City Branding
An outlook of four international cities

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Abstract

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Title: City Branding – A comprehensive outlook of four international cities

Problem Statement: How can city branding be compared, and can certain factors be identified as success factors when branding a city?

Purpose: The purpose of this thesis is to examine if the city brand identity is congruent with what the city has to offer, and if consumers’ perceptions about a city match the brand identity.

Chosen cities: Dubai, Hong Kong, New York, Stockholm

Conceptual Framework: The framework used for this thesis is structured like a funnel consisting of three connected theories. The PEST analysis is employed to create a general overview of each city, while Philip Kotler’s three ‘Levels of Place Marketing’ are used to further examine the cities. Simon Anholt’s city brands hexagon is then introduced to identify each city’s brand image.

Method: Primary data was gathered in the form of interviews, questionnaires and survey. Responses from interviews and questionnaires were collected from city stakeholders and branding companies of four chosen cities. Surveys were used as a tool to gain insight of people’s perceptions about the cities, while secondary data was used to support the findings.

Conclusion: Based on the research and comprehensive analysis, survey respondents have a general idea of every chosen city, however, the brand image only matches certain cities’ brand identity. None of the cities’ brand identities exceeded the promises of each city’s offerings.

Key Words: brand identity, brand image, brand signature, city branding, city offerings, logo, place marketing, slogan/tagline
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<th>Terms &amp; Definitions</th>
<th>Description</th>
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<tr>
<td>Brand identity</td>
<td>used to communicate what the branded city is about</td>
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<tr>
<td>Brand image</td>
<td>describe what consumers perceive the city brand to be</td>
</tr>
<tr>
<td>Brand signature</td>
<td>includes the city’s logo and slogan/tagline</td>
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<tr>
<td>City branding</td>
<td>explains the process of designing, planning and communicating the name and the identity in order to build or manage the reputation of a city</td>
</tr>
<tr>
<td>City offerings</td>
<td>includes assets and resources of the city</td>
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<tr>
<td>Logo</td>
<td>visual identity used as part of the brand signature</td>
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<tr>
<td>Place marketing</td>
<td>describes the practice of marketing a geographical location</td>
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<tr>
<td>Umbrella brand</td>
<td>is used for promoting both, the city’s business as well as tourism assets under one brand identity</td>
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<tr>
<td>Slogan/tagline</td>
<td>is a short verbal communication of the city’s brand identity, which is part of the brand signature</td>
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Karolina Korelin and Elisabeth Schneider
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1. Introduction

*The following chapter presents an introduction to the chosen topic, problem statement and purpose of this thesis as well as the target audience for whom this research would be interesting.*

1.1 City branding

When thinking about brands, company names such as Google, Coca Cola or Nokia might come to mind. Associations with famous product brands can be made with iPod or medications where the product brand is promoted rather than the corporate brand. But the process of branding cannot only be applied to companies or products but also to geographical regions, like cities. (Kotler & Keller, 2006, pp. 274-277)

A city brand describes the promise of value of the location, while city branding is the process of designing a strategy that creates and demonstrates that value. Usually there are many stakeholders involved in the process of city branding which makes it crucial to have set and shared goals to achieve creating a strong brand. (Van Gelder & Allan, 2006, pp.1-11)

The branding of cities becomes increasingly important as cities across the globe compete for consumers’ attention. According to Simon Anholt, an independent government advisor and researcher who has written several books on place marketing, there are numerous reasons why city branding is not just desirable but necessary. (Anholt, 2007, p. 19).

One of the reasons is the increase in international media which consumers are more and more exposed to. Falling costs in international travel make geographical locations more accessible than ever for consumers. Additionally cities need to compete to attract companies, investors and skilled labor. (Anholt, 2007, p. 19). The following illustration displays the four main target markets of city branding in categories.
Illustration 1: Place Marketing Target Markets
(Source: Kotler et al. 1999)

However, as the spectrum of place marketing is rather large, in this work, only the tourism perspective will be analyzed.

When a city is branded it is then up to the consumer to experience the city and create a personal image.

1.2 Gyro International and Julian Stubbs

This thesis is written in cooperation with Julian Stubbs who is the head of global branding at Gyro International. Gyro is a brand marketing company, integrating various means of advertising, PR, event management, and others, in order to successfully brand companies, products, services, and most importantly, places. Gyro has offices in various parts of Europe, including Stockholm, North America, and Dubai. Dowell/Stubbs, is the specialist ‘brand consultancy practice’ within the Gyro network. Headed by Julian Stubbs, Dowell/Stubbs
works with clients in industries such as healthcare, biotechnology, telecommunications, technology, industry, place marketing and services.

In October 2003 Dowell/Stubbs was appointed to help build a marketing strategy and brand platform for Stockholm city. They had the responsibility of promoting and marketing the Swedish capital to the business sector as well as the tourism. Eventually through research and various workshops a clear and central brand proposition emerged: Stockholm - the capital of Scandinavia. (Gyro International, 2009)

1.3 Problem Statement and Purpose

The problem statement that this thesis is based on is as follows;

How can city branding be compared, and can certain factors be identified as success factors when branding a city?

A problematic issue with place marketing is, that it is hard to measure the success of a marketing campaign designed for a particular city. The reason why it is hard to gauge is because success is a rather subjective term, or is based on subject ideas. In addition, it is not easy to collect data about place marketing, and it is not as measurable as product marketing. This combination makes it hard for professionals to see if indeed the marketing efforts combined with the advertising campaign of a place, have been successful.

This leads to the purpose of this report, which is to examine if the city brand identity is congruent with what the city has to offer, and if consumers’ perceptions about a city match the brand identity.

Through primary and secondary research the answer to the purpose of this thesis will be determined. To conclude, the authors will use their judgment in order to determine the answer to the problem statement.

1.4 Interest and Relevance

The topic of city branding has gained more interest in the past few years as a result of globalization and easy access to information sources. Cities around the world are accessible to everyone, which makes it increasingly important for a city to compete for attention. It is therefore necessary that cities design a strategy to brand themselves and communicate that brand to consumers effectively.
1.5 Target Audience

This paper will serve several audiences, both academics and professionals alike. The main professional audience is Gyro International, the company that is responsible for branding the city of Stockholm with which this thesis is written in cooperation. Additionally this thesis can be helpful to inform and challenge city stakeholders with an analysis of in-depth approaches to city branding.

It is also interesting for an academic audience wanting to study the branding of cities by reading about four case cities.
2 Conceptual Framework

The subsequent chapter is designed to conceptualize theories and models, which this thesis is built upon. Theories by Philip Kotler, Simon Anholt as well as Gregory J. Ashworth are introduced alongside with supporting concepts and definitions from further authors.

2.1 PEST analysis

PEST is an acronym that stands for the following: Political, Economic, Social and Technological factors. Through the use of the PEST framework an analysis can be made of the various factors within a firm’s macro environment. It is a decision-making model that helps to measure a particular market, including various competitors within that market. It can be a very effective tool in understanding the potential growth and decline of a market. PEST can analyze a company’s direction, strategy and market position. PEST can be applied at various levels as well, meaning at a local, national or global level. Since large firms can be spread nationally and/or internationally it may be of use to narrow down and focus on a particular part of the business while conducting the PEST analysis, which will focus on the more relevant parts of the business. However, the PEST analysis can also be used on a larger scale as well, it all depends on what end needs to be achieved. (Oxford University Press, 2009)

To be able to create a city brand, the first step that needs to be taken is assessing the city’s status quo. (Van Gelder & Allan, 2006, p.15) Many factors can determine the success of a city, and the PEST analysis can be applied to look at the city from a macro-environment point of view. Tourism is an industry of its own, a rather large one at that. Branding cities is very much looked at in the same light as branding a company. Therefore, further expansion of the cities brand can be impacted by the same factors that a firm can, which is why the PEST analysis can be applied here as well.

Below is a more detailed look at the factors themselves;

**Political factors:** these factors deal mainly with government policy. Such issues as “What goods and services does a government want to provide? To what extent does it believe in subsidizing firms? What are its priorities in terms of business support?” are part of the overall assessment of this particular factor.
Economic factors: Economic change can have a major impact on many issues. This particular factor covers such issues as “interest rates, taxation changes, economic growth, inflation and exchange rates”. Changes in the economy can have various effects on a large number of different components that make up the economy itself, including firms, various companies, and industries.

Social factors: Social factors can include “changes in social trends that can have great impact on a firm’s products, availability and willingness of individuals to work”. For example, an aging population can become a costly for firms that are committed to pension payments, and health benefits. Similarly, other companies have started to “recruit older employees to tap into this growing labor pool”. Overall, as a result of the aging population a shift in demand for certain products/services such as medication has increased, whereas the demand for such things as toys and children clothing has decreased.

Technological factors: As new technologies emerge, new products are created, and new processes emerge as well. Consumers are shopping in ways they have never before, such as through online. Similarly, this is also impacting businesses and firms are trying to improve the way they conduct business with the use of technology. Technology “can reduce costs, improve quality and lead to innovation”. It can also provide a firm with a greater advantage over its competition, and increase their market share and profit. Technological developments “can benefit consumers as well as the organizations providing the products”.

Below is a chart that lists examples of the various aspects of how each factor can be applied when analyzing the four cities.

<table>
<thead>
<tr>
<th>Factor</th>
<th>Examples of what it could Include:</th>
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<tbody>
<tr>
<td>Political</td>
<td>Political factors can have an impact on a city’s workforce, infrastructure, and economy, all which can impact the way a city is viewed by people as being a viable tourist destination. For example is a city is not politically stable this can have a negative impact on tourism.</td>
</tr>
<tr>
<td>Economic</td>
<td>Change in economic growth, inflation, exchange rates, and even taxation can all impact the city greatly, including the amount of tourism a city sees. As an example, a higher currency can divert travelers to other destinations as the location becomes expensive and less affordable.</td>
</tr>
</tbody>
</table>
Social

Social trends, movements, and overall status can have a great impact on tourism. One example of this is as the population ages, it is clear that different needs must be met for the older traveler versus the younger one. This means that such factors need to be taken into consideration when creating a city brand.

Technological

Internet access can be a significant determining factor for a traveler whether to visit the country or not. Customer can use the internet for various needs such as tourist information, maps and routes, and even booking hotels and hostels.

Illustration 2: Example chart of each PEST factor

Source: (Oxford University Press, 2009)

Lastly, it must be considered that simply listing the PEST factors does not reveal very much to managers. An analysis must be made in order to determine which factors “are most likely to change and which ones will have the greatest impact” on the firm. It is important that each firm “identify the key factors in their own environment” and perform the analysis based on those factors that are crucial to them. It is very important that managers “decide on the relative importance of various factors” and this can be done by ranking the likelihood of change that may occur within that factor, and how and what kind of impact that will have on the firm. Consequently, the “higher the likelihood of a change occurring and the greater the impact of any change the more significant this factor will be to the firm's planning”. (Oxford University Press, 2009)

2.2 Hofstede’s cultural dimension

When describing the population of a country, the behavior based on culture can also be considered which is why Hofstede’s cultural dimensions are looked at.

According to Hofstede, culture is “the human-made part of the human environment – the sum of knowledge, beliefs, art, morals, laws, customs [...]” (Ghauri & Gateora, 2006, p. 74). Hofstede looks at four different cultural dimensions and gives each a value to describe the culture of a country. The four dimensions include Power distance, Uncertainty avoidance, Individualism, and Masculinity.
Power distance describes a country’s willingness to accept unequal distribution of power. Uncertainty avoidance explains the degree to which a country “feels threatened by uncertain, ambiguous or undefined situations”. Individualism means that people care for themselves rather than being part of a close-knit social structure. A country is masculine when it supports masculine characteristics like showing off possessions, earning money or being assertive. (Ghauri & Gateora, 2006, pp. 74-75)

2.3 Levels of Place Marketing

There are three major elements in strategic place marketing according to Philip Kotler (1993), which can be seen in the figure below, namely target markets, marketing factors and planning group. The planning group is made up of citizens, business people, local and regional government. This group validates and is responsible for the collaboration between the public and private sectors, which in turn, shapes the future of a particular city. The planning group is even further broken down into three requirements, which are as follows; first, it must diagnose the community and its major problems, along with the causes of the problems. Secondly, the group needs to figure a long-term solution to solve the diagnosed problem. It is also important that the solution be based on the community’s values, resources, and opportunities. And lastly, a long-term plan must be developed that involves investments and transformations.

Illustration 3: Levels of Place Marketing

(Source: Kotler et al., 1993)
The long-term solution needs to involve four marketing factors, which are; Assurance of basic services and the maintenance of infrastructure. Secondly, improving the quality of life within the location through new attractions and sustainability of current and new business. Thirdly, a new campaign and image about the city’s improvements and important features needs to be constructed and communicated. Finally, the place should generate support from its citizens, various leaders, decision makers, and institutions that influence how hospitable and attractive the location is for new companies, investors, and visitors.

When analyzed, these factors dictate the city’s success and level of attraction to its potential target markets, which are the goods and services producers, corporate headquarters and regional offices, outside investment and export markets, tourism and hospitality industry, and lastly new residents.

The success of a city depends on the four factors and its final analysis and collaboration with the public and private sector, including teamwork of all levels of government, businesses firms, voluntary and civic associations, and marketing organizations. Place marketing requires much more from active support of public and private agencies versus product or service marketing. The potential success of a place depends on much more than simply where it is located, its climate, or natural resources. Issues such as human will, skills, energy, values, and organizations all add to the potential of a particular place. Most importantly, for a location to succeed it must meet the following fundamental issues;

1) A broad evaluation and interpretation of the issues occurring within the environment.

2) Understanding the needs, wants, and behavior choices of specific internal and external constituencies.

3) Constructing a realistic view of what the city can be.

4) Creating a plan that is relevant and congruent with the view.

5) Building internal consensus and effective organization.

6) Proper evaluation at every stage in order to gauge the progress and success achieved by the action plan.
A brand is the part of place marketing that adds dimension that differentiates one location from other locations. (Kotler & Haider & Rein, 1993, pp.18-20)

2.4 Branding and Brand

A brand is defined to be a combination of a company, service, product or geographical location with its core meaning, image, name and logo, while branding is the process “of designing, planning and communicating the name and the identity in order to build or manage the reputation” of that company, service, product, or geographical location (Anholt, 2007, pp. 4-6).

A brand is made up of four components – brand identity, brand image, brand purpose and brand equity.

2.4.1 Brand Identity

Brand identity is used to communicate what the branded city is about. A city’s slogan and logo is the part of the core concept that is visible to consumers (Anholt, 2007, p. 5).

Ashworth and Kavaratzis (2005) claim that brand identity can be described as how the city stakeholders want the brand to be perceived. One reason for the importance of a unique brand identity in order to create a competitive edge is to be recognized by consumers as existing, meaning that consumers are aware of the city because they have a basic knowledge about that city somehow (i.e. they have heard or read about the city).

2.4.2 Brand Image

The term brand image describes what consumers perceive the brand to be. This is not necessarily what the brand is supposed to communicate through brand identity but what mental attributes, memories, feelings, etc. consumers associate with the brand. Different brand images exist as different consumers perceive the brand differently due to the relationship they have with the brand (Anholt, 2007, pp. 5-6). One of the goals of city branding is that consumers perceive the branded city to have superior qualities compared to competing cities and therefore create a positive brand image. (Ashworth & Kavaratzis, 2005).
2.4.3 Brand Purpose

Brand purpose describes the importance that the city ‘lives’ the brand through shared goals. The purpose of the brand can therefore be seen as the internal brand image. According to Anholt (2007) a city cannot be successful if its stakeholders do not share the external promise.

2.4.4 Brand Equity

Brand equity when considering products can be described as the value of the brand when having a positive reputation, hence it is an asset to the owner of the brand (in the thesis’ case the city stakeholders) (Anholt, 2007, pp. 6-7). Brand equity, or the asset value of reputation, is created when consumers are aware of the brand, have a strong and positive brand image and are loyal to the brand. (Ashworth & Kavaratzis, 2005). It is difficult however to measure brand equity for cities, which is why Anholt (2007) came up with the City Brands Index to measure city brands. It is vital to assess, measure and track the reputation and image of a city in order to successfully manage the city’s brand. The City Brands Index is made up of six components as the following illustration shows.

Illustration 3: The City Brands Index hexagon

(Source: Anholt, 2007, p. 60)
The presence of a chosen city describes the status of the city, which means how familiar consumers are with that city, while the place is made up of physical aspects that are perceived by consumers, like climate. When looking at the potential of a city, the extent to which economic and educational opportunities are available is examined. The pulse of a city explains the appeal that the city has on consumers while the component, the people, studies what behavioral characteristics consumers would attach to the people living in the city. The 6th component, the prerequisite inspects the basic qualities of the chosen city, such as the standards of public amenities. (Anholt, 2007, pp. 59-61)

2.5 Framework structure
The following illustration demonstrates the structure of the conceptual framework that will serve as a foundation for the analysis. The framework begins with a general analysis through the use of PEST, in addition to Kotler’s Levels of Place Marketing that helps to further examine each city. The city brands hexagon by Anholt is then used to investigate each city’s brand image. The shape of the funnel below demonstrates how the analysis is taken from the broad spectrum to a narrow scope.

Illustration 4: Framework structure funnel
(Source: authors’ creation)
3 Research Methodology

In the following chapter, the various methods used to research the topic of city branding are explained as well as why they were chosen and how it supports the analysis of the findings gathered through the research.

3.1 The choice of topic

When the company, Gyro International, was selected to be the cooperating body for this thesis, several topics in the field of branding and brand management were discussed. Since Julian Stubbs was responsible for creating the Stockholm brand he was interested to see what other cities have done, or are doing in regards to branding. Hence the idea arose of examining branding of cities using the example of four cities – Stockholm, New York, Hong Kong and Dubai. As cities are forced to compete across international borders, a strong, positive brand is key for the cities’ success.

The reasoning behind choosing the four mentioned cities was mainly based on the availability and access of information as well as geographical reasons.

- The reason for choosing Stockholm is the easy access to first hand information from the creator of the Stockholm brand, Julian Stubbs. Additionally, when examining Anholt’s city brand index (2007, p. 62), Stockholm is the only Scandinavian city ranked among the top 30 cities, which makes it interesting to study the city’s brand achievements.

- As many consumers around the world are familiar with New York, because they have either visited the city, know somebody that has or have been exposed to information about New York through media, this North American city was chosen for this research.

- The idea to include an Asian city and the availability of information lead to choosing Hong Kong. Additionally, Hong Kong is known for its trade. Hence by looking at the city’s brand the opportunity to see if the branding approach can be used to attract tourism as well is given, since this is the perspective from which our thesis will be written.

- Dubai is a major tourist attraction and is among the most popular cities in the Middle East. Dubai has a fast paced environment, which makes it necessary to have a strong brand to keep tourism coming. Additionally Dubai was chosen because that way the analysis covers a broad spectrum of cities from different places in the world.
3.2 The chosen theories

To follow the purpose of this thesis several theories are used. The conceptual framework for this thesis is mainly built on concepts by Philip Kotler et al. (1993) about place marketing, Simon Anholt (2007) about location branding and brand management and Gregory J. Ashworth (multiple articles). As this thesis is written about city branding, the framework used is by Kotler, explaining the basics of place marketing, creates the starting point for this thesis. It is essential to point out how city branding fits into the concept of place marketing. The elements of a city brand and the process of city branding are then explained with the help of Anholt’s (2007) theories described in his book ‘Competitive Identity – the new brand management for nations, cities and regions’. Anholt’s work was chosen because his detailed descriptions of brands and branding are applied to geographical locations rather than products, services or organizations. To support and validate both theories, multiple articles about place marketing, city branding and city brand management by Ashworth were used in order to be able to describe the concepts in detail.

The PEST analysis will serve as a tool for an overall analysis of each city, based on the political, economical, social and technological findings. This will demonstrate what the city is offering for tourists, and it will act as a basis for a comparison for the four cities. Hofstede’s cultural dimensions will also used as part of the social factor analysis in combination with PEST. This will further enable the authors to analyze and compare the city on those factors.

3.3 Research design

The design that this research is based on is comparative, as it entails the investigation of four different city brands as mentioned previously (Bryman & Bell, 2007, pp. 66-71). This thesis is a realist research project, which according to Fisher (2007, pp 41-47) identifies factors and evaluates them to design options for action.

When designing a research project there are several research methods to choose from to collect qualitative and quantitative data, such as interviews, questionnaires, panels, observation, documents and databases (Fisher, 2007, p. 61)

The process of this research begins with looking at what the chosen cities are like and what they offer per se from a tourism perspective. The next step is to investigate each city’s branding approach, meaning the process and different elements to create the city brand. For
this step interviews and questionnaires are used to gather qualitative data. Qualitative interviewing and questioning is flexible and the focus lies on the participants’ point of. Those tools are used when rich, detailed answers are needed (Bryman & Bell, 2007, pp. 473-474).

Afterwards, each brand identity itself is examined to find out if it is congruent with what the city offers. Lastly the consumers’ perceptions are studied to find out if the brand is perceived the way it is designed. Here the authors use a survey to analyze the brand image in consumers’ minds.

The cities and their brands will then be compared in order to crystallize success factors for branding cities. According to Bryman and Bell (2007, p. 54) the advantage of comparing the elements described above by looking at different cities leads to understanding the phenomenon of interest better.

3.4 Data collection process

After agreeing to work with the company Gyro International on this study the data collection process started. To be able to know what kind of data was needed to be researched to answer the purpose of this research project, the authors familiarized themselves with the topic of place marketing first. It was then crucial to find out what role city branding plays in the concept of place marketing and what elements the brand of a city include.

The next step was to contact individuals in Hong Kong, Dubai and New York to get primary information on each city’s branding approach. Due to time constraints, contacting those individuals by e-mail and sending them a questionnaire rather than interviewing them was most feasible. Who the questionnaire was sent to is mentioned in more detail in section 3.5.1.

Simultaneously a survey was designed to gain knowledge about consumers’ brand image on each of the cities. It was of critical importance for both of those steps to take place at the beginning of this research project so that there was enough time to gather the data and analyze it. According to Fisher (2007, p. 190), when accepting a margin error of 5%, the sample size should approximately include 384 answers. As the authors collected 418 responses, this criterion was met. Additionally, as the survey responses were only used as a notion of people’s perceptions of each city and are supported by opinions gathered through examining blogs and travel articles, the sample size can be viewed as sufficient and reliable for drawing conclusions.
The authors then made use of various information channels, as described above, to gather data about the cities themselves without looking at the brands while regularly reading the chosen blogs.

During the whole process of completing this thesis, the authors were in contact with Julian Stubbs of Gyro International for guidance in writing about Stockholm’s brand.

3.5 Information collection

This thesis is based on findings from both, primary and secondary research.

3.5.1 Primary data

Primary data was gathered by conducting interviews, as well as sending out questionnaires and surveys. The reason for choosing interviews, questionnaires and surveys was because those research techniques gave access to valuable information, which the authors could not have obtained through observation or secondary data research.

Interviews give the researcher the freedom to ask for further explanation in order to clarify meanings and perspectives (Daymon & Holloway, 2002, p. 168).

Interviews

The interviews that were conducted for this project took place on February 5, 2009 and April 28, 2009. In order to get an insight of the branding approach and process of the Stockholm brand, Julian Stubbs was interviewed multiple times. The use of interviews as the research method is appropriate, as this research tool gave the authors the opportunity to gain detailed knowledge of the procedure that led to the brand of Stockholm from the creator himself. The profound information gained through the interviews is necessary for this research to compare it to the branding approaches of the other three chosen cities.

Interviews can be conducted in an open or structured manner, depending on the research design. While an open interview is based on an informal discussion about a specific topic with little or no guidelines from the interviewer, pre-coded or structured interviews are controlled by the interviewer with the help of a prepared script that gives the interviewee explicit answer options. A third approach to conducting interviews is the use of semi-structured questions. (Fisher, 2007, p. 159). The semi-structured approach was used for this thesis as the authors
used prepared open-ended questions during the interview, but gave Julian Stubbs the freedom to respond in a way that seemed appropriate to him. Hence the participant was not influenced in his answer giving but guided with the help of the authors’ pre-composed interview structure. To create a pleasant atmosphere, it was important to the authors that the questions asked during the interview were sent in advance to Julian to give him the opportunity to gather his thoughts before the meeting.

**Questionnaire**

As it was not possible to set up meetings with city stakeholders, such as branding companies, the government, officials of organizations, who were involved in creating the brands for Dubai, Hong Kong, and New York a questionnaire was sent via e-mail with open-ended questions. The questionnaire was sent to the Dubai Department of Tourism and Commerce Marketing, Brand Hong Kong, which is a governmental body in charge of Hong Kong’s branding process as well as NYC go. The questionnaire was pasted in the e-mail to prevent complications with opening attachments. When sending out questionnaires, the researcher can choose between using pre-coded and open questions (Fisher, 2007, p. 161). For asking city stakeholders about their opinions, open questions are more feasible to gain profound knowledge of their thoughts and ideas.

After introducing the topic and purpose of this research, the following questions were asked to retain data about each city’s branding approach.

1) Who all was involved in the branding of *(city name)* and in what way (i.e. how did they contribute to the process?)

   ➔ This question was chosen to be the initial question to find out with the brand was created by just one deciding body or if it was a group effort of multiple city stakeholders

2) How and what data was collected before creating the *(city name)* brand?

   ➔ With asking this question, understanding about the process of data collection is gained which is important to know when later analyzing the brand identity. When creating a brand identity the city stakeholders have to know what their city is about and what value it offers.

3) What features were looked at when coming up for the branding idea?
Here, the authors want to find out if there was anything in particular that got attention from city stakeholders which lead to the city’s brand (e.g. cultural aspects, architecture, industry clusters, etc)

4) What kind of audience do you want to capture with your brand?

It is vital to know if the city tries to attract all the categories shown in Illustration 1: Place Marketing Target Markets (Source: Kotler et al. 1999) or just one of the groups.

5) Please describe (city name) ’s brand identity.

This question was asked to learn about what city stakeholders are trying to portray with the brand. The reason for not being more specific with this question was to not lead the respondent in any way but rather get him/her to describe what he/she thinks the city’s brand is like.

6) How did you decide on the brand campaign and actually put it into action (advertising means)?

After designing the brand, the next task for the brand’s creators is to communicate the brand to the chosen target group.

The participants were not informed that this research is based on a comparative design to decrease the risk of them trying to bias the answers.

Survey

The most feasible tool for finding out consumers’ perceptions for the purpose of this thesis is the use of surveys. The survey is employed to retain quantifiable data about the brand image of each of the chosen cities. According to Fisher (2007), when accepting a margin error of 5%, the sample size should approximately include 384 answers. As the authors collected 418 responses, this criterion is met. Additionally, as previously mentioned, the surveys are used as a notion of people’s perceptions of each city and are supported by opinions gathered through examining blogs and travel articles. Therefore the sample size can be viewed as sufficient.

The target age of respondents for this survey is 18 years of age and above, as 18 is usually the age that people begin to travel more, and on their own, meaning without parental guidance,
and have better formed opinions about where they have traveled and what they think of their destinations. The surveys were sent out via e-mail messages, with the help of the online social network Facebook, along with being posted on various Facebook groups. Surveys were also handed out at Mälardalen Högskola in Västerås, Sweden, and posted on various blogs such as travelblog.com, and the forum Yahoo Answers.

The survey is based on questions in both nominal and ordinal scale of measurement. Nominal scales are assigned when “people or objects with the same scale value are the same on some attribute. The values of the scale have no 'numeric' meaning”. Examples of nominal scales include gender, ethnicity, or marital status. (American Psychological Association, 1994)

Ordinal scales are assigned when "people or objects with a higher scale value have more of some attribute. The intervals between adjacent scale values are indeterminate. Scale assignment is by the property of greater than, equal to, or less than." Examples of ordinal scales include movie ratings, restaurant ratings, and generally the rank order of anything. (American Psychological Association, 1994)

The survey begins with a few nominal questions such as the demographic questions about the respondent, in terms of age and gender and basic background information such as country of birth and occupation. It is further structured in such a manner that at least one question represents one of the six components of the ‘city brand index hexagon’ by Simon Anholt.

Questions seven through ten are the beginning of the ordinal questions and they represent ‘the presence’ component of the hexagon, where the city’s international status and standing is put into question. The respondent is asked an open-ended question that provides information of how familiar the respondent is with each particular city.

Question eleven and twelve are geared towards finding out what ‘the place’ is about in terms of climate. It is meant to explore the physical aspect and the perceptions that the respondent has towards each particular city. Once again this is an open-ended question that does not lead the respondent to any particular pre-existing answer, rather provides the opportunity for the respondent to answer the questions, as they truly perceive the answer to be.
Questions thirteen through fifteen as well as twenty, are based on two of the elements within the hexagon, those being ‘the prerequisite’ and ‘the potential’. The prerequisite factor deals with the basic qualities of the city, such as transportation, accommodations and public amenities, which the authors display in particular through question fifteen. At this point in the survey the particular questions are pre-coded, and based on the ordinal scale of measurement, providing the respondent with six possible options to answer the questions. The reason why there are six options for this ordinal scale instead of the typical five, is because the authors wanted the respondents to have an ‘I don’t know’ option, as this would provide a better gauge to measure if the respondents actually did not know the answer, or perhaps were just guessing. Question twenty also falls into this category as it asks about the affordability of each city. This is also a pre-coded question, however unlike the previous questions, it is not based on the typical 5-option ordinal scale, it is a ranking question that asks to compare the cities between themselves and rank them accordingly from one to four, from one being the least expensive. The potential factor entails a more economic and educational outlook, however, the authors applied the

Question sixteen and seventeen are directly related to ‘the pulse’ factor, which examines how vibrant the city is and what kind of appeal it has for visitors. These pre-coded questions are meant to explore the various perceptions of the respondents through ranking the excitability of the cities using the ordinal scale, and by asking them if they felt they would be have enough attractions to keep them busy. Questions eighteen and nineteen are meant to explore ‘the people’ factor of the hexagon. People are very important to the city and here the questions aim to find out how the respondents perceive the people of each city in terms of friendliness and the ability to communicate with them.

Following questions twenty-one through to twenty-four are multiple-choice questions (three possibilities), which are not based on any particular theories, instead these questions are meant to explore if indeed the respondents are familiar with each of the city’s slogans. It is in the interest of this research to see if the respondents are capable to choose the right slogans, as this will indicate a level of knowledge about the city brand itself.

The final question is also a ranking question, and its’ purpose is to gauge which city according to the respondents they would most likely visit, and provide the study with a popularity vote amongst the chosen respondents. This question is asked twice within the survey, once at the beginning of the survey as question number six, and again as the last question. This was done
on purpose to gauge whether respondents would change their mind in the ranking of the cities once they had some time to think about it more while filling out the survey.

3.5.2 Secondary data

A mixture of various information channels were used to gather data for this thesis, such as the Internet, including databases, as well as books and relevant articles. One criterion while searching for information was the qualification of the sources’ authors. Work of experts in the marketing fields, like Philip Kotler, where consulted for theories and term definitions.

To gain an insight of the cities’ current status, information was gathered online through websites and online databases such as Abi/Inform, Proquest and Emerald. Other print media, such as books, were not considered, due to the fact that the needed information had to be recent in order to be able to draw a contemporary picture of the chosen cities. For assurance that the gathered information was not biased, data was collected from various international sources rather than relying on the cities’ own, subjective websites.

Furthermore, the authors studied each city’s brochures to identify the brand identities for each location.

In addition to making use of a survey to measure consumers’ perceptions about the chosen cities, the authors examined online blogs and forums to gain knowledge what is written about those cities from a consumers’ perspective. The following blogs were chosen for the purpose of this research; travelblog.org, lonelyplanet.com, Yahoo! Answers, the online social network Facebook was also examined to get a notion of perceptions.

Online magazines such as nationalgeographic.com, lonelyplanet.com, and frommers.com, are the main website the authors have consulted to investigate opinions and to discover what is written in the media about the cities of interest.

3.6 Information analysis

With supporting secondary data, the information gathered through the conducted interviews and answered questionnaires will be analyzed with the help of Simon Anholt’s theories (2007) to identify each city’s brand identity.
The surveys that were sent to consumers are analyzed with the computer software SPSS which will help the authors to evaluate consumers’ perceptions about each city brand and therefore each city’s brand image.

Each city’s branding approach will be analyzed by comparing them with each other to uncover patterns and consequently success factors. Additionally the authors will look for links and connections between what each city offers, its brand identity and brand image. It is vital to identify those links and connections to be able to highlight successful aspects in the branding process.

3.7 Limitations

Questionnaires, interviews and surveys are all formulated in the English language. This is not a problem when looking at the branding approaches of New York and Hong Kong as both of those cities have English as an official language. The person in charge of branding Stockholm is a native Brit who therefore speaks English fluently. However, even though English is widely used in the business world, Dubai does not have English as an official language. As a questionnaire was sent to people involved in the branding process of Dubai in the English language, there is a possibility of misunderstanding. This is also a possibility to some extent with the survey, as many respondents’ first language is not English, and although they may be proficient in it, confusion can still arise.

Furthermore it was only possible to interview the company who created the Stockholm brand, for the other three cities questionnaires were sent via e-mail, which prevented the authors from asking clarifying questions during a discussion. Additionally, the city of Dubai did not have a single slogan or tagline as part of the city branding efforts, until the launch of the official branding, which took place in mid May 2009. This occurrence prohibited the authors to completely examine the new and official branding of the city, as information was not available in time to be fully analyzed. Due to time and monetary constraints, only four cities are chosen to answer the purpose of this thesis. However, to be able to analyze city branding further, additional cities from around the world varying in size should be considered. Lastly, when referring to the survey response’s accuracy, it must be mentioned that the survey is solely based on the respondent’s views and perceptions, and some answers may not truly represent the opinions in their entirety. Additionally, some answers may not add value to the research being conducted in this thesis, which can result in a small percentage of responses to be inaccurate.
4. Findings

The subsequent chapter provides the findings gathered through primary and secondary research about Dubai, Hong Kong, New York and Stockholm, each city’s brand identity as well as brand image based on consumers’ perceptions.

4.1 Dubai

The following sections describe Dubai in more detail.

4.1.1 Geographical setting

Dubai is located in the Middle East and is one of the seven emirates of the United Arab Emirates. It is the second biggest emirate with 3885 km² and is situated at the banks of Dubai Creek, which is a natural inlet of the Persian Gulf. The municipality of Dubai, the City of Dubai, is roughly 35 km². (Dubai, 2008a)

Dubai’s subtropical climate is portrayed in the illustration below.

Illustration 5: Climate in Dubai

(Source: Worldtravel (2009a))

The summer months are the hottest in Dubai with temperatures ranging from 36°C to 40°C degrees. The coldest month is January with a temperature low of 12°C degrees, while
December is the wettest month with approximately 36mm of rain during that month. (Worldtravel, 2009a)

The amount of daylight inhabitants enjoy in Dubai does not change significantly throughout the year as it ranges between approximately a minimum of 11 hours in December to 14 hours in June. (Gaisma, 2009a)

**4.1.2 Demographics and Characteristics**

In the year 2007, there were 1,529,792 people living in the Emirate of Dubai, approximately ¾ of them are men (Government of Dubai, 2009a).

The city of Dubai is, with only 5% of local Emiratis, made up of a multicultural mix of citizens, with Indians building the majority of expatriates in Dubai (Dubai, 2008b).

In the United Arab Emirates there is a high level of power distance (80) and uncertainty avoidance (68), which means that within the country there is an inequality of wealth and power as it is dominated by rule-orientation which leads to an environment where few individuals have most of the power and authority. When examining the masculinity score, it is noticeable that with 52 it is only slightly higher that the world’s average of 50.2, while the individualism lies below the world’s average of 64 with a score of 38. According to Hofstede (2009a), while women’s rights are limited in the Arab world, the relatively low masculinity score could be traced back to the Muslim religion. The individualism score indicates that the UAE population is committed to a large social group rather than looking out for oneself. (Hofstede, 2009a).

While Arabic is the official language in Dubai, English is widely spoken and commonly used in the business world. (Dubai, 2008b)

**4.1.3 Brief history**

Dubai was first settled in 1833 at the mouth of the creek, which then was a natural harbor, which transformed Dubai into a fishing center, pearl hunting, and opened up the doors for trade. By the twentieth century Dubai was known as a successful port. In the 1930’s Dubai’s population is estimated to have been “nearly 20,000, a quarter of whom were expatriates.” (Government of Dubai, 2009b)
As the traffic through the creek was increasing, by the 1950’s the creek has begun to slit, which resulted in the decision to dredge the waterway, made by the ruler of Dubai at the time, Sheikh Rashid bin Saeed Al Maktoum. This was a very costly project, however, this resulted in an increased volume of cargo ships going through the port.

In 1966 the discovery of oil was made, and the revenue from the investments was used to develop the infrastructure in the city. Much of this included, school, hospitals, roads, a telecommunication networks, a new port and terminal at the International Airport were also built, along with multiple runway expansions. At this point the largest man-made harbor (Jebel Ali) also had begun construction.

In 1971 Dubai and Abu Dhabi Sharjah, Ajman, Umm Al Quwaain, Fujairah and (in 1972) Ras Al Khaimah, joined to create the United Arab Emirates. The first President of the UAE, Sheikh Zayed, successfully led the country into becoming one of the “richest countries in the world with a per capita GDP in excess of US$17,000 per annum”.

During the 1980’s and 90’s decisions were made for Dubai to become a leading world destination for tourists, which spurred further investments into tourism infrastructure. This has brought Dubai to where it is now, with the world’s highest, biggest, tallest, or the first of its kind, hotels, buildings, land etc – quickly becoming an unmatched and unique location of the world. (Government of Dubai, 2009b)

4.1.4 Economic and Political Situation

Currently Dubai has a very diverse and dynamic economy, and is the largest re-exporter of goods in the Middle East. Investors from all over the world are being attracted to the low logistical and operational costs, infrastructure, and liberal government policies that Dubai offers. Major industries such as trade, transport, tourism, and finance have been on a constant growth. Dubai is politically headed by a hereditary ruler, which comprises the UAE’s Supreme Council of Rules, which is headed by a President. (Government of Dubai, 2009c)

Dubai’s economy is able to compete on several factors such as cost, market, and the environment. These combined factors are able to create an advantage for Dubai to compete on the world market as an attractive city for local and foreign investors. Further advantages will be discussed in the following paragraphs.
Dubai offers a strategic location, as it is a link between Europe and the Middle East, as well as Africa. It is also a large market for any investors as it covers about 1.5 billion people in the region - the Gulf, Middle/Eastern Mediterranean, CIS, Central Asia, Africa, and the Asian sub-continent. In addition to the sizable market, Dubai’s international trade has been increasing for the past three decades, and continues to do so at an “average rate of 11% per year since 1988”. Dubai’s prosperity is further enhanced by its location as it is the “world’s richest regions as well endowed with ample supplies of cheap energy and primary aluminum”. Location wise, it is also very accessible as it is served by over “120 shipping lines and linked via 85 airlines to over 130 global destinations.” (Government of Dubai, 2009c)

Low crime rates, well-developed and sophisticated banking system “features extensive credit facilities and ample liquidity”. The government is committed to seeing business thrive in city, and employs liberal economic policies. In addition, there are clear ownership laws and regulations in place, which provide foreigners with ownership rights of up to “49% for limited liability companies established within the Emirate of Dubai and up to 100% for professional companies, branches and representative offices of foreign companies and free zones enterprise.” (Government of Dubai, 2009c)

Dubai belief in an open and free economic system is what attracts investors and businesses to the city. With this in mind, the government has few regulations and controls of private sector activities. In addition, there are no direct taxes on either private or corporate profits, with the exception of oil companies, which pay a set amount of 55%. Customs duties are also low, at a 4% with a large amount of exemptions and a “100% repartition of capital and profits are permitted”. To further enhance Dubai’s economic appeal there are no foreign exchange controls, trade quotas, or barriers for goods, there is a stable exchange rate between the UAE currency and the US dollar. Finally, there are liberal visa policies that enable importation of labor and/or skilled workers from many parts of the world. (Government of Dubai, 2009c)

Dubai has invested into several sectors such as transport, telecommunications, energy, and industrial infrastructure, which all contributes to the ongoing prosperity for the city. In addition to that, it offers competitively priced and skilled labor, as well as competitive energy and real estate costs. Dubai is also known for providing good living conditions which all contribute to the growing economy of the city.

Dubai also has a wide exposure for trading activities and international business, along with various opportunities such as business partnerships, franchising, and joint ventures among
others. These potential opportunities provide an increase in choices for investors in a growing economy. Currently Dubai’s trading network extends to 179 states, and is the world’s “third-largest export and re-export center after Hong Kong and Singapore”. (Government of Dubai, 2009c)

Additionally, Dubai’s economy has been increasing as a result of the manufacturing and production sector. Dubai is involved in the production and export of aluminum ingots, fabricated metal products, textiles and garments, gold and jewelry, prepared foods, consumer electronics, refined petroleum, chemical and non-metallic mineral products. More effort, both economically and politically among others, is being made, to extend the manufacturing sector for further economic growth. (Government of Dubai, 2009c)

4.1.5 Tourism

Dubai prides itself on its tourism, as it claims that hospitality has been their tradition for centuries. The government’s main strategy is “to position Dubai as the leading tourism destination and commercial hub in the world and to strengthen the Dubai economy”. Dubai is quite diverse, and hence there are many attractions that tourist can see, and many activities they can partake in. There are many natural and historic sites, such as the desert and sand dunes, mountains, parks and ancient houses - to quite an opposite experience, of modern architectural marvels, luxurious buildings and enormous shopping malls. (DTCM 2009a)

There are several tourist highlights, which can be broken down into a few categories as follows;

1) Historical sites: various museums such as the Dubai Museum or the Neif Museum, old heritage sites such as the Sheikh Saeed’s House, the Hatta Heritage Village, the Sheikh Obaid bin Thani House, the Heritage and Diving Village, and the Al Ahmadiya School and Heritage House, to name a few. In this category there are also various archeological sites, such as the four main excavation sites of Al Qusais, Al Sufooh, Jumeirah and Hatta, which can be of interest to many tourists.

2) Cultural sites: there are many mosques that can be seen in Dubai some of which include the Jumeirah Mosque, and the Grand mosque. Others include the Bastakiya, which is a district of narrow streets and lanes, filled with old buildings and traditional courtyard houses providing a glimpse of the old Dubai. Watchtowers such as the Burj Nahar, and the Bait Al Wakeel, which is the first office building, are also part of
Dubai’s culture and heritage. (DTCM 2009b)

3) Iconic Landmarks: the most iconic landmark is the Burj Al Arab, the hotel that is in the shape of a sailboat. This hotel is the most famous tourist landmark, and has been inaugurated in 1999. The second most iconic landmark is The World, a collection of 300 manmade islands, and can be seen from space. The Palm Trilogy (also known as the Palm Jumeirah) is also a very well known landmark, where beachfront homes can be purchased for the right price. The Atlantis, is an ocean-themed resort located at the center of the crescent of the manmade Palm Jumeirah, has also made a name for itself throughout the world. The Dubai Marina, which is the largest manmade marina in the world is very well known and recognized. Finally, the Burj Dubai, which is scheduled to open this year (2009) is a tall skyscraper set to be the tallest building in the world. It encompasses a small city in its center, it will be the “center piece of Dubai’s new Dubaitown District.” (DTCM 2009c)

4) Others: This category is a mix of several activities that tourists can partake while in Dubai, such as shopping in giant Deira City Centre shopping mall, or the Wafi shopping mall to name a few out of a few dozen. The Dubai zoo is also an interesting and fun place to visit, especially with kids. Children of all ages will be entertained at amusement parks and entertainment centers such as the Magic Plant, WonderLand, and the Encounter Zone. There are various parks and gardens to be enjoyed in Dubai, as well as various sports centers with plenty of golf courses. (DTCM 2009d)

These are just a few of the highlights that the city has to offer, in addition to various tours and safaris, such as camel racing and riding, desert feasts and safaris, dune driving, horse racing, and sand skiing to name a few. This city can be a busy place for any kind of tourist. This is what the government of Dubai emphasizes when marketing it to the rest of the world. (DTCM 2009e)

In addition to being a multi-faceted city, and offering facilities “of the highest international standards combined with the charm and adventure of Arabia”, Dubai provides a friendly, safe and basically crime-free environment for tourists. According to the Dubai Department of Tourism and Commerce Marketing (DTCM), there are five key ingredients that have “earned Dubai a growing reputation as one of the world’s most attractive and rapidly developing leisure destinations” – and those are sunshine, shopping, seaside, sports, and safety. Dubai is also established itself as the trading and commercial hub of the Middle East. All of these
factors placed together result in a new and different tourist destination “combining the traditions of the East with the comforts of the West”, and this is how the city Dubai is marketing themselves to the rest of the world. (DTCM 2009f)

Furthermore, Dubai is taking part in the incentive travel market, which it has managed to do successfully. The reason why Dubai has been successful with this type of marketing is because it fits the criteria of the incentive travel profile – “of somewhere new and different that combines exotic experiences and excitement with professional destination management services and top quality hotels”. Dubai is also very easily reachable by the rest of the world, more than 135 airlines fly through Dubai International Airport, linking the city to 210 destinations. In addition, the Dubai Airport is efficient and customs officials and immigration procedures are easy to deal with. Additionally to all the factors mentioned previously, Dubai offers travelers current and modern telecommunication services. To sum it all up, with the help of the DTCM Dubai presents itself as “a modern city with timeless tradition that offers today’s traveler the incentive of a lifetime”. (DTCM 2009g)

Public transportation in Dubai is limited. A metro mass transportation system is being built right now, which will provide basic service and will open at the end of the year 2009. It is in discussion if the wagons will be separated by gender. While the most common form of public transportation is taking taxis, public buses are available in Dubai, where men and women are segregated. (Tripadvisor, 2009)

4.2 Hong Kong

In order to examine Hong Kong’s offerings, the city is examined in the following sections

4.2.1 Geographical setting

Hong Kong Special Administrative Region is located in eastern Asia at the southeastern tip of China. “Hong Kong is a Special Administrative Region of the People's Republic of China. Following British rule from 1842 to 1997, China assumed sovereignty under the 'one country, two systems' principle. The Hong Kong Special Administrative Region's constitutional document, the Basic Law, ensures that the current political situation will remain in effect for 50 years.” Hong Kong is made up of Hong Kong Island, Lantau Island, Kowloon and the New Territories which include 262 islands. Approximately 40%, of Hong Kong’s 1104 km² total area, consists of parks and nature reserves. (GovHK, 2009a)
Hong Kong’s climate can be characterized as sub-tropical with humid summers and dry winters. The following illustration shows Hong Kong’s temperatures and rainfall in detail.

Illustration 6: Climate in Hong Kong
(Source: Worldtravel (2009b))

The coldest month is February, while the average temperature for July and August are 29°C degrees. Typhoons can occur during the seasons spring and fall. (Worldtravel 2009b)

Daylight in Hong Kong ranges between roughly 14 hours in June to 11 hours in December. (Gaisma, 2009b)

4.2.2 Demographics and Characteristics

At the end of year 2008, the population of Hong Kong was 7,008,900, with 47.2% being male and 52.8% being female (Census and Statistics Department, 2009).

Hong Kong has a low score in uncertainty avoidance, which, according to Hofstede (2009b) indicates the tolerance of uncertainty and freedom of opinions. This in turn creates an atmosphere where various cultures and ideas can coexist. The city also has a low ranking in individualism which points to the citizens being committed to larger groups.
“Hong Kong’s Power Distance score is 68 compared to the other Far East Asian countries average of 60. This is indicative of inequality of power and wealth within the society. This condition is not necessarily subverted upon the population, but rather accepted by the society as their cultural heritage.” (Hofstede, G., 2009b)

As Hong Kong was a British colony until 1997 Cantonese as well as English are Hong Kong’s official languages. English is widely understood and about 1/3 of the citizens speak the language. (US Department of State, 2009)

4.2.3 Brief history

The former fishing village and salt producing region was a crossroads of trade and cultural intercourse as it was occupied by the UK in 1841. The occupation resulted from China’s defeat in the ‘Opium War’. As the British occupation gave Hong Kong a degree of isolation, the city was able to enhance its advantages in trading activities without having China interfering. Opium was the most traded good in the beginning, however other merchandise was increasingly traded as time progressed. During 1842 and 1949 the economy expanded as workers came from Mainland China into Hong Kong when the population flow was unrestricted.

Hong Kong prospered as a British colony and became known for being a banking, shipping and insurance center in Asia. When in 1898, Kowloon, which is part of Hong Kong, suffered from lack of water and arable land, the UK demanded territory from China – nowadays known as the New Territories. The land was not given to the British but China decided to lease the land to the colony for 99 years, meaning that the lease would end in 1997.

In 1941, after four days of fighting, Japan invaded and occupied Hong Kong. When in 1945 the atom bombs were dropped on Hiroshima and Nagasaki, the Japanese surrendered – after the Hong Kong population endured 3.5 years of captivity. The British Crown Colony was re-established and Hong Kong regained its status of being a trading hub.

When the expiration of the 99-year lease came close China agreed to give “Hong Kong an unprecedented measure of autonomy, to allow its existing social and economic systems to remain unchanged for the following 50 years”. This led to Hong Kong being a special administrative region of China, which created the ‘one country, two systems’ policy. (Windows on Asia, 2009)
4.2.4 Economic and Political Situation

Hong Kong’s currency, the Hong Kong Dollar, is pegged to the US Dollar ever since an agreement was made in 1983. The city has a free market economy that is dependent on international trade and finance. Mainland China is Hong Kong’s main trading partner, accounting for approximately 49% of the city’s exports, followed by the US where about 14% of commodities are exported. Its main industries are textiles, clothing, tourism, banking, shipping, electronics, plastics, toys, and watches. (CIA, 2009a)

While Hong Kong’s economy is one of the most open and dynamic economies, with a sound banking system, the economy’s growth slipped due to the recent economic recession (2008/2009). The low taxation and infrastructure create incentives for international businesses. (US Department of State, 2009)

As mentioned in the previous section, Hong Kong is a special administrative region of China whose government type is a limited democracy. Its legal system is based on the English common law. (CIA, 2009a)

The US Department of State describes Hong Kong’s political situation as “a free and open society where human rights are respected, courts are independent, and there is well-established respect for the rule of law, residents are limited in their ability to change their government, and the legislature is limited in its power to affect government policies. […] Concerns were raised over the use of exit polling data by party-affiliated organizations to assist parties in urging their supporters to vote for particular candidates”. However, a Principle Officials Accountability System was established in 2002 whose task is to be responsive to public concerns. (US Department of State, 2009)

4.2.5 Tourism

Tourism is very important to Hong Kong (HK), and is an integral part of their economy. The main strategy that the government has put in place is to further strengthen HK’s ‘appeal as a premier tourist destination’ by various investments in building new infrastructure, and improving existing facilities. There are several attractions that have helped HK position itself as ‘must-visit city’. These tourist highlights include: The Peak which provides a view of HK Island and Kowloon, two theme parks (Hong Kong Ocean Park and Hong Kong Disneyland), the Guinness World Record-winning nightly light and sound show called ‘A Symphony of Lights’, the HK Wetland Park, and the Ngong Ping 360 cable car ride to a cultural and
religious village at the foot of the Tian Tan Buddha, and the world’s largest seated outdoor bronze Buddha statue at Po Lin Monastery. (Hong Kong Year Book, 2007, p.291)

The government has continued to develop “Hong Kong’s tourism infrastructure to maintain its position as a preferred tourist destination”. Currently the Ocean Park is being redeveloped and into a “world-class marine-themed park”, that would feature over 70 attractions for tourists. The project is separated into several phases and completion is estimated between the year 2012 and 2013. In addition to the constant improvements to buildings and sites, the government is also intending on enhancing visitor signage such directional signals, map boards and identification sings that guide visitors to popular tourist spots. Other plans include the redesign and improvements of existing waterfronts and promenades, along with the beautification of parks, and the Transport Link in Tsim Sha Tsui East. (Hong Kong Year Book, 2007, pp.292-293)

A current plan that government has in the works to further increase tourism is the development of a new cruise terminal that is expected to begin operations in 2012. This terminal will include “two berths that cater to different types of vessels including the mega cruise vessels that have displacements of up to 110,000 tones”. Cruise travel has been increasing in HK during the past few years, and it has the potential to grow further. During 2007, the “throughput of overseas cruise passengers to Hong Kong increased by 52 percent” and the number of ships that had called the port in 2007 was 11 percent higher than in the previous years. The overall goal of the government through these development plans is to make HK one of the leading hubs for world cruise ships. (Hong Kong Year Book, 2007, p.292, p.296)

The government is also trying to raise more awareness about travel to HK by implementing a green tourism program to help raise appreciation of the natural environment in HK. This will mainly be achieved through various eco-tours and improvements to already existing eco-sites and facilities such as Plover Cove, and Tolo channel. (Hong Kong Year Book, 2007, p.293)

A very important issue for the tourism industry in any country deals with the protection of travelers from fraud, and other such matters. The Travel Agents Ordinance (TAO), which is comprised of two components; a licensing system, and a self-regulatory body regulate travel agents in HK. The TAO’s main focus is on preventing fraud, minimizing loss for the travelers “in the event of defaults by outbound travel agents, and to protect the interest of visitors by enhancing the service standards of inbound travel agents”. All this translated into that fact
that all travel agents that provide outbound and inbound services must be licensed under TAO. The ‘self-regulatory function’ is performed by the Travel Industry Council of Hong Kong (TIC), and all travel agencies must be TIC members to obtain a license. The TIC is responsible for setting and enforcing codes of conduct, along with the issuance of directives to ensure proper practices. The TIC also handles complaints against travel agents, and takes disciplinary action against companies that breach the rules and codes. (Hong Kong Year Book, 2007, p.296)

Hong Kong has an extensive metro underground system throughout the whole area of Hong Kong, called the MTR. Buses and Minibuses and taxis are also available. A ferry that connects Hong Kong Island and Kowloon is a quick way to cross the water. Trams, which are in service since 1904 run on Hong Kong Island and provide another option for tourists and inhabitants alike to get around the city. Hong Kong offers the Octopus card which is an electronic fare card that is accepted for most public transportation and prevents users from having to buy tickets for every single journey. (Hong Kong Tourism Board, 2009)

4.3 New York

The following sections describe New York’s offerings and situation.

4.3.1 Geographical setting

New York City is located in the North East of the United States of America. The city covers an area of approximately 790 km² and consists of five boroughs - The Bronx, Brooklyn, Manhattan, Queens, and Staten Island. About 25.3% of the total area is occupied by open spaces and recreational areas (New York City Department of City Planning 2007)

The humid continental climate of New York is displayed in the subsequent illustration.
As the illustration above demonstrates, the warmest month is July with a high of 29°C and an approximate low of 20°C. The coldest month on the other hand is January, where the temperature drops to a range between -4°C and 3°C. The summers in New York are warm and humid, with the most rainfall occurring in August, while the winters are cold with occasional snowstorms. (Worldtravel 2009c)

New York has the most daylight in June with approximately 15.5 hours, while the darkest month is December with daylight of about 10 hours. (Gaisma 2009c)

4.3.2 Demographics and Characteristics

New York is the most densely populated city in the United States of America with a population in the year 2006 of 8,214,426. About 35.9% of New York’s population is foreign born, which creates a cosmopolitan atmosphere where many different cultures meet.

Citizens of the USA have the highest individualism score in Hofstede’s (2009c) research of cultural dimensions across different countries in the world. This high score indicates that Americans look out for themselves and don’t have tight bonds with larger social groups.
Even though Hofstede’s masculinity score points to a higher degree of gender differentiation of roles in society, the power distance score of 40 lies below the world’s average of 55, meaning that there is equality between social levels and institutions. The low uncertainty avoidance score shows that the population tolerates different thoughts, beliefs and ideas. (Hofstede, 2009c)

English is the official language used in the USA, however, as there are many citizens in New York who were born in other countries, many other languages are spoken as well.

4.3.3 History

When Florentine Giovanni da Verrazzano was exploring the North American coast for the French king Francis I, he discovered what now is the New York Bay in 1524. The first permanent settlement was made in 1625 and was named New Amsterdam. Between 1626 and 1674, the occupation of what is now Manhattan changed between being British and Dutch. The Westminster treaty of 1674 made New York British again. New York developed to a vital seaport and a strategic base for the British military against the French. (Cosmopolis, 2009)

When the British army left New York in 1784, the city became the capital of the USA until 1790 when Philadelphia became the capital. In the year 1820, New York became the country’s most populous city with 123,706 citizens.

After the American civil war, “New York became the principal facilitator of the industrialization of the United States as well as of its imperial westward expansion”. (Cosmopolis, 2009)

From the year 1892 until 1954 Ellis Island, a former small New York harbor served as the first federal immigration station through which over twelve million immigrants entered the United States. Most immigrants entered the US through New York, as this harbor was the most popular steamship destination. (The National Park Service, 2008)

In the year 1898 the five boroughs, Manhattan, Brooklyn, Queens, Bronx and Staten Island formed the greater New York area.

The glamorous, vibrant image of New York was shattered in 1993 when terrorists bombed the World Trade Center in New York. Another terrorist attack in 2001 lead to the collapsing of the so-called twin towers of the World Trade Center. Since then the city has re-gained its energy and is seen as a cultural icon. (Cosmopolis, 2009)

4.3.4 Economic and Political Situation

New York City’s economy places second after Tokyo in absolute terms in is the largest regional economy of the USA. The city is one of the world’s leading financial centers and the employment in financial services accounts for 14.8% of the total employment and 15.5% of the GDP of New York. (The Economist, 2007).

While New York is known for its finance sector and being home to the world’s largest stock exchange, the New York Stock Exchange, the city’s economy is also built on tourism, professional services, arts and media and due to a concentration of medical schools and research centers in the New York region, the city’s economy is also built on biomedical research and medicine. (Currid, 2006)

The United States of America are a constitution-based federal republic with a strong democratic tradition. (CIA, 2009b). The Republican, Michael Bloomberg, is the mayor of New York, heads the city’s executive branch and is elected every four years (NY, 2009a). The political situation of New York is often described as more liberal compared to the rest of the country. One example of this is that the state of New York just recognized same-sex marriage, however does not perform it (Robinson, 2008).

4.3.5 Tourism

New York City (NYC) sits at the mouth of the Hudson River, and is made up of 5 boroughs separated by various waterways. The five boroughs consist of Manhattan, Brooklyn, Queens, Bronx, and Staten Island. NYC has been an iconic city for many years, and can be associated with many aspects such as modern architecture, the world’s largest and most popular theatre district, world renown galleries and museums, culture, night life, events, and great food – New York is said to have it all. However, it is worth noting that NYC is not a complete concrete jungle, in fact, there over 113km² parkland, and 22 km of public beaches. (Quickoverview, 2009)
New York city can be associated with many various ideas, images and tourist attractions, especially since it has been in the spotlight for decades in various ways such as in movies and television. NYC is very popular for its financial and business districts, however, tourism has always been a very large part of New York city, and continues to be. There are many reasons why tourists are attracted to New York city, many of the reasons are mentioned above, and the major attractions that NYC has to offer can be grouped into the following categories; (NYC Government, 2009)

1) Famous NYC sights: The Empire State Building, the Grand Central Terminal, the Federal Reserve Bank of New York, Madison Square Garden, Radio City Hall, Times Square, Central Park, Trinity Church, and of course the Statue of Liberty, which has been an international symbol of political freedom and democracy since 1886.

2) Culture and Arts: Carnegie Hall is the most famous music hall in the world and hosts various concerts and special events. Metropolitan Opera has been one of the world’s leading opera companies since it has opened in 1883. There are various museums such as the American Museum of Natural History, The Bronx Museum of the Arts, Brooklyn Museum of Art, Dia: Chelsea among many others.

3) Theaters: plays and theatre are quite popular in NYC, and Broadway is one of the most famous areas for this kind of entertainment. Broadway is known for its many famous theatres, include the American Ballet Theater, The Lincoln Center is the world’s largest cultural complex which hosts classical ballet, opera, modern dance, film and jazz shows, and the Tribeca Performing Arts Center.

4) Cruises and Tours: There are various cruises that take tourists to or past the Statue of Liberty and Ellis Island. There are also various speedboat thrill rides on the water, and the free Staten Island Ferry, takes tourists close to the Statue of Liberty, without stopping, and provides wonderful views of the entire NYC skyline.

Other great tourist attractions include Astroland, which is NYC’s largest amusement park located on Coney Island in Brooklyn. The Bronx Zoo and the New York Aquarium are also very popular destinations. There are of course countless shopping malls, shops, and boutiques to cater to various retail needs. Tourists can also attend various show tapings for free such as The Today Show (NBC), The Early Show (CBS), Good Morning America (ABC) and many others. (NYC Government, 2009)
New York City as one of the most extensive and complex public transportation systems in the world, providing 24 hour service for visitors and citizens alike. The city has subways, trains, buses as well as taxis. ((NY, 2009b)

4.4 Stockholm
The subsequent sections introduce Stockholm’s history, current situation as well as offerings.

4.4.1 Geographical setting
Stockholm is Sweden’s capital city and is located in the northern part of Europe. The city is built on 14 islands and 30% of the central Stockholm area consists of water. Parks and open spaces constitute 40% of Stockholm within the city limits. (Stockholms Stad, 2009a).

The land area of the city of Stockholm is 188 km\(^2\), the county of Stockholm is 6519 km\(^2\) big (Stockholms Stad, 2009b).

The illustration below demonstrates the moderate climate of Stockholm as well as the average amounts of rainfall.

Illustration 8: Climate in Stockholm
(Source: Worldtravel (2009d))

- 39 -
With an average temperature of 17°C, July is the warmest month in Stockholm, while the coldest months are January and February with an average temperature of -3°C. July and August are the months with the most rainfall.

In Stockholm, the shortest day has approximately six hours of daylight, whereas the longest day in the summer has about 18 hours of daylight (Gaisma, 2009d).

4.4.2 Demographics and Characteristics

On January 1, 2008, the city of Stockholm had 795,163 citizens out of which 18,902 were Finnish and 14,721 Iraqi. (Stockholms Stad, 2009b)

When looking at the whole Swedish population, it can be noted that based on Hofstede’s cultural dimensions, there is a very low degree in gender differentiation with a masculinity score of 5 (the world’s average of the masculinity score is 50). The relatively high individualism score indicates that Swedes look out for themselves and their close relatives rather than being part of strong, cohesive groups. (Hofstede, 2009d)

Since 1940, Swedish students are required to learn English in school. In addition, all English shows and movies broadcasted in the Swedish television have subtitles rather than being dubbed which adds to the fact that the majority of Swedes speak and understand English well (Ståhl, 1999).

4.4.3 Brief history

Stockholm was founded in 1252 by the Swedish Regent, Briger Jarl. Stockhom had a large advantage over other cities because of its geographical location, being between Lake Mälaren and the Baltic Sea, for this reason Stockholm became a very important commercial city within the region. Goods such as iron, copper, tar and fur were often traded and Stockholm did most of its business with Germany for several decades. At that point the population was a mixture of Germans, Finns, and Swedes combining to a total of about 5000-6000 inhabitants by the middle of the fifteenth century. (Stockholms Stad, 2009f)

In 1523 Sweden’s new king, Gustav Vasa, was appointed, which had a great impact of both Stockholm itself and the rest of Sweden. (Stockholms Stad, 2009f). Gustav made the Sweden an independent monarchy, and Stockholm as the capital of Sweden. (Stockholm Tourism, 2009)
In the middle of the seventeenth century Stockholm’s population started to grow very quickly, this increased demand for various goods and created a multitude of jobs for locals. By 1625 a large part of the city had to be rebuilt as it was destroyed by fires. Sweden was a “great power and the State authority” at this time. As a result, when the war lords returned to rebuild their lost homes in the fires, they begun to build themselves grand palaces, in the center of the city, using very baroque styles, which gave Stockholm a “very international character.” (Stockholms Stad, 2009f)

During the eighteenth century public buildings such as hospitals, post offices, and railway stations were built, and trams were the main transportation system in Stockholm. This continued into the nineteenth century as the city became known as an important cultural and trade center. Through the twentieth century Stockholm became a large cosmopolitan city, and in 1998 it became the “Capital of Culture in Europe” because of its beauty and multi-facet culture. (Stockholm Tourism, 2009)

### 4.4.4 Economic and political situation

Stockholm ranks as not only Sweden’s economic center, but also as Scandinavia’s, as it has the largest gross regional product (GRP) of all Scandinavian cities. Between 2001 and 2006 Stockholm County’s “GRP grew by 24%, with corresponding figures of 20% for Copenhagen, 10% for Helsinki and 17% for Oslo”. Stockholm is also one of the strongest regions according to GRP per capita in Europe (EU). (Stockholms Business Region, 2009, p.9)

Business start-ups and entrepreneurship in Stockholm have reached record highs in 2007, and bankruptcies fell to their lowest since the beginning of the 21st century. The industry structure is balanced in a sense that there are a variety of companies within various sectors that makes up Stockholm’s thriving economy. Although, the service sector does dominate in Stockholm over the others – however, this does include companies and business that deal with a range of services from commerce and consulting, to hotels and restaurants, healthcare, telecommunications and transport. When looking at the tourism industry, 18500 people are employed full time in this sector. (Stockholms Business Region, 2009, pp.16-17)

The various elements that do make up Stockholm’s economy can be broken down into several areas of focus. One area includes the information and communication technology (ITC),
which Stockholm is home to one of the world’s largest clusters. It is also the home of “one Europe’s largest life sciences cluster” as well as “Scandinavia’s leading financial center and largest tourism industry.” Other strong areas include fashion and design, cleantech, automation and property. (Stockholms Business Region, 2009, pp.18-19)

Stockholm is involved in some of the world’s leading academic research, with prominent hospitals and universities, such as the Karolinska Institutet ranked 4th in Europe, as well as a strong pharmaceutical industry presence. On the other hand, the fastest growing sector within the economy is banking and finance. Stockholm serves as Sweden’s economic center, and “an efficient finance sector is essential in order to ensure effective trading in goods and services, as well as for setting-up and developing businesses” according to the Swedish economic mind-set. Stockholm is part of the Nasdaq OMX, and is also the largest stock exchange in Scandinavia. Stockholm is trying to be on the “cutting edge of developing financial services and products” in order to further expand its economy. (Stockholms Business Region, 2009, pp.20-21)

Stockholm is also the home base for the largest collection of information and communication technology (ICT) companies in the world, there are about 8,000 to be exact, employing a total of about 86,000 people. Stockholm is where wireless innovations such as the GSM network were initially created. Robot and automation technology is also a large part of the economy in Stockholm and surrounding areas. ABB is the largest, and best-known company, however, the Stockholm region is also “home to more than 500 industrial automation and robot technology companies, employing approximately 8,000 workers”. (Stockholms Business Region, 2009, pp.22-23)

The fashion and design industry is becoming more and more popular in Stockholm, and the city is “increasingly cited as one of the trendiest, most design-conscious cities in the world”. Well known brands such as H&M, Gant, Acne Jeans and J.Lindeberg are based out of Stockholm. Last but certainly not least, is the tourism industry, where Stockholm “attracts the highest number of visitors in the whole of Scandinavia, and is one of Europe’s top tourist destination”. Stockholm is becoming a more popular destination for leisure and for business travelers. The cruise industry has also seen an increase in popularity with the number of passengers doubling in the past five years. (Stockholm Business Region, 2009, pp.26-27)

Sweden, and therefore, Stockholm are democratic and apply a “constitutional law which states that all power lies with the people”. Sweden however, is also a monarchy, where a king
or a queen is head of State, and it is also part of the EU, while the prime minister is head of government. The Stockholm county council is responsible for “matters of common interest which are too expensive and too costly for individual municipalities to manage”. The councils are also allowed to impose income tax to cover their running expenses, and mainly deal with areas such as health and dental care, public transport, and “support for business and industry, and regional growth development”. The City Council is the supreme decision-making body for the city of Stockholm. The council provides municipal services, which are carried out mostly in administrative or corporate form. Stockholm City Council also applies a decentralized decision-making process on various issues. As a result Stockholm is divided into 14 district councils, which have the “same authority as the City’s other committees and boards”. This model allows decisions to be made with the residents’ opinions in mind, as they can voice their concerns to the district council. (Stockholms Stad, 2009g)

4.4.5 Tourism

Stockholm is the capital of Sweden, one of the oldest cities in Scandinavia, which it uses its advantage when promoting its name around the world. Stockholm is built on 14 islands, and it prides itself in being one of “Europe’s largest and best-preserved mediaeval city centers”. Stockholm prides itself on being able to offer an array of beautiful scenery, historic architecture, a wealth of museums and cultural settings such as theaters, and other sights and attractions for various tourists. (Stockholms Stad, 2009g)

A great feature of Stockholm is that it is situated on lake Mälaren, which opens up into the Baltic Sea. This is a tremendous advantage for both tourism and business for the city. The government’s overall aim is to further develop Stockholm, in order to increase tourism and to “make Stockholm Northern Europe's most attractive location for people and businesses looking for quality of life, growth and a vibrant knowledge-based society”. (Stockholms Stad, 2009h)

The government (Stockholms Stad) is trying to establish Stockholm as a very attractive city. It wants to be seen as a “meeting place for people of different cultures, a gateway for new ideas and a centre for culture, sports and entertainment”. In addition to that, Stockholm prides itself on their admirable public services, an exceptional waterfront location, and brilliant countryside scenery. The city is also well known for its strong economic growth and its business dynamic. In general terms, Stockholm likes to be recognized as “a region that attracts people from other parts of Sweden and other parts of the world, and is open to the
diversity of cultures that this entails”. (Stockholms Stad, 2009i, p.3)

The prominent feature of the city is that it is built on 14 islands which are connected with 57 bridges. A history of over 750 years makes for interesting architectural sites and rich culture. However, the main attractions in Stockholm include Gamla Stan, which is the “oldest attraction and best preserved medieval city centers in the world”. This is also where tourists will find the Royal Palace and the Stockholm Cathedral, along with small winding streets filled with small shops and cafés.

The island of Djurgården has some of the most popular attractions in the city. The Vasa Museum is quite the place, where the world’s only preserved seventeenth-century ship is located. The world’s oldest open-air museum, the Skansen Museum, along with the Stockholm Zoo, is also located on the island. In addition, there are various other museums and located throughout the city, such as the Nationalmuseum, the Moderna Museet which features art work from famous artists such as Picasso, Dali and Matisse. Another frequently visited location is the Millesgården, the home of the work of the most famous Swedish sculptors, the famous Nobel Museum located in the old town, and the City Hall located at the lake’s edge, is one of Stockholm’s most famous buildings.

Sightseeing from the water is also a very prominent way of seeing the city as there are many different tours to choose from. In addition to the fourteen islands that the city is built on, “Stockholm offers a wonderful archipelago with 30,000 islands, islet rocks and skerries”. The boat tours include “under the Bridges of Stockholm, Royal Canal Tour, Historical Canal Tour.” The tours are given in multiple languages, and run at various times during the day, ranging from 50 minute tours to 2 ½ hour tours, meaning there are many options to choose from.

Other activities for tourists include sports such as Stockholm biking tours, canoeing and kayaking on the lake around the archipelago and the islands. There are also various spas and wellness centers in the city for relaxation. There is also great shopping to be done, whether brand names or Swedish designers, there are plenty of shopping centers and boutiques all around the city. (Stockholm’s Official Visitors Guide, 2009).

Stockholm offers a creative way of informing visitors, when they are not close to a tourism office. The city provides computer stations around the city for visitors to look up attractions,
events and book accommodation. (Ewert, M., Stubbs, J., personal communication, April 29, 2009)

Stockholm offers an extensive public transportation system with buses running throughout the whole city. The city also has an underground metro system that makes it easy to get around the city quickly. Taxis are available in Stockholm as well. (SL, 2009)

4.5 City brands

Consumers are exposed to information about places like cities, countries or regions in educational facilities, from media sources, from travels to those locations or from being in contact with residents or people who have been there before. Additionally, consumers learn about geographical locations through news coverage or by watching movies, TV shows or reading books that contain information about the location. (Iversen, Hem, 2007)

According to Iversen and Hem (2007), the exposure to this amount of information alters the locations’ image and associations in the minds of consumers which is why it is more difficult for marketers to have control over place brands compared to product brands.

Van Gelder and Allan (2006) claim that cities do not gain a competitive advantage by granting financial incentives or engaging in extensive advertising but rather by “deliberately creating, developing and demonstrating […] value through appropriate ‘on brand’ actions, which consist of investments, physical and economic plans, attraction programs, events, communications, and the like”.

The findings for the branding processes and brand identities for each city are supported by interviews and questionnaires as described in the methodology chapter, while the survey helps understanding the brand image.

4.5.1 Survey Findings

The survey is used to determine the brand image of each city. Overall, 510 respondents filled out the survey. Out of those, 418 were looked at, as the rest of the surveys were not completely filled out and were not counted. The subsequent findings regarding the survey are based on those respondents that answered all the questions.
4.5.1.1 Respondent characteristics

The respondents who completed the survey came from the following countries: Australia, Austria, Canada, Chile, China, Columbia, Croatia, Denmark, DR Congo, Ecuador, Finland, France, Germany, Guyana, Hong Kong, India, Indonesia, Iran, Iraq, Ireland, Italy, Jordan, Mexico, New Zealand, Nigeria, Pakistan, Poland, Puerto Rico, Singapore, South Africa, Spain, Sweden, Switzerland, Thailand, Netherlands, UK, United Arab Emirates, Uruguay, United States of America, Uzbekistan, Yugoslavia and Israel.

Most of the respondents that took the survey are from the United States of America (45.45%), Canada (20.57%) and Germany (7.18%).

Illustration 9: Occupation of respondents

The illustration above demonstrates what occupations the respondents have, where the highest percentage were students, at slightly over 28%, then the stay at home mothers at over 9%, and occupations which involve education, at also just over 9%.
The next illustration shows the answers to the question which city the respondents have been to before.

<table>
<thead>
<tr>
<th>City</th>
<th>% of Respondents</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dubai</td>
<td>5.12%</td>
<td>25</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>5.74%</td>
<td>28</td>
</tr>
<tr>
<td>New York</td>
<td>40.57%</td>
<td>198</td>
</tr>
<tr>
<td>Stockholm</td>
<td>16.39%</td>
<td>80</td>
</tr>
<tr>
<td>Not applicable</td>
<td>32.17%</td>
<td>157</td>
</tr>
</tbody>
</table>

The above illustration demonstrates that 198 (41%) of the respondents have been to New York, followed by Stockholm, Hong Kong and Dubai. Whereas 157 (32%) people answered that they have not been to any one of those cities for leisure purposes yet.

4.5.1.2 Survey questions

The chart below illustrates the findings from the survey conducted in regards to the question if respondents thought that public transportation would be easily accessible and affordable for each city. It can be noticed that a small amount of respondents either ‘strongly agree’ or ‘agree’ with this statement for the city of Dubai. Similarly, only a handful of respondents either ‘strongly disagree’ or ‘disagree’, whereas the majority of respondents are either uncertain at 41% or do not know the answer at 29% of respondents.

Whereas for the city of Hong Kong more respondents either ‘strongly agree’ or ‘agree’ with this statement (55%), versus the ones that do not agree, a handful of respondents are also either uncertain or do not know the answer.

For New York, the answers seem to be concentrated within ‘strongly agree’ and ‘agree’ at 79%. Only a few respondents disagreed with this statement, or were uncertain about the answer. Finally, for the city of Stockholm 50% of respondents either ‘strongly agreed’ or ‘agreed’ with the statement.

Overall, the distribution of the answers concentrated on either the agreeable side of the statement, or the uncertainty/ I don’t know, side of the statement for this particular question.

I think public transportation is easily accessible and affordable
For the next question, 40% of the respondents think that Dubai is clean and safe, while only 13% either disagree or strongly disagree. Many also indicated that they are uncertain. The perceptions of Hong Kong’s safety and cleanliness are very mixed, however 34% think the city is not clean or safe. When looking at New York, it can be seen that the majority of respondents ‘disagreed’ and ‘strongly disagree’ (50%) to the statement that the city is clean and safe. Stockholm on the other hand ranked highest when looking at cleanliness and safety as 26% strongly agree and 47% agree to Stockholm being clean and safe.

The next question respondents were asked if they thought about the general standard of public amenities is high – public amenities including hospitals, public transport, and bathrooms. For Dubai the highest percentage falls into the ‘agree’ and ‘strongly agree’ at 42%, followed by the uncertain answer at 28%.

For the city of Hong Kong, the highest percentage of respondents is ‘uncertain’ of the answer, at 33%. However, close behind are the respondents that who agree with the statement combing to 30%. The percentage also does not vary much between the respondents that ‘disagree’ and the ones who ’don’t know’, with 18% and 15% respectively.

New York came in with the highest respondent rate of ‘strongly agree’ and ‘agree’ responses at 63%. There are also similar percentages between ‘uncertain’ and ‘disagree’, at 12% and 13% respectively.
Stockholm received the highest rate of respondents who agreed with this statement out of the four cities, combining to 74%.

I think the general standard of public amenities, such as hospitals, public transport, bathrooms, is high (clean, easily accessible, well equipped)

<table>
<thead>
<tr>
<th></th>
<th>strongly agree</th>
<th>agree</th>
<th>uncertain</th>
<th>disagree</th>
<th>strongly disagree</th>
<th>I don't know</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dubai</td>
<td>15% (67)</td>
<td>27% (114)</td>
<td>28% (121)</td>
<td>8% (35)</td>
<td>1% (5)</td>
<td>18% (77)</td>
<td>416</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>5% (21)</td>
<td>25% (106)</td>
<td>33% (138)</td>
<td>18% (77)</td>
<td>2% (12)</td>
<td>15% (63)</td>
<td>414</td>
</tr>
<tr>
<td>New York</td>
<td>12% (54)</td>
<td>51% (218)</td>
<td>12% (53)</td>
<td>13% (55)</td>
<td>3% (14)</td>
<td>6% (27)</td>
<td>417</td>
</tr>
<tr>
<td>Stockholm</td>
<td>31% (132)</td>
<td>43% (182)</td>
<td>14% (62)</td>
<td>0% (4)</td>
<td>0% (1)</td>
<td>8% (34)</td>
<td>415</td>
</tr>
</tbody>
</table>

The next question was meant to find out how likely the respondents thought they would get bored in each of the cities. The highest percentage of respondents for all four cities either ’strongly agree’ or ’agree’ with this statement, in which they think they would not get bored easily in these cities.

The highest rank for not being bored in this particular city is for New York, at 79%. In second place is Hong Kong, with 68%. In third place is Stockholm, with slightly lower response rate than Hong Kong, at 63% of respondents. In last place is Dubai, with 53%.

Interestingly, Dubai also has the greatest ‘uncertain’ percentage of respondents at 20%, and New York has the lowest, at 2%. Dubai also has the largest percentage of respondents who ‘disagree’, at 12% and feel that they would be bored in the city. However, Stockholm has the highest percent, at 8%, for respondents who ’strongly disagree’ with this statement.

I think I would not get bored in this city easily

<table>
<thead>
<tr>
<th></th>
<th>strongly agree</th>
<th>agree</th>
<th>uncertain</th>
<th>disagree</th>
<th>strongly disagree</th>
<th>I don't know</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dubai</td>
<td>28% (120)</td>
<td>25% (108)</td>
<td>20% (84)</td>
<td>12% (52)</td>
<td>7% (33)</td>
<td>5% (22)</td>
<td>416</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>35% (149)</td>
<td>33% (140)</td>
<td>10% (43)</td>
<td>10% (45)</td>
<td>7% (31)</td>
<td>2% (10)</td>
<td>416</td>
</tr>
<tr>
<td>New York</td>
<td>53% (223)</td>
<td>26% (110)</td>
<td>2% (9)</td>
<td>6% (28)</td>
<td>11% (48)</td>
<td>0% (1)</td>
<td>418</td>
</tr>
<tr>
<td>Stockholm</td>
<td>30% (128)</td>
<td>33% (139)</td>
<td>13% (58)</td>
<td>10% (46)</td>
<td>8% (35)</td>
<td>3% (14)</td>
<td>417</td>
</tr>
</tbody>
</table>

The numbers of the following chart indicate that the majority of respondents think that each of the four cities offer plentiful attractions. When looking at Dubai, 55% of the respondents agreed to the statement while 25% are uncertain. When looking at Hong Kong, the 81% of the respondents have a positive perception of the amount of attractions. New York has the highest
score (66%) of respondents who strongly agree about the city having plentiful attractions, and 29% agree that the city would offer plentiful attractions, totaling 95%. Stockholm is also perceived positively with 81%.

I think the city would offer plentiful attractions. (attractions can be museums, parks, galleries, architectural landmarks, amusement park, etc.)

<table>
<thead>
<tr>
<th></th>
<th>strongly agree</th>
<th>agree</th>
<th>uncertain</th>
<th>disagree</th>
<th>strongly disagree</th>
<th>I don't know</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dubai</td>
<td>24% (104)</td>
<td>31% (134)</td>
<td>25% (108)</td>
<td>9% (38)</td>
<td>1% (8)</td>
<td>6% (28)</td>
<td>416</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>36% (151)</td>
<td>45% (189)</td>
<td>10% (44)</td>
<td>3% (14)</td>
<td>0% (2)</td>
<td>3% (14)</td>
<td>414</td>
</tr>
<tr>
<td>New York</td>
<td>66% (280)</td>
<td>29% (125)</td>
<td>1% (8)</td>
<td>0% (1)</td>
<td>0% (3)</td>
<td>0% (1)</td>
<td>418</td>
</tr>
<tr>
<td>Stockholm</td>
<td>37% (156)</td>
<td>44% (187)</td>
<td>11% (49)</td>
<td>1% (5)</td>
<td>0% (4)</td>
<td>3% (16)</td>
<td>415</td>
</tr>
</tbody>
</table>

The next question asked the respondents whether they think the inhabitants would be warm and friendly which left most respondents uncertain when thinking about Dubai. Hong Kong’s image in the respondents’ minds is also unclear as 39% stated that they are uncertain and 10% answered that they don’t know. However it is noticeable that when compared to those who disagree, more respondents agreed to viewing the inhabitants as warm and friendly at 28%. New York is the only city among the four where the numbers indicate a negative perception, at 38%. The most positive perception is noticeable when looking at Stockholm at 57% agreeing about the city’s citizens being warm and friendly.

I think the inhabitants of the city are warm and friendly

<table>
<thead>
<tr>
<th></th>
<th>strongly agree</th>
<th>agree</th>
<th>uncertain</th>
<th>disagree</th>
<th>strongly disagree</th>
<th>I don't know</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dubai</td>
<td>4% (17)</td>
<td>18% (79)</td>
<td>46% (194)</td>
<td>16% (67)</td>
<td>2% (9)</td>
<td>12% (52)</td>
<td>415</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>5% (22)</td>
<td>23% (97)</td>
<td>39% (162)</td>
<td>19% (82)</td>
<td>1% (8)</td>
<td>10% (44)</td>
<td>414</td>
</tr>
<tr>
<td>New York</td>
<td>5% (21)</td>
<td>29% (125)</td>
<td>23% (97)</td>
<td>34% (143)</td>
<td>4% (19)</td>
<td>3% (14)</td>
<td>417</td>
</tr>
<tr>
<td>Stockholm</td>
<td>14% (59)</td>
<td>43% (184)</td>
<td>29% (123)</td>
<td>4% (20)</td>
<td>1% (8)</td>
<td>6% (26)</td>
<td>416</td>
</tr>
</tbody>
</table>

The last one of the ordinal scale questions indicates the notion respondents have about having difficulties with communicating with the city locals. The numbers and therefore perceptions are very mixed when looking at Dubai, however the majority (50%) thinks that difficulties would arise when trying to communicate with locals. Even more respondents, compared to Dubai have the perception that there would be language barriers in Hong Kong, at 61% who agree and strongly agree to the. For New York 95% of respondents show the perception that they would have no difficulties communicating with locals. Only an insignificant number of
respondents think that communication difficulties would arise. Upon looking at Stockholm, it is noticeable that the majority (50%) of respondents think that language barriers would not exist, while 20% agreed and 5% strongly agreed to the statement that there would be difficulties with communicating with locals in Stockholm.

Another question that was asked was to rank the four cities according to which they perceived each city as most expensive in terms of food, accommodation and transportation. The ranking revealed that by approximately half of the respondents, Dubai is seen as the most expensive city, followed by New York. Stockholm placed third in the ranking of the most expensive cities, while Hong Kong is viewed as the least expensive in terms of food, accommodation and transportation. ¹

### I think I would have difficulties communicating with locals (language barrier)

<table>
<thead>
<tr>
<th>City</th>
<th>strongly agree</th>
<th>agree</th>
<th>uncertain</th>
<th>disagree</th>
<th>strongly disagree</th>
<th>I don't know</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dubai</td>
<td>21% (88)</td>
<td>29% (122)</td>
<td>17% (74)</td>
<td>20% (85)</td>
<td>6% (29)</td>
<td>5% (21)</td>
<td>416</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>26% (112)</td>
<td>35% (148)</td>
<td>13% (56)</td>
<td>14% (61)</td>
<td>5% (24)</td>
<td>3% (14)</td>
<td>414</td>
</tr>
<tr>
<td>New York</td>
<td>0% (1)</td>
<td>1% (8)</td>
<td>0% (4)</td>
<td>26% (114)</td>
<td>69% (295)</td>
<td>0% (1)</td>
<td>418</td>
</tr>
<tr>
<td>Stockholm</td>
<td>5% (21)</td>
<td>20% (84)</td>
<td>20% (88)</td>
<td>34% (143)</td>
<td>16% (69)</td>
<td>3% (15)</td>
<td>414</td>
</tr>
</tbody>
</table>

### 4.5.1.3 Slogan

The respondents were asked to choose the city’s slogan among three choices. For Dubai, respondents had mixed perceptions about the slogan as the answers are distributed among the choices fairly even as it can be seen in the following chart.

<table>
<thead>
<tr>
<th>What is Dubai’s slogan?</th>
<th>% of Respondents</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nowhere like Dubai</td>
<td>20.57%</td>
<td>86</td>
</tr>
<tr>
<td>Dreams come alive in Dubai</td>
<td>46.89%</td>
<td>196</td>
</tr>
<tr>
<td>Magical Dubai</td>
<td>32.54%</td>
<td>136</td>
</tr>
</tbody>
</table>

The majority thought it is “Dreams come alive in Dubai”. The second most chosen slogan is “Magical Dubai” – however the slogan that is currently being used by the Dubai Department of Tourism and Marketing Commerce is “Nowhere like Dubai” and was chosen last by the respondents.

¹ For more detailed information, please see appendix
respondents. Even out of those who have visited Dubai, the majority thinks the slogan is “Dreams come alive in Dubai”, followed by “Magical Dubai” and “Nowhere like Dubai”.

Dubai Visited * What is Dubai’s slogan? Crosstabulation

<table>
<thead>
<tr>
<th>Dubai Visited</th>
<th>Nowhere like Dubai</th>
<th>Dreams come alive in Dubai</th>
<th>Magical Dubai</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>3</td>
<td>14</td>
<td>8</td>
<td>25</td>
</tr>
<tr>
<td>No</td>
<td>83</td>
<td>183</td>
<td>127</td>
<td>393</td>
</tr>
<tr>
<td>Total</td>
<td>86</td>
<td>197</td>
<td>135</td>
<td>418</td>
</tr>
</tbody>
</table>

Upon looking at Hong Kong’s slogan, it is noticeable that most of the respondents chose the second slogan which is “Experience modern Asia”. The choice that was ticked the second most is the slogan that is actually being used by Hong Kong which is “Asia’s world city”. Approximately 23% thought it is “Your Hong Kong”.

Hong Kong Visited * What is Hong Kong's slogan? Crosstabulation

<table>
<thead>
<tr>
<th>What is Hong Kong's slogan?</th>
<th>% of Respondents</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia's world city</td>
<td>35.89%</td>
<td>150</td>
</tr>
<tr>
<td>Experience modern Asia</td>
<td>41.39%</td>
<td>173</td>
</tr>
<tr>
<td>Your Hong Kong</td>
<td>22.73%</td>
<td>95</td>
</tr>
</tbody>
</table>

Out of the 6% of respondents who have been to Hong Kong, the majority indicated that they think “Asia’s world city” is Hong Kong’s slogan as the following cross tabulation shows. Out of the respondents who have not been to Hong Kong before 60% however chose the wrong slogan.
New York’s correct slogan “The Big Apple” was chosen by almost 57% of the respondents followed by “I love NY” as it can be seen in the subsequent chart.

<table>
<thead>
<tr>
<th>What is New York's slogan?</th>
<th>% of Respondents</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Big Apple</td>
<td>56.94%</td>
<td>238</td>
</tr>
<tr>
<td>I love NY</td>
<td>39.71%</td>
<td>166</td>
</tr>
<tr>
<td>The World's second home</td>
<td>3.35%</td>
<td>14</td>
</tr>
</tbody>
</table>

For both respondent categories, those who have been and those who have not been to New York, the slogan “The Big Apple” was chosen by the most.

<table>
<thead>
<tr>
<th>New York Visited * What is New York's slogan? Crosstabulation</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is New York's slogan?</td>
</tr>
<tr>
<td>New York Visited</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Stockholm’s slogan is “The Capital of Scandinavia”, yet this answer was chosen by the least number of respondents. Most respondents ticked “Gateway to Sweden” as the correct answer to what Stockholm’s slogan is.

<table>
<thead>
<tr>
<th>What is Stockholm's slogan?</th>
<th>% of Respondents</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Venice of the North</td>
<td>26.32%</td>
<td>110</td>
</tr>
<tr>
<td>Gateway to Sweden</td>
<td>50.96%</td>
<td>213</td>
</tr>
<tr>
<td>The Capital of Scandinavia</td>
<td>22.73%</td>
<td>95</td>
</tr>
</tbody>
</table>

When looking at the subsequent cross tabulation, it is noticeable that the majority of those respondents that have been to Stockholm before recognized “The Capital of Scandinavia” to be the correct slogan. However, 68% of respondents that have not been to the city yet chose the incorrect slogan.
4.5.1.4 City ranking

The following chart shows that the majority out of the respondents (94%) that have not been to Dubai would like to visit the city the least out of the four cities the respondents could choose from. About 21% of respondents stated they would like to visit it the third most, and 18% the second most, and only 15% answered that they would like to visit Dubai the most.

<table>
<thead>
<tr>
<th>Dubai Visited</th>
<th>Not answered</th>
<th>Most</th>
<th>Second most</th>
<th>Third most</th>
<th>Least</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>0</td>
<td>9</td>
<td>6</td>
<td>5</td>
<td>5</td>
<td>25</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
<td>63</td>
<td>74</td>
<td>90</td>
<td>164</td>
<td>393</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>72</td>
<td>80</td>
<td>95</td>
<td>169</td>
<td>418</td>
</tr>
</tbody>
</table>

When looking at Hong Kong, about 93% of the respondents have not been to this city yet. Approximately 34% chose it to be the city they would like to visit the third most which is the majority of the respondents. About 26% answered they would like to visit Hong Kong the second most, while 22% would like to visit it the least.

<table>
<thead>
<tr>
<th>Hong Kong Visited</th>
<th>Not answered</th>
<th>Most</th>
<th>Second most</th>
<th>Third most</th>
<th>Least</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>1</td>
<td>7</td>
<td>7</td>
<td>9</td>
<td>5</td>
<td>29</td>
</tr>
<tr>
<td>No</td>
<td>1</td>
<td>47</td>
<td>108</td>
<td>141</td>
<td>92</td>
<td>389</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>54</td>
<td>115</td>
<td>150</td>
<td>97</td>
<td>418</td>
</tr>
</tbody>
</table>
The distribution of respondents that have and have not been to New York is approximately even. Out of those who have not been to this city the majority answered that they would like to visit New York the most out of the four options. About 12% chose it as the city to they would like to visit the second most, while 9% and 12% answered third most or least, respectively.

<table>
<thead>
<tr>
<th>New York Visited * Which city would you like to visit the most (New York) ? Crosstabulation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not answered</td>
</tr>
<tr>
<td>New York Visited</td>
</tr>
<tr>
<td>No</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

About 81% of respondents stated that they have not been to Stockholm yet. Roughly 30% of those chose Stockholm as the city they would like to visit the second most, followed by 20% who would like to visit it the third most and 19% who would like to visit it the most.

<table>
<thead>
<tr>
<th>Stockholm Visited * Which city would you like to visit the most (Stockholm) ? Crosstabulation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not answered</td>
</tr>
<tr>
<td>Stockholm Visited</td>
</tr>
<tr>
<td>No</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

From the four crosstabulations above it is clear that overall, New York was rated as the city the respondents would like to visit the most, Stockholm the second most, Hong Kong the third most and Dubai ranks fourth when looking at which city the respondents would like to visit the most out of the four cities.

From the crosstabulation chart below it can be seen that some variations occurred between question six and twenty-five. There was a slight increase (approximately 2% of respondents) from question six to twenty-five in the 'most' responses, and vice versa, a slight decrease in the 'second most' responses. There was also very small increase (approximately 1% of
respondents) in the choice of ‘third most’ and ‘least’. Overall, there is a slight inconsistency where a few respondents were more willing to choose Dubai as their ‘most’ and ‘third most’ at the end of the survey, instead of it being chosen ‘second most’ or even in last place at the beginning of the survey.

Which city would you like to visit the most (Dubai) ? * Which city would you like to visit the most
(Dubai) ? Crosstabulation

<table>
<thead>
<tr>
<th>Not answered</th>
<th>Most</th>
<th>Second most</th>
<th>Third most</th>
<th>Least</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not answered</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Most</td>
<td>0</td>
<td>55</td>
<td>15</td>
<td>4</td>
<td>9</td>
</tr>
<tr>
<td>Second most</td>
<td>0</td>
<td>5</td>
<td>47</td>
<td>17</td>
<td>3</td>
</tr>
<tr>
<td>Third most</td>
<td>0</td>
<td>3</td>
<td>13</td>
<td>58</td>
<td>12</td>
</tr>
<tr>
<td>Least</td>
<td>0</td>
<td>8</td>
<td>5</td>
<td>16</td>
<td>144</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>72</td>
<td>80</td>
<td>95</td>
<td>169</td>
</tr>
</tbody>
</table>

The crosstabulation chart below displays some variations between question six and twenty-five. There was a slight decrease (Approximately 2% of respondents) from question six to twenty-five in the ‘most’ responses and in the ‘second most’ responses. Overall, there is a slight inconsistency where a few respondents were more willing to choose Hong Kong as their ‘second most’ and ‘third most’ city to visit at the end of the survey, instead of it being chosen as the last place at the beginning of the survey.

Which city would you like to visit the most (Hong Kong) ? * Which city would you like to visit the most
(Hong Kong) ? Crosstabulation

<table>
<thead>
<tr>
<th>Not answered</th>
<th>Most</th>
<th>Second most</th>
<th>Third most</th>
<th>Least</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not answered</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Most</td>
<td>0</td>
<td>34</td>
<td>5</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td>Second most</td>
<td>0</td>
<td>12</td>
<td>85</td>
<td>18</td>
<td>9</td>
</tr>
</tbody>
</table>

- 56 -
The crosstabulation chart below for New York city shows a few variations between question six and twenty-five. There was a decrease of 5% of respondents from question six to twenty-five for the 'most' likely responses, and a slight increase in the 'second most' responses. Overall, the inconsistency was concentrated on the ‘most’ likely and ‘second most’ likely place to visit, where more respondents less willing to choose NY as their top destination of choice at the end of the survey versus the beginning.

<table>
<thead>
<tr>
<th></th>
<th>Not answered</th>
<th>Most</th>
<th>Second most</th>
<th>Third most</th>
<th>Least</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Third most</td>
<td>0</td>
<td>5</td>
<td>15</td>
<td>110</td>
<td>17</td>
<td>147</td>
</tr>
<tr>
<td>Least</td>
<td>0</td>
<td>3</td>
<td>9</td>
<td>15</td>
<td>69</td>
<td>96</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>54</td>
<td>115</td>
<td>150</td>
<td>97</td>
<td>418</td>
</tr>
</tbody>
</table>

From the crosstabulation chart below it can be seen that some variations occurred between question six and twenty-five. There was an increase of 3% of respondent from question six to twenty-five in the 'most' responses, and vice versa, a decrease of 5% of respondents in the 'second most' responses between the beginning and end of the survey. There was also very small increase in the choice of 'third most' as well. Overall, there is a slight inconsistency where respondents are more willing to choose Stockholm as their ‘most’ and ‘third most’ at the end of the survey, instead of it being chosen ‘second most’ or even in last place at the beginning of the survey.
Which city would you like to visit the most (Stockholm) ?

<table>
<thead>
<tr>
<th>Q#25</th>
<th>Not answered</th>
<th>Most</th>
<th>Second most</th>
<th>Third most</th>
<th>Least</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not answered</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>Most</td>
<td>0</td>
<td>71</td>
<td>18</td>
<td>9</td>
<td>2</td>
<td>100</td>
</tr>
<tr>
<td>Second most</td>
<td>0</td>
<td>10</td>
<td>92</td>
<td>15</td>
<td>4</td>
<td>121</td>
</tr>
<tr>
<td>Third most</td>
<td>0</td>
<td>4</td>
<td>24</td>
<td>69</td>
<td>15</td>
<td>112</td>
</tr>
<tr>
<td>Least</td>
<td>0</td>
<td>1</td>
<td>7</td>
<td>12</td>
<td>61</td>
<td>81</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>87</td>
<td>141</td>
<td>106</td>
<td>82</td>
<td>418</td>
</tr>
</tbody>
</table>

Sum Chart

From the ‘Sum Chart’ located in the appendix 3 it can be seen that the overall sum has decreased from 1193 to 1177 between questions six and twenty-five when looking at Dubai. This supports the idea that at the end of the survey respondents were more willing to rank Dubai higher on the list of cities they would like to visit, than at the beginning of the survey.

The ‘Sum Chart’ located in the appendix shows that the overall sum has decreased slightly from 1122 to 1120 between questions six and twenty-five for Hong Kong. This supports the idea that at the end of the survey respondents were slightly more willing to rank Hong Kong a bit higher on the list of cities they would like to visit, than at the beginning of the survey.

The ‘Sum Chart’ also indicates that the overall sum has increased slightly from 828 to 840 for New York. Hence at the end of the survey respondents were less willing to rank New York higher on the list of cities they would like to visit, than at the beginning of the survey, however New York still came out on top of the four cities that respondents would like to visit.

When looking at Stockholm, it can be seen that the overall sum has decreased slightly from 1015 to 1002 between questions six and twenty-five. Therefore at the end of the survey respondents were slightly more willing to rank Stockholm a bit higher on the list of cities they would like to visit, than at the beginning of the survey.
4.5.2 Dubai

Dubai does not have one single slogan and brand logo for the city, which is why the following information is based on the official Dubai Department of Tourism and Marketing Commerce

4.5.2.1 Branding Process

According to perspectives of Mr. Jeff Swystun, Global Director of Interbrand, Dubai’s brand is still a work in progress. While Dubai enjoys positive associations as being a place of growth and wealth the location is missing an overall message that can be communicated to the world. “Emphasizing the role of building upon the very positive place attributes, Dubai now needs to include the people and culture aspect as well”. (Shikoh, 2006)

According to Petula Dixon (Executive, Media and Advertising) and Shafeeq Hamza (IT Specialist) of the Dubai Department of Tourism and Commerce Marketing, the process of branding Dubai is now in progress (April 2009) but no slogan or brand logo has been chosen yet as part of designing a brand identity. Also, the marketing efforts for branding Dubai have not been decided on yet. The slogan “Nowhere like Dubai” was chosen in the meantime for the website of the Department of Tourism and Commerce Marketing. Hamza states that the details of the process of branding are confidential as they have yet to conclude on and launch the new presence. (Petula Dixon, Executive, Media and Advertising, Shafeeq Hamza, IT Specialist, personal communication, April 16-23, 2009)

The Dubai Department of Tourism and Commerce Marketing launched a new marketing campaign on May 5, 2009 at the Arabian Travel Market, presenting its new tagline and slogan ‘Definitely Dubai’. The new marketing efforts and branding of Dubai is aimed to target tourists, business travelers as well as residents. According to the DTCM “the strategic direction behind creating the Definitely Dubai portal was based on the need to distinguish between a government entity and consumer brand […]”.

The ‘Definitely Dubai’ was designed with the help of two marketing companies, brand boutique Xische Studios and Market Gurus. (DTCM, 2009x)

Based on information obtained through e-mail correspondence, there are three stages to the branding process of Dubai. The first one included establishing and designing the brand identity which resulted in creating the tagline ‘Definitely Dubai’. The second phase will address the integration of social media (Facebook et al) and other tools to invite more user
interaction with the content placed on the site definitelydubai.com. The third phase will re-establish the corporate presence – the government website dubaitourism.ae – and focus entirely on Dubai’s partners i.e. reinforce their B2B & B2G side of activities. Additionally, the portal will be translated into other languages so as to engage more customers. (Shafeeq Hamza, personal communication, May 13, 2009)

4.5.2.2 Brand Identity

Dubai has positioned itself as a home of luxury in various aspects. With being the most liberal out of the 7 emirates where many cultures meet, the city views itself as a melting pot that creates a unique atmosphere. The city strives to become a, what they call a ‘global Arabic city’ with a strong grounding in its heritage. (Balakrishnan, 2008)

According to Jeff Swystun, the Global Director of Interbrand, [Dubai] . . . should be a global center, but not a transient one – one that attracts and makes people loyal” (Shikoh, 2006). The Government of Dubai presents the city-state as multifaceted with attractive resources and inducements for various target groups, like tax incentives for investors and various tourist attractions as mentioned previously in this thesis.

In Dubai, many slogans are used to promote the area, however the slogan that the Dubai Department of Tourism and Commerce Marketing uses is “Nowhere like Dubai”. (DTCM, 2009i).

Illustration 10: Brand Dubai Signature
(DTCM, 2009i)

CEO of the New York based branding company Corebrand states that this slogan does not create a compelling reason for visitors to come. His suggestion is to build a strategic positioning, with the help of branding efforts, through leveraging the unique qualities more such as their hospitality and business friendly atmosphere. (James R. Gregory, CEO, personal communication, April 21, 2009). Balakrishnan (2008) mentions in his case study that having the tallest, biggest, richest of anything does not create a sustainable competitive advantage for Dubai. Despite the fact of Dubai’s success (Balakrishnan, M.S., 2008), Gregory states that
“completely supported by the government and would never been this successful without that huge amount of financial backing”.

According to Naseem Javed (2008), journalist for the Gulf News, there is a strong awareness of the existence and some characteristics of Dubai, yet a lack of clear brand identity recognition was noticed in a recent study conducted by ABC Namebank as other slogans like “live the dream” or used on tourism websites (DTW Ventures Limited, 2009).

Dubai does not yet have a visual identity as part of a branding strategy. In his case study Balakrishnan points out “Dubai has yet to decide what will be its key image differentiator. Most tourists buy a camel as a souvenir which is alright if that is a part of the branding strategy, but more likely it is an entrepreneur’s interpretation of a destination.” (Balakrishnan, M.S., 2008). In her doctoral thesis, Mona Helmy found that Dubai’s vision for brand identity is to promote the city as the “as an excellent city that provides the essence of success and comfort of living, as well as a leading commercial, residential, exhibition and convention center in the Middle East and adjacent regions”. (Helmy, 2008, p. 73)

The brand identity that was launched on May 5, 2009 includes the tagline ‘Definitely Dubai’ and the following brand signature.

Illustration 11: New Brand Dubai Signature
(Source: Definitely Dubai, 2009)

According to the DTCM “the online visual identity reflects Dubai’s endless attractions, but firmly rooted in its centuries-old tradition of Arabian hospitality. Dubai is unique in the way it blends the duality of tradition and modernity -- a key factor in conceiving the visual style and functionality of the portal.” (DTCM, 2009j)

4.5.2.3 Brand Image

The conducted survey asked the respondents to rank which city they would like to visit the most out of the four cities – Dubai, Hong Kong, New York and Stockholm. For Dubai, 17.2%
of the respondents answered that they would like to visit Dubai the most out of all the four cities, while 40.4% ranked it fourth, meaning that they would like to visit this city the least.

Upon looking at the results of the survey the question that was asking about the first thing that comes to mind about Dubai gave numerous ideas. Respondents associated luxury and luxury hotels with Dubai. The predominant associations that respondents made are money and opulence, oil, as well as sand and/or desert.

Additionally, respondents referred to tall, new, modern buildings/lots of construction projects – the 7-star hotel, the palm islands and the indoor skiing-hall were named in particular. Respondents also mentioned the weather as being hot and sunny, while many also brought up the key words Muslims and Arabs. The city was also described as ‘fake’ by some respondents.

When respondents were asked about what they think the climate is like in the summer the following results were gathered.

<table>
<thead>
<tr>
<th>Climate</th>
<th>Dubai</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>hot</td>
<td>54%</td>
<td>(380)</td>
</tr>
<tr>
<td>Warm</td>
<td>5%</td>
<td>(36)</td>
</tr>
<tr>
<td>cool</td>
<td>1%</td>
<td>(7)</td>
</tr>
<tr>
<td>cold</td>
<td>0%</td>
<td>(0)</td>
</tr>
<tr>
<td>dry</td>
<td>28%</td>
<td>(196)</td>
</tr>
<tr>
<td>wet</td>
<td>1%</td>
<td>(13)</td>
</tr>
<tr>
<td>humid</td>
<td>8%</td>
<td>(59)</td>
</tr>
</tbody>
</table>

The respondents were able to choose multiple answers they saw suitable. The same question was asked for the climate in the winter which gave the following results.

<table>
<thead>
<tr>
<th>Climate</th>
<th>Dubai</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>hot</td>
<td>14%</td>
<td>(84)</td>
</tr>
<tr>
<td>Warm</td>
<td>34%</td>
<td>(207)</td>
</tr>
<tr>
<td>cool</td>
<td>16%</td>
<td>(97)</td>
</tr>
<tr>
<td>cold</td>
<td>3%</td>
<td>(19)</td>
</tr>
<tr>
<td>dry</td>
<td>24%</td>
<td>(146)</td>
</tr>
<tr>
<td>wet</td>
<td>5%</td>
<td>(33)</td>
</tr>
<tr>
<td>humid</td>
<td>2%</td>
<td>(13)</td>
</tr>
</tbody>
</table>

Blogs showed the following image of Dubai.

Various opinions from blogs were collected from people that have previously been to the city. People mentioned what they liked most and least about the city, and some of the factors that people mentioned as positive were that Dubai has a lot of theme parks and water parks such as the Wild Wadi. The tall buildings and vast modern architecture were also positive aspects for people. However, on the negative side, people mentioned that getting around in taxis and lack of air conditioning in shops was something they did not like. (Yahoo)

Articles from travel websites articulate the following image of Dubai.
Lonely planet describes Dubai as a city that personifies extravaganza through creating a multicultural, dream like atmosphere were visitors are treated like VIPs and are encouraged to spend a lot of money in the glamorous shopping malls or through events like the Dubai Shopping Festival. However, Lonely planet also states that there is another face to Dubai -one that reflects the traditions of locals. (Lonely planet, 2009a)

National Geographic states that Dubai has evolved from being dependent on oil to being powered by tourism and trade (National Geographic, 2009a). Dubai is open-minded and respects other cultures. It is described as a thriving, hard working city (National Geographic, 2009b)

A fast changing city that is dominated by new construction projects describes Dubai’s current situation according to Frommer’s. Frommer’s sees Dubai’s core identity as being dominated by a dynamic entrepreneurial spirit. (Frommer’s 2009a)

4.5.3 Hong Kong

To emphasize the uniqueness of the city Hong Kong, the idea of branding the city was established in 1996 when world’s attention focused on the return of Hong Kong to China (Brand Hong Kong Management Office, 2007a).

4.5.3.1 Branding Process

Hong Kong’s Government Information Services Department decided in the year 2000 to develop the brand Hong Kong to prevent the city from vanishing from the international spotlight after the reunification with China. To develop the brand, the government hired a team of international communication firms to research Hong Kong’s offerings as a city and its international status before then designing a brand strategy. The research was carried out by the international communications consulting firm, Burson-Marsteller, in conjunction with the global branding and design consultancy firm, Landor Associates and Wirthlin Worldwide, an international based research firm. (Senior officers Brand Hong Kong management, personal communication, March 20 – April 16, 2009)

The team discovered that while Hong Kong is well known, the city is to some extent not associated with amenities a modern city would have to offer.
Further perceptions were gathered by interviewing city stakeholders and opinion leaders within Hong Kong such as government officials, business people, academics, trade organization representatives, politicians and representatives from the media. Those interviews showed that the city is viewed as a business center where resources should be used to enhance the commercialization of IT and emphasize should be put on raising the quality of life. In this regard, concerns were raised about the high pollution and high cost of living in Hong Kong.

Additionally consumers were interviewed to get a notion of their perceptions about Hong Kong. Respondents in Australia, Canada, France, Germany, Japan, New Zealand, Japan, the United Kingdom, United States and Hong Kong were asked. Besides being a city where eastern and western cultures create a unique atmosphere, the research team claims that Hong Kong is “considered not only as a gateway to the Mainland of China, but, equally important, as a gateway to the rest of Asia. Hong Kong remains the natural centre for doing business throughout the region. Most of those interviewed believe that Hong Kong is Asia's business centre.”

Besides gaining insight of the awareness and perceptions of the city, the team furthermore analyzed branding approaches of other cities and came to the conclusion that the branding of Hong Kong has to be an ongoing process with adjustments to current situations if necessary. This research led then to the creation of Hong Kong’s brand identity. (Brand Hong Kong Management Office, 2007b)

4.5.3.2 Brand Identity

The city stakeholders of Hong Kong see the personality of the city as innovative, cosmopolitan, enterprising, leading, and connected, while the core values of the brand Hong Kong are progressive, free, stable, opportunity and high quality. The idea of the brand Hong Kong is to emphasize its modern and dynamic attitude which led to the city’s slogan ‘Asia’s World City’. The slogan is meant to communicate “Hong Kong's role as a regional business hub, a natural gateway to new economic opportunities in the mainland of China and the rest of Asia and as an international centre for arts and culture”. Hong Kong’s visual brand signature, including the slogan and visual identity can be seen in the illustration below.
Illustration 12: Brand Hong Kong Signature
(Brand Hong Kong Management Office, 2007c)

It is mentioned that consistency with the use of the signature is important as the core values and city personality attributes are reflected in it and are supported by the use of color, shape and size.

As portrayed in the subsequent illustration, the visual identity, the dragon, combines both, letters and Chinese characters to combine the East and West and emphasize on the city’s characteristic of blending both cultures. The first dragon shows the letters ‘H’ and ‘K’ – an abbreviation for Hong Kong.

The second image shows the two Chinese characters for Hong Kong.
The flow of the dragon image is supposed to portray the movement of Hong Kong as the city is forever changing. (Brand Hong Kong Management Office, 2007c)

Referring to answers received from senior officers involved in the branding process through an e-mailed questionnaire, the brand Hong Kong is an integrated branding program aimed to target international audiences for different purposes, like tourism, foreign direct investment, trade, education and immigration. “The principles in deciding and carrying out the marketing strategies are:

To create initiatives that communicates Hong Kong’s competitive positioning

To associate the Brand in activities that represent the Brand values.

To build an understanding of Hong Kong’s positioning as Asia’s world city

To strengthen the Brand Hong culture within the private and public sectors”

(Senior officers Brand Hong Kong management, personal communication, March 20 – April 16, 2009)

4.5.3.3 Brand Image

When being asked to rank which city the respondent would like to visit the most, the results of the survey shows that 12.9% would like to visit the city the most out of all four cities. 23.2% ranked it as their least favorite city to visit. Most of the respondents (35.9%) ranked Hong Kong as the city they would like to visit the third most.
The most predominant association with Hong Kong is that the city is crowded and busy. From the results of the survey it is also noticeable that respondents associate shopping and food with the city. To a lesser extent the size of Hong Kong was mentioned as being large and having a lot of skyscrapers.

Stated attributes such as oriental, international and modern describe the flair and atmosphere of Hong Kong. A few respondents wrote that they think of lights, neon lights and skyscrapers when thinking about this city. Eight respondents imagine the city to be polluted or dirty – out of them, one person has been to Hong Kong before.

The perception that respondents have of the climate in Hong Kong in the summer can be found below (respondents were able to choose more than one).

<table>
<thead>
<tr>
<th></th>
<th>hot</th>
<th>warm</th>
<th>cool</th>
<th>cold</th>
<th>dry</th>
<th>wet</th>
<th>humid</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hong Kong</td>
<td>33% (224)</td>
<td>25% (169)</td>
<td>2% (16)</td>
<td>0% (0)</td>
<td>3% (25)</td>
<td>8% (58)</td>
<td>26% (177)</td>
<td>413</td>
</tr>
</tbody>
</table>

Respondents were also asked about the climate during the winter months in Hong Kong, which resulted in the following data.

<table>
<thead>
<tr>
<th></th>
<th>hot</th>
<th>warm</th>
<th>cool</th>
<th>cold</th>
<th>dry</th>
<th>wet</th>
<th>humid</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hong Kong</td>
<td>2% (17)</td>
<td>19% (114)</td>
<td>30% (183)</td>
<td>15% (93)</td>
<td>5% (35)</td>
<td>17% (106)</td>
<td>7% (45)</td>
<td>412</td>
</tr>
</tbody>
</table>

Blogs describe Hong Kong in the following way.

When asked about Hong Kong, many people had various opinions about what they most preferred about the city. Hong Kong was described as a vibrant and zesty city, with lots of neon lights, great food and shopping. According to the bloggers there are many wonderful sights and activities such as taking a harbor cruise, or see the Victoria Peak where a vista of mountains and skyscrapers can be seen. Other activities that people said they enjoyed was a trip to the island of Lantau or the Hong Kong Disneyland and Ocean Park, the Big Buddha, relaxing on the beach, and going out to enjoy the city night life. Many of the respondents that were willing to share their travel experiences also said that Hong Kong was one of the best vacations they had taken, or have been there more than once, and encourage others to go as well. (Yahoo)
Reference to the trams being an inexpensive and unique way of seeking the city, were also made, and they also mentioned that public transportation (MTR, busses, trains and ferry) is very efficient, affordable, clean and free of graffiti, and always on time. Sings, menus, and almost everything else is in both English and Cantonese makes communication fairly easy for foreigners (who speak English of course). Others also mentioned that the HK locals are very sociable, polite and helpful. In addition, many people noticed that the city is also very clean, and virtually litter free, with clean beaches and plenty of greenery. (Yahoo)

In addition to the great transportation, bloggers also mentioned the 2598ft long string of escalators which helps people to around several steep districts. The escalator runs uphill in the afternoon and downhill during the morning rush hour. Bloggers also mentioned that HK is putting unbelievable efforts into attracting tourism. In addition, people also mentioned that they expected to have culture shock upon arrival to HK, but that did not happen. They felt comfortable and most importantly safe in the city. In general opinions categorized HK as a vibrant city, economically driven and very different from other Asian cities. (Travelblog)

The general dislike of the city was towards the poor air quality and unclean environment in a general sense (pollution). Many also mentioned that the city was too crowded, and there was a lot of noise pollution as well. Others also mentioned that HK is a very fast pace-city as everyone is always in a hurry to go somewhere, which results in bad patience and temper - this can take time to get used to, and can be annoying as well. In addition, some respondents also mentioned that some locals are very money-minded, really arrogant and too proud. Some respondents also felt that the people were very unfriendly in Hong Kong. In addition, even though many signs are bilingual, it seems that English language proficiency is still a problem in some areas. (Yahoo) Others negative factors that were mentioned about HK were that the tall buildings and towers can get oppressive after a while. (Travelblog)

Travel website article portray Hong Kong as following.

Described by Lonely planet as an “entrepreneurial, irrepressible and singular trading city”, Hong Kong offers more than skyscrapers with its scenic countryside that invites hikers and climbers. However, smog is not uncommon in Hong Kong. Overall the city offers various attractions and a cosmopolitan atmosphere that is inviting for various visitors with different interests. (Lonely Planet, 2009b)
National Geographic states that Hong Kong’s energy is hard to miss where moving around is very easy thanks to an extensive and affordable transportation system (National Geographic, 2009c).

“Hong Kong is our era exemplified—historically, ethnically, architecturally, socially, economically, aesthetically and, above all, sensually. It is a place you feel. Founded by Europeans, developed by Asians, governed by Chinese, designed and run by entrepreneurs, architects, economists, and adventurers from the four corners of the world, in its streets and waterways you may sense the turning of the Earth itself”. Coined by history, this city has something to offer for everyone. (National Geographic, 2009d)

Frommer’s describes Hong Kong’s fascinating atmosphere as resulting from the interweaving of seeming contradictions as traditions meet the modern world in this city when historic trams run next to modern architecture and high rise buildings. (Frommer’s 2009b)

4.5.4 New York

When the New York State Department announced its slogan in the 1970s as being I ♥ NY, the New York Convention and Visitors Bureau officially gave New York City the nickname ‘the Big Apple’ as part of a branding strategy (Associated Press, 2005). Simon Anholt, creator of the previously introduced ‘city brand hexagon’, describes New York as being among the most powerful city brands with a prominent global reputation. (Anholt, 2006)

4.5.4.1 Branding Process

According to Dr. Greenberg, author of the book ‘Branding New York – how a city in crisis was sold to the world’, the formation of New York magazine which described the city as an attractive place to live, work and visit, was among the first steps that lead to branding New York. In 1971, when New York City was nicknamed ‘the Big Apple’, the city’s first official tourism marketing campaign began. (Chan, 2008). The tagline ‘the Big Apple’ can be traced back to races that were held in the 1920’s in and around New York, where ‘apple’ referred to the prices won at those races. A writer for the New York Morning Telegraph named New York’s races ‘Around the Big Apple’. This name was picked up by jazz musicians in the 1920s and 30s, gained in popularity since and was then used as part of New York’s official
marketing campaign. This campaign included promoting the city with red apples in hopes of creating a bright and cheery image in people’s minds. (Cross, n.d.)

The **I♥NY** campaign became successful quickly, which not only had a positive effect on the state but the city as well. People all over the world closely associate the logo with New York City and products with the logo can be found all over the city. Overall the branding efforts changed what people thought of as a gritty working-class city to a city characterized as being business and tourist friendly. (Chan, 2008)

When Michael Bloomberg, mayor of New York, appointed Joseph Perello as the CMO of New York in 2003, a different approach was taken to branding the city. Perello was the first CMO of New York and created the NYC Marketing, which was the city’s first central agency. (Perello, 2009). The mission that he was given by the mayor was to promote New York City around the world.

When Perello was interviewed in the radio show ‘the advertising show’ he stated that New York already was this cultural icon that was well known around the world. Hence branding efforts were not used to communicate the city’s assets but events were used to promote the city. According to Perello it was important to emphasize on the cultural aspects of New York like the film and fashion industry. By having films and shows made in and about New York, the awareness increases and a positive image can be created. Events hosted in the city can additionally draw the world’s attention. (Schilens, Forsythe, 2006)

One program that the official marketing agency of New York, NYC and company, has created is called ‘ask the locals’ which helps including New York citizens in the branding process. The program welcomes tourists and engages citizens with tips on how to spend time in the city from famous New Yorkers. (NYCgo, 2009d)

4.5.4.2 Brand Identity

With its marketing programs and brand identity New York is trying to target visitors and New York citizens. The targeting of business is not mentioned (NYCgo, 2009e). Various events, throughout the year add to the brand identity of New York as being a vibrant city ‘that never sleeps’.

Currently the official marketing organization of New York City is using a bold, modern logo spelling NYC. (NYCgo, 2009e)
NYC & company presents the city as being a tourist destination for various target groups with different interests. The city is host to numerous events, like sports events, concerts, charity events, etc. for citizens and tourists to enjoy which creates an energetic and changing atmosphere, where visitors and citizens alike can enjoy new and different entertainment constantly. By having museums, galleries as well as numerous, parks, sights and attractions, NYC & company claim to cater to everybody’s interest. (NYCgo, 2009f)

4.5.4.3 Brand Image

The results of the survey show that almost 50% of all the respondents would like to visit New York the most. 16.3% ranked it as the city they would like to visit the least. There were a variety of answers from respondents that were asked what was the first thing that came to their mind when they thought about New York city. Many answers included iconic landmarks such as the Statue of Liberty and the Empire State Building, as well as the famous Central Park. Theater and Broadway and entertainment were also very popular answers. Activities such as shopping, and overall fashion, were also mentioned by many respondents as something of a popular pass time when in New York city. In more general many people also referred to New York as the Big Apple, filled with large skyscrapers, and described it as a large and busy city that never sleeps. Several people also mentioned that it is an iconic American city, and that it should be visited at least once. There were also mentions of the twin towers and of September 11 by quite a few respondents as well. Finally, there were also negative connotations that several respondents associated New York with, such as traffic and congestion, dirt and noise, crime, and overall crowded and even ugly.

For New York the perception of the weather in the summer is as following.

<table>
<thead>
<tr>
<th></th>
<th>hot</th>
<th>warm</th>
<th>cool</th>
<th>cold</th>
<th>dry</th>
<th>wet</th>
<th>humid</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>New York</td>
<td>29% (202)</td>
<td>30% (208)</td>
<td>4% (28)</td>
<td>0% (3)</td>
<td>7% (48)</td>
<td>3% (21)</td>
<td>24% (166)</td>
<td>417</td>
</tr>
</tbody>
</table>
During the winter, respondents think the weather is mainly cold and wet as the following numbers indicate.

<table>
<thead>
<tr>
<th></th>
<th>hot</th>
<th>warm</th>
<th>cool</th>
<th>cold</th>
<th>dry</th>
<th>wet</th>
<th>humid</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>New York</td>
<td>0%</td>
<td>0%</td>
<td>8%</td>
<td>57%</td>
<td>6%</td>
<td>24%</td>
<td>2%</td>
<td>417</td>
</tr>
</tbody>
</table>

Travel blogs describe New York in the following way.

The New York city blogs shared a common thread where there were responses from both locals and from tourists. The factors that were mentioned most about NY were that it is a very large, diverse and cultural city. Many people mentioned that you can go to NYC and experience many different cultures and traditions, and even social atmosphere, depending of which part of NYC you are in. The same views were shared and many people mentioned that it does not matter what your race, culture, interests, or ethnicity is, NYC has something for everyone. The city offers a number of different tourists attractions mentioned by various people in the blogs, such as; Times Square, Jones Beach, Coney Island, the Brooklyn Bridge to name a few. Great food and shopping were also mentioned, along with a few unheard of or less popular places to visit such as the M&M's World, where you can buy all sorts of M&M candy, even personalized ones, along with various souvenirs. (Yahoo)

Meeting new and interesting people was also something that respondents mentioned in the blogs. Overall, the respondents commented on how large and diverse the city is, and how amazing different it's various parts are, such as Manhattan, Long Island and Brooklyn for example. The city has an exciting night life, and many visitors found themselves busy and entertained throughout their vacations in New York city. (Travelblog)

On the more negative side of the city, respondents mentioned that overall they found locals to be extremely rude. Some described the locals as ‘not based in reality, but on hype’, phony, and materialistic. Others also mentioned that they felt unsafe, especially in certain parts of the city, and that they felt like there is a high crime rate. In addition, many respondents also felt that NYC is expensive, and can be extremely expensive, for both tourists and locals. Several people also mentioned that the city can be very stressful, and high-strung, especially to live in. Tourists have also mentioned that they felt overwhelmed at the number of people in Grand Central. In addition to that, some respondents said they suffered a bit of culture shock by the
height of the buildings and the noise, and others described the experience as a sensory overload. (Travelblog)

The following image was portrayed in on travel websites.

Since New York is multi-faceted, according to Lonely planet, the city offers something for everybody, whether it is a day filled with art and culture, shopping, sightseeing or relaxing. As there are so many sides to New York, which creates a surprising and complex feel to the city, Lonely planet suggests to approach the city with organization and open-mindedness. (Lonely planet, 2009c)

While the culture of New York remains unchanged, National Geographic mentions the constant change in other areas that is happening in New York, which makes the city interesting and creates reasons to visit the city on multiple occasions (National Geographic, 2009e). As a city of fascinating skyscrapers, coined by the international atmosphere, history comes alive in New York (National Geographic, 2009f).

The attribute energy is often attached to New York. (Anholt, 2006)

### 4.5.5 Stockholm

Stockholm’s re-branding process began in the early 2000s to help Sweden’s capital city to compete against other international cities.

#### 4.5.5.1 Branding Process

Stockholm faced a difficult situation in 2001/2002 due to the IT and .com crash. It was the city that suffered the most out of all the Scandinavian cities and greatly affected companies such as Ericsson. Stockholm was also facing increasing competition and the city had a lack of a clear focus and consistency in terms of branding their location for investment and tourism. In early 2004, the head of the SBR (Stockholm Business Region) along with the Stockholm city council had decided that Stockholm needed to be re-branded. There was a problem with inconsistency and too many slogans were used for the campaigns which caused confusion and lack of focus. In addition to that, the dot.com crash caused even further problems, and the decision was made to rebrand.
The three key people that were involved in branding Stockholm in the beginning were: Julian Stubbs as the lead brand strategist, Karin Stenberg as the account manager and graphic design manager Nick Greening. This team was chosen because of the successful project they had done on the branding of Stockholm-Arlanda Airport. The client at this stage was called SNK – Stockholm Näringslivkontor. They changed name and organization 3 years back to SBR – Stockholm Business Region. Gyro International’s work involved coming up with the positioning strategy (Stockholm is the most important place to visit and do business in Scandinavia) and also worked on the creative side and wrote the line – *The Capital of Scandinavia*. Karin Stenberg’s job was to help dig into the clients brief, collect all the background data and act as day to day touch point with the client. Nick Greening developed the logotype and ‘crown’ device.

When data was gathered about Stockholm, the information provided by the research companies Cushman & Wakefield as well as Saffron and Simon Anholt’s city brand index, was used. Additionally, Vox Pops were used as a means to gather public opinion about Stockholm itself and how the city is viewed in comparison to other Scandinavian cities. Brand workshops with all of Stockholm’s main ‘partners’ (within the client organization, hotels, other travel businesses, other general businesses, other governmental organizations etc.) were also ran as means to collect information about how stakeholders would like the city’s branding to be. An internal audit was also done by interviewing city stakeholders such as local and national government, local businesses, partners such as airports, universities, population as well as media to gain insight of how those stakeholders view the city and how they would like the city to be presented across the world. In addition ‘vox pops’ street research was conducted in Stockholm, Copenhagen and Oslo. This wasn’t aimed at being statistically significant, but more to gain a qualitative sense of the issues on how Stockholm is viewed.

The key features that were looked at when coming up with the branding idea were the city’s assets, along with the slogan that was meant to target both tourists and businesses alike. The main idea was to have Stockholm branded for both tourists and potential businesses, which is why the slogan was made to suit both audiences. The behind the whole campaign is to educate the public and correct the myths and misconceptions about Stockholm – such as dark, expensive, cold etc. In addition, the branding efforts aim to show the world what Stockholm has to offer, for both audiences, and focus on aspects such as nature and geography, along with industry and events.
Stockholm branding is now in the second phase, which consists of leveraging of what has been built so far. Phase one consisted of all the brainstorming and coming up with ideas of how to brand Stockholm, and actually putting it into motion. Stockholm is now starting to be recognized all over the world, and now, the focus needs to be on educating Swedes on what SBR (Stockholm Business Region) does and how it does it.

For Julian it is important to encourage visitors and business all over the world to visit Stockholm at least once – as this will convince them of the assets the city has to offer and might make tourists re-visit the city (“pull-strategy”).

The overall branding process begun with evaluating the then current slogan, ‘beauty on water’, which did not encompass what Stockholm was all about, and could only be used for tourism purposes, because nearly no business man cares about beauty on water. The new slogan had to speak to both tourists and businesses, be strong, concise and different. The initial pitch ended up being ‘Stockholm is the most important city’, however, this slogan was not approved, and from there it eventually evolved into ‘the capital of Scandinavia’, which was widely accepted by the stakeholders, and passed as the new slogan. The logo was then introduced with the colors of grey and blue which are the colors of Scandinavia. (Ewert, M., Stubbs, J., personal communication, April 29, 2009)

4.5.5.2 Brand Identity

According to Julian Stubbs Stockholm’s brand identity can be briefly described as being a balance between modern and traditional, as it has the charm of an old place, along with amenities and attractions a new and modern city offers.

Part of the branding discipline is to ensure potential and current visitors and stakeholders are not confused about the brand identity that is being portrayed. At one point Stockholm was using more than one slogan to attract both tourism and business, which unfortunately did not work for both groups, such as ‘beauty on water’, where a business partner would not care as much for as a tourist might. Therefore, it is important to have one umbrella brand that combines the interest of both tourists and businesses, by sticking to one slogan that fits both criteria and reinforcing it through advertising and communication means.
The slogan for Stockholm was chosen for a variety of reasons, mainly due to the fact that capitals signify power, and they offer the ‘most’ of everything. In addition, powerful and positive emotions are attributed with Scandinavia. In addition, Scandinavia also encompasses a larger geographical area versus Sweden, and cannot be easily associated with any particular political standing. By perception Scandinavia includes Sweden, Norway, Denmark, Finland and Iceland. These were the main reasons why the slogan ‘the capital of Scandinavia’ has been chosen, and the reason why it works for Stockholm is because the claim made by the slogan can be backed up by actual facts. The idea behind the marking campaign was to exert confidence, or ‘kaxig’ in Swedish.

It was mentioned that the message "Stockholm – The Capital of Scandinavia” is easy to remember and reflects Stockholm’s position as one of Europe’s most interesting regions. The following illustration shows Stockholm’s brand signature and below the variations of that signature.

The crown used in the slogan is deliberately designed in a modern way even though it is an historic symbol. That way, the traditional, yet modern atmosphere of Stockholm is captured. ‘Stockholm’ is written in a modern, easy to read and eye-catching way while the tagline is in italic and represents tradition. The logo is colored in grey and blue which are the colors of Scandinavia. (Ewert & Stubbs, personal communication, April 29, 2009)

The following illustration explains the range of messages the brand signature shown above is supposed to communicate.
4.5.5.3 Brand Image

Stockholm was ranked as the city the respondents would like to visit the second most by 141 respondents. The survey showed that 19.6% answered Stockholm as being the city they would like to visit the least.

There were varied answers provided by the respondents to what came to mind when they thought of Stockholm. However, very popular answers were that Stockholm is cold in the winter time, and that there are mountains and skiing to be done in Stockholm. Many people also answered that they think the city is clean, scenic, and there is lots of water. Popular answers also entailed Stockholm being described as a peaceful and laid back place, with a large and varied culture. The mention of old buildings and beautiful architecture and bridges was made from various respondents as well, in particular Gamla Stan, Vasa Museum and the Royal Palace were referenced. The ever so popular IKEA was also mentioned by many respondents, the Nobel prize was also mentioned in a few responses. A few respondents also mentioned the Stockholm syndrome, and the quite obvious that Stockholm is the capital of Sweden. Many respondents also associated Stockholm with tall, blond and beautiful people.
Other frequent answers also included that Stockholm is expensive, but there are friendly people, however, others also mentioned that the city is filled with vain and stuck people as well. A few also mentioned the long summer days. Unfortunately, there were also a large amount of respondents who said that they either did not know anything about Stockholm, or did not even know where it was. Others were also clearly confused as to the geographical locations of the city, as references to Germany, the Netherlands were made.

Stockholm’s weather is perceived to be warm to cool and dry as the following numbers show.

<table>
<thead>
<tr>
<th>Hot</th>
<th>warm</th>
<th>cool</th>
<th>cold</th>
<th>dry</th>
<th>wet</th>
<th>humid</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stockholm</td>
<td>4% (26)</td>
<td>42% (267)</td>
<td>21% (132)</td>
<td>2% (14)</td>
<td>14% (93)</td>
<td>9% (62)</td>
<td>4% (30)</td>
</tr>
</tbody>
</table>

The subsequent chart represents the perceptions of Stockholm’s climate during the winter months.

<table>
<thead>
<tr>
<th>Hot</th>
<th>warm</th>
<th>cool</th>
<th>cold</th>
<th>dry</th>
<th>wet</th>
<th>humid</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stockholm</td>
<td>0% (2)</td>
<td>1% (10)</td>
<td>8% (55)</td>
<td>57% (356)</td>
<td>8% (56)</td>
<td>20% (127)</td>
<td>2% (17)</td>
</tr>
</tbody>
</table>

When looking at blogs, Stockholm is portrayed as following.

The Stockholm bloggers had an overall positive outlook on the city, and many people had various suggestions about which places were a must see for them. Overall the opinions shared by many respondents were that Stockholm had great shopping and restaurants, and that it was a very colorful and beautiful city, it was referred to by a few as the ‘Venice of the North’. Some of the tourist locations that people mentioned were Gamla Stan, the changing of the guard at the Royal Palace, the downtown area and the harbor, and various museums. Respondents also mentioned that the harbor cruise of the bays were pleasant, and that the Slussen area is nice and has good music. Many respondents also commented on the great nightlife that Stockholm has, one respondent in particular mentioned that the pubs are very unique as they have deep and have such a small corridors. (Travelblog)

Respondents also mentioned that Stockholm is very nice in the summer time, however, in the winter the lack of daylight was an occurring complaint from many people. Many regard the Swedish people as shy upon first impressions, however, that is usually not the case once you
get to know them. It was also mentioned that Stockholm has a large mix of people from various cultures and backgrounds. However, despite that fact, it still feels very Swedish, and the city has a great cultural atmosphere. (Travelblog)

Various travelers also mentioned that the city has a multitude of beautiful buildings, interesting restaurants and many fashionable people wearing vintage clothes. Also, there was mention of the large amount of British pubs in Stockholm. The bloggers seem to all agree on the fact that there is always something to do in Stockholm, and that it’s a big city with lots of things to offer. People also mentioned that transportation is easily accessible in the city, varying from buses and trains to water taxis. In addition, many respondents also mentioned that the city is very clean, and that even underbrush is groomed in the countryside for fire prevention. Respondents added that the shops, restaurants and cafes in the old city, located on old cobblestone streets are fun to explore. Finally, respondents also mentioned that the Swedish people are open, friendly, and willing to share their experiences. They are also proud of their history, monarchy, and technology, with living history exhibits of long boats, tours of palaces, and tech exhibits in the National Museum. (Yahoo)

Stockholm’s image is described by travel websites as following

Lonely planet writes that Sweden’s capital is one of the most beautiful major cities in the world which amazes in the summer with seemingly endless daylight and is charming in the winter when the terracotta-colored buildings are covered in snow. Since Stockholm is built on islands, the city is surrounded by water. However, the vibrant city of Stockholm is not only known for its beautiful old buildings or its archipelago, but also for producing sleek design and being a modern city that has a lot to offer. Lonely planet also mentions the politeness and friendliness of the Stockholmers which creates a welcoming atmosphere for visitors. (Lonely planet, 2009d)

Due to the fact that Stockholm is built on islands, National Geographic points out that Stockholm feels like a spacious city with the water winding through the city. The city is also described as being strong, confident, trendy and historic with more than 100 museums and attractions and Europe’s largest royal palace. (National Geographic, 2009g). National Geographic also associates Stockholm with narrow streets in the old town of the city and a modern feel as the amazes with its attractions. (National Geographic, 2009h)
Frommer’s points out that Stockholm is a city that keeps the whole family entertained with is many attractions, sights, museums and amusement park. In the evening, Stockholm becomes the liveliest city in the north of Europe offering an exciting night life. (Frommer’s, 2009d)
5. Analysis

The analysis will start by using PEST for a general overview of each city. The information will then be used to further examine the cities by using the theories of levels of place marketing by Philip Kotler. Those steps will lead to analyzing the brand identity and brand image of the cities. Hence the analyzing process is structured as a funnel from the broader picture to identifying the specific branding of each city.

5.1 Dubai

The following section analysis Dubai based on the conceptual framework and findings presented previously.

5.1.1 PEST Analysis

Dubai is described as a politically stable area. The city has evolved from being a fishing and small trading center in the Middle East to relying on oil, and now mainly tourism and outside business investors. Despite the great and quick progress that Dubai’s economy has made in the past 30 years, it is still a young and fragile economy, relying mainly on two industry sectors. The no-tax incentives for businesses and investors do not create a sustainable advantage in the long run for the actual city, especially if one of the sectors that they rely on fails. If taxes would be charged long term plans to further stabilize the economy could be made. Dubai’s infrastructure is well developed and is comparable to other major Western cities, which can be promoted to further entice potential investors. However, at the same time, there is a danger of promoting the city based on the tallest, or largest buildings in the world, as it is unsustainable. At some point, another city will build the tallest building or the largest tower in the world.

Additionally, a free economy system with little to no regulations can be a negative issue according to the PEST framework as it can provide business the freedom to act in an unethical manner. The ability of being able to import labor and skilled workers can also be a potential hazard for the economy of Dubai, as labor can be taken away from the locals.

Socially, it can be said that the majority of Dubai’s citizens are expatriates and the area tolerates various religious believes and cultures. As a majority of citizens speak English a
favorable condition to build the tourism industry upon is created. In addition, the DTCM is committed to training and improving the workforce in the hospitality sector, which further enhances the tourism industry in the city. Since the population of the United Arab Emirates is coined by a high power distance score, according to Hofstede, there is an inequality of power as it results in an environment where only a few individuals decide on political operations. Also, while the masculinity is not that high, women have limited rights in the Arab world. This can have an effect on female travelers having to adapt to restrictions that exist in Dubai.

Technologically, Dubai has heavily invested into its infrastructure, especially into the development of the famous tourist attractions and landmarks such as the Burj Al Arab hotel, or the Palm Tree Island. Investments into telecommunications and transport can also further enhance the city for both tourists and business investors.

5.1.2 Place Marketing

When looking at the outer layer of the Levels of Place Marketing illustration it can be seen that Dubai’s goal is to try to attract both business and tourism industries as part of their target market. However, based on the findings it is noticeable that tourism plays an important roll of Dubai’s economic strategy. Also, the newly launched brand identity (‘Definitely Dubai’ - May 2009) only tries to target tourists, business travelers and citizens – investors and businesses are not included in the marketing efforts of the described new brand identity in the findings.

The second layer consists of the marketing factors, which include the attractions, infrastructure and people. The city offers various attractions and sights for tourists that suit various interests and tastes. Besides offering historical sites, cultural sites and modern architecture Dubai also provides tourists with more unique attractions such as camel racing and sand dune safaris. The infrastructure and population have been examined by using the PEST framework. Based on the levels of Place Marketing Dubai can viewed positively as a well-developed infrastructure exists and the language barrier is minimal.

Continuing with the inner most layer of the Place Marketing levels, the planning group refers to the city stakeholders involved in the promotion of the city. Based on the findings the citizens were not involved in the branding of the Dubai, however, they are used in an indirect way as a means to promote the international atmosphere of the city. From the findings it can
also be noted that most of the branding for the city is done by the government and the DTCM, which is a governmental regulatory body. The new branding efforts were created with the help of third party marketing companies.

5.1.3 City offerings compared with brand identity

Despite the fact that Dubai has developed economically and structurally immensely in the past few decades, they have not been keeping up with the branding of the city. So far, Dubai has yet to develop a clear and concise brand identity. As mentioned previously according to Simon Anholt brand identity reflects the core concepts that are visible to the target markets, and without a brand identity people can become confused about what the city is trying to communicate about itself. Part of what the Dubai government wants to portray is the multicultural atmosphere, which is congruent with what the city offers with the population mix.

With the launch of the new brand identity in May 2009, Dubai is trying to promote itself and create awareness. However as these branding efforts are just now being made, it can be implied that it will take time for the global audience to become aware of the brand Dubai.

The former lack of a brand signature such as a slogan becomes a problem for both internal stakeholders, and external partners when trying to promote the city as part of their own strategies. It can become damaging to the brand overall, as different slogans and logos are used by different bodies, creating complete inconsistencies about what the brand actually is. With the current brand identity Dubai claims to offer various incentives for different target groups like attractive tax policies, which is fitting with what the city actually offers. The current slogan ‘Nowhere like Dubai’ does not communicate the multifaceted environment that the city offers. It does not portray the city in any particular way, and does not conjure any particular assets that the city offers.

The new slogan ‘Definitely Dubai’ is only meant to target tourism and locals, however business is not included. If Dubai decides to brand the city differently to attract business, confusion can arise which would make the need for an umbrella brand that can be used for both, business and tourism, necessary. As the city name is mentioned in the tagline, people cannot misread the slogan or associate with another city.
5.1.4 City offerings and brand identity compared with brand image

The following section will use Simon Anholt’s city brands index hexagon to examine the brand image, as it was collected from the findings of the survey, blogs and articles, and then compare with the brand identity. Approximately 5% of the survey respondents have been to Dubai before for leisure purposes.

The ‘presence’ factor was questioned in the survey and from the findings collected it can be said that the mental attributes that people associate with Dubai are mostly positive. The survey respondents who have not been to Dubai before seem to have a clear mental picture of Dubai. There were no unreasonable associations about the city made by the respondents, which shows that people have a somewhat strong awareness of what the city has to offer. The blogs of people who have actually been to Dubai, also support the ideas mentioned in the articles written about Dubai. For example many bloggers had mentioned Dubai as having very modern architecture and a variety of attractions, which was also echoed in the travel articles such as the ones found on Lonely Planet.

The ‘place’ factor was meant to find out perceptions about the city’s climate and many survey respondents that had not been to Dubai also had a pretty accurate idea. Many of them responded that Dubai was hot in the summer time and warm in the winter.

The ‘potential’ factor entailed the accessibility and affordability of transportation, and according to the survey results there was almost an even split between respondents who agreed and the ones who disagreed, and many were uncertain. This shows that a lack of consistent information available about this particular issue exists. In actuality, Dubai does not have a very extensive public transportation system, instead tourist must mostly rely on taxi services. The blog respondents who have actually been to Dubai, also commented on the shortage of public transit and mentioned that it was a negative factor for the city.

The other question that dealt with the ‘potential’ factor in the survey revealed that most respondents who have never been to Dubai considered it to be the second cleanest and safest city compare to the other three. This perception is again fairly congruent with reality as Dubai has a very low crime rate, and many resources to keep the city clean. Respondents also had to gauge how expensive the city was in comparison to the other three, and the majority believes that Dubai is the second most expensive city.
The next factor is the ‘prerequisite’ in regards to the question about public amenities most respondents do view Dubai as having a high standard. This shows that people’s perceptions about the city are in alliance with what the city actually offers, as many investments have been made into public facilities such as hospitals, telecommunication, and roads in the 1960’s from oil revenues.

The ‘pulse’ factor is examined through how excitable the respondents believe the city to be. Most respondents agreed that they would not get bored easily, and they also agree with the fact that the city offers plentiful attractions. This view is congruent with what the city has to offer. There are many various attractions and things to do in the city that can suit a variety of people, from shopping to sightseeing and exciting safari adventures. This is further supported by the information gathered from blogs, as respondents mentioned a variety of things to do while in the city. In addition, the articles collected from the travel websites, also mention activities such as shopping and events that tourist can enjoy.

The ‘people’ factor was answered with no real clear image as many respondents answered that they were uncertain about the people in Dubai. However, there is a noticeable tendency of respondents that believe the inhabitants are warm and friendly. Within the articles it was mentioned that visitors are often treated like VIP’s, which would seem to be congruent with how the respondents seem to view the locals.

On the contrary, many respondents also agreed that they would have difficulties communicating with the locals in the city. The general perception seems to be that it would be hard to converse despite the fact that in reality English is widely spoken, especially since the population of Dubai is international, and English is the chosen business language.

Respondents were also asked to choose the right slogan among three options, and part of Dubai’s current brand identity is the use of the slogan “Nowhere like Dubai”. However, this slogan was the least picked out of the possible three. This displays a lack of knowledge and confusion about the branding of the city. Even though many of the respondent’s perceptions were congruent with reality to some degree, these perceptions were most likely not a result of the branding efforts made by Dubai. Additionally, perhaps respondents felt like the other slogans were more suitable for the city, even though they may not have known much about it, or may have incorrect perceptions about the city offerings.
The newly launched slogan ‘Definitely Dubai’ (May 2009) can not be considered as this part of the analysis as the research was being conducted prior to this launch. However, as the slogan has been launched so recently, it will take time for people to hear and read about it.

Finally, according to the respondents it seems that people are willing to visit Dubai the least out of the other three cities (Hong Kong, New York, Stockholm). Only the respondents that have been to Dubai are willing to visit it again, and placed the rating higher for the city, versus the ones who have never been. Despite the fact that the respondents view Dubai in a fairly positive light, people are hesitant visiting the city. Perhaps this is due to the fact that people have preconceived notions such as Dubai being expensive, or having communication issues with the locals, which are just not true. Overall, people might need to be educated more about what the city has to offer in order to break the myths that some of them have about the city. In addition, perhaps the respondents felt like the other cities had something more or better to offer versus Dubai.

5.2 Hong Kong

The following section analysis Hong Kong based on the conceptual framework and findings presented previously.

5.2.1 PEST Analysis

Hong Kong’s main economic drivers include the textile industry and manufacturing, finance, along with tourism, making the economy fairly stable, and combining to generate revenue for the city. Additionally, HK has been in the trading and banking industry for a long time, meaning that those industries are well developed and stable. With low taxation and great infrastructure, economical growth can be reached as these incentives are given to future investors. However, the tourism industry is relatively new in HK in comparison to its trade and business sectors. This may be a reason why HK is considered more of a trading hub rather than a tourist destination. It can be hard for a city to properly present itself to the rest of the world and entice potential tourists, when so much effort has been placed in enticing potential business opportunities and trade.

Currently HK is a special administrative region of China, who’s social and economic system will remain unchanged until the year 2047, however, it is important to take that into
consideration. As a result, HK currently seem fairly politically and economically stable, however, what will the end result be come the year 2047.

In terms of the social aspects, throughout history HK has been influenced by many cultures such the Chinese, the Japanese, and the British, which can be attribute to the reasons why HK is so much more diverse in comparison to other Asian cities. According to Hofstede HK’s freedom of opinions and coexistence of various cultures can be traced back to low uncertainty avoidance. This in turn can be a very positive aspect of the city for tourism and should be exploited as such. The reason why this a positive aspect is because tourist can feel welcome and do not need to conform to strict and rigorous rules like they might need to in other cities. An overall positive and welcoming environment is key for a successful tourism industry. Additionally, since HK was a British colony English is widely understood and spoken by locals, which only further enhances the positive aspects of the city in terms of attracting tourists.

HK makes use of technology in a very innovative and convenient way by offering a travel card that can be used for all public transportation, called the Octopus card. The card provides tourists with a time and money saving tool for traveling purposes. Another example of technology in use is the ‘Symphony of Light’ which is a nightly light show, displayed on various skyscrapers throughout the city, and is a major tourist attraction. HK Island is also known for its escalators that move people around the steep hill districts. This makes commuting much easier, faster, and above all, interesting and unique, something that not many cities can claim they have. All these technological aspects portray HK as a technologically advanced city, and can be used as a way to create interest and further entice tourism.

5.2.2 Place Marketing

Based on the outer level of Philip Kotler’s Place Marketing framework, the target market for Hong Kong covers all the groups in the circle, such as tourism, foreign investment, trade, and immigration. However, their slogan seems to be communicating a contradicting message with the statement of Hong Kong’s role as a regional business hub, a natural gateway to economic opportunities, and an international center for arts and culture. This shows that their main point of interest is indeed geared towards the business sectors, and not so much to the tourism, even though there is a constant effort being made to increase tourism to the city.
The marketing factors of Hong Kong in the second layer consist of attractions, infrastructure and people. The attractions vary between the old and the new, where tradition meets modern. An example of this is the recently built amusement parks such as Disneyland theme park, while being able to see century old temples. As a result of the rich cultural sites, tourist can explore and experience Chinese culture along with British influence that can be seen especially on Hong Kong Island. Therefore, Hong Kong offers a wide range of tourist attractions. The infrastructure and population have been examined by using the PEST framework. Supported by the various levels of Place Marketing, Hong Kong can be described as having a well-developed infrastructure, and a wide variety of tourist attractions.

The last layer of the Place Marketing framework involves the planning group, which for Hong Kong consisted of a team of international communication firms. As the branding strategy was designed by three different international companies different points of view have been considered. This can be a great advantage as multiple perspectives can be taken in the designing the logo/slogan and branding the city. However, at the same time, a disadvantage to this strategy can be due to confusion and lack of coordination between the companies. In addition, cost of hiring multiple companies to work on the branding for one city is increased. Various city stakeholders were interviewed such as government officials, politicians, business people, academics, and media representatives, which enabled the research companies to gather various data and opinions to be used in the branding of the city.

5.2.3 City offerings compared with brand identity

Hong Kong is known for its developed businesses atmosphere, however, tourism is becoming a more important aspect for the city to focus on as times goes on. In terms of what the city has to offer for tourists it is surprising that the brand identity does not actually mention most of these aspects to further brand and promote the city. Despite the fact that tourism is one of the major industries it only plays a small role in the branding efforts. Additionally, there are aspects of the city such as the city’s parks and recreational areas, which span over 40% of Hong Kong’s city limits, along with the multitude of beaches that are not exploited as means to increase tourism to the city. None of these aspects are mentioned in the brand identity, even though they are available for tourist to enjoy.

The overall brand signature of Hong Kong incorporates what the city promises, which is being a mixture of traditional and modern, as can be see from the findings, there is a variety of old and new attractions to choose from in the city. A mixture of cultures is also present, as
the influence of British rule can be seen in various architectural landmarks throughout the city.

Hong Kong’s brand signature is meant to be an umbrella brand, which means it can be used for both business and tourism branding purposes. The slogan being ‘Asia’s world city’ is a rather flexible slogan as it can be applied, and is relevant for both the business and tourism sectors. In addition, the slogan does not have any particular connotation with politics, which is a positive aspect as political status is ever changing in every city. There is also no mention of China in particular or any other comparison to any other city. Therefore, the slogan is a more neutral tone, while proclaiming dominance in the Asian world in a subtle way. Finally, as the slogan mentions Hong Kong being a world city, it provides a sense of cultural openness and a sense of a welcoming atmosphere, which is an overall positive feature of the city branding. These attributes are also reflected in what the city actually offers, it is both welcoming and very cultural city, and that is portrayed in the slogan very nicely.

5.2.4 City offerings and brand identity compared with brand image

The following section will use Simon Anholt’s city brands index hexagon to examine the brand image, as it was collected from the findings of the survey, blogs and articles, and then compare with the brand identity.

The findings collected from the survey in regards to the ‘presence’ factor revealed that the most often mentioned association with Hong Kong was that the city is crowded and busy. While this association does exist in reality as mentioned previously, there also many parks, beaches and recreational areas which are less crowded and not well promoted to tourists. Other respondents associated shopping and food with the city. While shopping is part of what is being promoted about Hong Kong, food and restaurants are not mentioned in much detail in the branding of the city. Additional characteristics that people mentioned about Hong Kong were oriental, international and modern. These characteristics are actually portrayed through the slogan and logo, and the city in general is branded to be a mixture of old and new, cultural and international. As for the people who have actually been to the city and recounted their experiences on the blog sites many of them mentioned the plentiful tourist attractions, and described that atmosphere as being vibrant and zesty. Therefore, the assumed mental attributes of the respondents who have not been there, versus the ones who have been there are similar. The travel articles mainly focused on Hong Kong’s mix of modern and traditional,
reinforcing what both respondents from the survey and blog had mentioned, and what how the city is branding itself.

The climate is examined as part of the ‘place’ factor within the hexagon. The majority of perceptions about Hong Kong’s climate are that it is hot and warm during the summer months, and they perceive the winter months to be warm or cool. This in turn is fairly accurate to the actual weather seen in Hong Kong, which displays that respondents have a clear picture in this regard about the city. The weather is not part of the branding efforts, however this may be due to the fact that the city does not view tourism as playing an important role in branding the city.

Transportation accessibility and affordability is part of the ‘potential’ factor, and according to the results from the survey the majority either agrees or strongly agrees that the transportation is easily accessible and affordable. Hong Kong has a very extensive transportation system however, this is not mentioned explicitly in the brand identity; there is only mention of infrastructure. Transportation is an important factor for tourists and could be exploited as part of the city branding. As for the blogs respondents mentioned that public transportation is a reliable means of travel as well as affordable, efficient and clean. In the travel articles transportation is also said to be very effective and convenient – all these statements support the perceptions of the respondents that have never traveled to the city.

The next question dealing with the ‘potential’ factor asked about the cleanliness and safety of Hong Kong and revealed a mix of responses. Many were uncertain about the answer, and a split between people who agreed and disagreed. This signifies that most respondents did not have one harmonious idea about this matter, and could indicate for Hong Kong to include it in its brand identity an incentive in order to generate awareness. The blogs suggested that the city was virtually litter-free and that it was very safe, however, complaints about air quality were made. Therefore, it can be seen that there is a mix of assumptions about the state of cleanliness and safety in Hong Kong, however, in reality the city is safe and clean, in terms of litter. Respondents were also asked to rank how expensive the three cities are in comparison to each other, and the majority believes that Hong Kong is the least expensive in terms of food, transportation and accommodations.

The ‘prerequisite’ factor deals with the question about public amenities and the respondents have a mixed view about this matter. Few say they are uncertain, and the rest is more or less
evenly split between agreed and disagreed. This inconsistency shows that the respondents do not have a clear understanding of how public amenities might be in Hong Kong.

The next factor is ‘pulse’ which is examined through how excitable the respondents believe the city to be. A large portion of the respondents believe that they would not get bored in the city easily, additionally it can be said that Hong Kong ranks second of the least boring cities. As for plentiful attractions 81% have a positive outlook on the amount of attractions Hong Kong has to offer. This view is congruent with the brand identity and what the city has to actually offer. As mentioned earlier, a mixture of various attractions from the cultural to the very modern, and from nature to shopping, Hong Kong has a large variety to entertain various interests. Further supporting evidence comes from the blogs where travelers who have been to Hong Kong mention that there are various activities and plenty of attractions. Articles also mentioned various activities, even ones such as hiking, which to many people may not occur as a potential pastime in Hong Kong, as these kinds of offers are not widely exploited by the city branding.

The last factor being the ‘people’ element of the hexagon revealed a mixed response, however, a tendency was noticeable towards the city’s inhabitants being warm and friendly, rather than not. Yet, this element is also not included in then brand identity. There were also mixed responses from the blogs, as some of them mentioned the ease of communication and other commented on the English language proficiency being a problem.

The language barrier has been chosen to be the highest among the four cities, despite Hong Kong being a British colony in the past, which could be a fact of people not being familiar with that fact, or simply having preconceived notions that locals in Hong Kong do not speak English. These myths and misconceptions can cause people to have a more negative view about Hong Kong.

Respondents were also asked to choose the right slogan among three options, and the correct slogan – ‘Asia’s world city’ - was picked second. This may be due to the lack of knowledge and familiarity with the branding of Hong Kong. Also, this may indicate that respondents felt that ‘Experience modern Asia’, which was picked as the first choice, appears to respondents as a more suitable slogan.

Lastly, the respondents were asked to rank which city they would most likely visit out of the four cities, and Hong Kong was rated the third most likely. This may be linked to several
factors such as the perceptions about language barriers. Overall, it seems that the survey respondents have a fairly clear idea about Hong Kong on most of the issues, however, on some they are still uncertain or unclear. This might point to the need of raising awareness about Hong Kong and what it can offer tourists. Additionally, the respondents might have felt that Hong Kong just did not have the kind of offering as the other cities do.

5.3 New York
The subsequent section combines the presented theories with findings about New York.

5.3.1 PEST Analysis

Michael Bloomberg, New York’s current mayor (2009), has helped establish NYC go, the official tourism bureau which also serves as the marketing department to promote the city. His efforts led to appointing Mr Perello as the city’s first chief marketing officer. This was important as the city’s marketing efforts were disregarded due to the global awareness of the city. Those efforts were especially important after the occurrence of September 11, 2001 when the iconic Twin-Tower buildings were destroyed. The Twin-Towers were not only a significant economic symbol but also a tourist attraction. Hence re-branding the city as a major economic and tourist center was crucial to rebuild the city’s status.

Since the political situation in New York is described as more liberal compared to the rest of the United States of America, it can have a positive effect on tourism as visitors from different backgrounds feel welcome. The city is known for being open-minded towards the gay community which is also noticeable through the online presence of the city where whole sections are geared towards homosexual lifestyles. This can have an effect on drawing crowds of various kinds to events such as the gay parade.

New York’s economy is driven mainly by the financial sector. Besides that, the arts and media industry contributes immensely to the city’s revenue. Tourism is another important industry for New York as it was described in the findings. Due to the recent global economic situation, the city’s economy is struggling, especially as the city is home to the world’s largest stock exchange which may lead to the city focusing more on rebuilding the city’s economy and therefore taking away from marketing its tourism to travelers around the world.
However, on the other side, the city might be concentrating on drawing tourists to New York in the future in order to pick up the city’s economy.

When looking at New York’s history it is noticeable that the city is coined by the immigration from various countries, which have helped to shape the unique atmosphere that New York has to offer. This international vibe and cultural diversity of the city can be vital reasons that attract visitors from across the world. Hofstede’s low score of uncertainty avoidance for citizens of the United States indicate that there is a tolerance for various beliefs and cultures. This supports New York’s open-mindedness and cultural diversity.

When looking at the technological factor of the PEST analysis New York’s public transportation system has to be mentioned. The transport system is extensive and serves as the main means to travel within the city.

5.3.2 Place Marketing

The target market constitutes the outer level of the Place Marketing framework by Kotler. With its various assets for businesses, investors as well as tourist offerings, the city’s target group includes all the categories listed by Kotler. When examining the tourist target market further, it is evident from the findings presented earlier that visitors of different backgrounds and with various interest are included in the group the city tries to attract. The slogan that New York is currently using ‘the Big Apple’ does not refer to any specific target group and can therefore be employed to attract both, tourism and business.

Marketing factors are presented in the second level of the Place Marketing framework, which includes attractions, people and infrastructure. As it was presented in the findings, New York’s attractions range from architectural and iconic structures to cultural entertainment. What makes New York stand out from other major cities around the globe is the theatre and film industry for which the city is famous for. This creates an additional incentive for tourist to visit the city, as no other city offers such entertainment to this an extent. Also, this industry can be seen as a differentiating factor when comparing New York to other large cities, which could be used as part of promoting the city.

New York’s planning group, which constitutes the inner most level of the Place Marketing framework, is mainly made up of the official tourism bureau NYC go, which was led the city’s first CMO, Mr Perello starting from the year 2003. No information on what other city
stakeholders were included in promoting the city was gathered. However due to the size and structure of New York as well as its global standpoint, it can be assumed that stakeholders, such as business owners, governmental bodies, social organizations, private investors as well as representatives of the New York community are involved. It could be important to include various stakeholders that represent various views on the city, as the city needs to be presented in a way that satisfies all stakeholders of New York. Different opinions can be an asset when promoting a city, as different views are considered. Yet, at the same time it could also be a source of confusion and disagreement when deciding on marketing efforts.

5.3.3 City offerings compared with brand identity

New York’s main aspect of brand identity is reflected in the cultural offerings the city provides. Besides being host to numerous events and shows, the city is also home to Broadway, which is one of the world’s most known theater production district. With its brand identity, the city promotes itself as offering various cultural entertainments for visitors to enjoy.

Even though, the financial sector plays a main role in the city’s economy, it is not explicitly mentioned as part of New York’s brand identity. Yet, as the brand identity is used more towards targeting visitors, portraying the city as a business hub is not done extensively in terms of New York’s brand identity.

The tagline of New York - ‘the Big Apple’ – can be traced back to history. However it is not an association that is linked to what the city offers in terms of tourism or business, but rather history and tradition. ‘The Big Apple’ can be viewed more as a nickname of the city rather than a slogan.

5.3.4 City offerings and brand identity compared with brand image

In the following section Simon Anholt’s city brands index hexagon will be used to analyze the brand image, as it was collected from the findings of the survey, blogs and articles, and then compared with the brand identity of New York. Approximately 50% of the survey respondents have been to New York, which means that the survey opinions are based on both, people who have and people who have not visited the city before.

The first investigated element, ‘the presence’, was used to gauge respondents’ familiarity with the city and what the city is famous for. This revealed that respondents of the survey associate
iconic landmarks, such as the Empire State Building when thinking about New York. While cultural entertainments, such as Broadway, was also frequently mentioned, however no respondents associated New York with being a host to numerous events like the gay parade or various fashion shows. This does not necessarily mean that respondents don’t associate events with New York at all, yet it is not a common connection that people make.

Compared to the other chosen cities, New York was the only location with which survey respondents correlated a historic event, namely September 11, 2001. This may be due to the extensive media coverage which drew to world’s attention to the city. Such coverage can attract both positive and negative attention to the city as there was worldwide broadcasting of the city, but it was in a negative context.

It is also noticeable that New York received the most negative feedback about the city out of the four chosen cities in the survey. The city is described as being dirty, noisy and congested by both, people who have and people who have not been to the city. This means that even people who have not been there yet view the city in such a way, perhaps this view is spread through media or word-of-mouth.

Overall, the blogs and examined travel articles match what is being perceived by survey respondents when looking at the ‘presence’ element of Simon Anholt’s city brands index hexagon. While blogs described both sides, positive and negative aspects about the city, travel articles only focused on positive attributes of New York.

The climate is studied as part of the ‘place’ factor within the hexagon. New York’s climate is perceived to be hot to warm and humid in the summer time, in the winter the weather is viewed to be cold and wet, which is a fairly accurate with what the city’s climate is like. While the climate is not specifically mentioned in the city’s brand identity or offerings, survey respondents have a reasonably clear image of New York’s weather. New York might not view the climate to play an important role when branding the city, as the city offers various attractions for various interests regardless of the weather.

Transportation accessibility and affordability is part of the ‘potential’ factor as well as the overall expensiveness of New York. According to the results from the survey the majority of respondents either agrees or strongly agrees that the transportation is easily accessible and affordable in New York. The city’s public transportation system is one of the world’s most extensive systems which creates a reliable means to travel within the five boroughs. Neither
the affordability nor the accessibility are mentioned in New York’s brand identity. Perhaps the people responsible for the branding efforts feel that the obvious should not be stated, and that visitors and potential visitors know that an extensive transportation system exists due to the size the city.

When looking at the ‘potential’ of the city, the cleanliness and safety has to be considered as well. Upon comparing New York to the other three cities, it is clearly noticeable that the city is regarded as the least clean and safe location. Blogs support the statement of New York being a city with a high crime rate. As visitors do not feel safe when traveling around the city, they are less inclined to re-visit the city again. Since New York has failed to get crime under control thoroughly, it can impact the brand image negatively.

‘The prerequisite’ is another element of the city brands hexagon. The standard of New York’s public amenities is viewed as being rather high, as the majority agreed or strongly agreed to this question. This can be traced back to the city being highly developed economically and having such a rich history which has contributed to what the city is like today. When being asked which city is the most expensive one, New York was ranked the highest compared to Dubai, Hong Kong and Stockholm in the survey when considering the overall price level of the city. This idea was also supported through blogs as people mentioned that as it is an expensive city to visit.

‘The pulse’ deals with how exciting the city. The survey results show that respondents view the city is the most exciting of all when comparing New York to Dubai, Hong Kong and Stockholm. New York is also ranked highest with offering plentiful attractions. This might be due to the city offering such a diverse spectrum of attractions and entertainment that people perceive it as the most exciting when compared to the other three cities. Another reason, for people who haven’t been to New York yet, could be that since New York is well known around the world, people are curious about the city and assume that it offers a lot of attractions because many people visit New York each year.

The last element of the city brands hexagon is called ‘people’. This element examines whether visitors view the city’s inhabitant to be friendly for example. When looking at the survey responses the opinions are split about the friendliness of New Yorkers. However a tendency is noticeable towards respondents disagreeing to the statement that inhabitants are warm and friendly. In addition, it was mentioned in the blogs that inhabitants can be rude and arrogant. As a result this can lead to visitors feeling unwelcome and therefore unwilling to revisit the
city. On the other hand, the mix of people with different backgrounds was mentioned as a positive aspect. Another blog opinion was that it is easy to get to know interesting people from a diverse mixture. This may due to fact that New York is coined by its history and immigration movements in past.

Language barriers are not viewed as an issue visitors would have to overcome as 95% of respondents indicated that they don’t think they would have difficulties communicating with locals. As English is the official language in New York and nowadays students in many countries learn English in school, visitors feel comfortable communicating with locals. Also, because New York is so diverse, many inhabitants are multilingual which further enhances communication for visitors as they can speak in their native tongue.

When being asked to choose the correct slogan out of three choices, the majority of respondents picked ‘the Big Apple’ which is New York’s slogan. New York is the only city where the majority of the respondents chose the correct slogan out of the three options. This could be traced back to the fact that the tagline ‘the Big Apple’ has been in existence for over three decades and therefore people around the world are familiar with it. The tagline has also been used widely in media productions, which created awareness.

New York was ranked as the city, the survey respondents would like to visit the most when being able to choose among Dubai, Hong Kong, Stockholm and New York. One of the reasons for this could be that people are very exposed to New York through various means such as media and word-of-mouth, which creates a curiosity to visit and experience the city for those who have not been there before. Another reason for both, people who have and have not been to New York, could be the wide range of attractions and entertainment, which promise an exciting stay in the city.

New York’s ranking as the highest among the four chosen cities that survey respondents would like to visit the most, could be explained by respondents’ feeling that New York has to offer the most among the four cities. This is supported by bloggers and survey respondents alike in terms of their opinions about the city which suggest that New York should be visited at least once.
5.4 Stockholm

The subsequent section analyses findings gathered about Stockholm in relation to the presented theories.

5.4.1 PEST Analysis

Politically Stockholm is stable and long-standing as a democratic monarchy. However, the monarchy does not play a major role in Sweden’s politics, as the constitutional law gives power to the people. Sweden in general is a very social-democratic country, which relays back to various aspects of the city and the people. The city values its inhabitants’ opinions and incorporates these opinions in how it portrays itself to the world, for example allowing residents to voice their opinions to the district council about various issues such as expansion/construction projects. This in turn can affect various tourist attractions and entertainment.

Stockholm’s economy is driven by several factors, such as services from commerce and consulting, to hotels and restaurants, medicine, telecommunications and transport. An economy based on several successful factors can be very strong and stable, as it does not rely on one sole industry for income. Additionally, Stockholm does have the largest GRP compared to other Scandinavian cities, and it is the home to the largest stock exchange in Scandinavia, which further reinforces the idea of a sound economy. Having a sounds economy could enable the city to invest into tourism and city branding.

In regards to the social factor when looking at Stockholm it can be said that it is a culturally diverse city. This translates into various tourist attractions such the amount of different restaurants that offer food from around the world. However, even though there has been such an influx of immigration, mainly Finns and Iraqis, into the city, the Swedish culture is maintained well. As for Hofstede, it is noticeable that Sweden has a very low masculinity score, which indicates openness towards both genders as being equal. This means that tourists do not face any kind gender specific restrictions when visiting the city. When comparing this situation to Dubai, it can be said that while visitors in Stockholm can feel free, they are more restricted in Dubai, as for a example a segregated public bus system exist.

In terms of the technological aspect, it is worth mentioning that Stockholm has quite an interesting method of providing tourists with information by stationing computers in various places such the central station, bus stations, hotels, and the tourist information center. These
computers are connected to the Internet and tourists can surf the web in order to find maps, book accommodations, and figure out what there is to see and do in the city. This serves as an excellent tool for tourists, especially because it is free of charge. It saves tourists time and money from having to struggle to find an Internet connection, and serves as an important means of searching for information about the city. This provides tourists with an easy way to communicated and access information at various locations all around the city. Tourists also have an advantage as Stockholm and the rest of Sweden is on the GSM network which makes international cellular communication very convenient.

5.4.2 Place Marketing

As the outer layer of the Levels of Place Marketing look at target market, and Stockholm’s target market consists of several groups such as tourists and conventioneers, investors, and business opportunities in general. Stockholm’s brand serves as an umbrella brand that is used to target different groups as mentioned above. This can be a positive attribute of the branding efforts as it limits confusion for both the target audience, and for the stakeholders who use the tagline as part of their branding initiatives.

The next level is comprised of the marketing factors, which for Stockholm include attractions, infrastructure, image and to some extent the quality of life. This can be seen through the findings as Stockholm promotes various tourist attractions that the city offers. In addition, in terms of infrastructure Stockholm is widely promoted because of its central location within Sweden, and the fact that it is located on the Baltic Sea. The marketing efforts seem to be distributed evenly among business and tourism, as both industries are being promoted more or less equally.

The inner level of Philip Kotler’s Place Marketing framework refers to the planning group involved in marketing Stockholm. As Julian Stubbs mentioned, city stakeholders from various sectors of the city are included in the branding of the city. This is important because different stakeholders have different views, which can result in many great opinions and ideas on how to promote the city in a creative way. However, at the same time, this can be a source of problems as opinions may vary tremendously and cause conflicts in satisfying all stakeholders. From the findings it can be seen that Stubbs/Dowell was responsible for the branding of the city, as an outside company and not under any strict governmental control and guidelines. The local government had a say in the marketing efforts of the city as they are part
of the stakeholders, however, the concept was developed by the third party marketing company, which was free to utilize various means of accomplishing branding strategies.

5.4.3 City offerings compared with brand identity

The idea that tourism is becoming an increasingly important part of the economy for Stockholm is reflect through the branding of the city. As seen in the findings there are three core branding messages that Stockholm uses to target their audience. The main message targeting visitors is comprised of the one where the key word ‘culture’ is inserted into the original tagline. While Stockholm offers a variety of outdoor activities, and a unique scenery as the city is build on islands, these positive attributes are not explicitly mentioned in the branding messages. Iconic landmarks such as the Gamla Stan are not mentioned either with the slogan message targeting tourists.

Stockholm’s brand signature, which includes the logo and slogan, incorporates modern with traditional as a bold and simple font is used for the city name, while the tag lines appears in a cursive and more traditional font. While the crown is used to represent that the city is home to the royal family, which is an important part of the Swedish culture. In general, it can be seen that what the city promises through its branding efforts is a mixture of traditional and modern. The traditional is echoed through for example the Royal family, while the modern is portrayed through sleek designs and fashion that Stockholm is recognized for.

The city’s brand signature has been designed in a specific way in order to be used as an umbrella brand, which serves to reach both business and tourism target markets. The slogan “Stockholm, The capital of Scandinavia” is also seen as having no particular link to politics, which can be a positive feature as no negative connotations can be associated with it. The slogan is a rather bold statement that is intended to attract attention, however, at the same time, it might prove to be quite a challenge for Stockholm to live up to. It can also be a positive aspect that the city name is incorporated into the slogan, as it prevents target groups from mistakenly associating the slogan with another Scandinavian city. Overall, the slogan carries a neutral tone, however, while strong and proclaiming dominance in the geographical area.
5.4.4 City offerings and brand identity compared with brand image

The following section will analyze the brand image, as it was collected from the findings of the survey, blogs and articles, and then compared with the brand identity of Stockholm with the help of Simon Anholt’s city brands index hexagon. Approximately 16% of the survey respondents have visited Stockholm before for leisure purposes.

The ‘presence’ factor of the Simon Anholt’s revealed that most respondents of the survey believe Stockholm to be cold, with lots of mountain terrain and skiing activities. Other associations included clean, scenic, water and peaceful, and having a variety of cultures. Additionally, a few respondents referred to Stockholm’s specific landmarks such as Gamla Stan, the Royal Palace, and the Vasa museum. Finally, some respondents also stated their lack of knowledge about the city, as either not being able to associate anything in particular with it, or just not being able to locate it on a map. These results may be due to the fact that only about 16% of the survey respondents have been to Stockholm before. However, there is quite a large percentage of respondents who have great misconceptions about the city, as mentioned above. The opinions based on the people who have previously been to the city are represented by the bloggers. Their opinions were overall positive and portrayed a picture of Stockholm being colorful, and beautiful, as well as offering great shopping and dining opportunities. Another opinion stated by the bloggers was the lack of daylight in the winter time, while the long hours of daylight in the summer enable visitors to be able to explore the city for an extended period of time. These opinions are more congruent with what the city actually offers, versus the opinions shared by the respondents who have visited the city. This can mean that many people are not aware of what Stockholm offers for tourists, and in turn, can mean that there could be more effort made to promote the city world-wide in order to educate the public about the city and break certain myths people may posses.

The ‘place’ factor examines the climate of Stockholm, and the majority of survey respondents believe that city is warm to cool in the summer time, while during the winter time they believe that it is cold. This is again not very congruent with the actual weather in Stockholm, as the warmest month of July the temperature goes up to 25 degrees centigrade. While in the winter time, the average low temperature is 3 degrees centigrade below zero. The weather seems to be part of the branding efforts, as the city is trying to change myths and misconceptions about the climate by emphasizing that Stockholm is not always cold, and that in fact there are four separate seasons that tourists can enjoy.
Public transportation falls into the ‘potential’ factor of the hexagon. According to the survey results majority of the respondents believe that it is accessible and affordable. However, when comparing it to the other three cities Stockholm ranks third with its transportation being accessible and affordable. This may also be linked to the fact that the majority of the survey respondents have not visited the city before, or they are not familiar with the facts, and therefore have skewed perceptions. The city offers an extensive transportation system, which includes busses, metro, water taxies and trains. This fact is also supported by the blogger who have visited the city, as they mention that transportation is easily accessible and affordable.

The following question also dealt with the ‘potential’ factor and asked about the cleanliness and safety of the city. Most respondents believe that Stockholm is the cleanest city by far between the other cities, as 73% ‘strongly agree’ or ‘agree’ that the city is clean and safe. This is a very positive factor for the city, as tourists can feel safe and the city is more appealing for visitors if it is clean. In addition, many blog respondents feel that the city is indeed clean and safe, which supports the view of the survey respondents who have never been to the city.

The next factor in the hexagon is the ‘prerequisite’ factor deals with the question about public amenities and once again the majority of survey respondents feel that Stockholm has the highest standard of public amenities in comparison to the other three cities. This can have a positive effect on tourism as visitors might be more inclined to travel to a city in which they think the standard of public amenities is high. Respondents were also asked to rank how expensive the cities are in comparison to each other, and Stockholm was ranks as the 3rd. This is also a positive association that respondents made, as it can be a vital part in the decision making process when choosing a travel location.

The ‘pulse’ factor examines how excitable the respondents believe the city to be. A large potion of survey respondents believe that they would not get bored in the city, which is congruent with the answer given to the subsequent questions of whether the city provides plentiful attractions. Stockholm offers a wide variety of attractions, as seen through the findings, therefore, the opinions of the survey respondents are fairly accurate. Additionally, the bloggers also mentioned various attractions, as well as the travel articles, which all reinforce the actual offerings of the city. The city offerings are echoed in the city branding efforts through the use of the powerful slogan, and the branding signature targeted towards tourism.
The last factor of the hexagon is the ‘people’ factors, which revealed a surge of positive opinions where Stockholm was rated once again the highest between the other cities in terms of having warm and friendly inhabitants. Additionally, there was a clear notion from respondents that no difficulties would arise when communicating with locals. These are both very positive opinions, which can create a welcoming atmosphere for travelers. This is congruent with actual facts, as the majority of Swedes do speak English as it is required to learn in school. Yet, this positive factor is not exploited nor used as part of the brand identity. Additionally, when asked about general opinions about Stockholm, respondents often specified physical attributes of Swedes such as tall, blond, beautiful, and categorized them as being friendly. It is interesting, that Stockholm was the only city, which received feedback on its inhabitants when asked for general opinions about the city. These affirmative notions were reinforced through the bloggers whom also mentioned that inhabitants are warm and friendly, and with the travel articles mentioning the same thing. Overall, all opinions and facts are congruent with each other, which creates an inviting environment for travelers.

Respondents were also asked to choose the right slogan among three options, and the actual slogan was chosen the least by respondents. This may be due to the fact that the slogan is fairly new as Stockholm’s branding initiative was launched in 2005. However, adding to the confusion could be the fact that there were many different slogans used prior to the current branding efforts. It can also be due to the lack of familiarity with the branding of Stockholm.

The last portion of the survey asked respondents to rank which city they would like to visit the most out of the four cities, and Stockholm was ranked as the second most likely. This could be linked to all the positive attributes about the city, such as the language and ease of communication with locals. Also, the perception that respondents have about the city being clean and safe can also play a part in why the city was placed in second place. Overall, the respondents and bloggers seem to have positive views about the city, with a few minor misconceptions, which can point to a need of further educating potential visitors of Stockholm’s offerings.
6. Conclusion

Overall, this thesis was aimed to investigate and compare the four chosen cities and their branding efforts. The comparison was based on an analysis of each city’s offerings, in order to examine if the offerings are congruent with how the city’s brand identity is being portrayed. The next step was to identify people’s opinions about each city to be able to draw conclusions on whether the brand image of each city matches the brand identity.

As the analysis shows, Dubai portrays itself as a luxurious vacation destination, which is congruent with what the city actually offers. Therefore, it can be concluded that the designed brand identity matches what the city has to offer. Additionally, the recently launched brand identity also matches what the city offers, to a certain extent. As the targeting of business and investors is not included, the brand cannot be viewed as an umbrella brand, since Dubai offers incentives for investors, which are not included in the current branding efforts. The branding strategy is geared only towards attracting tourism. If a different branding approach would be used to target businesses and investors, it might create confusion among the target groups, and companies that use the brand signature for their own marketing purposes.

In terms of the brand image, it seems that people have a clear mental picture of what Dubai offers, even if they have not previously visited the city. Overall, the perceptions are rather positive and match what the city is about. The survey respondents do not have unrealistic views about the city, and in general they seem to have basic knowledge about the city’s factors when examined with the help of Simon Anholt’s city brands hexagon. However, the respondents’ knowledge about Dubai can be attributed to the media coverage about the city rather than the branding efforts, as the city’s branding efforts are only now receiving more attention with the recent launch of the new marketing campaign. This is supported by the fact that survey respondents were not very familiar with the Dubai’s old slogan - ‘Nowhere like Dubai’. Since Dubai has developed economically and structurally very quickly in the past few decades, it has attracted the world’s attention by doing so. This translates into a great media fascination as no other city in the world has developed in such a way, creating awareness about the city as a whole.

Through its history and development, Hong Kong, has always been a city with an economic and business focus, which the city does offer as it was mentioned in the findings. Even though the city also offers various tourist attractions, the branding focuses more on the business
aspect. While the brand identity does not include any aspects the city does not live up to, it can be concluded that Hong Kong does not take full advantage of its tourism assets. An example for this is Hong Kong’s lack of mention of the immense green space and parks, available for tourists to enjoy. This is further supported through the opinions of the survey respondents, as there were no associations with greenery, or parks with the city of Hong Kong. Through the findings and analysis it can be seen that Hong Kong is meant to be promoted as an umbrella brand, as only one brand signature is used to target both tourism and business. However, more emphasis is placed on the business aspect versus the tourism.

The survey results for Hong Kong’s brand image showed that associations were mainly linked to tourism. Respondents view the city as plentiful in tourist attractions, which is congruent with the city offerings, and to some extent the brand identity. The reason why the brand identity is only to some extent congruent with the brand image is because, the brand identity is meant to communicate Hong Kong as a business hub, and providing economic opportunities, as well as being an international center for arts and culture. Therefore, tourism is only mentioned to a small degree, and hence it can be inferred as having a lesser importance versus the business aspect of the branding initiative. The branding efforts that have been made to design Hong Kong’s brand identity almost seem to be contradicting. On the one hand the umbrella brand is meant to target both business and tourism, but on the other hand, it is stated that the slogan is meant to mainly promote Hong Kong’s business assets.

Referring back to the brand image, the perceptions the survey respondents have about Hong Kong are in alliance with what the city offers for tourists as analyzed through the hexagon factors of Simon Anholt’s city brands index. The respondents’ knowledge of the city can be traced back to a combination of branding efforts, media coverage of the city, especially dealing with its recent history, as well as word-of-mouth. This can be supported by the fact that Hong Kong’s slogan – ‘Asia’s world city’ – was the second most chosen slogan by the survey respondents, which means that people must be familiar with the branding efforts to some degree. Additionally, media coverage of the historic return of Hong Kong to China spread further awareness, along with the more recent Beijing Olympics, which brought attention to Hong Kong as well. Finally, word-of-mouth can be attributed to the numerous opinions on various blogs and forums written about Hong Kong, as there seems to be an overwhelming amount of information in comparison to the other three cities.
With its branding efforts New York tries to target both business and tourism markets. As the findings show New York’s economy is based on a range of industries, while at the same time offering tourist attractions and cultural entertainment. However, it can also be seen in the findings that New York lacks a clear and precise brand identity. Efforts are being made towards promoting the city as a host to numerous events and shows, which is fitting with what the city offers. The slogan – ‘The Big Apple’ – has been in use for nearly four decades, however, the branding efforts for the city have been lacking, as the brand identity has not been updated. New York’s current and official marketing organization uses a logo spelling NYC in bold font; however, the slogan is not used specifically, and does not appear within the brand signature. It seems that ‘The Big Apple’ has mutated into a nickname for the city, instead of serving as an actual slogan. Therefore, as New York lacks a clear brand identity, it can be concluded that the brand identity does not fully match the city offerings.

The survey respondents’ opinions about New York’s brand image can be split into two categories, negative and positive, as can be seen from the findings. According to the survey results, New York is the only city where respondents have negative views of the city in comparison to the other cities. Additionally, New York is also the city where respondents seem to know the most about. Overall, the opinions of the respondents mirrored what the city actually offers, which is shown through the analysis of Simon Anholt’s city brands hexagon. As the brand identity is rather blurry the knowledge the respondents posses about the city can be attributed to the wide spread media coverage. This entails both TV shows and movies, along with historic events such as September 11, 2001, which received extensive news coverage, and was broadcasted worldwide. Additionally, as the events of 9/11 are remembered on a yearly basis, it further reinforces certain attributes and aspects of the city in people’s minds. Various TV shows and movies portray New York in a certain way such as full of crime, and dirty, which also impacts the way people perceive the city to be in reality. This creates a challenge for the branding efforts of the city as it can be hard to make people see the city in a more positive way if they already posses negative connotations with it. However, on the opposite end of the spectrum New York is also often portrayed in the media in a very positive light. This can be see through shows such as ‘Sex and the city’, which gives the impression that New York is a glamorous place, or as a fun and cultural place as portrayed by the TV show ‘Friends’. In conclusion, New York’s long branding history serves as an advantage, as survey results showed the majority of respondents are familiar with the slogan being ‘The Big Apple’, although these efforts are currently not reflected very well in the overall branding efforts put forth by the city.
With Stockholm’s brand identity launched in 2005 an umbrella brand was created to target both business and tourism. The branding messages are congruent with what the city offers in terms of business. However, when looking at the tourism side, it seems that not all the main assets of the city offerings are included, such as the archipelago, which is a key feature of the city. Overall, it can be concluded that the branding efforts put forth by the city match what the city offers, as the promise of having plentiful and diverse attractions is kept. The city’s potential and its offerings are not taken full advantage of in the branding, yet the branding does not make promises that cannot be lived up to by the city. The tagline ‘Stockholm – The capital of Scandinavia’ implies that the city is the prime location within this region for both business and pleasure, and serves both target markets. This is a positive factor, as the branding remains consistent for both, the business and tourism sectors, driving one particular message and limiting confusion of what the brand identity represents.

Referring to the brand image, the survey responses indicated that people have mixed opinions about Stockholm’s brand image as analyzed through the hexagon factors of Simon Anholt’s city brands index. This is the only city out of the others where respondents who have not previously been to the city, had misconceptions about it, including the city’s geographical location, and its offerings. However, even though there were various false impressions of the city, they were mostly positive in outlook. The brand image that was gathered through the survey respondents is not completely in alliance with the brand identity and what the city offers. For example, the most dominant misconception was that Stockholm has plenty of mountains and ski resorts, which of course is not the case in neither reality nor the branding efforts put forth by the city. On the other hand, the brand image gathered through the blogs (people who have previously visited the city) and articles do portray an accurate description of both brand identity and city offerings. These erroneous beliefs could be attributed to the fact that Stockholm’s branding campaign has been launched rather recently. Additionally, prior to this campaign, the branding of Stockholm was blurry and inconsistent as various slogans were used to promote the city. Furthermore, this might also signify that people are just simply not aware of the city in the way they perhaps should be, as proper branding measures have been lacking in the past. The current campaign might take several years to become known and recognized worldwide.

In conclusion, it can be seen that there are various messages used in the promotion of each city, and certain cities have more positive aspects, in terms of the branding versus the others, such as the use of an umbrella brand. The purpose of this thesis was to examine if the city
brand identity is congruent with what the city has to offer and if consumers’ perceptions about a city match the brand identity. While the perceptions of Dubai match the city offerings to some degree, there is no clear link between the brand identity and the image, as the brand identity was just recently launched and past efforts were not done extensively enough to create public awareness. New York falls into the same category, where people have an even clearer idea of what the city is like versus Dubai, however, the lack of extensive branding efforts cannot be traced back to New York’s place promotion strategy just like in the case of Dubai. On the other hand, both Hong Kong and Stockholm have clear and precise branding strategies, and both are trying to use umbrella brands to their advantage. Stockholm is being more successful in the use of the umbrella brand as compared to Hong Kong, as Hong Kong’s brand identity focuses more on the business aspect rather than tourism. However, from a brand image point of view, the public is more aware of Hong Kong and the city’s offerings compared to Stockholm. These issues will be addressed in the recommendations in the subsequent section.
7. Recommendations

The following list of recommendations is based on the authors’ judgment supported by the presented findings, analysis and conclusions, divided into the four chosen cities.

Dubai

Initially, recommendations were going to be made on Dubai’s lack of branding strategy. However, since a new brand identity has been launched mid May 2009, the recommendations will be based on these current efforts.

- As this is a new brand strategy, internal communication is very essential, in order to avoid confusion in regards to what the brand is about, and so that it is understood and communicated in the same way by everyone involved.

- Enforcing and extensive promotion of the brand identity is crucial during the early stages of Dubai’s branding process. It is important to create awareness and inform the global audience of Dubai’s offerings.

- Monitoring and follow-up of the brand should be done in the near future and on a regular basis to ensure the successfulness of the branding efforts. This will also help to find out if any adjustments need to be made to create a positive brand image of Dubai. However, it is also important to note that drastic changes, such as changing the slogan, should be avoided to eliminate confusion.

- One improvement that can be made to the current brand is the use of an umbrella brand, which would mean including business in the brand in addition to tourism. This would enhance the overall effectiveness of the branding efforts, and reach a much broader audience at the same time. Promoting the city as a whole would become more efficient, effective, and decrease in cost.

Hong Kong

- The most important aspect that needs to be considered for Hong Kong’s branding is consistency within the branding strategy. While Hong Kong claims to include both tourism and business under its umbrella brand, the brand message is geared more towards business rather than tourism. Therefore, they should be more consistent with what they claim and with their actions involving the branding efforts.
Tourism should be exploited further as part of the branding in order to increase awareness about the city’s offerings, such as the immense park space and beaches that are available for tourists to enjoy.

While Hong Kong’s brand signature includes the city name, the tagline/slogan does not, which the city should consider, as people might not recognize it right away, or might not associate the tagline with the city specifically. The tagline ‘Asia’s world city’ could also apply to other large and well-known cities in Asia, such as Singapore, Beijing, Tokyo etc.

Further promotions should be made to create awareness of Hong Kong’s branding. This could be done through brand ambassadors, which could include various companies and celebrities.

New York

Since the tagline ‘The Big Apple’ has been in existence for so long and people are familiar with it, it should be reinforced in the city’s current branding strategy. Currently, New York’s brand signature only includes the initials of the city, however, the tagline or an image that represents the tagline (such as an apple) should be incorporated in the brand signature of New York to take advantage of the awareness of the slogan.

New York seems to rely heavily on word-of-mouth advertising, as well as media coverage through TV shows and movies. This can be dangerous as negative images about the city can be portrayed this way, and the amount of media coverage can decrease over time. The city needs to engage in more extensive branding efforts to build and enhance the brand awareness.

The slogan has been around for many years and it represents a certain kind of atmosphere about the city that is positive, however, the city still requires modernization of its branding efforts. Many events have taken place in New York’s history in the past few decades, which have created a necessity to adapt its branding accordingly. Therefore, the branding needs a general facelift, which makes it vital for the city to update and adjust its branding strategy.

Stockholm

Certain features about the city such as the archipelago should be used more extensively in the branding efforts, as it is such a large, important, and especially unique feature of the city.
• As Stockholm is a rather environmentally friendly city, and according to the blogs and travel articles written about the city, the city has a very green and open feel to it and this aspect should be taken advantage of through the use and promotion of eco-tourism.

• The current slogan should be kept for a long period of time in order for a global audience to recognize it. A good example of this is New York’s slogan, which is recognized all over the world.

• As the campaign is fairly new, it should be promoted extensively to eliminate current misconceptions, and avoid new ones. It can be seen from the survey findings that the slogan was chosen the least, and people’s opinions portrayed a general lack of knowledge about the city. This reinforces the reason why the branding should be further marketed. An example of this could be the international broadcast of the Nobel prize as this event currently has minimal media coverage. Another way might be to create a TV show based in Stockholm to create international awareness of the city, such as ‘Friends’ did for New York.

• Since the global fashion company H&M has its headquarters in Stockholm, the branding efforts of Stockholm could be linked to this company’s strategy. It could be of H&M’s interest to promote its Swedish design around the world, as people have positive connotations towards it, but also to promote Stockholm in order to attract, for example, designers to the city. Therefore, H&M could launch a temporary ‘Stockholm style’ clothing line. Famous designers and celebrities, such as Madonna, Karl Lagerfeld and most recently Matthew Williamson, have designed clothing lines for H&M in the past, drawing crowds into the stores. If H&M would launch a ‘Stockholm style’ clothing line, it would help the company to draw crowds in the store (European fashion is considered trendy in North America for example), while Stockholm would get the necessary global attention. This approach could help spread awareness about Stockholm in a positive way and educate H&M customers about Stockholm.
8. Further Research

This thesis examined the branding efforts of four international cities and the perceptions about each city. However, as the branding of a city is complex, future research could be done to further understand city branding and to be able to highlight certain success factors. This could be done by extending the list of investigated cities by looking at further cities around the world, varying in size and offerings. Additionally, a larger sample size could be used to gain deeper insight of how the global audience perceives each city to be. This would then need to be compared to how each city brands itself, whether there is a match and lastly if certain aspects can be filtered out of each city’s branding process that can lead to successful brand identity.

Furthermore, when examining city branding further, it needs to be ensured that city stakeholders involved in the city branding process are interviewed extensively in order to be able to examine the branding in more detail.

Moreover, since this thesis only looked at city branding from a tourism perspective, the investor/business side of branding besides tourism could also be looked at in order to see if the brand identity fully covers the city’s assets, but also if the city lives up to the tourism and business promises of the brand identity.
REFERENCES


Appendix 1: Survey

Dear participant, this survey is designed to gather your opinions about four different cities. If you haven’t visited any one of the cities, please answer the questions based on your assumptions, if you have visited them before please answer based on your experience. All the information will be kept confidential and will be used for academic purposes only.

Thank you for participation!

1. What is your gender?
   - [ ] female
   - [ ] male

2. What is your age?
   - [ ] -18
   - [ ] 18-32
   - [ ] 33+

3. Which country were you born in?

4. What is your occupation?

5. Which city have you visited before for leisure purposes? (Please check all that apply)
   - [ ] Dubai
   - [ ] Hong Kong
   - [ ] New York
   - [ ] Stockholm
   - [ ] not applicable

6. Which city would like to visit the most (please rank, 1 being the most likely, 4 being the least likely)
   - [ ] Dubai
   - [ ] Hong Kong
   - [ ] New York
   - [ ] Stockholm
7. What is the first thing that comes to mind about Dubai?

8. What is the first thing that comes to mind about Hong Kong?

9. What is the first thing that comes to mind about New York?

10. What is the first thing that comes to mind about Stockholm?

11. I think the climate in the summer is_______? (Please check all that apply)

   - Dubai: hot  warm  cool  cold  dry  wet  humid
   - Hong Kong: hot  warm  cool  cold  dry  wet  humid
   - New York: hot  warm  cool  cold  dry  wet  humid
   - Stockholm: hot  warm  cool  cold  dry  wet  humid

12. I think the climate in the winter is_______? (Please check all that apply)

   - Dubai: hot  warm  cool  cold  dry  wet  humid
   - Hong Kong: hot  warm  cool  cold  dry  wet  humid
   - New York: hot  warm  cool  cold  dry  wet  humid
   - Stockholm: hot  warm  cool  cold  dry  wet  humid

13. I think public transportation is easily accessible and affordable?

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<tr>
<th></th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Uncertain</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>I don’t know</th>
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14. I think the city is clean and safe

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15. I think the general standard of public amenities, such as hospitals, public transport, bathrooms, is high (clean, easily accessible, well equipped)

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16. I think I would not get bored in this city easily

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17. I think the city would offer plentiful attractions (attractions can be museums, parks, galleries, architectural landmarks, amusement parks, etc.)

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<th>Strongly agree</th>
<th>Agree</th>
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<th>Disagree</th>
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18. I think the inhabitants of the city are warm and friendly

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<th>Strongly agree</th>
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<th>Disagree</th>
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19. I think I would have difficulties communicating with locals (language barrier)

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<th>Strongly agree</th>
<th>Agree</th>
<th>Uncertain</th>
<th>Disagree</th>
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</table>
20. Which city do you think is the most expensive in terms of food, accommodation, transportation (please rank from 1 to 4 – 1 being the most expensive and 4 the least expensive)?

☐ Dubai  
☐ Hong Kong  
☐ New York  
☐ Stockholm

21. What is Dubai’s slogan?

☐ Nowhere like Dubai  
☐ Dreams come alive in Dubai  
☐ Magical Dubai

22. What is Hong Kong’s slogan?

☐ Asia’s world city  
☐ Experience modern Asia  
☐ Your Hong Kong

23. What is Stockholm’s slogan?

☐ Venice of the North  
☐ The Capital of Scandinavia  
☐ Gateway to Sweden

24. What is New York City’s slogan?

☐ The Big Apple  
☐ I ♥ New York  
☐ The World’s Second Home

25. Which city would you like to visit the most (please rank, 1 being the most likely, 4 being the least likely)

☐ Dubai  
☐ Hong Kong  
☐ New York  
☐ Stockholm
Thank you for your participation!

Appendix 2: Ranking of most expensive cities

Which city do you think is the most expensive in terms of food, accommodation, transportation (Please rank from 1-4, 1 being the most expensive, 4 the least) - Dubai

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
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<tbody>
<tr>
<td>not answered</td>
<td>2</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>most expensive</td>
<td>195</td>
<td>46,5%</td>
<td>46,7%</td>
<td>47,1%</td>
</tr>
<tr>
<td>second most expensive</td>
<td>79</td>
<td>18,9%</td>
<td>18,9%</td>
<td>66,0%</td>
</tr>
<tr>
<td>third most expensive</td>
<td>66</td>
<td>15,8%</td>
<td>15,8%</td>
<td>81,8%</td>
</tr>
<tr>
<td>least expensive</td>
<td>76</td>
<td>18,1%</td>
<td>18,2%</td>
<td>100,0%</td>
</tr>
<tr>
<td>Total</td>
<td>418</td>
<td>99,8%</td>
<td>100,0%</td>
<td></td>
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</table>

Which city do you think is the most expensive in terms of food, accommodation, transportation (Please rank from 1-4, 1 being the most expensive, 4 the least) - Hong Kong

<table>
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<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
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<tbody>
<tr>
<td>not answered</td>
<td>2</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>most expensive</td>
<td>79</td>
<td>18,9%</td>
<td>18,9%</td>
<td>19,4%</td>
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<tr>
<td>second most expensive</td>
<td>90</td>
<td>21,5%</td>
<td>21,5%</td>
<td>40,9%</td>
</tr>
<tr>
<td>third most expensive</td>
<td>106</td>
<td>25,3%</td>
<td>25,4%</td>
<td>66,3%</td>
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<tr>
<td>least expensive</td>
<td>141</td>
<td>33,7%</td>
<td>33,7%</td>
<td>100,0%</td>
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<tr>
<td>Total</td>
<td>418</td>
<td>99,8%</td>
<td>100,0%</td>
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- 125 -
Which city do you think is the most expensive in terms of food, accommodation, transportation (Please rank from 1-4, 1 being the most expensive, 4 the least) - New York

<table>
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<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
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<td>99.8</td>
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Which city do you think is the most expensive in terms of food, accommodation, transportation (Please rank from 1-4, 1 being the most expensive, 4 the least) - Stockholm

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<td>13.2</td>
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<td>23.4</td>
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<td>third most expensive</td>
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<td>29.9</td>
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<tr>
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Appendix 3: Excel sheet for brand image

The following sums are calculated by adding the numbers each city received when the respondents ranked the cities they would like to visit the most. The number 1 represents the city the respondents would like to visit the most, while 4 is the city they would like to visit the least. This means that the higher the sum for one city, the least the respondents would like to visit that city.

<table>
<thead>
<tr>
<th></th>
<th>Question 6 sum</th>
<th>Question 25 sum</th>
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<td>1177</td>
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<td>1120</td>
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<td>New York</td>
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<td>840</td>
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<td>Stockholm</td>
<td>1015</td>
<td>1002</td>
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Appendix 4: Interview

A presentation with an opportunity to ask questions afterwards was given by Julian Stubbs, Head of Global Branding of the company Gyro International, and Monica Ewert, Director of Communications for the Stockholm Business Region on Wednesday, April 29, 2009 at the Stockholm Business Region office at Drottninggatan 33, Stockholm.

Julian started with a branding presentation focusing on Stockholm, since he led the project of branding the city.

The initial branding issues that were faced when coming up with a branding strategy for Stockholm were:
1. Who owns the place brand?
2. Branding discipline
3. Positioning: what do you stand for?
4. Handling the downsides
5. Internal is critical

Besides successful brands like Microsoft, Sony, McDonalds, Ikea, etc. Julian also mentioned place brands. With New York pioneering in place marketing, the slogan “I love NY” was established in the 1970s and is extremely successful. London was also mentioned, as this city is using the Olympic Games as part of their branding strategy.

There are drivers that can be attributed to increased tourism, these include globalization of business, as various companies establish R&D or even their headquarters all over the world. The internet has made it easier to access information about geographical locations enabling people to make more informed decisions on their next travel destinations. Travel has also become more affordable and accessible than ever before, which has resulted in increased competition of cities.

Branding Stockholm

Stockholm faced a difficult situation in 2001/2002 due to the IT and .com crash. It was the city that suffered the most out of all the Scandinavian cities and greatly affected companies such as Ericsson. Stockholm was also facing increasing competition and the city had a lack of a clear focus and consistency in terms of branding their location for investment and tourism.

According to Julian, when branding Stockholm successfully it does not only affect the city but also Sweden as a whole which can be referred to as the ‘halo-effect’. Hence positive perceptions of Stockholm can transfer to the country as well. For Julian it is important to
encourage visitors and business all over the world to visit Stockholm at least once – as this will convince them of the assets the city has to offer and might make tourists re-visit the city (pull-strategy).

When data was gathered about Stockholm, the information provided by the research companies Cushman & Wakefield as well as Saffron and Simon Anholt’s city brand index, was used. Additionally, Vox Pops were used as a means to gather public opinion about Stockholm itself and how the city is viewed in comparison to other Scandinavian cities. An internal audit was also done by interviewing city stakeholders such as local and national government, local businesses, partners such as airports, universities, population as well as media to gain insight of how those stakeholders view the city and how they would like the city to be presented across the world.

Before Julian worked on the process of branding Stockholm, his company also branded the Stockholm Arlanda airport. He suggested that the airport should use Stockholm as part of their marketing efforts as it is the destination that travelers are interested in and not the airport itself since it is used as a means to get to this destination. This was reinforced by the vision of Arlanda airport to ‘make the greater Stockholm area the preferred choice in Scandinavia for business, business visitors, tourists & travelers’.

Another important aspect of branding is consistency and persistence. Consistency refers to promoting the city image in a repetitive way to drive the point across. Persistency represents what the city actually offers, and that the branding is congruent with that image. However, this may become hard as stakeholders such as politicians change every couple of years and might have a different outlook on how they would like to brand the city. This is why it is important to lift the city brand above any political issues or ideas that may be associated with the city.

Part of the branding discipline is to not confuse potential and current visitors and stakeholders about the brand identity that is being portrayed. At one point Stockholm was using more than one slogan to attract both tourism and business, which unfortunately did not work for both groups, such as ‘beauty on water’, where a business partner would not care as much for as a tourist might. Therefore, it is important to have one umbrella brand that combines the interest of both tourists and businesses, by sticking to one slogan that fits both criteria and reinforcing it through advertising and communication means.
The third issue deals with positioning in terms of deciding on a sustainable way on how you want to stand out and differentiate the brand from others. The positioning then needs to be backed up and reinforced in people’s minds, and often defended. It may be based on several factors, which include:

1) Geography
2) People
3) Culture
4) Industry
5) Reputation
6) Architecture
7) Events
8) History
9) Nature
10) Sports

For example Stockholm’s slogan incorporated the use of geography as being the ‘capital of Scandinavia’.

Issue four deals with handling the downsides, such as myths and misconceptions people might have about the city. Often people associated Stockholm to be cold, dark, expensive, and far away. However, in reality, a city like New York, London and Moscow are more expensive to visit than Stockholm. In addition, Stockholm actually can get up to 18 hours of daylight during the summer months. Therefore, it is important to disperse these myths and misconceptions effectively when branding any city, as well as exploit good perceptions and educate about the bad ones.

The last issues deals with the importance of communicating the brand internally. This involves the education of both the stakeholders and the people involved in the branding process about branding efforts and desired outcomes, as the key to success is to work together and receive support from all sides. As part of this Stockholm provides workshops for local ‘kommuner’ to ensure that everyone is on the same page and sees the brand uniformly.

In regards to brand positioning, Julian mentioned that there are several factors that help make a brand successful, these include:
1) Simple
2) Immediate
3) Relevant
4) Challenging
5) Witty

The slogan for Stockholm was chosen for a variety of reasons, mainly due to the fact that capitals signify power, and they offer the ‘most’ of everything. In addition, powerful and positive emotions are attributed with Scandinavia. In addition, Scandinavia also encompasses a larger geographical area versus Sweden, and cannot be easily associated with any particular political standing. By perception Scandinavia includes Sweden, Norway, Denmark, Finland and Iceland. These were the main reasons why the slogan ‘the capital of Scandinavia’ has been chosen, and the reason why it works for Stockholm is because the claim made by the slogan can be backed up by actual facts. The idea behind the marking campaign was to exert confidence, or ‘kaxig’ in Swedish.

After the presentation the floor was open for questions to Julian Stubbs, which were asked as follows;

1) Who all was involved in the branding of Stockholm and in what way (i.e. how did they contribute to the process?)

The three key people in the beginning were: Myself (Julian Stubbs) as the lead brand strategist. We were chosen because of the work we’d done on the branding of Stockholm-Arlanda Airport. The client at this stage was called SNK – Stockholm Näringslivkontor. They changed name and organization 3 years back to SBR – Stockholm Business Region My work involved coming up with the positioning strategy (Stockholm is the most important place to visit and do business in Scandinavia) and I also worked on the creative side and wrote the line – The Capital of Scandinavia. We had Karin Stenberg, now living in Australia, as the client account manager. Her job was to help dig into the clients brief, collect all the background data and act as day to day touch point with the client. Nick Greening – Nick was the graphics person, an Australian and also now living in Australia – but not with Karin! - who developed the logotype and ‘crown’ device.

2) How and what data was collected before creating the Stockholm brand?
We had the available market data from Cushman and Wakefield – a global real estate company – who produce something called a European city monitor index (see attached). The Anholt and Saffron studies came along later, but provided valuable indexing information against other cities. We also ran brand workshops with all of Stockholm’s main ‘partners’ (within the client organization, hotels, other travel businesses, other general businesses, other governmental organizations etc.). We also did some ‘vox pops’ street research in Stockholm, Copenhagen and Oslo. This wasn’t aimed at being statistically significant, but more to give us a qualitative sense of the issues.

3) What features were looked at when coming up for the branding idea? / 4) What kind of audience do you want to capture with your brand?

The key features that were looked at when coming up with the branding idea were the city’s assets, along with the slogan that was meant to target both tourists and businesses alike. The main idea was to have Stockholm branded for both tourists and potential businesses, which is why the slogan was made to suit both audiences. The behind the whole campaign is to educate the public and correct the myths and misconceptions about Stockholm – such as dark, expensive, cold etc. In addition, we wanted to show the world what Stockholm has to offer, for both audiences, and focus on aspects such as nature and geography, along with industry and events.

5) Please describe Stockholm’s brand identity.

I would briefly describe Stockholm’s brand identity to be a balance between modern and traditional, it has the charm of an old place, along with amenities and attractions a new and modern city offers.

6) How did you decide on the brand campaign and actually put it into action (advertising means)?

In early 2004, the head of the SBR (Stockholm Business Region) along with the Stockholm city council had decided that Stockholm needed to be re-branded. There was a problem with inconsistency and too many slogans were used for the campaigns which caused confusion and lack of focus. In addition to that, the dot.com crash caused even further problems, and the decision was made to rebrand.
I (Dowell/Stubbs) was approached by a member of the city council after making a presentation about the branding of Arlanda airport, who suggested that I take part in a public tender to pitch ideas for the rebranding of Stockholm. The pitch was made, and it won out over eleven other companies who had pitched for the tender. We were the only English speaking pitch in the contests, and the only ones who had made the presentation in English, which I think worked in our favour, as we had a different perspective of Stockholm versus the other Swedish companies. It also helped that we headed the Stockholm Arlanda Airport branding as well.

The process begun with evaluating the then current slogan, ‘beauty on water’, which in our minds did not encompass what Stockholm was all about, and could only be used for tourism purposes, because nearly no business man cares about beauty on water. The new slogan had to speak to both tourists and businesses, be strong, concise and different. The initial pitch ended up being ‘Stockholm is the most important city’, however, this slogan was not approved, and from there it eventually evolved into ‘the capital of Scandinavia’, which was widely accepted by the stakeholders, and passed as the new slogan. The logo was then introduced with the colours of grey and blue which are the colours of Scandinavia.

Stockholm branding is now in the second phase, which consists of leveraging of what has been built so far. Phase one consisted of all the brainstorming and coming up with ideas of how to brand Stockholm, and actually putting it into motion. Stockholm is now starting to be recognized all over the world, and now, we have to focus on educating Swedes on what SBR (Stockholm Business Region) does and how it does it.

Monica Ewert, Director of Communications for the Stockholm Business Region (SBR) stated that in 2008 revenue of approximately 22 billion SEK was generated through the tourism industry in Stockholm, which makes it an important industry for the city and therefore makes it important to brand Stockholm.

According to her, facts and figures of Stockholm support the statement of Stockholm being the capital city of Scandinavia.

The budget of the Stockholm Business Region, which is made up the Stockholm Visitor Board and the Stockholm Business Regional Development, is approximately 200 million SEK. From which half comes from the city of Stockholm and the other half from business partners like hotels for example. Part of this budget is used to promote Stockholm’s branding.
The SBR will be present at the EXPO in Shanghai to promote Stockholm – international marketing efforts are being done regularly by being present at different trade shows and exhibitions around the world.

SBR engages in different marketing approaches like promote the city through the upcoming royal wedding for example. Ewert also mentions the importance of Stockholm being host to conventions, events and exhibitions. The European Chairmanship, for instance, is going to take place from July to December in 2009. This is a great opportunity to also promote the city among the attending journalists and therefore gain international awareness.

One tool that Ewert claims to get positive feedback from tourists and locals alike, are the computer stations around the city, where visitors and locals can find information about Stockholm, the city’s attractions and events and book accommodation.
Appendix 5: Tourism bodies
The following text explains the official tourism bodies of each of the four chosen cities – Dubai, Hong Kong, New York and Stockholm.

Dubai:

Department of Tourism and Commerce Marketing

The Department of Tourism and Commerce Marketing (DTCM) of Dubai, is a government run program that was established for two main reasons. The first reason was to replace the former Dubai Commerce and Tourism Promotion Board, and the second reason was to “assume the board role as the principal authority for the planning, supervision and development of the tourism sector on the Emirate”.

The head office is located in Dubai, however the DTCM also has 18 other offices located overseas. Locations include Europe such as London, Paris, Frankfurt, Stockholm, and Zurich to name a few. In addition, they have presence in the USA, Asia, and Australia.

The department is responsible for both marketing responsibilities and administrative duties. The marketing responsibilities involve the planning and implementation of international promotions and public relations activities. The marketing efforts often include “exhibition participation, product shows, marketing visits, presentations and road-shows, VIP and executive missions, familiarization and assisted visits, advertising, brochure production and distribution, media relations and enquiry and information services”.

The administrative responsibilities fall into two categories, these are licensing and supervision. The DTCM is responsible for “licensing hotels, hotel apartments, tour operators, travel trade companies, and travel agents”. The supervising role involves the supervision of all “touristic, archeological and heritage sites, tourism conferences and exhibitions, the operation of tourist information services, and the organization and licensing of tour guides”.

In addition to these roles mentioned above, the DTCM is involved in tourism industry training. DTCM, along with other tourism industry bodies, train and improve workforce skills in order to produce better-qualified employees. The idea behind this is for Dubai to be able to provide quality and positive experiences for their visitors. This is part of the over strategy to position Dubai as a leading world destination. (DTCM 2009h)
Hong Kong:

*The Hong Kong Tourism Board*

The Hong Kong Tourism Board (HKTB) has also come up with a Quality Tourism Service (QTS) Scheme, which is ultimately a plan to promote quality service in retail stores, restaurants, and accommodations. This scheme is being widely adopted by various tourist locations and service providers to improve the quality of their offerings. In the past few years, HKTB has “also stepped up promotion of the scheme abroad and at home, and continued to implement a series of training programs to upgrade the standard of services provided by accredited merchants”. (Hong Kong Year Book, 2007, p.293)

HKTB is also responsible for marketing and promotional work for HK all over the world. The board is made up of 20 members/directors who represent a “broad spectrum of tourism related interests”. The head office is located in HK, with “15 other offices and 6 representative offices around the world”. The HKTB conducts, and is involved in a number of market studies in order to “gauge industry trends, overseas perceptions of Hong Kong and feedback from visitors”. This information is then provided to the government, which is then used to build strategies and help the industry “cater more effectively to tourists’ needs.” (Hong Kong Year Book, 2007, p.294)

Visitors come from all over the world to HK, however, there are 19 specific markets that HKTB campaigns for and pays special attention to. These 19 varied markets account for about “93 percent of total number of visitors to Hong Kong”. Various means of communications such as the use of the Internet and print media are used to reach the different markets. In addition these means, trade and consumer promotions, media events, online marketing and public relations campaigns are also used for communication purposes. (Hong Kong Year Book, 2007, p.295)

New York

*NYC & Company*

NYC & Company is New York city’s official tourism bureau, which provides information and assistance with any services relating to tourism. They also serve as the official marketing department for NYC. The general purpose it to “maximize travel and tourism opportunities
throughout the five boroughs, build economic prosperity and spread the dynamic image of New York City around the world.” These efforts have been helped by the launch of the website (nycgo.com) and an official NYC information center. This provides tourists with the opportunity to gather all their information from one place as they need it. (NYC Go, 2009a)

NYC & Company is also the official marketing organization for NYC. They are currently seeking to market NYC in a variety of ways, both through the use of traditional and non-traditional advertising methods, such as creative services and membership and tourism driven programs. They intend to target visitors from all over the world, as well as tourists from and around the NYC area. They also conduct research about the travel and tourism industry in New York city. The results and analysis of their findings are always made available to elected officials, City and State agencies, and key stakeholders. (NYC Go, 2009b)

NYC & Company is not a government-based company, however, it was chosen by the local government as the media base for the purposes of marketing NYC, and to act as an agent on behalf of the government to provide tourists with various information about the city. NYC & Company does work together with government officials and stakeholders to make policy decisions which impact the travel and tourism industry in the city. (NYC Go, 2009c)

Stockholm:

Stockholms Stad

Stockholms Stad is the Visitor’s Board, an official tourist information provider, and it is essentially a municipal government body, that works together with other city stakeholders, such as the Stockholm Economic Development Agency, and companies such as Dowell/Stubbs in order to market and promote Stockholm internationally. Promotion and marketing takes place in the form of print media and the use of the Internet to reach various markets. For example Stockholms Stad has their own website which features numerous information about the city, and it also links the user to the official visitor’s guide website; stockholmtown.com, hosted by Stockholms Stad. Additional means of brand communication include media events, public relation campaigns, trade and consumer promotions, among others.

Currently the marketing of Stockholm is regarded as very important for the future of the city
as competition between cities is increasing, and “as it stands now international awareness of Stockholm is relatively poor”. The reason for this is mainly due to perceptions and values that are associated with Stockholm, that are simply not true. These preconceived notions that people may have is something that the government is aiming to change with the new Stockholm campaign, and why there are “continued efforts to promote Stockholm”. The city is determined to promote the city internationally, and to do it “consistently and with the long-term perspective firmly in mind”. (Stockholms Stad, 2009i, p.33)

Stockholm is filled with attractive sites, which is a major contributing factor to the city’s success in competing with other cities. In order to maintain this attractiveness and success Stockholm is looking in the future with innovation and expansion in mind, in order to maintain the characteristics that make a global city. In particular, maintaining a great variety of cultures, all the while preserving the timeless and unique characteristics of the city is something that Stockholm is looking forward in achieving within the next few years. (Stockholms Stad, 2009i).

Stockholm is increasingly becoming a natural base for tourism in the Baltic Sea region, as there are numerous ferry and cruise services between various countries in this region. Stockholm is becoming a very popular port of call for cruise ships, and “recent investments in a new cruise terminal at Frihamnen has persuaded several shipping lines both to start and end their cruises here.” Therefore, the further expansion of the port is an integral part of increasing tourism to the city, and placing it on the world map as a place of destination for travelers.

To further success in attracting more tourism to the city cooperation between the private and public sector “within the region has resulted in the appearance of new cultural and sporting arenas” – this includes the new Opera House, the Nobel Museum, a design center at Telefonplan, and a new national football stadium in Solna. Stockholm has quite a creative and more importantly alluring culture, which is a very “important component of overall development, making Stockholm attractive to people of all ages and from all around the world”.

Finally, Stockholm is a city that is very culturally diverse and open to other nationalities, which is an aspect that is, and will continue to attract people to the city from all over the world. This can be seen through the number of different restaurants and shops located throughout the city, there are virtually hundreds of different kinds of food that can be found within this city. In Stockholm “different expressions of culture live proudly side by side and
intermingle as people find best” which is an asset that will be pursued to its fullest potential to further encourage tourism to the city. (Stockholms Stad, 2009i, p.22)