

How to build successful city brands? – Comparing results from 11 case studies

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<p>This thesis is a portfolio thesis, which means in this case, that some of the parts are collected from already existing theses. The first part of this thesis, which is the theoretical background (chapters 2-5) existed before this thesis. Chapter 1 from the part I is written by the authors of this thesis.</p> <p>The second part of this thesis, methodologies and case studies, chapters 6 and 7 are written completely by the authors of this thesis. The objective of this thesis is to find the success factors for branding a city. This thesis is a part of an international research which is directed by Dr. Teemu Moilanen. The research includes 25 cities in five continents. In this thesis there are four of the case cities presented in detail: Athens, Copenhagen, Dublin and Madrid. The study is based on qualitative research method.</p> <p>The third part consists of comparison and discussion (chapters 8 and 9). As the title of this thesis indicates, there is a comparison of eleven case studies in the end which means that there are seven additional cities to the four case studies in this thesis presented. Those seven cities are from two theses written before this thesis (within the same international research). The comparison is done by gathering all the information found from the case studies into tables and then analyzing them. As the objective is to find the cornerstones of successful city branding, in this thesis it is done by comparing the branding of the cities from as many angles as possible. The comprehensive comparisons are made from challenges and core competences identified by the case cities. Also the fact how the cities understand the definition of a brand is compared. All the compared factors can be found in chapter 8.</p> <p>The results can be generalized to some extent. For example, as objectives regarding branding of the city, all the cities identified that attracting visitors, basing the brand on a value and creating an emotional brand are important. Biggest challenges in city branding seem to be financial issues and communication related issues between stakeholders. The most identified competences in successful city branding are ability to find money and time for branding, as well as ability to find brand management and marketing know-how within the network.</p>	
Keywords City branding, place marketing, brand management, challenge, competence, case study	

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Part I Theoretical background

Here starts the first part of this thesis. The first chapter is an introduction to the topic and this thesis. This chapter also includes the definition of a portfolio thesis. Second chapter concentrated on the definitions of a brand, identity and image. In chapter three, various features of brand management are discussed at more closely. Chapter four continues on topic of place marketing as well as strategic market planning for cities. Finally, chapter five introduces four brand management paradigms: product -, projective -, adaptive – and relational paradigm.

1 Introduction

Interestingly, Barcelona is among the top three city brands identified by eleven case studies in the comparison part of this thesis. London and New York also made it to the top three, which can be expected since those cities are known around the world. (Chapter 8.2) However, Barcelona has made it to top three by consciously branding the city. Creating a successful city brand requires for example right resources and right people in the right place at the right time. It is challenging. The required competences are needed in order to build a successful city brand. The question is what are the required competences? The topic of branding a city is interesting and current, for instance Helsinki is starting its branding project in this year (chapter 8.4).

One of the most identified competences by the case cities of this thesis is “ability to differentiate and to develop a unique brand (promise)” (chapter 8.8). Factor that differentiates the city and makes it unique will most likely give the city recognition as well. Also *how* the city communicates the brand, its uniqueness and differentiation factor means a lot. For example Athens have had problems in communicating the features of the city, the fact that it is possible to swim in the sea is not known (chapter 7.1.5).

The objective of this bachelor’s thesis is to find the competences that lead to success in city branding. This is a part of an international research directed by Dr. Teemu

Moilanen. This thesis is done within a thesis group of seven people who are researching altogether 14 case studies. All in all, the international research includes 25 cities. In this thesis four of the case studies are presented: Athens, Copenhagen, Dublin and Madrid, and in the end, 11 of them are compared to get a bigger picture of the success factors.

1.1 Portfolio thesis

This bachelor's thesis is a portfolio thesis which means that it consists of separate components that form a larger entity. In this thesis it means that some of the chapters are written beforehand. To make it more clear, this bachelor's thesis is divided in three parts.

The first part is the theoretical background. Chapter 1 is the introduction which is written by the authors. Chapters 2, 3, 4 have been written by Susanna Järvisalo (2012, 4-24) in her bachelor's thesis "How to build successful city brands? -Case Munich, Berlin & Hamburg". Chapter 5 has been partly quoted from the thesis "How to build successful city brands? – Case Zurich, Geneva, Stockholm, Helsinki" by Sonja Hyytiäinen and Jenna Renko (2014 pp 30-34) and it has been written by Rabin Gauli, Sonja Hyytiäinen and Kumarsingh Nadan within this thesis group in 2014. The theoretical background written by Susanna Järvisalo gets into details on what is a brand, the difference between identity and image, brand management and place marketing. The fifth chapter, explains four brand management paradigms that can be applied to brand management of the city.

The second part, methodologies and case studies, is written completely by the authors of this thesis, Tiia Dahlström and Anna-Paulina Poikkijoki. This part consists of chapters 6 and 7. In chapter 6 the research methods are described: how the process was carried out, how the interviews were made and analysed and finally what is the validity and reliability of this bachelor's thesis. Chapter 7 presents four case studies in details: Athens, Madrid, Dublin and Copenhagen.

Finally there is the part three, comparison and discussion, whichs includes chapters 8 and 9. In the comparison part, chapter 8, 11 case studies are compared. Four of them comes from this thesis. Other four comes from Sonja Hyytiäinen and Jenna Renko's thesis (How to build successful city brands? – Case Zurich, Geneva, Stockholm, Helsinki) and three of them comes from Susanna Järvisalo's thesis (How to build successful city brands? -Case Munich, Berlin & Hamburg). Chapter 9 concludes the thesis with the authors' learning experience as well as suggestions for further research.

2 Concept of a brand

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

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

2.1 What is “a brand?”

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

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

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

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

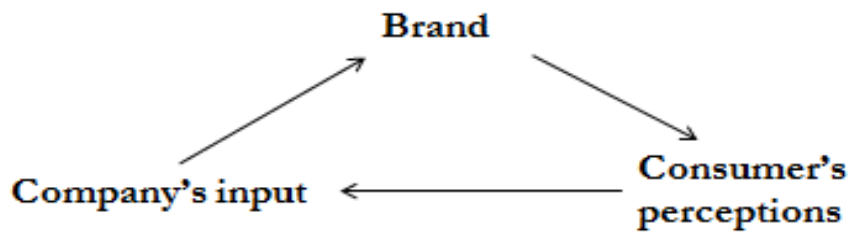


Figure 1. A brand's relationship between a company and its customers (de Chernatory & Dall'Olmo Riley 1998, 428)

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

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

customers to select products and services they prefer. (Dibb, Simkin, Pride & Ferrel 2001, 270.) The indicator of good quality is the consumer's perception of the service. Therefore the management and creation of perceptions becomes crucial. One could say that people consume brands, not products or services. (Kornberger 2010, 19.)

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

2.2 Identity & image

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

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

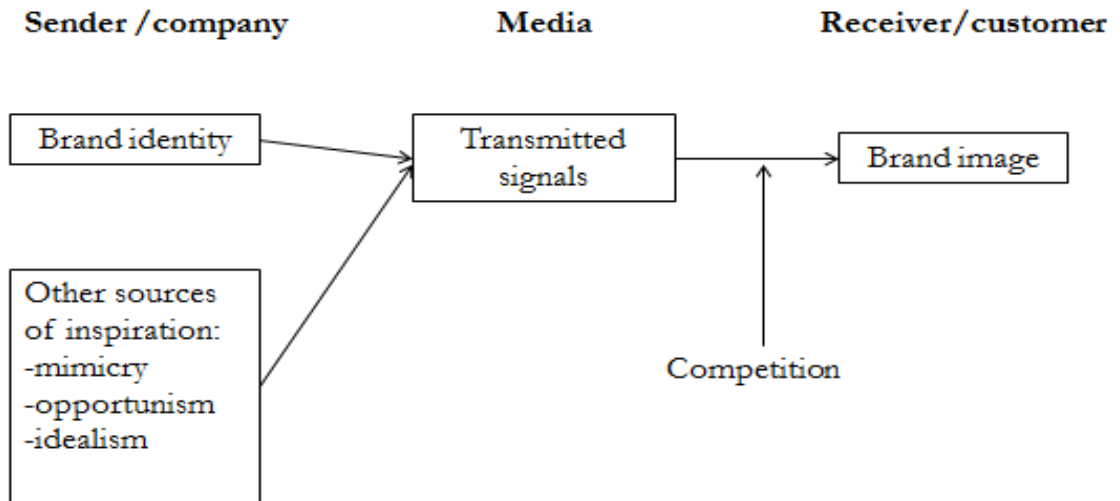


Figure 2. Image and identity (Kapferer 1997, 95)

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

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

sion and strategy. The central concept is brand identity. This identity is the core of brand management and it must be defined and managed carefully. (Kapferer 1997, 15–18.)

3 Brand management

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

3.1 How can brands be managed?

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

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

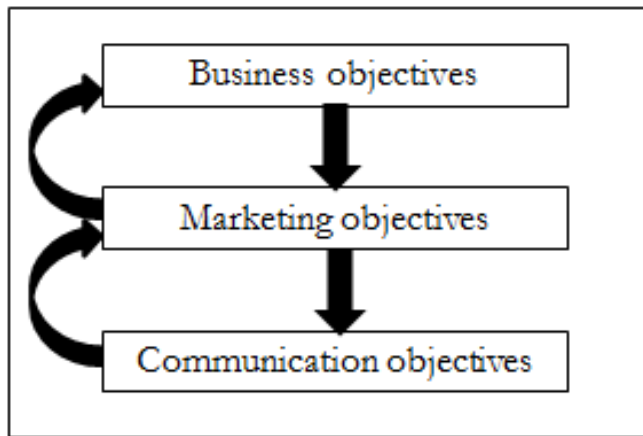


Figure 3. Three levels of targets (Nilson 1998, 29)

3.2 Planning & positioning

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

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

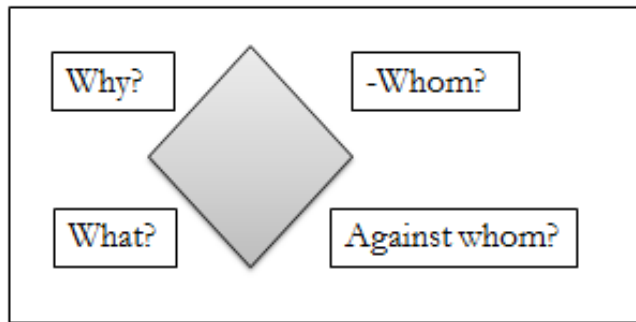


Figure 4. Positioning a brand (Kapferer 1997, 97)

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

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

ferentiate an identity. A more detailed identity will also help with implementation. (Aaker 2010, 76–79.)

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

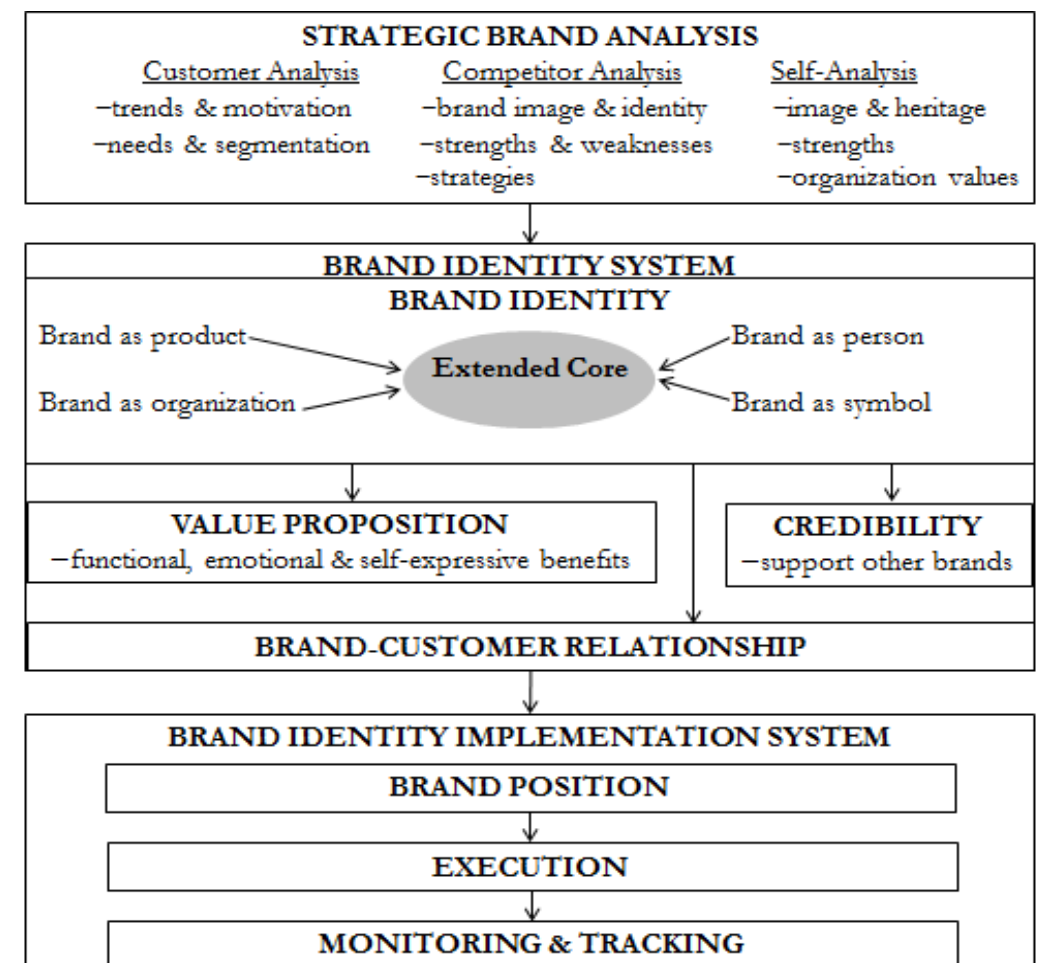


Figure 5. Brand Identity Planning Model (Aaker, 2010, 79)

3.3 Implementation & monitoring

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

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

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

4 Place marketing

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

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

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

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

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

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

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

4.1 Different ways to build an image for a place

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

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

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

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

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

Many cities are renowned for their culture, festivals and traditions. One of the main objectives of these events is to create a better image for their host cities. When an event is known all over the world it is an important part of the city’s image and brand. For example the Oktoberfest is a popular event with millions of visitors and it is an important part of Munich’s brand. (Virtanen 1998, 100–102.) The Olympic Games is also a good example of how even a onetime event can have a significant impact on a destination’s brand. They become the basis for images, stories and emotions. The challenge is to find the best ways to use event images, stories and emotions to capture the consumer’s attention and build the brand. (Brown, Chalip, Jago & Mules 2002, 180.) The Olympic Games has close association with the host cities and achieve global attention. (Anholt 2007, 109.) The Olympics organization provides an excellent vehicle for branding at a local level using both local and international funding. (Virgo & de Chernatory 2006, 381.) According to Hankinson, the success of cities in building successful

brands through key sporting events was based upon the development of strong relationships between stakeholders whom would benefit from that success. (Hankinson 2004, 114.) Many sports clubs and sports teams are renowned for their domiciles and they also market the city (Virtanen 1998, 120).

4.2 Placemarketers and placemarkets

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

Local actors	Public sector actors: Mayor and/or city manager Business development department in the community Urban planning department of the community Tourist bureau Conventions bureau Public information bureau
Local actors	Private sector actors: Individual citizens Leading enterprises Real estate developers and agents Financial institutions (banks, insurance companies) Electricity and gas utilities, telecommunications companies Chamber of commerce and other local business organizations Hospitality and retail industries (hotels, restaurants etc) Travel agencies Labor market organizations Architects Transport companies (taxi, railway, airline) Media (newspaper, radio, TV)
Regional actors	Regional economic development agencies Local and state government Regional tourist boards
National actors	Political heads and government Inward investment agencies National tourist boards
International actors	Embassies and consulates Inward investment agencies Economic development agencies with a specific link to a city International enterprises with a place-bound link

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

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

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

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

4.3 Strategic market planning for cities

A place's desire to secure a unique position and positive image in the huge market is crucial part of strategic place marketing. Each place must formulate a combination of offerings and benefits that can meet the expectations new businesses, investors and visitors. (Kotler et al. 1999, 16.) In order to market city brands effectively there is a need to take an integrated approach, since local communities, the built environment, heritage and infrastructure form a constituent part of image and identity as well as a facility for differentiation and rejuvenation. (Trueman, Cornelius & Killingbeck-Widdup 2007, 21.)

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

thorities as service providers as about attracting exogenous investment, employment or customers (figure 8). (Ashworth & Kavaratzis 2009, 522.)

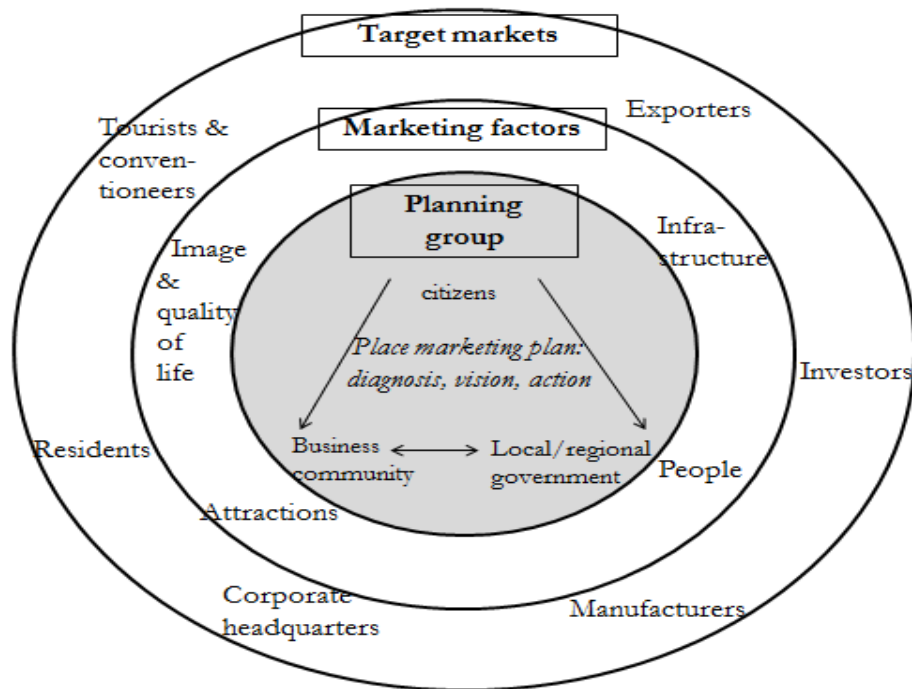


Figure 8. Levels of placemarketing (Kotler et al. 1999, 27)

Strategic market planning starts from the assumption that the future is largely uncertain, but on the other hand, the future of a place can be influenced by strategic actions and plans. This means that the community must establish information, planning, implementation and control systems that enable to monitor the changing environment and respond constructively to changing opportunities and threats. Through the strategic planning process, places can create a unique selling proposition. Certain attraction factors are encouraged while other factors may be de-emphasized. (Kotler et al. 1999, 103–106.)

Many communities publish great volumes of facts and figures without classifying their impact. SWOT analysis is needed to catalogue and classify the characteristics of a place into major strengths and weaknesses, as well as opportunities and threats. What is needed is a clear and sufficient long-term strategy where major strengths are levered to maximum and where there is time enough to improve certain weaknesses. All the attraction factors are not equally meaningful to different target groups. It is necessary to

choose the factors of importance to each target group and assign importance weights to these individual factors. When combining performance ratings and importance levels, four possibilities emerge (figure 9).

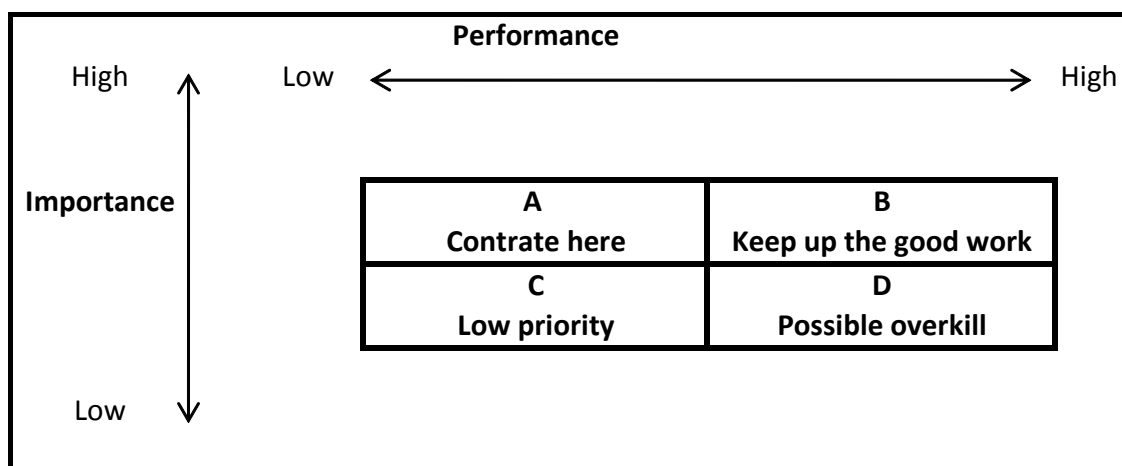


Figure 9. Performance-importance matrix (Kotler et al. 1999, 111–113)

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

The challenge is that visitors would truly experience the promoted brand values and feel the authenticity of a unique place. Cities and destinations often promote their history, culture and their beautiful scenery in marketing, but many destinations have these attributes and it is critical to build a brand on something which uniquely connects a destination to the consumer. For example only Paris is the city for love and romance. Whatever proposition is used it must also be right, have the potential to last and evolve in long-term branding campaign. The point of differentiation must reflect a promise which can be delivered and which matches expectations. Originality needs to be sustainable, believable and relevant. (Morgan & Pritchard 2002, 19–21.) The development of statements of what the brand should stand for and its promise to customers is a strategic decision. Thus a strategic perspective is needed. Brands need to be selecting markets and building assets for the future. The brand strategy needs to be viewed from

three perspectives: a customer analysis, a competitor analysis and a self-analysis (figure 10). (Aaker 2010, 190.)

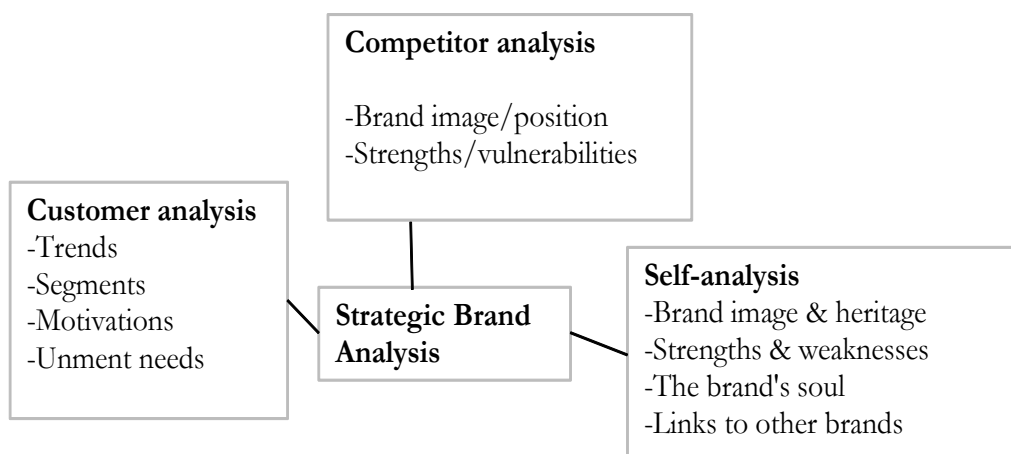


Figure 10. Strategic brand analysis (Aaker 2010, 190)

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

4.4 Challenges with place brands

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

112.) The lack of product control and internal and external pressures pose unique challenges for destination marketers (Morgan & Pritchard 2002, 21).

The place brand and place product are managed by a complex organization of private and public sector stakeholders. Therefore it is difficult to present a consistent brand proposition. Place branding is more a coordinated process rather than a managed activity. (Hankinson 2004, 112.) Marketing a city brand for multiple purposes and multiple stakeholders leads to tension due to conflicting objectives. Branding cities successfully relies on achieving consensus between partners. (Virgo & de Chernatory 2006, 382.) The fortunes of places depend on the collaboration of the public and private sectors. Teamwork is crucial. Place marketing requires the active support of private and public agencies, interest groups and citizens. (Kotler et al. 1999, 27–28.)

Closeness to politics has also an effect on decision-making. (Moilanen & Rainisto 2009, 22). The public sector place marketers are affected by a variety of political issues. The public sector has to reconcile a range of local and regional interests and promote an identity acceptable to a range of constituencies even though the brand's lifespan is a longer-term proposition than the careers of most politicians. It takes many years to establish a brand image, name recognition and develop strong awareness of a destination. (Morgan & Pritchard 2002, 14–15.) The politics and branding efforts affect also the residents of the city. The inhabitants of the city are living in a branded space. (Moilanen & Rainisto 2009, 20–22.) It is important that place marketers remember that the residents participate in creating the atmosphere of a city. Therefore a place brand is reliant on city's inhabitants. (Virtanen 1998, 153.)

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

vest. In most cases the public sector participates in financing the city brands. (Moilanen & Rainisto 2009, 20–22.)

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

4.5 Relational network brand

A distinct form of branding is needed because of the distinctive nature of cities. Cities are neither products nor corporations in the traditional sense of these terms. (Ashworth & Kavaratzis 2009, 525.) Graham Hankinson has developed a model of a place brand that reflects the reality of branding a city. The model is based on a brand as a relationship with all the stakeholders. (Figure 11.) It concentrates on behavior and reality and not so much in communications and image. Hankinson states that marketing networks are vehicles for integrating stakeholders, producers and employees in a collaborative partnership of value enhancement. Network marketing consists of a complex web of relationships and organizations. In best cases organizations manage to combine resources and create relationships and value. (Hankinson 2004, 112.)

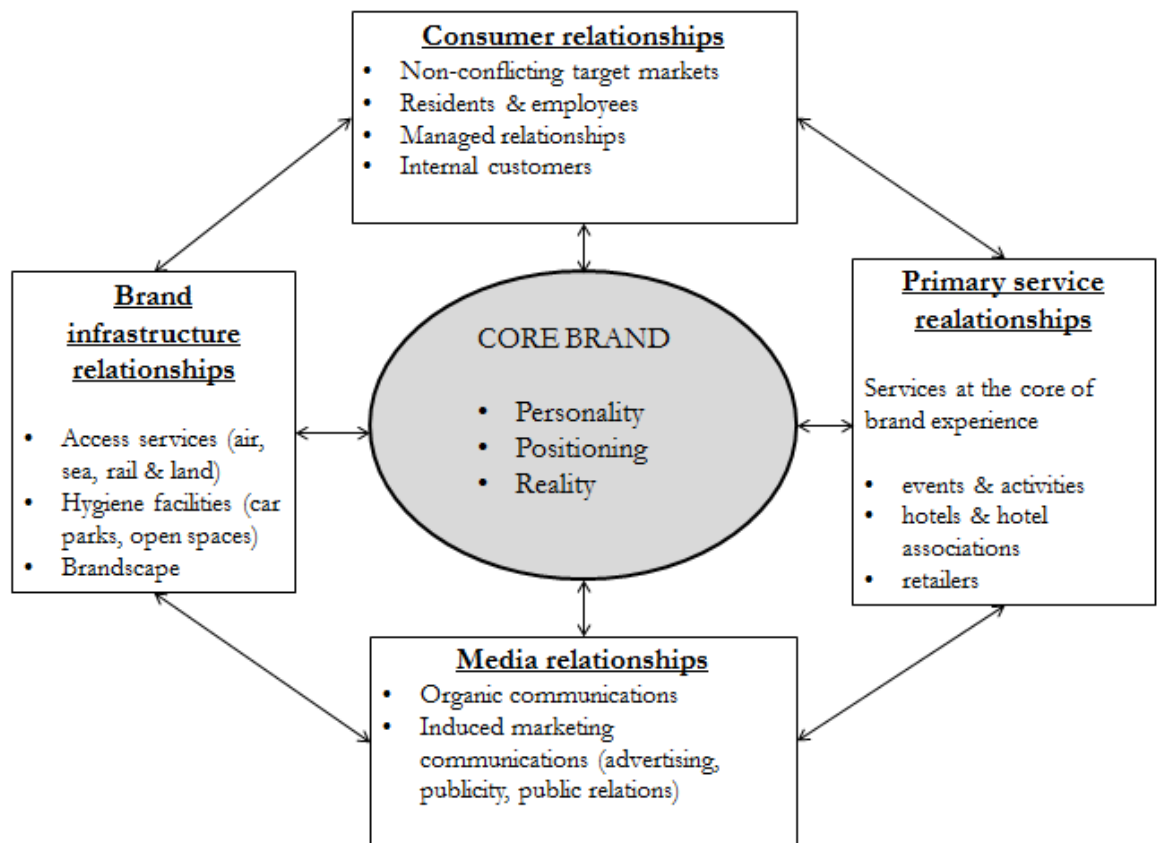


Figure 11. The relational network brand (Hankinson 2004, 115)

Grahan Hankinson's place brand model consists of core brand and four categories of dynamic brand relationships: consumer relationships, primary service relationships, media relationships and brand infrastructure relationships. (Figure 11.) These relationships extend the brand reality and brand experience and strengthen and evolve over time through a process of progressive interaction between the networks of stakeholders. (Hankinson 2004, 114.) According to Hankinson (2004, 115–116), "The brand core represents the brand's identity, the blueprint for communicating and developing the place brand. It may be the vision of one or number of organizations and can be defined by three elements: personality, positioning and reality." Brand personality consists of functional, symbolic and experiential attributes (Hankinson 2004, 115). The components of the relational brand personality are shown below in figure 12.

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

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

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

5 Brand management paradigms

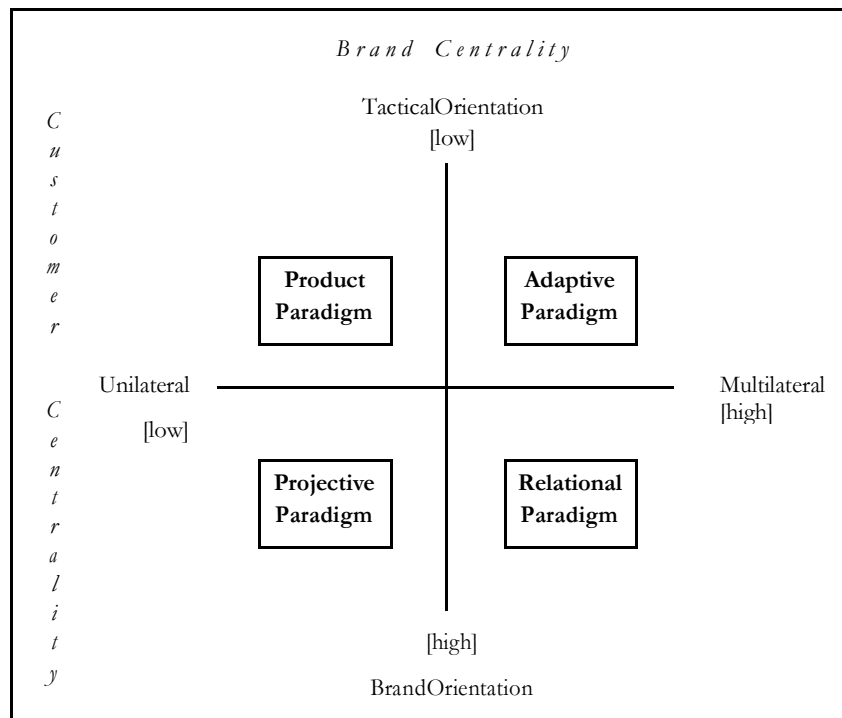


Figure 13. Brand management paradigms (Louro & Cunha 2001, 855)

Brand management constitutes a central organizational competence. Understanding of this is vital. (Louro & Cunha 2001, 850) Brand management paradigms may ease that process. Each paradigm clusters a specific set of theories, premises and practices regarding the value of brands and nature of brand management (Louro & Cunha 2001, 850).

The brand management paradigms may be defined as following:

A deep-seated way of seeing and managing brands and their value, shared by the members of an organizational community marked by a common culture (Louro & Cunha 2001, 853).

The four brand management paradigms are affected by two dimensions: the role the consumer plays in the branding process (the customer centrality dimension) and the extent the brand holds a strategic position in the company (the brand centrality dimension). In unilateral dimension consumers are perceived as passive recipients whereas in

multilateral perspective they are viewed as active contributors. (Louro & Cunha 2001, 855) The four brand management paradigms are product -, projective -, adaptive – and relational paradigm as figure 14 below shows (Louro & Cunha 2001, 857).

		PRODUCT	PROJECTIVE	ADAPTIVE	RELATIONAL
METAPHOR		Silence	Monologue	Listening	Conversation
MARKETING FOCUS		Product orientation	Brand logic	Customer orientation	Relational orientation
BRAND MANAGEMENT	BRAND MANAGEMENT FOCUS	Marketing Mix	Brand Identity	Brand Image	Relationship
	BRAND DEFINITIONS (de Chernatony & Riley 1998)	<u>Logo, legal instrument</u>	<u>Identity system, company</u>	<u>Image, shorthand device, risk reducer, adding value, value system</u>	<u>Relationship, personality, evolving entity</u>
	BRAND ROLES	Product-centered roles supporting communication, advertising and legal protection	Firm-centered roles associated with the unilateral creation and sustenance of competitive advantage through differentiation and/or efficiency (cost-leadership)	Consumer-centered roles facilitating decision-making, reducing risks inherent to product acquisition and providing emotional value.	Symbolic partner co-configuring the relational domain for firm-customer interaction
	DIMENSIONS OF BRAND MANAGEMENT	<u>Marketing program, brand elements as residual decisions</u>	<u>Organizational strategy, Brand Identity Charter, Brand Elements, Marketing Program</u>	<u>Brand Image, Brand Elements, Marketing Program</u>	<u>Organizational Strategy, Brand Identity Charter, Brand Image, Brand History, Brand Elements, Marketing Program</u>
	PERFORMANCE METRICS (Kaplan & Norton 1992)	Product-based (Financial perspective)	Brand-based (Internal perspective)	Consumer-based (Customer perspective)	Process-based (Balanced Scorecard)
	BRAND MANAGEMENT STRUCTURE	Functional, <u>Product/brand management, Product/Market</u>	Functional, <u>Product/brand management, Product/Market</u>	Functional, <u>Market management, Product/Market</u>	<u>Customer management, Entrepreneurial brand management</u>
CORE CAPABILITIES [DAY 1994]		Inside-out capabilities	Inside-out capabilities	Outside-in and spanning capabilities	Inside-outside, spanning and co-opting capabilities
STRATEGY FORMATION	STRATEGIC ORIENTATION (Hoskinsson et al. 1999)	Internal	Internal	External	Internal/external
	STRATEGIC FOCUS	Products and Positions	Resources and Capabilities	Contexts and Consumers	Integration and Interactions
	STRATEGIC PROCESS (Mintzberg & Waters 1985)	Planned Strategy	Planned/Ideological Strategy	Imposed Strategy	Umbrella/Process Strategy

Adapted from Louro and Cunha (2001, 857).

Figure 14. Brand management paradigms: structure and content (Louro & Cunha 2001, 857)

5.1 Product Paradigm

In the product paradigm customers are not seen important while making a brand, and also the brand orientation is low: the focus is on tactic (chapter 5, figure 13, Louro & Cunha 2001, 855). As stated in figure 14, in product paradigm definition of a brand is for example logo and the roles of the brand go around the product: advertising and communication of the product are examples (chapter 5, Louro & Cunha 2001, 857).

According to Heding, Knudtzen and Bjerre (2009, 252), the product itself and its profitability are in the centre of action in product paradigm. The role of the brand is to be a tool for communicating visual identity elements of the brand and to state the legal ownership of it. In this paradigm the correct marketing mix formed by right price, - product, placement and promotion is important as it forms the brand equity. (Heding, Knudtzen and Bjerre 2009, 252)

The product and its functional benefits are central to the profitability of the organization in the product paradigm. The brand holds two primary functions: the statement of legal ownership, and as a communicative tool upholding visual identification of differentiation in the marketing of the products of the company. In this brand management paradigm, brand equity is seen as something created by having the optimal marketing mix; the right price, right product, placement and promotion. (Heding, Knudtzen and Bjerre 2009, 252)

5.2 Projective Paradigm

When the brand is kept at the centre for the overall strategy of the organization, but with same conception of the customer, Louro and Cunha have labelled it as the projective paradigm. The projective paradigm focuses on the usefulness of the brand on a strategic level whereas product paradigm focuses on tactical level. The brand is seen as a strategic entity that should be used as a template for the overall business model.

Thus, the brand reflects purpose, ethics as well as core competences in an organization and vice versa. (Heding, Knudtzen & Bjerre 2009, 253)

The projective paradigm is a resource-based concept, because of which the value and the brand meaning are found internally. In this paradigm competitiveness of the business is based on the organisation's ability to find its internal strengths and cultivate them with the purpose of creating a unique business culture and unique competences which are difficult to imitate. The idea of creating a unique concept based on the sender identity is the nerve centre of the projective paradigm in brand management. (Heding, Knudtzen & Bjerre 2009, 253)

5.3 Adaptive Paradigm

The adaptive paradigm is a total opposite approach to the projective brand management paradigm. This approach emphasizes on the role of the consumer as central conductors of the brand's meaning. Consumers are different stakeholders from the citizens and visitors to the companies having business activities in the city. It says that the brand is the result of consumer's reaction to the product, and the consumer is the most important player to create and sustain a certain brand. So, according to this idea we can assume that a brand identity will change depending upon the consumer's reaction. (Louro & Cunha 2001, 863)

In this paradigm the competitive advantage for a business is conceptualized as a result of its ability to satisfy its consumers in a particular competitive context like changes in market trends and opportunities of new market. (Louro & Cunha 2001, 864)

5.4 Relational Paradigm

The relational paradigm provides possibilities that can tackle the weaknesses in both the projective and the adaptive paradigms; for example, the projective paradigm is criticized in failing to describe the active role of consumers in the development of the brand meaning (figure 5). Relational perspectives describe brand management as a continuous active process, without a clear beginning and ending, in which brand value and

meaning is co-created through interlocking behaviors, collaboration and competition between organizations and consumers (Louro & Cunha 2001, 866).

Within the relational perspective, brands are interpreted as characters that evolve in the context of consumer-to-brand relationships. Fournier (1998) structured her studies' analysis and arguments based on four core conditions:

- The brand as a relationship partner

One important relationship for many brands is a friendship link identified by trust, dependability and caring (Aaker 1996, 160). It is worth to perceive about the brand as not just a passive object of marketing transactions but as a dynamic, contributing member of the relationship process. One way to justify the brand-as-partner is to highlight ways in which brands are animated and somehow personalized. (Fournier 1998, 344).

- Relationships: Providing Meanings in Psycho-Socio-Cultural Context

Relationships are purposive, involving at their core the provision of meanings to the person who engage them. They create a purpose and structure a meaning in a person's life. Three important sources of meaning - the psychological, the sociocultural, and the relational- are identified each serving as a context that shapes the significance of the relationship for the person involved (Fournier 1998, 346).

- Relationships as Multiplex Phenomena

The relationships range across several dimensions and take many forms, providing a range of possible advantages for their participants. They provide socio-emotional benefits which involve psychosocial identity functions like reassurance of self-worth, announcement of image, and social integration (Fournier 1998, 346).

- Relationships in Dynamic Perspective

“They evolve and change over a series of interactions and in response to fluctuations in the contextual environment” (Fournier 1998, 344). Relationships are comprised of a series of frequent exchanges between two known parties (Fournier 1998, 347).

There is on going process of interaction between a company and consumer within the relational perspective (Louro & Cunha 2001, 866). Berthon, Hulbert and Pitt (1999, in Louro & Cunha 2001, 867) suggest the designation of a customer-management structure. In the structure customer-portfolio managers would be responsible for managing relationships with individual customers. Brand/product managers would perform a supporting role as brand experts helping the maximization of customers’ lifetime value through product/brand development. (Berthon, Hulbert and Pitt 1999, in Louro & Cunha 2001, 867)

Part II Methodologies and Case studies

Second part of this thesis consists of methodologies and case studies. Chapter six presents the process of the research as well as validity and reliability of the research. In chapter seven four case studies are introduced and analysed. Those case studies are Athens, Madrid, Dublin and Copenhagen.

6 Research Methods

Here starts the second part of our thesis. This thesis is a research-based thesis and it was made by doing a qualitative research study and by content analysing the results.

6.1 Process of the research

The aim of this thesis is to find the competences that are required in order to develop a successful city brand. This thesis is part of a larger entity, an international research, directed by Dr. Teemu Moilanen. The study has totally 25 case cities. Later on four of those cities are introduced in detail: Athens, Copenhagen, Dublin and Madrid. In the end, there is a comparison, which has in addition to those four case cities, seven other cities. These seven additional cities are Berlin, Geneva, Hamburg, Helsinki, Munich, Stockholm and Zurich.

This study was made using the qualitative research method. This research method gives answers on the branding process on subjective manner, while quantitative research only measures the number of issues that are studied. Since the aim of this thesis is to find the competences that are needed to develop a successful city brand, the qualitative research gives the information needed. By using qualitative method, analysing has to be made with flexibility and interpretatively since the data is highly variable (Brotherton 2008, 207).

6.1.1 Interviews and analysis

The thesis is based on interviews, which were conducted with the person in charge of the city branding in the case cities. The key persons were identified by recommendations by the city or identified using internet. In order to validate the credibility of the persons identified, the persons were also looked up from the internet to see whether they really are in charge of the city branding. These persons were contacted and if they accepted the interview request, the interviewers travelled to the city in question and conducted the interview and recorded it. These interviews took place before the writing of this thesis, which means that the authors did not conduct the interviews. Interview outline was crafted and in order to keep the quality equal, throughout the study the interviews were conducted using similar kinds of questions related to city branding.

The respondents were the key persons that are responsible for the management and creating of the brand in 25 cities in five continents. After the interviews were made they were transcribed. The interviews were read and cross read by the authors of this thesis. Then the transcribed text was coded to make the text clearer and also cross-coded by the authors. Coding is a process of ordering data for example based on themes (Brotherton 2008, 211). The coding was done by dividing the transcribed interviews into different themes regarding city branding. After that the authors wrote the case studies by using the interviews and researching books and internet. In the end there is a comparison of eleven case cities which has been done by content analysing. Content analysis usually emphasises the amount, for example by counting key words and phrases to provide frequency, which can easily be compared (Brotherton 2008, 212).

6.2 Validity and reliability

Validity and reliability reflects the trustworthiness of the research (Seale 1999, 43). The reliability of this study is intensified by having a reliable theoretical background. This theoretical background is concentrated on brand management from different angles and it supports the case studies of the research.

The questionnaires that were used in the interviews also enhanced the validity of this study, since the questionnaire was standardized and the questions were designed to bring out the essential cornerstone to create successful city brand. The interviewees are experts on the field of city branding so their input to the research intensifies the reliability. However, the interviews were held from 2010 onwards and since then the branding of the cities might have developed, that weakens the reliability of the research. The interviewers minimized the biasness by being neutral on their views on the city branding which increases the reliability of the research.

Nevertheless the quality of the interviews might have varied due to the language skills of both parties, time of the day when the interview was held, or how their moods were on that day. All these issues might have had a negative effect on the reliability of the study.

The authors conducted the case study part of this thesis by reading and cross-coding each other's materials. This enhances the reliability of the study. In the coding process the authors used the same coding guidelines, and that increases the intercoder reliability (Kurasaki, K. 2000) as well. Those coding guidelines were based on the topics of the interview and the questions asked and they were themed according to the topics discussed in the interviews. Also, the authors shared their opinions to each other and discussed them which intensified the reliability of the research. The case studies were also carefully cross-read by authors.

In addition to that, the authors wrote the comparison part together that enhanced the reliability. The comparison part was done by content analysing which, as mentioned in chapter 6.1.1, provides frequency that can be compared. In this case, there are 11 case studies to be compared. As stated by Gauri and Grønhaug (2005, 218), validity is based on how much the finding can be generalized. With eleven case studies, the findings can be generalized to some extent, which increases the validity. However the analysis is based on the authors' knowledge and their interpretations, which might have an effect on validity.

7 Case studies and results

In this chapter four case studies are introduced and analysed. These case studies are: CASE 1: Athens, CASE 2: Madrid, CASE 3: Dublin and CASE 4: Copenhagen. When analysing competences of each case study, research named “Network brand management: Study of competencies of place branding ski destinations” by Dr. Teemu Moilanen (2008, 138-172) was partly adapted.

7.1 CASE 1: Athens

Athens is the capital of Greece with a very long history (Visit Greece 2013). Athens is located in the region of Attica, which is in the south part of the mainland (Worldmapfinder 2014). The population of Athens is nowadays 3, 25 million which is about 30% of the whole population of Greece (Index mundi 2013).

Greece as well as Athens is well known for its mythology. According to myth, goddess of wisdom, Athena, and god of sea, Poseidon, fought of the position of being the patron of the city by offering gifts. Athena won with her olive tree whilst Poseidon lost with his salt-water spring. According to this myth, the name of the city, Athens, was born. The history of Athens can be seen in various historical monuments and sites which have withstood the time that has passed. (This is Athens 2010)

The brand of Athens has not been under conscious development for very long. The creation of the brand identity “breathtaking Athens” happened in 2005. There has been some kind of activities regarding branding for the last ten years but properly the branding of the city has happened for four to five years. (Psarros, M. 28 Nov 2011)

However, before the creation of the breathtaking Athens, which is the official DMO, which happened in 2005, and then it has been transformed 2007, I wouldn't say that there were any serious efforts and some concentrated effort to get in the brand development of the city. So, overall I would say four to five years. (Psarros, M. 28 Nov 2011)

7.1.1 The brand of Athens

Kapferer (1997, 95.) states that image indicates how different signals of the brand are seen by the public. The signals can vary from brand's name to its products and advertisements. As stated by van Gelder (2003, 35.) brand identity means brands purpose, history, ambitions and principles. (Chapter 2.2) The current image of Athens is post-Olympic and cultural destination and events which are relevant to this image are attracted to Athens (Psarros, M. 28 Nov 2011). The structure of Athens' brand is breathtaking Athens:

And with further, this was the time in 2008 where we came up with the breathtaking Athens, let's say, brand identity. And we've tried to place it at the core of all of our marketing activities in a consistent way. We do it the last three years. Everything that comes out from this DMO and all the actions that we support has this logo and motto everywhere with the same colours, there is design consistency. (Psarros, M. 28 Nov 2011)

Athens has various objectives that the city is trying to achieve through its branding. One objective is to bring tourist traffic to the city. And by tourists it is meant both domestic and foreign tourists as well as both leisure and business travellers. This is also related to the other objective, which is to make Athens an all-year round destination. In addition to these objectives the city wants to be seen as a green city. (Psarros, M. 28 Nov 2011)

It is very important for Athens that the aspects of the city that are communicated through the brand are reflecting the actual reality, not the wanted reality. It is also important to make an impact on the activities and places regarding the tourism in the city. (Psarros, M. 28 Nov 2011)

Well, our perspective from the beginning was quite similar to the guru of nation branding, Simon Anholt's one. We were not really focused on what we're saying, but we really wanted to have an impact where the tourism activity actually happens, actually takes place. (Psarros, M. 28 Nov 2011)

The respondent of the interview has been working for the brand four years as a tourism development director and few years as an external consultant in business and marketing cases by the time the interview was conducted. (Psarros, M. 28 Nov 2011)

7.1.2 Concept of a brand

In Athens branding is seen as a complex procedure since it has to do with so many different factors. City branding includes marketing but is much more than that: one has to take into consideration the people of the city, promises that have been made, vision that is there, basically everything related to the city and the way it is wanted to be seen. Also the concrete things related to the city have to be figured out. For example the cleaning systems of the city, the names of the street, vaccine policies and employment benefits have to be figured out as well in addition to already mentioned features related to the city branding. The city has to be attractive for visitors. (Psarros, M. 28 Nov 2011)

So it's a useful summation of the intangible assets of a place, its vision, its (-s), its distinctive character, its people, its promise to the marketplace. So it's everything together, it's not just a marketing campaign. (Psarros, M. 28 Nov 2011)

If you want a country's image, a place image, it's not just a matter of an efficient tourism campaign, you have to change vaccine policies, employment benefits, the cleaning system in the city, so many other things, even the street names, in order to brand a place and make it more attractive for tourists and raise it.. So it's a complex procedure. (Psarros, M. 28 Nov 2011)

Branding is also related to people's perceptions of the brand. It could be said that a brand is the reputation of the city after people have visited the city. One could say that branding a city is balancing between the perceived reality and the improved reality made via branding. (Psarros, M. 28 Nov 2011)

You know, it's, branding is actually a battle of perceived reality versus improved reality. The brand of a destination is your reputation in delay. It's how the others perceive you. (Psarros, M. 28 Nov 2011)

7.1.3 Organization behind brand management

The metropolitan area has approximately 60 different authorities, with different levels of authority, and when considering branding of Athens, you have to deal with all of them. There are national authority (the Greek national tourist board), regional administration (the regional administration of Attica in this case) and around 50 municipal authorities of which the city of Athens is the biggest one. This municipal authority is dealing with the historic city of Athens. (Psarros, M. 28 Nov 2011)

We are the official tourism board of the municipal authority. However, Athens in contrast with many other European cities is not a metropolitan area. There are many other authorities, and most of them have conflicting and parallel activities. (Psarros, M. 28 Nov 2011)

ATEDCo (Athens tourism & economic development Co) is the official tourism board of the municipal authority, which is in charge of the branding of Athens. Other participants of the branding process are the mayor's office, senior executives of the Athens tourism organization, board of directors and members of private sector. Also the stakeholder's were consulted and the branding process is supported by all online and offline services. (Psarros, M. 28 Nov 2011) The organization and participants are presented in the figure 15.

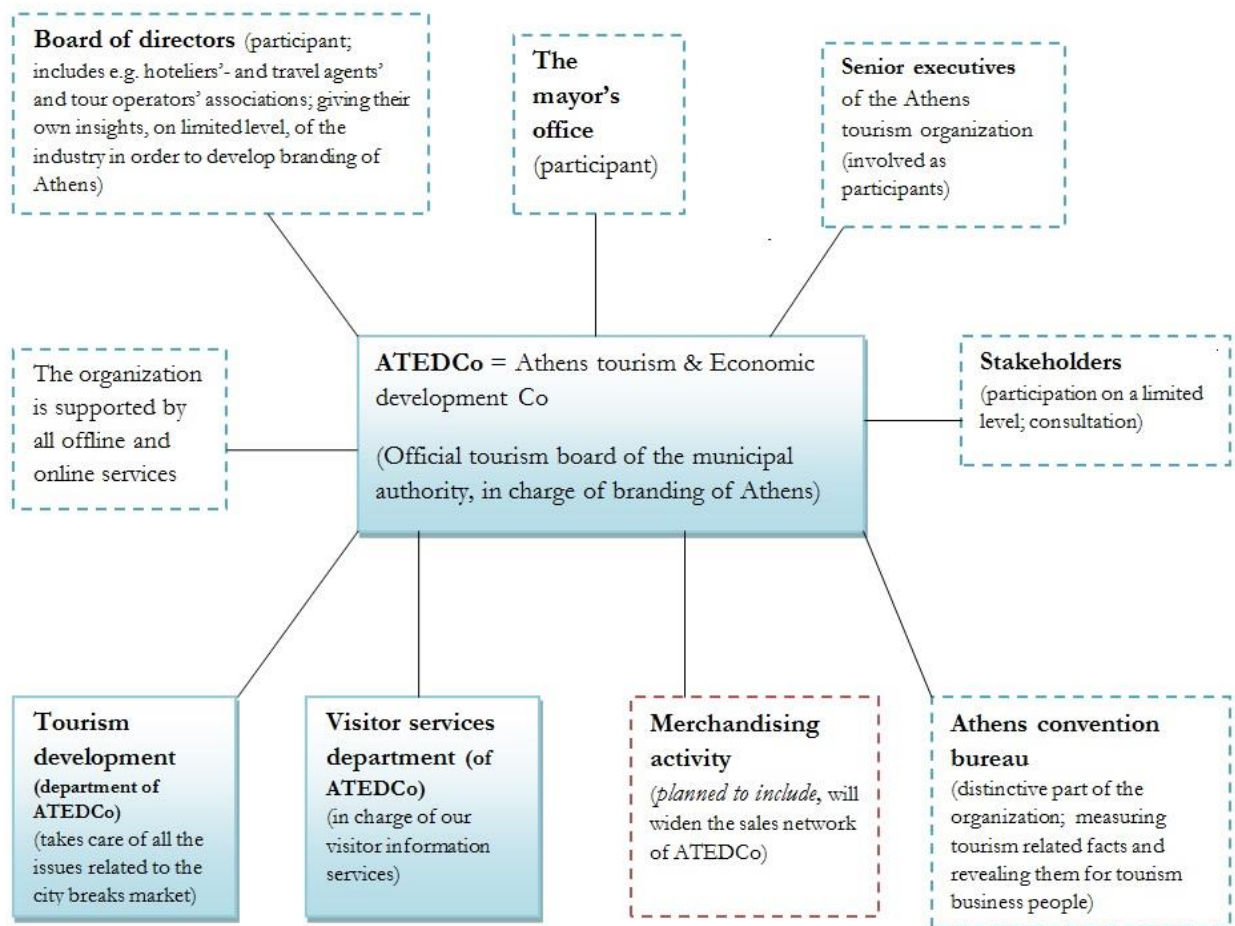


Figure 15. Athens' brand management organization

7.1.4 Brand planning process and implementation

As already mentioned, the brand of Athens has been properly under conscious development for four to five years. The first thing that was done regarding brand management was a destination audit. With the results of the destination audit they [brand management organization] also wanted to increase the amount of days that visitors stay in the city and amount of expenditure as well. They did that for over a year to get a good database to be analysed and developed. (Psarros, M. 28 Nov 2011)

The first thing that we did was a destination audit, to see which is the tourist product mix of Athens as a destination. And not only to create some listings, which is the usual thing to do, but we evaluate which of these elements are appropriate for more tourism development, where better attraction management was needed, which of these elements have been under-promoted the previous years and need to further promote in the next ones. (Psarros, M. 28 Nov 2011)

In the planning phase ATEDCo created a visitor information network services for the city as well as the Athens convention bureau to have more departments taking care of different parts of branding the city. It is also a plan to include a department of merchandising activity with sales personnel to make Athens' sales network bigger. Athens also became a part of C40 climate change initiative (with 40 global cities including Athens) to improve its image as a green city and destination. (Psarros, M. 28 Nov 2011)

In 2008 Athens came up with a brand identity: breathtaking Athens. For three years the brand identity has been the key in branding. It has been placed into all key marketing activities in a consistent way. Also the consistent logo and motto with same colours can be seen in all the activities that are supported by the organization behind brand management. (Psarros, M. 28 Nov 2011)

And with further, this was the time in 2008 where we came up with the breathtaking Athens, let's say, brand identity. And we've tried to place it at the core of all of our marketing activities in a consistent way. We do it the last three years. Everything that comes out from this DMO and all the actions that we support has this logo and motto everywhere with the same colours, there is design consistency. (Psarros, M. 28 Nov 2011)

In addition to this, with implementing the brand Athens has concentrated on promoting Athens as metropolitan area with its coastal area and mountains to improve its green tourism image and create an image as a cultural destination. Also, as a post-Olympic destination the city has concentrated a lot on organizing big, global events which will bring a lot of visitors to the city. (Psarros, M. 28 Nov 2011)

We always try to attract events which are relevant to Athens brand image, as a cultural destination, as a post-Olympic destination. And not to events which would require enormous amounts of effort and budget in order to transform the city to be able to accept this. So, it's better to take advantage of what we already have and make the most of it. (Psarros, M. 28 Nov 2011)

7.1.5 Faced challenges and problems

Athens faced few challenges during the process of planning and implementing the brand:

- Lack of communication and too many authorities

As mentioned before in the chapter 7.1.3, Athens has many authorities, also in different layers, which makes it harder to communicate and to do things together (Psarros, M. 28 Nov 2011).

The lack of one unified metropolitan authority, which actually was limiting all of our actions. (Psarros, M. 28 Nov 2011)

And we (-) really (that) we managed to get some really successful outcome in the last five years, which would be much greater if we had coordination, better coordination level with the other authorities. (Psarros, M. 28 Nov 2011)

- Political issues

Athens has a strong political system in the city level which does not make things easy. For example in the country of Greece many municipalities were merged which turned out great, but in Athens this was not possible due to political system. (Psarros, M. 28 Nov 2011)

Because in whole Greece, many municipalities were merged. We had something like 1000 before, and now we have something like 250. So, this was a very positive outcome for the rest of Greece. But Athens, only two or three mergers took place, because there is a very strong political power at local level and not easy to deal with. (Psarros, M. 28 Nov 2011)

- Economic downturn

During the brand planning and implementation economic downturn hit especially Greece which created challenges in branding (Psarros, M. 28 Nov 2011).

So, throughout this process, the economic downturn came in, which was disastrous for Greece in specific. And it has, in many cases, you felt like many good things that happened at the other time were collapsing. (Psarros, M. 28 Nov 2011)

- Choosing wrong competitors

One of the things that created a major challenge was the fact that Athens had chosen wrong competitor mix. Athens had been focusing on bigger players (e.g. Rome and Barcelona) instead of the cities that are competing on the same level with them (e.g. Istanbul and Belgrade). It was also hard to compete with the big players. This gave the cities at the same level time to breath. (Psarros, M. 28 Nov 2011)

We did some competitor studies before, but not that specialized and not that qualitative as we wanted that to be. And these have been a mistake (for a long time), because we were focusing on the big competitors like Barcelona or Rome or even Prague, well-established city break destinations. We were competing with Vienna, which is a well-established (mass) destination. And we didn't give our focus to other upcoming destinations that were coming, like Istanbul, like Belgrade, Sofia, many Balkan nations. And we gave them space to breathe, in a way, while we were much ahead of them, and we could do some very targeted campaigns in order to cut down their progress rate. We were rather focusing on the big players, who were already that much established and difficult to compete with. (Psarros, M. 28 Nov 2011)

- Difficulties in communicating the features of the city

Athens has many unique features that could attract more visitors, but the city has had problems in communicating them. For example Athens is one of the few European capitals where you can actually swim in the sea. (Psarros, M. 28 Nov 2011)

The fact that Athens has a (unification) archeological park which is now bigger than Rome's one. People don't know that. It's part of your brand, you need to take it out there. The part that the coastal area of Athens is only 30 minutes from the historic centre by tram. And you have 12 blue flags, you can actually swim there. While in many other European capitals which have sea, you can't really swim. So, this is something

that people don't really know. Even tour operators are not really aware of that. And those who are aware cannot find packages which promote these elements. (Psarros, M. 28 Nov 2011)

- How to be in harmony with the residents of Greece

Athens wants to do its branding with being in harmony with the residents of Greece, which is not always so easy. The city wants to do branding in such a way that it will not affect them negatively and also in such way that people from other parts of Greece will also want to visit Athens. (Psarros, M. 28 Nov 2011)

The approach that you need to get for either creating domestic or foreign tourist flow is much different. And this usually happens because the domestic audience is much more heavily affected by the residential perspective. (Psarros, M. 28 Nov 2011)

- Athens is a parallel brand to Greece

Athens is a parallel brand to Greece, which means that if something negative happens to the nation, everyone thinks that it Athens is the first place affected (Psarros, M. 28 Nov 2011).

...because I would say that Athens especially is a parallel brand to Greece. When something bad happens to Greece, people believe that the first place that will be affected is Athens. (Psarros, M. 28 Nov 2011)

7.1.6 Brand performance and monitoring

Athens' brand performance is great and they are doing well compared to their biggest competitors, which are Rome, Istanbul and the upcoming Balkans destinations. However, they have not done a full competitor analysis. The best brands in the same market are identified to be London, New York and Barcelona. Paris, Berlin and Madrid are good brands as well. (Psarros, M. 28 Nov 2011)

Athens should do more monitoring of its brand (Psarros, M. 28 Nov 2011). Activities that Athens is doing now regarding brand monitoring are listed below.

- Tour operators' interview session (40-50 tour operators) yearly (to see the perception of their clients of the brand of Athens and how it is doing in comparison to its biggest competitors: Rome, Istanbul and Balkans destinations)
- Primary research with local hoteliers
- Visitor satisfaction surveys
- Plan is to keep doing studies in annual or a biannual basis (Psarros, M. 28 Nov 2011)

Ideally the brand monitoring should have for example bigger budget, bigger samples and better researching approaches. The budget issue is the most important thing.

(Psarros, M. 28 Nov 2011)

Well, bigger samples, bigger budgets, more, I would say, intelligent research approaches, like doing focus groups to opinion leaders, to decision-makers in specific markets. It's all about budget. We know what we have to do, but it's all about having the budget to apply these primary research elements. (Psarros, M. 28 Nov 2011)

7.1.7 Competences

A few competences that are important in successful city branding are identified below. Identified competences are not in any specific order.

Brand identity development competence:

- Ability to see branding as more than a marketing campaign and as a holistic process

When starting to build brand identity, it is important to realize that branding is more than just a marketing campaign, it is a complex procedure which includes for example having a vision, thinking of people and making promises. For example Spain and New Zealand have succeeded in branding because they have realized that branding is a holistic process. (Psarros, M. 28 Nov 2011)

So it's a useful summation of the intangible assets of a place, its vision, its (-s), its distinctive character, its people, its promise to the marketplace. So it's everything together, it's not just a marketing campaign. (Psarros, M. 28 Nov 2011)

And when it comes to countries, Spain and New Zealand I consider are the benchmarks in terms of destination branding. Because they didn't actually focus only on marketing campaigns. They've seen branding as a much more holistic process. (Psarros, M. 28 Nov 2011)

- Ability to develop unique brand identity

While brand identity is built, it should be something unique that the city has been trying to build itself. The city definitely should not copy strategies from other cities while building its brand. (Psarros, M. 28 Nov 2011)

Romania, lately, it has a very unsuccessful tourism campaign where they copy things from other ones, and this has been spotted in the first one month of the launching. (Psarros, M. 28 Nov 2011)

Resource base development competence:

- Ability to accumulate knowledge and knowhow

In order to get the knowhow that is needed and desired, the right organizations have to be there. In this case, Athens has used a brand advisory group but it is not permanent as it should be. (Psarros, M. 28 Nov 2011)

I would definitely establish a permanent brand advisory group at the metropolitan level. (Psarros, M. 28 Nov 2011)

Competence in co-ordinating interrelated resources and capabilities:

- Ability to make most out of the resources that are already there

To avoid challenges with budget but still succeed in city branding, making the most out of the things that are already there is essential. There is no point in organizing huge events that take a lot of money which might bring a lot of visitors. (Psarros, M. 28 Nov 2011)

So, it's better to take advantage of what we already have and make the most of it. Because, you know, many times we have been approached by international organizations to organize some events which are very important and that would bring exposure, but the amounts of money that these kinds of events require, are not those that can really guarantee a return on investment for the city. (Psarros, M. 28 Nov 2011)

- Ability to provide incentives for participants of branding to transform their processes to support the brand

By co-ordinating properly from the very beginning of the branding process is it is more likely to succeed. It is important to get a strong engagement from the actors that are participating in the branding process. (Psarros, M. 28 Nov 2011) This can be done for example by providing some incentives to increase the engagement level towards branding.

So if, instead of speaking about tactics and what to improve there, I would definitely focus on improving the strategy notion at the very beginning by coordinating everyone through strong engagement procedures. (Psarros, M. 28 Nov 2011)

Co-operation building competence:

- Ability to involve people in branding

The city brand will be successful when the local people of the city believe in it. In this way they will also enhance the branding because the locals are the ones that give the real spirit of the city for visitors. By co-operating with locals, something big can be achieved. In Athens' case they achieved positive tourist figures for three years in a row. (Psarros, M. 28 Nov 2011)

The key word is coordination, engaging the locals at the highest level. Apply bottom-up approaches, bring everyone in, make sure that they feel part of the brand, and that the real spirit of the city is carefully reflected throughout all your marketing efforts. (Psarros, M. 28 Nov 2011)

...the Greek Olympics have been considered as the best along with the Sydney ones, at that time. And these actually had many positive effects, not only abroad, in terms of perspectives, but also to the residents, to the domestic (coordinates), because Greeks themselves understood that if we coordinate and cooperate with each other, we can achieve things which normally only big countries can do. And this was very important for the psychology. This has been followed by actual return. We had very positive tourist figures for three years in a row. (Psarros, M. 28 Nov 2011)

- Ability to create co-operation between different actors in branding

The co-operation with all the stakeholders is crucial and it has to be done well. There has to be enough representatives especially from local tourist sector because they are mostly the ones working with the industry that brings visitors into the city. Co-operation might help the city in crisis situations as well. (Psarros, M. 28 Nov 2011)

Everything has to do with the coordination of the stakeholders who are involved in the brand building process. And all the other subsequent procedures, for example, to deal with a crisis and the crisis management process, it's strongly related with the coordination as well. (Psarros, M. 28 Nov 2011)

- Ability to establish co-ordination mechanism between actors

Co-ordination is easier with a co-ordination mechanism. In order to succeed it is crucial that co-ordination is done in a depth level with enough actors that are related into the branding process included (Psarros, M. 28 Nov 2011). Therefore by building a mechanism to co-ordinate with, the process can be done in more depth way with engaging all the actors included.

So, I believe that better coordination levels. I would definitely improve the stakeholder perception and consultation process by including members, more members, by having a more representative sample of the local tourism sector... (Psarros, M. 28 Nov 2011)

Organizational identity building competence:

- Ability to increase commitment towards branding within all levels of the organization

As branding is a complex issue, it requires commitment from the organizations behind it. Everyone has to know what the brand is about and how to engage themselves to the brand and the work regarding it. (Psarros, M. 28 Nov 2011)

So if, instead of speaking about tactics and what to improve there, I would definitely focus on improving the strategy notion at the very beginning by coordinating everyone through strong engagement procedures. (Psarros, M. 28 Nov 2011)

We're not just creating a logo and a motto and that's it, and just paying money for media placement and advertising. It is a much more complex issue, which needs in-depth involvement from everyone. (Psarros, M. 28 Nov 2011)

- Ability to create community culture

Community culture improves the commitment towards the brand. This can be created by making clear and relevant promises which are kept at all times and providing value for all of the stakeholders. (Psarros, M. 28 Nov 2011)

I would say that first of all, they need to make very clear promises that are kept all the time in the long term. They need to stay relevant, they need to provide value to all the stakeholders involved. They need to deliver the benefits that stakeholders desire and hold credible in the long term as well. They need to have a unique strong (equity) involving strong thoughts and feelings. They also need to be dependable and deliver consistently (among) expectations. (Psarros, M. 28 Nov 2011)

Leadership competence:

- Ability to lead the brand management organization

Strong leadership enhances the possibilities for brand to be successful. For example Athens does not have metropolitan authority that would deal with the problems that they are having. (Psarros, M. 28 Nov 2011)

But when it comes to the destination as a whole, then we see that there are many other fields that we need to improve. But after all, we can't really change it if we don't have a metropolitan authority to deal with all these problems. (Psarros, M. 28 Nov 2011)

Decision making competence:

- Ability to make strategic decisions

Strategic decisions have to be made in order to become better. For example Greece cut down one layer of authorities to simplify the processes. Also the organization behind brand management of Athens, ATEDCo, expanded a lot by creating new departments and employing more people to do better job in branding the city. (Psarros, M. 28 Nov 2011)

Well, it's, you need a constitutional reform. It has to do with a central government decision. It was a very brave decision to cut down one layer, the middle one, of the prefecture, and leaving only regional and municipal authorities in charge. This was very positive. But they were not that great in the Attica case. Because in whole Greece, many municipalities were merged. We had something like 1000 before, and now we have something like 250. So, this was a very positive outcome for the rest of Greece. (Psarros, M. 28 Nov 2011)

That [structure of ATEDCo] changed, it became much bigger. In the beginning, it was just an organization with five people. We now employ more than 55. We have a different department, the Athens convention bureau actually works as a distinctive department of the organization, however it's part of the ATEDCo structure. So, one major department is the convention one. The other one is the tourism development, the leisure market department, which has to do with all issues which are related to the city breaks market. We also have the visitor services department, which is actually in charge of our visitor information services that we have in the airport and in the city centre. And we now plan to in-

clude another one department for our merchandising activity, because we create and sell the official tourist products of Athens. (Psarros, M. 28 Nov 2011)

Mobilization competence:

- Ability to attract right kinds of events

If the city succeeds in attracting the right kind of events, it will get desired awareness and improve the image of the city (Psarros, M. 28 Nov 2011).

We always try to attract events which are relevant to Athens brand image, as a cultural destination, as a post-Olympic destination. (Psarros, M. 28 Nov 2011)

So, we've seen that organizing or supporting important cultural or sports events are much more beneficial in terms of exposure and in terms of creating awareness to nice markets about your tourism product... (Psarros, M. 28 Nov 2011)

- Ability to provide appropriate incentives that attract providers of key resources and capabilities

As mentioned earlier in this chapter, to get the needed engagement level towards branding, for example incentives can be offered. Some of the actors might be not so easy to reach, which creates a need for having certain engagement procedures to mobilize the actors where they are needed (Psarros, M. 28 Nov 2011).

So if, instead of speaking about tactics and what to improve there, I would definitely focus on improving the strategy notion at the very beginning by coordinating everyone through strong engagement procedures. (Psarros, M. 28 Nov 2011)

Internal communication competence:

- Ability to develop effective communication processes

To get the communication effective and ongoing between all the actors participating into the branding process, it is essential to develop the communication processes as effective as possible. This includes engaging enough actors to the communication processes and getting the co-ordination in the desired level. This can be done for example by having deeper relationships with actors. (Psarros, M. 28 Nov 2011)

So, I believe that better coordination levels. I would definitely improve the stakeholder perception and consultation process by including members, more members, by having a more representative sample of the local tourism sector... (Psarros, M. 28 Nov 2011)

External communication competence:

- Ability to make sure image and identity match

In order to be believable in branding, the city has to communicate the reality instead of the things that would not be true but it would want to communicate (Psarros, M. 28 Nov 2011).

And we're always trying to make sure that the things that we are promoting and communicating outside are actually reflecting the reality, and not only the things that we would like to promote out there. (Psarros, M. 28 Nov 2011)

- Ability to generate positive image through communication

To stay believable, the city cannot make up an image that is not true. Instead the city should enhance the positive things going on in the city carefully even though there would be something going on that is not good. (Psarros, M. 28 Nov 2011)

So, what you can do, because you can't really manipulate your picture, things that are happening are those that will come out there eventually. What you can do is some good things that are happening to be carefully reflected throughout your branding processes. (Psarros, M. 28 Nov 2011)

- Ability to capture and communicate the real spirit of the city into branding

The ability to capture the spirit of the city in the branding process is essential for the city and its people. Everyone in the city should feel like they are part of the brand and that they matter in the branding process. This should be reflected in all the marketing efforts that the city makes regarding its branding. (Psarros, M. 28 Nov 2011)

Apply bottom-up approaches, bring everyone in, make sure that they feel part of the brand, and that the real spirit of the city is carefully reflected throughout all your marketing efforts. (Psarros, M. 28 Nov 2011)

Monitoring competence:

- Ability to make a competitor analysis

One part of monitoring a city is making a proper competitor analysis in order to know where the city stands for example in consumers' perceptions (chapter 3.3). Athens also had a challenge because they had chosen wrong competitors for its competitor mix (chapter 7.1.5).

Definitely a competitors analysis, which haven't been applied so far, at least in a way that would give us the information that we wanted to get. (Psarros, M. 28 Nov 2011)

- Ability to have enough monitoring activities

Researching a brand improves the chances that it will perform better and this requires monitoring activities (chapter 3.3). Athens should have more monitoring activities (chapter 7.1.6).

And we should definitely make much more of this monitoring and refining brand process. We already do some primary research to this direction. (Psarros, M. 28 Nov 2011)

7.1.8 Brand management paradigm of Athens

As mentioned in chapter 7.1.1, the main objectives of Athens are to maintain its identity, create a better image, for example to be seen as a green city and to communicate the image of Athens in a realistic way and make an impact via branding. As stated in chapter 2.2, brand image is concentrating on the desired appearance and then again the identity is about the core essence of the brand (Kapferer 1997, 90–93). Athens wants to communicate both of these strongly for the world. Athens also has an image as a cultural destination with a lot of history, which is something that Athens wants to respect by organizing relevant events that fit to the image. (Chapter 7.1.1) Athens also identified as a competence the ability to engage locals which indicates of creating and maintaining relationships (chapter 7.1.7)

The figure 14 (chapter 5, Louro & Cunha 2001, 857) shows that in relational paradigm the dimensions of brand management are: organizational strategy, brand identity character, brand image, brand history, brand elements and marketing programs.

Also, figure 13 (chapter 5, Louro & Cunha 2001, 855) shows that in the relational paradigm the brand orientation is high, whereas in adaptive – and product paradigm the tactical orientation is high. In addition to that, relational paradigm is strong in being multilateral, which means that consumers are in high position when the city is planning and doing its branding. (Figure 13, chapter 5, Louro & Cunha 2001, 855). Based on the research it can be concluded that Athens belongs to relational paradigm.

7.2 CASE 2: Madrid

Madrid is the capital of Spain and also the largest city of Spain (Madrid.net 2014a). Madrid is located in the middle of the country, northeast from the geographical centre of the Iberian Peninsula (Madrid.net 2014b). The original name of Madrid was Magerit which means “place of abundant water” or “place of many streams”. The name comes from the fortress, which used to be on sides of the Manzanares River. Nowadays Madrid is on the same place. (Madrid.net 2014c)

Madrid is known for its architecture. For example Plaza de Mayor, former bullring and a place for public executions, is one of the most popular places for tourists to visit. Madrid is also known for Flamenco, which was originated there, bullfighting and vineyards. (Madrid.net 2014d)

The brand of Madrid has been under conscious development for six to seven years (Sanz Castedo, M. Mar 2011).

But I would say that consciously, the council of Madrid thought of the importance of branding itself and internationally was about, I would say, seven years ago, six, seven years ago, not much. (Sanz Castedo, M. Mar 2011)

7.2.1 The brand of Madrid

The brand of Madrid is 100% owned by the city of Madrid (Sanz Castedo, M. Mar 2011). The brand of Madrid has also a parallel brand which is called Madrid Em- prende. Madrid Em- prende is a part of the brand management organization (chapter 7.2.3) and it brands Madrid as an investment destination. Also it is important to re- member that when you talk about Madrid, you also talk about the region of Madrid. (Martinez Gavira, E. Mar 2011) The respondent 1 has been working with the brand for one year (Sanz Castedo, M. Mar 2011). The respondent 2 did not say how long he has been working for the brand.

The city of Madrid has earlier focused on specific events or happenings that the city has been involved and built up strategies based on that (Sanz Castedo, M. Mar 2011).

In the past we have focused a lot on very specific times of things that the city was in- volved. Like we had a campaign a couple of years ago that lasted for three, four years. It was Now Madrid. That was the image because we had an Olympic bid, so the image was Now Madrid, now is the time for Madrid to host the Olympic games. (Sanz Castedo, M. Mar 2011)

They have also made branding based on attractions of the city (Sanz Castedo, M. Mar 2011).

And the other one, the one before, I wasn't here but it was Always in Madrid, saying that Madrid, it's a city with a strong, permanent cultural agenda or cultural scene, that it's always here. Mainly we were talking about the Prado Museum and all the big world-class museums that the city has. (Sanz Castedo, M. Mar 2011)

One of the main objectives that Madrid has regarding its branding is to make people see Madrid as a world city and one of the capitals of the world. To do this, the city has focused on the people of the city, diversity and complexity of the city as well as the friendliness and the nature of being outgoing in comparison to other cities. (Sanz Castedo, M. Mar 2011)

Madrid needs to communicate its brand better in Europe in order to attract more visitors. On the other hand, in Latin America they need to reposition the brand because they want to get younger visitors as well. Regarding this, they have partnerships with Latin American media which sets the trends and influences the rest of the media. (Sanz Castedo, M. Mar 2011)

As stated by Temporal (2002, 38) brand image could turn into something totally different as the planned identity and this is called the perception gap. (Chapter 2.2) This is what happened with Madrid:

So there was a very big gap between the image and what Madrid really is. So that's why he [the mayor] created all these agencies in order to close the gap between really the image and what really Madrid is, regarding figures, numbers and statistics. (Martinez Gavira, E. Mar 2011)

The agencies were created to communicate Madrid in a different way. They have also launched requests for proposals on new slogan and identity for the brand of Madrid. (Sanz Castedo, M. Mar 2011)

7.2.2 Concept of a brand

In Madrid, branding is seen as a vision and citizens are important part of branding (Sanz Castedo, M. Mar 2011):

And in your contract with your citizens you say, the vision you have for the place that you are to govern. And that is a kind of place, I mean, that is branding. (Sanz Castedo, M. Mar 2011)

Branding and brands are also tools for communication (Sanz Castedo, M. Mar 2011):

And the problem is there, is that branding is an important part of what, in my opinion, cities and countries and tourist destinations should do, because brands are a powerful tool for communication. (Sanz Castedo, M. Mar 2011)

7.2.3 Organization behind brand management

Madrid city hall is the main organization that is in control of the departments that are taking care of the brand of Madrid. The Madrid city hall has different departments and parts of the organization: the mayor, City marketing agency, Madrid Emprencia and “Logomen” which is in co-operation with the City marketing agency. The mayor is an important part of city hall: he started the branding process and he created for example the City marketing agency which is currently mainly taking care of the branding of Madrid in general, which means that it does co-operation with tourist boards regarding international branding and co-operates with different companies regarding branding the city inside and outside Spain. City marketing agency is also planning to include an airline committee, which will try to attract airlines to come to Madrid. The Madrid Emprencia is taking care of branding Madrid as an investment destination and promoting entrepreneurship. (Martinez Gavira, E. & Sanz Castedo, M. Mar 2011) In addition, there is the department of “Logomen” which is in charge visual identity elements of the brand of Madrid (Sanz Castedo, M. Mar 2011):

...whenever we do use the logo and the brand of Madrid, we have to send it for a previous authorization to these logo men, who are in charge of using properly the image of

the brand Madrid. This is just one of the uses of the branding of the city. (Sanz Castedo, M. Mar 2011)

The branding is done in co-operation with many different participants figure 16 states. The participants are national and regional tourism boards, Tourspain, private companies and other city halls in the big cities of strategic markets. The co-operation with Tourspain and other city halls is done mainly when the market is too large for Madrid alone, for example China where people might not even know where Spain is. (Martinez Gavira, E. & Sanz Castedo, M. Mar 2011)

But then we go with Tourspain, and we collaborate with them, they collaborate with us, we do things together, in those markets, because it wouldn't make any sense to compete with Tourspain or with other regions of Spain. (Sanz Castedo, M. Mar 2011)

The organization and participants behind the process of brand management is presented in the figure 16.

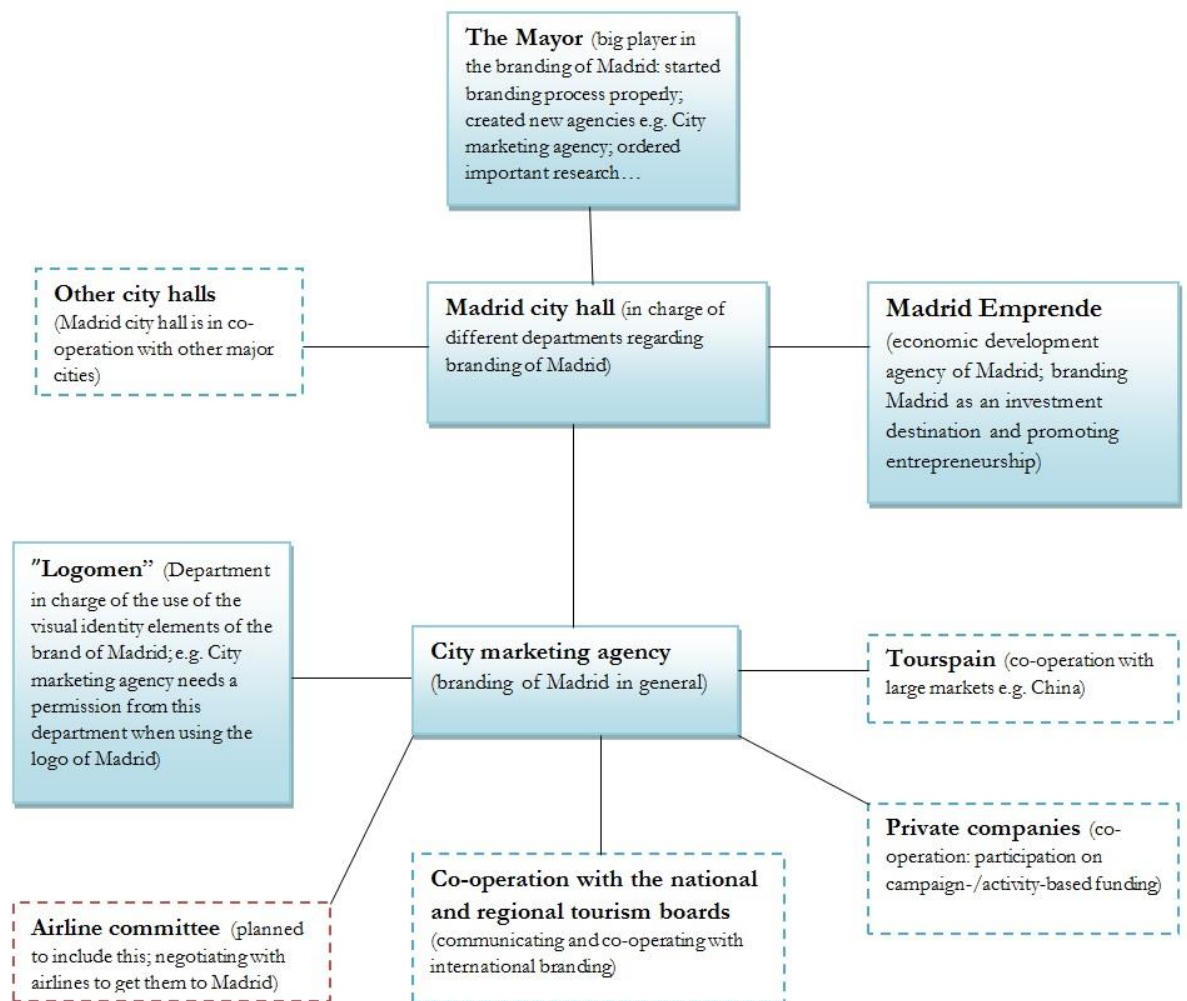


Figure 16. Madrid's brand management organization

7.2.4 §Brand planning process and implementation

The mayor of Madrid has been in a very big role with the brand planning process since he has created different agencies (Martinez Gavira, E. Mar 2011) and started a sort of snowball effect on starting the branding of Madrid. Also a strategic plan of all the aspects of city was created (Sanz Castedo, M. Mar 2011).

When he [mayor] came into power, one of the first things he did, I were not here but it said that he ordered a very important research about city branding of Madrid. (Martinez Gavira, E. Mar 2011)

I think he's [mayor] very conscious about how important it is to communicate and to brand a city, a country. I think, I mean, the result is that Madrid has created a couple, three agencies related to communicating and branding itself abroad and internally, in

the rest of Spain. And that we have created a new logo because the image wasn't there, and that Madrid has come from, well, the mayor says that Madrid had an image of an old lady. (Sanz Castedo, M. Mar 2011)

To improve the image of Madrid, especially in Latin America, Madrid organized MTV Awards in Madrid in 2011 because MTV Awards has as strong presence in Latin America and MTV is seen as cool and vibrant. Madrid also has key media partners, which are trendsetters, in Latin America and Europe. Also, as mentioned in chapter 7.2.1, Madrid is improving its image by focusing on the people of the city and highlighting them on its branding. (Sanz Castedo, M. Mar 2011)

Madrid does a lot of its branding via co-operation, and also gets some of its funding from co-operating with private companies in campaigns and branding activities (Sanz Castedo, M. Mar 2011).

It's not Iberia gives 1 million euros for Promoción Madrid for its operations. No, it's, okay, the US is a strategic market, we talk to Iberia and they say, okay, let's do such and such campaign and we participate with such and such money. (Sanz Castedo, M. Mar 2011)

As mentioned in chapter 7.2.3, Madrid does co-operation with for example Tourspain and regional tourist board of Madrid in big markets. Normally the co-operation partners do the branding in these cases, agree with Madrid to what to communicate and how, and then Madrid adds its logo on it. (Sanz Castedo, M. Mar 2011)

So we do brand Madrid as a separate and a different brand than Tourspain or the region of Madrid. For the rest, we have written and signed agreements either with the region or with the region and Tourspain, so as to promote ourselves together. So, we have signed an agreement with the region of Madrid so as to make the communication on emerging markets for example in Asia and in Canada or Australia together. (Sanz Castedo, M. Mar 2011)

7.2.5 Faced challenges and problems

The city of Madrid had also few challenges regarding its branding:

- Lack of experience

The organization behind brand management is young (Martinez Gavira, E. & Sanz Castedo, M. Mar 2011) which might create challenges since there is lack of experience in branding.

It's difficult, because we haven't done it [branding] before. And kind of, do you think that cities, or at least before, you thought cities branded itself naturally. (Sanz Castedo, M. Mar 2011)

Another thing is that we are very young agencies, either his or my agency. We are just five years old. So we are learning, all our services, we are learning how to improve all the analytic data we are analyzing. (Martinez Gavira, E. Mar 2011)

- Lack of co-operation

Madrid has a lot of deciding parties in branding and sometimes it is not so simple to decide things due the lack of co-operation (Sanz Castedo, M. Mar 2011).

We thought, okay, we don't have one of these long-established icons, like the Eiffel Tower, Big Ben or things like that. And it's, if you don't agree with everybody that this should be your icon, that is not your icon, because if you don't agree it is not. (Sanz Castedo, M. Mar 2011)

But there is not that much coordination on how to do that integrated into what you are communicating also to your residents. (Sanz Castedo, M. Mar 2011)

- Lack of reaching consensus in decision-making

Since there are so many deciding parties, it is hard to reach consensus on for example what is the identity of brand, how would the ideal communication of the brand be and what would be the objectives of the branding process. (Sanz Castedo, M. Mar 2011)

And then you have the other entities and then you have other people trying to create icons. And there was the region of Madrid trying to say that (Puerta del Cala) is going to be the icon of Madrid. And we say, no, (Estebel) is going to be our icon (Sanz Castedo, M. Mar 2011)

And it's, if you don't agree with everybody that this should be your icon, that is not your icon, because if you don't agree it is not. (Sanz Castedo, M. Mar 2011)

- Gap between the image and the reality

Madrid has a gap between the image of the city and the reality. The challenge is to make this gap disappear. For example, in Latin America, Madrid is seen totally different than what it is which means that the brand in there has to be repositioned. (Martinez Gavira, E. & Sanz Castedo, M. Mar 2011)

And the conclusions were that the branding was like this, and the real features or the real statistics were like that. So there was a very big gap between the image and what Madrid really is. (Martinez Gavira, E. Mar 2011)

Then we have a region that is really important for us that is Latin America. They account for almost 20 percent altogether. The most important countries of course are Brazil, Argentina and Mexico. And there we have a different strategy that we have, a slightly different strategy, Madrid in these countries need a repositioning of the brand, because the brand that we have there, it's a different brand than what Madrid is now. (Sanz Castedo, M. Mar 2011)

- Challenge of communicating the brand

Madrid had difficulties in communicating the brand. The city does not have a clear objective or identity that they want to share with the rest of the world. Also it is not clear for the city how to communicate the brand outside of Spain, for example in the USA. (Sanz Castedo, M. Mar 2011)

We always say like, okay, what is our branding, let's go for our big idea, our slogan, our, city of lights for New York, for Paris, eternal city for Rome. What do we go for? And

it's difficult because it's not obvious. So I would say what we're.. And then you have the other entities and then you have other people trying to create icons. And there was the region of Madrid trying to say that (Puerta del Cala) is going to be the icon of Madrid. And we say, no, (Estebel) is going to be our icon. (Sanz Castedo, M. Mar 2011)

What do we have to communicate? We have this brand. How do we communicate this brand in the US? Because it's not the same as communicating the brand in the rest of Spain or communicating, or maybe you have to make slight differences. (Sanz Castedo, M. Mar 2011)

- Branding is done by organizations

Branding is done by organizations and it is seen as a challenge. Ideally branding would have more insights of the citizens. (Sanz Castedo, M. Mar 2011)

The problem in a political body, and it's also, the problem is the way it is, is that the branding is done by the political parties. (Sanz Castedo, M. Mar 2011)

- Political issues

Since the political body is part of the branding, it might be an issue that branding is done to impress the political parties (Sanz Castedo, M. Mar 2011) instead of for example impressing the citizens of the city.

The problem in a political body, and it's also, the problem is the way it is, is that the branding is done by the political parties. So, what they want is to impress that political branding into the bodies they govern. (Sanz Castedo, M. Mar 2011)

- Economic downturn

The economic downturn hit Spain, which created problems (Sanz Castedo, M. Mar 2011).

And moreover, because we had, it was the time of the economic and financial crisis... (Sanz Castedo, M. Mar 2011)

- Budget issues

The city wants to have the whole world as their target market but the limited budget prevents that (Sanz Castedo, M. Mar 2011).

We, when I came here, and I think this is something very, at least in Spain is very common, that we want to, the world is our field. The whole of the world, we want everyone to come. I said okay, but we're the city of Madrid, we have a budget of XX euros, we cannot cover the world. (Sanz Castedo, M. Mar 2011)

- Inability to make strategic decisions

As mentioned above under "budget issues", Madrid wants to have the whole world as a market (Sanz Castedo, M. Mar 2011). It indicates of difficulties in making strategic decisions, because ideal would be that the city chooses narrower market to go for.

... that we want to, the world is our field. The whole of the world, we want everyone to come. (Sanz Castedo, M. Mar 2011)

- Brand of Spain is strong

Brand of Spain is very strong especially in Europe which creates challenges in branding of Madrid. The image of Spain is a beach destination which Madrid is not. Another issue is that a lot of Europeans travel to Spain for (beach) holidays, so how to get them to come to Madrid if they've been in Spain already during the same year. (Sanz Castedo, M. Mar 2011)

It's like you are the California of Europe, truly. So, for us, it's tricky because we're not a sun and beach destination. We are something else. So, for many, I'm talking Europe now, if you promote yourself or you brand yourself too closely to Spain, because the perception of Spain is so related to the beach and the sun and the coast, it doesn't work that well. (Sanz Castedo, M. Mar 2011)

In the European countries it's, because if you go too closely with Spain, I've been already in Spain this year, and we're, but we don't offer, we're not the same product. We don't have the sun, well, we do have sun, but we don't have the coast. (Sanz Castedo, M. Mar 2011)

- Challenges with communicating the brand in big markets

It is also difficult for Madrid to position itself in big markets, such as China, that do not know the city. Some markets do not even know Spain, so how could they know Madrid. (Sanz Castedo, M. Mar 2011)

China is too much of a bigger country for us to go alone, so in China we go with the Tourspain and the region of Madrid with these agreements that we have signed, because it wouldn't make any sense that we try to, I mean, they don't even know where Spain is. It's hard to sell a city in Spain. (Sanz Castedo, M. Mar 2011)

- Challenges of measuring the effects of branding for the city

It is usual to measure the number of visitors when talking about measuring the branding effects but what about the effects it has on the city? For example how much employment is created or how much revenue is generated by branding the city. (Sanz Castedo, M. Mar 2011)

And I try and try and try and try and say, talk about the revenue, talk about how much you're making out of this. Because this is at the end of the day what.. Or employment, how many jobs have been created because your tourism industry is blooming? Don't talk always about, because that is what happened in Spain in the coast is that, yeah, another record. (Sanz Castedo, M. Mar 2011)

7.2.6 Brand performance and monitoring

Madrid is doing well (Martinez Gavira, E. & Sanz Castedo, M. Mar 2011). In Spain Madrid is doing extremely well, being as number one city destination (Sanz Castedo, M. Mar 2011).

Still, Madrid is the number one urban destination in Spain. We receive almost a million more visitors than they [Barcelona] do. (Sanz Castedo, M. Mar 2011)

London and New York are the cities seen as best city brands. Other great city brands are Barcelona, Berlin and Singapore. Also Silicon Valley as an area is mentioned. (Martinez Gavira, E. & Sanz Castedo, M. Mar 2011)

Monitoring the brand of Madrid is still developing and was on a very basic level earlier (Martinez Gavira, E. & Sanz Castedo, M. Mar 2011). Currently the monitoring activities are as follows:

- Questionnaires for the companies that come to Madrid through Madrid Emprende (Martinez Gavira, E. Mar 2011)
- Studying the number of people and room nights compared to the year before
- Centro de Inteligencia Turistico (tourism intelligence centre) is in charge of acquiring and looking for everything related to Madrid's tourism and its visitors (studies currently sporadically, planned to have frequently)
- Developing a tool for classifying articles related to tourism based on market, media and the time of the year (Sanz Castedo, M. Mar 2011)

Ideally brand monitoring would have a bigger budget. Another very important thing would be to know is the branding generating employment and how much revenue is generated by it. It would be ideal to develop monitoring from basic tourism related numbers such as number of visitors in the city. (Sanz Castedo, M. Mar 2011)

And I try and try and try and try and say, talk about the revenue, talk about how much you're making out of this. Because this is at the end of the day what.. Or employment, how many jobs have been created because your tourism industry is blooming? Don't talk always about, because that is what happened in Spain in the coast is that, yeah, another record. (Sanz Castedo, M. Mar 2011)

7.2.7 Competences

The order of the presented competences is random. The competences needed in successful city branding identified by Madrid are as follows:

Brand identity development competence:

- Ability to develop unique brand identity

When branding a city or a destination, something unique has to be created, something that makes it stand out from the rest of them (Sanz Castedo, M. Mar 2011).

And I think you do that, branding yourself as a complex destination, as a complete destination, as a unique destination. Not only for tourism, but as a broad. (Sanz Castedo, M. Mar 2011)

Co-operation building competence:

- Ability to create on organizational forum for sharing and communicating responsibilities and tasks

Especially when the city has many different political bodies, it is important to create something that will make them co-operate together. (Sanz Castedo, M. Mar 2011)

I think there has to be a conscience in the city hall, which is a political body, that branding is a powerful tool, and that branding is something that is also, many, in political bodies such as city councils, sometimes it's confusing, the way, if you're branding a form of governing the place or you're branding the city itself or you're branding a way of doing things. It's, and I think that the cities and governments should have more co-ordination. (Sanz Castedo, M. Mar 2011)

- Ability to create co-operation system between different actors

Involving and co-operating with private sector is essential, because then they can do the branding for you as well. Private sector has a lot of knowledge of the city and the organization behind brand management has the resources. When those two things are combined, branding will become even better. (Sanz Castedo, M. Mar 2011)

In my opinion, what we have to do is to become useful for this private sector in giving them the tools and the means to do this branding. I think that we don't have a chance of succeeding in currently branding Madrid if we don't collaborate with the private sector. And the private sector won't do it as good as they could if we don't collaborate with them, because we do have the means, we do have the resources. Not only economic resources, but the resources meaning the history, the heritage, the monuments, the museums, the human capital, the information points, all the services that the city hall and the public administrations provide, plus the resources, the economic resources that we have. That is something that we can help the private sector to sell the city better, and to brand the city better. (Sanz Castedo, M. Mar 2011)

- Ability to engage locals in branding

Involving citizens in branding is important when thinking of branding as a broad concept (Sanz Castedo, M. Mar 2011).

And I think you do that, branding yourself as a complex destination, as a complete destination, as a unique destination. Not only for tourism, but as a broad. And I do think that you have to involve your citizens and your residents, saying okay, this is, our goal... (Sanz Castedo, M. Mar 2011)

Leadership competence:

- Ability to have a strong leader in brand management organization

The mayor has been in a very strong position in Madrid as already mentioned in chapter 7.2.3. The mayor is seen as an important character as the starter of the branding process and creator of different agencies. He also wanted to change Madrid's image,

which was “an old lady” according to him [mayor], by branding the city. (Martinez Gavira, E. & Sanz Castedo, M. Mar 2011)

When he [mayor] came into power, one of the first things he did, I were not here but it said that he ordered a very important research about city branding of Madrid. (Martinez Gavira, E. Mar 2011)

I think he's [mayor] very conscious about how important it is to communicate and to brand a city, a country. I think, I mean, the result is that Madrid has created a couple, three agencies related to communicating and branding itself abroad and internally, in the rest of Spain. And that we have created a new logo because the image wasn't there, and that Madrid has come from, well, the mayor says that Madrid had an image of an old lady. (Sanz Castedo, M. Mar 2011)

Decision making competence:

- Ability to reach consensus

Madrid has many different participants in decision-making, as already mentioned in chapter 7.2.5, which complicates the result to be coherent. If the participants would reach consensus easily, it would make the branding process better and more successful (Sanz Castedo, M. Mar 2011).

And then you have the other entities and then you have other people trying to create icons. And there was the region of Madrid trying to say that (Puerta del Cala) is going to be the icon of Madrid. And we say, no, (Estebel) is going to be our icon (Sanz Castedo, M. Mar 2011)

And it's, if you don't agree with everybody that this should be your icon, that is not your icon, because if you don't agree it is not. (Sanz Castedo, M. Mar 2011)

Competence in co-ordinating interrelated resources and capabilities:

- Ability to provide incentives for network companies to transform their processes to support the brand

One example of co-operation is co-operating with airports and airlines. Even though the passenger would not come to the city, he or she would see in the airport (for example VIP lounge) that Madrid is the city that they are stopping at. Or if co-operation is done with airline, for example British Airways has picture of London in the business cabin's front. And in order to get more airlines to come to the city's airport, the city can offer incentives to make the airlines more co-operative. (Sanz Castedo, M. Mar 2011)

What we are trying, but this is taking a while, but we will, I think we will succeed. Ireland's had a very powerful way of branding your destination as well, if you are a hub, and Madrid is an important hub, especially of Iberia. British Airways does it with London. I mean, you go to a British Airways plane, and first thing you see is a London picture on the front of the business class cabin. You go to the VIP lounge and it's London branding all over. (Sanz Castedo, M. Mar 2011)

But it doesn't have to do much with branding, but what we do now is we're creating an airline committee, so we can influence or we can negotiate with airlines incentives to fly to Madrid, saying, okay, we'll do a co-branding campaign in your home market. (Sanz Castedo, M. Mar 2011)

Resource base development competence:

- Ability to accumulate knowledge and knowhow

To get all the information needed in branding, it is important to develop the right tools for that (Sanz Castedo, M. Mar 2011).

...I think it is very important that we develop our intelligence tool in the right way and that it grows into more data that will allow us to have better strategic planning of branding and otherwise. (Sanz Castedo, M. Mar 2011)

Internal communication competence:

- Ability to develop effective communication system

In order to succeed in branding, it is essential that the departments or organizations involved are communicating well (Sanz Castedo, M. Mar 2011).

But I would say that it is a need to understand that branding is something, one thing that can be done by different departments, but it's one thing. And I don't know if there is a sense as such in the city hall. I know that they know, okay, they have identified very clearly that we have to communicate better. And that is the first step. The second step is saying we have to brand better. And I do not know if that is clear. (Sanz Castedo, M. Mar 2011)

External communication competence:

- Ability to make sure that image and reality match

Main thing in branding is to brand in a way that the image of the brand matches the reality. It is easier to develop the strategic planning of the brand with different tools for example by getting more information and facts. (Sanz Castedo, M. Mar 2011)

I mean, that is really important to brand yourself in the way that others will perceive in reality, things like that. I think that is, what we are doing... (Sanz Castedo, M. Mar 2011)

- Ability to generate consumer awareness

Media gives a lot of visibility. To get the city in the big media and use it as advantage requires proper positioning. But then it is also good to take into consideration that different people use different kind of media, some might prefer magazines instead of social media or radio stations. Via co-operation with magazines you can market your city in worldwide magazines and have again more audience that will become aware of your city. (Sanz Castedo, M. Mar 2011)

If you position yourself very well with the key trade, key media, then it's easier for you to, I think, when you have a bigger budget, to send the rest of the world the same mes-

sage. Because, I mean, if the trend setters understand what you are saying and they buy it, chances are that you will have better options with the main public or with the mainstream public. I mean it's, at the end of the day, we've received almost 8 million visitors a year. So you cannot only have those niche visitors, really cool or really whatever. But sometimes trends drive visitors in the short term also. (Sanz Castedo, M. Mar 2011)

She [my mother], because she reads the paper and reads the magazine, and she reads that things are happening all the time in Berlin, she said, okay, it's a city that I should repeat, where I should go again, or they have.. And I thought, well, if my mother, what she reads is Vogue and El Pais newspaper or Mundo newspaper, and she wants to repeat a visit, it means that the information she gets, it's making her do that. And it wasn't through a big campaign, it was because I think the right people thought Berlin is cool or Berlin is happening, let's spread the word. (Sanz Castedo, M. Mar 2011)

- Ability to express the brand identity in marketing communication

When the brand identity is brought up in all the marketing communications, it will be known everywhere. For example the area Silicon Valley has so strong identity, that when it is in the news, it is said that "Silicon Valley is thinking" because the brand is so strong. And everyone knows that it is a place to be if your business is in technology industry. (Sanz Castedo, M. Mar 2011)

But it's fun because now they say, when you see the news, they say Silicon Valley thinks whatever, thinks that this is not going to work. It's Silicon Valley that thinking, the brand is so powerful. That now it's the concept of technology. I mean, if we were, if we had something like that, if you're a technological industry, you have to be in Silicon Valley, because they think what people are communicated. (Sanz Castedo, M. Mar 2011)

Mobilization competence:

- Ability to attract right kinds of events

If the right kinds of events are attracted to the city, it will create wanted awareness of the city. For example MTV Awards was held in Madrid in year 2011 to improve the image of Madrid to be a cool city. (Sanz Castedo, M. Mar 2011)

I am mentioning this because we bid for the MTV Awards to be held in Spain, and people say like, some people argue that there is no promotion. I mean, it's something that happens in the city. Most of the people that are going to go are from the city, you're not moving anyone or not that many people to the city related to the cost of bringing the awards to the city. And I say yeah, but that sends a message to the world that Madrid is one of these cities that MTV considers cool. And if MTV thinks we're cool, next time I send a press release about Madrid being cool to the rest of the media, chances are they will say, okay, let's read it. And that's important too. (Sanz Castedo, M. Mar 2011)

Monitoring competence:

- Ability to have enough information in monitoring activities

One of the key things in succeeding with branding is the monitoring of it (Sanz Castedo, M. Mar 2011). If there is not enough information and knowhow to do the monitoring, it will be difficult to know how people perceive the city and how successful it is (Chapter 3.3).

...I didn't work on tourism until three, four years ago. And I was impressed, being in Spain, and the world, being one of the major economic drivers of many countries and certainly Spain, how poor was the information that monitors working with, administrations. (Sanz Castedo, M. Mar 2011)

7.2.8 Brand management paradigm of Madrid

By the first look at Madrid, it would probably fit in the product paradigm (chapter 5.1, Heding, Knudtzen and Bjerre 2009, 252) because even in the organization there is a place for "Logomen". However, the "Logomen" are in charge of the use of the visual identity elements of Madrid. (Chapter 7.2.3) Also, as mentioned in chapter 7.2.1, one of

the main objectives that Madrid has in its branding is to make people see the city as one of the world cities and this will be created by focusing on the people of the city.

Madrid's objective is to create a certain image of their city (chapter 7.2.1) so they see the image as a driver when forming their strategy. This leads to conclusion that Madrid's brand management paradigm is adaptive paradigm. As stated in figure 14 (chapter 5, Louro & Cunha 2001, 857), the marketing focus of the brand is brand image in the adaptive paradigm. The adaptive paradigm of Madrid can also be seen from the figure 13 (chapter 5, Louro & Cunha 2001, 855) since they are focusing on the people of the city, which are one of major customers of the city brand. That perspective reflects the customer focus of the branding.

7.3 CASE 3: Dublin

Dublin is the largest city of Republic of Ireland and also the capital. The city is located on the east coast line of Ireland and it overlooks to the Dublin Bay. Dublin is well known for the Guinness Storehouse that is also the most popular tourist attraction of the city. (Visit Dublin 2014) In the Greater Dublin there are over 1,8 million inhabitants. (Dublin Chamber of Commerce 2014)

The actual brand planning project of Dublin started in 2008 and evolved from there with help of various partners. There has been some kind of branding activities going on for the last 20 years. (Maxwell, L. 27 Oct 2011)

This project has only been, we've been planning it since, I suppose firstly in 2008. And then looking at, kind of really pulling together the various partners in 2009, and the planning of the project and some of the research started in 2009. But the brand of Dublin has been something, that has been looked at by other agencies in particular, for much longer. (Maxwell, L. 27 Oct 2011)

I would say that the duration of the brand has been something that's been in existence, the look of the brand or people, what agencies have been paying attention to it, that's been ongoing for the last 20 years. (Maxwell, L. 27 Oct 2011)

7.3.1 The brand of Dublin

The current brand initiative of Dublin created by Dublin Tourism is called Truly, Madly, Deeply (Maxwell, L. 27 Oct 2011).

So we have, Dublin Tourism have a particular brand for Dublin, and it's Truly, Madly, Deeply (Maxwell, L. 27 Oct 2011)

The main objective of Dublin is to connect with different stakeholders. This includes both the citizens of Dublin and different organizations but also to develop new international contacts with other cities. (Maxwell, L. 27 Oct 2011)

At the different levels, and especially with the approach that we've taken across this, particularly for the citizens of the city, what I'd love to see is that the citizens begin to feel a sense of pride in their city. And that would be something that would be really positive. But we'll see. (Maxwell, L. 27 Oct 2011)

One of the main objectives that the city of Dublin has is to gain economic benefits through the branding (Maxwell, L. 27 Oct 2011).

What we wanted to do was something that was looking at.. Dublin, I suppose. We do have the economic agenda, absolutely, but it, our feeling was it needs to be meaningful. (Maxwell, L. 27 Oct 2011)

7.3.2 Concept of a brand

Dublin considers a brand to be about the identity combined with the perception that stakeholders have of it (Maxwell, L. 27 Oct 2011).

I think a brand is your reputation. I think that that encapsulates it all, totally. Reputation. And identity. That, to me that's it. But the reputation kind of gets more at the ambiguous nature of the brand, and it's very ambiguous, so yeah. (Maxwell, L. 27 Oct 2011)

That's what a brand is, I suppose, but it's a reputation that is an image in people's heads. It's not something that is the logo, and maybe that's why the citizens were so kind of, when we said brand, were so reactionary about it. (Maxwell, L. 27 Oct 2011)

A brand should capture the essence of what the product is about. If the brand is good you are willing to overlook the parts that you do not like. (Maxwell, L. 27 Oct 2011)

But I think that it's.. that's what a good brand to me is, is that when you're in that city, that you can feel that sense of what that city is. And to the extent that you're almost willing to ignore the parts that you don't like. I think that that's, when you get that feeling then the feeling has done its branding very well. (Maxwell, L. 27 Oct 2011)

7.3.3 Organization behind brand management

The organization in charge of the branding of Dublin is the Creative Dublin Alliance, which was formed in 2008. The organization consists of several institutions that are working together to create the best possible brand for Dublin. There are also many participants that are somehow contributing to the branding project in different stages of the process. That supports the objective that the city of Dublin has, since they wanted to connect the citizens and the companies to the brand and by including many of the different stakeholders and parties to take part on the project. (Maxwell, L. 27 Oct 2011) You can see the structure of the brand from the figure 17.

The organization consists of Dublin Tourism Board, the IDA (Industrial Development Agency), which is an organization that is trying to get foreigners to invest in Ireland. Then there is also organization IBEC (Irish Business and Employer's Confederation) and national, central and local government and state agencies taking part in this branding process and Dublin Business Chamber. These are all organizations that have concentrated their actions and leaders in Dublin. (Maxwell, L. 27 Oct 2011)

There are master level students from two different schools taking part on the project. There are UCD Business Smurfit School students who are researching the citizens on the area by interviews and vox pops (filmed interview). (Maxwell, L. 27 Oct 2011)

And they're [the students of the business school] carrying out the research, so from desktop to interviews to group workshops with children, with people from different geographical locations who are in Dublin, with a kind of, you know, people of different socio-economic backgrounds. They're carrying out a range, oh, and vox pops on the streets, and.. a vox pop is an interview, that's filmed..(Maxwell, L. 27 Oct 2011)

The other students that are involved in the project are from Dublin Institute of Technology and studying design on the master level. The city of Dublin has hired consultants from Brand Union and these consultants are advising the organizations involved on how to proceed. There is also involvement from the cultural side of the city since Abbey Theatre is contributing to the project by having one person involved in the project. (Maxwell, L. 27 Oct 2011)

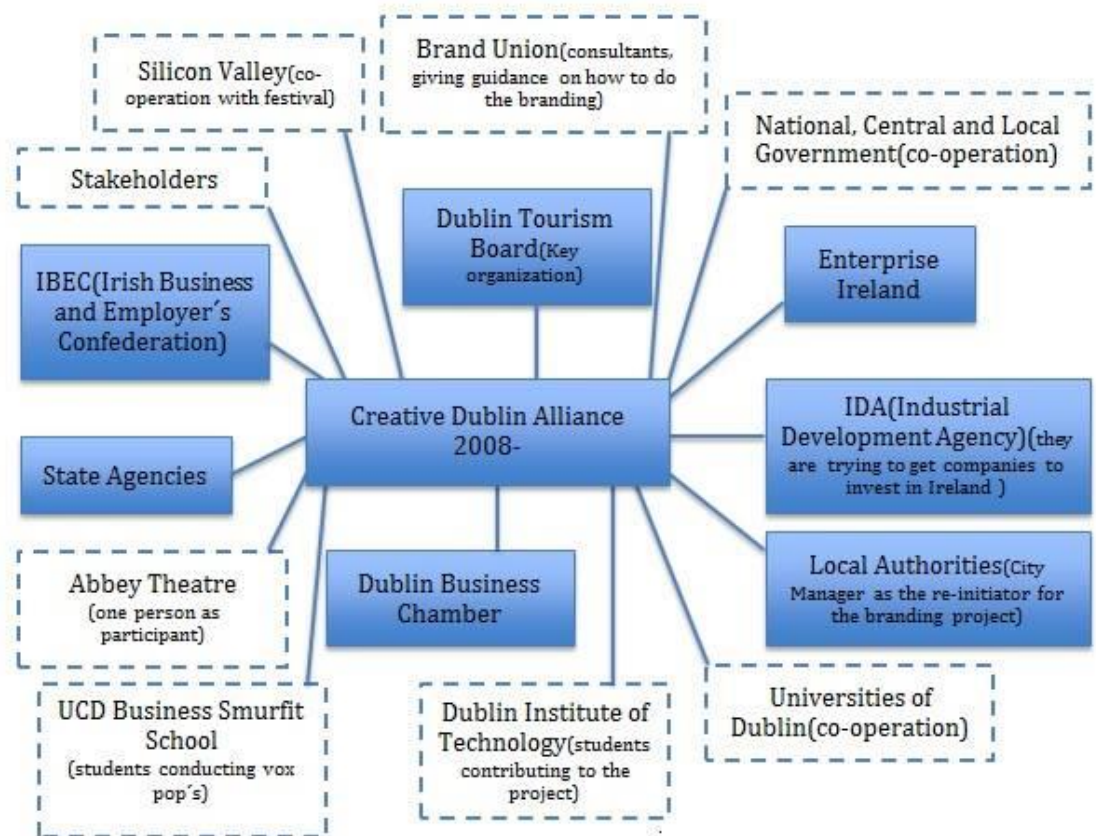


Figure 17. Dublin's brand management organization

7.3.4 Brand planning process and implementation

The key organization in branding of Dublin, Creative Dublin Alliance started in 2008 with writing an economical action plan for the region. This economic action plan points out what is Dublin's economic contribution to the national economy and through that shows that Dublin is the key in Ireland's economic engine. (Maxwell, L. 27 Oct 2011)

All coming together, who developed this economic action plan, and part of that has been to kind of look at what are the, what is the contribution, the economic contribution that Dublin gives to the national economy. And we're constantly trying to say nationally, that Dublin is the driver of this economic engine. (Maxwell, L. 27 Oct 2011)

The City Manager is the person who restarted the branding process of Dublin. He convinced the CEO of the Dublin Business Chamber to give the city another go on the branding. He was also the one who invited the different organizations to take part on the branding project. (Maxwell, L. 27 Oct 2011)

So our City Manager, when he started working in Dublin City Council, he spoke to the CEO of the Chamber, and asked would it be all right if he took a kind of, another go at it, and took on the leadership of it. (Maxwell, L. 27 Oct 2011)

In the branding project of Dublin they have been researching the city's residents' perceptions of the city. The name of the research phase of the project is called Discovering Dublin's identity. They have done research in many different ways. The students of business school have conducted vox pops, which are interviews that are filmed. So the students might just stop a person on the street and ask them questions on how they perceive Dublin and so forth. These vox pops have taken place in various locations in various times to get as many people as possible and also different people from different ages and social groups. They have also held workshops with children and conducted interviews and national surveys. They will also hold different workshops in the Dublin region, not only in the city but also in the areas nearby. With the range of methods they are hoping to gain as much information as possible. (Maxwell, L. 27 Oct 2011)

And they're [the students of the business school] carrying out the research, so from desktop to interviews to group workshops with children, with people from different geographical locations who are in Dublin, with a kind of, you know, people of different socio-economic backgrounds. They're carrying out a range, oh, and vox pops on the streets, and.. a vox pop is an interview, that's filmed. (Maxwell, L. 27 Oct 2011)

....a very broad range of research skills were used and new, different approaches were used as well as national surveys, that kind of thing, you know, the more traditional methods as well. (Maxwell, L. 27 Oct 2011)

In the planning phase of the brand, the Creative Dublin Alliance has developed 11 projects so far and they are all brand focused. There are projects such as the Innovation Dublin, which is a 12-day festival in that takes place in November, which has over 300 different events across the city. This festival shows and celebrates innovation and creativity in Dublin. They will display the research part of the project then. (Maxwell, L. 27 Oct 2011)

And so that work has culminated in an exhibition that we are going to run. (Maxwell, L. 27 Oct 2011)

In the planning face of their branding project Dublin had the idea that they would like to develop a tool kit that would help to create a brand that would get international attention. When the interview was conducted they were at the very start of developing the tool kit. (Maxwell, L. 27 Oct 2011)

And we will look at then developing this tool kit around, "okay, well what is Dublin's message and what kind of things should we be doing to position Dublin internationally, better? (Maxwell, L. 27 Oct 2011)

When the interview was conducted they were in the planning phase. However they estimated what will happen in the next stage, the implementation of the brand, and also something that they had already done. In the implementation phase they are planning to use the created tool kit to address issues that were encountered in the research

process. One of these issues that they have faced is the feeling of insecurity that citizens feel in the city. (Maxwell, L. 27 Oct 2011)

Safety would be one that came out very strongly in the research, people don't feel safe in the city. And yet on international benchmarking studies Dublin comes out as one of the safest cities. So it's a perception that Dublin is not a safe city, but actually it is. So again it's an area that we need to look at and develop a tool k-, that tool kit should be addressing that. I think that it will, because we've started out very much about coming from the citizen perspective, we will, the tool kit will need to address issues for the citizens as a primary goal. (Maxwell, L. 27 Oct 2011)

7.3.5 Faced challenges and problems

Dublin has faced few challenges in their branding project.

- Negativity of the citizens towards the word 'brand'

One of the first problems that they encountered was that citizens had a negative approach to the word brand. (Maxwell, L. 27 Oct 2011)

One of the things, I should point out, that we found, was that from the very early days people hated the word brand. Absolutely hated it, and reacted in a very aggressive way. Not physically, or anything, but it absolutely upset people. (Maxwell, L. 27 Oct 2011)

- Many participants and challenges in keeping everybody involved informed of the progress of the branding project

Having multiple participants on the project creates also its own kind of challenges. It has been challenging to keep everybody on track on how the branding project is proceeding, and sometimes the collaboration has been challenging. (Maxwell, L. 27 Oct 2011)

Insofar as you have to, because so many, at the moment with, there's only been ourselves, the Brand Union and the two, the Dublin Institute and UCD, but.. I can see, already that was difficult. Just in terms of the meetings required, and keeping everybody

on board, some would kind of pull out a little bit, depending on what's going on within their own organisation, and then you have to get them back to that page. (Maxwell, L. 27 Oct 2011)

And I feel we're constantly kind of toe-tagging with the, one's constantly kind of tipping off the other. (Maxwell, L. 27 Oct 2011)

- Various opinions and the unwillingness to let go of the logos already created and giving up on branding related actions that already took place

These different participants have also difference in opinions. Stakeholders are very protective of the work that they have already done, such as logos. (Maxwell, L. 27 Oct 2011)

And while I'm saying it's not necessarily about logos, but it, there is an issue around there being so many different logos for Dublin. That is a problem. So, I can see there being differences of opinions. (Maxwell, L. 27 Oct 2011)

...one of the things that I can see, when it goes into the next phase which is working across those stakeholders who all have their own logos for Dublin, is their defensiveness. They're going to, they've put a lot of work into their logos and they own those logos, and they don't see anything wrong with those logos, you know? And while I'm saying it's not necessarily about logos, but it, there is an issue around there being so many different logos for Dublin. That is a problem. (Maxwell, L. 27 Oct 2011)

- With many different participants in the project money can come in the way of receiving all the information needed

When using outside consultants on the branding process the money can come in the way of how much information they are willing to share with the commissioning party. The consultants might hold back information that they believe that the organization cannot afford. (Maxwell, L. 27 Oct 2011)

And that will develop over time, so.. it will get there, but at the moment that's the biggest challenge, so.. and because they're consultants, they'll only tell you what they think you need to know, and what they think you can afford to pay them--. So, for us to real-

ise that "this is going to require a major advertising campaign" or whatever, we're kind of only told that at a very late stage in the day. (Maxwell, L. 27 Oct 2011)

- Budget issues

The uncertain financial situation what makes the investment on the branding project difficult to argue, since there are many political bodies that decide the budget. Branding is not on the top of the list of priorities of the politicians. (Maxwell, L. 27 Oct 2011)

And so what we need to do now is look at, particularly for next year, what is the budget that we can contribute and look at what is the budget that will be required for this work. You know, that it should have, ideally. And there will be a gap there. There's going to be a gap there, so we need to find the money. [laughs] And that's going to be and large determine, if we can find the money, well then we will proceed fully with, you know, the full roll out of the project. (Maxwell, L. 27 Oct 2011)

-Lack of money. Challenges in securing sufficient funding

It can be difficult to secure the finances for the branding process since the economic situation can change rapidly branding is not seen as a priority. (Maxwell, L. 27 Oct 2011)

And then the other challenge is always the money side of it, is finding the resources especially at the moment, I think that if this project had been started five years ago we would have something wonderful by now, because the resources would have been there. But now, it's now that we're starting it, and it's a constant, kind of looking around the corner, what's coming next? What's going to be the resource needs of that? And then as well, the other aspect of it is, is that we, there isn't a recognition, I suppose, at a national level, that Dublin needs to go out there quite aggressively and position itself as an international city. (Maxwell, L. 27 Oct 2011)

But at the moment it's a very hard project to be able to convince people about the need to put the resources into it, because it's in brand, it's in, you know the whole, it's in that area that isn't seen as hardcore. (Maxwell, L. 27 Oct 2011)

- Challenge of involving enough stakeholders

It has been challenging to get different stakeholders especially the citizens involved in the project since they are very protective of the city, and feel like the essence of Dublin cannot be only one slogan or logo since the city is so versatile. (Maxwell, L. 27 Oct 2011)

Trying to explain it in that sense, but they didn't, so there was that, there was the defensiveness about the city and trying to get one message, people felt that the strength of the city is its diversity and the vibrancy of the culture and that kind of thing, you know? So there was a defensiveness. (Maxwell, L. 27 Oct 2011)

- Gap between the image and the reality

There is a gap between what the citizens of the city feel the city to be like and the reality. The citizens feel that city is not safe even though the studies tell differently. (Maxwell, L. 27 Oct 2011)

Safety would be one that came out very strongly in the research, people don't feel safe in the city. And yet on international benchmarking studies Dublin comes out as one of the safest cities. So it's a perception that Dublin is not a safe city, but actually it is. (Maxwell, L. 27 Oct 2011)

- Contradictory nation versus city relationship

There is contradiction between the country brand and the brand of Dublin. On the other hand one of Dublin's strengths is that it belongs to Ireland. But still Dublin needs some policies of its own. (Maxwell, L. 27 Oct 2011)

There's a two-way relationship there, so while I'm saying that we're constantly fighting for a recognition that Dublin is something that needs its own policies, its own programs to be put in place in its own right, in order to support the development of Dublin as an internationally competitive city, it's also important that Dublin in turn knows that part of its strength is Ireland, and the reputation that Ireland has. (Maxwell, L. 27 Oct 2011)

- Political issues between local and national authorities

Political parties in different levels have conflicting interests on whether put emphasize on branding Dublin or not (Maxwell, L. 27 Oct 2011).

While the rest of the country, like there would be places in rural Ireland that doesn't have good broadband, that kind of argument. So there would be a hesitation at a political level, and at central government level, to embrace this work (Maxwell, L. 27 Oct 2011).

7.3.6 Brand performance and monitoring

The brand performance of Dublin in relation to the competitors is identified to be successful and some cities have come to ask for help. As the biggest advantages that Dublin has over the competitors are the number of green spaces in the city and also the fact that they are the only English-speaking city within the Euro-zone. As the best city brands in market are mentioned to be New York and London. (Maxwell, L. 27 Oct 2011)

When the interview was conducted the project was in the planning phase but they already had planned some monitoring activities that they will carry out. These monitoring activities would consist of monitoring Dublin's positioning in international benchmarking studies. Updates of that positioning will be sent to all the participants of the project. They will also carry out some surveys. They need to develop a method on how to measure the engagement of the citizens to the city. (Maxwell, L. 27 Oct 2011)

7.3.7 Competences

Dublin identifies some key features on what would ideal brand planning process be like. The competences are not in a specific order.

Consistency competence:

- Ability to take your time on the planning face:

....so I suppose more time on the planning is needed as well. (Maxwell, L. 27 Oct 2011)

Brand identity development competence:

- Ability to focus on what makes that particular city stand out from the crowd when creating the city brand (Maxwell, L. 27 Oct 2011).

By focusing on those factors that make Dublin stand out from the others the brand created will suit the city. (Maxwell, L. 27 Oct 2011)

...I suppose we're much more focused in on what is it about this city, than, it's reasons are still to compete internationally, but it's indentifying what's different about Dublin. Rather than, well what are the other cities doing and should we copy them or should we.. you know. And maybe we should do it more, 'cause we could learn from them. I think we definitely could. But I like the approach that it's still about what is distinctive about Dublin, in a real sense. (Maxwell, L. 27 Oct 2011)

Co-operation building competence:

- Ability to maintain a good relationship management between different parties of the project

Good communication is the key when creating successful city brand and that can be created throughout relationship management. (Maxwell, L. 27 Oct 2011)

Communications is a key one, I think. And then, a knowledge or your target audiences, so both at the economic level and at the cultural level and the communities. And.. the collaboration side of it, the relationship management would be a key one, I think. Just in keeping everybody on board all the time. (Maxwell, L. 27 Oct 2011)

- Ability to engage the citizens in branding

The brand needs to engage and connect the citizens of the city (Maxwell, L. 27 Oct 2011).

I think that that's, it's got to engage with the citizens. (Maxwell, L. 27 Oct 2011)

Organizational identity building competence:

- Ability to link an emotion to the brand

By linking an emotion to the brand target audiences can relate to the brand more easily (Maxwell, L. 27 Oct 2011).

but you're picking an emotion that people feel. So I think that that's something that's very important, they do that very well. (Maxwell, L. 27 Oct 2011)

- Ability to create community culture

By creating culture of sharing and trust between different participants involved in the project it will make the collaboration easier (Maxwell, L. 27 Oct 2011).

And then, a knowledge of your target audiences, so both at the economic level and at the cultural level and the communities. And.. the collaboration side of it, the relationship management would be a key one, I think. Just in keeping everybody on board all the time. (Maxwell, L. 27 Oct 2011)

External communication competence:

- Ability to convert the brand to match the perception of the city

I think a brand is your reputation (Maxwell, L. 27 Oct 2011).

- Ability to make the visitors and residents overlook the parts of the city that they do not like

Good city brand is the feeling when you are in to city. It also makes one to ignore the parts of the city that one does not like. (Maxwell, L. 27 Oct 2011)

But I think that it's.. that's what a good brand to me is, is that when you're in that city, that you can feel that sense of what that city is. And to the extent that you're almost willing to ignore the parts that you don't like. I think that that's, when you get that feeling then the feeling has done its branding very well. (Maxwell, L. 27 Oct 2011)

Leadership competence:

- Ability to lead the brand management organization

It is important to include the top management of the city into the branding project. As presented in the figure 17(chapter 7.3.3) in the case of Dublin that top management is the City Manager who was in charge of restarting the project.

So our City Manager, when he started working in Dublin City Council, he spoke to the CEO of the Chamber, and asked would it be all right if he took a kind of, another go at it, and took on the leadership of it. (Maxwell, L. 27 Oct 2011)

Decision making competence:

- Ability to make strategic decisions

When creating a brand it is important to make the brand about unique selling points of that particular city (Maxwell, L. 27 Oct 2011).

...I suppose we're much more focused in on what is it about this city, than, it's reasons are still to compete internationally, but it's indentifying what's different about Dublin. Rather than, well what are the other cities doing and should we copy them or should we.. you know. And maybe we should do it more, 'cause we could learn from them. I think we definitely could. But I like the approach that it's still about what is distinctive about Dublin, in a real sense. (Maxwell, L. 27 Oct 2011)

- Ability to make fair decisions for the benefit of the entire network

The decisions that are made need to be fair and they need to be beneficial for the stakeholders (Maxwell, L. 27 Oct 2011).

...but you're picking an emotion that people feel. So I think that that's something that's very important, they do that very well. (Maxwell, L. 27 Oct 2011)

Resource base development competence:

- Ability to acquire resources inside and outside the organization:

The uncertain financial situation makes the funding of a long lasting project such as the branding difficult (Maxwell, L. 27 Oct 2011).

And then the other challenge is always the money side of it, is finding the resources especially at the moment, I think that if this project had been started five years ago we would have something wonderful by now, because the resources would have been there. (Maxwell, L. 27 Oct 2011)

- Ability to take advantage of the knowledge and skills within the organization

Use the resources and knowledge that you already have in the organization (Maxwell, L. 27 Oct 2011).

So this is something that's entirely new for us to be taking on, and I suppose that would be the one thing, is the development of skills and competency from within the organization. Is something that I would do differently. (Maxwell, L. 27 Oct 2011)

- Ability to get a person involved in the branding project with previous experiences on branding

By having somebody on the team that would have previous experience on branding, and that the person would really work for the organization not for a company offering consultants (Maxwell, L. 27 Oct 2011).

I suppose there's the skill level, the understanding, and I think could greatly benefit by having somebody with a background in branding working on the team, on a non-consultancy basis. That they would be part of our team here. An understanding around that. (Maxwell, L. 27 Oct 2011)

Monitoring competence:

- Ability to create a very exact tool of measurement

But you do have to get a very definite measurement tool (Maxwell, L. 27 Oct 2011)

- Ability of the measurement tool to show results from financial point of view

So from a financial point of view, it needs to be able to show results (Maxwell, L. 27 Oct 2011).

7.3.8 Brand management paradigm of Dublin

Dublin represents the relational brand paradigm very strongly. The relational side can be seen right from the start as in chapter 7.3.1 they put emphasize on the fact that the citizens have to feel proud of their city. They listen to the citizens when creating the brand and the figure 14 (chapter 5, Louro & Cunha 2001, 857) shows that it clearly reflects the conversation between the organization in charge of branding and the stakeholders.

In chapter 7.3.4 they emphasize the citizen point of view again by saying that they are thinking of the brand from the citizens' point of view. In the figure 14 (chapter 5, Louro & Cunha 2001, 857) it can be seen that the relationship and the customer management is seen as a critical part of branding in the relational side. As also presented in the figure 13 (chapter 5, Louro & Cunha 2001, 855) in the relational side the focus is on how the brand will turn out contradictory for tactical actions as in adaptive paradigm, and in relational paradigm the customers centrality is high. Therefore it can be stated that Dublin presents the relational branding paradigm in their branding actions.

7.4 CASE 4: Copenhagen

Copenhagen is the capital of Denmark. In 2012 Copenhagen had 1,2 million inhabitants (Ministry of Foreign Affairs of Denmark). Copenhagen is the largest city of Denmark and it is located in the island of Zealand, at the east coast of Denmark. The city is directly connected with Malmö, Sweden by Ørebro bridge. Copenhagen is known for its castles and palaces, but there are also some interesting museums and well-known amusement park Tivoli to visit. (Danishnet.com 2013)

The brand planning process of Copenhagen originally started in 2005, but evolved so that the project actually started in 2008 (Saxild, J. Mar 2011).

So, started (in the corner) 2005, and then in 2008 we actually started with developing this brand, in.. (Saxild, J. Mar 2011)

7.4.1 The brand of Copenhagen

The branding of Copenhagen was initiated by two of the major public branding and marketing organizations in 2008. The brand of Copenhagen covers the area of Greater Copenhagen, that area covers around 1.8 billion citizens. (Saxild, J. Mar 2011)

The objectives that the board (which will be described in detail in chapter 7.4.3) has for the city brand, includes the acceptance of the brand, by both the citizens and the business community. One of the key objectives that they had was to create a template that could be used in number of purposes by number of companies from big international companies to small local businesses. They also wanted to create a brand that would be strong when promoting Copenhagen and marketing of the city. (Saxild, J. Mar 2011)

As described in chapter 2.1 by American Marketing Association (2012) a brand can be developed to present certain values. That was the case with Copenhagen. Copenhagen highlighted that the value that they want to communicate through their brand is “open”. That value can be seen very clearly in the campaigns and the value can be per-

ceived from many different perspectives. And that makes the value easily adaptable and it can be used in many ways. (Saxild, J. Mar 2011)

The main target groups that Copenhagen is trying to attract are businesspeople, visitors and tourist, investors and expatriates. As already mentioned they are also trying to get the citizens of Copenhagen to believe in the brand and to be brand ambassadors for it. To accomplish this they are planning a campaign or activity that would help involve the Copenhagen citizens to the brand and to make them feel like it is theirs to use. (Saxild, J. Mar 2011)

The respondent has been involved in the branding of Copenhagen since 2005 (Saxild, J. Mar 2011):

And, back in 2005 I was Marketing Manager in Copenhagen Capacity, the investment promotion agency, and I said, we need to develop a, what you would call a business brand for Copenhagen. (Saxild, J. Mar 2011)

7.4.2 Concept of a brand

Copenhagen perceives a brand to be something created. It is what has been developed for the city. A brand should be based on something clear such as value. (Saxild, J. Mar 2011).

I would say, first of all, a brand is something you consistently try to create. The image is actually what is perceived by the audience or the target group, but the brand is actually what you are developing for the city. And I think that a brand should, in some way, be based on a value or something having a clear content. (Saxild, J. Mar 2011)

7.4.3 Organization behind brand management

There are three major organizations involved in the branding project. The first one is called Wonderful Copenhagen, which is a tourism promotion agency. The second organization is called Copenhagen Capacity and that is an investment agency. The third organization involved in the branding project is the City of Copenhagen. These organi-

zations with support of an independent chairman and the Lord Mayor of Copenhagen are the board members of the branding project of Copenhagen. In the board, Lord Mayor is the one who is finally accepting the brand. (Saxild, J. Mar 2011)

It was people from, you would say the top management and people working with marketing and communications for Wonderful Copenhagen, for Copenhagen Capacity, and the city of Copenhagen.-- suggestion, what do you say and the Lord Mayor agreed. So you would say it was top people and people working with communication and marketing actually involved in the process. (Saxild, J. Mar 2011)

The organization in charge of the branding project has also involved other parties in the project. These participants include the Copenhagen airports and harbors with representative from Microsoft. They had also help from different advertising agencies who came up with their own ideas on what kind of brand to create and from these ideas they narrowed options down to three. (Saxild, J. Mar 2011)

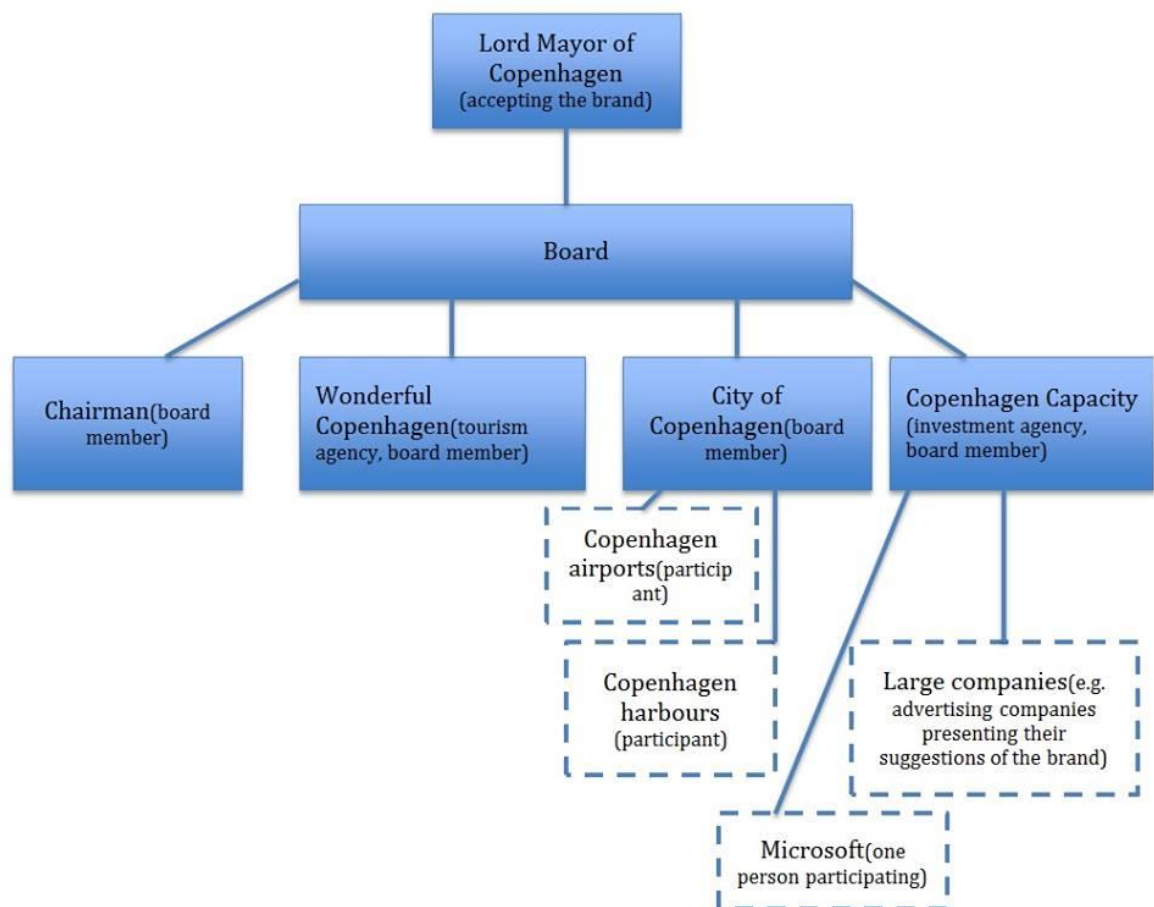


Figure 18. Copenhagen's brand management organization

7.4.4 Brand planning process and implementation

As already mentioned in chapter 7.4, the branding process was started in 2005 but the project started properly in 2008 (Saxild, J. Mar 2011)

In the start they visited Amsterdam to see how they are organizing their branding process, and what they could learn from there and how they could adapt that to Copenhagen. The next step that has been part of the brand planning process was to create an association called Brand Copenhagen, which would be owned by all companies of the board. (Saxild, J. Mar 2011)

Well actually, we chose, because, this brand is not the, is not under the ownership of Wonderful Copenhagen, Copenhagen Capacity or the city of Copenhagen, it should be owned by all companies, all organizations. Therefore we created an associated called Brand Copenhagen... (Saxild, J. Mar 2011)

In the planning phase they also invited different advertising agencies to create the brand for Copenhagen already at very early stage. They narrowed group down from 30 to only five. And from these five different presentations the board could see that there was a clear consistency within three of the ideas. These three ideas were all concentrating somehow on the value "open". (Saxild, J. Mar 2011)

Or we invited advertising agencies to say, who wants to develop a city brand for Copenhagen, and actually we got 30 different companies or groups of companies saying yes we want to develop it. And then we chose five different... (Saxild, J. Mar 2011)

And then, Wonderful Copenhagen, Copenhagen Capacity and city of Copenhagen sat together and then we saw these five different presentations and suggestions, and actually three of the five were focusing on the idea of open in different aspects. (Saxild, J. Mar 2011)

When they noticed that the value "open" was a common feature within these three advertising agencies and after the Lord Mayor of Copenhagen accepted the idea of the

brand they started developing one. It was rather quick process since they came up with the brand in only three to four months. The process was rather quick since the board involved in the branding project is rather small and there are only few people that need to agree on it. Members of the board are also trying to get companies and organizations to apply the brand. What these planning activities are aiming for is to get approval from the citizens and make the brand visible (Saxild, J. Mar 2011):

...make the brand visible and accepted by the Copenhageners. (Saxild, J. Mar 2011)

The city of Copenhagen was in the planning part of their branding process when the interview was conducted. But they were still able to describe some steps of the implementation that they had already done. (Saxild, J. Mar 2011)

We are in the planning phase, yeah. (Saxild, J. Mar 2011)

Members of the board have already thought of how they could distribute the brand around the city and to different companies (Saxild, J. Mar 2011).

Then, when we have developed this concept, saying that's our future brand, then we started to organize how the branding as a, you could call as an operational process, how we should get the brand spread and used by companies and organizations, and then we started the process. And that was in the, around mid 2009, and then we have been working for almost one and a half years with promoting the Copenhagen brand. (Saxild, J. Mar 2011)

They have been visiting companies and tried to distribute the brand to as many companies as possible they will also help the companies to use the brand (Saxild, J. Mar 2011).

...a lot of companies and organizations said yes we can use the brand, we want to use it. And then it was my task to visit companies, visit organizations and say hey, you can use this brand, and give ideas how they could use it. (Saxild, J. Mar 2011)

And then, we have created a (small -) and that's actually me and one or two more persons, and we are selling the idea of, to companies of using the brand. We are helping companies using it and we are also keeping the process running. But we are only, we are not a marketing organization because the branding is done by the companies or individuals using the brand. (Saxild, J. Mar 2011)

While visiting the companies they are also promoting membership of the brand Copenhagen. And they are trying to create some benefits for being a member, for example getting discounts when advertising in some media. (Saxild, J. Mar 2011)

We're trying to develop some advantages of being a member of the brand. For example that if you're a member you'll become a part of a net-, this network of companies where you can, you are invited to workshops, to meetings where you can network and you can have some good input or ideas, listen to some exciting people. And then there are also, we're trying to say can we create other financial advantages of being a member, for example that we can get you some kind of discounts on advertising in some of the medias or something. So that we're trying to create some advantages of being a member compared to not being a member but only a user. It's difficult but it's an ongoing process and we're discussing how can we develop the concept of membership. (Saxild, J. Mar 2011)

Since the core element of the brand is open, it also means that is open for everyone to use. And this makes promoting the membership rather difficult, since you can use the brand whether you are member or not. (Saxild, J. Mar 2011)

So, and actually the idea of this brand is that it's open and free for everyone to use, so everyone can enter the Open Copenhagen site and then they can get inspiration and then they can develop their own open logo and use it how they want. (Saxild, J. Mar 2011)

In the implementation phase they will also have campaigns (Saxild, J. Mar 2011).

I think.. Of course, we don't have much money in this process. We have a yearly budget of around 500 000 euros to run our (-) and to make our own campaigns, and, so, and that meaning it's, we have only very very limited resources. (Saxild, J. Mar 2011)

7.4.5 Faced challenges and problems

The city of Copenhagen was able to mention few of the challenges that they have come across.

- Budget issues and many authorities

There have been some issues on the financial side of the project, which also shows in the monitoring face of the project (Saxild, J. Mar 2011).

...because we (only) have these limited resources, we are for example not doing an analysis of how many know the brand, how many are using the brand, what does the target groups say about the brand.(Saxild, J. Mar 2011)

- Political issues

With many political bodies involved in the project it has been a challenge to find consensus between these actors and the time to work with the brand together (Saxild, J. Mar 2011).

So you have, we have a preparation period of three years where we say, how can we find funding for developing the brand, how can we find support for it in the political systems, how can we as independent organizations like Copenhagen Capacity, Wonderful Copenhagen, how can we find each other and agree that we are actually developing this brand together. (Saxild, J. Mar 2011)

7.4.6 Brand performance and monitoring

According to the response that the brand has gotten from different parties it is a strong and flexible brand, even with a lot smaller budget than for example Stockholm had. Since the brand is so versatile the respondent states that the brand is one of the best. As the best in market the respondent names Stockholm and Amsterdam. (Saxild, J. Mar 2011)

As stated in the chapter 7.4.4 the branding of Copenhagen was in the planning face when the interview was conducted but they were able to tell about their monitoring plans on how they are going to execute the monitoring. They will analyze on how the brand is known and how many are using the brand. They will also analyze on how the target groups relates to the brand. They will also evaluate on yearly level how they have done and what they could improve for the next year and reset the target for next year. (Saxild, J. Mar 2011)

7.4.7 Competences

Copenhagen identifies some competences that are crucial to have in a successful city brand.

Brand identity development competence:

- Ability to create a brand that stands out from the other city brands

It is important to create a brand that differs from other city brands. The brand should tell what that exact city is about and what is the message that the want to send out. (Saxild, J. Mar 2011)

I would say that, first of all, a brand which, on which you can differentiate your city from other cities, say that's our city.--. It's, differentiates you from us, and then if course it should be able to, you can use it to tell a story and say what is actually, what is my city about. And then of course, the brand then should be effective in communicating these values and messages about the city. (Saxild, J. Mar 2011)

- Ability to base the brand on a value

Brand should be based on something. Base the brand for instance on value that will create content on the brand (Saxild, J. Mar 2011).

And I think that a brand should, in some way, be based on a value or something having a clear content.(Saxild, J. Mar 2011)

Co-operation building competence:

- Ability to include as many key stakeholders into branding process as possible

I will probably invite, maybe, five or ten more key stakeholders into the process (Saxild, J. Mar 2011)

External communication competence:

- Ability to draw companies' attention

By having companies attention from the start of the branding project, that would make the later parts of the branding process easier, such as the part where you are convincing the companies to use the brand. (Saxild, J. Mar 2011)

...if we have invited more companies into the decision phase maybe we could have created a stronger ownership from the start. So, we didn't have to go out and sell the idea of the joint brand, and this brand, which we are doing very much now, it's, actually my main task today, that's creating support for the brand and making companies and organizations using it, so, yeah. (Saxild, J. Mar 2011)

- Ability to express the brand identity in marketing communication conducted by the members

We haven't made it visible, only through the members like, SAS, Wonderful Copenhagen, Copenhagen Capacity, when they are promoting Copenhagen abroad then they are of course using it. (Saxild, J. Mar 2011)

- Ability to get the acceptance for the brand from different stakeholders, such as citizens of the city but also the businesses

It is very important to get approval for the brand from different stakeholders, both individual citizens but also from the businesses (Saxild, J. Mar 2011).

And also we said it's important that we have a brand which is accepted by the citizens of Copenhagen so they will be ambassadors for the brand. And finally, it should also be a brand which the organizations and business community in Copenhagen say, yes, we can use this brand, we'll support it too (Saxild, J. Mar 2011)

- Ability to ease the companies into using the brand

By making the city brand easy for the companies use, they are more likely to use it. It is also a good idea to have some kind of guidance for the companies that would for example give hints on where the brand could be used. (Saxild, J. Mar 2011)

I will not say, not on the, (or the -).. Of course there's.. (Considering -) could we, could we do more to help companies and organizations using the brand, how can we make it even more easier for them to use the brand. Because, you could sit on, management level, say that's a good brand, we should use that, but then we have the operational level in an organization saying yeah, how are we going to use it. So, we could probably have done more to support the users of the brand, by say helping.. Can we help you develop your own open logo, can we help you implement the idea of open in your communication, that could also have done, (-, the), a larger (- pressure), and then, and larger support. (Saxild, J. Mar 2011)

Resource base development competence:

- Ability to acquire resources inside and outside the organization

With a big enough budget from the start it would speed up the process since then there could have been more employees involved (Saxild, J. Mar 2011).

I would say, we should have, when we started using the brand and selling the idea of using the brand, if we had from the start a more, a larger budget we could probably have done, at least done it much faster, because then we could have been more people selling the idea of using the brand. (Saxild, J. Mar 2011)

- Ability to get person on the branding project with previous experience on branding

I think that, you have to, first of all of course be a branding person, or knowledgeable within the branding..(Saxild, J. Mar 2011)

- Ability to understand the political side of branding

Since politics is an important part of branding process it would be good to have somebody on the branding team that would know how to handle politics and how the decision making process goes there (Saxild, J. Mar 2011).

... but also you have to be, have some political feelings and political contacts, because it's so, depending on what's going on in the public and on the political side. (Saxild, J. Mar 2011)

- Ability to take advantage of different events in the country and use them in your branding

Why not use the events happening in your country or in the city to strengthen the brand (Saxild, J. Mar 2011).

But of course you should, as a branding, brand manager be aware that you can use big events to brand your country, like, with the, for example the Olympic Games or the World Outgames, festival, or some design or film festival you will say, if I'm.. If this even takes place in my city, then it can increase the brand and, the brand of the city, so you use these events to manage your, the brand of your city(Saxild, J. Mar 2011)

Leadership competence:

- Ability to keep the branding process alive

Branding takes time and patience. It is a slow process and you need to have patience to keep the process going. (Saxild, J. Mar 2011)

And finally you also have to have persistence, because it will really take time to create and develop a brand for a city. (Saxild, J. Mar 2011)

-Ability to lead the brand management organization

As presented in the figure 18(chapter 7.4.3) it is important to include the top management to the branding process. In the case of Copenhagen the Lord Mayor was the one who had the final say about the brand (Saxild, J. Mar 2011).

It was people from, you would say the top management and people working with marketing and communications for Wonderful Copenhagen, for Copenhagen Capacity, and the city of Copenhagen.-- suggestion, what do you say and the Lord Mayor agreed.
(Saxild, J. Mar 2011)

Monitoring competence:

- Ability to develop a monitoring system that provides sufficient information of the recognizability to the brand management

We could have, for example if we have a larger budget we could have made analysis (-), does the international target group know the brand of Copenhagen, what does (the, - about) the brand of Copenhagen say, how is this, how are these figures developing.
That, we are not doing it, but of course we would like to do that. (Saxild , J. Mar 2011)

- Ability to use different measurement tools

When measuring how successful the city brand is, it is good to use tools that measure it on from many different perspectives. Such as the Anholt City Index which rates the city according to the city as a destination for tourist and for business. (Saxild, J. Mar 2011)

...yes, so I would say that, actually, if you have success in branding your city then of course you should be able to measure it on the Anholt City Index. (Saxild, J. Mar 2011)

I would say, because the city index (come around) all of the, (it's a) [51:50], 360 degrees around the city, so you are looking at it both as a tourist destination and a business destination. (Saxild, J. Mar 2011)

- Ability perform well in various listings made by different stakeholders

Performing well in various listings made by different stakeholders reflects the success of you city brand (Saxild, J. Mar 2011).

Actually, I think two days ago there was announced two things. First, that actually Copenhagen was elected the destination of the year 2011, chosen by a lot of tourists, people traveling, actual travelers, (or in the) target group, they are all around, I think the, Europe, they have been (saying), where would you like to go in 2011. And then, Copenhagen came out as number one. (Saxild , J. Mar 2011)

7.4.8 Brand management paradigm of Copenhagen

Copenhagen represents the adaptive brand management paradigm. As stated in chapter 7.4.4 they are highly concentrating on how to make as many companies to use the brand as possible. This is customer orientation, which is in the focus in the adaptive brand management paradigm, which can be seen in figure 14 (chapter 5 Louro & Cunha 2001, 857). That same orientation is also presented in figure 13 (chapter 5, Louro & Cunha 2001, 855) the adaptive paradigm has high customer focus which also shows in the branding process of Copenhagen clearly.

The link between the city of Copenhagen and the adaptive brand management paradigm can be seen when looking at how the city defines the brand. In chapter 7.4.2 at adaptive paradigm it emphasizes the importance of value. When taking a look at the figure 14 (chapter 5, Louro & Cunha 2001, 857), you can see that value is also one of the points that the figure makes.

Part III Comparison and discussion

The third part of this thesis includes chapters eight and nine. Chapter eight is a comparison of eleven case studies. By this comparison, the objective of the thesis, finding the cornerstones and core competences of successful city branding, is analysed and reached. Chapter nine includes the authors' learning process and the success of the research in their opinion. Also some further research ideas are presented as well as a brief conclusion of the thesis.

8 Comparing results from 11 case studies

In this chapter 11 case studies are compared. These cities are Athens, Berlin, Copenhagen, Dublin, Geneva, Hamburg, Helsinki, Madrid, Munich, Stockholm and Zurich.

The more detailed information of Athens, Copenhagen, Dublin and Madrid can be found in this thesis (chapter 7). Berlin, Hamburg and Munich are explained in details by Susanna Järvisalo (2012) in her thesis "How to build successful city brands? -Case Munich, Berlin & Hamburg". Rest of the cities, Geneva, Helsinki, Stockholm and Zurich are presented in details by Sonja Hyytiäinen and Jenna Renko (2014) in their thesis "How to build successful city brands? – Case Zurich, Geneva, Stockholm, Helsinki".

The comparison is made in as many aspects as possible. As mentioned in chapter 6.2, being able to generalize improves the validity. With 11 case studies and many different angles some generalization can be made. Most of the chapters have tables to make the comparison clearer and more understandable. The tables have been gathered together emphatically which means that the authors have tried to see as much similarities as possible. The cities are presented in alphabetical order in the tables. The cities are also colour coded in order to make it easier to follow the tables. The colours are similar in all the tables (except table 4 and table 7 are all white). The most common features in the tables are "highlighted" with white, as you can see for example in table 1 in chapter 8.1.

8.1 Definition of a brand

As already mentioned in chapter 2.1, there are different views on what a brand is, depending on where you read the information from. A brand can be seen to be for instance a logo and slogan image and perception (Chapter 2.1, de Chernatory & Dall'Olmo Riley 1998, 418).

Table 1. A brand definition

	Athens	Berlin	Copenhagen	Dublin	Geneva	Hamburg	Helsinki	Madrid	Munich	Stockholm	Zurich
A brand is about...											
Logo and slogan					x						x
Values			x		x				x		x
Image, perception, feeling	x	x	x	x		x	x		x	x	
Reputation				x							
Vision								x			
Communication tool								x			

As table 1 above shows, the most popular definition for the brand among case cities included words such as perception and image. As presented in chapter 2.1, brand can also be evolved around values (American Marketing Association 2012). That was the other definition that many case cities agreed on, the importance of values in a brand and the ability to link a value to the brand.

Brand can be also seen as a communication tool as said in chapter 2.1 (American Marketing Association 2012). That was the case in Madrid where they perceive a brand to be communication tool with what you can spread your vision. As with Geneva and Zurich, they pointed out the logo and slogan side of branding. (Table 1) As mentioned in chapter 2.1, these are the visuals that present the brand (American Marketing Association 2012). These are of course crucial in order to make the brand known but the brand needs to be more than that.

8.2 Identified successful city brands

Each of the case studies identified successful city brands. In this chapter and table 2 below, those city brands are presented. However, this chapter is not an analysis why those brands are successful.

Table 2. Identified successful city brands

Identified successful city brands	Athens	Berlin	Copenhagen	Dublin	Geneva	Hamburg	Helsinki	Madrid	Munich	Stockholm	Zurich
Amsterdam			x				x		x	x	
Barcelona	x					x		x	x		x
Berlin	x				x			x	x		
Chicago							x				
Copenhagen						x	x				
Delft							x				
Eindhoven							x				
Hamburg											x
Lausanne					x						
Liverpool										x	
London	x	x		x		x		x	x		x
Lyon					x						
Madrid	x										
Milan						x					
New York	x			x		x		x	x	x	
Oslo										x	
Paris	x	x							x		x
Rome									x		
Rotterdam						x					
<i>Silicon Valley (an area)</i>								x			
Singapore								x			
St. Moritz											x
Stockholm			x								
Vesterås							x				
Vienna					x	x			x		
Zurich					x						

The most successful city brand according to these 11 case studies is London. Seven out of eleven cities named London as a successful city brand. New York is right after London with six votes and then comes Barcelona with five votes. This leads to conclusion

that the perception of these case cities is that top three city brands are London, New York and Paris. (Table 2) As stated by Athens:

The best brands in our market are definitely London, New York and Barcelona, if I had to choose three cities who are doing a really good job with their branding, I would choose these three. (Psarros, M. 28 Nov 2011)

All in all 26 cities (or 25 plus the area Silicon Valley) were named. Still three of these cities stand out after top three. Those cities are Amsterdam, Berlin and Paris, identified by four of the case cities. Few of the case cities included in this comparison were also brought up by some of the cities in addition to Berlin which have been mentioned already. Those cities are Copenhagen, Hamburg, Madrid, Stockholm and Zurich. (Table 2)

8.3 Similarity in objectives regarding city branding

All the case cities have identified some objectives that they want to achieve through their city branding. The identified objectives are listed below in table 3. All the case cities have very different objectives. To simplify the understanding of the similarity in objectives, the most identified objectives are highlighted with white. (Table 3)

Table 3. Objectives of branding the city

Objective	Athens	Berlin	Copenhagen	Dublin	Geneva	Hamburg	Helsinki	Madrid	Munich	Stockholm	Zurich
Attracting visitors	x	x	x	x	x	x	x	x	x	x	x
Base the brand on a value	x	x	x	x	x	x	x	x	x	x	x
Creating an emotional brand that touches people	x	x		x	x	x			x		x
Increasing vitality of the city							x				
Promoting awareness regarding location						x	x				
Repositioning the brand (in Latin America)								x			
Showing expertise on branding		x									
To be seen economically important city											x

To create a unique/exceptional brand	x	x	x	x	x	x	x	x	x	x	x
To get economic benefits				x							
To get the public/locals' support (citizens and or companies), and or make the city's residents proud of the city	x	x	x	x		x		x	x	x	

The table 3 shows that the most common objectives are attracting visitors and base the brand on a value. The values are somewhat presented in table 4 as core identity of the brand. Also, the objective to attract visitors is an objective that all the cities even should have in their branding. For example, as mentioned in chapter 7.1.1, one of the Athens' main objectives is to bring tourist traffic into the city, which means both domestic and foreign tourists.

The third, most popular, objective is to create a unique brand. This objective was identified by all of the cities as well. (Table 3) For example Stockholm wants to be seen as the capital of Scandinavia (Hyytiäinen & Renko 2014), and Munich wants to be seen as firstly Oktoberfest and then something else (Järvisalo 2010). In addition, one interesting objective is that eight out of eleven cities want to get the public/locals' support and/or make the city's residents proud of their city (table 3).

Almost all of the most common objectives are related somehow to people: getting the support, attracting people and to be seen as unique by the people. Uniqueness is also related in a way to this, unique brand will more likely get recognition and also improve proudness of the city and the brand. This can be concluded in a way that the people are the thing that matters a lot in branding a city.

The objectives can also be seen partly in chapters 7.1.7, 7.2.7, 7.3.7 and 7.4.7 where competences are listed, and also in the chapter 8.9 where all the case studies' identified competences are listed. Competences are the factors that lead to success in city branding whereas objectives are the things that the city wants to achieve. If the city is successful, it is more likely that it will achieve its objectives, which makes the two issues kind of related together.

8.4 Differences in who, what, when and how

The following table presents the organizations involved to the branding process and the beginning time of the branding process of different case cities. The table also gives a glimpse on what these brands are about.

Table 4. Differences in who, what, and when

	Organization	Core identity	The branding started in
Athens	ATEDCo, Tourism development, Visitor services department ,the mayor's office, stakeholders	all year, green, destination, "Breathtaking Athens"	2005
Berlin	Berlin Partners, BTM, Senate	change (Slogan: Be Berlin)	1989 (break down of the wall)
Copenhagen	City of Copenhagen, Wonderful Copenhagen, Copenhagen Capacity, Chairman, Lord Mayor of Copenhagen	open	2008
Dublin	Creative Dublin Alliance (members such as State Agencies, Dublin Business Chamber, Enterprise Ireland, IDA, Local Authorities, Dublin Tourism Board, IBEC, Stakeholders)	connecting (Slogan: "Truly, Madly, Deeply" by Dublin Tourism)	2008
Geneva	City of Geneva, Canton of Geneva, Geneva Tourism and Conventions Foundation, Palexpo, President of Hotel society in Geneva, Saatchi & Saatchi	nature, traditions, simplicity (Slogan: Geneva- a world of its own	2005
Hamburg	Stakeholder committee, Supervisory board, HMG	10 brand modules	2004 (lost of being the host of Olympic Games)

Helsinki	City of Helsinki (the office of economic development)	-	2014
Madrid	Madrid City Hall, Madrid Emprende, The Mayor, "Logomen", City Marketing Agency	diversity of the city, people	2005-2006
Munich	City Hall (four departments), City Council	Hospitality (Slogan: "Munich likes you")	1972 (Olympics)
Stockholm	Stockholm business region	key is positioning, being the capital of Scandinavia(Slogan: "The capital of Scandinavia)	2003
Zurich	City of Zurich, canton of Zurich, Zurich Tourism, the greater Zurich area	nature, multiple nationalities (Slogan: "Downtown Switzerland" by Zurich Tourism)	around 2000

As stated by Kavartzis and Ashworth (2005, 510-512) in chapter 4, the city brand should bring together different stakeholders and audiences of the brand under construction. As you can see from the table 4, that has been the case in the most of the case cities with few exceptions. In the cases of Stockholm and Helsinki there is only one big party involved in the organization. That can be seen as a limiting aspect since then the opinions of the other stakeholders are not taken into consideration when creating the brand. (Table 4)

From the table 4 it can be seen that in few case cities the top management is involved in the branding project. In Athens the mayors' office is part of organization responsible of the branding as well as in Madrid. (Table 4) In Copenhagen the Lord Mayor of the city is accepting the brand (figure 18, chapter 7.4.3). The top management is also included in the branding project in Geneva, with the president of the hotel society of Geneva taking part in the branding project. (Table 4)

In five of the eleven case cities tourist board was included in the organization (table 4), which is important in order to reach the goal of attracting tourist, which was described

in chapter 8.3. However, as the objective was agreed by all the cities and that makes the fact that only five cities had tourist board or the city tourism involved in the organization very interesting. In this case it would make sense to include the tourist agency to the main organizations involved in the branding, not only as a participant.

As presented in the table 4, one of the cities is just starting the branding project, Helsinki, while other cities have started the project in 2008 or earlier. Munich was the first one to start the project in 1972, when they held the Olympic Games. We can say that these cities present branding in different stage, with Helsinki just scratching the surface and Munich branding itself for over 30 years. (Table 4)

Some of the cities have been able to develop a slogan and others are still working on it. As stated before in table 4, Helsinki is just starting their branding project and naturally they have not yet developed a slogan or are able to describe their brand with few words, whereas Hamburg has 10 different brands modules. (Table 4)

8.5 Similarity in challenges

As mentioned in chapter 4.4, possible issues that create challenges to (place) branding are for example having multiple organizations, having different resources and objectives (Moilanen & Rainisto 2009, 17–19), and being close to politics (Moilanen & Rainisto 2009, 22). It is stated by Virgo and de Chernatory (2006, 382) that branding a city is relied on achieving consensus between stakeholders. (Chapter 4.4) In the table 5 below, all the faced challenges with brand planning process and implementation are presented. To make the similarities clear, they are highlighted with white. (Table 5)

Table 5. Identified challenges in city branding

Challenges	Athens	Berlin	Copenhagen	Dublin	Geneva	Hamburg	Helsinki	Madrid	Munich	Stockholm	Zurich
Challenges of measuring the effects of branding for the city								x			

Challenges with decision making and or leadership					x		x	x			x
Challenges with (having many) authorities	x		x	x		x	x	x		x	
Communication related issues between stakeholders	x			x	x	x	x		x	x	x
Competitor related difficulties	x										x
Country/the region of the city related issues	x			x	x		x	x			x
Difficulties in engaging enough stakeholders				x	x	x					x
Difficulties in getting the public/local support	x			x		x				x	
Financial issues	x	x	x	x			x	x	x	x	x
Gap between the image of the brand and reality				x				x			x
Issues related to communicating the brand	x					x		x			
Lack of co-operation between stakeholders				x				x			x
Lack of experience/knowledge in branding					x		x	x		x	x
Lack of time (other responsibilities as well)					x		x				
Logo and or slogan related issues				x	x	x				x	x
Political issues	x	x	x	x				x	x		x
Positioning the brand in a provocative way										x	
Problems adding new images and or identities to the brand		x							x		
Uncertainty, will the brand work?					x		x				x

The biggest challenge in city branding with the case cities has been having financial issues. Nine out of eleven cities identified this challenge. Financial issues are related to many things. For example budget issues have been faced (chapter 7.4.5), economic downturn occurred, and also there have been problems in getting the resources for branding.

And moreover, because we had, it was the time of the economic and financial crisis...
(Sanz Castedo, M. Mar 2011)

And then the other challenge is always the money side of it, is finding the resources especially at the moment, I think that if this project had been started five years ago we would have something wonderful by now, because the resources would have been there. (Maxwell, L. 27 Oct 2011)

The biggest issue after financial issues has been communication related issues between stakeholders, stated by eight out of eleven cities (table 5). As mentioned in chapter 4.4, different stakeholders have different objectives and arguments stated by different organizations regarding branding a place (Moilanen & Rainisto 2009, 17–19). The challenge of having many authorities is also related to this same thing. This issue is identified by seven out of eleven cities. (Table 5) When there are many authorities, the possibility of communication problems might increase.

Political issues are something that is also stated by seven out of eleven cities. (Table 5) For example in Madrid, the political body is part of the branding which creates issues that the branding is done for the political body instead of doing branding for people (chapter 7.2.5).

Also remarkable amount of cities (6 out of eleven) have issues related to the country or the region that the city is in (table 5). These issues might be for example that the country brand is stronger than the city brand (chapter 7.2.5) or the city brand is a parallel brand to the country's brand (chapter 7.1.5).

Issues related to logo and slogan, and having lack of experience/knowledge in branding are identified as well by five of the cities (table 5). Issues that are related to logo and slogan can be for example unwillingness to let go already created logos and making new ones (chapter 7.3.5). By having lack of experience it is meant for example that the organizations behind brand management are young (chapter 7.2.5).

8.6 Monitoring the brand

The case cities were in different phases in their branding process, but still they were able to name what they are planning to do in their monitoring and what would be the

most important parts. As stated before in chapter 3.3 these monitoring activities are the grounds for showing to different parties the success of the brand and through that also to get the financial resources in the use (Campbell 1998, 56–57).

Table 6. Comparing monitoring activities

Monitoring activities	Athens	Berlin	Copenhagen	Dublin	Geneva	Hamburg	Helsinki	Madrid	Munich	Stockholm	Zurich
Surveying tourists opinions about the brand			x		x		x			x	x
Surveying citizens opinions about the brand			x	x	x		x			x	
Analyzing the amount of visitors					x	x	x	x	x	x	
Observing other cities brand performance							x				x
Surveying the amount of investment/enterprises		x					x			x	
European Monitor Program									x		
Feedback									x		
Independent research studies									x		
Post-campaign research done yearly		x									
Media coverage		x				x					
Quantitative brand research every five years						x					
Recognition of the brand			x			x					
Yearly evaluations											
Studying the distribution of the brand			x								
Reports				x							
Monitoring positioning in international benchmarking studies				x							
Surveys	x			x							
Questionnaires								x			
Interviews of tour operators and hoteliers	x										
Studies	x										

As you can see from the table 6 above, there are huge variations on the methods that the case cities use or will use in their monitoring of the city brand. However, there are also few similarities. Many of the cities named that researching the citizens' (five out of eleven) and tourists' opinion (five out of eleven) about the brand to be one of the monitoring activities. One of the most popular monitoring activities among the case cities was to analyse how the visitor amount is developing. This was identified by six of the eleven cities. Three of the cities identified as their monitoring activity that they will monitor how the evaluation on investment to the city and the amount of entrepreneurs will develop. (Table 6)

8.7 Differences in brand performance

Table 7. Perception of own brand performance

	Perception of own brand performance
Athens	Performing well in relation to their biggest competitors (e.g. Rome, Istanbul)
Berlin	One of the top 3 destinations in Europe
Copenhagen	Strong and versatile brand
Dublin	Successful in relation to competitors
Geneva	-
Hamburg	Unique and one of a kind
Helsinki	-
Madrid	Performing well, number one urban destination in Spain
Munich	One of the top 10 destinations in Europe
Stockholm	Number one brand from the Scandinavian Capitals
Zurich	-

The case cities described how they perceive that their own city brand is performing. Munich, Berlin and Stockholm were able to position themselves on various listings. Berlin was named as one of the top three destinations within Europe and Munich was described to be one of the top ten destinations within Europe. Stockholm placed themselves as the number one brand within the Scandinavian capital cities. (Table 7)

While others, such as Athens, Dublin and Madrid compared their performance to their competitors' performance. Athens stated that they are performing well in relation to their biggest competitors such as Rome and Istanbul. Dublin just stated that they are

performing well in relation to their competitors. Madrid on the other had stated that they are within their own country, Spain, the number one urban destination. (Table 7)

Some of the cities just described the brand that they have based on the feedback that they have received. Hamburg said their brand to be unique, whereas Copenhagen described their brand as versatile and strong. Helsinki, Zurich and Geneva were not able to identify their brand performance. (Table 7)

8.8 Core competences

The objective of this thesis, as mentioned many times before, is to find core competences that are needed in order to succeed in city branding. Therefore each of the case studies had a careful analysis of city's competences and the table 8 that gathers all the competences together is quite large. Some of the competences presented in the table 8 were identified by analysing the challenges presented in chapter 8.5 by reversing the challenges into competences. The most recognized competences are highlighted with white.

Table 8. Identified competences

Competence table	Athens	Berlin	Copenhagen	Dublin	Geneva	Hamburg	Helsinki	Madrid	Munich	Stockholm	Zurich
1) Consistency competence											
Ability to take your time on the planning face				x							
2) Competence in coordinating interrelated resources and capabilities											
Ability to provide incentives for network member companies to transform their processes to support the brand	x							x			
Ability to make most out of the resources/strengths that are already there	x					x					
3) Brand identity development competence											

Ability to convert the reputation of the city into city brand				x							
Ability to identify the brand identity and to link and emotion to the brand				x	x		x				
Ability to brand the city inside the country								x			x
Ability to understand the city functions										x	
Ability to differentiate and to develop a unique brand promise	x	x	x	x		x		x	x	x	
Ability to see branding as more than a marketing campaign and as a holistic process	x										
4) Co-operation building competence											
Ability to understand the stakeholders and to include them in to the branding process			x				x				
Willingness to co-operate and regularity in co-operation activities		x									x
Ability to maintain a good relationship management between different parties of the project				x							
Ability to engage the citizens in branding	x	x	x	x		x			x		
Ability to create on organizational forum for sharing and communicating responsibilities and tasks	x					x		x			
5) Organizational identity building competence											
Ability to increase commitment towards branding within all levels of the organization	x										
Ability to create community culture	x			x							
6) Mobilization competence											
Ability to attract right kinds of events	x		x					x			
Ability to provide appropriate incentives that attract providers of key resources and capabilities	x										
7) Internal communication competence											
Ability to create an umbrella for combining messages for different phases										x	x
Ability to generate culture of open discussion between the network actors		x				x				x	

Ability to develop effective communication system	x	x					x	x	x	x	x	x
8) External communication competence												
Ability to sustain relationships					x							
Ability to ease the companies into using the brand			x									
Market orientation		x				x			x			
Ability to express the brand identity in marketing communication (conducted by the members)			x					x				
Ability to attract network members to participate in brand management process		x	x			x			x			x
Ability to make the visitors and residents overlook the parts of the city that they do not like				x								
Ability to make sure that image and reality match	x	x			x		x	x			x	x
Ability to generate consumer awareness								x				
Ability to deliver promises	x	x				x			x			
Ability to capture the real spirit of the city into branding and to generate positive image	x											
9) Decision making competence												
Ability to make strategic decisions. Ability to avoid diluting decisions by excessive consensus building	x			x	x		x	x			x	x
Ability to make fair decisions for the benefit of the entire network				x								
Ability to reach consensus								x				
10) Resource base development competence												
Ability to find money and time for branding	x	x	x	x	x		x	x	x	x	x	x
Ability to acquire resources inside and outside the organization			x	x								
Ability to understand the political side of branding	x		x	x				x				
Brand management and marketing know-how within the network	x	x	x	x		x	x	x			x	x
11) Leadership												
Ability to keep the branding process alive		x	x			x	x				x	x

Ability to generate managerial commitment to the brand within the network		x				x			x			
Ability to lead the brand management organization	x	x	x	x			x	x	x	x	x	
12) Monitoring competence												
Ability to track changes in brand image held by customers		x				x			x	x		
Ability to use different measurement tools	x		x					x	x			
Ability perform well in various listings made by different stakeholders		x										
Ability to develop a monitoring system which provides sufficient information for brand management also about the finances		x	x	x		x				x		
Ability to make a competitor analysis	x								x	x	x	

As presented in the table 8, some of the most recognized abilities were in the brand development competence: ability to differentiate and to develop a unique brand (promise) which is identified by eight cities out of 11 makes it as a crucial ability. In the co-operation competence the most supported ability was the ability to involve locals into the branding process, identified by six out of eleven case cities. (Table 8) As described in chapter 4.2 and in the figure 6 (chapter 4.2 by Kotler et al 1999, 67) the residents are one of the key actors in city branding. By involving the locals in the branding process from the early stages you can ensure that they really believe in the brand and that it suits the city. Locals who believe in the brand can act as brand ambassadors for the city brand.

Eight out of 11 cities agree on the importance of having an effective communication system, since there are many parties involved in the branding process. By having an effective communication system between different actors that are located in different parts of the city it makes the entire branding process easier and it will also make keeping everybody informed easier. (Table 8) On the external communication side the most popular ability, with seven out of 11 cities agreeing on the fact that image of the brand needs to match the reality (table 8) which was already described in chapter 4.3 by Trueman, Cornelius & Killingbeck-Widdup (2007, 21). From the external competences

it was also agreed by the case cities that it is important to get the members of your network to take part in the branding process with five out of 11 cities agreeing on it. (Table 8)

As you can see from the table 8, seven out of 11 cities agree on the ability to make strategic decision is one of the corner stones in city branding. As described in chapter 4.3, by planning the strategy carefully on your known strengths that will make the standing out from the other city brands easier (Kotler et al. 1999, 103–106). Ability to find money and time for branding was identified by ten of 11 case cities. As stated in chapter 4.4 (Morgan & Pritchard 2002, 14–15) branding is slow process and it takes time. By having the right resources and the patience to work with the brand for long period ensures that the brand is successful and lasts time well. City branding is close contact with different political bodies (Morgan & Pritchard 2002, 14–15). Therefore branding a city requires understanding from the political side in order to avoid the most common pitfalls. That explains why ability to understand the political side of branding was identified by four out of 11 cities. Right from the start of the branding process it is good to have someone on board with knowledge and previous experience on branding, as stated in chapter 7.4.4 and also in marketing. That was also one of the most recognized abilities identified by the case cities in the table 8, with nine cities out of 11 agreeing on it.

Branding process takes time as described by Morgan & Pritchard (2002, 14–15) in chapter 4.4. It takes years to build strong brand and that is why the leader of the branding project must be able to keep the branding process alive. As table 8 presents, six cities out 11 agreed on it. There also needs to be a leader for the branding process. That leader can be for instance the mayor of the city, as it was with Copenhagen (chapter 7.4.7. by Saxild, J. Mar 2011). Nine cities out of 11 agreed on that ability (table 8).

You have to be able to measure the success of your city brand. This way you are able to argue the budget for the branding. As said in the chapter 3.3 by Campbell (1998, 56–57) even though you would be able to measure the financial success of your brand it is very difficult, even impossible to measure. That is the reason why it is very im-

portant to be able to use as many different tools when measuring the success of your city brand. That ability was also highly agreed on among the case cities what you can see from table 8, with four out of 11 cities agreeing on it. In the same table five out of 11 case cities also recognized that is important to create system that will show results from the financial perceptive as well.

8.9 Brand management paradigms

As stated in chapter 5, brand management paradigms might ease the process of constituting an organizational competence. The brand management paradigms are formulated with two dimensions in mind: the role of the consumer and the strategic position of the brand in planning. The brand management paradigms are divided into four types: product -, projective -, adaptive – and relational paradigm. (Chapter 5, Louro & Cunha 2001, 850-857)

Berlin, Hamburg and Munich did not have brand management paradigms identified and therefore those cities are not presented in table 9.

Table 9. Brand management paradigms

	Athens	Copenhagen	Dublin	Geneva	Helsinki	Madrid	Stockholm	Zurich
Paradigm type								
Product				x				
Projective					x			
Adaptive		x			x	x		x
Relational	x		x				x	

The table 9 shows that the most common brand management paradigm among the eight case studies (Berlin, Hamburg and Munich are not taken into account) is adaptive paradigm. Adaptive paradigm is all about consumers and their reactions towards brand. With the reactions, the brand is developed. Also the competitive advantage in this paradigm is based on the consumer satisfaction to the changes, trends and opportunities of new markets. (Chapter 5.3, Louro & Cunha 2001, 863-864)

The second most popular brand management paradigm seems to be relational paradigm (table 9). In relational paradigm the strategy is formed internally and externally, conversation is the key. Brand definitions related to this paradigm are relationship, personality and evolving entity. Also brand image and identity charter are important dimensions. (Figure 14, chapter 5, Louro & Cunha 2001, 857)

Only one city's brand management paradigm is product paradigm (table 9). Product paradigm focuses on for example logo and slogan, as well as marketing activities (figure 14, chapter 5, Louro & Cunha 2001, 857). Helsinki was identified to have both projective and adaptive paradigm (table 9). Projective paradigm focuses on brand identity (figure 14 chapter 5, Louro & Cunha 2001, 857) and puts the brand in the centre of all the actions (chapter 5.2, Heding, Knudtzen & Bjerre 2009, 253).

8.10 Correlation between the brand paradigms and the identified competences

While going through the most identified competences that were presented in table 8 (chapter 8.8.), and the paradigms that the case cities belonged to presented in table 9 (chapter 8.9), there was correlation between two factors. Of the 11 most agreed competences some of the cities if not all, that represent adaptive brand paradigm (Copenhagen, Helsinki, Madrid and Zurich) agreed on all of the 11 competences. From this adaptive paradigm of city brand there were also cities that agreed on the ability to attract network members to participate in brand management process. As the representatives of the other paradigms of city branding did not agree on that. Those cities that identified this ability were Copenhagen and Zurich.

The cities that represent the relational paradigm, presented in table 9 (chapter 8.9) are Athens, Dublin and Stockholm. As table 8 (chapter 8.8) shows, the cities agreed on 10 of the 11 most identified competences. The only ability that these cities did not identify was the previously mentioned ability to attract network members to take part in the brand management process (table 8, chapter 8.8).

Cities representing projective (Helsinki) and product (Geneva) paradigm as table 9 (chapter 8.9.) shows, identified fewer abilities. That was anticipated since the perspective that these cities came to the branding differed so much from the other two paradigms. The small amount of competences can also be explained by the fact that there was only one city per paradigm (except in Helsinki). In the city representing the product paradigm, Geneva, they agreed with only three of the 11 most agreed abilities as presented in table 8 (chapter 8.8). The three that Geneva agreed on were ability to make sure that image and reality match, ability to make strategic decisions, ability to avoid diluting decisions by excessive consensus building and ability to find money and time for branding. While in projective paradigm city, Helsinki, they agreed on seven out of the 11 most identified abilities presented in in the table 8 (chapter 8.8). Helsinki agreed on the same three as the city presenting the product paradigm and in addition to those three Helsinki also agreed on four more of the 11 most recognized abilities. As table 8 (chapter 8.8) shows, these four were ability to develop effective communication system, brand management and marketing know-how within the network, ability to keep the branding process alive and ability to lead the brand management organization.

8.11 The main results

In the previous chapters the results are analysed and compared. Here is a brief listing of the main results: including the most identified objectives, challenges and competences of city branding.

All of the case studies agree that attracting visitors, basing the brand on a value and creating an emotional brand are the most important objectives (chapter 8.3). It is important to set objectives for the branding process in order to plan and implement the brand in a way that those objectives are reached.

Top five challenges in the process of branding were financial issues (9/11), communication related issues between stakeholders (8/11), challenges with (having many) authorities (7/11), political issues (7/11) and country/region of the city related issues

(6/11). These challenges were identified by six to nine cities so the findings can be somewhat generalized. (Chapter 8.5)

The top five competences were ability to find money and time for branding (10/11), ability to find brand management and marketing know-how within the network (9/10), ability to lead the brand management organization (9/10), ability to develop effective communication system (8/11) and ability to differentiate and to develop a unique brand (promise) (8/11). These were identified by eight to ten cities which made it possible to generalize the findings to some extent. (Chapter 8.8)

9 Discussion

The success of this thesis is determined in chapter 9.1 as well as the learning process of the authors of this thesis. Suggestions for further research are presented in chapter 9.2. Chapter 9.3 briefly concludes this thesis.

9.1 Success of research and our own learning process

The objective of this thesis was to find the core competences of a successful city brand. That objective was reached and the competences were identified and analysed from the eleven case studies available. As stated in chapter 6.2 by Gauri and Grønhaug (2005, 218) the basis for validity lays on how much the findings can be generalized.

During this thesis process the authors got acquainted with branding in general but mainly city branding and its different aspects and paradigms. This was also the first time that the authors did qualitative research and coded transcribed interviews. However the interviews were not exhaustive and for example some of the roles of the organizations in the branding process were left in the dark. It was interesting to find out the successful city brands identified by the case cities. Authors also got deep knowledge of city branding and what are the most common challenges and what is required in city branding: the core competences.

9.2 Further research

The research of these case studies could be improved by interviewing a person responsible of the branding of the city in question again since the some of the interviews were made many years ago. Since then the brands might have developed to one direction or another. Also few of the cities were still in the middle of their branding process and were not able to name all the actions that might have taken place later on in the process. In addition, it would be interesting to know if the cities have encountered challenges that were not identified in this thesis.

Also the reliability of the competences identified in this study would increase if there would be even more cities involved in the study. That would also increase the conclusions made of the correlation between the competences and paradigms. The reliability would be improved if it would be possible to analyse the qualitative data within the same year that it was collected. It would be also interesting to study the very successful city brands such as London, Paris, Amsterdam and New York to see how they are branding their cities, how have they become so successful.

9.3 Conclusion

The topic of this thesis is current and comprehensive as well. Only eleven case studies are compared but still it leads to the fact that some generalization regarding the results can be made. The results could be utilized by many cities. For example Helsinki, which is starting the branding project this year (chapter 8.4), could benefit from the information provided in this thesis. This research has identified the main challenges and competences in city branding, as well as the organizations behind brand management, monitoring systems and correlation between the brand management paradigms and competences. By taking advantage of this information, the organization behind brand management of for instance Helsinki, would have more knowledge of city branding and how it should be done. The results can benefit also other cities that are in process of starting city branding or improving their city brand.

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