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Brand New City

En platsmarknadsföringsstudie om Jönköping

Filosofie magister uppsats inom Företagsekonomi

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Master's thesis within Business Administration

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Sammanfattning

Traditionsmässig är byggandet av ett varumärke fokuserat på att särskilja det från dess konkurrenter. När varumärket är en plats så blir det genast mycket mer komplext. En plats har normalt flera olika intressenter och de måste alla kommunicera samma budskap för att kunna bygga ett starkt varumärke. Plats marknadsföring är ett ganska nytt teoretiskt område och därför finns det idag inte något vanligt tillvägagångssätt. Jämfört med en produkt så har intressenterna till en stad ofta olika mål, och därför finns det en risk att de i kommunicerar motsägelse fulla budskap. Vilka är de egenskaper som en stad behöver för att bygga ett starkt varumärke?

Syftet med denna uppsats var att undersöka hur intressenterna i Jönköping kan samarbeta med avsikt att bygga ett starkt varumärke av staden.

Författarna har valt att fokusera på en kvalitativ metod och personliga intervjuer som den främsta källan till information. Respondenterna som medverkade i denna studie var inflytelserika personer på ledande positioner inom de huvudsakliga intressent grupper som finns i Jönköping, kommunen, näringslivet och högskolan. Även verksamhetschefen för FMJ blev intervjuad. För att kunna fastställa vilka respondenter som var av intresse har författarna använt sig av snöbollsmetoden. För att komplementera dessa intervjuer, har sekundär data i form av tre attitydsundersökningar analyserats.

Författarna har dragit slutsatsen att Jönköping har några starka egenskaper, däremot, så saknar staden en produkt att sälja. För ett par år sedan så grundades FMJ för att ansvara för den externa marknadsföring och sedan dess så har förbättringar kunnat ses, men trots detta så tror författarna att en annan typ av organisation behövs. Staden behöver utveckla en planerings grupp med basen inom kommunen, men den ska inkludera alla viktiga intressenter. Huvuduppgifterna för denna grupp skulle vara att integrera dessa intressenter och bygga en product av Jönköping där alla de viktigaste egenskaperna ingår.

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Abstract

Traditionally, branding is all about differentiate the product from its competitors. When the brand is a place another level of complexity is added. A place has several different stakeholders that all have to communicate the same message in order to create a strong brand. Place marketing is a rather new theoretical field and not many researchers have explored this phenomenon, therefore, there does not exist any common practice within this line of study. Compared to a product the stakeholders of a city often have quite different objectives, and therefore there is a risk that they communicate messages that contradict each other. Which features of a city is needed to create a strong brand?

The purpose of this thesis was to explore how the stakeholders within the city of Jönköping can cooperate in order to build a strong city brand.

The authors have chosen to focus on a qualitative method and personal interviews as the primary source of information. The respondents that participated in this study were influential persons in leading positions within the main stakeholder groups in Jönköping, that is the public sector, the private sector and the university. Further the Managing Director of FMJ was interview. In order to determine, which of these stakeholders that were of interest the authours have used the snowball approach. To complement these findings secondary data, including three attitude surveys, have been analysed.

The authors have concluded that Jönköping does possess a few quite strong brand associations, however, the problem that the city has is the lack of an sufficient product to sell. A couple of years ago Jönköping established FMJ to take care of the external marketing and since than it has been many improvements, nevertheless the authors believe that another form of cooperation is needed. The city would have to develop a new organization with the base within the municipality, but it should include all the important stakeholders. The main tasks of this cooperation would be to integrate these stakeholders and build a strong product, which should emphasis the most important features of the Jönköping.

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Innehåll

Acknowledgements.....	iii
1 Introduction.....	1
1.1 Background.....	1
1.2 Problem Discussion.....	2
1.3 Research Question.....	3
1.4 Purpose.....	3
1.5 Definitions.....	3
2 Theoretical framework.....	4
2.1 Branding.....	4
2.2 Place as a brand.....	5
2.2.1 Place Image.....	6
2.2.2 Place Brand Associations.....	6
2.3 Place Brand Management.....	7
2.3.1 Place marketing.....	8
2.3.2 Stakeholders.....	8
2.3.3 The Planning Group.....	9
2.3.4 Public-Private partnership.....	10
2.3.5 Tourism and business hospitality.....	11
2.3.6 Alternative/other approaches.....	12
2.4 Challenges of the future.....	13
3 Method.....	15
3.1 Topic introduction.....	15
3.2 Qualitative research method.....	15
3.2.1 Interviews.....	17
3.2.2 Personal interviews.....	17
3.3 Attitude Surveys.....	18
3.4 Selecting the sample and Data collection.....	19
3.5 Discussion of research method.....	19
3.6 Empirical study base.....	20
3.7 Presenting and analysing the findings.....	21
3.8 Trustworthiness.....	22
3.9 Reflections.....	23
4 Empirical findings.....	25
4.1 The Private Sector.....	25
4.1.1 Jönköping as a brand today.....	25
4.1.2 The present marketing efforts.....	27
4.1.3 The competitors of Jönköping.....	28
4.1.4 The cooperation between the stakeholders.....	29
4.1.5 The identified target audience.....	30
4.1.6 The future of Jönköping as a brand.....	31
4.1.7 Summary of the Private Sector.....	33
4.2 The University.....	34
4.2.1 Jönköping as a brand today.....	34
4.2.2 The present marketing efforts.....	35
4.2.3 The competitors of Jönköping.....	36

4.2.4	The cooperation between the stakeholders	36
4.2.5	The identified target audience	37
4.2.6	The future of Jönköping as a brand	38
4.2.7	Summary of Jönköping University	38
4.3	The Public Sector	39
4.3.1	Jönköping as a brand	39
4.3.2	The present marketing efforts	40
4.3.3	The competitors of Jönköping	41
4.3.4	The cooperation between the stakeholders	42
4.3.5	The identified target audience	44
4.3.6	The future of Jönköping as a brand	46
4.3.7	Summary of the Public Sector	48
4.4	Umbrella organisation: FMJ	48
4.4.1	Jönköping as a brand today	48
4.4.2	The present marketing efforts	48
4.4.3	The competitors of Jönköping	49
4.4.4	The cooperation between the stakeholders	50
4.4.5	The identified target audience	51
4.4.6	The future of Jönköping as a brand	51
4.4.7	Summary of FMJ	52
5	Analysis	53
5.1	Jönköping as a brand	53
5.2	The cooperation between the stakeholders	56
5.3	The identified target audience	58
5.4	The future of Jönköping as a brand	60
5.4.1	Opportunities	61
5.4.2	Threats	62
5.4.3	The future brand	63
5.5	Concluding discussion	64
5.5.1	Planning group	64
5.5.2	The university	65
5.5.3	The private sector	66
5.5.4	The fragmented brand	66
6	Conclusion	68
6.1	Further research	69
	References	70

Figure

2.3.3-1 Model of the revitalization of town, cities, regions and nations	10
2.3.6-1 Values and attitudes underpinning successful relationships.....	13

Appendix

Appendix 1 Interview Guide	72
Appendix 1 Intervju Guide (swedish version)	74
Appendix 2 Respondents	76
Appendix 3 FMJ/The Bright City/ Stadsbyggnadsvisionen/Götalandsbanan	77

1 Introduction

In this chapter the authors provide a background and a problem discussion to the subject of the thesis. Furthermore the research question and the purpose of the thesis are stated.

1.1 Background

“Branding has become a top management priority for a broad cross-section of organisations in recent years. Many firms have come to realize that one of their most valuable assets is the intangible asset that is their brands. As a consequence, branding principles have been applied in virtually every setting: With physical goods, services, retail stores, people, organisations, places and even ideas” (Keller¹, 2002, p. XI).

According to Keller (2002) branding is traditionally about creating a different and endowed product or service empowered with brand equity. Brand equity is present when customers react more positive to a product and how it is marketed when they can identify the brand, compared to when they cannot. Wood (2000) points out that when customers chose between different competitive offerings, brands many times offer a primary point of differentiation. Branding can be critical when a company strives for success and therefore, it is crucial to manage brands strategically. Wood further defines brand equity to be the relationship between the brand and its audience and emphasize the importance of a long-term focus. The marketing manager within a company has to show particular interest of how the brand and the company reputation contribute when gaining and maintaining customers. The meaning of a good reputation from the customer’s viewpoint is the reduction of risk when buying products or services from a company. Consumers form images of companies and also of other types of organisations such as public institutions and even of countries and places. However, the image perceived by customers can be very individual and that has to be considered by the marketing manager (Dowling, 2001; Keller, 1998).

In contrast to consumer products, a place is considerably more complex and is therefore a substantial challenge for the place marketer. A city can exist as a holistic entity and also as a set of individual facilities and services. That means that the city as a whole can have a completely different reputation than for example single shopping malls or museums in the same city. The objective of the place marketer would be to gather the most suitable of these individual elements and create a portfolio to represent the entire city (Hankinson, 2005). Accordingly, PriceWaterhouseCoopers² (2005) adds that a city consists of a complex set of attributes, which provides it with its unique identity. Cities, which have succeeded to attract residents, visitors and businesses, have done so by creating a strong city brand that captures the attributes the city has to offer and provide the stakeholders with powerful and memorable associations. Rainisto³ (2003) agrees that the task of place marketing is to plant the identity chosen in the mind of the target audience as favourable images towards the place. Jönköping is a city that recently has started to realise how important it is to create a strong image, however, Jönköping is suffering from the bad reputation of being an introvert place

¹ Kevin L Keller, E.B. Osborn Professor of Marketing at Tuck School of Business at Dortmund, USA.

² The study conducted by PriceWaterhouseCoopers includes interviews with 40 senior figures from cities all over the world

³ Seppo Rainisto, Professor at Helsinki University of Technology

run by the church. This situation is unfortunate for a city and that problem has to be dealt with in order for a city to prosper.

In order to create a strong city brand there are various components that need to be addressed. All the city's stakeholders are required to work in the same direction and have a unanimous picture of what the future for the city looks like and work towards the same long-term goals. If a city's stakeholders do not have the same long-term goals for the future of the city, a strong brand cannot be achieved as the city is sending mixed messages. For a city to reach the goal of a strong brand the stakeholders are required to collaborate with each other. A planning group set up by the citizens, local and regional government and the business community is needed. Their task would be to create a place-marketing plan, where the planning group analyzes the current situation the place is in. Further, depending on the opportunities revealed, the planning group creates a vision on what the future has in store for the city and lastly work out an realistic action plan for the city, where all the stakeholders can work towards the same goal (Kotler⁴, Haider & Rein. 1993).

1.2 Problem Discussion

According to Dowling (2001) the reputation is the net result of all activities surrounding a brand, and to reach success an organisation has to create a strong brand image and then ensure that it is linked to the values of important stakeholders. When a corporation is forming its brand image it is in order to attract top-level employees and, once the employees are inside the firm, to motivate them to perform their best (Schultz, Hatch & Larsen, 2000). The same pattern of behaviour is applicable to a city; however, the complexity of the interaction between many different stakeholders can often create problems. Nowadays, the place-product is becoming more complex and sophisticated and, therefore, soft factors such as entrepreneurial image and creativity are of increasing importance when attracting more demanding place customers (Rainisto, 2003). However, in the past few researchers have acknowledged the city as a brand, except for Kotler *et al* (1993), and if they have regarded the city as a brand the focus has been laid on tourism (Trueman, Klemm & Giroud, 2004). Cities and regions are now to a greater extent seen as economic assets and, hence, place marketing should be seen as a natural factor that needs to be integrated in the economic development of a place (Rainisto, 2003).

Looking back to the mid 1980's the new focus of the development of places was to support new technologies, improve job training and employee education and fill in financing gaps in capital markets. There was a shift from quantitative, land, labour and incentives to quality that launched new and innovative place improvement strategies. Studies have been made that show the distinct process within the place development strategies where strategy trends have changed along with the market trends. The place has had to adapt from business attraction and retention strategies to fostering its own businesses (Kotler *et al*, 1993).

Over time, the place has in general been proven to be in a complex situation as it could not adapt the marketplace to satisfy the demands of the government, rather it had to react along with the trends and forces that drove the marketplace. Reactive policies to stop the markets direction failed, however, proactive and interactive approaches helped the place to work with the businesses in a creative manner, which accommodated market forces. Gov-

⁴ Philip Kotler, Professor at Kellogg School of Management at Northwestern University, USA.

ernment has had difficulties keeping up with industry changes and policies have worked against changes in the market (Kotler *et al*, 1993).

When taking this into consideration, what problems can arise when a brand communicates different messages through its various stakeholders? One might say that it confuses the target audience and others claim that it is the individual perception of these messages that contributes to the brands identity. What does this mean for a “product” that has many different stakeholders with various interests, like a city? Compared to a company, a city’s stakeholders might send many different messages, as they do not necessarily work towards the same goals. How can then a city become a strong brand with these pre-requisites? This is especially interesting to investigate in a city, which has not yet developed a strong brand. According to Emil Danielsson at FMJ⁵, Jönköping is in its initial phase of building a strong brand (personal communication, 2006-02-08). Therefore, the authors’ intent is to investigate which features a city needs in order to build a strong brand. This is with the intention of investigating the influential stakeholders view of Jönköping. How can these powerful stakeholders cooperate in order to create a strong brand for Jönköping?

1.3 Research Question

Does Jönköping possess the features required to build a strong city brand and is it able to use them?

1.4 Purpose

This thesis aims at exploring how the stakeholders within the city of Jönköping can cooperate in order to build a strong city brand.

1.5 Definitions

“Place Marketing means designing a place to satisfy the needs of its target markets. It succeeds when citizens and businesses are pleased with their community, and the expectations of visitors and investors are meet” (Kotler, Hamlin, Rein & Haider, 2002, p. 183)

⁵ Föreningen för Marknadsföring av Jönköping/The association of Marketing of Jönköping

2 Theoretical framework

In this chapter the authors provide the theoretical framework for the thesis. Firstly, a description of branding in general is provided. Further, the authors give a more detailed explanation of branding a place.

2.1 Branding

Keller (2002) states that traditional view of branding is the creation of a product that is well distinguished from the products of competitors. Brands can often be crucial to the success or the failure of a company as they provide a point of difference between offerings in the same product category (Wood, 2000). Further, the brand also provide *brand equity*, which is present if the customers react more favourable to a product if the brand name can be identified, or if the customers consider themselves to have a relationship with the brand. Brand equity consists of several important factors and should be managed out of a long-term perspective (Keller, 2002; Wood, 2000).

According to Keller (1998) brand equity will occur when the brand and its associations are highly familiar to the customers. In order for brand equity to exist and branding strategies to be successful the consumers have to consider the brand different from its competitors and also value its favourable and unique brand associations. A key factor to branding is that the consumers do not believe that all brands in the same product category are in fact the same. Richards, Foster and Morgan (1998) believe that managing brand equity is increasingly becoming a success factor for long-term business performance. The important characteristic possessed by the brand is its ability to transform the consumers' loyalty into reliable profits over a longer time period. That is explained by the fact that brands often create long-term relationships with its users and their families (Richards *et al*, 1998). The importance of brand equity has increased in the last couple of years, largely due to a great number of studies and analysis that proves a positive impact on the return on investment (Leiser, 2004). Aaker (in Leiser, 2004) claims that in order to create a strong brand with strong brand equity the elements associated with the brand have to be identified, and the awareness and the loyalty the customer experience are to be differentiated from those of the competitors. Brand equity origins in deep and insightful knowledge of the brand, and is created through communication with the customers and understanding of the branded goods (Richards *et al*, 1998). According to Keller (1998) the primary sources of brand equity is *brand awareness* and *brand image*.

Brand awareness can in some cases be enough to encourage favourable action from the customer, however, that is most common for products or services that only require low-involvement decisions and customers are willing to choose these products out of familiarity. When products require higher involvement from the consumer; strength, favourability and uniqueness of the product's brand associations are considered when the brand equity of the product is determined. Brands that are not experienced as different by the consumers are not expected to create different responses whether the brand name is known or not. However, if the brand possesses unique and favourable associations the customers' responses will likely differ. Consequently, to create a positive brand image and strong brand awareness will together establish a knowledge structure in the customer's mind that can create different types of response and brand equity (Keller, 1998).

The means to establish brand awareness is to increase the exposure of the brand so that it easier will be recognized (brand recognition) by the customer and also in order for the cus-

tomer to recall (brand recall) the brand and relate it to the right product category when exposed to it again. Brand awareness is established by increasing the familiarity through repeated exposure of the brand; however, repeated exposure is normally most effective for brand recognition (Keller, 1998).

The brand image lies in the memory of the customers and is as mentioned above created by strong, favourable and unique brand associations. Brand associations can be experienced in different ways either by direct experience, media, word-of-mouth, or other sources of information. It is important to remember that consumers are influenced by a variety of sources of information except from the channels controlled by the company (Keller, 1998).

From the customer's viewpoint, buying products from a company with a strong brand means a reduction of risk. The brand is affecting how a company is gaining and sustaining its customer base and, therefore, particular interest has to be given to create customer value. All consumers will create individual perceptions of the company and also form individual images. In the same way people will form images of other types of organisations, people and geographical locations (Dowling, 2001; Keller, 1998).

2.2 Place as a brand

Keller stresses that geographical locations can be branded as well as products; however, when branding a place the brand name is fixed by the real name of the location. The benefits when branding a city is that it makes people aware of the location of the place, and also of the unique and favourable associations related to the place. Today, mobility is highly valued among both people and businesses, and the tourist industry has also grown (Keller, 1998). According to Florida (2002) the place has in some sense become the organizing unit of our time and thereby overtaken some of the tasks companies had before. Places are the factor that attracts people to a greater extent than companies, and the place provides a tool for matching people with jobs. According to several researchers these factors have resulted in an increase of the marketing of geographical locations, cities, countries and other places in the last decade (Ulaga, Sharama & Krishnan, 2002; Keller, 1998; Ward, 1998).

According to Hankinson (2005) the image of a city is much more complex to create than the image of products or services. A city can have several different faces such as an overall entity that communicates one image as well as a set of single services and facilities that communicate another. Thereby, the city as a whole can promote a completely different image than the individual shopping mall. PriceWaterhouseCoopers (2005) agrees on the complexity of the attributes possessed by a city, and further claims that in order to create a strong city brand all of these attributes have to be captured and used to provide the stakeholders with strong and favourable associations. Hankinson (2005) further stresses that the complexity of a city is formed by the many consumer groups gaining different experiences as they are facing different elements of the city, and thereby the management of the city will be unable to get total control of the product experience.

To brand a city is to create a long-term investment and the benefits will, therefore, not be noticeable instantly as the process takes time (Holcomb, 1994; in Rainisto, 2003). An often occurring mistake of local place marketing groups is that the architectural appearance just needs to be redesigned in order to promote a new image; however, this approach alone is often not enough to solve image problems (Nasar, 1998; in Rainisto, 2003). Another issue that often is forgotten is the image the place already has and, therefore, it has to be made

sure that a new identity or image does not conflict with the present perception of the place. The place has to understand its present features in order to reach the desired image of the future (PriceWaterhouseCoopers, 2005; Rainisto, 2003).

Rainisto (2003) claims that it is not possible to create a positive image of a place if the strategy is not based on the place's actual identity. First when the picture of the place's present identity is clear the place has the foundations needed for the desired image to be established. Identifying a place's strengths and opportunities is an important part of the process, and is needed so that united rational and political decisions are possible to make (Rainisto, 2003).

2.2.1 Place Image

A place's image is crucial to the way citizens and businesses respond to the place, and therefore, it has to be managed. The strategic image management requires an examination of various aspects of how to establish a place image and also to create a unanimous view of what determines the image. The place image can be determined by the sum of beliefs, ideas, and impression that a people have of a place. An image is a whole set of beliefs about the place. However, the attitudes and images of a place do not necessarily mean the same for two people. The same image of a place can have a positive meaning for one person but a negative meaning to another person. In order to succeed with the task of giving a place a positive image the communication of the place should be valid, believable, and simple and have a distinctive appeal (Kotler *et al*, 1993). Further it is getting more common that a place provides a part of a person's own identity as people increasingly identify themselves to where they live (Florida, 2002).

However, if the perception of the city is poor the image can be suffering and that can create consequences for the future success of the place. Negative associations to a place can reduce investments and activities within the business community (Trueman *et al*. 2001; in Rainisto, 2003). Nevertheless, there are also external forces that are out of control for the place image such as earthquakes, oil spill, tsunamis, and when a place has a chronically poor economy, humid climate, or repressive leadership it has to address the negative effects these problems have on its image. One option for a place is to admit to the problem and in some way turn the negative image into a positive. For example Minnesota was perceived as a winter state that should be fled, now the state aggressively pursue its winter as a positive attribute (Kotler *et al*, 1993).

2.2.2 Place Brand Associations

A places capacity to compete change over time and size and location are not the only sources of success. Therefore the management of a city has to figure out why people choose to live or conduct business in a certain location. A place can just like large corporations and industries rise and fall with new technologies, new competitors, and shifting consumer preferences. Successful places survive these changes by understanding outside forces that influence some of the factors that control whether people and business decide to invest or disinvest in a place. When necessary these places lean on government assistance to help to turn the economies around (Kotler *et al*, 1993). According to Florida (2002) people and also businesses choose location depending on three factors, technology, talent and tol-

erance⁶. The basic idea behind the 3T's is that the place consists of creative and innovative people, who are tolerant and open-minded to new ideas and prefer to live in a place where diversity is valued. This diversity would attract even more creative and talented people and the likelihood that knowledge is shared and new solutions are invented is high, and thereby people are attracted to a place that can offer these elements in a proficient way (Florida, 2002). A city that wishes to compete on a national or international level needs to identify its unique associations like these and communicate them to its intended target audience (PriceWaterhouseCoopers, 2005; Rainisto, 2003).

Kotler *et al* (1993) suggests that the features of long-term solutions usually involve improving four major factors in every community in order to become attractive. First, the city has to provide basic service and infrastructure of high standards that is satisfactory to the citizens, businesses and visitors. Second, the quality of life has to be considered and, therefore, new attractions should be established in order to attract new businesses, investment and people. Third, the improved features and quality of life have to be communicated through various means. Finally, citizens, leaders and current initiations must support their city in order to make the place an attractive destination for new companies, people and investments (Kotler *et al*, 1993).

To attract businesses a place must understand its strengths and weaknesses. A place's situation can change due to increased foreign competition or a place might suddenly be faced with the demand to lower costs, higher-quality workers, more central location, better quality of life, or a more supportive environment. A place can begin their business attraction activities with an assessment of their economy an audit of their location characteristics. Which means the place operating conditions, cost factors, and quality of life features and it provides an understanding how well one place compares to another. The local labour market, access to customers and supplier markets, availability of development sites, facilities, and infrastructure, transportation, education and training opportunities, quality of life, business climate, access to R&D facilities, capital availability and, tax and regulations, are all factors that determine the place opportunities (Kotler *et al*, 1993).

2.3 Place Brand Management

“Governments leading a city towards an uncertain future are like the navigators of a ship. The crew and passengers comprise their citizens, employees and customers. In this way navigation is very similar to the leadership of a large organisation or a city.” (PriceWaterhouseCoopers, 2005, p. 14)

Still today there is no common practice how to manage a place and its marketing issues. It can be claimed that the management of a city is no different than that of a company in the private sector; however, some modifications would have to be made. The branding of a city requires a distinct leadership that needs to be tailor made for the place (Sousa, 2000; in Rainisto, 2003). As mentioned there is no single success plan available when creating a strong city brand, nevertheless there are many different strategies that the management of the place can undertake. The questions that need to be answered are how the city will gain the attention of the target audience, and how it will be able to sustain it (PriceWaterhouseCoopers, 2005).

⁶ The 3T's of economic development (Florida, 2002, p. 249).

The city has to define its unique strengths and resources and use these out of a place marketing perspective (Rainisto, 2003). However, Kotler (1993) stresses that the ultimate success is a result of collaboration between private and public sector, different government units, the business community, and marketing organisations. Nevertheless, attitudes among the leaders of the city can often be the largest barrier to overcome.

2.3.1 Place marketing

According to Rainisto (2003) different practices like place marketing practices, the network, and the macro-environment contributes to the success or failure of a place. The success factors, which contribute to the place's future, are dependent on the management of the place, vision and strategic analysis, place identity and place image, public-private partnership and leadership. The political unity of the place and also the global and local marketplace and the developing of these processes whether they are planned or occurred by coincidence also affect the performance of the place.

The place success features explain "why" place-marketing practices are successful or unsuccessful while the evaluation criteria are the measure of the success of the place marketing practices. These factors represent the ability to handle the specific issues in the place marketing practices (Rainisto, 2003).

Place marketing succeeds when the designing of the community satisfies the needs of the key constituencies; stakeholders such as citizens, workers, and business firms and moreover when visitors', new businesses', and investors' expectations are meet. Place marketing has some core activities that need to be addressed in order to become successful in achieving these tasks. A place should design a mix of community features and services for its stakeholders, and also create attractive incentives for the current and potential buyers and users of its goods and services so that they will not to move to another place. It is important that the place also promote its key values and advantages (Kotler *et al*, 1993).

According to Rainisto there are several different goals in place marketing, and one of the most important is to build a positive image for the place in order to attract businesses and people (Rainisto, 2003). The current situation of places is demanding, as a place needs to attract tourists but also factories, companies and talented people to create a future for the place. In order to achieve its objectives the place must implement strategic marketing management tools and conscious branding (Kotler & Gertner, 2002).

There are many ways to market a place; however, one suggestion is to create a place management team consisting of representatives from the city government and the business community. This management team is in charge of the co-ordination of place marketing activities, forming visions and make strategic analyzes. Further the place management team is responsible for the communication of the place towards the target audience (Rainisto, 2003). Today place marketing has become more than just selling the region to companies, tourists and other stakeholders. It has become an essential part of the planning process and also to guide the development of a place towards certain objectives (Bradley, Hall & Harrison, 2001).

2.3.2 Stakeholders

There are various strategies that a place can implement in order to improve its competitive position through place marketing. To create a successful place image and strong brand as-

sociations it is crucial to determine, who the target audience is and how the place is able to communicate the desired message to this target audience (Kotler *et al*, 1993). Stakeholders of a brand will normally form quite different images and create a wide range of diversity of how the brand is perceived. This diversity can easily create an overwhelming task to manage and it is many times impossible to regard all possible angles. Problems can also occur if the stakeholders of a brand have conflicting demands. The brand management then has to devote time to create harmony between these demands and most reasonable would be to segment the market into smaller manageable groups (Dowling, 2001).

According to Kotler *et al* (1993) a place can gain competitive advantages towards other places by finding a unique way of attracting tourists (both private and business), new companies, and also by expanding the existing business, expanding exports, or expanding the population. Nevertheless, a place does not have the control over the competitive forces that the environment holds.

2.3.3 The Planning Group

According to Kotler *et al* (1993) there is a large difference between ordinary commercial product marketing, and place marketing since place marketing needs active support, in a different way, of public and private agencies, interest groups and also citizens. Usually, a place's most important opportunities are not dependent on the location, climate, and natural resources but rather the human will, skill, energy values, and organization. The success of a place can depend on some fundamentals. Kotler *et al*, has developed the model "Levels of Place Marketing" (p.19) for the purpose of simplify the use of place marketing tools in practice. The model consists of three levels; the planning group, marketing factors, and target markets. The first level, the planning group, consists of citizens, representatives from the business community and also from the local/regional government and it has the task of organizing the marketing factors; infrastructure, people, attractions and image, and quality of life, in order to reach the target audience. The target audience consists different target groups like investors, manufacturers, corporate headquarters, new residents, exporters and tourists and conventioners (Kotler *et al*, 1993).

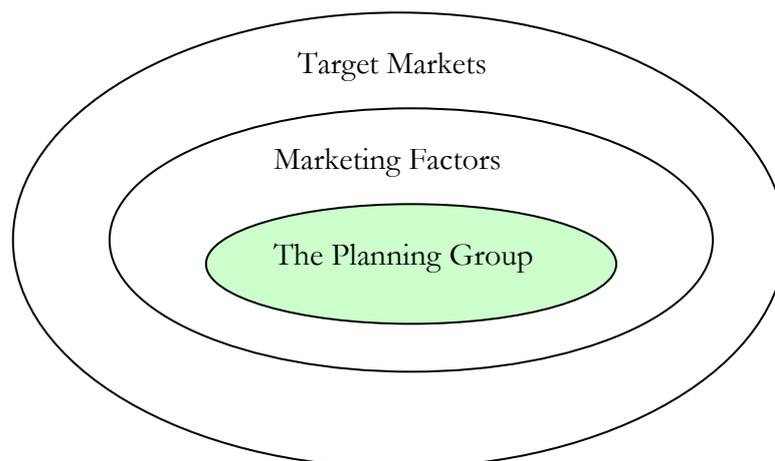


Figure 2.3.3-1 Model of the revitalization of town, cities, regions and nations (Modified from Kotler, 1993)

To reach the goals of place marketing a planning group made up of citizens, business people, and local/regional government officials has to be organized, nevertheless, the support of external consultants can also be used (Kotler *et al.*, 1993; in Rainisto, 2003). The planning group promotes the importance of a joint effort between the public and the private sector and the need for all stakeholders' involvement in order for a place to shape its future image and direction. A planning group's responsibility is the process of planning and implementation of the place marketing practices for the place (Kotler *et al.* 1999; in Rainisto, 2003).

The planning group is required to interpret activities in the broad environment, and also create an understanding of the needs, wants, and behavior choices of specific internal and external constituency. The objectives of the planning group are to build an effective organization that creates a realistic vision of what the place can be and an action-plan to complement the vision. It is essential to evaluate every step of the process in order for the action plan to succeed (Kotler *et al.*, 1993)

The planning group needs to define and diagnose the community's condition, its major problems and their causes. As mentioned before, a place must also understand its unique strengths, resources and weaknesses in order to attract businesses. Therefore, the planning group needs to identify these factors and furthermore create a long-term solution to the community's problems based on a realistic evaluation of the community's values, resources, and opportunities. The planning group's assessment provides a starting point for the creation of a long-term action plan featuring several intermediate stages of investment and transformation. The place management organisation coordination of the marketing activities is vital for this process to succeed (Rainisto 2003).

A place's ability to engage all the different stakeholders in the place development and place marketing, and to foster new ideas, development and implementation of policies for the place, is also referred to as "organising capacity" (Berg *et al.*, 2001; in Rainisto, 2003). The organising capacity includes the matter of the continuance of the place vision and strategic work, which the planning group have developed, and the coordination of public-private partnerships and the quality of leadership (Berg *et al.*, 2001; in Rainisto, 2003). Further Rainisto (2003) stresses that internal political decision systems often are fragmented and, therefore, the planning group is of great importance in the early stages of city image development.

2.3.4 Public-Private partnership

The meaning of public-private partnership is that the public and the private sector cooperate with each other. As the time moves forward the places are faced with more and more challenges, which contributes to new ways of cooperating in the public place, private businesses and the university communities in order to maximise the opportunities for the place (Rainisto, 2003; Kotler, 2002).

The organisation of the various levels of place marketing and for the local place development as a whole can create bottlenecks as large projects and existing partnerships often lack the authority to take the correct actions (Berg *et al.*, 1993; in Rainisto, 2003). Also, the merging of the public and private should be referred to as "governance" as it defines the loose partnership in a more appropriate way than the organising capacity (Scott, 2001; in Rainisto, 2003). In order for places to assert themselves it is crucial that it exist local partnerships between businesses and political leaders (Kotler *et al.*, 2002; in Rainisto, 2003). This is an issue that needs top priority when a place addresses the future challenges. When creating these

new partnerships, new opportunities may rise as a result of knowledge sharing (Berg, 1993; in Rainisto, 2003). Further when new situations with university and research institutes as key ingredients in the society arise it is important with the public-private cooperation as the place becomes desirable for knowledge based and research-oriented companies when a university is present (Rainisto, 2003).

An important element of place marketing is the political presence. A political unity should be obligatory in place marketing practice because the place as a product is complex in itself, and normally leads to a rise in the challenges for management in place marketing (Rainisto, 2003; Kotler, 1993).

Different interest groups in a place strive to gain the competitive strategies of power over place due to various interests. If the interested party cannot agree the development of a place could be lost. To prevent this scenario the strategic planning process will benefit of a structured decision making process among the interested parties (Kotler *et al*, 1999 in Rainisto, 2003).

In order for a place to prosper and be successful efficient leadership is very important, and the absence of professional leadership can severely injure the place image. Leadership is needed to guarantee the success of different projects (Rainisto, 2003).

Retaining and expanding existing businesses are approaches can be taken into account when a place experience difficulties. An issue that need addressing is which companies that is of use to the place and which are not. Further consideration to be made when a place is dealing with retention and expansion strategies is the consequences it might have for new potential investments since they might be discouraged to use that particular place for its new business location or investment. Therefore it is important that these strategies are working parallel with other market forces and trends (Kotler *et al*, 1993).

2.3.5 Tourism and business hospitality

From a marketing advantage point, tourism and convention bureaus aim is to build a positive image of a place similar to other place development strategies. Goals are to develop products and services that the target audience needs, compete on price and quality, promote convenience and other factors that influence the buyers' decision-making progress. The marketer's later approach is to use the best mix of marketing tools and strategies in order to reach the end customer. As a service seller the tourism industry has to be attentive to the constant changes in buyers' needs and wants and adapt to the shifts in life-styles and travelling trends. This is a change from the unstructured mass marketing to mass audience or the simple promotional advertising focus on the beauty or interest of a place. The place marketing has progressed into a finely developed business, built on strategies, competitive advantages, targeted markets, and a mix of marketing techniques and appeals to reach the actual or would-be buyers (Kotler *et al*, 1993).

However, the hospitality and tourism industry do not always work together with other economic development activities and they even work competitively on occasions. There are sometimes different agencies for hospitality and tourism that shows that in several areas of the place marketing theories the place's marketing activities are very often fragmented and unplanned (Kotler *et al*, 1993).

The tourism marketing has to be integrated into and sometimes lead by other place marketing strategies. Where developing strategies are mixed, for example tourism and business attraction – an organized marketing effort produces better results at less cost where vertical marketing is involved. For example, a community may want to attract someone to visit the place on vacation and for business and also locating a company or division there as well. Similar examples would be to convert foreign visitors into investors. Each marketing strategy should begin by fitting into other strategies to establish a place's image and to convey the right message (Kotler *et al*, 1993).

2.3.6 Alternative approaches

PriceWaterhouseCoopers (2005) points out the importance of having a holistic view of the city in order to approach the future in a successful way. Leadership is a necessary part in order to create the desired city image and guide the city towards a strong brand. Further, the leadership of a city should be able to encourage entrepreneurship and creativity, and also take advantage of it. Accordingly, Florida (2003) stresses that creativity prospers when the surrounding is diversified and all lifestyles, cultures and ethnicities interact. For a region to achieve this it must provide a place where creativity is encouraged and that happens when the support of highly creative population exists. PriceWaterhouseCoopers (2005) presents a model used by a Swedish city in order to stimulate growth and development within the region. The model focuses on the interaction between different actors that all contributes to the society. The city government is working together with the university, the regional companies, citizens and also non-profit organisations. In order to reach success it is important that the relationships between the actors are characterised by shared values and attitudes.



Figure 2.3.6-1 Values and attitudes underpinning successful relationships (Modified from; PriceWaterhouseCoopers, 2005).

This model emphasizes the importance of communication and integration, and every single actor has to work towards the same goals. Where the city government is the connecting link between all the actors and where the network is characterised by an open dialog and where the actors are also facilitate for each other. Further, the university should with a sup-

porting role and attitude from the private sectors provide renewal through prototypes, this to create growth and strategic development for the city.

2.4 Challenges of the future

What the future holds for us can only be speculated about, but one issue is certain, in some way it will always include change. The city management therefore has to adapt a leadership style that is responsive to changed demands among its stakeholders. The response has to be rapid and precise (PriceWaterhouseCoopers, 2005). What also has to be remembered is that every kind of organisation consists of a collection of people and these people are the ones that create value for the stakeholders. The power of the people within the organisation can also be called intellectual capital (Ind, 2004). According to PriceWaterhouseCoopers (2005) intellectual capital has to be managed within the city, both the present capital and also the potential intellectual capital that is to be attracted through people, skills and other capabilities. The leaders of the city have to create an open dialogue between the city management and the citizens, and to encourage collaboration.

Cities are nowadays competing regional, national and globally with other cities to attract tourists, new citizens and inward investments. Therefore, the city brand is getting increasingly important (PriceWaterhouseCoopers, 2005). In the following case study of New Zealand, Ryan (in Morgan, Pritchard and Pride, 2001) presents some important issues of place branding.

The politics of branding cities and regions; case study New Zealand

Branding destinations is not simply a rational response to competition, rather a large political part based on local pride and concerns. The quasi-public sector body RTO (regional tourism organisation) justifies its existence on the premise that they are an effective investment of local government funds because they generate an economic return. Second, for all their shortcomings, RTOs represent a forum where parochialism of local politics (and personality) engage in a dialogue with regional and national debate in a manner not always found in local politics. Thus, RTO are not only contributors to tourism, but also to civic action. Examine the reasons for public sector involvement in tourism (Ryan; in Morgan *et al*, 2001).

Ryan (in Morgan *et al*, 2001) believe that it exists a need for a proactive public sector in developing plans for tourism and the means of implementing those plans. Tourism, as a series of market transactions, consumes places and both publicly and privately owned resources. Some political parties and politicians argue that neither local nor national government has a role to play when it comes to private development of a place as it creates public costs such as infrastructure like roads and medical facilities. In as much as that role, sometimes by default, falls within the regime of RTOs, the result within RTOs is continuing tension between, on the one hand, their status as promoters of their regions and as representatives of their industry members, and on the other hand, their role as at the very least, raising awareness of the social and environmental issues associated with tourism (Ryan; in Morgan *et al*, 2001).

This case study only presented the tourism perspective of place branding; nevertheless, it is practically the same procedures involved when other stakeholders are involved as well (Kotler, *et al*. 1993). Morgan *et al* (2001) point out the importance of the involvement of the political units of a society when it comes to place branding. In accordance with PriceWa-

terhouseCoopers (2005) city management and other leaders within the city have to recognize the need for change and create interaction between the leaders, business community and citizens in order for the region to prosper and develop successfully. Disregarding this the city management has to create a strong vision, which can work for as a motivator and inspire all the people involved. It would also give the city management direction and a goal to work towards and it would also provide a strategic position that would be easier to communicate to the stakeholders. The leaders within the city need to be brave enough to come up with new ideas and also to try them (PriceWaterhouseCoopers, 2005).

3 Method

Within this chapter the methods used in the thesis are stated and further discussed in order to give the reader an understanding of how the authors have conducted this study.

3.1 Topic introduction

When building a strong brand many elements have to work together in order to be successful. As stated in the background PriceWaterhouseCoopers (2005) claims that the marketing management has to capture the different elements that the city has to offer and make sure they provide the stakeholder with positive associations. The authors found this topic very interesting and decided to target Jönköping and the attributes needed to create a strong brand in this study. According to Sousa (2000; in Rainisto, 2003) it does not exist a broader consensus about how a place and its marketing should be managed and how similar it should be to management in the private sector. Although there are many differences between a place and a company, it is argued that with certain adjustments in strategies and implementation the task is possible. However, as every place is unique different approaches in branding and leadership is needed in order to succeed. *“The brand’s natural leadership style must be tailor-made for a place”* (Sousa, 2000; in Rainisto, 2003).

Influenced by these facts the authors began to elaborate what brand Jönköping was communicating. Further investigation was done and after a discussion with Emil Danielsson (personal communication, 2006-02-08) at FMJ the authors became interested in what kind of brand Jönköping wanted to communicate from the perspective of the influential leaders of the city. An obvious question the authors asked themselves was if these leaders want to communicate the same brand of Jönköping? The author’s area of interest became how the different stakeholders that possess the power in Jönköping view their city and their attitudes on how to create a strong brand. According to an attitude survey conducted by Nordiska Undersökningsgruppen⁷ there are reluctance against moving to Jönköping or locating a business here, and the respondents would rather consider other cities instead of Jönköping. The information the authors were hoping to find was the stakeholders view and the actions taken to attract more businesses, people and tourists to Jönköping, by building a strong brand. As a city is built up out from many different interests it can be difficult to communicate a strong brand of a place as the messages sometimes can be confusing and even contradictory if not managed carefully. As Dowling (2001) explains the stakeholders of a city normally communicates different images and creates diversity within the brand, which can be overwhelming and sometimes impossible to manage.

3.2 Qualitative research method

The chosen topic of this thesis requires an analysis of both qualitative and quantitative data. The thesis aimed at creating an in-depth understanding of how the stakeholders of Jönköping were working towards building a strong brand. The main stakeholders have to work together towards a common goal to be able to build a strong brand for Jönköping. This does not necessarily mean that their message have to be the same as their target groups probably differs, however, a common understanding of what the brand of

⁷ A marketing investigation firm

Jönköping stands for is needed in order to make the city attractive. Hence, the messages cannot become contradictory for the city to achieve this. The stakeholders was interviewed in-depth, however, the citizens are such a large group and, therefore, would require a quantitative approach. According to Gummesson (2000) a quantitative research does not provide the same depth as a qualitative study and there is a danger if the entered data would flow from the beginning the research would not be coherent with the real world. As the main focus of this thesis was to investigate the stakeholders' view of Jönköping, secondary data containing information about the opinions of citizens and people outside Jönköping was used to provide a picture of Jönköping today, because it would provide a broader understanding of where Jönköping as a city stands today in its quest of building a strong brand for itself. When interviewing the stakeholders the authors intended to search for the answers of where the city stands from within and where it wanted to go in the future. The purpose was then to investigate what potential Jönköping possessed to create a strong brand.

There are various advantages when using a qualitative research method, one is that it can develop a deeper understanding into complex processes and relationships; an example of this can be informal and unstructured organizational processes (Marshall & Rossman, 1999). This argument has great similarities to the theory of marketing of a city as it has many different stakeholders with different interests on its agenda. These stakeholders need to communicate messages, which contribute, to a strong brand for the city of Jönköping and this creates a complex situation as they among other things have different target groups. In turn the target groups respond in different ways to messages and the question is how the city should organize this not to communicate a confusing or contradictory picture of Jönköping, as these are important features in the quest of building a strong brand. Hence, a qualitative method was most suitable to use when collecting the main empirical data for this thesis.

Marshall and Rossman (1999) points out that the qualitative study is useful when exploring a new phenomenon where little information has been collected. It can for example represent innovations of different kind and where the researcher has yet to determine relevant variables for the phenomena. In the case of a city, Sousa (2000; in Rainisto, 2003) gives the insight that there is no common ground how to manage a place in the best way, and how much of private management can be used in order to brand a place. Thus, every place has its own unique attributes and circumstances, which requires "tailor-made" leadership. Therefore, Jönköping as it has its own set of features and current situation, this can be viewed as a new phenomena to explore and how Jönköping is going to be able to use its different variable to build a strong brand requires a qualitative study of the city from within.

When marketing a city compared to a product or a service there are far more components and independent institutions that have to cooperate in order to create a strong brand. Therefore a qualitative approach, which allows the research of multiple sources of evident, was necessary. The stakeholders within the city represent different areas of interest, and they often have different objectives with their business. The authors was aiming at gathering information from a range of different stakeholders within the city of Jönköping, and to find out how these can cooperate in the best way. Thereby, the authors were intending to create a comprehensive picture of the specific issues that have to be considered in order for Jönköping to build a strong brand.

Therefore, the use of qualitative research method in order to gather information of the different private and governmental stakeholders within the city and the quantitative data collected from the resident's point of view and visitors was found to be the most appropriate. This to create a picture of where Jönköping stands today both from citizens and potential citizens point of view and also from the business community and local governance viewpoint. This was needed to be able to do a thorough analysis if Jönköping has the elements required to build a strong brand.

3.2.1 Interviews

When conducting a qualitative study and making interviews, it exists a need for a determined design on the interviews to get the desired information from the interviewee. The interview structure should have a low degree of standardization and have open-end design on the questions, so that the structure does not limit the interview and the interviewee. If this is accomplished the researchers are able to focus on the chosen phenomena of the research. When conducting an interview with open-end questions the interviewer provides general questions and from the information gained develops an analysis (Creswell, 2003). To make sure that the interview guide and structure did not limit the respondent and provide the information intended, the authors conducted a pilot study with Berit Wall *Head of communication at Jönköping University*. After the interview was done, some alterations were made to the interview guide, however it was more structural as some of the questions were already answered for in other parts of the interview. Therefore, the authors decided that the interview would be of value to this study.

The research design in the interview guide used when interviewing the stakeholders for this thesis was semi-structured open-end questions (see appendix 1). The open-end question structure was chosen not to limit the interviewees during the interviews in order to get their view on Jönköping as a brand, such as its possibilities, strengths and/or weaknesses. There was some more specific question that was used to be able to compare the different respondents answers. The interview guide was based on literature considered, by the authors' interpretation, to be relevant to fulfill the purpose of this thesis.

Various factors can make the interview bias. The interviewees might not be articulate and view the questions from the same perspective, and might therefore respond in different ways, which in turn make the analysis more difficult. Another obstacle is the use of recording appliance, which in some cases restrains the respondent, and their real opinion becomes limited. However, recording the interviews can contribute to a great advantage, as the interviewers can assure that the information is not misinterpreted as it is possible to check to interview again (Creswell, 2003). Thereby, the opportunity to make clarifications and follow up the interview immediately is provided (Marshall & Rossman, 1999). To avoid any potential problems the persons interviewed were asked if the use of tape recorder was acceptable and none of the respondents objected.

3.2.2 Personal interviews

Face-to-face interviews can provide the interviewer with a deeper understanding of the response. This interview form contributes to more thorough and deeper explanations of the questions. Additionally, the interest of the respondent in a face-to-face interview can be gained by using social attributes such as eye contact and to show a great interest in the respondent. The risk of misunderstanding and mishearing is less in a face-to-face interview,

which leads to an interview form to be a reliable way of collecting the empirical data. The accuracy of the respondent increases as the person then have more time to consider the answers given and the interviewer analyze the reply in a better way (Hague *et al.* 2004). The deeper understanding of Jönköping from within was required for the authors to be able to answer the research question and fulfill the purpose of this thesis therefore personal interview was conducted.

There are also some disadvantages with face-to-face interviews, which is the organization of them. It is both time consuming to set up the actual interview and the conduction of the personal interview, which in turn increases the costs. An additional cost is the traveling, if that is necessary to get to the interviewee (Hague *et al.* 2004). For this thesis the cost factor was not an issue as all the respondents lived in Jönköping. Another disadvantage is that indirectly information will be interpreted out of the respondents' point of view (Creswell, 2003). The authors were aware of this phenomena and tried to analyze the information collected in such an objective view as possible and not let the authors own ideas of Jönköping as a place, cloud the actual situation.

3.3 Attitude Surveys

Secondary data is already conducted research for another purpose than in this specific study. There are various advantages and disadvantages with every method used in research. The problems that might occur when using secondary data are the mismatch of different variables used in the study, and the information may be misinterpreted if the interpreter does not understand the definition used when collecting. These factors have to be determined before using the data for the study to become reliable (Bruns & Bush, 2000). The attitude surveys which was the secondary data analysed for this thesis was provided by Emil Danielsson at FMJ and questions on how the data that were collected and investigated were asked, so that the used information would not compromise the credibility of the study.

Positive attributes associated with the use of secondary data are that it is quick and easy to obtain and there is usually no costs involved (Burns & Bush, 2000). As part of this study aimed at giving the reader indications of the present situation in Jönköping, attitude surveys were a good complement to the interviews, because of the easy collection and the authors did not possess the time needed, and in addition it would be unnecessary to do the same research again.

The authors have use three different attitude surveys in this thesis, two conducted through telephone interviews and one through a web-based survey. The first was conducted by Nordiska Undersökningsgruppen (2004-06-14) and targeted three different groups of people, citizens of Jönköping, highly educated people on a national level and leaders within the private sector. The purpose with the survey was to support the initial phase of the marking of the city.

The second survey was a telephone interview survey conducted by Mohlins Marknadsinformation AB (2005-11-07) and had the purpose to measure the opinions new residents had towards Jönköping. With the intention to get a broader picture the same study was conducted in Linköping and Örebro as well. The target group was men and women between 25 and 67 years, and they had lived in their present hometown maximum 10 years.

The third survey was also conducted by Mohlins Marknadsinformation AB (2005-02-07); however, this survey targeted the students at Jönköping University and was performed

through a web-based survey. The main purpose was to determine the quality of the university, but companies and other organisations can purchase parts of the survey and include questions of their own interest.

3.4 Selecting the sample and Data collection

Merriam (1998) points out that the techniques and the data collection depend upon how the investigators chose to frame their study and how the sample is selected. The data collection in a qualitative study normally can make use of different strategies (Merriam, 1998). The authors have chosen two specific methods, interviewing and analysing documents, which are common qualitative research methods. As the study includes both primary and secondary information the authors would have to use different approaches in order to apply these two types of data. Merriam (1998) stresses that one or two strategies are normally used in this kind of study. The interviews were used to gain an in-depth understanding of the various influential private and governmental stakeholders within the city of Jönköping, to investigate what messages that are communicated today and what future goals there are at the moment. The analysing of documents was the attitude surveys provided; the purpose was to get a perspective on Jönköpings situation from the private stakeholders. These two strategies made up the foundation of the analysis for how Jönköping can create a strong brand.

When choosing the sample for this study the snowball approach was partly used. The approach stands for a loose form of sampling, because the authors choose the members of the target audience and they in turn were asked if other members in the target audience would be appropriate for this specific study. Hence, generalizability is limited due to the small population group (Brewerton & Millward, 2001). This kind of sampling was used in the final stage of sampling to limit the risk of leaving out important stakeholders that might influence the brand of Jönköping or have great interest in the subject in hand. This study's sampling started by interviewing FMJ's *Managing Director* as this is the official organisation for the marketing of Jönköping. Then the authors composed a list of potential stakeholders. Not all the stakeholders were available for interviews during this study's time period, however, a person in the same organisation was usually interviewed instead. The study landed at 12 interviews with various stakeholders within Jönköping. All the interviewees were asked which stakeholders in their opinion would be interesting and appropriate to use in this study. The snowball did not stop rolling at 12 interviews but the time limitation on this study made it impossible to conduct any more interviews. However, the authors believe that this did not compromise the result of the study as the authors' intention with the investigation of how the stakeholders are working together to build a strong brand for Jönköping was achieved.

The generalizable issues of the snowball approach in this case do not undermine this study, as the main focus is the city of Jönköping in its specific context. The information and conclusions drawn can be transferable as the approach of investigation can be useful for other cities with similar interest in building a strong brand. This because the increasing interest in place marketing activities and its effects that is currently taking place.

3.5 Discussion of research method

The authors have chosen to focus on the qualitative research design because the aim with the study was to gain an insight in the way the city of Jönköping worked towards building a

strong brand. There was a need for several different viewpoints from the various private and governmental stakeholders as these stakeholders are the ones making the decision for the city and therefore need to be investigated to get the picture of where Jönköping is today and where it is going. Further, the stakeholders usually have different target groups too, however, the complexity is to coordinate the different messages communicated in order for them to work together, therefore, in-depth interviews with representatives from the different stakeholders of Jönköping would give the most trustworthy picture of how Jönköping would be able to build a strong brand. This will, therefore, work as strength for this study and in favour of a qualitative study of Jönköping from within the city.

The attitude surveys that were analysed and used as support to what the stakeholders said and sometimes worked contrary to the information gathered. This method was used to give a broader picture of the perceptions that existed about Jönköping from outside the city. In the authors' opinion that would contribute to a more comprehensive view of where Jönköping stands today in the quest of building a strong brand for Jönköping.

3.6 Empirical study base

One of the objectives of this thesis was to gain an understanding of what leaders within the local government and local businesses were doing to promote and nurture the city image. In order to gain that understanding some of these most important local profiles within Jönköping was interviewed.

Within the public sector *the County Governor Lars Engqvist*, was interviewed, even though his primarily responsibility is towards the government; he also has the task of supporting the region. Further, *Local Government Commissioner Mats Green* was interviewed because the local government plays a large part of the possibilities for Jönköping to build its strong brand. This due to the fact that the local government is the decision-making organ for a lot of image related variables in a city and possesses the resources to actually invest in the product of Jönköping. *The Head of Trade and Industry department at Jönköping Municipality, Sten Norinder* was another person within the municipality to be interviewed because in order for a city to prosper and grow, a good business environment is a necessity. Therefore this person, who is in charge of this environment in the city is very important and he has the possibility to be very influential. *The development director Bertil Gustafsson* is responsible for the development of the city and the actual creation of Jönköping as a product. Last person interviewed within the municipality was the *Tourist Manager Carl Gustav Tollén*. He is of importance due to the fact that this unit is in charge of the marketing of Jönköping towards tourists and if a city becomes attractive to tourist it may spill over to businesses as well as residents. An attractive tourist city might be used not only to attract people on vacation.

The private sector also has various different stakeholders, the first person that was interviewed from this stakeholder group the city was the *founder of FMJ and Chairman of the Chamber of Commerce, Per Risberg* who is involved in the city from various perspective and very influential in the aspects of how the city can be viewed from the outside. Next person interviewed was *Managing director at Elmia, Hans Standár* as Elmia is successful and attracts both companies and visitors to Jönköping and he would provide the insight on how the convention centre of the city view Jönköping today and its wanted image in the future is important as it has a lot of influence on how the outside views the city from both a business and visitors perspective that visits Jönköping. This is important as these people probably tell their experience they had at the Elmia trade fair, which reflects directly on the city of Jönköping

and its brand. Another important stakeholder within the city is *Town Centre Manager, Pål Stan, Inger Molin* as she has the overall responsibility for the commerce organisation in the city, and this is part of what Jönköping has to offer which can draw people here and their view of the city is important from various perspectives. *Företagarna, Regional manager Ulrika Lindahl* is the representative for the non-profit organisation, it is important for a city and region to have a good working and business environment. This can make a city more attractive.

Within the university *Head of Communication, Jönköping University, Berit Wall* was interviewed, as the university has very important role to attract new residents to the city. The university's part in a city is of great importance as it creates a knowledge base in the city. This is important for the growth of the city; the more challenging part is how the city keeps the knowledge base when the student's education finished. Berit Wall was therefore important as she has the main responsibility for the marketing of the university and also contributes to the picture of Jönköping both nationally and internationally. For a university city to succeed there is a need for a good student environment therefore the *president of the Student Union Christopher Hedvall* was interviewed to gain an understanding of how the students were prioritized within the city and the university.

The current umbrella organisation of marketing was of course one of the most important to investigate as they have the responsibility of the marketing of Jönköping today. Therefore, *Managing Director of FMJ, Emil Danielsson* was interviewed. In order for the quest of building a strong brand to succeed the different stakeholders that work within the city needs to have a common goal in line with FMJ in order to develop winning marketing strategies.

The individual interviews will provide a subjective view, however, as this is highly respected and influential people in the city, the authors need to presume that the respondents point of view represents their organisation.

3.7 Presenting and analysing the findings

The empirical findings and analysis is presented within their major stakeholder groups identified in the theoretical framework. In the empirical findings the differences and similarities are presented within the stakeholder group, which are the municipality, the private sector, the university and as FMJ is a combined organisation with representative from all sectors it stands alone. Then in the analysis all the sectors are combined in order for the authors to provide a picture of Jönköping today and which views there are. Also, to investigate what brand they want for Jönköping and what their different opinions on how this will be achieved. The empirical findings and the analysis have the same main structure as interview guide, which is based on the theoretical framework. The empirical findings are divided into the different sector groups that was identified in the theoretical framework to get an basic understanding of how the perspectives within the different sectors was divided, and also to make it easier for the reader as some of the respondents have very specific target groups and line of work. A full presentation of all the respondents' similarities and differences would probably have been overwhelming for both the authors to handle and the reader to grasp. The thematic way of presenting the empirical findings within the different sectors was found most suitable for this thesis as the purpose is to investigate how these stakeholders can work together in order to build a strong brand for Jönköping.

In the analysis all the different stakeholders have been tied together to get the understanding of the unity that exist in the city between the stakeholders. This because as the theory suggest that the success for a place comes from the cooperation and common goals between the stakeholders within a city. The various differences and similarities between and within the sectors are analysed and created an understanding of the possibilities that Jönköping has from the most important main sectors that operate within a city. Further, the marketing and competition sections of the empirical findings structure are combined with Jönköping as a brand as they are highly interrelated. The analysis is concluded with a section for the authors' view of the possibilities for Jönköping, and with the authors' own contribution to the task at hand and with the intention to lead the reader to the conclusion of this thesis.

3.8 Trustworthiness

The perfect research design does not exist therefore it will always be trade-offs (Marshall & Rossman, 1999). In this study interviewing different stakeholders within the city, which represented the municipality, the private sector, the university and the umbrella organization for the marketing of Jönköping, collected the empirical material. The fact that the interviews were only conducted with one person in the various stakeholders' organizations creates an individualistic approach to this thesis and other people in the organization might have other perception of Jönköping as a brand. However, the interviewed stakeholder still represents its organization or company as a whole, especially since the person has a high position. This contributed to that the authors believed they were able to provide a trustworthy picture of the different attitudes towards Jönköping. Also, the people interviewed came from different units within the three major stakeholder groups chosen out from the theoretical framework of this thesis. This creates a picture where different views within the sections could be analyzed and also the views between the major stakeholders could be compared and analyzed. Further, this information was useful to make the analysis of the situation, which could be transferred into the actions needed in other cities. As the interviews was conducted with each person separately so that their answers would not be affected by each other, and conclusions about what situation Jönköping really was in could be established.

The snowball approach has been criticized as it handles a small population, however, in this thesis the influential stakeholders within the city is a relatively small group, which contributes to the trustworthiness of the findings. In favor of the snowball approach is that the stakeholders within the city also got to influence which people that was interviewed. This was important, as the authors did not possess the insight within the city to know all the people with a genuine interest in building a strong brand for Jönköping. To state the obvious the snowball approached was used with the intention not to miss any important influential stakeholder. However, all the intended stakeholders was not available for interview during this time period that this thesis was conducted and all the people suggested by the stakeholders was not contacted by the authors. The explanation is basically that all the stakeholders have their own specific area of interest, and the intention of this thesis was not to investigate all the sub-units to the various interests within the city. Therefore, some of the suggested people were eliminated as potential interviewees for this thesis. The people that were not available during this time period was replaced by someone in the same organization with a high position or that have the main responsibility of marketing. This

person was found suitable due to their influence of the message communicated from Jönköping in their specific area.

There is also a question about whether or not a pilot interview is valid to use in as empirical findings. In this specific case with Berit Wall the authors interpreted the information provided after all the interviews had been conducted and considered it to be valid to use. Especially since the only alterations done to the interview guide after the pilot interview was merely structural to get a more natural flow of the interview.

The pre-understanding of a situation can work as a barrier when conducting a qualitative research as the researchers own point of view and the interpretations of the reply from the respondent can form the result of the study. The respondents can also be biased as they reply in the manner of their own subjectivity (Gummesson, 2000; Craig & Douglas, 1999). In this specific study the authors had the intention to get the personal view of the respondents as that colors their work and the decision they make for the city or communicate from their specific organization. Also, the purpose of this thesis was to investigate if the stakeholders are communicating the same messages and have a common goal for Jönköping in the future as a brand.

Marshall & Rossman (1999) argues that qualitative studies are not generalizable in the statistical way, but the empirical data may be transferable. The authors' intentions with this study was situated in its specific context within Jönköping and since the aim was not to create a general picture of how cities build a strong brand there was no need for generalisability. Rather, what possibilities there are for Jönköping with its own special features and situation. This study provided a set of unique attributes within Jönköping that creates this specific city with an investigation on the branding possibility. The findings may be transferable, in the sense how a city can analyze its current situation and out from that build the brand from its own pre-requisites.

3.9 Reflections

A lot of interviews were conducted, but more could have been done. Especially within the church which was not represented in this study. The church is not a stakeholder that one might think about first in this kind of study. But it has been very influential on the city in the past and contributed to the past reputation of Jönköping and maybe to some extent today as "*Jerusalem of Småland*". It would have been interesting to investigate its view of Jönköping and if this picture desired from their perspective. The attempt to get in touch with a representative was done, however, it did not become a top priority as the purpose of this thesis was the cooperation and the view of the stakeholders within the city that influence the general public by investments in the city. However, that does not mean that the church is not important, on the contrary it plays an important role with its organisations and work. Nevertheless, as this thesis has the foundation in the theoretical framework where this group is not a main stakeholder in the building of a strong brand for a city, that group was naturally excluded.

Furthermore, the authors would have liked to interview some more key stakeholders within the city, but as mentioned before, the time limitation of this thesis could not be matched with these persons' schedules. But representatives from these organisations are still interviewed in this study. Further, the authors believe that even though more interviews could

have been done, the findings made were sufficient to create a picture of where Jönköping is today and its ability to build a strong brand with its specific pre-requisites.

The authors also think that it would have been interesting to have all the interviews in its full size included in the empirical findings as all the stakeholders' views of Jönköping were very colourful and interesting. Some of the special explanations to Jönköping's situation might have been lost when the interviews were combined in the empirical presentation. However, as the purpose was to compare the stakeholders' opinions as to see what possibilities Jönköping has of becoming a strong brand the thematic presentation was found most suitable and interesting for the reader. All the interviews would have made the empirical finding too large and it would have been hard for the reader to grasp the overall impression of Jönköping from the stakeholder's point of view.

Another factor that was mentioned in the trustworthiness was that the pilot interview was conducted with Berit Wall, the only representative from the university (as Christopher Hedvall represents the Student Union). This might have given the university a smaller role in this thesis than it deserves. It is one of the most important stakeholders in the city, however, the authors were unable to get an interview with the university's principal. However, a lot of the other stakeholders have pointed out the importance of the university for Jönköping. Therefore, the authors believe that the interaction between these different stakeholders in the city has been revealed despite of this condition.

This thesis has been very interesting to conduct, due to all the interesting people the authors got the opportunity to interview and the public interest this topic seem to have. During this relatively short time period this study has been conducted, different aspects of this topic has been given media coverage. In Jönköpings Posten for example the authors found two articles, one interview with Sten Norinder and his visions for Jönköping in the future and another article with the focus on why there was no church representative that were active as a Jönköping ambassador. Also, an chronicle done by the library director about Jönköpings "gay-index", Erik Lindfelt had been influenced by Richard Florida and elaborated on Jönköping tolerance and diversity for the success of Jönköping as a city, in Jönköping NU. These factors and the increasing interest in place marketing made the authors feel like this investigating thesis was conducted in the right time in the development of Jönköping as a city and the public interest.

The authors also did some more critical reflections. In the analysis and conclusion of the thesis there is a possibility that the authors was unconsciously influenced by the opinions of the respondents. Even though this might have occurred, the authors tried to be critical and as objective as possible when the analysis and conclusion were conducted.

The theoretical part of this thesis is also relatively small compared to the empirical findings. However, as the theory stated there is no common ground on how the management of a city should be handled and it depends on a city's own pre-requisites. Therefore, the empirical findings are much more extensive as the authors needed to investigate the pre-requisites of Jönköping. Also, within the marketing field this phenomenon of branding a city is a rather new from the theoretical standpoint.

4 Empirical findings

The presentation of the interviews is based on the main areas of questions in the interview guide. All the questions are not presented individually due to the intention of creating a unified picture of what the different sectors think, this to prevent the presentation of the interviews to become fragmented and unclear. As the stakeholders operate within different areas the intention was to find the similarities and differences between the stakeholders' point of views and to present them within the specific area to make it easier for the reader.

4.1 The Private Sector

4.1.1 Jönköping as a brand today

According to Risberg, a brand is as a communication tool, which is a means to reach the end customer. A brand has to manage on its own and be able to communicate a product without anyone having to orally present exactly what it stands for. The brand is the symbol for a message that someone wants to communicate. In the same way, a company needs 10-15 years to build a strong corporate culture it take about the same time to build a strong brand, and it can be destroyed in only one week if it is not carefully managed. The brand also has to be provided with content and also clear and unique values. When you see the brand you should get some kind of associations and these should be exactly what the brand owner wants them to be or else it is a failure.

The brand of Jönköping is perceived different by the people living in the city than people in the rest of the country (Nordiska Undersökningsgruppen, 2004-06-14). Risberg claims that this is the reason why FMJ was founded and Jönköping has worked with it for some years now and finally is on its way. The brand of Jönköping stands for beautiful location and good logistics. Within a four-hour drive, Jönköping can reach around 80 per cent of the Scandinavian population. It is not a coincident that Ikea has located its Nordic storehouse here. The logotype of Jönköping symbolizes Lake Vättern, and entrepreneurial spirit. However, it can be interpreted in many ways. Some people tend to get stuck with the definition "The Bright City" (Ljuset vid Vättern)⁸ however, that definition could easily be misinterpreted as a religious symbol (P. Risberg).

According to Nordiska Undersökningsgruppen the opinions about Jönköping differ quite a lot, however, there are a few features that the respondents of the survey agree upon. The geographical location and the beautiful nature are the two strongest reasons to move or locate a business in the city. The other features of the city are valued much higher by the citizens than the other respondents. The most significant differences are that the citizens strongly believe in the attractiveness of the university and the city as a place to locate a business. Mohlin Marknadsinformation AB (2005-11-07), on the other hand, adds that when people actually move to the city they are satisfied with what the city has to offer. The new residents believe that the reception has been good and the people are friendly, however, it has not been great.

Standár considers Jönköping to be a strong brand that involves a lot of changes and activities. In Jönköping people do not just talk, they also act, and that has to do with the

⁸ See appendix 3

*Smålandsandan*⁹. “People here do things in their own way”. Jönköping cannot compete with Stockholm and therefore Jönköping has to find its own profile. Many people from outside the city are impressed by the activities taking place within the city. Jönköping also have plenty of private industry and that is also positive. Further Standár stresses that there is an atmosphere of change in Jönköping, one example is when the regiment was closed down and the city management decided to build a shopping mall there instead. Also many companies are subjected to global competition and therefore they have to be sensitive and attentive to change (H. Standár).

Molin sees Jönköping as a brand from the organisational view, in that aspect, there are too many associations or organisations and they all work in different directions, “we are not unified and do not really work towards the same goals in an organised manner”. Molin continues and says that the city would be able to do so much more with Jönköping as a brand, because the city has a lot to offer. Jönköping is a good brand; the city has a lot of advantages, even though all the cities think that about themselves. Nevertheless, Molin agrees with Risberg that Jönköping do actually have factual advantages, for example the city’s location in the consideration of the logistical centre, Jönköping is close to a lot of different places. But above all, it has to be put a lot of work into it, the city has been working a lot the last years but no real progress has been shown until now, when a turning point has revealed itself. Jönköping is slowly starting to work in the same direction and for example, one association a network called *Besöksnäringgruppen*¹⁰ are working closely together, with the hotels, Elmia and *Smålandsturism*¹¹, and they are working towards becoming a unity with coordinated actions. Also, *Stadsbyggnadsvisionen*¹² has many features for uniting different actors and creating a comprehensive picture. The idea is for example to create a new information centre by Munksjön that can work as a gathering place where for example *besöksnäringengruppen* can meet and work together. As mentioned before, there are a lot of thing to work with but the city has a lot of potential (I. Molin).

Lindahl experienced the citizens of Jönköping to be very friendly and humours when moving here. In the beginning she did not notice anything of the religious connection that many people have here, only when reading the newspapers. Today, she noticed it more; it is a strong feature of the Jönköping brand, which cannot be disregarded. Other than that, Jönköping as a brand is quite unknown to the most people. Lindahl agrees with the other respondents, that the most favourable features with Jönköping are the geographical location and the beautiful nature. And, further Lindahl believes that many people connect the location with the brand and also the religiousness.

According to Risberg the citizens of Jönköping have finally realized the advantages of the three “water mirrors”, earlier they were only perceived as cold and windy. The people living in Jönköping have been talking a lot about the disadvantages of the city. The *Stadsbyggnadsvision* is something that is unique in Sweden and will continue on the south shore of Munksjön, and it is the largest city change in Sweden right now. Even though the pier today feels like obvious it is not more than 6-7 years old. Ten years ago it was completely

⁹ *Smålandsandan* is the spirit of the region, Småland

¹⁰ *Besöksnäringgruppen* is an organisation focusing on temporary visitors in Jönköping

¹¹ *Smålandsturism/ Smålandtourism*

¹² For explanation see Appendix 3

dead in that area, and the beach was hardly used at all. Thanks to students from outside the city, and also students from other countries, the beach was “discovered” and people started to visit it more regularly. The university has also increased the enrolment from 3000 to 9000 in ten years and that is unique in Sweden. The cultural life has also become much more diverse and active.

The university location in the city centre is very important for the city. It was a tough decision that was very strategic. After getting the allowance to create a “university foundation“, the international business school (JIBS) was also established with the benefit of fixed research funding. The university was earlier spread all over town. Some people worked against the foundation of the university since they felt that Jönköping did not need academic people as they considered that the city had been fine without them. However, the city management saw a chance catching up with the rest of the university cities in the country through the transformation to a foundation and by the establishment of JIBS. To be able to do that Jönköping had to do the same thing that other cities had done in 25-30 years in only 10 to 15 years, and therefore the importance of a city campus was pointed out to create integration between the development of the university, the student life and the city. Jönköping tried to change the bad attitude towards educated people and also the reputation that Jönköping had of being a low educated area, and cheap without high technology. The management decided to benchmark towards Uppsala, Lund and Heidelberg, and not to consider Linköping, Luleå or Växjö. In Linköping, where the university has a 30 year long history, little integration has taken place. The city campus has contributed to the rapid growth of the Jönköping University (P. Risberg).

4.1.2 The present marketing efforts

Molin do not think the external marketing is that good, in fact there is hardly any. It can become a lot better and thinks it requires a joint effort. There are attempts being made, according to Molin the question is who should have the overall responsibility and economy. It should be an all-embracing organisation that brings forth these kinds of questions and what to concentrate on, and a creation of an entire marketing plan is needed, in this organisation FMJ should have a clear role. As Risberg mentions, FMJ was founded to change the misperception that the outside has of Jönköping.

Lindahl has another impression than Molin and believes that since FMJ was founded there has been quite a large change in the marketing activities in Jönköping, and it can be noticed that things are happening. However, some parts could be highlighted some more. One example is that the culture activities could become better if when the cultural centre will be built by Munksjön. Further, Jönköping should also acknowledge the fact that there is a very nice beach right in the city, and have some of activities there. Today, there is too much focus on being a city of commerce, with a shopping mall. If people are coming here during the summer it is mostly to go shopping, so why not make something out of what the city got. Also make sure that the restaurants do not close during the tourist season, which is especially common in the west part of the city centre. If it is too warm in the summer people do not find their way to this part of the city, and therefore it might be a good idea to have some kind of happening here as well (U. Lindahl).

The marketing activities performed by Elmia have been successful and Elmia works to quite a great extent with national media, but also local newspaper etc. The most common

way to communicate is through Industry magazines, both national and international. This is contributing to increase the awareness of where Jönköping is located (H. Standár).

4.1.3 The competitors of Jönköping

According to Risberg the Stockholm region is the largest competitor, and also to some extent Malmö and Copenhagen. In the past cities like Linköping, Norrköping, Helsingborg, Växjö and Örebro have also been competitors; however, Risberg believes that *“we do not have to worry about them since we now are starting to get ahead of them”*. Some of these smaller cities are now coming to Jönköping for advice, and therefore Risberg does not consider them as competition. The larger cities, however, are hard to compete with if people are willing to accept the distances and time losses in a big city, and then Jönköping probably would not have to consider the larger cities as competition since Jönköping could not beat them anyway because of their great diversity.

For a country to succeed the capital has to be strong, the same is true for a region. Other parts of the Jönköping region now believe that, if things are going well for Jönköping it will be going well for the region. The tendency is that people prefer to live in a slightly larger city, if the job is located in a smaller town. Therefore, the infrastructure is now high up on the priority list for development issues in the region. Comfortable commuting lies around 40 minutes and if you could reach that limit in the region people would easier be able to live where they want to live and work where the job is located. If this is going to work the infrastructure has to be good. The city is trying to get support from the government to develop the road net. Disregarding this hinder; *“the sky is the limit”* (P. Risberg).

Molin considers Helsingborg, Örebro, Linköping, also Växjö as competitors. When it comes to commerce other Ikea sales places are the larger threats because it draws people from a larger geographical area. Further Jönköping do not do anything particularly different that these cities today (I. Molin).

Lindahl sees the other inland cities like Västerås, Örebro, Linköping and other cities about the same size as competitors, and it would be a bit over exaggerated to compare Jönköping to Stockholm. Compared to Jönköping, Linköping is profiling itself pretty intensive; however, the city is not close to water, so in that area Jönköping should be stronger. One thing that has occurred to Lindahl but she does not know if it is typical for Jönköping or if it is common in any middle size city, is that the atmosphere is not very allowing. You cannot look just as you like or do, without people judging you. Earlier it was quite bad, however, there have been some improvements since the university was established. It would be idealistic if Jönköping could become an allowing city, where people could develop their personality (U. Lindahl).

According to Standár, Stockholm has its special features and is therefore not considered to be a competitor for Elmia. Gothenburg can in some ways be regarded as competition, however, its trade fairs normally have a different configuration. Standár claims that Elmia competes with the trade fairs within the country, however, the highest long-term competition is between what marketing activities companies choose to spend money on, thus it depends on how important trade fairs are considered to be. Sometimes, when it comes to global companies, the competition might be among many of the European countries, and the companies have to decide if Sweden is the ultimate market.

4.1.4 The cooperation between the stakeholders

The cooperation within Jönköping between the different actors is very good and is one of the strongest features of this city. It is so natural that it is almost forgotten. Jönköping has in the past been weak within the knowledge and competence areas. Therefore Jönköping needed a university. Due to the cooperation within the city Jönköping got the approval of becoming a foundation and the window of opportunity was the focus on small and medium sized businesses. This focus has also contributed to the success of the establishment of Jönköping University (P. Risberg).

Lindahl thinks the cooperation is pretty good; it is never hard to get in touch with the right people. The networks and the cooperation skills should also be a part of our brand. However, sometimes cliques are created and it can be hard to get into these. It is important to consider how we meet new people, such as new residents, in order for them to be comfortable.

The private sector is very important for the development of Jönköping, as new job opportunities are created through it. In that way Jönköping will attract competent people from other places as well. Then it is also important to be a good employer in many perspectives; it should be equality in the workplace, the environmental factors should be considered, and the work with codes of conduct (U. Lindahl).

There is no formal cooperation between the private sector, the local government and the university. The ambassador organization is however one kind of cooperation with people from every sector, and Lindahl believe that Jönköping could build on this concept and give the persons within the organization better information and arguments. So that everybody could talk well about the city and base it on some actual knowledge, maybe some historical information about the region (U. Lindahl).

Further Lindahl argues that the municipality should become better in taking advantage of all the creativity and ideas within the city. Now there is plenty of ideas, however, many people are neither skilled in selling their ideas, nor able to attract financial resources. Science Park and *Nyfföretagarcentrum*¹³ are very good initiatives of how to accomplish that, and they are also very successful compared to the rest of the country. It is important to create environments where people could be creative together, and share ideas (U. Lindahl).

Standár is a member of FMJ and considers the organization to be a perfect initiative in order to create a place to gather, where the private and the public sectors can cooperate with each other. It is favourable for all involved and the understanding between the actors increases, and it will probably make it easier to recruit people and to attract investment. After FMJ was established the cooperation within the city has been improved and the ambassador approach is contributing to increased knowledge.

No obvious actor is missing within the cooperation, however, many companies do not have any connection to the region and decisions are made nationally or internationally. Thus, it is hard to engage these companies in the developing process in the city. It can also be hard to persuade companies that are located all over the country, such as H&M to help in the process of making Jönköping attractive and thereby most of the companies involved in the process are local companies (H. Standár).

¹³ *Nyfföretagarcentrum* is an organisation that support people to start up businesses

The role of the municipality is to provide the city with the right infrastructure, for trains and for cars and that is a crucial part. The private sector is contributing with increased entrepreneurship. The university is attracting students that can spread a positive picture of Jönköping. Earlier there was a resistance against academic skills and it is still occurring. People in the region have been establishing their own businesses without any theoretical knowledge and therefore they get suspicious. Academic skills do not have the same impact as it has in other places, and that is an important change that is taking place (H. Standár).

Molin thinks the cooperation is becoming better and better within the city. However, the roles of the stakeholder still have to be different. The university has its specific target audience, and also the private sector. It is a mission to work integrated with each other; every part has its own role but should also work together as a network. The cooperation between these stakeholders could be a lot better, and in that sense they should be working more together in networks. It should be a more specific network, like a platform to stand on. It is a bit diffuse, but it is something the stakeholders have to work out together, it is not shown clearly today, it is a work in progress but the final goals are not reached yet (I. Molin).

4.1.5 The identified target audience

According to Risberg the target groups are ranked, first of all it is decision-makers at the national level that directly or indirectly can affect various decisions, for example research budget. Journalists for different newspapers can also be important. These target groups are kept on record and continuously updated in a database by FMJ. To make advertisements in newspapers is very expensive and it does not have any long-term effect. For that kind of money you could go to Stockholm several times and have lunch with these important decision-makers, and opinion leaders, and instead build a relationship. Not with the demand that this person would do something for Jönköping right then, however, if something would come up at a later point in time it is important to have a network. This kind of marketing is very time consuming but much cheaper.

It is important to know what is true, and what is not. In Jönköping there is 11 per cent that regularly go to church, but the number is at least as large in other parts of the country such as Örebro and Skellefteå. Earlier there was a lot of intolerance in Jönköping, and it was not allowed to have advertisements for the cinema in the newspaper until the 1950s. Now, on the other hand, this is not true and Jönköping cannot live with that reputation in the future. There are also many positive aspects around religious interests in Jönköping, which are badly communicated, such as for example, the musical and youth activities. The ambassadors are therefore updated with new information about Jönköping continuously. It is easy to forget that marketing starts in the backyard, and therefore the citizens of Jönköping are a very important target group. In that sense every citizen can work as a marketer since you never know who will sit next to a very important person on the next flight. Students have for example been used as student ambassadors towards other students (P. Risberg).

Molin first of all considers the people that are living in the region and then tourist that come to the region, from the south part of the country to be the target audience. In the long run, Jönköping should communicate the message of have one of the best city centres or cities in Scandinavia. Also, Molin considers that the city would satisfy this specific target audience.

Lindahl sees everybody as practically equally important, however, believes that Jönköping should try to target people in the larger cities. One alternative is to make people come back to Jönköping, the other to attract new residents. Jönköping should think about how to market the city towards other cities where it might be hard to find a nice, cheap apartment and the short distances. Jönköping would have to target people in decision-making positions and also choose a geographical location, and market segment.

Elmia have exhibitors from around 7000 companies every year within almost every industry. The visitors are also one target group and they are both business visitors and private visitors. Media is another important target group in order to create favourable communication. The Custom Motor Show during Easter attracted in total 72 000 visitors. Of course there are A and B customers since some exhibitors are needed in order to attract people to the trade fair. One important target group, when it comes to the city, is to attract more people with an engineering background in order to support the industry sector (H. Standár).

When it comes to the view of the citizens as a target audience and their involvement in the development of the city as a strong brand the respondents have different perceptions. Molin does not in general think that the citizens are that involved. However, with the expansion of the city centre and the new constructions there has been a lot of information to the inhabitants and meetings. These activities have been connected to *Stadsbyggnadsvisionen*. It is generally hard to get people involved if it lies outside their jurisdiction, unless it is connected to their actual work.

According to Lindahl, the more citizens that are engaged in the process the better, since much information spreads by word-of-mouth. Many times people within certain groups have a bad attitude towards the city and that has to change. People who are creative should be encouraged. The ambassador concept is the current way the citizens is involved, nevertheless, it seems like they have succeeded to some extent since people are talking about them.

4.1.6 The future of Jönköping as a brand

Risberg wants the brand to communicate the dynamics of the city and quality of life. With dynamics Risberg means that the city is and should be flexible, open to development, and take advantage of the city's strengths. Also, with Jönköpings geographical location the city has the possibility to become a logistic centre and Jönköping is moving in that direction. Dynamics also has to do with increased tourism because of the beautiful location. Jönköping has Northern Europe's most southern wilderness and the region is also the most southern winter sport area in Northern Europe, however, these opportunities are not exploited fully today. Otherwise, Elmia is doing an amazing job and attracts 350 000 over night guests every year. Not many people know that Jönköping has the fourth highest hotel frequency in Sweden, and the fifth highest restaurant frequency. Furthermore, the region has remarkable industry diversity.

Risberg continues to define quality of life as a future characteristic of Jönköping that depends on the closeness to nature. In a larger city it is harder to reach, takes longer time and it normally has to be planned. Further, it is also close to Gothenburg, Stockholm and Copenhagen by car, or also by plane, therefore it is easy to travel to and from Jönköping.

To reach the goal of a strong brand Risberg is convinced that communication is the most important. If you think of the city as a product that everybody within the company knows is great, however, if nobody buys the product the manager would be fired. According to a few attitude surveys Jönköping still has the reputation of being religious, conservative and much smaller than it is and everything else than dynamics. If it is like this, it should be regarded as a failure. Jönköping is progressing; nevertheless, it is still a bit to come. The brand should be genuine and well reasoned. In the last couple of years the citizens have become more proud of their city and Risberg hope that it will continue. But it is still a lot to do on a national level because of the fragmented picture. Hopefully it will be replaced by dynamics and quality of life (Per Risberg).

Standár believes in building the city brand around the entrepreneurship of the people in the city and the region, and also to highlight that “*we do things our own way and we are not copying anyone*”. Standár argues that this is a future position and that many people outside Jönköping have such a picture of the city. However, these people Standár refers to are people within the private sector.

Molin considers that Jönköping should be perceived as having an attractive and enjoyable city centre, with good shopping and unusual brands, nevertheless, the work to accomplish this lies ahead of us. However Jönköping should not only be associated with an attractive city centre. Rather, continue to invest in what the city already has, and to take care of the attractions that are drawing more people to the city, like Elmia. The visitors do not only have to be here in their profession, they can later become tourists as well. It is therefore important to develop the tourism industry (I. Molin).

Lindahl believe that we cannot remove the religious features from Jönköping as a brand; on the contrary work should be done with it and make it into a positive characteristic. Jönköping should work with its strengths, like the beautiful location, and increase the offerings of the city. The target groups should regard the city as attractive, and thereby the city has to define what type of people it wants to attract, both tourists and potential new residents. Jönköping has to work broadly with the brand, so that everybody talks well about the city (U. Lindahl).

It has been discussed a lot to get rid of the church rumour and Molin thinks it is a bit exaggerated as Jönköping is no longer as church influenced. It is very important to find something that is true and that not everyone else has. One example is “*the city by the water*”, however many other cities are also located by the water. It is important to find something special; however, Molin does not know what it would be today. The dynamics are important; there are a lot of factors that play an important role. It is hard, because what is communicate has to be coherent with what is actually provided (I. Molin).

Standár has a very positive picture of the future. Jönköping lies in between the three large city regions in Sweden and the communication is good. The city has the ability to attract people through the beautiful nature. Standár thinks the city has changed quite a lot, it is more open and the university has made the city centre more alive. Standár further stresses that it is important that the changes that takes place are noticed, as people always want to be with a winner.

Lindahl is very positive about the future, and there are many possibilities to be successful. *Stadsbyggnadsvisionen* is very interesting both esthetical and also with new activities. What could be negative in the future is if there would become a lack of entrepreneurs or if the

cooperation between different organizations would fail. Another possible problem is if there would not be enough housing for people. For real success openness and diversity should be encouraged and valued (U. Lindahl).

Molin considers the future to be bright, and Jönköping still have a positive inflow of people to the city. The more Jönköping University develops the more new students will move here, together with lecturers. The private sector needs a push in the right direction with some new companies. Maybe a change is in order; it is still a little too much of *Smålandsandan* with many smaller companies and the idea that there is a low education level is not doing the region any good. The good locations of Jönköping will attract people to the region and when the train communications becomes better even more people will choose to live in the Jönköping instead of a smaller town.

For Jönköping it would become a problem if it does not succeed to work towards common goals. As long as Jönköping is working with attracting new businesses to the city, there are no major threats and the reasons for success are the development of the city centre and the university (I. Molin).

For Molin it is about the joint effort to work in the same direction and that the work is coordinated for the city's stakeholders. Some actions have been discussed, such as advertisement in helsingborg/helsingör. It has to be determined what is really great about Jönköping in order to move forward together. However, the private sector and the university work within their specific area but have to be coordinated and a red thread has to be established for all the stakeholders in order to succeed (I. Molin).

According to Mohlins Marknadsinformation AB (2005-11-07) the city needs to offer a greater number of cultural activities such as theatre, exhibitions and concerts. A larger diversity among the restaurants and pubs in the city centre are desired. The new residents also valued good infrastructure and a good airport; also affordable housing for everybody was important.

The future of Jönköping always contains threats such as companies moving abroad however; in Jönköping people are not afraid to invest in changes. It is important not to remain in one spot, rather encourage continuous change. Jönköping is a nice city to live in, good job market, and opportunities to find good housing, availability of recreational activities, and a nice geographical location and close to other cities. The positive future is due to the good dynamics, and the entrepreneurship, in Jönköping "*we do things in our own way*" (H. Standár).

Risberg concludes that it will probably take another 10 years to build a homogeneous brand, and it will be done through communication. The stakeholders have to be smart, consistent, and persistent, and everybody has to communicate the same facts in order to get there.

4.1.7 Summary of the Private Sector

The private sector's respondents have both some similarities and difference in their view of Jönköping. It should be regarded as a geographically good located and beautiful. Further, all the respondents view the cooperation as a good thing that Jönköping should promote as a good quality; however, there is no formal network for the cooperation of building a unified Jönköping. Nevertheless, the respondents view the future as positive.

4.2 The University

4.2.1 Jönköping as a brand today

Berit Wall mentions three main qualities of Jönköping. First of all, the people are one of the most positive qualities with the city. The city also possesses a nice atmosphere, stores and friendliness on the street, which makes Jönköping feel like a kind place where openness is a quality. The second factor, which creates the positive qualities with Jönköping, is the transformation that has occurred since 1997 when Berit Wall moved here. Jönköping is an exciting city it is constantly new activities. Like the pier, the travelling centre, which is a natural place where people come and go. Also, the expansion of A6 and this new investment in Jönköpings city centre expansion. It is always something new and exciting happening in Jönköping. The third factor, which is very positive with Jönköping in is of course the university, it makes students move to Jönköping and not just Swedish but from all over the world. One can see Jönköping as a melting pot, like for example New York, because Jönköping has people moving from here all over the world and it creates an acceptance and experiences from a lot of different place, this is really good for Jönköping as a city (B. Wall). According to Mohlin Marknadsinformation AB (2005-02-07) the majority students in Jönköping have positive impression of the city and think that the activities offered here are on average good.

Jönköping as a brand is very strong; it has always stood for something. The city has always been connected with the church and people used to joke about that in Jönköping “*we at least know what we believe in*”. It used to be a bit condemning, and very strict and conservative, which can be interpreted as a negative thing. However, today it is something trendy with ethics and moral that the church stands for. This is a large part of what the brand Jönköping stands for, which is something to look after and utilize and the city should not be scared to take care of it. It has to be worse not to be known at all (B. Wall).

However, Berit Wall has gotten the impression that people do not know where Jönköping is located, but the positive thing is that people have heard of it. Because of this they have tried to market Jönköping University as the “Student City by Lake Vättern” to get Jönköping to become a natural place on the map. What Wall does not know, but speculates about is whether or not this is the image Jönköping desires. That is the images with water and Vättern. Jönköping has a lot to do to build a strong brand, as people do not know where on the map Jönköping is and whether or not the brand should be associated with Vättern or if it should be connected with something else (B. Wall).

According to Berit Wall this is a quest for FMJ and that the organisation spends its time and resources to work on Jönköping to become a strong brand, and to strengthen the already existing brand of Jönköping.

Hedvall’s perceptions of Jönköping are that it is closely connected to Småland and the entrepreneurial focus and a special kind of responsibility for themselves. *Gnosjöandan*¹⁴ also lies close together to Jönköping. The religious focus is also closely connected to Jönköping, however, for some people this is seen as something negative. Other positive factors are the

¹⁴ *Gnosjöandan* is the spirit of Gnosjö, a small town in the region

strong organisations in the city. Jönköping is also connected to Vättern, which contributes to a central pavement in Sweden geographically.

Hedvall did not know much about Jönköping when he moved here. But with the line of work he is involved in he has gained a good picture of the city as he meets a lot of the city's stakeholders, politicians and is provided information from various sources. Hedvall claims that Jönköping is better than its reputation and Jönköping has a lot to be proud of. Jönköping has all the opportunities to become more successful and get a place on the map. Jönköping has a fantastic environment and there is a lot happening here, with constructions, and there is a greater driving force in this city compared to other, and Hedvall thinks this is connected with the entrepreneurial atmosphere that exists in Jönköping.

Jönköping should not be a traditional university city such as Uppsala and Lund that would be a creation of something that Jönköping is not. Jönköping should be viewed as a modern "university city" where there is a combination of the private sector, the public sector, the students, and the city should therefore be built on this combination. Jönköping should be viewed as a student city in the sense that the students should feel welcome, and that the student, academic world with innovations and ideas should represent the student city of Jönköping. Hedvall think this is important as the society is in the middle of a knowledge revolution where the question is what future role a university should have in a city. Jönköping is relatively good at integrating with the surrounding society where the university should cooperate with the city to gain from each other and the university should communicate the knowledge within. For example, the knowledge within political science could be communicated into the local politics and visa versa. In this respect Jönköping has made progresses that other cities should learn from, that is, how Jönköping has combines the city, region and the university (C. Hedvall).

4.2.2 The present marketing efforts

Internally within the university, the marketing should for example be how many associations that exist and this is what Jönköping ambassadors inform the people within Jönköping as well as outside of the city about. It is actual facts of what Jönköping has to offer (C. Hedvall). Wall says that the university markets its strengths; internationalisation,

Jönköping might still have a little too much association with the religion and Jönköping has so much more to offer which is not known and the church association is still somewhat negative in many people's eyes. For example, to market that there might be highly paid jobs here, you can live close to the city centre, and still have qualities of a big city suburban, in a nice area and have 15 min to work instead of 2 hours in a car, which increases the life quality for the people living in Jönköping, but Hedvall think this is a quest for FMJ (C. Hedvall).

Hedvall also thinks that attitudes are very important when you are younger and are going to choose a university for example compared to when you become a bit older. In these senses it is important which reputation a city has. Take for example the resource distribution system (resurstilldelnings systemet) where the university get money per student and year, and then universities often change names of education programmes etcetera, in order to attract more students. However, if the education does not fulfil the student's desire it can be very damaging to the image of the university. Hedvall thinks that the potential students are extremely sensitive towards attitudes and marketing, and for the young students it is important how things sound. Therefore, it is important to work with attitudes and that is a quest

for marketers. However, Hedvall thinks that if the city is genuinely good, this will come naturally but it takes some time (C. Hedvall).

4.2.3 The competitors of Jönköping

Jönköping University competes mainly with its education supply (offerings) with other cities that offer the same kind of education. Jönköping University has four basic ideas that make us special. One of them is internationalisation, which results in that Jönköping University has 45-47 per cent of their students that go abroad at least one semester, and at JIBS that number is over 80 per cent. In comparison, the average study abroad number in the country lays around 17 per cent. This is a huge advantage and strength for the university. Another strength is that the four different Schools of Jönköping University, which are focused on their speciality, and has clear definitions within its field, which also creates a large advantage. To further point out the strengths with Jönköping University is the cooperation with the city and one very important part of this is the host company collaboration between the university and the surrounding companies. In this area Jönköping University can offer its students better opportunities as for example Stockholm the teacher students are not able to get an internship at schools and in Jönköping there are over 1000 available places for the students to do their internships. This is a perfect opportunity for students to get in contact with the businesses and create important networks for the future (B. Wall).

The education quality varies between the different parts of the university. However, the international focus at the school is good and that it is easy to get the chance to study abroad. This is a strength with Jönköping University (C. Hedvall).

4.2.4 The cooperation between the stakeholders

As mentioned before, the interesting question in this revolution of the knowledge society is then how Jönköping as a city should navigate through this with the collaboration of the students, the academic world and city. Jönköping is relatively good at integrating with the surrounding society as the university should cooperate with the city to gain from each other and the university should communicate the knowledge within (C. Hedvall). Further as Berit Wall point out that a strength with Jönköping University is the cooperation with the city and one very important part of this is the host company collaboration between the university and the surrounding companies.

Berit Wall's opinion is that the university has a very large part in contributing to Jönköping as a strong brand. This because the university contributes to the development of the city as it creates a dynamic society for example through Science Park and with all the new students that move to the city and the jobs the university creates. In the past the establishment of a university in another Swedish city resulted in a large expansion compared to similar cities that did not invest in a university. The students contributed to the climate of the city that attracted companies and investments as the university made the city attractive (B. Wall).

Hedvall also agrees with Berit Wall that the university has a very important role for the city, and region, as the surrounding communities are also very interested in having courses in their municipalities. Hedvall continues and says that the university is of great importance with the regard of all the jobs it creates, all the young people that is drawn to the city and with that their purchasing power and consumption. It does not only give the city young

students, but also a confidence to the city, something to be proud of. Further the knowledge it brings into this knowledge base society that exist today. It is crucial for the private and public sector of a city, as Hedvall mentions that the university feels like a natural part of a city in the current revolution into the knowledge society. It is also important for the industry, with small and medium size companies in the respect that they need research to stay competitive and to survive (C. Hedvall).

When it comes to the cooperation with the students and the municipality, Hedvall considers it to be a need for a better dialog, this is a work in progress. What Hedvall means is that not only formal discussions are needed, but admit to weaknesses and include the students more naturally in the city. This requires that the parties meet half way. Therefore a cooperation group (*samverkansgrupp*) has been established now in 2006, to create a continuous dialog between the student union and the municipality. With this group the goal is to create a more natural dialog about the long-term solutions for students in the city and assistance in communicating within the municipality (C. Hedvall).

4.2.5 The identified target audience

According to Berit Wall there should be mobility among the students as she considers “*uneven becomes even*” and the university does not have it as a goal to keep the students in Jönköping. This because if the students are going to stay in Jönköping depends on which companies there is in a city and what they are paying is a determining factor for students to stay after finished studies. It will of course exist a desire for this to happen but it is not a goal in itself for the university. According to Berit Wall if a person from Jönköping has lived and studies here all their lives, they should go out and try their wings, and a lot of people that move from the city usually come back later in life when they want their social network again. Then when they come back they have gained experiences from life and work and can give it back to the city. With this argument Wall consider *Knutpunkten* to be enough to try to keep students in Jönköping after the students receive their degree. *Knutpunkten* is very good at helping students get summer jobs and provide the connections students can take advantage of with the companies in Jönköping for students to build a valuable network (B. Wall).

The potential students of Jönköping should be a target audience for Jönköping. If Jönköping becomes attractive it will contribute to more recruitment of students for Jönköping University, which means more people to Jönköping. Also Jönköping University’s international students have a large impact on Jönköping as mentioned before (B. Wall).

A new survey shows that the students from Jönköping get job quickest after graduation and those figures are not including the students, which go abroad to work. To conclude and draw a harsh line, one can say that it is cities’ and companies’ roles to get the students to stay and not the university. That requires that companies provide the students with good jobs (B. Wall).

It is hard to know if Jönköping provides what the new students want, as it entirely depends on what expectations there are from the beginning. When it comes to the role of the university, there are frequent surveys conducted. Jönköping is a good alternative to move to, as there are a lot of stores and cafés, and the life for a student should be prosperous and here the students are able to influence a lot themselves. In comparison to Stockholm and Lund, that kind of student life is not what Jönköping University is aiming for, they rather

put the emphasis on the education and the future and the students moving on in life (B. Wall).

4.2.6 The future of Jönköping as a brand

Berit Wall sees the future as positive and exciting especially with the new principal Tomas Andersson, who has a good network and other connections, and further the increase of available spots at the university and also more money for research. Other very positive thing is that the library got awarded library of the year, because it is progressing and in this case it was the librarian online. It is a contributing factor that the government appreciates the efforts that are made in Jönköping. There is a lot going on in Jönköping and it is exciting to live here (B. Wall).

If there were something negative with Jönköping it would be that it is a smaller city. Because of the size there are qualities that are missing, like special boutiques that only can be found in Stockholm, Gothenburg or Malmö. To reverse the situation, it is less traffic here and also very close to travel to Gothenburg over the weekend and shop or whatever your preference might be. Therefore, the weakness with Jönköping can also be interpreted as strength (B. Wall).

According to Hedvall, and the Student Union, the future for the students in Jönköping, evolves around some specific questions; for example the allowance to have a guest list at the student pub, or work to establish a living campus.

When it comes to Jönköping as a city for the students, the reputation is not as good as it should be. Jönköping University is quite young, therefore, there is a lot to work with, such as marketing etcetera, and nevertheless, the university is progressing (C. Hedvall). According to Hedvall Jönköping University has a good reputation in some areas, but it needs to better communicate its strengths. One example is that the School of Engineering is really good at what it is doing and is one of only a few engineering schools in Sweden that utilises its full capacity for the number of students spots available.

Hedvall believes that instead of copying Uppsala or Lund when becoming a city for the students, Jönköping should rather profile itself as modern role model. A medium sized Swedish city with a university, with an exciting campus and a strong private sector. Hedvall stresses that the university still is very young and it has to get a place on the map and integrate students to be a more natural part of the city (C. Hedvall).

4.2.7 Summary of Jönköping University

Berit Wall and Hedvall views the Jönköping University as a strong brand, but that there is a lot to do before it is generally know, both for the Jönköping as a city and the university. The cooperation view differs as the two respondents work for two different areas of interests from the university. However, the future looks bright and Jönköping should be viewed as a modern university city with a good collaboration of both public-, private sector together with the students and city.

4.3 The Public Sector

4.3.1 Jönköping as a brand

Norinder believes that Jönköping is on its way to becoming a strong brand. Earlier everything was dominated by the churches, but in the eighties things slowly started to change. In connection with Jönköping's 700 anniversary in 1984 people started to realize that it was possible to live a different life. In 1986 the regiment was closed down, and instead the shopping mall, A6, was built. Norinder believe that the establishment of A6 shows the mentality of people in the region; they are able to spot the opportunities in a setback. Further, the shopping mall has contributed to a high rate of shopping tourists; in Jönköping the capital goods index is 147. A normal development after that a city builds a strong shopping mall is a decrease of the commerce in the city centre. Luckily the politicians realized that something had to be done in order to preserve the city centre and, therefore, they rebuilt parts of it and made into a shopping street. It was a part of *Stadsbyggnadsvision*, which then took it first steps. Nowadays, the citizens of Jönköping normally are shopping in the city centre, and people from other parts of the region, or the country are shopping at A6. Another thing that contributed to this vision was that the university is located in the middle of the city and the students got access to the city centre and was integrated with it. Gustafsson agrees that the university has contributed to the development of Jönköping; however, there are also other important factors. The most important ones accept the university, are A6, Elmia, *Stadsbyggnadsvisionen*, the closeness to water and the geographical location. Nevertheless, the city still has a long way to go and the municipality has to continuously work with city development in order to create attractiveness. Gustafsson further stresses the importance to build the region as well by building *Götalandsbanan*¹⁵, which will make it easier to commute and travel to other cities like Linköping and Gothenburg faster than today. Both Gustafsson and Norinder highlight that Jönköping is one of the cities in the country with the highest growth the last couple of years, and it is a goal to continue to grow.

Green claims that Jönköping has a stronger brand today than ever and many people know that it is going well for the municipality. It is moving in the right direction, and people are talking a lot about *Stadsbyggnadsvisionen* and the university on a national level. The city is known to be entrepreneurial and to have a strong private sector. Norinder relates the strong private sector to the industry, which is historical here with for example Husqvarna.

According to Norinder, the geographical location in Sweden, and also in Scandinavia, also the beautiful nature with Lake Vättern and the hills, are very important features of Jönköping. Gustafsson agrees that Jönköping is situated very beautiful by the lake, but adds that the last 20 years there has been extensive development within the city and now the city also is associated with *Stadsbyggnadsvisionen*, A6, Jönköping University, the pier and so on. The municipality has worked hard to achieve these changes and Gustafsson believes that it has been fairly successful. Another feature, brought up by Tollén, is the high service offered in the city. Jönköping has the 4th highest hotel frequency in the country, and 5th highest restaurant frequency.

¹⁵ For explanation see Appendix 3

Tollén stresses that Jönköping is a fragmented brand, for example Gränna and Visingsö is considered to be separate brands. However, Tollén believes that a brand is becoming stronger if it has many sub-brands under it but they have to be used as an advantage. Elmia is such a sub-brand, and added by Gustafsson other brands within the city are HV71 and J-Södra

According to Engqvist, Jönköping has two different problems. First the perception is for example that Jönköping is a lot smaller than it is which is strongly influenced by the church, and therefore not a particularly modern city. This picture of Jönköping might have been true 20 years ago, but it is not today.

The second problem is that internationally Jönköping as a city name is less known than Husqvarna and that is an obvious problem that a small part of the city is more known than the city itself. However, these two problems could be changed. This marketing phenomenon of a city is pretty new in the official sector, and therefore, a lot of work is needed internationally for Jönköping. This to create another picture of Jönköping and show that Jönköping is a modern city, and that the university and many modern industries influence it. However, it is important not to take away what is already good with a city, because Jönköping still has a strong church and in addition association activities and various popular movements. Nevertheless, it is important to know that this is not a dominating factor and definitely not negative for the city. The social life and nightlife are very strong too and not influenced by the church as it might have been several years ago. Jönköping has to work with this misperception and change these factors into positive associations (L. Engqvist)

Engqvist stresses that today there is probably no other city in Sweden struggling to this extent with a wrong perception. Several years ago, this perception was rooted as Jönköping became known as the *Jerusalem of Småland*, in a negative way, and was considered to be introvert and not progressing. In the modern Jönköping of today, the churches are present with its strong positive associations. Further, Jönköping stands for a student city, and increasing commerce, as the city is becoming a centre of commerce for the middle part of Sweden. Jönköping has to work with all these attributes and communicate them to the outside world, both nationally and internationally. Jönköping should aim at becoming as known as Husqvarna, and take advantage of the connections to it.

4.3.2 The present marketing efforts

Norinder says that the marketing of Jönköping is mostly coordinated by FMJ, but otherwise it is probably not enough done within that area. Norinder finds it very important to develop a strong vision of Jönköping as a logistic centre and also to locate a comb terminal in Jönköping. It is important to spread the word of Jönköping being a perfect place to locate industry, and that is before the infrastructure is finished, afterwards it might be too late, in order to attract investors. Jönköping wants to be perceived as a centre and the city has to show its competitive side so that Gothenburg and other cities will not overtake shares from it. According to Norinder that would be the worst case scenario and it is important for the politicians in Jönköping to understand the threats.

According to Tollén the establishment of FMJ shows that earlier there was no homogeneous picture of the city and now an attempt is made to correct that by an all-embracing organisation. Earlier the tourism industry did its own thing and did not really consider the

synergy effect various activities could have on the university or the industry sector for example. Therefore, Tollén claims that it is now a very important point in time.

Gustafsson agrees that FMJ is the responsible party when it comes to the external marketing of Jönköping. However, when it comes to Jönköping as a product it has to be made sure that the city has a product to sell.

Engqvist has been involved with this kind of work on various levels; however, formally it is FMJ that has the responsibility together with the municipality and the private sector when it comes to the marketing of Jönköping. There is not a lot done today, it could be much more. Activities have started where the municipality and the private sector are getting united, but there is still a lot to do. It is important that the politicians in the city understand that the public sector has to work active and systematic with marketing. There has been progress in this area in the latest years with the establishment of Jönköping ambassadors, which is a tool to methodically create a truer picture of what Jönköping really is (L. Engqvist).

Green stresses that improvements could be made by making marketing activities of the city more target-oriented, distinct and clear. The city has to determine what to communicate by creating a concept, and then work towards it with 150 per cent.

4.3.3 The competitors of Jönköping

Engqvist argues that when it comes to the establishment of new businesses, Jönköping's largest competitors are Linköping and Norrköping. Gothenburg is a competitor in the west and Jönköping should try to close the distance, which might result in a revocation of the difference. For this reason the *Götalandsbanan* project is very interesting, as the distances would become much shorter to Linköping, Norrköping and the west of Sweden.

Norinder agrees that Linköping and Norrköping are competitors, however, adds Örebro and Helsingborg to the toughest competitors. Växjö and Karlstad have also been competitors; however, Norinder believes that Jönköping probably is ahead of them today. Engqvist adds that the cities in Småland cannot really be seen as a threat in that sense, but there is always a competitive relationship between the university cities.

Gustafsson claims that in the near area Linköping and Norrköping are the strongest competitors, however, Gustafsson believes that cooperation could be possible. Gothenburg is not really a competitor as it plays in a different division, and also not Växjö. Jönköping is a given capital in its region, with the university, A6, Elmia and a concert house. Tollén points out the competitors within the business tourism as Stockholm and Gothenburg, within the conferences and congresses area they are the 10-12 largest cities in the country and within the leisure tourism the coast is a large competitor.

Green also mentions Linköping, Norrköping, Gothenburg, and also maybe Helsingborg as competition. Earlier also Växjö was a competitor to Jönköping but not anymore.

Jönköping's advantage is the expansions plans for the city centre, which is unique for the city (L. Engqvist; B. Gustafsson). Engqvist continues and stresses that this is an exclusive opportunity since all other cities have to expand their cities periphery, as the city centre is already exploited, and these kinds of improvement are not possible. What is happening in Jönköping down by Munksjön is unique, with 4000 new apartments located in the city centre, the commercial centre, and a walking track around the lake and hopefully a new cul-

tural centre as well. There is no other city with these opportunities, and it is happening right now. The possibility to move right into the city centre without to high costs will be unique for Jönköping the upcoming 10-15 years. This expansion of Munksjön's northern part will be followed by expansions in the southern part of the lake too. These expansion possibilities are competitive advantages possessed by Jönköping.

Jönköping University has a different approach compared to other universities and Norinder hope that the students will get positive experiences from the city and maybe even wants to stay. The logistic location is better here than in the other cities. The ambassador concept is quite original; it has not been approached in this way before. The approach to bring in production from other parts of the world is also very original (S. Norinder). However Tollén further claims that Jönköping is not carrying through and different marketing activities than other cities.

4.3.4 The cooperation between the stakeholders

Gustafsson considers the cooperation to work well, between, the private sector, the municipality and the university. One problem with the private sector is that everyone has their own business to take care of; therefore, it is tough to find people that have time, money and the desire to get involved. There is not that many people that are willing to invest that much and Jönköping would need more people like "Per Risberg".

The municipality exists because certain tasks such as schools, constructions and road maintenance, are better done if they are coordinated. This is called local government and that is what most people within the municipality are working with today. However, nowadays it is also a need for local governance, and implies that the municipality needs to work as an engine or catalyst. The actors are; the municipality, which provides service, like water in the tap, the university offers education and research, and the private sector has its own role to run businesses. It is not necessary for the municipality to do everything or to pay for everything; however, it is hard to find any other part in the society that can coordinate all these processes. These actors therefore have to unite within local governance; however, it is easier to work with local government than local governance. For example local governance might be to handle a large group of real-estate owner group, a completely different job and hopefully the younger generations can handle this type of jobs as it is a shortage of this kind of employees today (B. Gustafsson).

If one should say it bluntly there are two different kinds of politics, allocation politics, to distribute the resources available and then it is developing politics to get money to develop the municipality and the region. In order to achieve this "*one has to broaden the horizons*" and see things beyond the obvious (B. Gustafsson).

What unites place development is cooperation. A creation of a win-win situation is required in these kinds of development questions. Gustafsson thinks that the municipality has to work more with the development and collaboration. Even though Jönköping has been able to develop well, the municipality cannot stop now; more investments in development are needed.

Green also stresses that the municipality has to take a larger responsibility in the process towards a strong brand, it has to be active and motivating; however, the private sector and other parts of the city like the university should have some interest in participating. Today Jönköping has FMJ that are taking care of the marketing part, but the municipality has also

been unclear in its directives towards FMJ as well. Green would not claim that someone is missing within the cooperation; however, the clearness has been bad. The city does not really know what it wants to be known for. Nevertheless, the municipality cannot do everything, other actors are needed as well because as soon as the local government is too active in a process like this, then the activity among other actors normally diminish.

Engqvist believes that there is traditionally good cooperation within Jönköping, which is because politically there are small differences. In Jönköping basically everyone has the same view of Jönköping's expansion, which makes it easier. Further, it seems like the municipality and the private sector has a well-developed cooperation and network. In Jönköping, most people talk the same language, however, there are always contradicted views, but it is important that a city is united and communicates the same messages to the outside world from Jönköping. This could be achieved with good cooperation and communications. Engqvist further says that it seems like the cooperation of the marketing issues is working well, good initiatives are being taken in Jönköping but with only 1.5 years experience it is hard to tell.

The main responsibility of the marketing activities lies on the local politicians and the municipality. This is where the resources have to be provided and the decisions of what directions to take. Then, it is important to cooperate with the chamber of commerce, which plays a very central role with their organisations, because the local businesses in the private sector cannot be expected to take on the responsibility of marketing Jönköping. This is the task for the municipality, but they need to invite other stakeholders. In Jönköping there is an intensive cooperation between the chamber of commerce and the municipality, but again, they cannot be held responsible, but rather to take part, become involved and support the work (L. Engqvist).

Engqvist define an attractive city as being a place where the possibility to get an exciting and well-paid job exists. This kind of job is associated and connected to a good education, a well functioning university and a diversified labour market with various industries in it. The choice of staying in a city is rather different though, here factors like cultural life, leisure time opportunities, and the nature plays an important role. If the offer of another job comes up and the choice of staying or moving these factors play an important role, for example the social service with day care and schools. In surveys about why people move from one city to another the main reason is a new job, but any further research of the actual city is seldom conducted. Because the municipality cannot provide these jobs, but rather need a good private sector, they need to give support to the companies, as they cannot provide day care for example. These stakeholders have to work together in order for this to work. Jönköping actually have a culture life that impresses Engqvist, if you look at the event ads for a weekend there is a lot of things happening on nights and weekends. Even though there are not more than 120 000 inhabitants. There is a mutual responsibility among the stakeholders in Jönköping to make sure that something actually is taking place in the city. The idea that it is working has appeared, and there are good networks discussing these issues and working together, for example *Smålandsturism* are working closely with the restaurant owners and hotels.

According to Gustafsson there is no interest group that is difficult to cooperate with, but it depends a lot on certain individuals. The question today is how much the other stakeholders are willing to help and push for the development of the city and again that has a lot to do with the individuals that have a genuine interest in involvement in this kind of work.

Norinder also stresses that there is no actor that is working against the new brand; however, the church is maybe not very active. Norinder believes that if more companies would start up in the region, the university would be able to attain more host companies. Companies, organizations, the university and the politicians are all positive to the development of the city and everybody is working together in their different roles. The municipality is giving the pre-requisite and can affect the infrastructure plans, the industry sector is investing to grow, and the university is attracting students and makes sure that they are satisfied with their education. Additionally the students make up a recruitment base for the companies.

Tollén considers FMJ to be very important for the cooperation. As mentioned before it has been quite a lot of ad hoc solutions and the focus has been on the own business. Now parts are tied together in a better way. The ambassadors have been very important. The tourism business has earlier had that on its table, however, the right resources was not available. Tollén stresses that FMJ has made the cooperation more important, and that it is the city should to focus on the entity instead of the separate actors.

The actors involved are quite receptive to changes since there have been major changes in the last 10 years in Jönköping, with the establishment of Jönköping University etc. Before, Jönköping was seen as a very conservative city and totally dominated by the church, but today it is very open for these changes (L. Engqvist).

Green on the contrary does not believe that the municipality is especially receptive to change, and that has to become better. If the municipality would develop a comprehensive strategy it would also benefit the university and the private sector. Green argues that the people within the city have to start realizing that Jönköping is becoming big. Further, the municipality does not have any cooperation with the university today, but is fighting for a technological university, and are marketing Jönköping as a student city.

4.3.5 The identified target audience

Norinder argues that the target group is educated people with ambitions in life since he believes they would bring other people with them; however other people are not excluded. As long as people are taking initiative it does not matter if it is immigrants starting up their own businesses or a Chinese car manufacturer deciding to locate its production plant in the region it will still contribute to a positive picture of Jönköping.

Gustafsson agrees with Norinder that people with higher national education level are the target audience. Because generally in the region it has been said to have a low level of education, which is not positive for the variety of a city. A good diversity of people with different interest is good for a city; there is a lot of talk about the creative economy in the future and the innovative population. There have been a lot of changes in Jönköping during the last 10 years. Gustafsson continues that another trend is that people commute more often today, and people would choose to live in the larger city. Jönköping's development is crucial for the labour- market in the region. More generally, Jönköping needs refining industries— and Science Park is a step in the right direction in this working progress for Jönköping. The city and place development has a lot to do with a process thinking mind and cooperation.

Engqvist stresses that there are two main target groups for Jönköping. One is people within the private sector that are looking at establishing new businesses or branches, either if it is commerce of industries, this is a very important group of people that Jönköping

should consider. The second group is people that has just left the university and are starting to look for jobs. That it is an option to stay in Jönköping after finished studies or for other former students from other cities to consider Jönköping as a future destination to live at.

Engqvist thinks Jönköping can be coherent for what the trade and industry people are after, but the infrastructure would need to be developed in order to create better communication between Jönköping and other parts of the world. It is crucial that the city considers this and invests in it. *Götalandsbanan* will make a huge difference, and the development of the airport and makes sure that the airport stays in Jönköping and expand it internationally is also an interesting project.

For the young people, it is probably important that Jönköping can offer good living conditions with attractive housing to reasonable prices at a good location. If there are good jobs, a nice place to live, this is a working progress, if Jönköping achieves this, the target audience will most likely be satisfied (L. Engqvist).

In tourism perspective families is the target group for Gränna and Visingsö; however, the business tourism is the economical perspective most important. International it is Germans, Danes and Norwegians but it is likely to change. In order to make these international guest feel at home it is made sure that these international guests can find information in their own language and it would be great if it was easier to get cheap flights here (C. G. Tollén).

Green thinks that Jönköping would be a perfect place for people who like a lot of service, many events, beautiful nature and a high quality of life. People in Stockholm are probably attracted if they are tired of living in the big city. It is also a very good place to start a family. The city centre is growing, with new restaurants and A6 are some strengths of the city, however, it can always become better. Jönköping would probably benefit from tougher attitude, to be more proud of the population growth etcetera.

Norinder believes that Jönköping offers the things that the target audience find important and he stresses that with all the activities going on here it should meet the wants of the target audience. The citizens in Jönköping are not directly involved in the development process, however, the ambassador concept target every part of the society. So hopefully anyone could get true information about Jönköping and if more people talk positively about the city the image will become positive. Norinder stresses that he himself has noticed some changes in the image of Jönköping in the last years on the national level (S. Norinder). Gustafsson adds that there have been seminars to involve the citizens but the fact is; the bigger the city the harder it gets.

Green agrees with Norinder that the ambassadors are the only way that the citizens are involved in the process towards a stronger city brand. However, Green believes it to be a very good way to integrate the citizens.

Gustafsson further claims that Jönköping with its special pre-requisites and possibilities has a lot of potential but it requires an understanding of that space and resources are needed. People have to remember the processes and have a comprehensive view since it will not happen by itself, and therefore local governance is required (B. Gustafsson).

4.3.6 The future of Jönköping as a brand

Norinder is positive about the future and believes that the city has all possibilities to grow with around 1000 persons every year. *Stadsbyggnadsvision*, to create new space in the city centre of an old city is unique in northern Europe. Norinder would further prefer if the students to stay in the city after they have finished their degree since they have the competence and knowledge needed within many sectors. Another advantage in a city of Jönköping's size, is the possibility to have connections to important people within the municipality or the private sector, and also be able to affect decisions. It is also big enough to have the basic offers of cultural activities, and quite close to the larger cities in Sweden. According to Norinder Jönköping would, however, benefit from a new culture building down by Munksjön.

Tollén also has a positive feeling about the future and believe that Jönköping has all possibilities to succeed. In the last years Jönköping has seen an upward trend, nevertheless, tourism is often affected by external factors such as bad economical situations, terrorism and when people nowadays are planning their trips, weather can also be a factor.

Tollén does not favour a “Jönköping slogan” unless it is well reasoned. Many times a slogan is hard to relate to the actual brand. It has to be closely connected to the actual brand. Tollén further stresses that the entity is most important and that the more sub-brands the better, like the university, the industry, sports, all contribute to the Jönköping brand. People have to get associations when they hear the name of the city. The business tourism should be developed even further, so that it will be natural to locate conferences here et cetera. Maybe the city would benefit from some new attractions to make people come here during their summer holidays. The brand has to be built. Tollén concludes that change does not have to be negative; it can be an opportunity as well.

Jönköping has a pretty good variety of culture but the new concert house will be interesting within the new city vision. Another interesting thing would be if the city would get the allowance to open a casino at *Gyllene Uttern*¹⁶, since it would attract even more visitors. Maybe a new football arena would have been an advantage as well so that the city could get some international games. Therefore it is important with an organisation such as FMJ where people can meet and share ideas and knowledge since it is a good environment for new ideas to be born. Many times these kinds of network are important because often the ideas are coming from unexpected sources (C. G. Tollén).

As a foundation Jönköping should have a good product, for example “*The good life*”. If people move here, good living and schooling is needed. The dynamic city is being worked with; again it does not just happen by itself. Further the city should stand for trustworthiness; it should be noticeable that there are a lot of investments going on and active city (B. Gustafsson).

The most important factor for Jönköping is *Götalandsbanan*, which would create accessibility, which is crucial for Jönköping to develop as the city otherwise, would hit the “roof”. Jönköping is not large enough to develop itself. Better communications and infrastructure will create opportunities for a city and contribute to development. Jönköping has a suitable

¹⁶ *Gyllene Uttern* is a resaurant located right outside Jönköping

size, for things to happen and short distances between activities and affordable living arrangements (B. Gustafsson).

Engqvist confirms that there are a lot of activities in Jönköping right now, especially with *Stadsbyggnadsvision*. There is currently a rather good labour-market situation, there are always lay-offs but that is compensated with expansions in other areas. There is a future optimism in Jönköping at the moment. There is also a possibility to get the inhabitants involved, by invitations to discussion meeting, hearing, nightly activities, and the present work in progress with Jönköping ambassadors; however, it would be great if everyone in the city worked as ambassadors. It would probably lead to a guaranteed success for Jönköping. Imagine a few thousands of the city's own citizens communicating a united view of what Jönköping really stands for to relatives and friends in other place.

Jönköping should brand itself as a bigger, modern city with short distances to other places. In addition the work with the establishment of a centre of commerce and a logistical centre is progressing today and Jönköping should take advantage of it. All cities want to claim and use that they are located in the middle of the world but according to Engqvist Jönköping has the right to do it and the establishment of the logistic centre would be very suitable. Within the car sales in industry Jönköping is a natural centre of commerce, since there are few cities with as many car wholesalers as Jönköping has. Today people travel from other regions to have a look at the new car models or to visit a car exhibition. This is what Jönköping should take advantage of because it is a major development (L. Engqvist).

Green believes that Jönköping is “*A safe but fun city*” and it should be communicated. When the city centre is being rebuilt it is a focus on safety, and visions are necessary. It is crucial with an overall strategy and to have only one message to communicate. The municipality, the private sector and the university have to communicate, and together decide a future strategy. Green hopes that this strategy can be created in the near future. Green is in general positive about the future; much depends on how the university will progress. JIBS is the part of the university that is known nationally, that has its own profile, and would therefore probably be disadvantaged if the university would get the Swedish university title. The other parts of the university do not have any specific connection to the region as JIBS has with its focus on entrepreneurship. *Småland* is known for entrepreneurship; here people work hard and are used to manage on their own.

Engqvist, Gustafsson, Tollén and Norinder highlights that the largest threat to Jönköping is the malfunction of the future infrastructure, it would for example be a tragedy if Jönköping were to lose its airport, and have to direct business and private tourists to *Landvetter*¹⁷. It would mean more trouble for the companies that want to establish businesses here, and young people would feel that Jönköping is remote from the rest of the world. It is good if it is no more than 3 hours to Stockholm, 1, 5 to Gothenburg, and it should not take longer with a train and they should leave frequently. It should be easy to commute to and from Jönköping. Norinder further stresses the importance of building a comb terminal and create a logistical centre in Jönköping.

According to Norinder the next step in the development process is to finish *Götalandsbanan* so that it will be easier to travel to Gothenburg and also to continue to develop the logistics possibilities of Jönköping. A comb terminal needs to be built and to develop the arterial

¹⁷ *Landvetter* is the airport in Gothenburg

road 40 and also the communication possibilities to Malmö and Oskarshamn. That would result in Jönköping being in the centre and the Baltic countries, Northern Poland, Northern Germany, Denmark, and Southern Norway could be reached, which are 50 Million people all together. However, in order for it to work the infrastructure has to be good enough to reach these areas within 24 hours (S. Norinder).

According to Green problems can always occur, however, he does not see anything obvious right now. One thing would be if the growth would decline instead of become larger, and therefore it is a danger to be too confident.

4.3.7 Summary of the Public Sector

The opinions within the municipality about how Jönköping should succeed in building a strong brand are quite different. Nevertheless, all respondents agree that Jönköping has a lot of potential. Some of the most important features of the city are the geographical location, the beautiful nature, the entrepreneurial spirit and the strong private sector. The overall impression is that the strongest competitors are considered to be Linköping, Norrköping, Örebro and Helsingborg. The target audience is educated people, who can contribute to the growth in the private sector, and in the tourist industry it is the business tourism that is most profitable. However, diversity among the citizens is highly valued. It is highlighted how important a good infrastructure is for the city's further progress, and *Stadsbyggnadsvision* is a unique project in Northern Europe. The municipality, the private sector and the university should cooperate in order to build a strong brand, and it is suggested that Jönköping should brand itself as a larger, modern city with good communications.

4.4 Umbrella organisation: FMJ

4.4.1 Jönköping as a brand today

For within the city, Jönköping has developed a consciousness that is very positive and a confidence that did not exist 10-15 years ago. Everyone, more or less knows that there is things happening in Jönköping. These are good pre-requisites to build a strong brand. When it comes to the core values it is important that everyone is saying the same thing, Jönköping is not quite there yet. For example, in Gothenburg everyone knows that it is an event city. For the people who live here Jönköping is a strong brand but there is a misperception in the external view of Jönköping. On a national level people do not know about the positive qualities the city possess.

4.4.2 The present marketing efforts

Like the foundation in all marketing activities, the marketing is firstly directed towards the people within Jönköping, so the people recognise what the city stands for, as it is an important ground to stand on when it comes to building a strong city and brand.

When it comes to the national marketing FMJ there are a few examples of its work; firstly the Jönköpings ambassadors that within their area have the mission to attract companies to establish their business in Jönköping or choose to have their exhibition at Elmia. They also help if there is a new product from Jönköping that want to establish itself in Stockholm for example. These ambassadors are provided with new information about Jönköping every

month about what is happening in the city. Second approach to market Jönköping nationally is through new channels, TV, radio and Internet portals. What people do not know for example is that Jönköping has one of the largest car showrooms at Holmgrens in Europe with an area larger than Elmia. These channels that are used nationally are going to be used to communicate a better knowledge about Jönköping that can influence people to move to Jönköping or study here. Other qualities are the entrepreneurial focus and life quality that exists in Jönköping. The water is also of large importance to the city with three water mirrors that lies in the city and the position in the middle of the country. Internally, Jönköping is proud of these factors.

According to Danielsson Jönköping is moving forward. Marketing surveys are being conducted on a national level to get an idea of where Jönköping stand. These are performed externally so that they will be trustworthier in the quest to answer if Jönköping is succeeding in communicating their qualities.

Jönköping has slowly started to get more mass media coverage nationally. The event at Nalen¹⁸ in Stockholm gave a lot of national media and provided Jönköping with six times as much attention compared to what marketing investments would have given. However, as mention before there is a lot work left in order to build a strong city brand.

4.4.3 The competitors of Jönköping

The main competition is Linköping, Örebro, Helsingborg, but Jönköping also compares itself to the large cities, Stockholm, Gothenburg and Malmö.

Jönköping also compares itself to the university cities. However, the main ambition lies much further than that and Danielsson mentions Barcelona, San Francisco and Beijing as role models and argues that the step and action into the visionary have to be taken. A city has to aim high. However, first the focus lies on cities that will be competition for the nearest 10 years. Jönköping has been performing very well in comparison to its competitors the last years. The net increase of population in Jönköping has been about 1000 people and the net increase in Linköping has only been 700 and that is despite the fact that Linköping is a larger city. The more people that are attracted to a city the more companies are attracted. Jönköping has a good position in this aspect but there is a lot more to do. In reality cities are competing about people and capital, and in that respect Jönköping has had the best growth the last years, and for this to succeed a city need to have a well functioning public and private sector to gain growth.

Most cities have an organisation that handles the marketing activities. However, Jönköping uses a slightly different model with both the private and public sector as stakeholders. The private sector sponsors FMJ and the money generated from the private sector as much money is provided by the public sector in Jönköping. As Jönköping has started to build a whole new brand for the city that is going to represent everyone, who lives in the city, it is important that everyone is on the same page. This because Jönköping and the companies in the future should be able to use co-branding in orders to gain advantages from each other. Jönköping is not in this position today but Danielsson in convinced that it will be in the fu-

¹⁸ An event for former residents of Jönköping in Stockholm

ture. Further development is that Jönköping can market itself in cooperation with one of the best universities in Sweden and will together create a very strong brand.

4.4.4 The cooperation between the stakeholders

The cooperation between the public and private sector must exist for a city to be able to build a strong brand for Jönköping. This requires that the people within Jönköping know what the brand stand for. For this to succeed FMJ has to educate the stakeholders within the city to provide an understanding of the foundation of what marketing is all about. FMJ is present at different meetings with various stakeholder groups to create strategies for the city.

The private sector is according to Danielsson the most important factor for growth of a city; however, to succeed isolation of the private sector cannot occur. The private sector creates job opportunities, which generates tax for the officials that the government are able to further invest in the city, for example reconstruct the city and create possibilities for restaurants and again for this to be possible it is a need for governmental investments. Danielsson also believes that the university plays an important role for the image of the city. There will be more people in the city, which generate more tax money, and consumption and some students stay in the city after the studies are done. Also the inflow of international students is positive for the city. Because of this the step into the vision of an international city like Barcelona is not that far. Jönköping will of course not be the entire Barcelona but a part of it. Companies also play an important part of the international focus, Danielsson desires for Jönköping in the future.

If one takes into consideration the local governments role, the local government service is no marketing strength in itself it is only supposed to work. The local government has the power to decide what future investments in the city that is needed for become more attractive. Jönköping as a city is very good at this; the local government listens through arranging hearings and uses the information collected for the further development of Jönköping.

However, it is not possible to determine what is the most important, for example the students gives a city workforce and knowledge to the companies and all the stakeholders within a city prosper because of each other.

Historically, the church has been very influential in Jönköping and also built strong child and youth organisations. The church has also contributed to a democratisation process, and also a sober era, which the church did not have until the end of the 1900th century. Today, Jönköping is not that influenced by the church as it used to be, one example is that the whole city used to be closed on Sundays, which is not the case today. The church is also blamed for the strict alcohol rules that exist in Jönköping, weather or not this is justified Danielsson does not know. Nevertheless, the church gives the city a nice and friendly foundation with a focus on humanity. Danielsson does not think that the percent that attends church is that much more than for example Örebro. Religion is one of the oldest cultures that exist in Sweden and it is no big issue in any other country, it is strange that it should be something weird in Sweden particularly. A neat situation in Jönköping is a church in Råslätt where four different religions share the same space, and Danielsson does not believe it happens anywhere else. A wrongful picture has been created about the church, which is a shame. As the religious feature has been regarded as negative it can scare people wanting to move here, who are not attending church. This does not give the person moving a reason to feel proud about moving to Jönköping as this has a negative association

in general. Danielsson does not believe that the church is especially satisfied with this picture either.

4.4.5 The identified target audience

The main goal is not to move people to Jönköping. People are fully capable of making their own decision about where to move. The goal is to change the fundamental picture of Jönköping as a city. A study from 2004, showed that the majority of the asked people thought that in a size matter Jönköping was a lot smaller, when Jönköping is in fact one of the ten largest cities in Sweden. FMJ main quest is to change this picture of Jönköping and this organisation was founded in 2005. Today Jönköping has started to gain more national media coverage which is a positive factor for Jönköping in its goal to build a new strong brand for the city.

As mentioned earlier the main target group is the people within the city, because they need to aware of what the city stands for. The citizens are involved on various different levels, for example Jönköping ambassadors.

4.4.6 The future of Jönköping as a brand

Jönköping is going to be perceived as a dynamic city that works as an engine for the whole region. Danielsson believes that it is important to be able to choose where to live in Jönköping, the city should also attract investments and create job. These are the most important aspects and it will lead the perception that Jönköping is a progressive city, and Jönköping should be chosen because it is an exciting journey that people would want to continue to travel on. Another positive factor is the stubbornness in the region, which means going from words to action and it can be seen in the development today. The commitment from the municipality with the *Stadsbyggnadsvision*, an even better university and perhaps an expansion of Elmia would contribute to a stronger brand. These are strong attributes within Jönköping today and are together creating a part of the soul of the city. Jönköping also stands for stubbornness, smartness, and finesse which are the factors that determine entrepreneurship according to Danielsson.

The destination development has to become better and with clear direction and work tasks for everyone. It has to be decided what kind of city Jönköping wants to become in the future and communication is needed in order to reach a decision.

The private sector in the region is facing a generation change and that always contributes to risks. Jönköping has to expand and become a logistic centre and with an expansion of the flight freight, and also an improvement of the overnight possibilities for truck drivers. There has to be long-term investments in several areas. The role of FMJ is also interesting, it has to be determined if it only should have one employee that works with the marketing of Jönköping and what its primary goal is. Further the city has to decide where it wants to go, and the stakeholders have to take a standpoint to how much they are willing to sacrifice in order to reach success. Danielsson argues that it has to be more people prepared to *“put their head on a plate”* in order to be successful, and it has to be accomplished together since it cannot be achieved only through FMJ.

Danielsson highlights the interesting future of FMJ; it will be interesting to see where the organisation stands in 2007. It is a mission to change this perception and in 2007 it a new investigation is going to be done to see what role FMJ should play.

4.4.7 Summary of FMJ

Jönköping has a lot to offer, and in the recent years there has been a lot of progress, however, there is still a lot to do. Danielsson has taken the step out in the visionary, and have international role models for Jönköping as a city. However, only FMJ's attempts are not enough for Jönköping to build a strong brand. There has to be people willing to represent Jönköping. The city has a lot of potential, but the creation of a strong brand has not been achieved yet. Danielsson wants the city to be perceived as dynamic that will work as an engine for the region.

5 Analysis

In the analysis the authors aimed at providing the reader with Jönköpings pre-requisite in order to build a strong brand in interaction with the theoretical framework.

According to Keller (2002) it is many factors that have to be fulfilled in order to create a strong and successful brand, however, the most important is to create a brand that the target audience will regard as different from others. When a geographical location is being branded there are practically the same factors that have to be considered. Nevertheless, the branding of a city, like in the case of Jönköping, involves another dimension of complexity. Hankinson (2005) claims that a city can possess many different faces and these can be very different from each other. Further, Florida (2002) states that the city has become a new means in matching people and job opportunities with each other and therefore an increased amount of place marketing activities is necessary. People like to identify themselves with the place where they live, and therefore it is important that a city provide its citizens with a brand that is representing everyone in the society (E. Danielsson).

5.1 Jönköping as a brand

Risberg claims that today the brand of Jönköping is very fragmented. All of the respondents agree that Jönköping has not yet become a strong brand; however, the city is in a changing phase. It is also unanimity that Jönköping still has a long way to come, nevertheless, all of the respondents are positive and believe that the society is changing in the right direction. Green even states that Jönköping has the strongest brand it ever had with *Stadsbyggnadsvision* and the university among other features. As it is indicated in Appendix 3 *Stadsbyggnadsvision* includes a lot of visual changes that can create a positive feeling of change in a city.

Brand equity is present when consumers value a brand more than other brands when the name is known, compared to when it is not. The brand has to have a strong brand image and also unique and favorable associations. A city normally has plenty of features that it can take advantage of; however, these features must not contradict each other (PriceWaterhouseCoopers, 2005; Rainisto, 2003). If that would happen there is a risk that people will misinterpret what the city stands for and will in the worst case scenario create a negative image of the place. Negative associations of a city can lead to reductions of investments and business activities, and also other consequences to the future success of the place (Truman *et al*, 2001; in Rainisto, 2003). One problem that Jönköping has with its image is the label the city has of being an introvert place run by the church. This picture is diminishing slowly; however, it is still quite strong. Engqvist claims that no city struggle as much as Jönköping does with a misperception. The religious image is still very strong and the question is whether to continue to build on it or try to remove it from the picture (U. Lindahl). All respondents are acknowledging the church as a strong association of the city, but the opinions whether or not to keep it as one of the features of the brand differ. Rainisto (2003) claims that a place has to begin by understanding the present image of the place in order to reach a desired place image in the future. In accordance with this theory Jönköping would have difficulties building a positive image of the city without basing it on the present brand perceptions. Here Jönköping needs to figure out what role the church should have in the future brand to avoid any confusion.

According to a survey conducted by Nordiska Undersökningsgruppen (2004) the citizens of Jönköping value their city higher on several qualities than people on a national level. Nevertheless, it is maybe not surprising since the people within the city should have a better knowledge of its characteristics. It has been stated by the respondents that Jönköping is better than its reputation. However, several of the respondents stress that it is very important that the marketing activities first and foremost target the people within the community, as it will result in them being more positive about their city and also talk about it in positive terms. A city can have various strategies to reach the target audience, however, before doing that the city management has to decide, which the stakeholders are and how to communicate the desired message to them (Kotler *et al*, 1993). As the target audience often has conflicting pictures of the brand, it can be a complicated task to manage (Dowling, 2001). When the citizens within Jönköping have been targeted and awareness has been created, the communication towards the rest of the country has to be improved if the city is going to become a strong brand. Green adds that the clearness in the communication has to be sharper and the marketing more target oriented, as it is today the stakeholders of the city do not have a common goal.

Accordingly, when building a strong brand, which possesses brand equity, it is important for the target audience to have great knowledge about the brand and its associations should be highly familiar. Further the primary sources of brand equity are brand awareness and brand image (Keller, 2002). According to the respondents Jönköping have not accomplished that since many of its features are not strong enough. Nevertheless, the respondents as well as the people in the survey conducted by Nordiska Undersökningsgruppen (2004) agree that Jönköping possesses two strong associations, the geographical location and the beautiful nature. Strong brand associations will work in favor of the brand and help form the image every individual in the target audience possess of the brand. Brand images are perceived very different from person to person, and that has to be considered by the communicator (Keller, 2002). In accordance to this, Risberg adds that when a brand is exposed to the target audiences it should ideally give every single person the same associations. Kotler *et al* (1993) states that the brand is an extremely important asset of a company and can be the factor that determines how well a company gains and sustains its customers. Therefore, the brand management has to be very strategic and conscious. The respondents of this study are all working within leading positions and they all have strong visions of how they want the brand of Jönköping to evolve during the next couple of years. Even though it is FMJ that is handling the external marketing, it would be an advantage if everybody were having similar future objectives.

Unique features that the respondents find important are the entrepreneurial spirit in the area, and the strong private sector. Standár states that "*we do things our own way*" and Jönköping is not afraid to invest in changes. There has been quite a lot of esthetical changes in Jönköping the last decade, nevertheless, Nasar (1998; in Rainisto) stresses that to redesign of a city is not enough to change the image. However, changes are occurring in Jönköping and according to Holcomb (1994; in Rainisto, 2003) to build a city brand require long-term investment and since the process takes a long time the benefits will not be noticeable instantly. Risberg implies that it will probably take yet another ten years before Jönköping becomes a strong brand. Further Risberg highlights the importance of being careful and conscious in the brand building process as it can take many, many years to create a strong brand, but it can easily be destroyed in one week.

Keller (2002) stresses that brand recall and brand recognition is very important for the awareness of a brand. In Jönköping this is partly handled by Jönköping ambassadors approach, which is relying on word-of-mouth to spread positive facts about the city (E. Danielsson). However, many of the respondents do not believe that the marketing activities that are undertaken by FMJ are enough to create a strong brand. They stress that other parts of the city also has to join the process towards a strong city brand. The ambassador concept is an effective approach but more has to be done. Lindahl suggests that the ambassadors should be updated more frequently and with more and maybe historical knowledge in order to create an interesting and true picture of Jönköping.

The respondents' view of Jönköpings competitors differs. Risberg believes Stockholm, and Malmö-Copenhagen, are the only cities that can be regarded as competitors, and that other cities are too small to be a threat to Jönköping. Lindahl on the other hand does not believe that Jönköping could be compared to Stockholm; she means that it would be more suitable to compare Jönköping to other cities about the same size. The main competitors of Jönköping based on the most common answers among the respondents are Linköping, Örebro, Helsingborg, and Norrköping. As mentioned earlier building strong brands is to a large extent to differentiate the brand from its competitors, and therefore it is important to find out what a city does differently from others (Keller, 1998). According to the respondents Jönköping has a few features that other cities do not possess. The features of Jönköping that are different from its competitors should according to Keller (1998) be the ones promoted in the marketing activities. Some of the unique and favorable associations are in this case; the city centre development, an integrated university, the location and Elmia, and adding to this Jönköping has developed the concept of the ambassadors to a unique level. Wall highlights that the focus Jönköping University has is quite different compared to other universities in the country, especially JIBS. The interaction with the city is very important and is achieved through the city campus and the host companies, and another feature is the internationalization. Risberg further argues that the location of the university in the city centre has contributed to the development of the city in a very positive way.

According to Hedvall the city has plenty of opportunities and many activities are conducted to strengthen the city. The success of a place is dependent on how well the city management understands the factors controlling the movement of people and businesses since a place, just as a company, is very sensitive to changes in technology, competition and target audience preferences (Kotler *et al*, 1993). Risberg claims that the belief in dynamics, entrepreneurship and development of the city that the region possesses will work in favor of Jönköping. The mission for Jönköping is to figure out how to communicate these factors to attract its target audience.

Florida (2002) states that peoples' and companies' decision on where to live or locate the business is influenced by three factors. Technology, talent and tolerance are the features of a successful and creative place where new ideas and diversity are two key features of the society. According to Lindahl this is what is missing in Jönköping today. She would like to see more places where creative people can meet to share ideas and knowledge with each other. Adding to this it would be idealistic if the atmosphere in Jönköping could become more allowing. On the contrary Wall thinks the city is very open and friendly. Mohlin Markandsinformation AB (2005-11-07) states that the new citizens have the overall impression of a good welcome in to the city but not great. Lindahl also would like an acceptance of diversity in a broader sense; people should be encouraged to be creative. According to a survey

conducted by Mohlin Markandsinformation AB (2005-11-07) the new residents in Jönköping were asking for more diversified offerings, especially with in cultural and night-life.

5.2 The cooperation between the stakeholders

Today, in order to build a strong brand for a city, because of its complexity, all the attributes of the stakeholders have to be captured (PriceWaterhouseCoopers, 2005). A place management team has to guide the development of a place towards certain objectives, as it is not only selling just the area that contributes to the success of place marketing (Bradly, Hall & Harrison, 2001). Kotler (1993) defines this management team as a planning group, with the most important stakeholders included. The branding of a city requires a distinct leadership that needs to be tailor-made for the place, otherwise the damage of the city image can be severe (Sousa, 2000; in Rainisto, 2003). The government is the driving force in the development work, with the integration of the university, private sector, citizens/enthusiasts and non-profit organisations (PriceWaterhouseCoopers, 2005). Gustafsson says that the municipality needs to work as a catalyst and initiator as they have to be the combining force in the development of a city. The expectation that any other stakeholder would take on that responsibility is not justified as they have their own responsibilities in their specific context. However, a demand of their involvement and participation, to work in a network, is required as it should be in the stakeholders' best interest to see the city prosper (B. Gustafsson; L. Engqvist; I. Molin). Danielsson adds that the cooperation between the public and private sector in a city must exist to be able to build a strong brand name. All the stakeholders have to know what the brand stands for, and therefore FMJ's role is to educate the stakeholders about what the marketing foundation stand on. Green continues and agrees with Gustafsson that the municipality needs to take a large responsibility, however, Greens approach is more focused on giving FMJ clearer directives, this has not been done since the municipality do not know what Jönköping should stand for.

According to Kotler (1993) the ultimate success for a city is achieved as a result of collaboration between private and public sector, in other words the different governmental units, the business community, and marketing organisation. Attitudes among the leaders can be the largest barrier to overcome, however, this study showed that the attitudes among the stakeholders are positive and all have the ambition to work together in order to build a strong brand for Jönköping. Several of the interviewed respondents also consider it FMJ's role to market Jönköping, as it is a good initiative to coordinate the private and public sector. Standár continues that FMJ has the increased understanding between the actors in the city. Tollén also thinks that FMJ is good, because it has tied the different part in the city together in a better way than it was before. Molin stresses that the cooperation within Jönköping has become better in the resent years. However, overall organisational wise, the city is not organised and Molin thinks there are too many different organisations with different goals. It is a need for an all-embracing organisation to coordinate the stakeholders, and FMJ should have a clear role.

The network and macro-environmental factors can determine the success or failure of a place. Success factors are dependent on the management of the place, the vision and strategic analysis that is developed by the management/planning group, place identity and image, public-private partnership and leadership. Further, the political unity affects the performance of a place because place as a product is complex in itself, which creates chal-

lenges (Rainisto, 2003; Kotler, 1993). Jönköping has the pre-requisites to build a strong brand in many areas. Engqvist says that traditionally Jönköping has good cooperation between the private and public sector and there exist small political differences, which make it easier in to speak the same language and come to the same understandings. All the stakeholders agree that there is a good cooperation between the stakeholders within the city. However, Hedvall, stresses that in order to get a better university and city for the students, a better dialog between the students and the municipality is needed. Therefore, “*samverkansgrupper*” has been founded now in 2006, to prevent only having formal discussions, but rather a continuous and open dialog to get the students to become a more natural part of the city. This is a work in progress. Green claims that there does not exist any formal cooperation between the university and the municipality. This clearly shows that the information within the municipality needs to become better. Risberg points out that the university is a very important success factor for Jönköping, due to the city campus, the international focus, and the importance of the integration for the development of the university and the city and its student life. In the past the level of education has been relatively low in the region, and with the university a different kind of knowledge and competence has been implemented in the region. This is a fact that all the stakeholders have pointed out and Norinder claims that there has been a general resistance against the academic world. However, there have been a lot of changes in the attitudes that last years. Rainisto (2003) says that the presence of a university attracts knowledge based and research-oriented companies; therefore the cooperation between the public and the private sector is important.

The design of Jönköping has to suit its stakeholders, and in order to determine the key values and advantages of Jönköping an analysis of the place’s pre-requisites should be conducted by a suggested planning group (Kotler, 1993). One of the strategic marketing management tools of a city is to have a planning group to coordinate the place marketing activities (Kotler & Gertner, 2002). As mentioned before, the only formal organisation that integrates different stakeholders is FMJ, which main task is the marketing of Jönköping and change the misperception that exists of Jönköping today. Adding to FMJ’s responsibilities is the communication to the citizens of Jönköping what is happening in the city. However, it does not exist a management team for the place development, the creation of the “product”, which according to theory is the requirement for “ultimate success” (Kotler, 1993). Place development is a requirement and should entail both the planning process and also guide the development of a place towards certain objectives (Bradley, Hall & Harrison, 2001). This is what Gustafsson refers to as local governance, and where the municipality needs to be the main force and to integrate and to be supported by all the other stakeholders within the city to build an attractive city. This part of the planning process is not a responsibility for FMJ.

Place marketing needs active support from public and private agencies, interest groups and citizens, and that can be achieved by the establishment of a planning group, these different actors need to be target oriented, among other qualities in order to succeed (Kotler et al. 1993). Gustafsson says that it has a lot to do with individuals, there is a need for people’s willingness to get engages in order to succeed in building a strong city. Danielsson has the same approach by claiming that he “*puts his head on a plate*” but only his head will not contribute to the success desired. A willingness to represent Jönköping is needed because success will be accomplished together, and not only by the actions of FMJ.

Kotler et al. (1993) stresses that the planning group should organize the place marketing factors in order to achieve success for a place; infrastructure, people, attractions and image

and quality of life, in order to reach the target audience. As all the respondents stated that everyone is working towards building a strong city brand within their specific context and to their specified target groups, however, there are no common goals that are set together. As Molin stresses there is a need for a foundation to stand on so there can be a red thread through the work by the different actors. Engqvist points out the importance of being united and communicate the same message to build a strong brand, even though the messages are directed towards different target groups. The different stakeholders have their tasks in the society, and they are all interrelated and connected to each other. All the respondents agreed that the different parts could not be separated. This because the private sector has to create jobs for the city to become attractive, the municipality provide public service and the university to create a knowledge base and recruitment base for the companies. All of the respondents stress that the stakeholders are working within their specific context; however, they are dependent on each other.

A joint effort of the stakeholders, for a city's future image and direction, is done by finding out the strengths and weaknesses of the city. It is the management team responsibility to plan the process and implementation of the place marketing practices. The planning groups should work as an effective organization that creates a realistic vision of what the place can be and an action-plan to complement the vision (Kotler *et al*, 1993). As shown in the empirical findings Jönköping is progressing, however, a united action plan or a full marketing plan is needed as Molin points out. Green adds that a strategy has to be established. The task is to create a product to be used in the external marketing, which is the last step in the place marketing activities and with clear follow-up on the actions taken is required in order to succeed. It is important to build the foundation for all the stakeholders to stand on and to have a consistency in the work from the stakeholder towards their specific target groups as the stakeholders work within their specific context (Kotler *et al*, 1993).

The organising capacity of today is not fully developed, as it contains the continuance of the place vision and strategic work, which a planning group can develop. This is a quest for the future of Jönköping and its stakeholders, which involves the coordination of public-private partnerships and the quality of leadership. Rainisto (2003) stresses that the more challenges the city encounters the more important the cooperation is to maximise the opportunities for the place. This can also be referred to as governance instead of organising capacity, these new partnerships are crucial for future challenges and new opportunities, with the new knowledge sharing that are created (Berg, 1993; in Rainisto, 2003). Gustafsson discusses the changing times and the shift for the municipality's from purely local government to local governance, and as Berg (1993; in Rainisto, 2003) stresses that the governance is the organising capacity of a city, which is needed for the future challenges a place faces and its new opportunities that arise.

5.3 The identified target audience

For the creation of a successful place image and strong brand associations it is crucial to determine, who the target audience is and how the place is able to communicate the desired message to this target audience (Kotler, *et al*, 1993). For a city to be able to compete, it needs to identify its unique associations and communicate them to the intended target audience. The management of a place has a main task, and that is to figure out how the city will gain the attention of the target audience and how to sustain it (PriceWaterhouseCoopers, 2005; Rainisto, 2003).

Norinder, Gustafsson and Engqvist consider one of the most important target groups to be educated people. The explanation varies and Gustafsson points out that the education level has generally been low in the area. Norinder would like to see people with ambitions in life as important, since they often take initiatives to start their own businesses. However, notes not to forget that other people are as welcome. Lindahl points out that people who are creative should be encouraged. Further, there is a lot of emphasis today on the creative economy and innovative population (B. Gustafsson). As PriceWaterhouseCoopers (2005) report shows that the leadership of a city should encourage entrepreneurship and creativity and make use of it. This is encouraged, according to Florida (2003), by the diversity of a city, which Gustafsson also agrees upon and further states that the diversity is an important factor for a city. Standár, also points out that Jönköping should attract people with engineering background, which the industry sector would gain a lot from. This goes in line with Kotler et al. (1993) who states that the human will, skills, energy values are some of the most important opportunities of a place. Also, young people graduating from the university, either in Jönköping or elsewhere should be targeted (L. Engqvist). Wall has slightly different approach to keeping the students in Jönköping after finished studies. They have *Knutpunkten* that helps students to establish a network and provides summer job, but no further actions are taken by Jönköping University to keep the students in Jönköping. Wall believes mobility is good; the old students might be coming back to Jönköping in a few years and contributes with new knowledge gained elsewhere.

Elmia within its special field has a target audience consisting of the visitors at the different trade fairs, both for business and privately. However, the main target is exhibiting companies within almost all industries (H. Standár). Several of the respondents want to attract new businesses, the opinions differ which ones that should be attracted, however, refining industries and commerce are two suggestions, Science Park is also a step in the right direction. Kotler *et al.* (1993) sees the target audience as the respondents combined view, of investors, manufactures, cooperate headquarters, new residents, exporters and tourists and conventioners. Tollén and Molin see the tourists as an important part of the target audience for Jönköping, as this is in their specific context. Tollén specifies families as a group to visit Visingsö and Gränna and Molin talks about tourists in general.

Risberg emphasis the importance of influential decision-makers, to have a good network is important for the success of a place. Further, as can be forgotten is that marketing begins in the back yard which means that the citizens of Jönköping is a very important target group (P. Risberg). Molin adds that the people within the region are important for the city. Therefore, the work with Jönköping's ambassadors is important, the citizens work as marketers and they are continuously updated with new information (P. Risberg). The more citizens that are engaged in the process the better, as a lot of the communication goes through word-of-mouth. The ambassador concept is the way the citizens is involved and this is important as people have a tendency to have bad attitude towards the city and that has to change (U. Lindahl). Green and Norinder also say that the ambassador approach is the only way the citizens of Jönköping are involved in building the brand of Jönköping. Gustafsson adds that the larger a place get the harder it gets to involve people. A good reaction to a brand creates brand equity which starts with the insightful knowledge of the brand, which comes from thorough communication and the understanding of what the brand stands for by the customers gaining brand awareness and brand image (Richards *et al.*, 1998; Keller, 1998). The association of a brand can be experienced in various ways, directly through media, word-of-mouth etcetera. Therefore, it is important the control the channels that communicate the messages as there are a lot of various information sources (Keller, 1998). The

ambassador initiative is therefore a start in creating a dialog from all parts of Jönköping to build a strong brand.

How the place is able to communicate the desired message its target audience for the creation of a strong brand is an important success factor (Kotler, *et al*, 1993). The success for place marketing is achieved when the need of the target audience is met. Therefore, it is crucial for the stakeholders to determine who the target audience is. The place management team is responsible for the communication of the place towards the target audience (Rainisto, 2003).

Most of the respondents' view of the city is that Jönköping has the features that these groups desire. There are some issues that were pointed out which the respondents believe will be crucial for the success of the place. Engqvist thinks that there would be good housing to reasonable prices and Green points out that for starting a family Jönköping is ideal, but he does not have any specific target audience in mind for Jönköping. Another important issue is to improve the communications, *Götalandsbanan* and the airport are important (L. Engqvist). Gustafsson also points out that the tendency of commuting has increased which contributes to the importance of having a good infrastructure, not only for the regional development but to attract businesses too.

The branding of a city contributes to the people's awareness of the location of the place and with that the unique and favourable association with the city (Keller, 1998). The place attracts people to a greater extent than companies, and works as a matching tool for people and jobs (Florida, 2002). The city as a whole can provide one picture and other services in the city another. It is a complex situation as a city is built on many consumer groups; it is therefore hard for a city to have total control of the image (Hankinson, 2005). For a city to be able to build a strong brand, all the attributes of a city have to be captured (PriceWaterhouseCoopers, 2005). Rainisto (2003) states that a city has to possess the positive attributes that are being communicated. Also, to identify the place's strengths and weaknesses and the possibility for united rational and political decisions.

The stakeholders normally form different images and create diversity within the brand, which can be overwhelming or sometimes impossible to manage. Problems can also arise if the stakeholders have conflicting demands. The management has to devote time to create a harmony between these demands (Dowling, 2001). In order to achieve this, the city has to identify which the target audience is and coordinate the various stakeholders so that the main message of the city is the same even though the groups are different.

5.4 The future of Jönköping as a brand

According to PriceWaterhouseCoopers (2005) the management of a city has to be responsive to changes in the environment. Kotler *et al* (1993) adds that the management has to interpret these changes and also create an understanding of the internal and external needs and wants. The planning group can accomplish this by identifying the strengths, weaknesses, opportunities and threats the city holds. Risberg and Molin agree that it is important to realize and define these factors of a city is in order to create a strong brand.

Further Ind (2004) highlights the importance of remembering that every organisation consists of a collection of people, and that it is the people who create value for the stakeholders. The respondents of this study hold quite different pictures of what Jönköping is, and as Risberg states that the picture of Jönköping today is fragmented. It is not that

strange when the stakeholders are communicating different messages. PriceWaterhouseCoopers (2005) acknowledges that a dialogue between the city management and the citizens has to be created, and collaboration within the municipality should be encouraged.

As mentioned earlier Risberg states that it will probably take another 10 years to build a homogeneous brand, and the focus has to be on communication. All the stakeholders have to be smart, consistent, and persistent, and most important is that everybody has to communicate the same facts.

Danielsson thinks that Jönköping is now in a phase where the city has to figure out which road to take. The stakeholders have to decide how much time and effort they are willing to invest to reach success. Further Danielsson stresses that unless more people are willing to put their heads on a plate, success will be hard to accomplish. Today FMJ only has one full-time employee and Danielsson means that the organisation needs to grow and also determine its primary goals. All stakeholders believe that success is reached by working together towards the same goal; however, it seems to be a common understanding that FMJ has the overall responsibility for the marketing activities that need to be undertaken.

In the case study presented in the theoretical framework it is stated that in order to succeed when branding a destination the public sector has to be proactive when developing and implementing future plans (Ryan; in Morgan *et al*, 2001). PriceWaterhouseCoopers (2005) agrees and adds that the municipality should encourage interaction between leaders, private sector and citizens in order to stimulate the development of the region. Gustafsson is one of the respondents that have acknowledged this fact to the largest extent. He claims that the municipality has to be the driving force behind a strong organisation. However, Green stresses that if the municipality would get too involved and driving it can be like putting a dead hand on the activities, that means that other actors normally becomes less involved if the public sector takes the responsibility.

5.4.1 Opportunities

In accordance with PriceWaterhouseCoopers (2005) Standár believes that it is of importance to be able to notice the changes in the city as a source of inspiration and motivation. Standár further stresses that the city has to encourage continuous change and make sure to change in a positive way. PriceWaterhouseCoopers (2005) states that such a vision would give the city management direction and create a strategic position, which would make the internal and external communication easier.

Kotler *et al* (1993) suggests that the first long-term solution a city has to provide in order to be attractive is basic services and infrastructure of high standards. In Jönköping there is a lot of work going on in order to improve the infrastructure and the communications so that it will be easier to travel to and from the city. Several of the respondents stress that it is very important to have a functioning infrastructure to be attractive to potential new residents, businesses and tourists. Further projects that are happening are the building of *Göteborgsbanan* and create a logistic centre in Jönköping. Norinder states that *Göteborgsbanan* will make it easier to travel to Gothenburg and also other places. Norinder, Engqvist, Danielsson and Risberg all agree that Jönköping has the possibility to become a logistic centre because of its geographical location. Norinder specifies that a logistic centre in Jönköping brings the possibility to reach around 50 Million people within 24 hours in Sweden, and the around the North Sea, and that is an incredible advantage. Another issue is to develop the airport, and maybe even try to make it easier and cheaper to travel here by plane.

Second, Kotler *et al* (1993) claims that the quality of life has to be nurtured, and therefore new attractions should be established to attract new businesses, investments and people. All of the respondents are insinuating that the quality of life in Jönköping is high and that the municipality is working hard to change the present city image. *Stadsbyggnadsvision* is the tool the municipality uses to create an attractive city centre and it is a unique project to create new space in the city centre. Other opportunities identified by some of the respondents are to develop the university, expand Elmia, and develop both business and private tourism. Tollén suggests that the city could also invest in new attractions such as a casino, or a football arena. All of the respondents are excited about the new culture centre that is going to be built down by Munksjön.

The third long-term solution suggested by Kotler *et al* (1993) is to communicate the improved features and quality of life through various means. Jönköping has solved this by the development of Jönköping ambassadors and all respondents have agreed on the importance of having people talking well about the city. Keller (1998) stresses that it is crucial to remember that the target audience is influenced by other sources of information than media, and in Jönköping this is a known fact and therefore the ambassadors concept has been established.

Finally, citizens, leaders and current initiations must provide support to their city in order to make the place an attractive destination for companies, people and investments (Kotler *et al*, 1993). The respondents have acknowledged the importance of an overall strategy. Green says that the municipality, the private sector and the university together should come to a decision of a future strategy, and the intention is create such a strategy in the near future, however, nothing has been finalised.

There is no common practice how to manage a place and its marketing issues and there are many different strategies that the management of the place can undertake (Rainisto, 2003; PriceWaterhouseCoopers, 2005). A positive thing is that Jönköping has realised that this matter has to be managed but there is still plenty of work to be done.

5.4.2 Threats

A place can just like large corporations and industries rise and fall with new technologies, new competitors, and shifting consumer preferences. Successful places survive these changes by understanding some of the factors that control whether people and business decide to invest or disinvest in a place, like the characteristics of the firm or industry, the place's economy is influenced by outside forces (Kotler *et al*, 1993).

Kotler *et al* (1993) stresses that branding of a city is a time consuming investment, and therefore, the benefits of the marketing activities are not instantly noticed. If the perception of the city and its associations are poor the result will be a damaged image and can reduce investments in the region (Truman *et al*, 2001; in Rainisto, 2003). In some cases the attitudes among the leaders of the city are the largest barrier to overcome, however, according to the respondents of this study there is a positive attitude towards change in Jönköping. Nevertheless, there are always threats that have to be considered.

The respondents have identified some specific threats, but the largest one would be if cooperation towards common goals could not be achieved. Danielsson stresses that communication is needed to determine the future objectives of the city.

Another threat is if the development of the infrastructure would fail. Engqvist, Gustafsson, Tollén and Norinder highlights that the largest threat to Jönköping is the malfunction of the future infrastructure, because if the infrastructure does not work people and companies would probably hesitate before moving to the city. Gustafsson thinks this is important since Jönköping is not big enough to manage by itself.

Gustafsson claims that the city needs more people like “Per Risberg”, and Lindahl defines it as the need of visionaries and entrepreneurs.

Other factors that could be damaging to the city is if the growth would decline, the private sector could not handle the generation change, or if companies start moving abroad.

Risberg says that if you think of the city as a product that everybody within the company knows is great, however, if nobody buys the product the manager would be fired. Jönköping has been seen as conservative, introvert and religious on a national level. Jönköping is progressing but it is still a lot to do to correct the fragmented brand and make it true for Jönköping. Nevertheless, all of the respondents within this study are in general positive about the future. Risberg points out that in the last couple of years the citizens have become more proud of their city and hopefully it will continue. Engqvist adds that there is a future optimism at the moment.

To handle the threats, it is important with an organisation such as FMJ where people can meet and share ideas and knowledge since many times these kinds of network are important because often the ideas are coming from unexpected sources (Tollén).

5.4.3 The future brand

Aaker (in Leiser, 2004) and PriceWaterhouseCoopers (2005) claim that in order to build a strong brand with brand equity the features that are associated to the brand have to be identified. The respondents have acknowledged the importance of memorable associations, and Molin says that we have to identify the unique features of the city in order to move forward together. Even though the private sector and the university should work within their specific areas, all activities have to be coordinated so that all external communication includes a red thread. Lindahl further stresses the fact that the target audience have to be identified before determine what features that are to be communicated. In addition Jönköping has to work broadly with the brand and make sure that everybody talks well about the city, openness and diversity has to be valued.

Hankinson (2005) states that a city brand can have several different faces and that these faces have to be coordinated under the same brand. PriceWaterhouseCoopers (2005) agrees that these attributes should be used to provide the target audience with memorable associations. Most of the respondents have highlighted the importance of communicating the same messages to the target audience; however, they all have quite different pictures and visions of the future city brand. Nevertheless, it is some factors that are common. One of them is dynamics; Risberg, Molin, Standár, Danielsson and Gustafsson are stressing this feature as one of the most important. Danielsson stresses that Jönköping should work as the engine for the whole region, and Standár further argues that Jönköping should build its brand around the entrepreneurial spirit in the region; “*we do things our own way*” and we are not copying anyone. Danielsson continues that in order to create dynamics a strong private sector is needed, as it is a means to attract people and investments to the region.

Lindahl and Standár believe that it also should be a focus on strength Jönköping has with its beautiful nature. Risberg adds that a beautiful nature in relation with accessibility and closeness are the cornerstones of quality of life. Gustafsson argues that Jönköping has to have a strong product and suggests “*the good life*”, which would mean good living standard, good schools etcetera. Gustafsson also believes that the city should stand for trustworthiness.

Hedvall does not believe that Jönköping should market itself the same way as the big university cities, instead the marketing activities should portrait Jönköping as a role model; a medium size Swedish city with a modern university, with an exciting campus and a strong private sector. Engqvist also believes that the focus should lie on the modernity, but also on the size and the closeness to other places. Molin on the other hand has a focus upon the attractiveness of the city centre. Green takes another approach and stresses that Jönköping should be communicated as “*A safe but fun city*”.

Danielsson continues that the target audience should picture Jönköping as an exciting journey with positive features such as the *Småländska* stubbornness, which means, going from words to action, smartness, and finesse. The city has to utilise its already known sub-brands such as the university and Elmia because of their contribution to Jönköping’s image.

There has also been some discussion about the religious feature. Lindahl believes that it is a part of the brand and will always be. On the contrary Molin believes that it is time to leave the religiousness behind, and focus on other associations instead. Molin highlights the importance of true information. Danielsson stresses that the church provides the city with a friendly approach, and further says that is a shame that the religious approach has such a negative association in Sweden today.

Tollén and Risberg both points out that if Jönköping would create a slogan it has to be well-reasoned and genuine, and it has to be made sure it is closely connected to the actual brand.

5.5 Concluding discussion

This concluding discussion will contain the main issues within this thesis, identified and discussed by the authors. In the authors’ own assessment of the situation that Jönköping is in, the information in this section can be interpreted as partly advisory for the city and for its current situation.

5.5.1 Planning group

As mentioned in the theoretical framework one goal for success in place marketing is to create a planning group (Kotler *et al.*, 1993). The quest should be a joint effort between the public and the private sector and there is a need for the stakeholders’ involvement. This group have the main task to shape the city’s future image and direction. The responsibility lies in the process of planning and implementation of the place marketing practices (Kotler *et al.* 1999 in Rainisto, 2003). The planning group needs to conduct a thorough analysis of the place’s problems and causes and find the place’s specific opportunities and strengths. Further, also create an understanding of the needs and wants of specific internal and external stakeholders. The goals of the planning group are to build an effective organization that creates a realistic vision of what the place can be and an action-plan to complement the vi-

sion. It is essential to evaluate every step of the process in order for the action plan to succeed (Kotler *et al*, 1993). However, as a city has to be managed from its own pre-requisites there is no common ground to base the ultimate management of a city on to create a strong brand. The alternative approach in the theoretical framework also concentrates on the interaction of the stakeholders, but sees the local government as the connecting link between the actors. The ways differ as mentioned before, that is why this section of the analysis is structured in a summary way with the analysis of the authors to lead the reader to the conclusion of this thesis and do not provide any deeper theoretical discussion.

The authors believe that there is a need for the starting point of a defined network and FMJ is a great start, however, FMJ is only a marketing organisation. It is difficult to know what the success of a place depends on and as the theory showed that there is no common ground for the management of a city and the success is determined by the specific pre-requisites. Jönköping's pre-requisite at the moment for the establishment of a clear network that includes the stakeholders is FMJ. The authors would suggest that FMJ, as an organisation with authority in the city, should probably take the initiative to put a meeting together, and take the responsibility today. However, its final role should probably not involve the main responsibility to build the product, as it is a marketing organisation. Further, this meeting should have a core goal of building the product and establish an organisation that has the main responsibility for the continuous product development. The foundation of this organisation should lie within the municipality, however, the private sector and the university have to take active part in the process. Because, as Gustafsson mentions, this does not mean that the municipality has the ultimate responsibility for the city to succeed and prosper, it would rather be a way to coordinate the stakeholders within the city to work towards common goals. In this study these stakeholders have been identified as the most important actors to create an attractive city and should therefore build up the base of such an organisation. FMJ should have a clear role of communicating the brand to the citizens of Jönköping, and both nationally and internationally. FMJ should work as the umbrella organisation that communicates the main message and the stakeholders promotes their own individual messages to their target groups, intervened and backed up by the core brand of Jönköping.

The reason why this organisation is needed is that Jönköping is too small to develop by itself, and therefore it is important with constant support and evaluation of the development processes within the city (B. Gustafsson). The environment is continuously changing, which is another factor contributing to the importance of active development of a city. In the case of Jönköping this organisation should utilize the good cooperation between the stakeholders in order to define the unique strength within the city. The stakeholders should realize the advantages of this kind of cooperation in regards to the progress that has been accomplished through FMJ. As this organisation would be creating the product that later is to be marketed by FMJ and communicated through the various stakeholders.

5.5.2 The university

The university plays a very important role for a city, as it creates a knowledge base that is desired and needed in today's society. Risberg points out the importance of getting a focused university to the city and it brought a new attitude into the region. Several of the respondents stress that in the past Jönköping and the region have had a low level of education and a resistance towards the academic world. Hedvall therefore state that the current knowledge revolution is important for the university to establish a natural integration with

the city's different stakeholders. This is nicely packaged by Florida (2002) that states that people and also businesses chose a location depending on technology, talent and tolerance, and all these factors can be provided by a university. Further, in Jönköping as some of the respondents have stated this is exactly what has been implemented in the city since the establishment of Jönköping University. The attraction of businesses also depends on the higher-quality workers, which also is created by the university. It is important to remember that the university therefore is one of the most important stakeholders and its target audience can create an attractive city. The quest for the city is now to attract more businesses and to create more incentives for the students to stay in the city, with their knowledge and talent, to get Jönköping to prosper even further.

5.5.3 The private sector

Several of the respondents consider Jönköping to have a strong private sector. However, it is important to attract more business to the city as it according to Danielsson sees that the private sector is the most important factor for growth, but it cannot work in isolation. Integration between the sectors is a necessity as the private sector creates the job opportunities and attracts more investors to the region; the university provides the knowledge base and the municipality the basic services and the future investments in the city.

Elmia is one example of how important the private sector can be for a region/city. The convention centre attracts 350 000 over night guests and 7000 exhibiting companies every year. Because of Elmia the city indirectly gains a lot of attention from both private and business visitors, and the private sector prospers from all the temporary visitor in for example restaurant visits and hotel nights.

5.5.4 The fragmented brand

Today FMJ is responsible for the marketing of Jönköping and all the respondents are satisfied and believe that it is a great initiative. However, it seems like the stakeholders rely a little too much on FMJ at the moment. For marketing to succeed there needs to be a product to market and for this to happen in Jönköping there is a need for a joint efforts as defined under 5.5.1. Also, when it comes to the marketing of Jönköping, not only the attempts by FMJ are enough. As Danielsson mentioned, not only his head on a plate is enough to build a strong brand for Jönköping. There is a need for an open dialog between the stakeholders to define what Jönköping should stand for. As this study clearly shows there is confusion about what Jönköping really wants to communicate and there is a need for common goals.

There has to be a red thread through the work that is done in the city, to avoid a fragmented brand of Jönköping. Again, for this to be able to happen, there is a need for a worked out plan where the product of Jönköping is defined. Even though there is always going to be different messages from a city as the various stakeholders work in their specific context and have different target groups, there is still a need for a core brand of Jönköping. Especially, as there is a difference between internal and external activities, which means place development that needs constant support within the city, and the external activities with marketing of the product.

As many of the respondents pointed out, Jönköping is something to be proud of, and this is something the Jönköping has to communicate the rest of the world. However, as it is today the stakeholders have very different goals, and therefore communicate a fragmented

message. Jönköping would become attractive if every one would invest in the city, and show their strengths. Jönköping needs to show that there has been a lot of change in the city the recent years and that this is a city of the future. Danielsson stresses that it is important to take the step into the visionary for the motivation and direction of the city.

The reputation of Jönköping in the past years and that is still partly there today is the religious focus of Jönköping. This is unfortunately connected with something negative for many people. This negative picture is something that Jönköping wants to erase. This is a hard quest, as it is a reputation that has been present for years. It is also interesting to think about why this would be negative, before Jönköping according to the respondents was said to be an introvert and conservative city due to the religious focus of the city. Also, as Danielsson mentioned the religion is part of the culture in many countries but in Sweden it is not to the same extent. Therefore, in Sweden it does not feel like a natural part of the society for the people that are not religious. The theory suggests that a city should turn a negative association into a positive. This is probably what Jönköping should do, and Wall states that it is modern thinking with ethics and moral, and Risberg points out that the positive factors of these organisations are poorly marketed. The aim for Jönköping is then as stressed throughout this section to build and define Jönköpings product, and try to have the churches positive attributes to be an association of the city in these areas.

An interesting example of the confusing messages sent out from Jönköping the authors found when searching the web for information about the city. When entering the municipality's homepage (www.jonkoping.se), Jönköping is marketed as "The Bright City/Ljuslet vid Vättern" and a clear vision on what the city and municipality stands for. At the same homepage the link to FMJ's homepage can be found with the logo and visions for the "new" Jönköping. These visions have similarities, but are on the other hand also quite different (see appendix 3). Even though the municipality should represent the all the small communities it has chosen to market itself as "The Bright City" in English. This is a clear example of how mixed messages are sent out from Jönköping.

After finalising this thesis the authors believe that the brand of Jönköping should stand for a modern city where quality of life, entrepreneurial spirit and integration is highly valued. In the authors opinion this should also represent the city's sub-brands such as for example the university after the strong brand of Jönköping has been established. It is going to require a lot of hard work, however, with the right attitude Jönköping will succeed.

6 Conclusion

In this section the authors draw their own conclusions of research questions and purpose based on the results of this study.

Jönköping has the features of building a strong brand. However, there are a lot of things to be done before Jönköping is really considered to be a strong brand. This is because all the positive things with Jönköping have to be organised in a clear manner in order for this to happen. FMJ is a good start in the quest of building a strong brand, but it is still a marketing organisation and not a place development organisation. There is a fine line for how this kind of work should be handled. Again, as mentioned several times throughout this thesis there is no common ground for the management of a city but it relates to the pre-requisites of the specific city. In the case of Jönköping with its special pre-requisites the conclusion is that the city should focus on integration, information and communication for the foundation of building the product. Since the establishment of FMJ there has been a lot of improvements in the image of Jönköping the stakeholders have become better coordinated in the marketing task of Jönköping. However, this does not include the place development quest. The cooperation between the stakeholders has created Jönköping's unique features and is therefore the core strength that the city should utilize. Therefore, an organisation that has its base within the municipality should coordinate and integrate different projects within the city. The stakeholders should be able to realize the advantages of cooperation just by looking at the change that has taken place during the short history of FMJ. This could be a future success factor just as FMJ has been to the coordination of the marketing activities so far.

One of the positive findings in this study is that in the past there has been a good cooperation between the different actors, however, today it is not organised in a way that will create the ultimate success for Jönköping. There is a need for more coordinated integration to build Jönköping as a product and create a strong brand. The factor that speaks in favour of Jönköping is the positive attitudes among the stakeholders, who want to improve the city even further.

The product of Jönköping has to be developed even further despite the fact that there have been enormous changes the last 10-15 years. This to attract more businesses, people and create a knowledge base in the city through the university, which is attractive for a city and a requirement for the future growth. In the authors' opinion this can be accomplished by the establishment of the integrated place development organisation as the integration of the stakeholders is one of Jönköping's strongest features.

The authors believe that this organisation should have it as a primary goal to work out a thorough plan together, which all the actors can feel like a part of. The focus should lie on building the product of Jönköping and on the integration of the different stakeholders. The brand of Jönköping could then be a city that has the entrepreneurial spirit, which all the stakeholders emphasize, as this new way of really coordinating the most important stakeholders to benefit from each other. As these stakeholders have their specific strengths Jönköping will become unique as the knowledge sharing between the actors will make the product of Jönköping even stronger. The integration is what differentiates Jönköping from its competitors and also aims to develop the features of a big city but without its disadvantages.

6.1 Further research

This kind of study always brings forth new ideas and ways to investigate the phenomenon that is currently taking place. In the authors' opinion it would have been interesting to explore this aspect of building a brand for a city in the light of an organisational perspective. With the use of organisational theories to determine how Jönköping could cooperate in the best way in order to build a strong brand.

Another interesting viewpoint is to investigate how place development can promote growth for a region and a city. This focus would leave the field of business administration and rather give an economic perspective to the research topic.

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Attitude surveys

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- Mohlins Marknadsinformation AB (2005-02-07) *Student bussen*.

Appendix 1 Interview Guide

Jönköping as a brand

- How do you see Jönköping as a brand today?
- Which are the most important qualities and features that form Jönköping as a brand?
 - o How are these marketed today?
 - o Has Jönköping succeeded with its marketing activities?
- Which are Jönköpings targets competitors?
 - o Does Jönköping do anything different towards these cities?

The Planning Group/Stakeholders

- How does the cooperation within Jönköping work in order to build a strong brand?
 - o What is your role in the cooperation and the building of a strong brand?
 - o Who has the main responsibility for the development and marketing of Jönköping?
 - o Is there any stakeholder that are missing in the process of building the brand?
 - o Which future role of Jönköping does **the municipality/the private sector/the university** play in order for the city to become attractive?
- How do the stakeholders react to changes in the environment, new trends etcetera?

Target Audience

- Which type of people are the most important target audience for Jönköping?
 - o Does Jönköping satisfy this specific target audience with the offerings of the city?

- How does the citizens of Jönköping engaged in the developing process of the city?

The Future

- How do you see Jönköping as a future brand?
- *What are the visions for Jönköping as acity and its future goals?*
- How should Jönköping handle these future challanges?
- *(strenghts/weaknesses/opportunities/threats)*

Appendix 1 Intervju Guide (swedish version)

Jönköping som varumärke

- Hur ser du på Jönköping som ett varumärke idag?
- Vilka är de viktigaste kvalitéer och egenskaper som formar Jönköpings varumärke?
 - o Hur marknadsförs dessa idag?
 - o Har Jönköping lyckats med sina marknadsföringsåtgärder?
- Vilka är Jönköping största konkurrenter?
 - o Gör Jönköping något annorlunda gentemot andra städer?

Ledningsgrupp/planeringsgrupp

- Hur fungerar samarbetet inom Jönköping för att bygga upp varumärket?
 - o Vad är DIN roll i sammanhanget?
 - o Vem har huvudansvaret för Jönköpings utveckling/marknadsföring?
 - o Är det någon som saknas och bör ingå i planeringsprocessen?
 - o Vilken roll i Jönköpings framtida utveckling till att bli en attraktiv stad spelar **kommun/högskola/näringsliv**?
- Hur reagerar aktörerna på förändringar i omgivningen, nya trender osv.

Målgrupp/intressenter

- Vilken typ av människor är den viktigaste målgruppen för Jönköping?
 - o Överensstämmer det Jönköping har att erbjuda med målgruppens önskemål?
- Hur engageras Jönköpings invånarna i utveckling processen?

Framtiden

- Hur ser du på Jönköpings framtida varumärke?

- *Vilken vision har Jönköping som stad och framtids mål?*
- Hur bör Jönköping hantera framtida utmaningar?
- *(styrkor/ svagheter/ möjligheter/ hot)*

Appendix 2 Respondents

The Municipality/the Public Sector

Sten Norinder, Head of Trade and Industry department (personal communication, 2006-04-19)

Bertil Gustafsson, Development director (personal communication, 2006-04-24)

Lars Engqvist, The County Governor (personal communication, 2006-04-27)

Carl-Gustav Tollén, Tourist Manager (personal communication, 2006-04-27)

Mats Green, Local Government Commissioner (personal communication, 2006-05-12)

The Private Sector

Per Risberg, Chairman of the Chamber of Commerce (personal communication, 2006-04-18)

Inger Molin, Town Centre Manager, På Stan (personal communication, 2006-04-26)

Hans Standár, Managing Director, Elmia (personal communication, 2006-04-27)

Ulrika Lindahl, Regional Manager, *företagarna* (personal communication, 2006-05-05)

Jönköping University

Berit Wall, Head of Communication and Information, Jönköping University (personal communication, 2006-03-31)

Christopher Hedvall, President of the Student Union at Jönköping University (personal communication, 2006-04-11)

FMJ

Emil Danielsson, Managing Director, FMJ (personal communication, 2006-04-10)

Appendix 3 FMJ/The Bright City/ Stadsbyggnadsvisionen/Götalandsbanan

FMJ's Organisation

The Board

President Per Billing, President of the private sector organisation of Jönköping (Ordförande Per Billing, Ordförande Jönköpings näringslivsförening)

Ylva Millback, Recreation director, The municipality of Jönköping (Fritidsdirektör, Jönköpings kommun)

Lena Willstrand, assistant Head of Trade and Industry department, The municipality of Jönköping (biträdande näringslivschef, Jönköping kommun)

Hans Standár, Managing Director, Elmia AB (VD, Elmia AB)

Staffan Gustafsson, City director, The municipality of Jönköping (Stadsdirektör, Jönköpings kommun)

Karin Lind Mörnsten, vice Chairman, Chamber of commerce in Jönköping (vVD, Handelskammaren i Jönköping)

Carl Henrik Nilsson, the private sector organisation of Jönköping, Hotel (Jönköpings Näringslivsförening, Hotell)

Empolyees

Emil Danielsson, Managing Director

Karin Sandén, Project assistance

In 2003 FMJ was founded by the municipality of Jönköping and Jönköping's private sector association. The idea with this association is that is going to be represented by the official and private sector to create a powerful, coordinated and sustainable marketing of Jönköping. One of the first goals of FMJ is to work towards the information spreading of the positive attributes of Jönköping, that in turn could work as an effect of more companies to the city, an increasing growth and more people moving to Jönköping.

The marketing of Jönköping is based on five core values

-The unique location, Vättern/The water, Entrepreneurship, Networks and quality of life.

The organisation's idea

FMJ should work as an united organisation for the public and private sector - to create a powerful, coordinated and sustainable marketing of Jönköping like a municipality with strong dynamics and high quality of life

The vision

Is for this new organisation to noticeably contribute to that Jönköping should be viewed as having a strong dynamics and out from a broad quality of life perspective be an attractive

city both for the city's citizens and other people and for the city's development important groups.

For a more detailed description of FMJ visit www.fmj.nu

Jönköping – The Bright City is the municipality's vision for the development up until 2010. It is a document that states the goals from a united municipality in June 2000.

Four different profiling areas were identified as the areas where the Jönköping municipality should have a leading position within the country. These are the areas that are important for the municipality's development and within these areas investments should be coordinated and strengthened. At the same time, Jönköping's municipality should be characterised by diversity and in all aspects, the attractive municipality – a municipality that has the advantages of a big city but not the disadvantages.

Jönköping should be the regions natural centre. With an increasing accessibility, central housing and a city centre for everyone.

Jönköping should be a communication centre, a commerce centre and a meeting place in the middle of the regions in Sweden. A communication centre with an environmental image.

Jönköping should be Sweden's entrepreneurial centre with a lot of ideas and the enlighten university municipality with an edge.

Jönköping should be the bright city with experiences within all the areas. A municipality with both a cultural diversity and symbols and have both national and international events.

Furthermore, Jönköping should be the municipality with diversity and out for all perspectives the attractive municipality. The social, ecological and economic sustainable Jönköping should be the safe municipality that develops and where there is work for everyone. The total welfare of the people and quality of life should continue to be very high. All the citizens should be able to feel like they can be a part and participate to a positive and sustainable development of the society.

A more detailed description of the "Bright City Vision" can be found at www.jonkoping.se.

Stadsbyggnadsvisionen

The development department within Jönköping's municipality unit for the planning and strategical questions in the aspect of city development and infrastructure. The unit is directly subordinate to the board of the municipality and work in coordination with other department within the municipality.

The carrying through of Stadsbyggnadsvisionen and the project Norra Munksjön are two of the units, colourful projects. Within the development department the responsibility also includes the municipality's development and also for example "The Bright City".

A more detailed description of Stadsbyggnadsvisionen can be found at www.jonkoping.se.

Götalandsbanan/Europakorridoren

The projekt Götalandsbanan/Europakorridoren is planning two high-speed railways. Götalandsbanan that starts in the east and runs through between Gothenburg and Stockholm, via Borås and Jönköping and Europakorridoren that runs parallel with the E4 and runs through the cities of Stockholm, Jönköping, Copenhagen and Hamburg.

The work with Götalandsbanan has progressed the most and in Banverkets plan of the future 2004-2015 the construction start is marked to 2012. The Götalandsbanan project is planned to finish in 2025.

www.boras.se