Using place branding to attract tourists and residents to Swedish regions

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Summary
The purpose of this thesis was to investigate how Swedish regions obtain increased growth in tourism and population with the use of place branding. The case studies were conducted with four organizations divided in two Swedish regions; Norrbotten and Jämtland. The organizations in Norrbotten were Swedish Lapland and Regional Development Norrbotten. The organizations in Jämtland were Jämtland Härjedalen Tourism and the county administrative board of Jämtland. The study found that having identified distinct target groups, a well-constructed image and desirable attractions, is crucial when attracting tourists to a region. In order to attract residents, it turned out to be important to create jobs, to use ambassador networks and most importantly, having everyone within a region to strive towards the same goals; something that would be proven rather difficult.
**Förord**

Jag har genom denna uppsats fördjupat mig i Svenska regioners arbete med att attrahera turister och invånare med hjälp av place branding. Jag har även förstått vikten av att samverka inom regionen för att på ett bättre sätt nå uppsatta mål.

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1 Introduction

The chapter begins with a background, followed by a problem discussion about place branding and a declaration of the purpose and the research questions of this thesis. Finally, limitations will be presented together with an outline displaying the approach of this report.

1.1 Background

The definition of a brand often becomes subject to disagreement between brand experts as each expert comes up with his or her own definition (Kapferer, 2004, p 9). According to Stern (2006), the brand concept has become over-defined, resulting in various and different meanings. To avoid the risk of having researchers studying the same concept under different names or different concepts under the same name, Stern suggests that the word brand should be classified as both an entity (brand) and a process (branding) (ibid).

One definition of the brand as an entity that has endured contemporary literature despite being criticized for being too product oriented, is the definition from the American Marketing Association (AMA). The AMA defines the brand as a name, term, sign, symbol- or design, or a combination of these intended to identify the goods and services of one seller- or a group of sellers and to differentiate them from those of competitors’ (Kotler et al., 2002).

If we take a look in the dictionaries, branding is often defined as the entire process involved in creating a unique name and image for a good or service in the consumers’ mind, through advertising campaigns with a consistent theme. Furthermore, Anholt (2007, s 4) defines branding as “the process of designing, planning and communicating the name and the identity, in order to build or manage the reputation.

Place branding is a relatively new term encompassing branding of cities, regions and nations etc. The term “Place branding” is sometimes also known as its synonym “place marketing” and refers to the competition for tourists, visitors, investors, residents and other resources within these cities, regions etc. (Avraham et al., 2008). Place branding is based on a strategic approach to public relations, stating that a change of image is an ongoing, holistic, interactive and wide-scale process, requiring much more than a quick change of logo or symbol as in dealing with products (Hospers, 2004).
Today there is a constant ongoing struggle between cities and regions in countries all over the world. This struggle could be about in which city a multinational company should decide to build a factory in order to expand, or which region is best suited for hosting the upcoming world championship in cross country skiing. The decisions will be based upon several factors and a city or a region should consider its reputation rather the same as the brand images of companies and equally important (Anholt, 2007).

According to Kotler et al (1999, p 33), place branding-related interventions in regions primarily focus on three target groups; visitors, residents and companies. The first target group, Kotler et al choose to divide into business visitors and private visitors. Business visitors, the authors classify as those who participate in a business meeting or a conference, investigating a prospect due to do a possible purchase etc. Private visitors are described as tourists or people on visit (ibid). However, Hankinson (2005) points out that research within place branding connected to the hospitality industry, in most cases are about the private hospitality industry which also will be object of investigation in this thesis.

1.2 Problem discussion

Like mentioned earlier in the text, the world is one market. The rapid advance of globalization means that every country, every city and every region must compete with every other for its share of the world’s consumers, tourists, investors, residents and all other related of that area (Anholt, 2007). The importance for regions, cities and nations being able to master place branding is further enhanced by Spiekermann (2007) who claims that day by day, individuals make decisions where to spend their next vacation, where to invest their assets, or where to settle down for the future. Consciously or unconsciously, connotations attached to the respective nations or regions influence this decision-making process (ibid).

Image and reputation are two central and important terms when branding, whether it’s about a product (physical/non-physical) or a place (Anholt, 2007). In fact, Anholt claims that image virtually is the same as reputation and it includes a range of associations, memories, expectations and other feelings that are bound up with a product or a place. Image is the context in which messages are received, not the message itself (ibid). Aaker (1996, p 69) enhances the importance of the image as a provider of useful and even necessary background information when developing an identity for a brand or a place.

The importance of a good image or reputation of a place becomes quite crucial in person’s decision process whether or not to visit a region for
vacation or to settle down (Anholt, 1997). Having ambassadors in forms of content residents or visitors can also have a positive effect in attracting tourists and residents to a region (Kotler et al, 1999).

Tourism is in most cases the most important and most powerful tool when it comes to branding a country or a part of a country (Anholt, 1997). The reason for that, Anholt claims, is because tourism has permission to brand a country (or region) directly. Publics are generally dismissive of direct communications from national governments or their agencies, and – not surprisingly, since they are never selling a specific product to a specific audience – are unsure how to react on them (Ibid). Communications from tourist organizations, on the other hand, Anholt claims are seen as a legitimate representation of the country (region) to the global audience.

According to Walsh (1994), a major part of the efforts in place branding in regions are only directed to current residents in a certain region and Kotler et al (1999, p 25) highlight the importance of also aiming towards potential residents. Walsh however, states that regions have started to realize the importance of market themselves and create the correct image, both locally, nationally and in some cases even internationally, in order to attract tourists and residents to that particular region.

A pre-study has been conducted before I chose the theme of this thesis. No matter how interesting things might appear in theory, I strongly believe that it is important to pay attention when theory is put into practice. After having had discussions with a local marketing firm and a process leader of place branding interventions in a Swedish region, the need of further research in place branding appeared even more obvious.

Going through the discussions and argumentations above, the purpose of this thesis appears quite naturally, which is stated as follows;

**Investigate how Swedish regions obtain increased growth in tourism and population with the use of place branding**

Kotler et al (1999, p 33-34) emphasize that the hospitality industry in Europe as well as globally, has expanded. The authors claim that visitors are part of a target group that regions direct their place branding efforts against. Furthermore, Kotler et al enhance the importance of regions investing in the hospitality industry in order to create jobs and to generate income. Medway and Warnaby (2008) claim that regions use different place branding strategies to attract tourists and they have also developed a model that shows the different strategies and what effect they will have once they get applied.
According to Bennett and Koudelova (2001), a well-constructed image is crucial when it comes to branding a place because of the fact that a good image attracts native and foreign visitors and also differentiates a certain area from other places. Anholt (2007) argues that the reputation or the place image becomes important, regardless whether we’re thinking about going somewhere on holiday, or moving to a new town (ibid). As true as this might be, it is still not enough according to Kotler et al (1999). The authors suggest more direct actions meaning that actors within a region must invest in specific attractions and events in order to attract tourists. Some places are fortunate enough to have natural attractions that already exist without being invested in. A great example of a place such as described is Venice with its channel system (ibid). Other examples of places that are able to take advantage of its historical heritage are Egypt with its pyramids and Athens with its Parthenon (ibid). Having this said, the first research question is stated as follows;

*RQ1: How do Swedish regions attract tourists with the use of place branding?*

Regions and cities within regions today are highly involved in development of a favorable future and environment for two target groups; existing residents and potential residents (Kotler et al, 1999, p 101). Treshman et al (2007) further argue that by focusing on the future, cities and regions will increase their attractiveness and is therefore an important part in place branding.

Ward (1999) claims that there are great differences between the type of place branding being used to attract visitors and residents, compared to the one being used to attract companies and investors. However, attracting more jobs will of course have positive effects on attracting more residents (ibid). Kotler et al (1999) argues that municipalities within a region should help and encourage existing companies to expand, as that generates a higher amount of income and consequently more residents to that region.

Kotler et al (1999, p 64-66) argue the importance of having good ambassadors within cities and regions; people that are satisfied with where they live and also willing to convey a positive image to others. The main task for the ambassadors is according to Kotler et al, to inspire others to become residents of that same place. This phenomenon known as “Do what I do” is an important part of place branding and reaches a higher level of credibility among people as locals and local enterprises become a part of the marketing effort (Ek and Hultman, 2007).
Riecken and Yavas (2001) have identified nine factors that present and potential residents bear in mind when they choose where to live. All nine factors have different degree of importance and the result can have great importance as this type of information is critical for government groups and organs with action ability, as they prioritize and design courses of actions to maintain or enhance various factors. The second research question is stated as follow;

**RQ2: How do Swedish regions attract residents with the use of place branding?**

1.3 **Limitations**
I have chosen to investigate how Swedish regions attract tourists and residents with the use of place branding. Nothing about how those interventions are perceived by the public. I have not taken any geographical factors into account when I chose which regions to investigate. The choice of regions to investigate is based upon accessibility.

1.4 **Thesis Outline**

![Thesis Outline Diagram]

Figure 1.1: Thesis Outline
2 Theoretical Framework

In this chapter, concepts, models and theories that make the foundation of this study will be presented. Also, a further discussion of the problematic area regarding place branding and the importance of that will be held.

2. Attracting tourists with the use of place branding?

2.1.1 Different strategies of branding a place

Medway and Warnaby (2008) claim that regions use different marketing strategies when branding places. In some cases, marketing efforts are used for a specific reason, not having people visiting a certain place, also know as de-marketing. In order to give a better explanation of the strategies, figure 2.1 illustrates a two-dimensional matrix, comprising the nature of marketing effort (high versus low) and the nature of “marketing emphasis” (negative versus positive).

The various place marketing and de-marketing activities are represented as broad vectors, emphasizing flexibility of approach and the fact that such activities are often more about a general direction or intent.

Figur 2.1: “Alternative perspectives on marketing and the place brand” (Medway and Warnaby, 2008, p 648)
Medway and Warnaby (2008) explain the following marketing strategies: (A) **Conventional place marketing** involves a high marketing effort, which emphasizes positive place dimensions, often aimed at selected market segments. However, what is attractive to one person may be disincentive to another. Thus the place dimensions emphasized in conventional marketing activity, may in some cases be interpreted by other market segments as “not being for them”. This has been described as (B) **Selective passive place marketing**, where de-marketing occurs by default, rather than specific intention in effort or emphasis. (C) **General passive place marketing** invariably incorporates a low marketing effort, typically as a measure for managing demand and ensuring place sustainability in the face of over-popularity, where places do not have to overtly market their positive attributes. (D) **Crisis place de-marketing** inevitably entails high marketing effort by virtue of the motivation to keep people away from venues and places for very specific reasons and for finite time periods. The emphasis is always negative and the purpose is to keep people away from a place which is not good for them, diseases etc. (E) **Informational place de-marketing**, often typified as impartial external agencies, warning against traveling to a particular place. The marketing effort is generally neutral where the point is largely to inform travelers in their decisions about the risk places engender rather than to unduly influence. However, if the reasons for not traveling to particular locations become actuate, the level of marketing effort may become greater, shifting towards the concept of “crisis place de-marketing. (F) **Perverse place marketing** involves significant marketing effort. The emphasis is still on negativity, but in a more comic/ironic way, the psychology of which is typically to promote (as opposed to de-market) a particular place through celebration of all its faults. (G) **Dark place marketing** resembles conventional place marketing in that it involves a high marketing effort, but this is typically applied to elements of the place product, which to many, will not have overly positive connotations and emphasis, and to some will be plain depressing. Examples of places like these are Auschwitz-Birkenau and Ground Zero.

### 2.1.2 Image and reputation

Every place on earth has a reputation, just as products and companies have brand images (Anholt, 2007, p 8). The traveler's choice of a given vacation destination depends largely on the favorableness of his or her image of that destination (Baloglu and McCleary, 1999). Faced with a great variety of competing destinations, the traveler must eliminate some options owing to time and money constraints. Among the narrowed set, however, the traveler is likely to choose the destination with the most favorable image (Leisen, 2001). Anholt (2007) further claims that reputations of places tend to come about
in a more complex and more random way and that it can be rich or simple, mainly positive or mainly negative. Middleton and Clarke (2001, p 126-7) stress the power of reputation when he claims that place images are not necessarily grounded in experience or facts and that they are powerful motivators in leisure travel and tourism. Place images and the expectations of travel experiences are closely linked in prospective customers’ mind, and here, media often plays a big role. Many people have through media or hearsay already decided whether they are attracted or repelled by for example, the image of Las Vegas (ibid).

The traveler creates an image by processing information about a place/destination from various sources over time and this information is organized into a mental construct that in some way is meaningful to the individual (Leisen, 2001). Gunn (1972) suggests that destination images can adopt the guise of three types of images, beginning with the organic image followed by the induced image and ending in the complex image. The stage of an individual’s image depends on his or her experience with the destination. The only type of image that can be controlled is the induced image, which also will be given the most attention.

According to Gunn (1972), the organic image arises from a long history of non-tourism specific information, such as history and geography books, newspaper reports, magazine articles, and television reports that were not intended as tourism-specific. Thus, individuals who have never visited a destination nor have sought out any tourism-specific information will likely have some kind of information stored in their memory. At this point there might be an incomplete image, to which the traveler adds other bits and pieces (ibid).

The induced image, Gunn claims, is derived from a conscious effort of tourism promotion directed by tourism organizations. While the organic image is beyond the control of the destination area, the induced image is directed by the place’s marketing efforts. It depends upon colorful brochures distributed at Visitor Information Centers, information available in travel agencies, travel articles in magazines, TV advertisements, and many other activities a tourism organization might choose to promote the destination. Tourist boards are very good in sending out messages to people about information, and most importantly, new images about a certain place (Anholt, 2007). They can tell people what places look like, what sort of people live there, what sort of things people do and make, the climate, the food, the culture and the history of the country or parts of the country (ibid).

The complex image is a result of an actual visitation and incorporates the
experience at the destination. Because of this direct experience with the destination, the image tends to be more complex and differentiated (ibid). For instance, Baloglu and McCleary (1999) found significant differences between visitors and non-visitors. While non-visitors perceived for instance Turkey, Italy, and Greece as equally appealing, visitors found Greece less appealing when compared with Turkey and Italy.

According to Kotler et al (1999), it is difficult to create and change an image and it could mean a yearlong process. Bennet and Koudelova (2001) argue the goal with creating a place image is that it should convey a quality destination meant for leisure as well as company related activities and that the image should convey the identity of a region.

Creating a place image usually includes a logotype, slogan and identity (Ward, 1998). Ward further argues that the formation of a slogan is one of the key tasks for image formation in place branding. Walsh (1989) however, claims that a slogan can hit back in a negative way if it promises more than the region actually can keep. Ward further argues that a logotype could be more efficient in image formation, as written words don’t have the same power and simplicity as a symbol. The author further states that symbols in forms of logotypes or buildings strongly contribute to the image that the regions wish to convey (ibid). A close connection between a region’s image and identity is important because an image that is not based on facts, most likely will not stay consistent (Bennett and Koudelova, 2001). The authors claim however that the image doesn’t necessarily have to be synonymous to the region’s identity, as they describe the identity as the region’s nature, culture and personality.

2.1.3 Attractions to attract tourists
Middleton and Clarke (2001, p 348-349) describe attractions as being polarized between a few large and thousands of micro-sized enterprises, some owned and managed within the public sector or by trusts and are not operated as businesses for profit, and some only meant to generate money. The authors further argue that visitor attractions have a particularly important role to play in both representing and delivering the particular place that provides the basis for competition between places.
Middleton and Clarke (2001) have identified four kinds of attractions that appeal to visitors:

**Natural attractions:** landscape, seascape, beaches, climate and other geographical features of the destination and its natural resources.

**Built attractions:** modern architecture, monuments, parks and gardens, ski slopes, golf courses etc.

**Cultural attractions:** history and folklore, theatre, art, music, dance and other entertainment.

**Social attractions:** way of life and customs of resident or host population, language and opportunities for social encounters.

Combined, these aspects of a destination comprise what is generically, if loosely, known as its environment. The number of visitors the environment can accommodate in a typical range of activities on a typical busy day without damage to its elements and without undermining its attractiveness to visitors is known as its capacity (Middleton and Clarke, 2001, p 125).

Kotler et al (1999) argue that regions and cities within regions must invest in development of new attractions. Middleton and Clarke (2001) claim that only built- and cultural attractions are manageable by regions, however, marketing efforts can be used to highlight existing natural- and social attractions (ibid).

### 2.2 Attracting residents with the use of place branding?

#### 2.2.1 Creating jobs for the future

By investing in business-promoting activities, a region can strengthen its economic position (Kotler et al, 1999). Ward (1998) claims that one single successful and newly established company can create growth and belief in the future. As a result from this, Matson (1994) states that there is an ongoing competition between cities and regions to attract large company investors. Kotler et al (1999) further argues the importance of having facilitating actions for local entrepreneurs as they make regions attractive and are able to attract potential residents at the same time as it creates more jobs for present residents. Kotler et al mention three ways of supporting local entrepreneurs; having *sponsored educational activities, stimulate entrepreneurial networks* and *offerings of counseling*. By branding a region’s entrepreneurial profile, it will strengthen the internal identity of a region (ibid).
By investing in knowledge-based industries and networks, such as research and education, a region will maintain a high living standard (Kotler et al, 1999, p 101). Treshman et al (2007) emphasize that efforts in education contribute to more attractive regions for the future, by creating a higher level of knowledge for future education and labor. According to the authors, a region will become more attractive for young people if it focuses on the interests of that target group. An example of this is to invest in future jobs to give young people the picture of a bright future.

2.2.2 Ambassadors as drivers
Although it is still quite rare, the practice of using ambassadors in branding of places is being increasingly employed (Andersson and Ekman, 2009). The purpose of having ambassadors, the authors claim, is to promote a place’s image and attractiveness. An ambassador is seen by coordinators as constituting a credible testimony of the distinctive character of the place and its attractiveness, and can through the word-of-mouth effect have influence on others through their networks and relationships. Communication through the word-of-mouth effect is not only perceived as cost-effective relative to other promotion tools such as advertising, but is also a much more effective tool when it comes to building a positive image. Silverman (2001) argue that word-of-mouth is highly uncontested in marketing research and that consumers in general, have far more confidence in the views of friends and acquaintances, than in a message that emanates from advertising or corporate spokespeople.

One effect of having ambassadors, Andersson and Ekman (2009) claim, is that they can be considered as both a communicative and a developmental tool that has to do with local pride and commitment of the residents. The Ambassadors are seen as a resource for mobilizing local pride and boosting self-confidence by making the residents of the location more aware of what values and achievements the place might stand for and be connected with (ibid). There are various types of ambassador networks and of one them, the authors describe as “The citizen-focused network” including residents of a place or region. Andersson and Ekman claim that the main purpose for the ambassadors participating in those kinds of network, is to create proud and committed residents and to attract others to become residents of that place or region.
2.2.3 Nine factors for present or potential residents in a region

Riecken and Yavas (2001) have conducted a survey among 10,000 randomly chosen residents in a number of regions, in order to find out what is the most important factor for a present or potential resident. The respondents found out that there are nine important factors, each with various degree of importance (ibid).

**Important:**

- **Health** (Affordable health quality, good air quality etc.)
- Crime (feeling of personal safety etc.)
- Housing (Reasonable property taxes, housing costs etc.)
- Education (High quality of education etc.)
- Infrastructure (Availability of affordable water, elect etc.)
- Economy (Availability of good jobs, cost of living etc.)

**Less important:**

- Transportation (Paved roads, commuting to work etc.)
- Arts and culture (library and museum facilities etc.)
- Leisure activities (Golf, fishing, hunting etc.)

According to the authors, the analysis showed six important factors (crime, economy, infrastructure, education, health and housing), where health was considered most important. The factors that were considered not so important were (leisure, transportation and arts/culture), where leisure was placed at the bottom.

Riecken and Yavas (2001) found the results enlightening in several ways. Firstly, they show which motives are important and which are unimportant to people when they choose a place to live. Secondly, they highlight the focal region’s perceived performance in the terms of these motives. Thirdly, motive placements point out areas of strength and deficit for the focal region. This type of information is critical for government groups and organs with action ability, as they prioritize and design courses of actions to maintain or enhance various factors (ibid).
3 Methodology
This chapter will read upon the approach of this report, explain and motivate my choice of research strategy and the objects of this study. It will also be given information about gathering and analysis of data and also an explanation of problems that have occurred during the completion of my thesis.

3.1 Research approach
As part of investigating and clarifying the purpose of this thesis, the initial stage consisted of search and processing of literature in order to obtain knowledge in what makes the foundation of this project; “place branding”. Having started with background information and discussions around the problematic area, it was time to compile the theory that was going to be subject for the empirical data collected from the two regions. Based on the theoretical framework, I have compiled an interview-guide that has formed the interviews, which were implemented.

Arbnor and Bjerke (1994) describe this as a deductive approach. The choice of a deductive approach appeared even more natural as the idea of this thesis is to create an effigy of the reality, which in other words means that the collected empirical data is based on the theoretical framework (ibid).

3.2 Literature review
At an initial stage, the literature consisted of educative textbooks in order to obtain increased knowledge in the area of “place branding”. As the time went on and I began to focus more on place branding related interventions, such as attracting tourists and residents, the literature collection surpassed to scientific articles where Emerald Insight and Jstor composed the databases. Frequently occurred key words were: branding, place branding, regions, image, place image, place marketing, tourism and population. In order to get more direct hits, these key words have been bent and formulated in different ways. I also would like to add, that other essays within the area of place branding have been to some help in terms of structure and literature collection.

3.3 Research strategy
The purpose in this thesis was to investigate how Swedish regions attract more tourists and residents with the use of place branding. I consider the investigation to deeply deal with the chosen subject and having said that, a case study is to be seen as the most appropriate research strategy (Denscombe, 2000, p 41). Because of the fact that my study encompasses four case study objects, I have carefully made sure that each object is given
an equal amount of room in this study. The choice of case study objects appeared to be natural as I just wanted to get a picture from the regions’ point of view and also because I wanted to go deep with the two organizations in each region, instead of conducting a survey. If I had included the last mentioned, the study would have appeared far too extensive from the given time frame.

The study has adopted a qualitative nature, as the task demanded a deeper insight and understanding (Denscombe, 2000). What differs a qualitative study from a quantitative, Denscombe explains as the qualitative method to be more characterized by including words than numbers, as characterized by a quantitative method. Typical for a qualitative research approach is also that it tends to be more descriptive whereas a quantitative approach tends to be more analytical (ibid). My study goes well in hand with the above reasoning and therefore adopts a qualitative nature.

3.4 Choice of case study objects
I have chosen to investigate four organizations in two Swedish regions, Norrbotten and Jämtland. The organizations in the region of Norrbotten are: “Swedish Lapland” and “Regional development Norrbotten”. The organizations in Jämtland are “Jämtland Härjedalen tourism and the “county administrative board of Jämtland”.

3.4.1 Swedish Lapland
Swedish Lapland is an association with the overall objective of increasing the attractiveness- and the competitiveness of Swedish Lapland as a travel destination. Swedish Lapland is partly financed by its members and other co-financiers are the county administrative board, the county council and the EU.

Swedish Lapland wishes to increase the profitability for the companies and destinations within its region, create growth and increase the employment rate, but also increase the economic returns on joint ventures (Swedish Lapland’s homepage, December 2009).

3.4.2 Regional Development Norrbotten (RDN)
“Regional development Norrbotten” is a part of the County Council of Norrbotten, with the three major goals:

- Create attractive habitats
- Well being and dynamic enterprises in all parts of the region
- Have an obvious regional representation

Regional development of Norrbotten is also about peoples’ values and their ability to interact, in order to make the region attractive to more people.
Keywords in this context are: openness, sustainability, young peoples' perspectives and gender equality (the County Council of Norrbotten's homepage, December 2009).

3.4.3 Jämtland Härjedalen Tourism
Jämtland Härjedalen Turism, or JHT, is an economic association that was founded in 1995. It has steadily expanded since then, both as regards the number of members and the scope of its activities. The association now has almost 1300 members, directly and indirectly.

Interested parties
• Trade and industry, represented by the Jämtland/Härjedalen tourist association
• The County Administrative Board of Jämtland
• Jämtland County Council
• The Swedish Association of Local Authorities in Jämtland

JHT's objectives
• To strengthen all tourism sectors in the county through increased inflow
• To increase the number of available jobs
• To increase business skills among the county's tourism entrepreneurs
• To disseminate skills and experience through seminars and via printed materials and the Internet
• To reinforce the tourism network
(JHT:s homepage, December 2009)

3.4.4 Jämtland and The County Administrative Board of Jämtland
Jämtland County (Jämtlands län) is a county or län in the middle of Sweden consisting of the provinces of Jämtland and Härjedalen, along with minor parts of Hälsingland and Ångermanland, plus two tiny uninhabited strips of Lapland and Dalarna. Jämtland County constitutes 12 percent of Sweden's total area, 49,443 km² and is the third largest county in the country. The county capital is Östersund and the county governor, appointed by the Swedish government, is Britt Bohlin Ohlsson, who leads the administrative board.

The main aim of the County Administrative Board is to fulfill the goals set in national politics by the Parliament and the Government, to coordinate the
interests and promote the development of the county, to establish regional goals and safeguard the due process of law in the handling of each case.

(Wikipedia, December 2009)

3.5 Data collection
In my point of view, conducting interviews was the best-suited method of data collection, bearing in mind the purpose, research questions and research approach in this thesis. Denscombe (2000) describes this method to be most appropriate as the study demands detailed responses in order to make it trust worthy. A semi-structured interview based on an interview guide, Johannesson and Tufte (2003, s 98) claim to be the best approach as the interview guide is supposed to bring up the main themes for the conversations. The authors also argue this to be the best approach, as the process should stay within the frame of what is to be investigated. Denscombe (2000) supports this reasoning about semi-structured interviews, as they according to him, provides the chosen informant’s possibility to talk freely about an area and also the possibility to develop his/her ideas to get responses that are characterized by openness.

The interviews were conducted through personal meetings and phone calls, where the conversations were recorded combined with field notes. The decision to have the interviews executed like this was only based upon geographical matters, as the long distance to the two organizations in Jämtland made it difficult to have personal meetings. After having collected all the material that came from the interviews, it was time to compress everything into an empirical compilation. Because of the fact that some of the interviews were conducted through phone calls making it difficult to take notes, it proved to be very useful, having recorded the conversations. A lot of what emerged from the interviews had to be comprised and to only use the material that had a theoretical connection.

3.6 Methodology problems
Before the interviews were conducted, each informant had received the questions in written form in advance. That I did for one reason in particular; to make it easier for the respondent and to avoid long outlays. I’m fully aware of that this could have had some impact on the answers, as they were given time to go through the questions in advance, causing loss of spontaneity as a result.
4 Empirical Data

This chapter will present the gathered empirical material of the report, in this case what has been emerged from the interviews. Detailed information about what has appeared from the cases and the research questions will be emphasized.

4.1 How do Swedish regions attract tourists with the use of place branding?

4.1.1 Case study 1: Swedish Lapland

Jan-Erik Jaensson is the CEO of Swedish Lapland

Jaensson describes the marketing strategy of Swedish Lapland as a typical example of a conventional place marketing strategy with clear segmenting and distinct target groups. Jaensson identifies two segments; Leisure and Corporate Meetings, where leisure aims towards “the global traveler” divided into three named target groups; DINK, WHOP and Active Families. DINK stands for “double income no kids” where traveling is a part of the lifestyle with high expectations on the destination and the living standard. WHOP stands for “wealthy healthy older people” which is characterized by vital and healthy people (often couples) close to retirement, with plenty of time and money considering traveling as a natural part of life. Prioritized markets for “DINK” and “WHOP” are Sweden, Italy, France, England and Germany. “Active Families”, Jaensson identifies as families who like to do things together with a certain fancy for culture, sport and nature. Prioritized markets for “Active Families” are Sweden and the northern parts of Norway.

“Corporate Meetings” comprises the target groups of national and international companies who seek exciting places for meetings, conferences, kick-offs etc. Markets in priority for “Corporate Meetings” are Sweden, Italy, France, England and Germany.

Jaensson emphasizes the brand of Swedish Lapland to be something unique and also something that the rest of the Swedish tourism industry is rather jealous about. Repeated brand measurements are typical signs of this, claims Jaensson. He also highlights exoticism, sincerity and nature as unique factors for the region of Norrbotten. By nature, Jaensson mentions the midnight sun and the nordic lights.

Swedish Lapland has developed three core values in order to create a desirable image; sincerity, contrasts and host. By being honest, one alludes to the sincerity of the landscape and the non-hierarchical mentality of the people in the region of Norrbotten. Jaensson describes sincerity as something deeply rooted in the regional culture and tradition.
By contrasts, Jaensson refers to the varying colors of the nature and of the changing seasons, the extreme variations of the winter’s extreme coldness and the coastline’s warm temperatures in the summer. Jaensson mentions natural hospitality as something that runs in the blood among the people of Norrbotten. Having satisfied guests spreading positive rumors make this the best marketing method ever, according to Jaensson Swedish Lapland does not have a slogan but consider their symbol as something important and also something that is central in their marketing efforts. It is also important in the image formation for Swedish Lapland. Jaensson mentions that the national knowledge about the logotype of Swedish Lapland has nearly doubled in only one year, going from three to seven percent. Jaensson adds their communication concept as another important factor in the image formation, encompassing: the colors-, adventures-, tastes-, sounds-, and the meetings of Swedish Lapland. The concept is a visualization of the strategies that are developed in order to stress a desired image of Swedish Lapland as a place brand. All the parts in the concept can be combined and Jaensson exemplifies one special event where a cook was brought in to a meeting in a south part of Sweden, serving local dishes, in order to combine meetings in Swedish Lapland with tastes of Swedish Lapland. This was done in the target group of “corporate meetings”.

Swedish Lapland acts on 25 % of the total area of Sweden and accommodates a lot of attractions. Jaensson, however had difficulties in placing the importance of the four different types of attractions, in a specific order but highlights three attractions that have the greatest importance for the region of Norrbotten:

“The Ice hotel”, which is a typical example of a built attraction. The ice hotel is located in “Jukkasjärvi” and the entire hotel is built in ice and attracts a lot of visitors, especially from foreign countries.

“Pite Havsbad”, which is located in Piteå along the coastline. “Pite Havsbad” is a large seaside resort with conference and leisure activities and is often fully booked, especially in the summertime where a lot of Norwegian tourists visit. “Pite Havsbad” is a combination of a built attraction (the facilities) and one formed by nature (the coastline).

“The world Heritages” which include the national park of Lapponia, Struve Geodetic Arc which is a chain of survey triangulations stretching through ten countries and finally the church located in Old-town, Luleå. The first two are formed by nature and the last, is built by man.
All these attractions are marketed through websites, fairs, posters and TV where the websites are considered as primary communication channels.

4.1.2 Case study 2: Jämtland Härjedalen Tourism

Karin Gydemo Grahnlöf is the project manager of Jämtland Härjedalen Tourism (JHT)

According to Grahnlöf, the marketing efforts in JHT have in the past couple of years become more and more intense resulting in distinct selected target groups. The efforts that Grahnlöf describes, goes well in hand with a conventional place marketing strategy. The identified target groups are WHOP (wealthy, healthy, older people) and Active Families, where the customers have national as well as foreign origin. The international markets are foremost; Holland, Denmark, Russia and Norway, which is considered the most important.

Grahnlöf emphasizes Jämtland Härjedalen as the top ski- and alpine area in northern Europe. The ski-tourism wouldn’t exist if it weren’t for the landscape and the great variations of the nature, which of course has to be considered as something unique for the region. The major alpine resorts are Åre, Vemdalen and Funäsdalen and without them, the region would only attract a fraction of the tourists visiting every year.

The pureness of the nature in Jämtland Härjedalen is what Grahnlöf identifies as the core in the image formation process at JHT. The fact that the region doesn’t accommodate any industries holds up the region as a place with deep forests and pure rivers. Grahnlöf and her co-workers at JHT are well aware of that much revolves around Jämtland Härjedalens as an alpine area and something that sometimes take overhand, however this is also something that they have been reconciled with since the ski tourism attracts so many visitors to the region.

Grahnlöf is clear when she underlines to unimportance of slogans and symbols in the image formation process at JHT. Grahnlöf mentions however, that this hasn’t always been the case. Over time, it has become evident that the use of slogans and symbols haven’t had a desirable impact, thus something that each destination within the region has to be responsible for.

Jämtland Härjedalen has often been host for big winter events such as the Alpine world ski- and the biathlon world championships, and this has according to Grahnlöf been of great importance in other image formation intervention for the region.

When Grahnlöf was asked to rank the importance of the four types of attractions for the region, she chose to place “built by nature” on top since
so much is revolving around the landscape and the great variations in nature. As number two, Grahnlöf mentioned, “built by man” as she was referring to the ski resorts. On third place were social attractions, as the archetype of a “Jämting” (ancient resident from the region) is mythical with a spoken lifestyle that captures interest among a lot of visitors. The type of attraction with the least importance for the region of Jämtland Härjedalen is “cultural attractions”, where Grahnlöf had problems of giving concrete examples.

The three most important attractions in the region of Jämtland Härjedalen, Grahnlöf identified as Åre, Funäsdalen and the city of Östersund. A common denominator is that all these attractions are built by man, which might appear contradictory to Grahnlöf’s previous ranking. However, none of these attractions would have been built if it weren’t for the conditions in nature enabling them. JHT doesn’t have the direct marketing responsibility for any of these attractions, as that lies within the responsibility for the respective attraction.

4.2 How do Swedish regions attract residents with the use of place branding?

4.2.1 Case study 3: Regional Development Norrbotten

Anna Lindberg is responsible for the growth program on the department of regional development Norrbotten.

Lindberg points out that Regional Development Norrbotten (RDN) is only involved in the formation of the strategies to support and attract local entrepreneurs and that they are not involved in any direct actions. Lindberg mentions “ALMI företagspartner” as an obvious example of a network that is partly owned by RDN, with the direct goal to support and help finance new, as well as existing companies and innovators. RDN’s role in this matter is that they inject money to “ALMI Företagspartner” which has the more direct involvement when it comes to sponsored educational activities. According to Lindberg, the thorough approaches of stimulating entrepreneurial networks consist of injecting money in order to help financing the operation of those networks that are responsible for the direct contact with the local entrepreneurs. Since RDN is not engaged in any direct actions towards local entrepreneurs, nor are they involved in offerings of counseling. Other organizations to support local entrepreneurs and innovators are “BDpop”, “Upplevelsecentrum I Piteå”, “Design Livland” and “Filmpool Nord”. These organizations are aimed towards selected audiences, in this case, musicians, designers, artists and upcoming filmmakers.
In order to attract new companies to Norrbotten, the county council has launched a project called “Invest in Norrbotten”. The project involves eleven municipalities within the region with the goal to turn Norrbotten into an attractive region for companies to invest in. The project is divided on two levels, local and regional, and other regions in Sweden that have launched similar projects show signs of success, according to Lindberg. RDN is not involved directly in the marketing of any of the universities in Norrbotten. Lindberg briefly mentions that efforts are being made to simplify the universities’ own marketing efforts if so is needed, which means that RDN has an indirect marketing involvement.

Lindberg claims that ambassador networks are not a part of RDN's operational plan. She mentions that lectures about Norrbotten are being held and that newsletters are sent out to people in other regions in order to market Norrbotten, but she cannot identify any formed ambassador networks with any direct incentives such as attracting residents and companies on a regional basis. Lindberg does however mention that there are existing ambassador networks in some of the municipalities within Norrbotten, designed for the purpose to attract new residents to that specific town, which in return will result in a greater number of residents in the region of Norrbotten as a whole.

Lindberg considered educational and economical factors, such as job-accessibility and educative standard, to have the highest priority in amount of investment of resources. Transportation and housing were also considered as important factors, whereas health and crime prevention is to be found in the bottom in the order of priority.

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<thead>
<tr>
<th>Factor</th>
<th>Rank</th>
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<tr>
<td>Healthcare</td>
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<td>Crime prev.</td>
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<td>Housing</td>
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<td>Education</td>
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<td>Infrastructure</td>
<td>8</td>
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<td>Economy</td>
<td>1</td>
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<td>Transportation</td>
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<tr>
<td>Arts and culture</td>
<td>6</td>
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<td>Leisure activities</td>
<td>4</td>
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Table 4.1: Lindberg’s ranking of “nine important factors”
4.2.2 Case study 4: The County Administrative Board of Jämtland

Susanne Kindström was the former project coordinator of Jämtland.

Kindström mentions “ALMI företagspartner”, chamber of commerce and Swedish agency for economic and regional growth, as governmental agencies in which the region of Jämtland has a partial involvement as associates. Stimulative activities consist of monetary contributions towards these entrepreneurial networks, which have direct contact with the entrepreneurs. Local companies in Jämtland are also considered as important injectors to entrepreneurial networks, however, without any influence from the region itself. Kindström could not come up with any direct ideas in offerings of counseling.

Between 2002-2006, there was a project launched, called “Jämtlandsbilden”, where municipalities and companies within these had the mutual goal to make Jämtland more attractive to residents and to strengthen the business climate. During the period, a specially designed booth was placed at the Stockholm central station where visitors could come in and become influenced of the positive sides of Jämtland. The project was a success with more than 40,000 visitors and considered as very cost effective. After this period, Kindström believes things went to the worse resulting in competition between the municipalities instead of cooperation. At this point, the situation has still not changed and Kindström calls for interconnective forces that can make the region strive towards the same goal.

Kindström cannot identify any direct involvement in the marketing of their university “Mitt-universitet” today, and she explains the fact by referring to the separation between the municipalities that has emerged in the past years.

In the region of Jämtland, there is one large ambassador network called “The academy of Jämtland” that was founded by the former county governor Kristin Persson. The participants were selected through direct enquiries consists foremost of successful business leaders with a passion for Jämtland, with the purpose to attract residents and stimulate the enterprise in Jämtland.

When it came to “the nine factors” and which ones that should have the highest priority in terms of resources, Kindström favored job access, education and public transportation, while healthcare, crime prevention and leisure activities had lower priority.
The whole table looks like follows:

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<th>Factor</th>
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<tbody>
<tr>
<td>Healthcare</td>
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<tr>
<td>Crime prev.</td>
<td>9</td>
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<tr>
<td>Housing</td>
<td>5</td>
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<td>Education</td>
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<td>Infrastructure</td>
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<td>Arts and culture</td>
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<td>Leisure activities</td>
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Table 4.2: Kindströms's ranking of “nine important factors”
5 Analysis

In this chapter, the analysis and the interpretation of the gathered empirical data will be presented. These analysis and interpretations will be objects for feedback to the theoretical framework that has formed the foundation of this study.

5.1 How do Swedish regions attract tourists with the use of place branding?

5.1.1 Marketing strategy

Swedish Lapland and Jämtland Härjedalen Tourism (JHT) have to be considered as typical users of conventional marketing strategies. Marketing efforts are high and the segmenting is clear with well identifiable target groups. Medway and Warnaby (2008) points out the typical practitioners as regions who wish to create a positive marketing emphasis for their places. This is crucial for regions and the authors are backed up by Kotler et al (1999), as they stress the importance for regions to invest in the hospitality industry in order to attract visitors and to stimulate employment. There were similarities between Swedish Lapland and JHT when it came to selected target groups; however, a little surprising was the fact that business visitors was not a prioritized group for JH. As gainful as this target group might be, Hankinson (2005) is of the opinion that research within place branding connected to the hospitality industry in most cases has to have its focus on the private hospitality.

5.1.2 Place image

According to Bennett and Koudeleva (2001), a well-constructed image is crucial when it comes to branding a place. Anholt (1997) is on the same track when he stresses the importance of a good image or reputation of a place, as they appear quite crucial in a person’s decision process whether or not to visit a region. Both Swedish Lapland and JHT show signs of putting large amount of efforts in creating a desirable image for their regions. Amongst Swedish Lapland, one has developed three core values; sincerity, contrasts and hosts. Within JHT, the nature, the landscape and the region as an alpine area, play the major roles in the image formation process.

None of the regions recognize slogans as a tool in creating image; the importance of symbols however, divided the two significantly. Swedish Lapland on the one hand, expressed pride over their symbol and the fact that the general knowledge had doubled in only one year. JHT on the other was of the strong opinion that the use of symbols had not had a desirable impact, based on previous experience. The fact that there are differences between the regions doesn’t necessarily have to appear alarming, as there is disagreement between researchers. Ward (1998) argued that that the
formation of a slogan is one of the key tasks for image formation in place branding, while Walsh (1989) raised a note of caution when he said that a slogan could hit back in a negative way if it promises more than the region actually can keep. What the two authors were in agreement of however, was that a logotype could be more efficient in the image formation, as written words don’t have the same power and simplicity as a symbol.

Swedish Lapland’s development of its communication concept with the visualization of its strategies, and the arrangements of the winter events that JHT is involved in are other typical examples of image formation interventions that the two regions show pride about. JHT’s involvement in the arrangements of winter events goes well in hand with the words from Kotler et al (1999), as they propagate for more direct actions meaning that actors within a region must invest in specific attractions and events in order to attract tourists.

5.1.3 Attractions
Middleton and Clarke (2001) argue that visitor attractions have a particularly important role to play in both representing and delivering the particular place that provides the basis for competition between places. Representatives from both Swedish Lapland and JHT gave numerous examples of attractions that play a major role for the hospitality industry in the particular region.

Middleton and Clarke have identified four types of attractions that appeal to visitors; built by nature-, built by man-, cultural- and social attractions. Neither Swedish Lapland had any difficulties in the recognition in any of them, nor had JHT. Swedish Lapland however, had problems in determining the level of importance for the four, as they were considered equally important contributing in a special way. What was interesting was that the majority of the most important attractions in both regions was built by man in combination with the conditions in landscape, created by mother nature.

Another thing that was interesting was that the marketing methods being used for these attraction were well defined by Swedish Lapland, while JHT declared that the ones with the operational responsible for each attraction, also had the full responsible for the marketing without giving any further information.
5.2 How do Swedish regions attract residents with the use of place branding?

5.2.1 Jobs for the future

Ward (1998) claims that one single successful and newly established company can create growth and belief in the future. This statement underlines what Kotler et al (1999) say, when they highlight three ways of supporting local entrepreneurs; having sponsored educational activities, stimulate entrepreneurial networks and offerings of counseling. Two of these stimultative activities are well recognized in Norrbotten as well as in Jämtland, whereas offerings of counseling is something that the regions are not that familiar with. The level and type of involvement towards entrepreneurial networks looks pretty much the same in the two regions, where money is donated to the networks, who have the direct contact with each entrepreneur.

The activities being held to attract new companies to the respective region, differs quite radically between Norrbotten and Jämtland. In Norrbotten, I got the impression that the municipalities are working together towards mutual goals, whereas Jämtland is more characterized by competition between each municipality. In Norrbotten, there is an ongoing project called “invest in Norrbotten”, with the only purpose to attract companies and investors to the region. According to Kotler et al (1999), by investing in business-promoting activities, a region can strengthen its economic position. Having this said, a note of caution is held regarding the situation in Jämtland, however, it appears as if though one is aware of the problem and that things are under improvement.

None of the regions have any direct marketing involvement with each universities, as they have their own departments in marketing. Treshman et al (2007) emphasize that efforts in education contribute to more attractive regions for the future, by creating a higher level of knowledge for future education. In order to do so, each university needs marketing skills, which I’m sure could be improved by closer cooperation with the regions.

5.2.2 Ambassadors as drivers

Kotler et al (1999) argue the importance of having good ambassadors within cities and regions. The phenomenon known as “Do what I do” is an important part of place branding and reaches a higher level of credibility among people as locals and local enterprises become a part of the marketing effort (Ek and Hultman, 2007). Norrbotten as a region does not arrange any pronounced ambassador networks in order to attract residents or companies, this is however something that takes place within the municipalities. In Jämtland, the situation is different where there is a large ambassador network called “The academy of Jämtland”. The academy was
founded several years ago and is still up and running. The ambassadors are characterized as business people being selected through direct enquiries with a certain passion for the region. Because of the fact that the network mainly exist in order to attract jobs to have more people moving to Jämtland, the network is what Andersson and Ekman (2009) like to call it, a “itizen-focused network”.

5.2.3 “nine-factors”
In 2001, Riecken and Yavas conducted a survey among 10,000 randomly chosen residents in a number of regions, in order to find out what was the most important factor for a present or potential resident. Each representative from Norrbotten and Jämtland was asked to place the nine factors in an order, which they thought would be in the best interest of the residents in their region. The survey that was being made is in no way to be considered as something widely accepted in all regions, however I do believe that there should be a certain level of consistency in order to fulfill the needs of present and potential residents’.

The answers were surprising, not only because they differed from the ones in the survey, but also because of the difference between the two regions. The table below illustrates the outcome of responses. The only factors where there was some level of consistency was Housing, and Arts and Culture.

<table>
<thead>
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<th>Survey</th>
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<td>Leisure activities</td>
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<td>4 Leisure activities</td>
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Table 5.1: Compilation of answers based on survey and repr. From Norrbotten and Jämtland.
6 Discussion

This final stage of the thesis will be to present the answers to the research questions together with a throwback of the purpose with this study. I will also give ideas and suggestions on future research in the area of place branding.

6.1 Research question 1

How do Swedish regions attract tourists with the use of place branding?

This study has shown that regions in Sweden are well aware of the fact that they need to market and differentiate themselves from others, in order to attract tourists. Prior studies describe the marketing strategies that the regions use, as rather conventional. Interviews with representatives from Swedish regions, accordingly with prior research, show that it is important to gather all stakeholders from every destination within the region under one roof and work towards the same goal in order to successfully attract visitors to the region.

Earlier research shows that it is crucial to have a clear segmenting and distinct target groups in order to become successful in attracting tourists. My study shows that Swedish regions have good knowledge about this although the segmenting slightly differs between the regions, depending on the ambitions of the tourist facilities that are operative in each region.

Development and formation of a region’s image is by researchers described as a constant ongoing process and something that is difficult and takes time to accomplish in order to attract the right visitors. My study has shown that the regions are very concerned about holding up a desirable image to the surrounding world. By doing so, Swedish regions tend to allude to traditions, landscape and social behavior that categorizes the people of that region. One finding that differs from previous research is that the change of an image in most cases includes a slogan, a symbol and an identity. The last two are identifiable whereas a slogan is nothing that neither of the regions in this study use. Hence, one theoretical contribution of this thesis could be that it is possible to create a desirable image without the use of all three factors.

Earlier research has established that attractions can be of various types but with the common denominator that they are necessary in order to make a destination appear to be appealing to visitors. My study goes well in hand with previous studies and one conclusion is that none of the regions in my investigation could attract the same amount of tourists without numerous attractions and regardless of what type those attractions might be.
6.2 Research question 2

*How do Swedish regions attract residents with the use of place branding?*

Earlier research along with experience establishes the fact that there has to be jobs in order to attract residents. Earlier research also gives suggestions on *how* to create jobs and *how* to make companies invest in a certain place in order to attract people to a city or a region. My study has shown there are distinctions in how Swedish regions are doing this. In one of the regions, projects have been launched where municipalities strive towards the same goal, whereas in another, all municipalities are working on their own. My study also shows that there are great differences between regions, in how ambassadors are being used. In one region, they exist only within each municipality with the purpose to benefit that specific town and in another region; ambassadors are being used to benefit the region as a whole.

The gist is that it appears as if Swedish regions know what has to be done to attract residents, but not *how* to do it. On of the most spectacular findings that my study has discovered in this matter, is that what obviously is important to present and potential residents of a region, is so inconsistent with the ones who have the action ability. Factors that are considered as highly important for the people living in a region, are proved to have little importance in the eyes of those with power to control.

6.3 Concluding remarks

The purpose of this thesis was to investigate how Swedish regions obtain increased growth in tourism and population with the use of place branding. By studying earlier research and conducting interviews in the area of place branding, this study has contributed with a deeper understanding of how municipalities and companies within Swedish regions deal with place branding interventions, in order to improve their region as a destination as well as a place to settle down for the future.

Through this study, I have concluded that the way Swedish regions attract tourists and residents with the use of place branding, in some ways differs from previous research, hence they could be seen as this thesis’ theoretical contribution.

As I mentioned in the beginning of this thesis, place branding is a relatively new concept, which to a certain degree explains the differences in strategies the regions held up, especially how they attract residents. During the interviews, this appeared extra obvious as the informants declared
ongoing reformations within the area of place branding with time plans that didn’t lie too close in time.

Above mentioned together with the fact that I’ve only been in contact with two regions, makes me consider the generalization of this thesis’ results in some ways limited. Companies, and other interested parties should therefore take this into consideration and be cautious.

6.4 Suggestions on further research

I have found it interesting to investigate how Swedish regions are using place branding and to what extent theory matches practice. During the completion of this thesis, some thoughts have occurred regarding future research within the area of place branding. As I mentioned in section 1.3, nothing about how the public interpret the actions from the ones with power, is put into consideration. That, together with a more detailed investigation (more regions) could be of interest.

Since place branding is so new, I welcome all types of further research within the subject. I have only focused on regions and to some extent even cities, therefore I also welcome research regarding place branding connected to nations and larger cities.

As I mentioned in chapter five, the level of consistency concerning the nine important factors for residents was very low. Consequently, factors such as; causes and potential preventive actions appear as natural objects for further research. Is it failing communication between the residents and people with action ability or does it simply depend on ignorance among the last mentioned group? Without having any detailed information regarding the study that was made, I still think it would be important to dig deeper within this area and maybe conduct similar surveys in Sweden.
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Intervjuer:
Magnus Ahlqvist 2009-11-02, 1000-1100 (pre-study)
Lars Wallrup 2009-11-04, 1400-1500 (pre-study)
Jan-Erik Jaensson 2009-12-02, 1530-1600
Karin Gydemo Grahnlöf 2009-12-22, 1530-1600
Anna Lindberg 2009-12-04, 1000-1030
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Appendix

Interview guide

RQ1: How do Swedish regions attract tourists with the use of place branding?

Marketing strategy:

• How does the region you represent, market towards tourists?
• Towards what type of tourists, does the region you represent market themselves?
• What do you consider as unique in your region that helps attract tourists?

Place image:

• What image would the region you represent, like to produce?
  - Give examples!
• Do you consider logotype or slogan to be most important in the creation of you're the image of your region?
  - Why?
• What other image-creating efforts for your region do you recognize?

Attractions:

• Rank the importance of the following attractions in your region; built by nature-, built attractions-, cultural (history, art) and social attractions (way of living, language etc.) (1-4).
• What are the three most important attractions in order to attract tourists to the region you represent?
  - How are those marketed?

RQ2: How do Swedish regions attract residents with the use of place branding?

Jobs for the future:

• Which of the following does the region you represent deal with, in order to support local entrepreneurs:
  - Sponsored educational activities
  - Stimulation of entrepreneurial networks
  - Offerings of counseling

• What else is done to support local entrepreneurs?
• How is your region involved in the promotion of the university in your region?

*Ambassadors as drivers:*

• Does the region you represent, deal with ambassador networks?
  - If yes, what is their focus?
• How are they selected (Voluntarily or hand picked)?
• Who do they consist of (citizens, company people, politicians etc.)?

*Nine important factors:*

• Mark the importance of the following factors in a falling order (1=most important/ 9=least important).

  - Healthcare (Affordable health quality, good air quality etc.)
  - Crime prevention (feeling of personal safety etc.)
  - Housing (Reasonable property taxes, housing costs etc.)
  - Education (High quality of education etc.)
  - Infrastructure (Availability of affordable water, elect etc.)
  - Economy (Availability of good jobs, cost of living etc.)
  - Transportation (Paved roads, commuting to work etc.)
  - Arts and culture (Availability of library and museum facilities etc.)
  - Leisure activities (Golf, fishing, hunting etc.)
Intervjuguide

**FF1: Hur attraherar er region turister med hjälp av ”place branding”?**

**Marknadsföringsstrategi:**

- Hur marknadsför sig Er region mot turister?
- Mot vilka särskilda målgrupper marknadsför sig den region Ni representerar?
- Vad anser Ni vara unikt för just er region som också attraherar turister?

**Plats-image:**

- Vilken image önskar Er region förmedla?
  - Ge exempel!
- Anser ni att logotyp eller slogan bidrar mest till skapandet av Er regions image?
  - Varför?
- Ge exempel på andra imageskapande åtgärder i Er region.

**Attraktioner:**

- Rangordna betydelsen av följande typer av attraktioner för Er region; Skapade av naturen -, byggda attraktioner -, kulturella (historia, konst) – samt sociala attraktioner (levnadsätt, språk etc.) (1-4).
- Vilka tre attraktioner anser Ni vara de viktigaste för Er region i syfte att locka turister?
  - Hur marknadsförs dessa?

**FF2. Hur attraherar er region invånare med hjälp av ”place branding”?**

**Jobb för framtiden:**

- Vilka av följande stöttande åtgärder mot lokala entreprenörer genomför den region Ni representerar?
  - Sponsrade entreprenörs - aktiviteter
  - Stimuleringsåtgärder gentemot entreprenörs – nätverk
  - Rådgivnings erbjudanden
- Vad görs för att attrahera nya företag till Er region?
- Hur är Er region involverad i marknadsföringen av ert universitet?
Ambassadörer som pådrivare:

• Använder sig Er region av ambassadörer?
  - Om ja, vad är deras huvudsakliga uppgift?
• Hur vals dessa (frivillighet eller hand plockade)?
• Vilka består de av (medborgare, företagspersoner, politiker etc.)?

Nio viktiga faktorer:

• Markera betydelsen av följande nio faktorer i Er region, i fallande ordning där (1=mest betydelsefull / 9=minst betydelsefull);

  - Hälsa och sjukvård (Överkomlig hälsokvalitet, god luftkvalitet etc.)
  - Brottsförebyggande åtgärder (Känsla av personlig trygghet etc.)
  - Boende och hushåll (Resonlig hustaxa, hushålls kostnader etc.)
  - Utbildning (Hög kvalitet på eftergymnasiala utbildningar etc.)
  - Infrastruktur (vattenkvalitet, tillgång på elektricitet etc.)
  - Ekonomi (Tillgång på jobb, sociala avgifter, trygghetssystem etc.)
  - Transport (Vägunderhåll, allmänna transportmedel etc.)
  - Konst och kultur (Tillgång till konsthallar och museum etc.)
  - Fritidsaktiviteter (Golf, fiske, jakt etc.)