City branding

The city branding strategy of the Hanseatic city Kampen

Bachelor thesis

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Abstract

This thesis is about the city branding strategy of the Hanseatic City of Kampen. The Hanze is a medieval trade association between cities that stretched across Northern Europe. More and more Hanseatic cities have discovered their Hanseatic past and profile themselves as Hanseatic cities. Kampen also uses the collective identity of the Hanze in its city branding strategy. Whether Kampen also uses other aspects of the city in its city branding strategy and how the strategy came about is investigated. Therefore, the following question will be answered in this research: How does the city of Kampen want to represent itself through city branding?

In order to investigate the city branding strategy of Kampen, five main themes have been used that were compiled from the City Brand Measurement System (Florek et al., 2021) and the theory of collective identity. The five themes are as followed: image, city product, city brand community, managing organisations, and collective identity. These five main themes were translated into critical success factors, which were then operationalised into interview questions to make city branding strategy measurable. For this study, three experts have been interviewed to gain a good impression of the way Kampen wants to position itself. It was important that the respondents were experts on the city branding strategy of Kampen, therefore the city marketer, policy advisor and area advisor of Kampen were interviewed.

Based on the analysed interviews, the five main themes from the theoretical framework have been used for the analysis. Based on these five main themes, it emerged that Kampen wants to position itself as a welcoming Hanseatic city by the water. They realise this through their unique location next to the IJssel, which they also highlight in their city branding strategy. Besides that, they also organise various city branding activities to fulfil their positioning. The collective identity of the Hanseatic Association clearly contributes to a positive image of Kampen. On the other hand, it also fits in with the identity of the city because the history, buildings, and story of the city that they visualise fit in well with their city branding strategy.

Keywords: City Branding, City branding strategy, City brand measurement system, Collective identity, Hanseatic association

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Chapter 1: Introduction

My hometown Kampen is a Hanseatic city with a beautiful history. A Hanseatic city is a city that has been part of the Hanseatic association of traders and affiliated cities with the aim to promote and protect their trading. In the 12th century, the network arose in Germany, mainly around the Baltic Sea. Northern European countries, including Dutch cities, joined what led to the expansion of the Hanseatic association (NL Nederland, n.d.). Because of this association, Kampen has a centuries-old tradition of trade and shipping which reflects in the city. The Hanseatic city of Kampen has more than 300 monuments, including churches, city gates, and a replica of their famous trading ship 'De Kamper Hanze Kogge' (Visit Kampen, n.d.).

Because of their history, they can call themselves a Hanseatic city and they use the slogan Kampen, the welcoming Hanseatic city. Nowadays, 194 cities from sixteen countries are members of the international alliance 'Die Hanse', which assembles it as the largest city confederation in Europe. In total, fifteen municipalities from the Netherlands have joined the international alliance (Städtebund Die Hanse, n.d.). It seems that 'Die Hanse' is a strong brand that municipalities are keen to associate with. Cities use these positive associations, that people have with this international alliance to boost their image and position themselves as a Hanseatic city (Brand, 2010, p. 85-97).

One way of emphasising the Hanseatic past is through city branding. City branding is seen as part of city marketing and focuses primarily on the promotional aspects of city marketing (Langer, 2001). City branding is understood to include marketing the city as a product (Kotler, et al., 1999). However, others see the city as a brand rather than a product (Kavaratzis, 2004). While Kriekaard (1994) the city branding sees as a communication view of city marketing. The city should then be seen and recognised as a brand. This improves the communication possibilities, which can then lead to better communication effects. If the city is seen as a brand, brand management (as is often applied to products and services) also becomes useful for cities. This thesis will focus on how Kampen deals with their Hanseatic past, and how they portray it in their city branding strategy. If Kampen uses other aspects of their city in their city branding strategy and how this came together, will be investigated. Therefore, the main goal of the thesis is to answer the following question: How does the city of Kampen want to represent itself through city branding?

In the scientific literature, as mentioned above, the importance of the concept of 'city branding' for cities is increasingly emphasised. This thesis will elaborate on this subject. This research looks at the role of city branding, in the marketing strategy of the municipality of

Kampen. The degree to which city branding is applied is measured using critical success factors. These critical success factors come from four main themes from the City Brand Effectiveness Measurement System (Florek et al., 2021) and as fifth theme the collective identity. City marketers need to consider these critical success factors for an effective city branding strategy. With these critical success factors, it is possible to see how the city branding strategy of Kampen reflects on these factors. This is an endeavour to provide a general picture of the extent to which city branding is being applied in Kampen.

1.1 Scientific relevance

In the scientific literature, attention has been paid to city marketing in general and to city branding in particular. In addition, more and more research has been conducted on city branding strategy and city marketing. Out of several studies that deal with city branding, many focus on case studies of one or a few cities. These publications have produced specific city branding results for one or a few cities and even for a whole country. For example, Richards & Wilson (2004) use their research to show the effect of a large cultural event on the image of Rotterdam. Trueman, et al. (2004) emphasized their research on how corporate communication can support the 'city brand Bradford'. In these studies, elements of city branding were tested on a small sample. Furthermore, more recent studies such as Florek, et al (2021) have investigated how to develop a measurable system based on 66 Polish municipalities concerning measuring the effectiveness of the city branding strategy. However, little or no research has been done on a city with a city branding strategy with a collective identity such as the Hanseatic Association. Therefore, this thesis will focus on a specific city with a collective identity, which will allow for a more in-depth study and a good understanding of how a city branding strategy with a collective identity is expressed. The critical success factors which are derived from the theoretical framework are tested by focusing on a specific city in the Netherlands, namely Kampen. This thesis will therefore contribute to scientific literature of whether a collective identity contributes to an effective city branding strategy.

1.2 Social relevance

Marketing the city is becoming increasingly important for every city. Competition is fierce and every city wants to attract tourism. This research looks at the city branding strategy of Kampen. It examines how the strategy has come together and how the municipality, in

collaboration with marketing agencies, is implementing it. Based on the critical success factors, the city branding strategy will be examined. Additionally, this will provide an impression of how Kampen organises its city branding strategy. After the study is completed, the results will be shared with the municipality and the marketing agencies from Kampen. They can then see whether they need to adjust their city branding strategy. In this way, this research can make a practical contribution to the city branding policy of the municipality and the marketing agencies of Kampen.

In the next chapter there is an explanation about the theoretical framework that will be used in the thesis. The concept of city branding will be discussed and will be made measurable. Besides, there is an explanation of what collective identity means in relation to the Hanseatic association. The third chapter provides the research design of this thesis. This chapter highlights the method that has been used in this thesis. Furthermore, the four main themes from City Brand Effectiveness Measurement System (Florek et al., 2021) and the fifth main theme of collective identity are operationalised in interview questions. Chapter four provides the results from the conducted interviews. A total of three interviews were conducted with experts who work with and promote the city branding strategy of Kampen. It highlights the data that has been collected. Besides, the data has been analysed with the five main themes and the connection with the theoretical framework has been described. The last chapter of this thesis will provide the conclusions that will be drawn from the results.

Chapter 2: Theoretical framework

In this chapter, the focus will be on introducing the concept of city branding and collective identity. Through various theories, the phenomenon of city branding will be explained. Additionally, several definitions of the term city branding are given by different authors. The process and techniques of city branding strategy will then be discussed and the City Brand Effectiveness Measurement System (Florek et al., 2021) explained. Because Kampen is part of the Hanze Association, the collective identity will be discussed and explained in relation to city branding. At last, from the City Brand Effectiveness Measurement System (Florek et al., 2021) and the collective identity, five main themes will be derived that will be translated into critical success factors to make the city branding strategy measurable.

2.1 The phenomenon of city branding

City branding has been used by cities from all over the world as a method to tempt new citizens, tourists and organizations to their cities. It is important to have a city branding strategy because a city needs to stay relevant and competitive in the international market. According to Oguztimur and Akturan (2016, p. 357-372), it is important for cities to distinguish themselves and to express their values, whether they are a big or a small city. Only in this way they can compete with other cities to attract new citizens, investors and tourist to their city.

As mentioned earlier, city branding is part of city marketing. Despite that, they do differ in terms of starting point. The city marketing theory of Kotler & Gertner (2002, p. 249-261) assumes that the city, the product, must adapt to the wishes and needs of the consumers. This outside-in approach indicates that the city should adapt to the external environment. In contrary to the city marketing theory, the theory of city branding assumes an inside-out approach. The city, the brand, derives its strength from its own unique identity and values. It must retain and expand this in order to attract consumers to the city (Yuksel, 2016). Here, it becomes clear that city branding is about the city as a brand. Various authors have tried to give a good description of this word, but as Hankinson (2001, p.128) states, there is no one accepted definition.

Anholt (2005, p. 116-117) distinguishes three definitions of branding, namely the popular, the simple and the advanced definition. The latter definition can be applied to city branding, as it includes both the simple designation of branding (the visual identity; name,

logo and slogan) and the advanced designation (the whole area of corporate strategy, consumer and stakeholder behaviour and motivation, internal and external communication, ethos and purpose). In addition, Anholt (2005, p116-121) assumes that cities cannot be sold by themselves, only their different components (such as tourism, investors, residents, government, culture and exports). Therefore, it is important to brand the city, to promote it, so that the city, as a corporate brand, has a clear main identity. The city then acts as an umbrella brand (Kriekaard, 1994) under which the different city products or components fall, which can be sold to the different target groups.

Kavaratzis and Ashworth (2005, p. 508) define city branding as 'the application of product branding to cities'. As cities increasingly resemble each other functionally, branding promotes the added, emotional values of the city rather than its functional values. This phenomenon has existed for some time for products and is now also significant for cities. Kavaratzis and Ashworth (2005, p. 506-518) distinguish three types of city branding. The first type is the 'geographical name', where a physical product is named after a geographical location. In 'product-location co-branding', the second type of city branding, a physical product is marketed through associations of a place that contribute positively to the image of that product. Finally, 'branding as place management' is mentioned. This third type is seen as the city branding form, as it is referred to in this thesis, a technique to modify identity, perceptions and images of cities.

As can be seen from all the definitions and conceptions, city branding is a new concept that has been receiving attention in the scientific literature in recent years. It is clear that branding has added value for products and services as well as for cities. City branding also goes beyond simply introducing a logo and a slogan. City branding is complex since a city cannot be compared to an organization. The following subparagraph will discuss the term in more detail.

2.2 City Branding strategy

City branding is mostly developed from marketing strategies and can be used to redevelop the image of a city. City branding is often used for the promotion of a city, comparable to products. Kotler argues that cities can be compared with products, whose characteristics and principles must be developed and marketed in the same way as products (Kotler, et al., 1999). City branding depends on a lot of factors such as infrastructure, culture, religion, social development, architecture, economic growth, landscape, and environment,

when combining those into saleable identity that can be acceptable to all people, a city can increase a positive city image (Riza et al., 2012).

A city can use city branding to improve its positioning in relation to other cities, and it also contributes to urban development. Therefore, this concept is central to city management. The primary goal is to establish and create new campaigns that bring new citizens, investors, and tourists to the city. As a result, the city ensures a more profitable economy, improvement of its image and highlighting its uniqueness. A city can brand itself in different ways to appeal to multiple target groups simultaneously by covering several aspects of a city. When a city marketer uses branding, it needs to develop expectations in the mind of potential and actual minds of city users and to make sure that these expectations correspond with how people actually experience the city (Ashworth & Kavaratzis, 2007).

In the literature, city marketing is sometimes correlated with the term promotion, while it is only one of the goals of a marketing strategy (Berglund & Olsson, 2010). From this perspective, only the role of the Hanseatic association in the promotional activities would be highlighted, while the notion of the Hanseatic association could contribute to the city 'brand'. To obtain a precise vision, it is interesting to know why the Hanseatic identity was chosen in the city branding strategy and if there is support for this choice in society. Therefore, it is important to look at the key measures of Florek et al. (2021) and to include this in this research. Besides, because the collective identity of the Hanseatic Association is part of the city branding strategy of Kampen, this phenomenon is explained in chapter 2.4. At last, in chapter 2.5 the key measures and the collective identity are combined into critical success factors to there has been made several critical success factors in combination with the key measures which can be found and are explained in chapter 2.5.

2.3 City Brand Effectiveness Measurement System (CBEMS)

Measuring city branding effectiveness and efficiency is difficult and not much research has been done. Despite the lack of research, a universal evaluative framework has been developed (Florek et al., 2021) to measure the effectiveness of city branding. The city brand effectiveness measurement system (CBEMS) allows city marketeers to evaluate the city's city branding strategy using different key measures which the authors have created through their own empirical research.

The CBEMS provides a system for city marketeers to evaluate their existing strategies or to create more relevant city brand strategies. The authors argues that when a city marketeer

wants to evaluate their city branding, they need to start with the cities vision and its future (see, Fig 1). Every city has a vision how they want to portray themselves and how they want to do it, usually captured in a city development strategy. The vision and development strategy of a city ensure the developing of a city branding approach, which leads to a strategy of branding a city. From a city development vision, the brand vision/brand identity emerges and should be strongly linked to each other. From this the authors came up with four key measures, to measure the effectiveness of a city's branding strategy that needs to consider in every city measurement system.

The following four main measurements that the authors propose are awareness and associations, satisfaction, internal support and attachment, and brand orientation (see Fig. 1). Through those measurements, a wide range of aspects of a city branding strategy is covered. Awareness and associations make it possible for a city marketeer to track the image and reputation of a city as well as the gap in image identity. The second key measure, satisfaction, can help to determine to what extent audiences evaluate the city's various offerings (City Product). A city marketeer can develop a strong City Brand Community by increasing the Internal Support for the brand and the Attachment that one can have to the city. At last, at the level of managing organisations, brand orientation can help evaluating the importance of policies that are brand related (Florek et al., 2021). To sum up, the four main themes that are central in this thesis are image, city product, city brand community and managing organization, as can be seen in the figure 1.

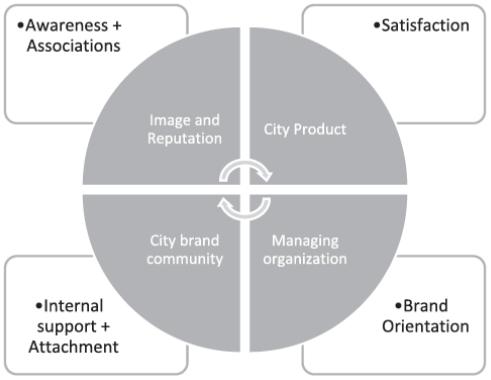


Fig. 1. City brand effectiveness key measures in categories (Florek et al., 2021).

These four main themes have been used as a guideline for investigating the city branding strategy of Kampen. Based on these four main themes, the critical success factors per main theme have been created in the following paragraph. Additionally, these four main themes will help to make the critical success factors measurable.

2.4 Collective identity

Kampen uses the Hanseatic association as a collective identity into their city branding strategy. In this paragraph the phenomenon of collective identity will be explained. Because collective identity is not covered in one of the four main themes from the CBEMS system (Florek et al., 2021), but Kampen does use it in their strategy, this is an additional main theme that is added to the theoretical framework of this thesis. This fifth main theme is also included and translated into the critical success factors in the next paragraph.

The collective identity of the Hanseatic association is determined by the values that a city attaches to it and how cities identify themselves with this identity. Collective identity can be noticed but is also complex and elusive. Mommaas (2002, p. 1-3) argues that a company need to have a strong brand. People use a brand to give meaning to the world around them because they can identify with a brand, which brings a sense of belonging to them. According to Mommaas (2002, p 1-3), the previous example is the explanation for the successes of brands and their ability to add value to a product or city. Branding provides people, things, and events a feeling that makes them appear as part of a community. With a brand, someone can not only distinguish themselves, but it can also give them a feeling of recognition, identification, and continuity. Brands, like collective identity, are ‘imagined’ because everyone has a particular association with a brand. Everyone must be able to identify with the city, so the image of a city must be broad and flexible. Consequently, a credible image can be created for a city (Mommaas, 2002). Thus, City branding requires an approach that focuses on forming a collective identity and image of a city.

The Hanseatic association seems to be about emphasising the heritage, history and identity of a city. A city needs to stand out and be different from other cities because tourists are more mobile than ever and have a lot of other choices where to go. The competition between cities has become a more influential aspect. Cities can stand out by realising open collaboration, being flexible and allowing people to identify themselves with a place. Collective identity does not only refer to how citizens identify themselves with a place or city but also to how visitors, potential visitors, and companies identify themselves with a city (Arts et al., 2009). Thus, a city does not only have to focus on the identification of its citizens but also on the identification by people and organisations from the outside because everyone has a specific image of the city. Cities can actively try to influence this image using city

marketing activities (Brand, 2010, p. 85-97). The collective identity can be used to increase the attractiveness of a city which contributes to a positive image.

2.5 Critical success factors

To measure to what extent Kampen applies city branding, it is necessary to make city branding measurable. This can be done by setting up critical success factors. Critical success factors are: 'factors that are decisive for whether or not a predetermined objective is achieved. To achieve the goal (success), certain factors are a necessary precondition (critical)' (Managementsite, n.d.). It is necessary to establish when one can speak of 'success' or 'successful'. Success has been reached when concrete and measurable goals are achieved. The main objective of city branding is to create a positive image of the city amongst the residents, tourist and organisations of a city. This positive image helps the city to achieve its objectives of city marketing (such as attracting investors, tourism, and residents). When this positive image is created, the branding strategy is successful. The critical success factors are subdivided by theme. The following critical success factors have been drawn up based on the four main themes from the CBEMS system (Florek et al, 2021) and the collective identity as fifth main theme:

1. Image
    - Presence of an unambiguous (visual) identity and vision
    - Awareness of the image that Kampen conveys
2. City product
    - Attitude towards city branding
    - Presence of different promotional activities
3. City Brand Community
    - Promotional activities focused on the city as a brand
    - Good mutual contacts with various stakeholders (such as the Hanseatic Association, tourists, residents, and organizations)
4. Managing organizations
    - Evaluating the city branding strategy
5. Collective identity
    - The use of brand elements (like the collective identity)

By utilising the five main themes, these critical success factors have been established. Based on these success factors the city branding strategy can be analysed. It is possible to examine the city branding strategy of Kampen through interviews. In the next chapter there is an explanation about how the research has been carried out. First, there is an explanation of the method that has been used in this research. The sample of this research has also been described in the next chapter. The critical success factors are operationalized and translated into interview questions. At last, there is an explanation of how the results have been analysed based on five main themes that have emerged from the conducted interviews.

Chapter 3: Research design

In this chapter, the research design of the thesis will be discussed. As mentioned above, this thesis will focus on investigating how the city branding strategy of Kampen is structured. This research will look at the general content of city branding in Kampen. Firstly, this chapter explains the method that has been used for this thesis. Besides, it also explains why experts were chosen as sample for this study. This chapter explains how the five main themes of the CBEMS system (Florek et al., 2021) and the collective identity are applied to this research in the operationalisation. The critical success factors have been operationalised into questions that have been used in the interviews. At last, there is an explanation to why the five themes from the theoretical framework have been used to structure the analysis in chapter four.

3.1 Method

To measure how Kampen uses the theory of city branding, it is necessary to evaluate it from theory. That is why the decision has been made to conduct a deductive research and use the theory of Florek et al (2021), the collective identity, and the established critical success factors from the theoretical framework. Through deductive reasoning, specific hypotheses are developed based on generalisation (Babbie, 2014, p.24). Deductive research will be used to test the theory of city branding. The reason for choosing the theory of city branding is because a positive identity is one of the central aspects. In this theory, the image of a city must fit the place. Besides, city branding is effective when the citizens can identify themselves with the brand. To obtain an adequate impression of the city branding strategy the choice has been made to conduct semi-structured interviews.

For this thesis, nonprobability sampling applies and in specific the sampling technique is purposive/judgmental. The sample of the thesis has been selected based on knowledge, elements, and the purpose of the conducted research. The characteristics required of a respondent for this research are that the person must be employed by the municipality of Kampen or work on behalf of the municipality of Kampen. As mentioned earlier, it is important to find out which strategic choices have been made and specific on the critical success factors. To really understand the city branding strategy of Kampen, it is important to interview experts. The experts know how the city branding strategy was at the start and how the strategy is nowadays. Besides that, there are also opportunities to ask in-depth questions about how and why they made specific choices in their strategy. The experts are involved in

creating the city's identity. They implement the policy and strategy and by interviewing these experts, it is possible to look beyond the branding strategy. Moreover, these respondents are in charge of the city branding strategy. If, for example, random citizens were asked for an interview, the marketing strategy would be investigated to see how it is perceived or experienced by local residents, which would require a different research question than the research question of this thesis.

It was discussed with the respondents whether they agreed with naming their profession in this study to indicate who indicated what statement. They have agreed that their profession and organisations may be mentioned as long as their full names and ages are not mentioned in the thesis. The choice to mention their profession in this thesis is because it is important to know which expert initiated what.

The choice has been made to conduct the first interview with the city marketeer of Kampen. The technique of snowball sampling has been applied in this thesis. The city marketeer has been asked if he knew someone in the municipality that could be interviewed about this subject. The city marketeer knew the policy advisor economy from the municipality of Kampen and recommended to contact her. The expert from the municipality has given a more and deeper insight into the policy that the city of Kampen wants to carry out. Also, the policy advisor from the municipality was asked if she knew another expert on this subject. The last person that has been interviewed is the area advisor from the area IJssel delta in the Netherlands. She works for the company Marketing Oost which covers the marketing for the IJssel delta area and deals with the promotion of the entire Hanseatic association in the Netherlands. She provided a better insight into the city branding strategy on a regional level. By interviewing these three different experts, a large and broad picture of how the city branding strategy of Kampen has been developed.

A total of three semi-structured interviews have been conducted with three experts. The main goal of those semi-structured interviews was to gain an in-depth insight into the city branding strategy and the relation with the Hanseatic association. During the interviews, there was an opportunity to continue to ask beyond the prepared questions and to elaborate on the topics that the respondent had brought up. In this way, a more detailed picture of the relationship between the variables is created. Thus, the method that will be used in the thesis is qualitative approach. The main goal is to interview the experts and get a more detailed picture of the city branding strategy, which makes this thesis a qualitative research.

3.2 Operationalisation

In this paragraph the concept of city branding has been made measurable by using the critical success factors from the theoretical framework. In the operationalisation table in appendix A, the critical success factors are transformed into measurable interview questions that has been served as a guide during the semi-structured interviews. As mentioned in the theoretical framework, the five main themes and their critical success factors serve as a guide in the interview questionary. The critical success factors are as followed:

1. Image
    - Presence of an unambiguous (visual) identity and vision
    - Awareness of the image that Kampen conveys
2. City product
    - Attitude towards city branding
    - Presence of different promotional activities
3. City Brand Community
    - Promotional activities focused on the city as a brand
    - Good mutual contacts with various stakeholders (such as the Hanseatic Association, tourists, residents, and organizations)
4. Managing organizations
    - Evaluating the city branding strategy
5. Collective identity
    - The use of brand elements (like the collective identity)

Based on the five main themes and the critical success factors, the interview questions were created. To create a clear overview, the five main themes can be found in the first column. The second column shows the critical success factors per main theme. The third column shows the interview questions which are derived from the critical success factors. The operationalisation table shows the general questions for the three interviews. However, during the interviews, the operationalisation was personalised for the situation of the specific respondent. The questions in the operationalisation table (see appendix A) have been asked during the semi-structured interviews. Beside the created questions there was an opportunity to ask in-depth questions about the topics that the respondents have been brought up during the interviews.

3.3 Analysis

The transcribed interviews were coded and thus deductively thematically analysed (Braun & Clarke, 2006). The deductive thematic analysis involves the search for a number of predetermined themes that are expected to be reflected in the data. Although the coding method is derived from grounded theory, the method of analysis is intentionally called thematic analysis here for two reasons. Firstly, this research makes use of a theoretical framework, in which the five main themes and the critical success factors serve as a searchlight when coding. From the operationalisation table, the concepts are used as search terms. Specific use is made of directed content analysis. In this method, the codes to be analysed are derived from the theoretical framework (Verhoeven, n.d.). Secondly, it is too ambitious within the time frame of this research to speak of theory building, as grounded theory advocates.

The questions that have been asked in the interviews were derived from the critical success factors from the theoretical framework. When coding the transcribed interviews, attention was paid to the five main themes from the theoretical framework. Those five main themes are going to structure the analysis in the next chapter. In this way, an adequate analysis can be made, and it is possible to refer back to the theoretical framework. At first, the open coding (Babbie, 2014, p.388) method has been used during the coding of the transcribed interviews. Open coding is the first step where concepts are initially classified and labelled. In open coding, the codes are proposed by the researchers' analysis and inquiry of the data (Babbie, 2014, p.388). Using this method, the individual statements of the respondents have been labelled with various names (codes) under which they are stored. These open codes indicate the main theme per fragment. Secondly, the method of axial coding has been used. In this method, the assigned codes are compared with each other and codes that belong together are combined within the main code. This method takes into account that each code can belong to different main codes (Babbie, 2014, p.389). The five main themes have been used as general concepts with the method of axial coding to analyse the results and structure the next chapter.

The programme used to carry out the analyses is Atlas.ti. First, open coding was carried out using this programme. General codes per quote of the respondents were drawn up for each interview. In the second step, the five main themes from the theoretical framework (image, city product, city brand community, managing organizations and collective identity) have been used as search light. Each main theme was given a different colour to make it easier to categorise the general codes. Next, the general codes were placed under each main

theme and these general codes were given the same colour as the main theme (see codebook in Appendix B).

Chapter 4: Results

The aim of this thesis is to answer the following question: How does the city of Kampen want to represent itself through city branding? In this chapter the results from the interviews will be presented. Three interviews have been conducted with experts on the city branding strategy of Kampen. The first interview was held with the City Marketeer of Kampen, the second interview was held with the policy advisor for Economics of the municipality of Kampen and the last interview was held with the area advisor of Marketing Oost.

This chapter describes the results of this research. For each of the five main theme with its matching critical success factor, the contribution of the city branding strategy of Kampen is described. After analysing the interviews, attention was paid to the experts' opinions on the critical success factors and how they gave their interpretation of the city branding strategy. In addition, a connection between the results and the theoretical framework has been made.

4.1 Image

From the three conducted interviews it became clear how Kampen wants to present it selves with their city branding strategy through the municipality, Kampen Partners and Marketing Oost. The policy advisor said that the city has a conservative image, and it is not something that Kampen need to lose because she said: ‘’You can cherish what you have, and you don't have to throw away what you are.’’ They do not want to lose this identity, but they also do not focus on this part of its image. That Kampen has a conservative image has not been confirmed by studies, but the policy advisor said: "It is more of a gut feeling." However, she indicated that through the policy she has written, the municipality is working towards the image of being a welcoming Hanseatic city by the water. By working on the product range, among other things.

The conservative image also came up in the interview with the area advisor from Marketing Oost. She said that ten to twenty years ago, Kampen did have a Calvinist image, which until recently was still present. However, there is a change in the image of Kampen as some citizens indicated that they thought it was a shame that nothing was being organized on Sundays. On the other hand, many residents still appreciate the Sunday rest. The marketing bureaus and the municipality take this into consideration by not organizing activities on Sunday at 10 o'clock, for example. They do this, for example, in the afternoon after the church services. In this way, they take into account the preferences of both population groups. In the

city branding strategy, this is also considered by not promoting that everyone must come to Kampen on Sundays, for example, she said: "It must fit in with the city and then, of course, you do not say in our campaign: come to Kampen on Sundays, because you know that you will bump into some citizens". In addition, they also promote by having tourists visit a combination of cities. For example, a tourist can come to Kampen on Saturday and the next day, the tourists can go to Zwolle on Sunday, because on Sundays there is more to experience in Zwolle for tourists.

The city marketeer from Kampen Partners mentioned that they position Kampen as a welcoming Hanseatic city by the water. The target audience of Kampen Partners are tourists, citizens, organizations and entrepreneurs. They organize a lot of different activities and events to show that they are a welcoming city for everyone. For example, Kampen Partners shows to new citizens that they are welcoming by visiting every new citizen. They also offer a 'Towrope tour'. On such a tour, the new citizen and a current citizen go out together to explore the city and discover the favourite places of the current citizens. Kampen Partners also makes sure they have the same hobbies so the new citizen can see the locations that fits its hobby's, such as a riding school to ride a horse or a sports club to play sports. With this tour Kampen Partners shows that Kampen is a Welcoming city, which lives up to their positioning mentioned before.

When looking at the critical success factors from the theoretical framework, Kampen is aware of the image that Kampen has and how they want to portray themselves. Kampen is aware of their image as a conservative city but want to be a welcoming Hanseatic city by the water. They currently have a city branding strategy that considers different target audiences. But with the presence of an unambiguous identity and vision as a welcoming Hanseatic city by the water they promote themselves by tourists, new citizens and organisations. This is a good example of an inside-out approach (Yuksel, 2016, p.69) whereby Kampen has looked at its strengths and qualities and has highlighted them into its city branding strategy. Thus, they attract people that match their core values and address this specific target group as Yuksel (2016, p.96) has also indicated. Kampen has its own unique identity as Welcoming Hanseatic city by the water where they derive its strength from. They retain and expand this to attract consumers to the city, which fits the theory of Yuksel (2016, p.96). However, this contradicts the theory of Kotler (1999) because he assumes an outside-in approach. Kampen does not look at the wishes and needs of all consumers but focuses on their own qualities. They attract tourists who can identify themselves with the city, which takes into account the theory of Ashworth and Kavaratzis (2007). Through the inside-out approach of Yuksel (2016, p.96) in

combination with the theory of Ashworth and Kavaratzis (2007), Kampen develops expectations in the mind of potential and actual minds of city users which correspond with how people actually experience the city.

4.2 City product

The policy advisor of the municipality indicated that they have five key theme's that they want to focus on. During the interview, she said that she had drawn up a vision for the leisure economy that included five values that the municipality of Kampen wants to promote. They have come up with a theme for each letter of the word 'HANZE'.

- H for welcoming Hanseatic city
- A for agricultural Hanseatic City
- N for nautical Hanseatic city
- Z for rare Hanseatic city
- E for economic Hanseatic city

With these values they came up with goals they want to reach. From those five key values from the municipality, Kampen Partners includes three of the five themes in their city branding strategy. During analysing the interview with the city marketeer, it emerged that Kampen Partners are actively using three out of the five values from the municipality. Namely, the welcoming, nautical, and rare Hanseatic city. The city marketeer said the following: ''That is why I always name the three words that sum up the image of Kampen: welcoming, Hanseatic city, and water. These are the brand values we must focus all our activities on''. This clearly shows that they are using the H for welcoming Hanseatic city, the N for nautical Hanseatic city but also the Z for rare Hanseatic city. During the interview, the city marketeer said that the water (the IJssel) where Kampen is located, is quite rare. No other Hanseatic city is located at the water like Kampen and that is why they use this as a unique selling point in their city branding strategy.

When analysing the interview with the area advisor from Marketing Oost, it turned out that they also focus on elements of the key values from the municipality. Namely the A for agricultural Hanseatic City and also the E for economic Hanseatic city. They promote and create different activities that are fitting specific to these key values. For example, they have created a programme for farmers in the agricultural sector to develop themselves and offer tools by introducing them to the tourism sector. For example, they can learn how to open a

bed and breakfast or a picking garden. Besides the contribution to the agriculture sector, the farmers also contribute to the tourism sector. Kampen Partners also organises events that fit in with the identity of Kampen. However, once a year, external organisations can also submit their plans if they want to organise an activity or event. The events and activities are judged on various factors, such as range, number of visitors, but also on how well they match the positioning of Kampen. As the city marketer explained, they have a fund from which they distribute money to various organisers who apply. If an event does not score high on the various factors, the organisers receive less money.

When looking at the theoretical framework, and especially at the critical success factors, this contributes to the two critical success factors that are required for the main theme of the city product. Their attitude towards city branding is that Kampen has a clear policy where the two Marketing bureaus contribute to propagate the policy from the municipality. From the policy they created several promotional activities that focused on the city as a brand. They have made a good translation so that the image of the city is actually reflected in the various activities. This fits the critical success factor of presence of different promotional activities. Kampen has a clear identity, which is the result of the municipality's policy. By this, Kampen functions as an umbrella brand/corporate brand as Kriekaard (1994) which also indicates what is important for a successful city branding strategy. Kampen achieves this by linking the above-mentioned activities to the identity of Kampen. The subsidy level of external activities and events is assessed in terms of the extent to which they connect with a number of requirements drawn up by Kampen Partners. In this way, Kampen ensures that even the activities organised by external parties match their identity and image.

4.3 City brand community

According to the city marketeer, a certain entrepreneurial mentality in Kampen is still present today created by the trading in the past. Kampen also contributes to this mentality with its city branding strategy. Various events are organised by companies but also for the companies. The city marketer organises various business events for the companies to get together and exchange ideas. For example, someone from the shopkeepers' association came to him to organise an April 1 event. Every year, Christmas is celebrated in ‘Old Kampen’, from which the local entrepreneurs benefit greatly. However, due to Corona, this could not take place in the past two years. Kampen then celebrated ‘Christmas in Old Kampen’ on 1 April 2022 after all. This was picked up by the national media, which resulted in more name

recognition for the city of Kampen. The local entrepreneurs have also benefitted from this, and the tourists and citizens have also had a nice experience. This is one of the examples the city marketeer gave, whereby he indicated that this is a cause of the community that prevails in Kampen among the entrepreneurs.

The policy advisor of the municipality of Kampen also mentioned in the interview that they are building a network of ambassadors through Marketing Oost. The policy advisor said that this is mainly aimed at: "the host, hostess of bed and breakfast, owners of people working at cultural institutions who, from their profession or voluntarily at the tourist information offices (VVV Netherlands), provide information to tourists for instance". These ambassadors can follow a course where a transfer of knowledge takes place. These ambassadors will learn about the history of Kampen, the beautiful places in Kampen are highlighted and the latest developments are discussed. The goal of this course is that the ambassadors can welcome their guests hospitably and tell about the city with enthusiasm.

These examples show that Kampen has good mutual contact with various stakeholders such as organizations. They have several communities with whom they organize events as well as for the organizations of the city. Because Kampen builds up a network with ambassadors, they increase the internal support (Florek et al., 2021) for the city of Kampen as a brand. The ambassadors are involved with the city and because they increase the internal support with the help of the activities such as the ambassador's course, Kampen meets the critical success factor of promotional activities focused on the city as a brand. As a result, this also contributes to the critical success factor of good mutual contact with various stakeholders. However, what is missing is that they do not focus so much on a community among citizens. So, they cover a part of the critical success factor of having good mutual contact with various stakeholders. This is where Kampen leaves something to be desired because when the citizens are more involved in developing or promoting the city, this results in a more positive city branding strategy.

4.4 Managing organisations

From the analysed interviews, it emerged that there was little or no response to this main theme. One question has been asked about this topic, but the respondents did not understand the core of the question. The city marketer gave an example about when the covid-19 virus broke out, which meant that no more ship cruises with tourists docked at the city quay. He did indicate that sometimes the strategy is adjusted when the circumstances are

changing. But more useful information did not emerge from the interviews. This does not mean that Kampen does not comply with the theme. However, not enough information has been collected to be able to see whether Kampen complies with this main theme.

4.5 Collective identity

Kampen positions itself as a Welcoming Hanseatic city by the water. The Hanze association as a brand fits in with the natural and built-up environment of Kampen. In the spatial visions, the Hanze association is linked to both its location next to the water and the monuments from its period of prosperity through trade in the Hanze association. These two elements come together in the maritime heritage. In Kampen, a replica of a Kogge, a medieval seafaring ship, has been built at the historical shipyard and the wreck of a real medieval Kogge has been found in the IJssel. The ship is being restored in Lelystad and, according to the policy advisor, the Kogge will return to Kampen in 2024. She says that by bringing this ship back, they will derive economic benefits from it. Besides, exhibiting the rare ship from the Hanseatic period will attract more tourists.

Kampen not only carries the Hanseatic brand, but many other cities are also connected to it. According to the city marketer, the Hanseatic cities want to cooperate, and this is precisely the strength of this partnership. He also indicates that they promote the Hanseatic cities together and that this is more advantageous for Kampen than if Kampen were to promote on its own. Although the cooperation, the Hanseatic cities have also looked at how they can distinguish themselves from each other. Zwolle is more of a creative Hanseatic city, while Hardewijk is more of a culinary Hanseatic city and Kampen is a nautical Hanseatic city.

The area advisor also brought this up during the interview. She said: "Every Hanseatic city has its own distinctive theme, which makes it very attractive. Because if all the Hanseatic cities were the same. Yes, then. Uh, then you're like. Why do I have to go to all those Hanseatic towns?'' This is one of the reasons why each Hanseatic city has its own unique theme. In addition, the image must also match the identity of the city, and not every city has the same uniqueness in their identity, which is the location next to the IJssel for Kampen.

The collective identity of the Hanze Association also brings benefits. Because Kampen participates in the joint promotion of the Hanseatic cities, they benefit from international marketing. Both the city marketeer and the area advisor indicated that so-called press trips are organised. The Hanseatic association then invites journalists to visit a few Hanseatic cities in the Netherlands. Subsequently, these journalists write about the Hanseatic cities, which

attracts international attention to all the Hanseatic cities. This way Kampen also attracts more visitors.

It is exactly the fact that the Hanseatic cities have a common similarity but are all distinctive, which makes tourists want to visit these cities. Consequently, Kampen benefits from the joint marketing but in the meantime, they are also distinctive. When we look at the theoretical framework and specifically at the success factor of brand elements like the collective identity, Kampen has made a strategic choice to incorporate this identity within the strategy. For Kampen, the collective identity of the Hanseatic Association contributes to positive city branding. For tourists, the Hanseatic League is easy to recognize because the city actually promotes and expresses it.

Kampen uses the collective identity of the Hanseatic League in a way that suits the city. By combining their heritage, history and identity with the Hanseatic League, they ensure that both citizens, tourists and organisations can identify with the city as Momaas (2002) suggests. The identity, image and expectations are well attuned to each other so that visitors, citizens and organisations are not taken by surprise and can give their own interpretation to it. The way Kampen positions itself, is actually reflected in their buildings, monuments and atmosphere in the city. On the other hand, they do have a shared identity with nine other Dutch cities. However, what is important, is that they do consciously distinguish themselves from the other cities. One of these distinctions is that Kampen is located by the water, which they also use in their city branding strategy. This increases their attractiveness compared to other cities, which according to (Brand, 2010, p. 85-97) should be an important part of the strategy. The Hanseatic League ensures that the identity of Kampen is broad and flexible. It is broad because the Hanze consists of a larger whole. Namely, several cities are connected to each other through the collective identity. The identity of Kampen is also flexible because every city can add its uniqueness to it. So, in Kampen this is the Welcoming Hanseatic city by the water.

Chapter 5: Conclusion

In this chapter the research question will be answered, and the conclusions will be described. At last, a discussion about the limitations of this research and suggestions for a follow up research has been described.

Kampen has been working strongly on its city branding strategy for several years. They include different themes and subjects in their strategy. What mainly came forward is that the municipality has set five main goals and two marketing agencies are promoting these key measures through their city branding strategy. What reappeared in the three interviews is that the city of Kampen wants to present itself as a Welcoming Hanseatic city by the water. Kampen partners achieves this by addressing three target audiences: tourists, citizens, and organisations. As mentioned in the results, various activities are organised for all three target groups. There is a continuous reflection on what Kampen Partners can do to realise the positioning of the welcoming Hanseatic city by the water.

Both in the policy written by the municipality and in the marketing strategy, the Hanseatic association is central. Kampen gets great benefits from this by cooperating with other cities. They advertise together abroad, which has a greater reach than when Kampen advertises alone. Not only does Kampen benefit from this cooperation, but the Hanseatic history also reflects on the city. Apart from the monuments and old canal houses, the Kamper and IJssel Kogge radiate the history of Kampen. All these elements are used in the city branding strategy, which attracts more tourists. Kampen has made a strategic choice to incorporate the collective identity of the Hanseatic association. Not only does the collective identity contribute to a positive image, but it also fits the identity of the city. The history, the buildings, and the story that the city propagates fit well into their city branding strategy.

When looking at the critical success factors from the theoretical framework, Kampen covers almost all of them. As mentioned in the result chapter, Kampen does cover a part of the critical success factor of good mutual contacts with various stakeholders. They do have good mutual contacts with the organisations in Kampen and also with the ambassadors who follow the ambassador's course from Marketing Oost. However, they do not focus as much on having or creating a community for the residents of Kampen. By also establishing a community for the residents, the positive image of the city will also improve among residents. They will get a sense of involvement and will also talk more positively about the city. By involving them in the city, Kampen will also get more ideas from the residents, which will make it possible to attune the product range even better to all three target groups that Kampen

Partners appeals to. In doing so, Kampen will improve the internal support and the brand attachment to the city from the citizens. Consequently, this will contribute to a more overall positive city brand identity. From the results it emerged that the fourth main theme was not sufficiently addressed in the interviews. Therefore, there was little to no response in the interviews. Furthermore, it is difficult to assess whether Kampen meets the fourth main theme of managing organisation. However, it cannot be excluded that they do. Additionally, a limitation of this research is that little to no attention was paid to this main theme. The question of whether they use this main could not be answered using this approach. The theoretical framework has not been fully considered. In fact, no conclusion can be drawn as to whether they are effective on the theme of managing organisation. This research should have paid as much attention to this main theme as to the other four main themes. Additionally, more interview questions should have been created in the operationalisation and actually asked.

Kampen has a clear vision of how they want to portray themselves. They are aware that they still sometimes have a conservative image. However, Kampen want to represent themselves as the welcoming Hanseatic city by the water, and they are realizing this through city branding. In doing so, they consider different target groups such as, citizens who are religious and citizens who are not religious, but also tourists and organizations. Kampen makes good use of various brand elements and reflects and focuses on these positive characteristics the city has to offer. In conclusion, Kampen represents itself by radiating that it is the welcoming Hanseatic city by the water. With the help of their city branding strategy, they achieve this. They also continuously work on their positioning and come up with new activities and events to realise their positioning. Kampen uses the collective identity of the Hanseatic association as a strong brand element in their city branding strategy.

All experts in the field of city marketing in Kampen were interviewed. The results that emerged from the interviews are also consistent. This means that data saturation has been achieved, which means that if more respondents had been interviewed, no new information would have emerged.

This research does not focus on the satisfaction among the target audience of the city branding strategy. This thesis looked from the experts' point of view to find out the way Kampen wants to represent itself through city branding. In addition, the experts' point of view was taken on how they would like to present the image of Kampen to the outside world. This research did not examine whether the target group actually experiences the city branding strategy. Based on the theory, as described in this research, Kampen fulfils many requirements

of a positive image. But for Kampen, it would also be interesting to see how the city branding strategy is put into practice by citizens, tourists and organisations. For this type of research, a satisfaction survey should be carried out per target audience. In this way, it would be possible to measure whether the target group actually experiences what the municipality and the two marketing agencies are trying to convey. After that, it can be determined whether Kampen should adapt or expand its strategy, or on which points it should strengthen itself.

For small towns in general, it would be good if they have their own image and are able to distinguish themselves from other cities. In this way they can attract tourists, new citizens, and organisations to their city. But as the city branding strategy of Kampen shows, it can also be important to form a collective identity with several cities. In this way, a city can promote themselves to the wider public and they can also benefit from the joint marketing. However, it is important that each city remains unique so that it is attractive for a tourist, residents, or organizations to come to a specific city.

Because this study was able to map out a general image of the application of city branding in the city of Kampen, it has contributed to the general knowledge concerning city branding. As has emerged in this study, Kampen is practically a success case within this theory. The municipality of Kampen pays attention and has a budget for city branding. For Kampen, it could also be interesting to see how they score compared to other municipalities and especially compared to other Hanseatic cities. However, there are also plenty of cities in the Netherlands that do not practise city branding or are not even familiar with this concept. Therefore, it would be interesting to conduct research into how many municipalities actually have a city branding strategy. Additionally, a broader data bank can be created and thus, cities can learn from each other. Besides, it would be interesting to interview more than three experts from one city on city branding strategy. Instead, several experts' point of views would contribute to a wider range of knowledge what will result in more examples of successful cases. This would encourage several cities and municipalities to also engage in city branding or to evaluate whether they are successful.

This research briefly explains several city branding techniques and has created critical success factors from theory. With this information, Dutch municipalities can get a feeling of what is important when creating a city branding strategy. However, a practical step-by-step plan is still lacking in the scientific literature.

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Appendix A - Operationalisation table

Main theme	Critical success factor	Interview questions
1. Image		
	Presence of an unambiguous (visual) identity and vision	What is the current image of Kampen? What are the main goals of the city branding strategy in Kampen? What is the central message that the municipality want to carry out? Which associations do you want that people have with the city of Kampen? Who are you targeting in your branding strategy? If you have more target audiences, how do you make sure you reach them all? Why do you focus on 1 or more target audiences?
	Awareness of the image that Kampen conveys	Is there a gap in the image/identity of Kampen? If so, how do you want to cover this. If not, how did you/the municipality made sure there is no gap?
2. City product		
	Attitude towards city branding	What is the long-term vision of the city branding strategy of Kampen? What is the short-term vision of the city branding strategy of Kampen? How do you make sure you reach these goals?
	Presence of different promotional activities	What kind of city marketing activities are you organizing and why? Why do you organize these specific activities or events?
3. Community	Promotional activities focused on the city as a brand	How will the municipality ensure that residents, tourists and businesses can identify with the brand of Kampen? Do you want to create a community in Kampen? What kind of city marketing activities are you organising in the city of Kampen?
	Good mutual contacts with various stakeholders (such as the Hanseatic Association, tourists, residents, and organizations)	In what way do you collaborate with other Hanseatic cities? Do you have a community where tourists or residents come together and discuss opportunities?
4. Managing organisations	Evaluating the strategy	When you evaluate the strategy, what are the biggest issues that come forward?

5. Collective identity	The use of brand elements (like the collective identity)	How does the Hanseatic Association contribute to a positive branding strategy? Why did you decide to make the Hanseatic Association a central theme in the city branding strategy? How do you make sure that your target audience can identify themselves with the city and the collective identity of the Hanseatic association? (Citizens, tourist and organisations) How do you make sure you are different than other Hanseatic cities? How do you portray the Hanseatic association within the city branding strategy?

Appendix B – Code book

City branding community

4 Codes:

- **Ambassadeurs van Kampen**
- **City Brand Community**
- **Community uitbreiden**
- **Evenementen**

Collective identity Hanze association

9 Codes:

- **Collective identity Hanze associatie**
- **Criteria hanzestad**
- **Economische voordelen door Hanze**
- **Hanze identiteit uitdragen**
- **Hanze productontwikkeling**
- **Hanzesteden marketing**
- **Hanzesteden samenwerken**
- **Onderscheidend**
- **Persreizen**

Imago

12 Codes:

- **Aandachtspunt**
- **Aantrekkingskracht**
- **Culturele stad**
- **Doelgroep**
- **Imago**

- Imago behoudend
- Imago verbeteren
- Negatief imago
- Onderbuikgevoel
- Politieke keuzes
- Positief imago
- Product aanbod uitbreiden

Key values

13 Codes:

- A voor agrarisch
- E voor economisch
- H van hartelijk
- Jaarplan Kampen Partners
- Jaarplan Marketing Oost/Hanzesteden marketing
- Key values
- Korte termijn visie
- Lange termijn visie
- Marketing algemeen
- N van Nautisch
- Uitdragen extern
- Uitdragen intern
- Z van Zeldzaam

Maneging organisations

1 Codes:

- Evalueren