, heterogeneous interests of stakeholders, the politics involved, the need for consensus, difficulty in applying the concept of brand loyalty and the availability of limited funding. The respondents were asked what kind of challenges or problematic issues they had confronted while planning a city brand.

7.8.1 Challenges and problems in the German cities

Munich and Berlin faced the problem of budget and political issues as well as the problem with adding new images to the brand. Munich and Hamburg faced challenges with different aspects about the brand identity. Hamburg faced the challenges with the slow processes and differing views, a slogan, motivating to adapt practices to fit the brand and public support versus brand identity.

7.8.2 Challenges and problems in Auckland

Auckland has challenges with the low budget. Auckland also faced the challenge of doing everything cost-effectively. Political environment and public funding also poses challenges. Other challenges are getting people to buy into a brand, the usage of the logo guidelines, planning co-branded activities, attracting travelers to stay longer in the city as well as delivering the new brand identity. Finally, the last challenge is not to be able to control the city brand.

7.8.3 Challenges and problems in comparison

Table 16 presents the faced challenges in case cities. Each of the cities had some kind of problem with the political environment. Berlin, Hamburg and Auckland mentioned a large number of decision-makers as a challenge. However, in Auckland this was related to the decision-makers' skills and experiences of the brands, whereas in Hamburg the political environment slows down the processes, as influencing a large number of people takes a lot of time. In Berlin, confirming orders from the public partner slows down the processes, but this issue was not related to the large number of decision-makers. Berlin also mentioned a large number of decision-makers as a challenge, but did not clarify how it is a challenge. Auckland was the only one to point out the challenge of being transparent in the publicly funded environment.

Table 16. Faced challenges in case cities

Challenge or problem	Munich	Berlin	Hamburg	Auckland
Political environment:				
A variety of people are included in the decision-making		x	x	x
• The people affecting the brand might not have any kind of education or experience of branding				x
• Slow processes			x	
Funding from the public authority	x	x		x
• Decision makers might not agree on the necessity of maintaining the brand and do not grant the funding	x			
• Low budget		x		x
• Challenge to do everything cost-effectively				x
The use of time				
Confirming orders from the public authority takes time		x		
Challenge in being transparent to the public				x
Brand image and brand identity:				
Challenge to add new images to the brand/challenge to deliver the new brand identity	x	x		x
Different aspects of the brand identity	x		x	
Other:				
Not getting support from the public			x	
Creation of a slogan that reflects the brand identity comprehensively			x	
Reform practices among the stakeholders			x	
Challenge to deliver the brand to the locals			x	
Challenge in using the logo guidelines				x
Challenge in planning co-branded activities				x
Challenge to attract travelers to longer their stay in the city				x
Challenge not be able to control the brand				x
Challenge to get people to buy into a brand and not to be seen as a threat				x

Munich, Berlin and Auckland mentioned public funding as a challenge. In Munich, decision-makers might not agree on the necessity of maintaining the brand, whereas Berlin and Auckland face the challenge of low budget. Because of this, Auckland has the challenge to do everything cost-effectively. Hamburg did not mention budget issues as a challenge, even though its branding processes are also publicly funded.

Govers and Go (2009, 14) studied the challenges of a place brand in chapter 4.3. In

their view, the politics involved and the availability of limited funding causes challenges. This theory supports the findings of this thesis, as both Berlin and Auckland mentioned low budget is a challenge. Also Kotler et al. (1999, 66–67) state the politics poses a challenge for place branding. For example, the funding is likely dependent on the politics. Difficulties may arise due to decision-makers' lack of useful structure for organizing place marketing strategy and action. The findings of the interviews reflect the theory provided in the theoretical framework.

All the cities faced problems with the brand identity and/or brand image. Munich struggles with adding new images to the old brand: Munich has many strengths, but they are not promoted well enough. Auckland has the same problem: Auckland has changed, but the perception of Auckland has not caught up with the change. Berlin also had a problem with adding new images to the brand identity, but the problem was related to the slogan. The German residents did not accept the English appendix in the slogan, but nowadays the slogan is approved in the public. Munich and Hamburg brought up the challenge of different aspects of the brand identity. In Munich, it is considered as an everyday challenge, as everybody sees the city in a different way. In Hamburg, it was mentioned that in an ideal scenario, everybody would agree about the brand, but it is impossible to have a situation like that. Govers and Go (2009, 14) as well as Kotler et al. (1999, 66–67) state heterogeneous interests of stakeholders pose challenges for place branding. The stakeholders groups may share a different vision of the brand and execute place marketing in various ways, but all of them still market the place, intentionally or unintentionally. This theory supports the findings of this thesis.

Hamburg was the only one to mention the following challenges or problems: not getting support from the public, the creation of the slogan that reflects the city brand identity comprehensively, reform practices among the stakeholders and challenge to deliver the brand to the locals. The importance of public support is studied in more detail in the competence called “the ability to get public support from the citizens for the city brand” in chapter 7.9.3. Auckland was the only one to mention the following challenges or problems: challenge to use logo guidelines, challenge to plan co-branded activities, challenge to attract travelers to stay longer in the city, challenge not to be

able to control the brand and the challenge to get people to buy into a brand and not to be seen as a threat. Govers and Go (2009, 14) presented the need for consensus and difficulty in applying the concept of brand loyalty as challenges for place branding. These challenges can be found in Auckland's case, as the respondents brought up the challenge to deliver the brand to the locals and challenge in being transparent to the public. Auckland also brought up the challenge not being able to control the brand, which refers to Govers' and Go's view of multidimensionality as a challenge for place branding. The cities under examination brought up more challenges than the theoretical framework of this thesis provided. However, the challenges presented in the theoretical framework were found, too.

7.9 Competences

One of the main interview topics considered competences. Competences were approached several times in different categories, such as planning, implementation and performance. The respondents described how their present brand planning process and monitoring system could be improved and what the ideal processes would be like. Then, the differences between good and bad city brand were covered. Finally, the respondents told their view of what are the core competences required in developing and maintaining a successful city brand, and what are the cornerstones of success when developing a brand for a city. The interview questions are shown in the attachment 2. The competences are classified in to two categories: brand management competences and network management competences. However, the author's interpretation somehow differed from the previous studies. Due to this, some competences are renamed in the comparison chapters 7.9.3 and 7.9.6.

7.9.1 Brand management competences in the German cities

Seven similar brand management competences were found in Järvisalo's (2012, 82) research: firstly, the ability to deliver brand promises on actual product experience and the ability to ensure that the brand image and brand identity match. Secondly, the ability to differentiate and to develop a unique brand promise. Thirdly, the ability to get public support from the citizens for the city brand. Fourthly, ability to generate mana-

gerial commitment to the brand within the network. Fifthly, the ability to develop a monitoring system which provides sufficient information for the brand management. Sixthly, the ability to track changes in the brand image held by the customers and seventhly, market orientation. Furthermore, Munich and Berlin have the ability to secure sufficient monetary resources for external communication as well as the ability to develop brand identity that provides added value and “touches” the consumer. Hamburg also has the ability to build the brand on known strengths.

7.9.2 Brand management competences in Auckland

Auckland has the following competences: the ability to deliver brand promises on actual product experience and the ability to ensure that the brand image and the brand identity match, the ability to differentiate and to develop a unique brand promise, the ability to get public support from the citizens for the city brand, the ability to generate managerial commitment to the brand within the network, market orientation, the ability to develop a monitoring system which provides sufficient information for brand management, the ability to track changes in the brand image held by the customers, the ability to secure sufficient monetary resources for external communication, the ability to develop brand identity that provides added value and a message that “touches” the consumer, assets to begin with, the ability to be dynamic, the ability not to run the city brand as a corporate brand, the ability to attract major events to come to the city, the ability to create and execute functional strategies, the ability to use every opportunity to sell the brand, a dedicated team with background and knowledge of place branding as well as the ability to have discipline or structure for the brand.

7.9.3 Brand management competences in comparison

All in all, six similar brand management competences were found (table 17). Three of the competences exist in three cities. One competence exists in two cities. Seven of the competences exist only in Auckland. The competences found in all of the cities can be generalized to some extent. All of the cities have the ability to deliver brand promises on actual product experience and the ability to ensure that the brand image and brand identity match. This means the cities have the ability to create a brand identity that is

both believable and natural, and reflects the reality. The brand has failed, if a visitor does not experience the factors he or she has been marketed. All the factors, that are to be marketed, must exist in the city. Furthermore, both visitors and residents need to feel that the brand image and brand identity match.

Chapter 2.4 introduced the brand identity and the brand image. Brand identity is developed by brand management and it represents how an organization wants to be perceived in the market (Management study guide 2013c). The brand image, instead, doesn't reflect the way an organization would want the brand to be perceived, but it reflects how the brand is observed and perceived (Management Study Guide 2013d; Moilanen & Rainisto 2009, 7). The findings of the interviews reflect the information provided in the theoretical background. Chapter 4.4 focused on the positioning of a place. Quelch and Jocz (2012, 146) suggest the positioning of a place should reflect the observable reality, it should be relevant and please both residents and visitors. Also Hankinson (2004, 115–116) agrees on this in chapter 4.6. Hankinson suggests that the positioning should reflect the reality in order to fulfill the promised experience: the core brand will fail if the brand reality is not communicated. All of the cities have the ability to differentiate and develop a unique brand promise, too. Chapter 3.2 discussed positioning. Positioning is a crucial concept which emphasizes the distinctive characteristics that make the brand different from others. Positioning is a way to make the brand seen and heard. (Kapferer 2008, 175). Positioning aims to convince the people of the difference and superiority of the product (Temporal 2010, 47). Chapter 4.4 focused on the positioning of a place. Quelch and Jocz (2012, 146) suggest the positioning should promote something that makes the place unique, is hard to copy and easy to recognize. The views of the respondents were related to the views presented in the theoretical background.

All of the cities have the ability to get public support from the citizens for the city brand. According to the respondents, public support is one of the key factors in city branding and the brand will not get support, if it is not credible. Citizens have also been taken into account already in the planning processes. According to Moilanen and Rainisto (2009, 1) in chapter 4.3, a good city brand strengthens citizens' identity and

increases self-esteem. Also Quelch and Jocz (2012, 146) state (in chapter 4.4) that the positioning of a place should be relevant and please both residents and visitors. In chapter 4.6, Hankinson (2004, 117) states the residents and employees are consumers of the brand and a major part of the brand reality. Different interests of different target groups may lead into conflict and the destruction of both the indigenous culture of the destination and the key features of a core brand. Thus, it is crucial to target visitor markets that match the most of the resident population. (Hankinson 2004, 117.) Also, one of the five strategic market planning stages, presented by Kotler et al. (1999, 107) in chapter 4.5, points out the importance of businesses' and residents' wishes of the surrounding community.

All of the cities have the ability to generate managerial commitment to the brand within the network. It was pointed out it is important to discuss and cooperate with all the stakeholder groups. Hankinson's (2004, 109–110, 114–115) model of a place brand in chapter 4.6 is based on the concept of brands as relationships with its stakeholders. According to Hankinson (2004, 116–117), the key to the success lies in the brand extension that can be achieved with effective relationships with all the stakeholders. The relationships extend and strengthen the core brand by communication and delivery of services. All the cities are market oriented. According to the respondents, updated information about what is going on is an important factor for the brand. This supports the view of Kapferer (2008, 178), who state that competition-oriented positioning is an effective tool for obtaining the competitor's market share.

All of the cities have the ability to develop a monitoring system which provides sufficient information for brand management. This competence includes the abilities to prove the awareness, recognition and acceptance of the brand and the ability to utilize this information in future improvement processes. This competence is about finding what kind of brand images exist and how these brand images can be changed, but not about how the brand images have changed over time. However, this competence does not include the ability to prove the utility of a city brand. The cities under examination are able to prove the effects of the city brand, e.g. if there were more travelers in the city, but not able to prove the utilities of these effects, e.g. if these effects increased the

income of the city or the number of jobs in the city. Berlin, Hamburg and Auckland have the ability to track changes in the brand image held by the customers. This competence differs from the previous competence, as this competence is about finding out the changes in the brand image, not about how to change the brand images. However, even this competence does not include the ability to prove the utilities of a city brand. In Järvisalo's (2012, 82) research, also Munich has this competence, but in the author's view, this competence of Munich is more about the ability to develop a monitoring system which provides sufficient information for brand management.

The Brand Identity Planning Model by Aaker was introduced in chapter 3.3. Aaker introduces (2010, 176) three-step implementation process, where the third stage is called a tracking stage. Aaker (2010, 189) states that "it is highly desirable to invest in monitoring the brand position". Temporal (2010, 285) shares the same view and points out that it is vital to track the effectiveness of the brand against the competition. By monitoring, it can be proved if the brand strategy is successful and if the customers will remain loyal to the brand. Results indicate if the investments made on a brand have had any effect. Measures show what has happened in the past and where it is now. To be truly actionable, the brand management needs to know where the brand is going. (Riezebos 2003; Temporal 2010, 285.) In chapter 4.5, also Kotlet et al. (1999, 106) agree that the ability to monitor the changes in the environment is vital for identifying the changing opportunities and threats. Both respondents and the theoretical framework emphasized the importance of monitoring. Munich, Berlin and Auckland have the ability to secure sufficient monetary resources for external communication. City branding is funded in the cities under examination by taxes, yearly fees and the help from business partners. More funding would improve external communication. According to Govers and Go (2009, 14), the availability of limited funding is a significant challenge for place branding. To all appearances, these three cities have outweighed at least one of the six issues that make place branding challenging.

Munich, Berlin and Auckland have the ability to develop brand identity that provides added value, message that "touches" the consumer. This competence is about finding out, what the special elements in the city are and what kind of things are associated

with the city. Furthermore, it is about targeting the right markets with the right positioning. Chapter 2.3 studied brand equity. Brand associations are any tangible and intangible benefits that customers associate with the brand (How-To-Branding.com; Management study guide 2013a). A brand association is not directly a reason to buy, but it provides special acquaintance, which can differentiate a product from the others. (Management study guide 2013a.) According to Aaker (2010, 25), associations are the heart and soul of a brand. The driver of the brand associations is brand identity. Customers don't buy just products or services but also meanings, experiences and dreams that they are ready to pay for. (Mäkinen 2013.)

Both Hamburg and Auckland have assets to begin with. These assets might be, for example, beautiful natural resources, beaches and harbors. According to the respondents, assets help the marketing of the city and help the city to brand itself as a good city. According to Moilanen and Rainisto (2009, viii, 4), many great cities have been known for their attractions for centuries, possibly before they have been branded consciously. Thus, it can be concluded that these places have already had assets to begin with. Also Salman (2008) suggests a city brand should include something already existing. However, urban development and infrastructure may contribute on what assets the city might have. This competence was named as “the ability to build the brand on known strengths” in Järvisalo’s research. In the author’s view, this competence is more about having assets to market in the first place than just utilizing existing strengths. Furthermore, some new competences were discovered. Auckland has the ability not to run the city brand as a corporate brand. Chapter 4.2 discussed the unique features of place branding. Ashworth and Kavaratzis (2007, 525) admit that there are many similarities between corporate branding and city branding, such as multidisciplinary roots, multiple groups of stakeholders, a high level of intangibility and complexity, social responsibility, multiple identities and long-term development. However, they conclude that it is possible to adopt a corporate branding philosophy for the management of cities. Still, “cities are neither products nor corporations ---, therefore, a distinct form of branding is needed.” The respondents of Auckland shared the same view as the theoretical framework of this thesis.

The next ability in Auckland is somewhat close to the network management competence “the ability to keep the brand development process ongoing despite difficulties and resistance”. Auckland has the ability to be dynamic. In this competence, the dynamic nature of city branding is acknowledged. However, it is not really seen as a problem, but rather as something that city branding just needs to adapt to. The strategy of city branding is designed so that the dynamic nature is taken into account, meaning the brand needs to be both flexible and able to change if necessary. The mindset of being dynamic goes hand in hand with the views of Ashworth and Kavaratzis (2007, 521). According to them, "branding needs to be thought of as a complete and continuous process ---." Also Trueman (2004, 328) points out that cities are constantly changing brands. Kotler et al. (1999, 101–106) state that strategic market planning sees the future as a challenge that can be influenced despite its uncertain nature. The aim is to establish information, planning, implementation and control systems in order to achieve flexibility as well as ability to adapt quickly and effectively to new developments.

Auckland also has the ability to create and execute functional strategies. To achieve this, the management team has had to find out the strategy plan and the action plan, as presented in the five-stage strategic market planning process by Kotler et al. (1999, 107). These stages specify what broad strategies will help the community to reach its goals and what specific actions the community must undertake to carry out its strategies. Auckland has the ability to attract major events to come to the city. According to Quelch and Jocz (2012, 146), cultural achievements are qualities that promote something that makes the place unique, are hard to copy and easy to recognize. Therefore, it can be concluded that this competence is a major asset for the brand management competence introduced before, “the ability to differentiate and develop a unique brand promise.” The other new competences found in Auckland are the ability to use every opportunity to sell the brand, a dedicated team with background and knowledge of place branding as well as the ability to have discipline or structure for the brand. These competences were not discovered in Järvisalo’s research. However, these competences might also occur in Munich, Berlin and Hamburg, but were not discovered due to the different interpretations.

Table 17. Brand management competences in comparison

Brand management competence	Munich	Berlin	Hamburg	Auckland
Ability to deliver brand promises on actual product experience. Ability to ensure that the brand image and brand identity match	x	x	x	x
Ability to differentiate and to develop a unique brand promise	x	x	x	x
Ability to get public support from the citizens for the city brand	x	x	x	x
Ability to generate managerial commitment to the brand within the network	x	x	x	x
Market orientation	x	x	x	x
Ability to develop a monitoring system which provides sufficient information for brand management	x	x	x	x
Ability to track changes in brand image held by the customers		x	x	x
Ability to secure sufficient monetary resources for external communication	x	x		x
Ability to develop brand identity that provides added value, message that “touches” the consumer	x	x		x
Assets to begin with			x	x
Ability to be dynamic				x
Ability not to run the city brand as a corporate brand				x
Ability to attract major events to come to the city				x
Ability to create and execute functional strategies				x
Ability to use every opportunity to sell the brand				x
A dedicated team with background and knowledge of place branding				x
Ability to have discipline or structure for the brand				x

7.9.4 Network management competences in the German cities

Five similar network management competences were found in Järvisalo’s (2012, 85) research: the ability to develop effective internal communication processes within the network, the ability to keep the brand development process ongoing despite difficulties and resistance, brand management and marketing know-how within the network, the ability to generate the culture of open discussion between the network actors and the ability to attract network members to participate in brand management processes. Furthermore, Munich has the ability to increase commitment towards the brand within the network, Berlin has regularity in co-operation activities and Hamburg has the ability to form an effective organization structure that supports the brand building.

7.9.5 Network management competences in Auckland

Auckland has the following network management competences: the ability to develop effective internal communication processes within the network, brand management and marketing know-how within the network, the ability to attract network members to participate in brand management processes, regularity in cooperation activities, the ability to collaborate, freedom, support and trust from the decision-making bodies and the ability to stay transparent and build trust.

7.9.6 Network management competences in comparison

In total, three network management competences in common were found (table 18). One of the network management competences existed in three of cities and one network management competence existed in two of the cities. Five network management competences were found just in one city; one in Munich, one in Berlin and three in Auckland. The competences found in all of the cities can be generalized to some extent. All of the cities have the ability to develop effective internal communication processes within the network. Effective internal communication processes include joint meetings, available data for all the stakeholders and all the different views that are taken into account in the city branding process. The more people city branding process includes, the more the brand gets support. Järvisalo (2012, 85) also had competence called “the ability to generate the culture of open discussion between the network actors.” In the author’s view, these two competences were comparable to each other and therefore, this competence was included in “the ability to develop effective internal communication processes within the network” in this thesis. Pride et al. (2006, 262) suggested that the management team should cooperate with the personnel familiar with the brand, such as the departments of the research, development and production. Also Hankinson Hankinson's (2006, 246–249) state that consistent communications across a wide range of stakeholders and strong, compatible partnerships make city branding efficient. The theoretical framework supports the views of the respondents.

All of the cities have brand management and marketing know-how within the network. It was pointed out that the city branding process will have difficulties, if the team does

not have marketing knowledge or marketing skills. The team needs to be able to find out, what the core identity is, how to make a good brand, what things are associated with the brand, what makes the brand unique, how to use the strengths of the brand, how to achieve the objectives and how to position the brand. Auckland was the only city to emphasize the dedication of the branding team and team members' previous experience of place branding. Thus, Auckland has also a brand management competence called "a dedicated team with background and knowledge of place branding." Also Quelch & Jocz (2012, 146) point out that brand management team should be able to choose the highlights of a place and seek different marketing strategies for promoting them. Furthermore, the brand management team needs to be able to execute the implementation successfully. All of the cities have the ability to attract network members to participate in brand management processes. It is important to network, find partners or the projects most relevant for the city brand and take advantage of the partners' resources too. Also, new partners are sought in accordance with the development of the brand. Partners might include ambassadors, organizations, companies, campaigns, events or political stakeholders. Moilanen & Rainisto (2009, 1) point out that a city brand affects a variety of actors, such as companies, investments, tourism industry, public diplomacy, exports and citizens. Furthermore, a variety of stakeholder groups market the place intentionally or unintentionally (Kotler et al. 1999, 66–67). Thus, it is important to consistently communicate across a wide range of stakeholders, as suggested by Hankinson (2006, 246–249).

Munich was the only city to point out the pride of being a resident of a particular place, so Munich has the ability to increase commitment towards the brand within the network: "Our brand." This finding supports the statement of Moilanen & Rainisto (2009, 1), who suggest that a place brand strengthens citizens' identity and increases self-esteem. Also, according to Ashworth and Kavaratzis (2007, 521–522) the purpose of place marketing is to foster civic consciousness and self-confidence, as they are both necessary preconditions for external marketing. Berlin was the only city to point out the importance of an effective organization structure, so that decision and actions can be implemented quickly. Wheeler and Katz (2011, 89) suggest a brand needs strong company that can operate with the changes. Thus, Berlin has the ability to form an

effective organization structure that supports the brand building. Both Berlin and Auckland have regularity in cooperation activities. All the German cities have the ability to keep the brand development process ongoing despite difficulties and resistance. This competence means the work done for city branding continues, even though problems might occur. Problems might slow down the work, but it is possible to find solutions for them. Problems like these mentioned in the interviews were different views of the city, long processes and bringing new ideas to the old practices. This competence was named as the ability to keep the brand development process ongoing despite hardships and resistance in Järvisalo's (2012, 85) research.

Table 18. Network management competences in comparison

Network management competence	Munich	Berlin	Hamburg	Auckland
Ability to develop effective internal communication processes within the network	x	x	x	x
Brand management and marketing know-how within the network	x	x	x	x
Ability to attract network members to participate in brand management processes	x	x	x	x
Ability to increase commitment towards the brand within the network	x			
Ability to form an effective organization structure that supports brand building		x		
Regularity in cooperation activities		x		x
Ability to keep the brand development process ongoing despite difficulties and resistance	x	x	x	
Ability to collaborate				x
Freedom, support and trust from the decision-making bodies				x
Ability to stay transparent and build trust				x

Some new network competences were found, too. Auckland has the ability to collaborate. This network competence is rather close to the competence called “ability to attract network members to participate in brand management process.” However, this competence is more about cooperation between the core organizations involved in the city branding, whereas “the ability to attract network members to participate in brand

management process” is more about cooperation with the partners outside the core organizations involved in the city branding. Without the ability to collaborate, the five corporate brand-based factors, that make city branding efficient, cannot be achieved: a strong, visionary leadership, a brand-oriented organizational culture, departmental coordination and process alignment, consistent communications across a wide range of stakeholders and strong, compatible partnerships (Hankinson 2006, 246–249). Auckland also has freedom, support and trust from the decision-making bodies. The organizations responsible for the brand have the freedom to plan and implement the city brand without too much of political input. According to the theoretical framework, the politics involved represent one of the six most challenging issues in place branding (Govers and Go 2009, 14). To all appearances, Auckland has found a way to bypass the challenge of politics involved. Even though the politics pose a challenge, the positive outcome caused by freedom and trust is found to outweigh the negative issues caused by politics by a remarkable margin. Finally, Auckland has the ability to stay transparent and build trust. As politics affect the brand processes, transparency and trust building among the tax payers is remarkably important in order to achieve positive reputation and perceptions. Thus, the constant funding for the branding processes is also secured. Therefore, Auckland also has brand management competence called the ability to secure sufficient monetary resources for external communication, introduced in chapter 7.9.3.

8 Discussion

The objective of this study was to identify the required competences and key factors in creating and maintaining a successful city brand, both from the managerial and organizational point of view. As sub-questions this thesis examined, what is the definition for a brand, what are the brand planning, implementation and monitoring processes like and who executes these processes. The results were based on the content analysis. The validity and reliability of this thesis are studied in the subchapter 5.1.

8.1 Insights of the study

Some similarities between the core meaning of the brand identity of the cities in question were found. However, the only common factor found in all case cities was the business point of view. Munich pictures itself as one of the strongest economic centers in Germany, Berlin promotes the city as a business city, not only as a tourism destination, Hamburg has an attractive business environment and Auckland has been world-widely ranked as the easiest city to start a business in. However, one of the cities in question, Hamburg, has not been able to decide in which strengths to focus on. Instead, ten brand modules create the brand identity, each module representing even more factors to be highlighted. Furthermore, chapter 4.6 introduced four different approaches to place brand management. These approaches were not studied in Järvisalo's (2012) thesis and thus, only the results of Auckland are presented. The relationship-based paradigm requires dialogue and collaboration with all the stakeholder groups. It was expected the answers would highlight the significance of the brand as relationships, as this paradigm strongly reflects the theoretical framework of this thesis. It is interesting to note that this paradigm was not emphasized and that all of the conceptualizations were found, but not in balance to each other.

The definition of a brand was mainly similar in each case city, but slightly varied. Mainly, a brand was considered as associations and perceptions. Respondents agreed a brand consists both of the brand identity and brand image. Furthermore, the answers reflected the views of the theoretical background. However, many answers addressed logos. As stated in the introduction of this thesis, in most cases cities adopt just the

development of a catchy slogan or logo that will be used in the promotional material and no further actions are required (Ashworth and Kavaratzis (2007, 521). Therefore, the cities under examination must be careful lest to end up in the situation described by Ashworth and Kavaratzis and thus to ensure the successfulness of the city brand to be continued. As expected, the definition of a brand was the most similar of all the answers. Even though the managerial and organizational structures of the case cities would differ, the definition of a brand should be approximately the same as it is an old, basic marketing definition that has been used for years (American Marketing Association 2013).

The numbers of the bodies included in the branding process vary in each case city. However, all of them have multiple bodies included in the branding processes. In each city, at least one of the bodies is a public actor and the head of the decision making body is a public institution. Only two of the case cities included a mayor and only one city a private marketing agency in their branding process. As it was to be expected, funding for the city branding processes was public. The private actors funded the city branding process only partly and only in the case of Berlin. It is surprising to note that the organizational structures behind the brand management vary such much. This may be due to the fact that place branding is a relatively new area of branding, as suggested by Moilanen and Rainisto (2009, viii, 4). Thus, the truly functional organizational structures may not have been recognized yet.

More differences than similarities between the brand planning processes were found. One of the case cities had been consciously building a city brand since 1970's, but three just since 2000's. The reasons for the start of the brand building were different or not approached at all. In two of the cases, the catalyst for the start of the brand building was not brought up, but in two of the cases it was a political initiative. Also, the number of actors in the brand planning process varied from one organization to a great number of organizations and partners. In two of the cases, the plan was approved by a city council or senate. The other cities did not approach the matter. Three of the cities had conducted studies during the brand planning process and all of them had the same objective: the associations of their city.

Most of the cities had only one actor responsible for the brand implementation. Also, most of the cities had the same number of actors both in planning and implementation process. However, there were not that many similarities between the means of the implementation processes. Only a logo and internet were found in three cities, other means of implementation processes occurred only in two or just one city. Also, the objectives of the implementation process differed from each other. The only common objective, found in two cases, was to increase the awareness of the city. It is surprising to note the case cities did not highlight the significance of creative and innovative ideas related to the brand. According to Govers and Go (2009, 14), these kinds of elements are, for example, investments on local products, tourism services, infrastructure, education or healthcare.

Both similarities and differences between the brand performances were found. All of the German cities named London as their key competitor, Auckland located its best competitors on the Asian Pacific and Australia. However, the similarities were found only between the German cities. It is certainly interesting to note that the best competitor of each case city was categorized in a much higher GaWC tier than they actually were themselves. Just a few of the competitors were ranked lower than the case cities themselves. This means, from the GaWC point of view, that the case cities think their international connectedness is higher than it really is.

It is interesting to note that internationally Auckland ranks extremely high in a number of matters. Based upon its international connectedness, The Globalization and World Cities Research Network ranks Auckland as Alpha-, the fourth highest category out of ten categorization levels. In addition, Auckland ranks first in the world for protecting investors, lack of corruption and starting a business (Auckland Tourism, Events and Economic Development Ltd 2014a). Auckland does not rank extremely well only on the business point of view, but also on the tourism point of view: Lonely Planet named Auckland as one of the world's Top 10 Cities for 2014 in its 'Best in Travel' guide. Lonely Planet raised up the cuisine, culture, coastal scenery, waterfront districts, hip shopping, beaches, gulfs, islands, festivals, events as well as Māori and Pacific culture – exactly the elements Auckland wants to be known for, as presented in chapter 6.2. the

city brand identity and logo of Auckland. Also the major events strategy has been implemented as expected: Auckland has attracted the ASB Classic and Heineken Open, Auckland Seafood Festival, Auckland Lantern Festival, Pasifika Festival, NRL Auckland Nines and V8 Supercars ITM 500 Auckland among many others to take place in the city in the summer of 2014. (Auckland Tourism, Events and Economic Development Ltd 2014b). Even though Auckland is an internationally attractive destination both for business and tourism, Wellington, the capital of New Zealand, is doing better domestically. To all appearances, it can be stated that Auckland has been successful in attracting investments, entrepreneurs, visitors, shoppers, talent and events, as suggested by Place (2013), Placebrands and Van Gelder & Malcolm (2006; 5). Also the German cities under examination are considered as somewhat successful, as stated by Järvisalo (2012, 93).

Each of the case cities uses different kind of monitoring system. However, all of them conduct studies in their monitoring process and the objectives of the studies are mainly similar. The most studied objective is brand awareness and secondly, the brand image. The frequency of the studies varied, but each of the case cities conducted at least one study annually. The longest interval between the studies is five years, whereas the shortest interval is quarter tracking. Few common factors between the key performance indicators were found, but mainly differences. All the German cities had two key performance indicators in common with the other case cities, whereas Auckland had only one key performance in common with the other case cities. As previously, brand awareness was the main key performance indicator. Other common key performance indicators were the number of visitors and media reports. According to most of the respondents, more funding would improve the monitoring system. To all appearances, all of the case cities understand the importance of measuring the brand performance. Nevertheless, it also seemed the cities did not take full advantage of the measurements, as they were not able to prove the utilities of the effects of the city brand, e.g. if the travelers increased the number of jobs in the city. The theoretical framework emphasized the significance of measurements. It was also stated that in most cases the information is collected, but the impacts are not studied. Furthermore, the measure-

ment results are not utilized in the development of the branding processes. The answers provided reflected the theoretical framework.

Each of the cities had some kind of problem with the political environment as well as the brand image and brand identity. The most common challenges were a variety of people included in the decision making process, funding from the public authority and challenge to add new images to the brand/challenge to deliver the new brand identity. Munich had the least challenges whereas Auckland had the most. However, the challenges found in Auckland were not identified in Järvisalo' (2012) study at all, so such a big variation might be due to the authors' differing interpretation. Prominent geographical differences between the challenges of the case cities were not identified in this study. The answers reflected the theoretical framework.

According to Järvisalo's (2012, 62) findings, Hamburg does not have just one core meaning for the brand, but 10 brand modules, every module functioning as the main topic with a deep variety of content. According to the theoretical framework, detailed identity helps the implementation process. (Aaker 2010, 78.) The message set out in the theoretical framework can be found in the challenges and problems of Hamburg: Hamburg has the largest amount of challenges concerning brand image and brand identity out of all the case cities. With Hamburg being maybe too many factors or associations, the creation of the slogan is definitely challenging, as stated by the respondents. Also, communicating a nonspecific brand identity for the audience, like locals, is really challenging and thus, unlike to get public support.

On the whole, six brand management and three network management competences in common were found. The following brand management competences were found in each case city: the ability to deliver brand promises on actual product experience and the ability to ensure that the brand image and brand identity match, the ability to differentiate and to develop a unique brand promise, the ability to get public support from the citizens for the city brand, the ability to generate managerial commitment to the brand within the network, market orientation as well as the ability to develop a monitoring system which provides sufficient information for brand management. The

following network management competences were found in each case city: the ability to develop effective internal communication processes within the network, brand management and marketing know-how within the network as well as the ability to attract network members to participate in the brand management processes. The competences found in all of the cities can be generalized to some extent. Auckland had the most brand management competences, whereas Munich and Hamburg the least. Auckland had the most network management competences, whereas Hamburg had the least. Again, the competences found in Auckland were not identified in Järvisalo' (2012) study at all, so such a big variation might be due to the authors' differing interpretation.

All of the cities have the ability to generate managerial commitment to the brand within the network. According to Hankinson (2004, 109–110, 114–115), the key to the success lies in the brand extension that can be achieved with effective relationships with all the stakeholders. Thus, it can be stated this competence is key competence required in a successful city branding. Furthermore, it can be assumed that without this competence, the cities would not have any network management competences or the amount of competences would be much less.

All in all, even though the organizational structures behind the brand management in the case cities were different, it can be considered all of them have succeeded in their city branding process. By familiarizing themselves with each others' branding processes the case cities could improve their own brand performance. Based on the examination, the key elements for the successful city branding appear to be business, strengths and unique features of the place, detailed and truthful brand identity, brand associations, brand relationships and brand monitoring. The significance of the organizational structure behind the brand management is less important than the brand management and network management competences. To summarize the matter, the key to successful city branding lies in including and engaging the appropriate brand relationships in the brand management process as well as the appropriate brand management in general. The objective of this study was to identify the required competences and key factors in creating and maintaining a successful city brand, both from the managerial and organizational point of view. Based on the research and the results presented in the previous

chapters, it can be stated that this thesis has achieved its objectives. Therefore, this thesis meets the criteria of validity. This thesis can be considered reliable as the majority of the results reflect the findings of the previous study.

8.2 Own learning process

When I got a topic for my thesis, I had never had any lessons on branding nor had any idea of how brands could be managed. Thus, the starting of the thesis was extremely difficult and at the same time, the most difficult part of the work. The amount of literature, and data in general, in terms of brands and place marketing was far bigger than I had thought. It was difficult to decide, which areas of information were exactly the topics I should and I wanted to highlight in my study. After reading a little bit of this and that, the same words, the same topics, the same ideas and the same structures were repeating. Then, the idea for the content of the thesis started forming. Now, I have an overall view what is a brand, how they are managed and what means place branding. I even notice myself referring to the theoretical information about brands when talking with my friends of whatever topic that can be linked to brands or place branding. Even though making the theoretical framework for this study felt truly boring, it was really important to do in order to understand, what are the drivers and reasons behind the empirical study. The most interesting part of making the thesis was, for sure, analyzing the results. Afterwards thinking, what I really would like to change in my thesis making process, would be timing. I always thought I still have time and suddenly I did not. What I learnt, once more, is that all the processes should be started on time and not the last minute.

What I really was concerned about was the foreign language of this thesis. Now, I have spent countless hours for reading, listening to and writing in English. I have learnt new vocabulary, new sayings and phrases and the differences in the dialect and vocabulary between English-speaking countries: things typical for New Zealand English, things typical for British English and things typical for American English. After spending a lot of time with English, I use and understand the grammar in a more natural way than I used to. I can write in my CV that I have excellent English. Even though there is still plenty to learn, I am able to work with English in whatever position. What I learnt in

this thesis writing process goes hand in hand with the topics I learnt in the school. Relationships with stakeholders are vital. In order for company to succeed, all relevant stakeholders must be included in the company's strategy. Furthermore, it is not only about fine words on the paper, the main thing is how the strategies are implemented, how they are monitored and how they are improved based on the monitoring results. I also learnt whatever place can brand itself, if it just has a visionary branding team and any assets to begin with.

Nowadays, I even find myself thinking about my surroundings. What is what makes this special? What unique do they have here? What are the people like? Does the public transportation work here? How strong and interesting history does this place have? Is any celebrity born here? What is the reputation this place nationally and internationally? What is this place already known for, and what it should still be known for? The brand image of a place should be based on the reality, and in my opinion, you just cannot cheat anyone with a fake brand identity. Anyone arriving at your destination will see and experience the reality delivered by anyone or anything in that destination. If the reality does not match the brand image, you will be caught and the process to fix the bad reputation will be extremely difficult and a long process. This truthfulness, in addition to versatility, is why I prefer place branding to product branding. Now that I have conquered the basic knowledge of branding and place branding, I believe I could become extremely useful in some place branding team.

After this process, in addition to a formal qualification, I consider myself way wiser, responsible, competent and ready for new challenges. Most importantly, I consider myself as an expert on the field of tourism management, especially city branding. At present, I have the skill to combine research information with practice. In addition I have the ability to complete whatever I have started, even though I would not like the matters I have to cope with or the matter is completely new to me. I, however, consider the source criticism and the appreciation for the research work as my main merits. Before this process, I never truly realized the significance of the research work in general. I learned to assimilate the attitude of success: whether I say I can or I cannot, I am right. Certainly, I can. This thesis, however, does not answer all of the questions. While

analyzing, I realized some things that I should have asked more about. During the interview, it was not easy to comprehensively understand what I heard, mostly because of the language difficulties. I think that I should interview the key people again in order to get full understanding for the topic. The next sub-chapter discusses future researches worth a study.

8.3 Further research

As place branding is a relatively new area of branding, further work is needed in order to find out the successful concept for branding the cities. (Moilanen & Rainisto 2009, viii, 4, Trueman 2004; 328). As Ashworth and Kavaratzis (2007, 525) suggest: “cities are neither products nor corporations in the traditional meaning of the terms and, therefore, a distinct form of branding is needed.” The aim of this research was to identify the required competences and key factors in creating and maintaining a successful city brand, both in managerial and organizational arrangements. This thesis includes the results of only four individual cities and therefore, the results should not be considered as indicative of a more general trend. Further research is needed in order to determine, if the results discovered in this thesis exemplify a prominent trend concerning the required organizational and managerial competences. Nevertheless, this thesis presents a significant number of viable insights that can be considered as guidelines for the required competences and key factors in creating and maintaining a successful city brand.

Järvisalo (2012, 95) found all in all 12 similar competences in every of her case city; seven brand management and five network management competences. Some of the competences discovered didn't occur in each city, indicating that the results may be random or just did not show up in the interviews. In Järvisalo's (2012, 95) view, competences could be further researched in order to find out whether they can be generalized, or are these competences just characteristic of those cities. Based on the results of this thesis, it can be concluded that Järvisalo correctly stated the generalization of results is possible to some extent. All of the brand management competences submitted by Järvisalo were discovered as the competences of Auckland. However, all the network competences submitted by Järvisalo were not discovered. For example, the ability

to increase commitment towards the brand within the network and the ability to form an effective organization structure that supports the brand building were found only in one city. Furthermore, the author's interpretation with naming the competences somehow differed from Järvisalo's study. Also, the author discovered a number of competences, both brand management and network competences, that were not discovered in Järvisalo's study. Regardless, in order to actually determine whether the competences discovered in this thesis are just characteristic of certain cities or if the competences can be generalized, the competences need to be further studied in a greater number of cities from all around the world.

The amount of information related to the brand implementation process in each city was small in comparison the amount of brand planning process in each city. In some cases, the information on the implementation process sounded more like the information on the brand planning process. It would be interesting to study, how the respondents distinguish planning and implementation process from each other, or whether they identify a difference at all. The results might indicate if the branding team's knowledge of the difference of planning and implementation processes affected the successfulness of the city brand. Furthermore, the implementation process could be studied in more detail, as the answers in the interviews were rather planning-related.

According to the theoretical framework of this thesis, limited funding causes challenges for place branding (Go & Govers 2009, 14). The results of this thesis reflect the theory, as all Munich, Berlin and Auckland mentioned public funding as a challenge. As most of the studied cities mentioned funding as a challenge, one potential area of study could examine, does the amount of available funding affect the successfulness of the city brand at all. This thesis gives very weakly signs that the amount of funding does not affect the successfulness of the city brand, as Hamburg, the only city that didn't mention funding as a challenge, had fewer brand management and network management competences than the other cities. Furthermore, Hamburg has the second highest number of challenges.

According to Van Gelder and Malcolm (2006, 5), the global competition is not only about capitals and big cities, but also small and specialized cities. This study examined world cities in GaWC Alfa, Beta and Gamma tiers, cities that are universally known by their names but are not super cities. It was assumed that super cities' brand images are less related to the marketing related activities and are unlikely to change in the short term. However, the next research program could focus on the cities that are on the lower ranked GaWC tiers and if the cornerstones for successful world city branding techniques work as well in the cities ranked the lower GaWC tiers.

This study has one very refreshing aspect compared with Järvisalos' study: internationality. The cities Järvisalo studied were all located in the same country. This study included fourth city, a city that was located on a different continent, completely on the other side of the world. Therefore, some of the results varied between the German cities and Auckland. However, it is extremely significant to note that despite the far distance and completely different culture, surprisingly many results were the same or close to each other. For to be argued that the results are indicators of a universal trend, more cities around the world in different cultures must be included in the examination.

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Attachments

Attachment 1. E-mail enquiry

Dear city of Auckland,

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 Auckland 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 Auckland. Would it be possible for you to suggest any key persons responsible for the creation and management of Auckland 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= Auckland

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?

Attachment 3. Categorization of the world cities

Category	City	Category	City	Category	City	Category	City							
Alpha++	LONDON	Beta+	WASHINGTON	Gamma+	MONTREAL	High sufficiency	ADELAIDE	Sufficiency	LAUSANNE					
	NEW YORK		MELBOURNE		NAIROBI		COLOMBO		MEDELLIN					
Alpha+	HONG KONG	Beta+	JOHANNESBURG	Gamma+	BRATISLAVA	High sufficiency	LAHORE	Sufficiency	SACRAMENTO					
	PARIS		ATLANTA		PANAMA CITY		TEGUCIGALPA		MILWAUKEE					
	SINGAPORE		BARCELONA		CHENNAI		VILNIUS		SAN JOSE (CA)					
	TOKYO		SAN FRANCISCO		BRISBANE		PHOENIX		RICHMOND					
	SYDNEY		MANILA		CASABLANCA		HYDERABAD (INDIA)		LAS VEGAS					
	MILAN		BOGOTA		DENVER		CLEVELAND		CHRISTCHURCH					
	SHANGHAI		TEL AVIV		QUITO		GLASGOW		MEMPHIS					
	BEIJING		NEW DELHI		STUTTGART		DHAKA		HAMILTON (BER)					
	Alpha		MADRID		Beta		DUBAI		Gamma+	VANCOUVER	High sufficiency	MONTERREY	Sufficiency	JERUSALEM
			MOSCOW				BUCHARST			ZAGREB		TAMPA		BELFAST
SEOUL		OSLO	MANAMA	SAN JUAN		CHENGDU								
TORONTO		BERLIN	GUATEMALA CITY	HANOI		KRAKOW								
BRUSSELS		HELSINKI	CAPE TOWN	TUNIS		HARTFORD								
BUENOS AIRES		GENEVA	SAN JOSE (CR)	LYON		PORTO ALEGRE								
MUMBAI		COPENHAGEN	MINNEAPOLIS	LEEDS		PUNE								
KUALA LUMPUR		RIYADH	SANTO DOMINGO	LA PAZ		NASHVILLE								
CHICAGO		HAMBURG	SEATTLE	KANSAS CITY		BASEL								
Alpha-		WARSAW	Beta-	CAIRO		Gamma	LJUBLJANA	High sufficiency		PITTSBURGH		Sufficiency		HONOLULU
	SAO PAULO	LUXEMBOURG		SHENZHEN	ORLANDO		DAR ES SALAAM							
	ZURICH	BANGALORE		PERTH	BELGRADE		OMAHA							
	AMSTERDAM	DALLAS		CALCUTTA	CHARLOTTE		RALEIGH							
	MEXICO CITY	KUWAIT		GUALAJARA	OSAKA		NEWCASTLE							
	JAKARTA	BOSTON		ANTWERP	ASUNCION		LUSAKA							
	DUBLIN	MUNICH		PHILADELPHIA	INDIANAPOLIS		REYKJAVIK							
	BANGKOK	JEDDAH		ROTTERDAM	CANBERRA		MACAO							
	TAIPEI	MIAMI		AMMAN	GEORGETOWN (CI)		DURBAN							
	ISTANBUL	LIMA		PORTLAND	ACCRA		VALENCIA							
ROME	KIEV	LAGOS	MANAGUA	CURITIBA										
LISBON	HOUSTON	Gamma-	DETROIT	High sufficiency	BRISTOL	Sufficiency	LEIPZIG	Sufficiency	ABERDEEN					
FRANKFURT	GUANGZHOU		MANCHESTER		BOLOGNA		DRESDEN							
STOCKHOLM	BEIRUT		WELLINGTON		BALTIMORE		MARSEILLE							
PRAGUE	KARACHI		RIGA		NASSAU		CALI							
VIENNA	DUSSELDORF		GUAYAQUIL		ST LOUIS		BAKU							
BU DAPEST	SOFIA		EDINBURGH		OTTAWA		LIVERPOOL							
ATHENS	MONTEVIDEO		PORTO		COLOGNE		ANKARA							
CARACAS	NICOSIA		SAN SALVADOR				TIANJIN							
LOS ANGELES	RIO DE JANEIRO		ST PETERSBURG				PENANG							
AUCKLAND	HO CHI MINH CITY		TALLINN				SALT LAKE CITY							
SANTIAGO		PORT LOUIS		GABORONE										
		SAN DIEGO		MUSCAT										
		ISLAMABAD		NAGOYA										
		BIRMINGHAM (UK)		AUSTIN										
		DOHA		HARARE										
		CALGARY		WINNIPEG										
		ALMATY		PUEBLA										
		COLUMBUS		NANJING										
				KAOHSIUNG CITY										
				TASHKENT										
				DALIAN										
				SOUTHAMPTON										
				TIJUANA										
				TULSA										
				SEVILLE										
				EDMONTON										
				ROCHESTER										
				SKOPJE										
				STRASBOURG										
				KINGSTON (JAM)										
				HALIFAX										
				LABUAN										
				GENOA										
				UTRECHT										
				BIRMINGHAM (USA)										
				BREMEN										
				CINCINNATI										
				JOHOR BAHRU										
				TBILISI										
				NANTES										
				CARDIFF										
				HANNOVER										
				ARHUS										
				ABU DHABI										
				NEW ORLEANS										
				TURIN										
				LIBREVILLE										
				CHIHUAHUA										
				QUEBEC										