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1   Introduction

The first chapter provides the reader with the background and general information about the subject for the thesis. This is followed by a short presentation of Jönköping and Destination Jönköping. Furthermore the problem will be discussed, followed by the purpose, research question, delimitations, contribution and the perspective of the thesis. At the end of the chapter definitions and keywords will be explained and to facilitate for the reader the structure of thesis will be presented in a clear overview.

Imagine yourself living in Stockholm, Sweden how about one morning leave your home address and start walk to your work and all of the sudden you see your name on a billboard next to a bus stop with the message: *We miss you!, Your sincerely Jönköping.* What would you do and how would you react? This was exactly what happened to some people with previous connections to Jönköping but nowadays live in either Stockholm, Gothenburg or Malmö. Relatives, friends, colleagues and others had stated and registered these people's names at Welcome2works campaign website as longed for to move back to Jönköping. This slightly new thinking and distinctive type of interesting campaign method was used by Destination Jönköping as a part within the city branding project Welcome2work.

1.1   Background

Working with brands has been common for companies for a long time but branding has in the last decade become one of the most important issues for the top management in many companies. This is due to an increasing awareness of the great value that a good and strong brand can offer to the company (Keller, 2002). To create a strong brand is hard due to the fact that there are a lot of barriers which has to be avoided in order to succeed. To build a strong and successful brand it is important to develop a brand identity, a brand image and a brand position. The identity refers to what the brand stands for, the image is how the customers perceive the brand and the position is what has been communicated to the potential customers (Aaker, 2010). Marketing and branding is often made differently depending on if it is a product or a non-product that will be promoted (Hoeffler & Keller, 2003).

Branding has been used for services and products for a long time, but the concept of branding a city is still a relative new phenomenon (Baker, 2007). Marketing or branding a country or a city did not exist at all for a long time. The first known attempt trying to market a city was in the beginning of 1990s. This attempt led to a development in the marketing and branding area and the way of branding a country or a city became more common and more spread over the world (Kavaratzis & Ashworth, 2005). One of the reasons for this is the increasing competition of investment, visitors and trade (Baker, 2007). This increased competition has given places and cities a greater need of differentiation since they had to be more individual and unique to attract more people (Kavaratzis & Ashworth, 2008).

The competition between different cities has recently been more common and may involve just a few or several actors and it could appear in many different levels such as local, regional, national and global. What level each city chose could depend on size of the city and what objectives the city has. In general the competition for a city is mainly concentrated to nearby cities but some cities are also competing in a global level (Gordon, 1999). The recent increase and development of competition between cities is mainly due to the globalization that has led to improvements especially within the technology. This new and more competitive situation forces the cities to increase their marketing of the city and also to put more focus to their strengths and their competitive advantages to stay attractive. The performance of employment and generating income between cities differs and it depends on what capacity the city has and which strengths that will generate most focus (Begg, 1999).

Another factor that has led to an increased competition between cities is urbanization which is a process where people move from rural areas into bigger cities with the desire to get a new job and an improved life (Yue, 2008). To measure how well a city stands in an urban competition it is mainly the combination of employment rate and the productivity that is measured. Due to this fact it is important for the cities to work hard with these parameters if they want to be seen as an attractive city in terms of urbanization (Begg, 1999). Cities have also an important part of the economic development since a lot of new ideas that increases the knowledge are created when people of different origins are interact with each other. Diversity is important when trying to attract talented people to get a wider view of the new ideas. A lot of cities around the world have also recently become more interested to attract and retain skilful people that have an academic background which a lot of the local companies and organisations are in great need of. This is called the distribution of talent and it is a vital issue within economic geography (Florida, 2002).

1.1.1 Jönköping

Jönköping as a trading site and city starting to exist in the 13th century but the municipality of Jönköping was formed in 1971. With a population of approximately 128 000 inhabitants Jönköping is one of the ten largest municipalities in Sweden. The city is located in the southern end of the lake Vättern. This makes Jönköping to a strategic location from a logistic point of view. 2.8 million or 30 percent of Sweden's population lives within a radius of 170 kilometres from Jönköping. The city is quickly expanding and part of one of Sweden's strongest economic regions at this moment. Jönköping has always been a city with prominent trade and commerce thanks to its strategic location. Today Jönköping is a well established exhibition city through Elmia exhibition centre which is internationally known, the city also has a top ranked availability of hotels and restaurants in Sweden. Centrally located Jönköping University is a vital part of the city with its 11 000 students of whom 1 000 students are exchange students. The commercial and industrial life in Jönköping consists of 10 000 registered businesses and is characterized by entrepreneurship, diversity and strong networks (Jönköping Municipal, 2012).

1.1.2 Destination Jönköping

Föreningen för Marknadsföring av Jönköping (Jönköping marketing association) was founded in 2004 and was the organisation that first started to work in terms of city branding with the aim to affect the image of Jönköping and how the brand Jönköping is perceived. Destination Jönköping was emerged from Föreningen för Marknadsföring av Jönköping in 2009 with the objective to create a joint marketing unit within Jönköping, whose purpose was to continue to develop and market the image of Jönköping towards residents, visitors and the business community as an attractive city. Briefly the essential work and the main focus is to efficiently marketing the city to make the residents and business community of Jönköping appreciate to live and operate there as well as to attract and inform new and current people and companies outside the region about what the city of Jönköping has to offer. The marketing department of Destination Jönköping is a non-profit organisation working on behalf of Jönköping Municipal. This makes it possible to have faster processes and work less bureaucratically (M. Lindén, personal communication, 2012-02-01).

Since 2008 Destination Jönköping, Jönköping Municipal, the public sector and approximately 40 employers from Jönköping has cooperated in the ongoing joint project Welcome2work. The aim of the project is to market Jönköping as a strong labour market region and to strengthen and facilitate the recruitment process of potential employees for the employers within the project. The campaign *Vi saknar dig* (We miss you) was launched 2010 as a part of the project with the aim to get people between 28-38 with some previous connection to Jönköping and a academic background to move back to the city (M. Lindén, personal communication, 2012-02-01).

The vision of Jönköping has since year 2000 been "the light at Vättern" which was meant to last until 2010. Today 2012 Jönköping still not have a new vision which is something that Destination Jönköping has started to work with. The main goal with creating a new vision is to strengthen the competitiveness of the city and trying to attract more citizens, companies and visitors. When creating this vision, Destination Jönköping wants the citizens and companies in Jönköping to participate. This will be done through several workshops where the participants could discuss what they think about Jönköping and how they want the city to be associated in the future (M. Lindén, personal communication, 2012-02-01).

1.1.3 Welcome2work

Welcome2work is a joint project since 2008 between Destination Jönköping, Jönköping Municipal, approximately 40 employers from Jönköping County and the public sector. From the beginning the idea was that the project should last for three years. With the aim to market Jönköping as a strong labour market region and to strengthen and facilitate the recruitment process of potential employees for the employers within the project. The project was never ended after the three years period, and today it is an ongoing project as long as it is self-financing. The aim is that the project should have at least an annual

turnover of one million Swedish kronor (SEK). The project is financed by the employers and the cooperation partners which sign up for one year contracts of 15 000 to 100 000 SEK. The target group of Welcome2work is people primary between 28-38 years old with working life experience and an academic background searching for new challenges (M. Lindén, personal communication, 2012-02-27).

1.1.4 Vi saknar dig

As a part of the project the campaign *Vi saknar dig* was launched 2010. The campaign was primary aimed to get people with an academic background between 28-38 years old, with some previous connection to Jönköping to move back to the city. The reasons for choosing this target group are based on the fact that it is easier to attract people to move to a city if they already have some connections to the city (M. Lindén, personal communication, 2012-02-27). On average Swedish people move four times between the age of 20 and 30. It has also been noted that people with a university degree has a greater tendency to move more frequently (Boverket, 2012b). The population in Jönköping is growing which are shown in the figures in appendix 1. Between the years of 2009 and 2010 the population grew with something between a half and one percent. A pattern that could be seen with these maps is the fact that it is those cities with universities that tend to grow most. In more rural areas without any bigger cities with universities the population decreases instead (Boverket, 2012a & 2012b).

There was a lot of publicity made on this campaign from Destination Jönköping which was seen as quite successful and innovative. The Swedish magazine Resumé, which is a branch magazine focusing on media and advertisement, appointed the campaign *Vi saknar dig* at third place of best integrated marketing campaign in Sweden between January and April 2011 (Thambert, 2011). Sara Rosengren working as an associate professor at Stockholm School of Economics liked the campaign:

 "My favourite. It is wise to focus at the home comers. The personal touch also enables an appeal to a wider audience compared to the case of a traditional campaign." (Rosengren, cited by Thambert, 2011, p. 26)

The campaign have never had a definitive ending, instead the campaign have been implemented in different steps:

1. In November 2010 the campaign was launched with outdoor advertising at billboards and bus stops in the central parts of Jönköping with the message "who do you miss?" then people could send in suggestions of people they wanted to move back to Jönköping at www.visaknardig.se. The billboard advertising is exemplified in figure 1.1. (p. 11)
2. The first step resulted in approximately 200 specific suggestions of potential names from the website. All those got a moving box delivered at home with a gift from Jönköping, a list of available jobs in Jönköping to mention a few things.

3. 25 names of those who got a moving box was selected from Stockholm, Gothenburg and Malmö to participate in radio commercial, on billboards and in advertising on target group specific websites. Video greetings from residents in Jönköping was also spread on Facebook as well as at the website www. visaknardig.se.

4. 1 200 paper airplanes with an invitation to a flight to Jönköping were sent out. Of those who replied the invitation 50 persons was selected and flew to Jönköping for an intensive day with meetings with employers offering jobs, inspiring lecture and a city tour (M. Lindén, personal communication, 2012-02-27).

Figure 1.1 Example of billboard during campaign. Source: Destination Jönköping 2012

1.1.5 Newcomers club

Newcomers club is a network started by Destination Jönköping who turns to people that recently has moved to Jönköping. The main purpose of the club is to help the newcomers to create relations to other persons that moved to Jönköping recently (Welcome2work, 2012). There are some arranged meetings several times a year where they doing different activities such as after work and visits at local companies. The Newcomers club are a part of Welcome2work which means that the companies within the project are also a part of the Newcomers club. Due to this, all newcomers that work at one of the companies within the project do not have to pay anything for the membership. Otherwise there is a fee which is 400 SEK a year. Today they are around 200 persons that are a part of the network Newcomers club (M. Lindén, personal communication, 2012-02-27).

1.2 Problem discussion

In the problem discussion problems are identified within the subject and will lead up to the focus of this thesis. To be able to reach the wanted target group the product, service or as in this case city needs to be marketed. There are different approach alternatives which a marketer can choose between, the alternative that is often described as the most powerful tool is branding. When it comes to city branding it is essential that a city finds unique aspects, an identity that is appealing to different kinds of people (Morgan, Pritchard & Pride, 2002). In today's market when distances is no longer such a barrier and information is easy to access it results in global competition and makes it difficult for cities to be seen (Buhalis, 1999). This leads to a challenge where marketers must put even more emphasize on differentiation. Because an undifferentiated city will be more unnoticed and just become one in the masses, which most likely would result in a more unattractive place to visit, live and operate in compared to a city with a differentiated identity and image (Morgan et al. 2002).

When branding a product or a service it is possible to brand it in a desired way, but when it comes to city branding it is more complex. This is because the identity and way of positioning the city have to connect and link with culture and truths about the city. A city can therefore not do a total makeover because it has to connect with its personality compared with a company that can re-brand themselves in whatever way they want with the intentions to be seen in a different manner (Morgan et al. 2002). City marketers have to investigate what demand people have and try to provide it as much as possible. When people are visiting a city they nowadays looking for an experience instead of single attributes that the city are offering. This phenomenon is more useful in a situation where the city is trying to attract tourism, this will not be the angle that this thesis will have and instead it will focus on trying to convince people with previous connection to a specific city. It is however a factor that influences a citizen if they consider moving (Buhalis, 1999).

What was mentioned above will be taken in consideration when investigating how a city communicates to differentiate themselves with the aim to become a city with unique attributes that attracts citizens, tourism and companies. The problem this thesis will focus on is what city branding results in and how efficient it is. As the concept of city branding has not been used for that long time, the field of city branding is not fully investigated. Therefore will this thesis focus be on trying to investigate this further by following up the campaign *Vi saknar dig* and see the actual effects of it. The campaign is based on the concept city branding and it has been communicated through different kinds of media. Within the campaign, a lot of innovativeness has been used and the campaign has received lot of positive attention due to the fact that they have an innovative way of branding their city. This type of campaign with innovative influences has not been used that widely by other mid-size cities in Sweden before. Therefore we aspire to give a first glimpse of this quite unusual way of doing campaigns within city branding and to examine the effects connected to the campaign.

1.3 Purpose

The aim of this thesis is to understand the concept and development of city branding, in order to be able to examine the degree of the perception of the campaign *Vi saknar dig*. Through a quantitative method the receivers' perception of the campaign will be evaluated to identify possible effects that city branding could contribute towards academic people with previous connections to a city.

1.3.1 Research questions

- What contribution has the campaign *Vi saknar dig* resulted in for Jönköping as a city and to which extent have it fulfilled its intended objectives?

- What effects could effective implementation of city branding contribute to a city's target group?

- Would it be possible to affect people in their decision to relocate from one city to another by using city branding?

1.4 Delimitation

This paper is limited to only investigate Jönköping and try to compare the empirical findings that we receive with the theoretical framework. To only analyse Jönköping may give a partial view of the problem area. The assumptions is that it is better to get a more deepen view over one city than it is to investigate several cities which would have result in a too inconclusive study of the subject. The reason to examine Jönköping and the campaign *Vi saknar dig* is based on its distinctive approach and the attention it has received. Further on we assumed Jönköping to be defined as a mid-size city, which is interesting because most of the previous studies have been made on larger cities all over the world. This means that the conclusions of this paper of city branding will focus on mid-size cities within Sweden and may not therefore suit larger or smaller cities.

Thanks to the cooperation with Destination Jönköping it has been possible to get a good view of how an organisation can work with city branding. Destination Jönköping tries to attract three kinds of groups to Jönköping; visitors, citizens and the business community. Most of the efforts of this thesis will be on how Destination Jönköping works to attract academic people with a previous connection back to Jönköping.

1.5 Contribution

Branding has been common for a long time but the assumption is that branding has become more and more important and used frequently during the last decades since the competitiveness of investment, visitors and trade is increasing. The concept of branding has been used for product and services for a long time but branding of cities and places is still a quite new phenomenon. Therefore there is a need to fill in the gap within existing research in this field. In accordance to the purpose of the thesis it is interesting to examine the effects of communication by the city as a part of the process of city branding to increase the attractiveness of Jönköping for academic people with previous connections to the city. The thesis will therefore contribute to the knowledge of using integrated marketing communication within city branding and the subsequent effects.

1.6 Perspective

Since the thesis aim is to examine the effects of city branding, the perspective that is useful in this situation is therefore an organisational point of view of companies and organisations that are active within the work of city branding. To be able to understand the organisational point of view better within city branding consumers will be used as a tool. Consumers in this thesis are assumed to be those persons with an academic background who has been contacted and participating in the campaign *Vi saknar dig* within the project Welcome2work by Destination Jönköping.

1.7 Definitions

The purpose of this part is to facilitate for the reader to understand the most relevant concepts for this thesis. This part of the thesis in the beginning will hopefully make it easier for the reader to get a clearer understanding on what will be essential throughout the thesis. These following definitions are presented differently in different sources but this is the way we see this definitions through our thesis.

Marketing: "*The process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational goal*" (Bennett, 1995, p.166).

Branding: "*A distinguishing name and/or symbol (such as a logo, trademark, or package design) intended to identify the goods or services of either a seller or a group of sellers and to differentiate those goods or services from those of its competitors*" Aaker (1991, cited in Lewis & Barbara, 1997, p.9).

Brand identity: "*Brand identity is a unique set of brand associations that the brand strategist aspires to create or maintain. These associations represent what the brand stands for and imply a promise customers from the organization members*" (Aaker, 2010, p.68).

Brand positioning: "*Brand position is the part of the brand identity and value proposition that is to be actively communicated to the target audience and that demonstrates and advantage over competing brands*" (Aaker, 2010, p.176).

Brand image: "*The brand image is a mirror reflection (though perhaps inaccurate) of the brand personality or product being. It is what people believe about a brand- their thoughts, feelings, expectations*" (Bennett, 1995, p.28).

Image: "*The consumer perception of a product, institution, brand, business, or person that may or may not correspond with "reality" or "actuality"*" (Bennett, 1995, p.132).

Integrated marketing communication: "*Where each of the media being used in a campaign is co-ordinated in time, message and graphics, and so result in a synergistic overall effect*" (Hart, 1996, p. 153).

Place marketing: *"Activities designed to encourage people to locate in or visit a particular physical place…"* (Baker, 1998, p.200).

City branding: *"The practice of applying brand strategy and other marketing techniques and disciplines to the economic, social, political and cultural developments of cities, regions and countries"* Anholt (2004, cited in Kerr 2006, p. 278).

Due to the fact that destination, place and city branding are adjacent, have we chosen to through our thesis focus and using the term city branding because it is most related to our purpose of this thesis.

1.8   Structure of thesis

Chapter 2 Theoretical framework
- This chapter will present the choice of theory related to the topic of the thesis. Articles and publications will form the basis for the theoretical findings to be able to fulfill the purpose and answering the research questions.

Chapter 3 Method
- The third chapter will provide the reader with a overview of the methodology and the chosen research approach of the thesis. Furthermore will the sampling design process and the information sources as well as search parameters and search strategy be presented. The chapter will finaly handle the reliability, validity and generalization of the thesis.

Chapter 4 Empirical findings
- The fourth chapter will bring up the obtained empirical findings from the telephone questionnaire.

Chapter 5 Analysis
- In this chapter the empirical findings and the theoretical framework will be compared and analysed.

Chapter 6 Conclusion
- The conclusion chapter will provide answers to the research questions of the thesis and conclude the study.

Chapter 7 Discussion
- In the last chapter the findings from the research will be discussed. The section also brings up critique of the study as well as suggestions for further research.

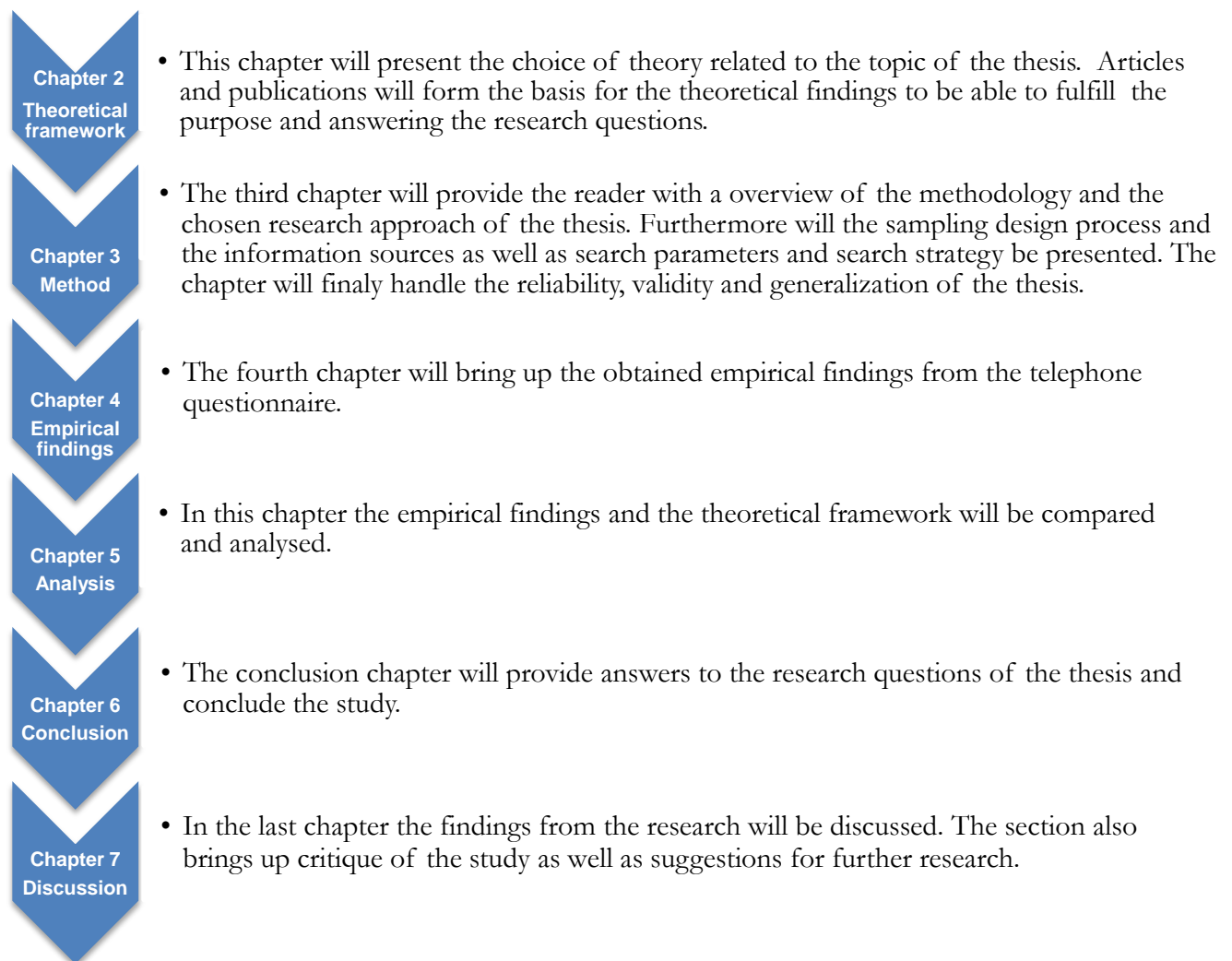*Figure 1.2 Structure of the thesis*

2 Theoretical framework

Chapter 2 will initially begin with a short introduction and explanation of our choice of theory and how it relates to the thesis. Furthermore general theories concerning communication such as integrated marketing communication and the communication process will be presented and explained. This is followed by theories regarding branding which includes the brand components, city branding and city branding management. This chapter will end with a summary of the theoretical framework to facilitate for the reader to keep in mind the key concepts throughout the thesis.

2.1 Choice of theory

This section will briefly present the theories in the theoretical framework. Our chosen theories should help us to fulfil the purpose and answer the research questions. The theories will also be a part of the analysis since it will be compared with the empirical findings. We have chosen two main chapters within this framework, communication in general and branding. The theoretical framework will initially bring up communication where the focus is at integrated marketing communication and the communication process. In the integrated marketing part Shimp's (2007) five key features of integrated marketing will be presented. The communication process will then be described through a model where the whole process from sender to receiver is explained (Kotler, Armstrong, Wong & Saunders, 2008). Next part of the framework address branding and especially city branding. At first in that section, Kavaratzis and Ashworth's (2005) components of a brand is brought up. Kavaratzis is an important author and a lot of his research is presented in the city branding section. One part of the city branding section will focus on the citizens' role of city branding. Finally a model that describes how to manage city branding is presented. The model made by Hankinson (2010) is intended to be a tool to create a stronger and more successful city brand.

2.2 Communication in general

In this section of the theoretical framework are the concepts of communication process and integrated marketing communication presented.

2.2.1 Communication process

To understand the concept of communication it is relevant to fully understand how a communication process may look like. By understand the communication process we will be able to better analyse how Destination Jönköping have worked with their own process and development of communication to find similarities and differences.

Many marketers' main focus and objective is to create an immediate awareness of the brand which could be seen as successful in the short run but to succeed in a longer perspective it could be useful trying to manage a good and healthy customer relationship. This means that a marketer would not be too satisfied just reached out to a customer once, instead the organisation should try to create a relationship with the customer which could lead to more

future purchases. When communicating a message it will pass through several different phases as shown in figure 2.1 (Kotler et al., 2008).
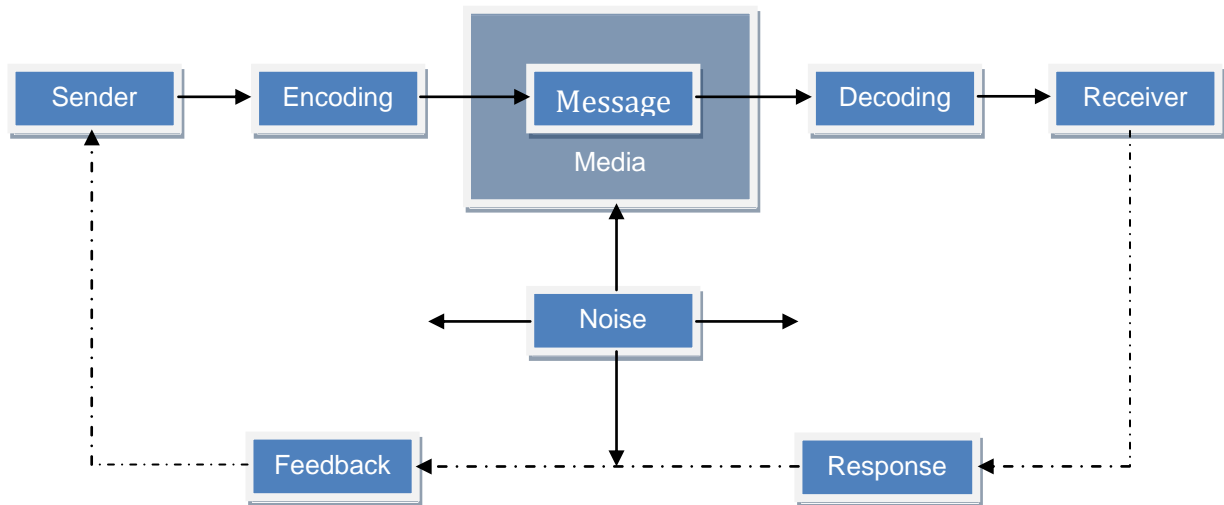
Figure 2.1 Communication prcess model (Kotler et al., 2008, p. 699)

The initial part of the communication process model starts with the *sender* which is the one who are responsible for the message and most often also creates it. The sender are then converting the message into a symbolic form which often is some kind of advertisement, this is called *encoding* which will result in a *message*. This is what kinds of pictures, words or symbols the sender has chosen to show in their advertisement. After the message has been encoded it appears in different *media*. Some examples of different media are newspapers, TV-commercial and an outside billboard. When the message has been sent and noticed it has to be *decoded*. This means that the *receiver*, which could be a potential customer, of the message creates his or her opinion and thoughts of the advertisement. What did the receiver thought about the advertisement? Did he understand the message from the sender? The answers of these kinds of questions will be the receivers' *response* of the message and choice of media. The receivers' response and opinions will then turn into *feedback* if it sometime will come back to the original sender. Everything that will disrupt the communication process which could lead to that the receiver obtains a different and a wrong view of the message is called *noise*. The noise may occur anywhere in the process and could give the receiver another view of the message than what the original message was (Kotler et al., 2008).

Both Ouwersloot and Duncan (2008) and Pickton and Broderick (2001) has published models including the same fundamental parts of the communication process as the earlier mentioned model by Kotler et al. (2008). All three models are based on the same concept with a message that is sent from the sender to a receiver with a surrounding noise that may disrupt the message. This proves that there are several researchers with the same fundamental opinions regarding the communication process. We have though decided to use the model from Kotler et al. (2008) but Ouwesloot and Duncan's (2008) and Pickton and Broderick's (2001) models gives a consistent picture of the concept which makes it more reliable.

2.2.2 Integrated marketing communication

We have chosen to include the integrated marketing communication (IMC) to this thesis since Destination Jönköping has used IMC throughout their campaign. They have used several marketing activities through different channels of media to reach their target group. By understand the fundamental parts of IMC it will simplify for the reader to understand the structure and execution of the campaign *Vi saknar dig*.

Integrated marketing communication (IMC) is a process where different kinds of marketing activities such as sales promotions, advertisements and public relations are delivered to the potential customers of an organisation or a company. An important factor with IMC is that all marketing communication activities work in harmony to increase the effectiveness of the communicated message to the selected target group (Pickton & Broderick, 2001). The implementation of IMC is a concept that has risen during the 21st century (Luck & Moffatt, 2009). According to Shimp (2007) IMC could be divided into five key features which are described below:

1. Begin with the potential customers

It is important in the first feature to begin the process with the potential customer to create the most relevant messages with the most appropriate channels of sending the message. IMC tries to avoid an approach of company to customer and instead uses a customer to company approach which means choosing the methods that will suit the customers best is to prefer. It is also important to understand that it is not only one communication media that will be the best choice. Instead the marketers should try to choose the number of different media that could reach and attract the potential customers in the most efficient way (Shimp, 2007). Customers have different opinions and perceive messages in different ways which means that a marketer has to find and understand these differences to be able to reach the customers. It is also important to understand the fact that a customer is affected by several cultural, personal and social factors (Ouwersloot & Duncan, 2008).

2. Using various marketing communication tools

Within marketing communication there are several different tools that can be used to reach out to the audience. Some examples of these tools are advertising, sales promotions and public relations. They are not similar in how they work and they also differ in their effectiveness depending on the situation. That is why a marketer should try to find which tool that would fit the actual situation best instead of using the same one all the time. There are several different channels that could be chosen to market through but as mentioned before it is not correct that one channel would be the best in all situations. The total objective of IMC is to reach the targeted potential customers in an effective way by using the most suitable ways of contacting them (Shimp, 2007).

3. Give a consistent message

When working with IMC it is important that all messages which are sent out should give a consistent message. If the messages differ from each other it is a risk that duplicated work is used or the fact that the message could be perceived as relative contradictory (Shimp, 2007). According to Ouwersloot and Duncan (2008) it could be a challenge to make the

messages consistent with the brand position and the brand image. To be able to create consistency the message in an IMC campaign could be imitated or mirroring to another message that is sent out through another communication tool.

4. Build relationships
This fourth feature focuses on building and maintaining relationships with your customers where IMC plays an important role. The relationship could be seen as a link between the company with its brand and the customer which could lead to loyalty towards the company. Building relationship with customers could be done in several ways but there are two ways that could be seen as more common. The first one is to create a program that will reward the loyal customer through giving bonus points or other benefits. Building relationships could also be done through creating brand experiences that the customer perceives as positive. This brand experiences could be done by arranging events or setting up venues that may affect the customers' feelings that the brand is a part of their lifestyle (Shimp, 2007). In today's marketing communications it has been more common to create marketing programmes that focus more on the building of close relationships with the customers. One important factor that could help building relationships with the customers is that the company has to create extra value for the customer (Kotler et al., 2008).

5. Affect the behaviour
IMC would preferably also affect the behaviour of the customer since a company should not be satisfied to only create brand awareness instead they should try to persuade the customers to action. To affect the behaviour of the customers it is important that the company make them aware of what benefits this brand could contribute trying to attract the customers into buying the brand (Shimp, 2007). As mentioned in the first feature the behaviour is affected by several cultural, personal and social factors and according to Kotler et al. (2008) it is difficult for a marketer to control these kinds of factors. Pickton and Broderick (2001) also means that it exist a link between behaviour and attitudes. This means that the attitude could affect the behaviour positive or negative depending on the behaviour.

According to Luck and Moffatt (2009) IMC has a broader view of marketing communication to keep their customers satisfied and attract new ones by using a customer focus approach. The IMC approach includes a wide selection of stakeholders in its perspective as for example employees, channel members, suppliers and media. The joint view of IMC is that the key elements of IMC are to use a holistic and strategic view when using marketing communications. The aim of IMC is to create a well shaped message that is unified through optimizing the communication mix by integrating, combining and synergising the elements to establish a strong communication mix. They also states that the most common way of using IMC is within selling products but IMC has thanks to the rapidly changing society been spread to other business environments. IMC is therefore important due to the fact that it is newer and it is right in time, but also that IMC have great potential to be even more useable.

2.3   Branding

In this section theories within branding are presented, we have chosen to include the brand components, city branding and a model with potential guidelines of city branding are presented.

2.3.1   Brand components

We thought it was essential for the reader to understand what components a brand are built of to better understand the concept of city branding.

A brand consists of three different components which has a clear relation to each other (figure 2.2). The components are brand identity, brand positioning and brand image. All three are important components of a brand and they affect each other. "Brand identity is how the owners want the brand to be perceived, brand positioning is the part of the value proposition communicated to a target group that demonstrates competitive advantage and brand image is how the brand is perceived." (Kavaratzis & Ashworth, 2005, p. 508) These are important both when it comes to a product or service as when it comes to a city or a place (Kavaratzis & Ashworth, 2005).
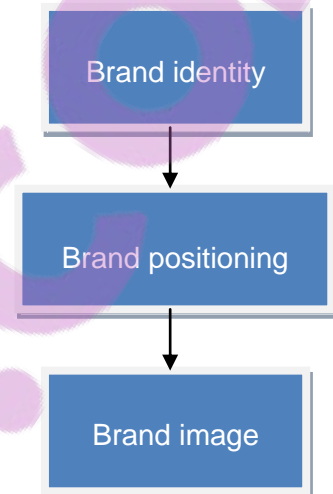
Figure 2.2 Brand components (Kavaratzis & Ashworth, 2005, p. 508).

2.3.2   City branding

Since the main alignment of this thesis focus on city branding this section of the theoretical framework will be the most comprehensive section. At first the concept city branding is explained to the reader to get an overview of the topic.

When it comes to cities, the use of branding and marketing is something that have been used since the 19th century but the use of these tools and methods have grown significantly for more than the past three decades. The reason behind this is because the increased competition between cities over tourism, residents and companies positioning and investments in the city. The phenomena that cities started to focus on more intensified marketing was founded by cities that had an entrepreneurial spirit which made the way of promoting a city more similar to how corporations marketing. In the beginning did the cities use the most simplest convertible marketing methods and techniques based from the original field of marketing, which many cities still does. This limitation is partly due to the reason that the marketing positions in cities are not knowledgeable enough and do not possesses the perhaps needed skill and experience to market the city in an effect manner. It is also affected by the early stage city marketing and city branding actually is in compared to typical marketing within the area of companies, products and services. The use of city marketing methods and models that have been applied by cities have lead to its equivalent area and others of the academic world interest have increased due to the fact that these people think that with some needed adjustments the practice of marketing within cities is

applicable (Kavaratzis, 2004). It is difficult for city marketers to communicate a unified message of identity and the city's core values due to the fact that it have to be presentable, easy to be marketable and make it to be noticeable in a effortless manner. Another key challenge to brand a city is that within a city there are multiple values that are needed to be formed to be suitable for the target group. What makes this difficult is that there are a number of values that will make it hard to fit the target group since a city hold various social groups that have different interest and values (Zhang & Zhao, 2009).

City branding in general becomes more difficult for the marketers compared to regular marketing and branding of products or services due to the fact that when regular marketing is made it often has a specific target group. This makes it easier to shape the content to make it receivable and wanted by the specific target, a city however are faced with multitudes of target groups and stakeholder groups which makes it difficult to reach out to the masses (Kavaratzis, 2004). If the city chooses to develop different kind of brands to several stakeholders it will lose a greater amount value of the city´s active branding (Dinnie, 2011). According to Buehler and Halbheer (2010) active branding is described as when the brand image of consumers is affected by the seller's advertising, the contrary which is passive branding that occurs when the brand image derives from consumption. The city marketers must because of that create a complete and perfect balance when branding and examine what environment the city persists of in a both economic and social perspective. The marketers also have to consider if the city have any skills, resources, opportunities and capabilities and where they might be. As well as what is the city core values and other attributes it consist of as for instance behaviours, characteristics and attitudes which have led to the city possesses those competences. By examine these factors the city branding marketers have to create a combination that influences the broad target groups and produce a differentiated mix that generate attraction to the city (Dinnie, 2011).

2.3.2.1 The citizens role of city branding

We think it is important to also explain which role the citizen could have within the city branding. This is due to the fact that the citizens have an important part within the concept of city branding and should therefore be taken into consideration when developing a branding strategy (Insch, 2011).

When the term city branding is mentioned, the most common way of thinking is to brand the city to attract other parties than citizens, but it is also important to attract the current citizens. The city should preferably be seen as an attractive city to live in and it is important for a city to maintain a diversified, pleased and talented population (Insch, 2011). Where a person decides to live is often based on the person's impressions of different services that a city can provide (Morton, Chen & Morse, 2008). There are some basic requirements that a citizen most often has of a city, such as available places to live, health care, infrastructure, education and stores to mention a few (Williams, Kitchen, Randall & Muhajarine, 2008). If the citizens enjoy living in the city the possibility of communicating a positive word of mouth about the city increases. They are the ambassadors of the city and their thoughts of possible benefits of the city can be used in future marketing. If the citizens are pleased and

enjoying the city it will also be a greater chance that they will stay in the city in the future which will generate further income for the city (Insch & Florek, 2010). The quality of the city is important for a city but it is vital to understand that a citizen and a public manager may have different opinions of the quality of the city (Morton et al., 2008). The loyalty that a citizen could feel to their city is similar to the loyalty that a consumer could feel to a product or a service. But creating loyalty is not only important towards the citizens but also for other stakeholders as for example business owners, investors, students and tourists (Insch, 2011).

To stay competitive in the long run it is important for a city to involve the citizens when deciding future directions and visions. Many cities are only concentrating their brand building work through the visual aspects that could be for example slogans and logos. By inviting the citizens to participate in their brand building work it will be more obvious what the true identity of the city really is. The identity is seen as the essence of the brand and is therefore especially important in a city's brand strategy. To find out what the identity of a city is two questions should be answered, "Who are we?" and "What do we stand for?" (Insch, 2011).

2.3.3 City branding management

In this chapter we will provide the reader with perspectives within city branding management and also explain this essential model of managing city branding. There are different aspects surrounding the area of a city brand which have an impact on the outcome, where each and everyone have a role that needs to be taken into consideration for managing and creating a more successful city brand (Hankinson, 2010).

This section of the theoretical framework will address the processes to improve how to manage city branding. The four parts that will be brought up does not always use the term branding, the understanding of the city branding phenomenon will however be affected. These four different areas that have been reviewed are not completely independent which leads to that overlaps will occur between the different areas which are shown in figure 2.3 (p.23) (Hankinson, 2010). City branding is complex phenomenon and could be seen from different perspectives. Figure 2.3 model of managing city branding present four different views and associations of the concept.
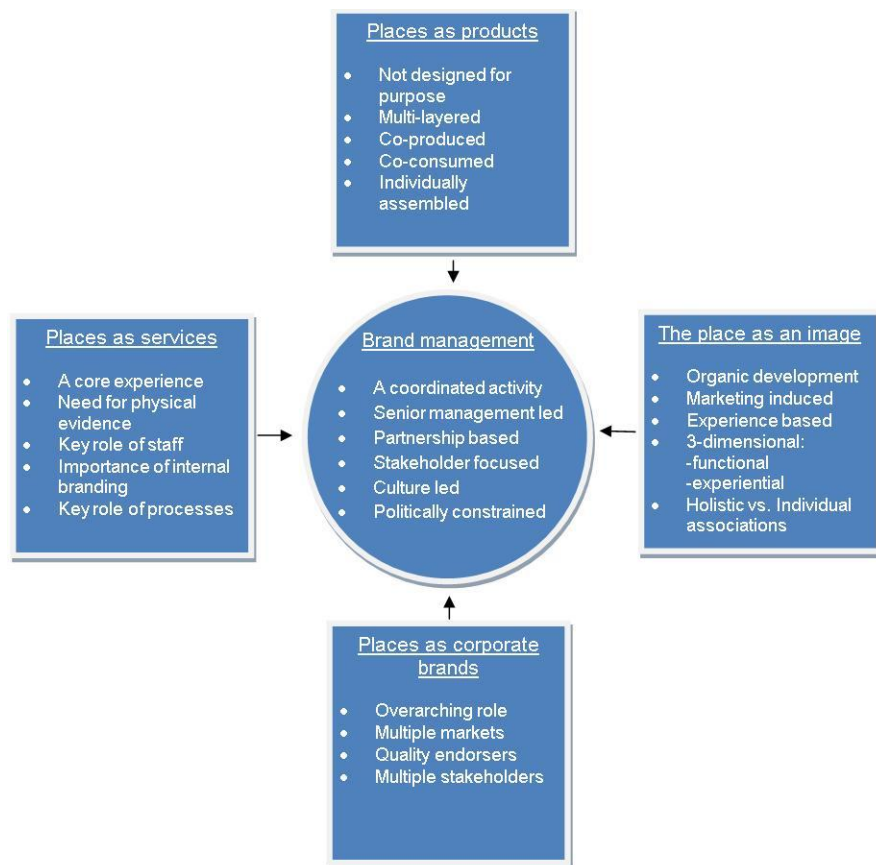
Places as products

- Not designed for purpose
- Multi-layered
- Co-produced
- Co-consumed
- Individually assembled

Places as services

- A core experience
- Need for physical evidence
- Key role of staff
- Importance of internal branding
- Key role of processes

Brand management

- A coordinated activity
- Senior management led
- Partnership based
- Stakeholder focused
- Culture led
- Politically constrained

The place as an image

- Organic development
- Marketing induced
- Experience based
- 3-dimensional:
  -functional
  -experiential
- Holistic vs. Individual associations

Places as corporate brands

- Overarching role
- Multiple markets
- Quality endorsers
- Multiple stakeholders

Figure 2.4 Model of managing City Branding (Hankinson, 2010, p. 28)

2.3.3.1   Places as products

Places as products is not built or planned for a special purpose, instead it has emerged organically which have a substantial impact on the progress for strategies on city branding. The organic development nature have lead to cities use of different characteristics that the cities possesses, which for instance could be the city's heritage that consist of special attributes which could be both positive or negative. If the city have an exciting and attracting history it makes it easier to brand compared to an industrial city background. Even though it will be more difficult to renew its appearance it is possible through different kinds of processes of urban renewal. Place as product consist of a mixture of services and it is referred as multi-layered, where these services is used in marketing and is marketed as an own part of the joint product offered. The co-production of a city's core offer is offered through various independent organisations which lead to that city branding needs to be partner based. These partners are required to provide funding to the city as well as services that is in line with the city's brand values. Due to the fact that a city product consists of a multidimensional offering that attract different kinds of segments makes the co-consumption characteristics complex with the city's offered products. This makes it of most importance to create a compatible and functional combination of services so that conflicts of interest can be prevented and avoided (Hankinson, 2010). According to Kavaratzis and Ashworth (2007) the view of seeing the city simply as a product is not applicable. The authors' states that a brand of product is different compared to a city brand and cannot be seen as the same. What is apparent though is that it is possible to not exclude a city brand and match it up and see it as brand of a corporation.

2.3.3.2   The place as an image

A city's image is important to be attractive, it is therefore often for city branding marketers a mission to reposition the perceived image to create differentiation to become more competitive compared to other cities. It is not enough to communication through different sources when trying to establish a strong city brand. It also comes with expectations that these promises have to be fulfilled and delivered to the target group otherwise the perceived city image will be insufficient and damaged (Hankinson, 2010). Balakrishnan (2009) do support the same grounds of theory regarding the expectations of a city that are needed to be fulfilled to prevent dissatisfaction. To be able to fulfil the experience and become successful is the city in need to be assisted by investments, which make it possible to form the city product in both primary services as well as infrastructure to create the wanted experience opportunity (Hankinson, 2010). To differentiate the city's image and to be able to affect the target groups' images, the message needed to be clear and have a uniqueness that is attractive to the target groups. A city also needs to consider the fact that they do not communicate several different images due to that this might lead to confusion (Balakrishnan, 2009).

2.3.3.3   Places as corporate brands

Due to the fact that places are co-produced with other independent service providing organisations that creates the necessity of an identity which can be linked with each other, since the brand of the city needs to have overarching role. To unify the core values and distribute value to primary services with the intentions to create a valuable city product is a difficult assignment for cities but even harder for larger private sector corporations that have a similar task. There is still a difference since corporations have the possibility to grow through acquiring and growing compatible businesses whereas cities do not possess this opportunity to grow in this structured way. What has been showed in the past of history is that large corporation grows from the start through set up a core set of values. This differs compared to cities where the task and mission is to find a common ground between cities and their partner organisations. To be able to bond and create trust between the corporations and its target group it requires quality associations that overlap and is of relevance to multiple markets where the corporations is active in. This is also applicable when it comes to cities (Hankinson, 2010). It might sometimes be hard to pinpoint what similarities there are regarding city and corporate brands except that they are both different if they are compared versus product as a brand. What is also mentioned about the similarities about city branding and corporate brands is that a city brand could be more complex than a corporate brand. It is indicated that there is no clarity whether it is possible to treat or if it is possible to manage corporate and city brand in the same way. What is stated though is that city branding has a lot to learn from corporate brands and how they are evolved through different methods and theories. But what is needed to have in mind is that city branding methods have to consider their own circumstances and cannot apply the same as corporate brands (Kavaratzis, 2007).

2.3.3.4 Places as services

Services play a central role when it comes to cities. The city needs to promote and communicate some sort of physical evidence on what sort of services that the city provides due to the fact that services by its nature is intangible. City branding that promotes such physical evidence often uses posters of some sort to try mediate what the city have to offer. Staff of the service provider is also an important part of physical evidence since services is a core part of city's product. This result that cities needs to put emphasis on how these service providers handle the encounters to be in line with the city's general brand offer. The behaviour and attitudes of frontline people is of most importance because the message that is delivered is the city's brand and with an unmanaged and insufficient message will result in a reduced chance of becoming a successful city brand (Hankinson, 2010).

2.3.3.5 The implications for the management of place brands

There are some similarities according to Hankinson (2010) that are clearly presented between regular branding and city branding. It is nonetheless some aspects where city branding is different compared to regular branding. The parts where it distinguishes are primary the nature of the place product and the institutional framework within city branding. As mentioned before these differences entails to that this will not be a controlled activity, instead a coordination process will occur. This leads to that there will be ramifications for the city branding organisations which makes their position in handling the brand outcome more or less uncontrollable. The city branding organisations need because of this try to find common a ground with other partners to create a consistent place product and brand. By using these common agreements is necessary if the city want to add value to their brand and to give the service provider a quality improvement (Hankinson, 2010).

2.4 Summary of theoretical framework

The theories in the following section have been included in this paper since they are assumed to be relevant for the chosen subject. The theories will be briefly presented in this section to summarize the theoretical framework

Integrated marketing communications (IMC) is used to create a selection of marketing activities that delivers the same message through different channels, these marketing activities can for example be sales promotions, advertisements and public relations (Shimp, 2007). The communication process describes the different types of phases that a message will pass through. This communication process model consists of the following parts; the message is communicated by the sender and moves through encoding, media, decoding, receiver, response and feedback, where the surrounding noise may affect the message throughout the whole process (Kotler, Armstrong, Wong & Saunders, 2008).

A brand consists of three different parts and these are brand identity, brand positioning and brand image and they are referred as the brand components (Kavaratzis & Ashworth, 2005). City branding is similar to regular branding but the focus is instead to brand the city.

The use of city branding has grown in the last three decades significantly compared to the past. The city branding marketers needs to consider different aspects surrounding the city brand to make it as powerful and suitable as possible. When it comes to regular branding the target group is often specified but this does not apply in city branding because the target group is more or less everyone. This creates the difficult task to form a message that can be received to a large number of people compared to regular branding when the marketers knows approximately what the target group wants and needs (Kavaratzis, 2004). Top of mind when mention city branding, is to brand the city to make it as attractive as possible for people outside the city. This is of course very important but the marketers cannot forget about the citizens inside the city, because they have an important role as well. Pleased citizens may contribute to a positive word of mouth that will benefit the city. It is also important to include and involve the citizens when deciding future directions and vision for the city (Insch, 2011; Insch & Florek, 2010). The city branding management section provides the processes to improve how to manage city branding. Within city branding management there is four different areas that have been brought up and these are places as products, places as corporations, places as services and the place as an image (Hankinson, 2010).

Figure 2.4 will facilitate for the reader to understand how we believe the theories of this paper relates to each other. Our assumption is that city branding is developed through the model that was presented by Hankinson (2010) and is delivered through integrated marketing. To reach the target group the communication process is a necessary part to manage. With help of integrated marketing and the communication process, city branding reaches the chosen target group. The relation between the theories is shown in figure 2.4.
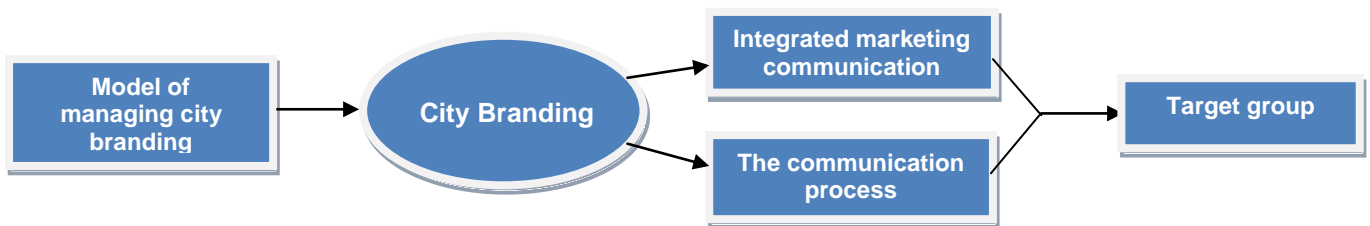

Figure 2.5 Relation between theories

3 Method

In this chapter the methodology for the thesis is presented regarding the choice of research approach. This is followed by the sampling design process and the information source which includes search parameters and search strategy. Furthermore methods of data collection and analysis of data will be presented. The last part of this section includes reliability, validity and generalization. Together all sections will provide the reader with an overview of the methodology of the thesis were each approach is presented and argued for.

3.1 Research approach

Research is defined as *"...a systematic investigation to find answers to a problem."* (Burns 1990, p 1) When conducting a research, the literature distinguishes between two different approaches, qualitative and quantitative. Qualitative approaches are primarily but not necessary related with interpretivism and quantitative approaches are mostly related to positivism. Regardless of approach the fundamental of each approach is a problem which will be investigated but through different mode of procedure (Williamson, 2002). In the following sections we will present both the qualitative and the quantitative approach.

3.1.1 Qualitative and quantitative approach

Qualitative data is collected in form of words. To collect qualitative data an interpretive approach has to be taken which includes techniques such as interviews and observations to collect meanings and thoughts created by people (Williamson, 2002). When collecting qualitative data the answers could not be restricted of that many limits. The answers should instead be seen with a lot of transparency. A qualitative method puts effort into details and the uniqueness from the answers (Jacobsen, 2002). Collecting qualitative data could be done through for example an open-ended questionnaire or longer interviews trying to analyse the answers quite thoroughly. Qualitative data is often analysed through the use of conceptualisation (Saunders, Lewis & Thornhill, 2009).

According to Jacobsen (2002) the qualitative methods could contribute the correct understanding of a situation since it is those who are investigated or interviewed that have the possibility to define what the correct situation is. When investigating it often occur a kind of proximity because of the one who investigate another person tries to get a deepened view of the other person's thoughts to get a good and reliable result of the research. Jacobsen also mentions that a qualitative method is flexible because the problem that we want to find answers of could change with time. This is due to the received answers can for example give a new view of the problem that not was the original thought. Some disadvantages with qualitative methods are that it often take long time, the investigated group of people is small compared to quantitative method and the answers are often relative hard to interpret and could easily been understood wrong.

Quantitative data is primarily collected through methods such as questionnaires which simplifies the results in term of numbers and is analysed by using statistics and diagrams (Saunders et al., 2009). The use of quantitative method provides the advantage and the ability to reach a high number of respondents. From this it is possible to relatively easy standardise and generalise the information from the respondents and get a clear overview of a wide range of data. The quantitative method is assumed to describe the scope and scale of a phenomenon and different correlations relatively exact with high extern validity. The distribution of answers to a specific question can be presented accurately by number or percent given a known degree of uncertainty (Jacobsen, 2002).

Possible disadvantages with the quantitative approach may be the fact that it could give the research a shallow character. Since the method comprise a high number of respondents in the research it is hard to explore different correlations deeply. Therefore it is needed to keep the measured correlations relatively simple. Another risk with the method is that the researcher in advance defines what is relevant to answer in the investigation. A questionnaire consists of questions and answering alternatives which the researcher consider relevant. This means there is no room for anything that is beyond what is covered in the questionnaire. To some extent the quantitative method therefore only provides answers to what the researcher actually asking for, which sometimes may affect the internal validity (Jacobsen, 2002). Even if a research approach is mainly quantitative it is important to emphasize that it may still not meet all criteria of positivism. This may for example be the case with some surveys where the collected data is quantitative but the samples are not selected randomly (Williamson, 2002).

The research of this thesis is mainly based on a quantitative approach since one important part of the aim with this study was to follow up and analyse the effects of the campaign *Vi saknar* dig by Destination Jönköping. As the sample consisted of 103 persons, the assumption was that the quantitative approach was most appropriate to answer the purpose based on the limited resources that were available. The choice of method made it possible to standardise and generalise the collected data from a high number of respondents in an easy and structured way. On the other hand it was not possible to get a deeper insight in the context, attitudes and motives through the quantitative approach from each and other of the respondents of the study.

3.2   The sampling design process

Since quantitative methods mainly are analysed through statistics, there are two important concepts to be aware of, population and sample which is clarified in figure 3.1. Many research projects with a quantitative approach aim to collect characteristics and information of a population (Malhotra, 2004). A population consist of the total number of elements
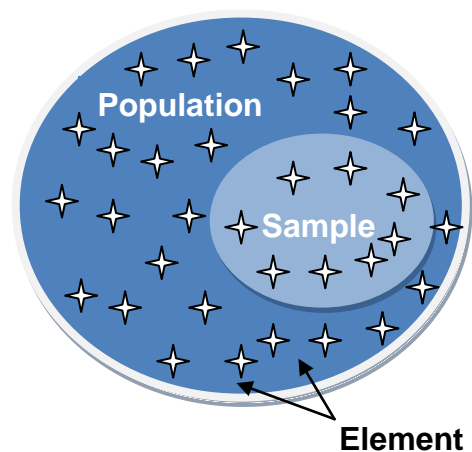

Element

Figure 3.1 Population, sample and elements (Saunders et al., 2009, p.211).

that share common characteristics in which the investigator is interested in. To be able to draw conclusions from the population a sample which is a selected subset from all elements within the population is used (Aczel & Sounderpandian, 2009). In some cases it is needed to use a sample since it is not possible to investigate the whole population. The major reasons to use a sample and not the whole population is that it would be too costly, impractical and very time consuming (Saunders et al., 2009).

In the following section we will clarify and explain the chosen sampling design process of this thesis, which mainly is based on a five step model presented by Malhotra (2004). In figure 3.2 is the five different steps presented in a clear manner to get an overview of the sampling design process. Furthermore is each step presented more in depth in its own section.
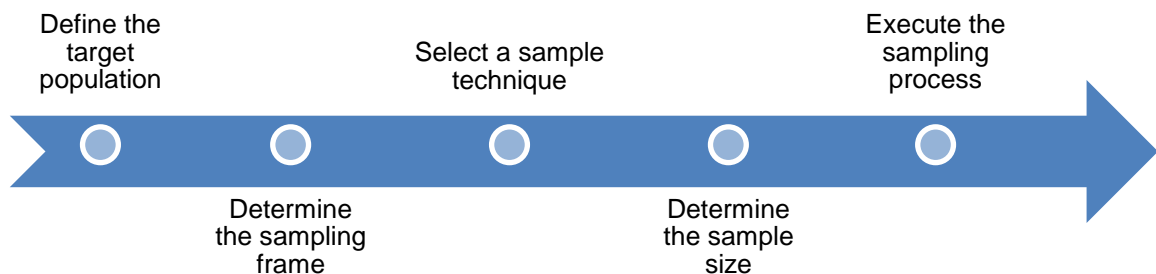
Figure 3.2 The sampling design process (Malhotra, 2004, p.316).

3.2.1 Define the target population

To be able to conduct the research through a quantitative approach a target population has to be defined. From all elements that share the same characteristics of the population a sample is selected in order to be able draw conclusions and generalise from the whole population (Aczel & Sounderpandian, 2009). In many cases it is necessary to use a sample since it might not be possible to investigate the whole population due to that it would be too expensive, impractical and require too much time (Saunders et al., 2009). Our underlying criteria for the target population of this thesis was all people that have been participating in one of the different parts of the campaign *Vi saknar dig* by Destination Jönköping. The campaign was launched in November 2010 and has been implemented in different steps. Within the different steps of the campaign that we have investigated, 185 persons have been participating in different age groups from 18 years up to 50 years and older. To summarize, the target population consist of 185 elements where each element represent one of the persons that have been participating in the campaign *Vi saknar dig* from November 2010 and forward.

3.2.2 Determine the sampling frame

The purpose of a sampling frame is to facilitate and make it possible to identify the different elements of the target population. Examples of different types of sampling frames could be telephone lists, mailing lists or a map to mention a few (Malhotra, 2004). The sampling frame of this research is based on a telephone list provided by Destination Jönköping. The list contained names and contact details of all persons that have been participating during the campaign. From the telephone list we sorted the names by age to be able to choose the most relevant elements for the research which was people between 25 and 50 years.

3.2.3 Select a sampling technique

It exist different types of sampling techniques and they are primarily divided in two different kinds of categories, probability and non probability techniques. Characteristic for probability techniques such as simple random, systematic, stratified and cluster sampling are that the probability is equal for each element of the population to be selected. Convenience, judgmental, quota and snowball sampling are examples of other techniques that instead are related to non-probability sampling techniques (Malhotra, 2004; Collis & Hussey, 2003). Characteristic for these types of techniques are that the probability is not known for each element of the total population to be selected in contrast to probability sampling techniques. Instead it is possible for the researcher to do personal judgements. This means that the elements to be included or not included in the sample can be decided by the researcher without any known probability as the basis (Malhotra, 2004). There is of course different advantages and disadvantages connected to each type of sampling technique. Since the probability is known for each element being selected from the total population when using probability techniques it is possible to estimate characteristics from the whole population by using the sample. This is not possible for non-probability techniques. This is due to the fact that it is not known what the probability is to be selected for each element of the total population. Even if it not is based on statistical grounds it is still possible to use the samples from non-probability techniques to generalise about the population (Saunders et al., 2009).

When the elements of the population are selected by criteria's and judgment of the researcher the sampling technique is called judgemental sampling. Since the elements to be included in the sample are chosen by the researchers it is a non-probability sampling technique. This type of sampling technique is often used in commercial marketing research projects. One potential disadvantage with judgemental sampling is that it is not possible to make direct generalisations to a specific population. On the other hand, the technique provides advantages such as that the sampling is quick, require low cost and is convenient (Malhotra, 2004).

Based on the circumstances that we in cooperation with Destination Jönköping decided to investigate their primary and secondary target groups which cover persons between 25 to 50 years, we had to select persons from the telephone list within the correct age groups. Due to this and our limited resources of time and finance the assumptions was that judgemental sampling was the most appropriate sampling technique for this thesis.

3.2.4   Determine the sample size

The size of the sample is a complex but important part of the sampling design process. This means that the researcher needs to make a decision of how many elements from the population to be included in the sample, which is mentioned as determining the sample size. Different kind of studies and the constraints of resources such as time and financing available are two factors that affect the sample size. Often could similar studies be used as rough guidelines (Malhotra, 2004). It is likely that the trustworthiness of the conclusions of the population will increase in line with the sample size. To make a statistical analysis a rule of thumb is that if the sample size is 30 or greater it is sufficient to assume that it is normally distributed (Saunders et al., 2009). Since the population consist of 185 elements we assumed that a sample of 103 elements would be sufficient to receive reliable data and to be able to draw conclusions from the population. The main reason that we used a sample and not the whole population was mainly because it would require too much time to conduct 185 telephone questionnaires due to our available resources.

3.2.5   Execute the sampling process

To be able to execute the sampling process the previous parts of the sampling design process model must be specified such as population, sampling frame, sampling technique and sample size. It is also important at this stage to make clear how the researcher will act and proceed if the respondents refuse to respond (Malhotra, 2004). The respondents of this study will be selected by two main criteria's to qualify to answer the telephone questionnaire. The respondents should both have been a part of the campaign *Vi saknar dig* and in the age groups between 25 years to 50. This specific age-group was investigated since it is within Destination Jönköping's primary and secondary target groups. If the respondents were unable to reach we have made three additional trials to reach them at different times of the day. If it still was unable to make contact with the respondents they have been excluded from the research.

3.3   Information sources

Information about Destination Jönköping, Welcome2work and the campaign within the project was essential in order to perform this study. It was of importance to have the knowledge concerning the organisation of Destination Jönköping, their operation areas, the background of the project Welcome2work and the purpose of the campaign. The information was primarily received through two major sources, public published corporate information and internal information by the marketing coordinator at Destination

Jönköping Maria Lindén. The corporate information consisted of official documents as for instance brochures, operating statement and annual reports. The marketing coordinator at Destination Jönköping contributed information and knowledge about their daily operations, projects and strategies through several interviews. Different kinds of literature such as articles, books and journals were the major source of information about city branding and additional. The assumption was that it was necessary to use literature to get a broad perspective of information within the specific field of the thesis. Without literature it had probably been hard to obtain enough and accurate information for the study to understand and get a good insight of previous research and to be able to write the thesis in a professional way.

To make the information search of what previously had been published within the field of this thesis more effective we formed a search strategy to try to provide up to date information, limit the information search and to avoid information overload. In table 3.1 we categorise and clarify the parameters of the search strategy of this thesis. Since we had the aim of making a broad information search we used several different databases and search engines to increase the chances of finding the most appropriate publications. Even if we through this thesis focus and use the definition city branding we have still used destination branding and place branding as search words due to the fact that all three concepts are adjacent and close related and may therefore be relevant.

The publications that are used are mainly published in English, with some exceptions for Swedish publications. The reason for using mainly publications in English depends on the fact that the available range of publications is much greater compared to Swedish publications. Another motive for this was to decrease the risk of possible mistranslation of terminology by using other languages. Although city branding still is a relative new phenomenon we restricted our main information search to publication between years 2000-2012 to as much as possible base the thesis on up to date information due to our available recourses. A summary of the search parameters and strategy could be seen in table 3.1.

Table 3.1 Search parameters and strategy

Search parameters and strategy	
Databases and search engines	ABI/inform, Emerald, Google Scholar, Scopus
Search words	Branding, city branding, communication, communication process, destination branding, globalisation, identity, image, integrated marketing communication, place branding, positioning, urbanisation
Literature type	Refereed journals, articles, books
Main publication period	Year 2000-2012
Languages of publication	English, Swedish

3.4 Methods of data collection

When collecting data, it is divided into two different types of data, primary and secondary data. Primary data is: *"Data collected specifically for the research project being undertaken."* (Saunders et al., 2009, p.598) This could for instance be done through for observations, questionnaires and interviews. Secondary data is data has been collected earlier by someone else for another purpose than fore this thesis. Some examples of what secondary data could be are articles, books and websites (Saunders et al., 2009).

To be able to perform a reliable and interesting thesis both primary and secondary data will be used. The primary data have been collected through a telephone questionnaire which is a technique where the respondents of the survey have answered several questions and where all persons are answering the same questions (Saunders et al., 2009). Due to the choice of making a quantitative research the possible answers have to be clear and distinct. Because of that, more detailed answers that are more complicated to interpret were avoided. Detailed answers would give a more qualitative approach to the survey which not was the intention. When making a quantitative questionnaire it must be decided what kind of answers each question would have. It could be simple yes or no or it could be a question where the respondent has to rank some answers with numbers. There are several different kinds of example and therefore a thoroughly planning has to be done to create a questionnaire that will give good answers that could make the research reliable (Jacobsen, 2002).

When the selected respondents are answering the questionnaire it could be made in different ways which are divided into two groups, self-administered and interviewer-administered questionnaires. Self-administered questionnaires are sent out to the respondents who will fill in the answers themselves. This group includes three different alternatives to send out the questionnaires, through internet, by mail and delivered by hand to collect later. Interviewer-administered questionnaires mean that a person interviews the respondents either by phone or face to face (Saunders et al., 2009). One advantage with self-administered questionnaires is that it require less time than using interviewer-administered questionnaires since it is possible to send out several questionnaires at the same time, but making interviews has generally a better response-rate (Williamson, 2002).

The assumption was that two different alternatives of methods to collect the data were most appropriate for the thesis. Since the research aims to reach a special target group requested by Destination Jönköping, the sample of the respondents was to some extent preselected which made their e-mails and phone numbers available from the beginning. With this in mind a questionnaire sent by e-mail or conducted by telephone was assumed to be suitable methods for this purpose. After comparing these two methods against each other, making a telephone questionnaire seemed to be the best method for this research. The key factors in this decision were the fact that an interview by phone would probably have a better response rate and that it would require less time to complete the survey by phone than sending it by e-mail and maybe wait quite long time to receive answers. The advantages with sending the questionnaire by e-mail are that it is cheaper and that the

respondents could answer the questionnaire when he or she prefers to do it. Overall the assumption was that making the questionnaire through an interview by phone would be the best choice in this case due to the available resources (Zikmund & Babin, 2007).

3.4.1 Rejected methods

As indicated and discussed in the previous section the chosen and most appropriate data collection method was assumed to be telephone questionnaire. Even though it is important to clarify and explain why other methods have been rejected in this paper.

Qualitative methods such as depth interviews and focus groups have been rejected, due to the fact that the sample of 103 persons was in some extent preselected by Destination Jönköping live all over Sweden in different cities. This makes interviews and focus groups on face to face basis difficult to perform due to the distance, cost and length of time it would require given the limited resources of the thesis (Saunders et al., 2009). Focus groups also need a moderator or facilitator to be able to run the session, this may be difficult to accomplish without leading the focus group into certain opinions as well as keep an objective approach. Another possible disadvantage could be that some members may dominate the focus group session which could limit other respondents' opinions. It exist different types of questionnaire techniques such as internet-mediate questionnaire, postal questionnaire and telephone questionnaire. The major reason for the choice of telephone questionnaire is based on the fact that this is the method that is assumed to result in the possible highest response rate (Zikmund & Babin, 2007).

3.4.2 Structure of questionnaire

Within our telephone questionnaire we decided to have structured questions with a set of different answer alternatives. There are different kinds of structured question and we have used all three of them. We used multiple choice questions which provide three or more different answers where the respondents have to fill in one or more of the given alternatives. When having a multiple choice question it is important to include all possible alternatives that may be used or include an alternative that provides the ability to answer other which could cover the more unusual possible answers. The dichotomous questions were also used in our questionnaire and it has only two alternatives such as yes or no (Malhotra, 2004; Oakshott, 2012). Often a neutral alternative such as no opinion could also be available. If this neutral alternative not is included in the questionnaire the respondents has to choose between the alternatives. This could be negative if the respondents really do not have an opinion but also positive since otherwise the respondents may take the easy way and avoid answering what they really think. The last kind of structured question is scales where the respondents have to fill in the scale which alternative that is most suitable for the respondent. When making a question with a scale it has to be decided whether an odd or even number of categories will be included. If using an odd number of categories the respondents have the possibility to take a neutral approach of the question. With an

even number of categories the respondents are forced to choose where they stand (Malhotra, 2004). When using questions with a decided set of answer alternatives it will take less time to make the interviews and it is easier for the respondents to answer since they do not have to come up with own alternatives. At the same time using open questions, where the respondents are free to answer whatever they feel, could give a more exact and detailed answer since the respondents are able to choose their own word to answer with. When having open-ended questions the job that has to be done are increasing due to extensive coding and analysing the amount of data that often is quite larger than within questions with fixed alternatives (Zikmund & Babin, 2007).

The telephone questionnaire consisted of 13 questions with different approaches even if all of the questions are within the category of structured questions with several answer alternatives instead of open-ended questions. The complete questionnaire that we have used to our respondents is presented in appendix 2 and the English translation in appendix 3. The two first questions concerned what gender the respondent had and which age group they belonged. These are general questions that we need to get answers from to receive a better and more detailed overview of the respondents to make it easier to analyse. The following two questions was multiple choice questions where several different answers of the question are available to choose. In the first one of these we wanted to find out what education the respondent had. This information was important since Destination Jönköping's aim with the campaign was to attract people with an academic background. It means that this question could help us sort out which of the respondents that have an academic background and which have not. In the fourth question we thought it was interesting to see what kind of earlier relation the respondent had to Jönköping. We thought it could be a great difference between different answers depending on if they have grown up in Jönköping and lived most of their life in the city or for example if they have only studied there for about three years. Then we asked a dichotomous question if they lived in Jönköping or not. The answer of this question determined which way of this survey the respondents will take. If they answered that they had moved to Jönköping the respondent continued with questions regarding the relocation and if they answered no they continued to question ten which gave a hint if relocation to Jönköping within a period of five years was likely or not. We also included an answer alternative for those who not had relocated to Jönköping but worked in the city here. Since this question was easy to answer if the respondents lived here or not we chosen not to include a neutral alternative to this question.

Question six to nine was only be answered if the respondents had answered yes at question five because it covered the relocation. Question six and seven was ordered by Destination Jönköping because they wanted to know who the respondents moved together with and what the reason behind the relocation was. A relocation together with a family or at least a partner would give Jönköping more than if they just moved by themselves. The seventh question determined the reason behind the choice to relocate. Were they moving because of a new job, a relationship or did they want to move to the city where family and friends lives? These two questions were also multiple choice questions and did not concern any

special theories from our framework but Destination Jönköping thought they would be interesting to include in the survey. Question eight investigated how great influence Destination Jönköping had within the choice of moving. We thought this question was important and interesting since we needed to know if Destination Jönköping had any impact of the decision to relocate to provide an indication if the city branding works. To get a useful answer of this question we thought that it would be most suitable to use a scale where the respondents filled in how great impact they thought Destination Jönköping have had in their decision. Furthermore we asked if the respondent had got a job in Jönköping and if the respondent in that case were hired by a company within Welcome2work. The ninth question had a great importance for Destination Jönköping when they tried to involve new companies in the project. If a lot of respondents answered they had been hired through Welcome2work, more companies would probably be interested to join the project. Question nine was a kind of a dichotomous question since it was a yes or no question but if the respondents' answered no they had several different alternatives of no related alternatives to choose between. Those no answers that we provided were that they worked for another employer, that they searched for a job or that they were studying.

The respondents who answered that they not had relocated to Jönköping were the only respondents that answered question ten which concerned how great the probability was that he or she would relocate to Jönköping within a period of five years. This question where measured by a scale and gave us an indication of how interested the respondent were to relocate to Jönköping. To investigate in which kind of media the respondents had noticed the marketing communication that Destination Jönköping had used, we asked question eleven where the respondent could provide several answers. This question gave us a hint if the IMC had worked out well and in which kinds of media Destination Jönköping had most effective reached out to the target group. It indicated if some of the different media had a greater risk to lose attention due to the existing noise. Question twelve concerned if the respondents had been affected of the way Destination Jönköping marketed themselves through several different kinds of media. This question was measured with a scale and was also asked to see if the work with IMC had succeeded. The last question of the telephone questionnaire measured if the respondent's image of Jönköping had been changed due to the campaign *Vi saknar dig* and in which direction, positive or negative. Our assumption was that this last question involved both the communication process and city branding. Communication process because we wanted to investigate the response and the feedback that the respondents could give and city branding were involved since we were given a overview of how successful Destination Jönköping's work with city branding had been.

In all questions where a scale was provided to answer with we decided to use an odd number of alternatives. This means we gave the respondents an opportunity to take a neutral approach in all questions. The reason to have an odd number of the scale was because we did not want to force the respondents to take a more positive or negative approach in relation to their actual view of the questions.

3.4.3 Pre-testing the questionnaire

To get a hint of how the questionnaire will work when the actual interviews are made it is useful to make a pre-test (Zikmund & Babin, 2007). According to Malhotra (2004) a pre-test is done to eliminate potential problems that could exist into a questionnaire. Malhotra further explains that a questionnaire should preferably always be pre-tested before using it on the real sample and it should be done with persons that have similar backgrounds as the respondents (Zikmund & Babin, 2007). The response and feedback that is obtained through a pre-test should be taken into consideration if some parts of the questionnaire should be changed to improve it (Malhotra, 2004).

Before our telephone questionnaires were made on our sample we tested the questionnaire on five persons who also were participating in the campaign *Vi saknar dig* but they were not included in the age groups of our sample. When we conducted the pre-test of the questionnaire the tested persons did not encountered any major problems at any of the questions. Those persons either did not have any feedback when we asked what they thought about the questions and the answer alternatives. Since the pre-test questionnaire was performed without any problems we had no reasons to change any of our questions or answers alternatives after the pre-test.

3.5 Analysis of data

In this section we want to provide the reader with information regarding how we have analysed our collected data and what program and functions within that program we have used to be able to analyse it.

3.5.1 SPSS

SPSS (Statistical Package for the Social Scientist) is a popular statistic software program that helps out when analysing data which can be done in several different ways (Oakshott, 2012). The program has the possibility to import large quantities of data that can examine it through different kinds of alternatives and evaluate the results that are presented. With this statistical tool a wide range of quantitative research methods analysis are being enabled by the way of examine the quantitative data with a lot of possibilities to chose which variables that are wanted to be investigated (Pallant, 2010). In SPSS each respondent are representing one case and each response to a question is representing one variable (Oakshott, 2012).

3.5.2 Coding

To be able to transfer the collected data from a questionnaire to SPSS each answer has to be coded into different numbers. It means that one answer should represent one spesific number that always has to be the same number within this data transfer. The coding makes it possible for SPSS to provide the results of a questionnaire (Pallant, 2010). Due to the fact that we included multiple choice questions, dichotomous questions and questions with scale we had to code the answers a bit different.

To the answers of the multiple choice questions we had to code each answer with a number. As for example in question three we used the numbers between one and six and divided them so one number represented one answer. The dichotomous questions we had used in the questionnaire were divided into a quite similar way since we coded the answer "yes" with a "1" and the answer "no" were coded with a "2". In question five for example we also coded the additional "no" answer that was used if they worked in Jönköping with a "3". The coding of the scale questions were obviously made that it was coded with that number of the scale that the respondent answered (Oakshott, 2012).

3.5.3 Descriptive statistics

The way of implementing descriptive statistics has more than one use. For starters it can show the different characteristics of the collected data, which can be implemented in the study's method part. It is also possible through the use of descriptive statistics to check the wanted variables of the study and examine the results. Descriptive statistics open up different kinds of calculation opportunities which for example could be standard deviation, range of scores, mean, kurtosis and skewness (Pallant, 2010). The descriptive statistics are often described through graphs and pictures (Swift & Piff, 2005).

3.5.4 Crosstabs

We have chosen to use crosstabs in SPSS to analyse data from our empirical findings. There are different types of crosstabs where it is possible to choose different alternatives, what was relevant and useful according to us was to use Chi-square (Oakshott, 2012). In these calculations it is also possible to find out the expected values in relation to the number of respondents. When examine the results of the Chi-square test it is of importance that the value is below five percent to be significant. The crosstabs variables that we chosen to focus on are age, educational background, if they have relocated to Jönköping, possibilities to relocate to Jönköping within five years and if the image had been affected by Destination Jönköping's campaign *Vi saknar dig*. By investigating these variables the aim was to find resemblance and significant values (Wahlgren, 2005).

3.5.5 Correlation analysis

The meaning of correlation analysis is to find possible correlations between two different variables. By using a correlation analysis an indication of in which extent two variables are connected or associated to each other could be given (Buglear, 2012). In practice the correlation is a measure of the degree of linear association between the chosen variables to analyse. The correlation could be represented by the values from -1 to 1. If the population correlation coefficient is -1 it indicates that it is a perfect negative correlation between the analysed variables. 0 demonstrates that there is no correlation and 1 indicates a perfect correlation between the variables (Aczel & Sounderpandian, 2009; Levine, Krehbiel &

Berenson, 2010). The coefficient that is most common is called Pearson and also the one that we have chosen to apply in our thesis (Wahlgren, 2005).

3.6 Reliability, validity and generalisability

In this section is the issue of reliability, validity and generalisability brought up and how it may affect the thesis.

3.6.1 Reliability

The definition of reliability is, according to Williamson *"...concerned with obtaining consistent, stable research results with replication, that is, when a study is repeated."* (Williamson, 2002, p. 27) Reliability is connected to in which extent the findings from a study is consistent (Saunders et al., 2009). In practical term it means that if another researcher is able to repeat the findings from a research it is more reliable. Reliability is one of two parts of the credibility of a study together with validity. The consistent and the level of ability to repeat the study affects the reliability (Collis & Hussey, 2003). The structure and the wording of the questions may also affect the answers. Loaded and leading questions could be reasons that affect the result from certain questions which therefore should be avoided (Zikmund & Babin, 2007). Other factors that may affect and threaten the reliability are subject or participant error which concerns that different results could be generated depending on which time of the day and week the questionnaire is conducted since the respondents may have different moods at different times. Furthermore might the subject or participant bias affect the result. This could possible occur when the respondents not feel secure and therefore answer the questionnaire based on how they believe it is expected to be answered instead of express their real and honest thoughts. Another potential error is observer error which is connected to the fact that the result may differ depending on that that different observer not use the same procedure when conducting the questionnaire. For example it could include asking the questions in different ways or provide the respondent with various extensive amount of information. Another threat against the reliability is observer bias meaning that error could occur associated with interpretation of the collected data (Saunders et al., 2009).

To minimize the possible effects of the reliability we have taken the mentioned possible threats into consideration. The telephone questionnaire was conducted at different times and days even if we had some limitations. We thought it would be unprofessional to call during the hours the respondents were assumed to be on work as well as call to late in the evening. Therefore most of the telephone questionnaires were conducted between the hours of 4:30 pm to 8:00 pm primarily between Monday and Friday which we assumed to be reasonable times to call. Furthermore a pre-test was performed to ensure that the questions were easy to understand and that there were no major misunderstandings. To make all respondents feel secure we informed them that their names not would be used within the thesis. All three authors acted as observers and performed the telephone

questionnaires and to avoid observer errors to the greatest possible extent we coordinated how to introduce ourselves and how each question and answer alternative should be presented to the respondent. To facilitate to conduct and interpret the collected data we tried to use a clear and simple structure of the questionnaires with preselected answer alternatives or scales.

3.6.2 Validity

Validity could be seen as *"the extent to which data collection method or methods accurately measure what they were intended to measure."* (Saunders, Lewis & Thornhill, 2007, p. 614)

In other words validity address and measure in which extent the chosen and aimed research area actually is measured. Validity is also as reliability an important part of the credibility of a study. The validity of a study may be affected and reduced as a consequence of errors within the research. Factors that may affect could for instance be related to deficient sampling, defect research procedure and misleading or incorrect measurement (Collis & Hussey, 2003).

To achieve as great validity as possible telephone questionnaires in Swedish was assumed to be the most suitable way of collecting the data. The reason to perform the telephone questionnaires in Swedish was to make the respondents feel as comfortable as possible to receive correct answers and avoid misunderstandings and dropouts due to language related issues. The fact that the questionnaire had to be translated from English to Swedish could be a possible factor that may affect the validity. To avoid influences of the validity the questionnaire was carefully translated and a pre-test have been done to secure that no difficulties or misunderstandings occur.

3.6.3 Generalisability

Generalisability refers to *"the degree to which a study based on a sample applies to a universe of generalisation."* (Malhotra, 2004, p. 270) This means that generalisability could make it possible for the researcher to draw conclusions based on a sample regarding a population (Collis & Hussey, 2003).

The findings from this study will lead to conclusions and make it possible in some extent generalise to people between 25-50 years in Swedish mid-size cities with participation in these types of campaigns and previous relations to a specific city. Since the sample is selected by a judgemental sampling method the intention is not to generalize broadly within the field of this thesis, but it could be used as first glimpse for further research.

4 Empirical findings

This chapter provides the reader with the results and the empirical findings from the telephone questionnaire. The findings are divided into four parts, demographics of the study, previous, current and future relations to Jönköping, aspects related to the relocation and finally the effects of the campaign related to its structure.

4.1 Structure

The empirical findings will present the results from the 13 questions included in telephone questionnaire. The results from the questions are divided into four different parts were related questions are presented together. In the first part addresses the demographics of the study and is followed by the next part including previous, current and future relation to Jönköping. The two last parts handle aspects related to the relocation and finally the effects of the campaign related to its structure is presented.

4.1.1 Demographics of the study

Question 1, 2 and 3

The empirical data have been collected through telephone questionnaires which have been answered by 59 respondents from the sample. As have been mentioned in previous sections 183 persons have been participating during the part of the campaign that we investigated. From this we selected a sample of 103 persons between 25-50 years which together represents the two main target groups of the campaign. Our aim was to reach a response rate of 50 percent since the assumption was that this was a sufficient response rate to reach to be able to analyse and draw conclusions from the result. If the respondents were unable to reach at the first try we have made three additional trials at different times of the day to reach the respondents. If it still was unable to make contact with the respondents after three trials they have been excluded from the research due to our limited resources of time. Only two respondents have been excluded since they do not live in Sweden anymore and 42 respondents have not been able to be reached. We have totally made 197 phone calls and this has resulted in 59 answers from the respondents and this represent a total response rate of approximately 57 percent of the telephone questionnaire.

The empirical data have been compiled in SPSS which is a statistical and analytical computer program. The distribution of gender and age of the 59 respondents were almost equal 31 males and 28 females. The distribution of age categories were a bit more dispersed with a peak of approximately 52,5 percent respondents between 30-35 and 34 percent respectively 13,5 percent respondents between 36-50 and 25-29 years. We will not take any particular focus between differences between men and women in this study but we still want to present the distribution of gender and age to make the total overview of the result clearly for the reader.

The aim of the campaign *Vi saknar dig* within the Welcome2work project was to reach people with some previous connection to Jönköping and a academic background to relocate back to the city. The result from the telephone questionnaires indicates that 76 percent of the respondents had either a bachelor degree or master degree. Only 10 percent of the respondents had a lower education

Table 4.1 Highest level of education

Education category	Respondents
Elementary school	-
High school	10%
Bachelor degree	51%
Master degree	25%
Profession training	7%
Other	7%

level and 14 percent of the respondents answers were distributed among the two remaining answers alternatives (table 4.1).

4.1.2 Previous, current and future relation to Jönköping

Question 4, 5 and 10

It was assumed to be interesting to identify the respondents' possible variety of previous connection to Jönköping since the campaign *Vi saknar dig* aims to attract primarily people with a previous connection to the city. The result from the questionnaire indicated that the major part, 61 percent of the respondents was raised in Jönköping. 17 percent of the respondents were connected to Jönköping by family members and friend and 12 percent respective 10 percent had studied or worked in Jönköping and by that built up a relation to the city.

To some extent be able to analyse and measure the possible impact of the campaign we thought it was essential for the study to actually determine how many respondents from the sample that today lives in Jönköping. The result from the telephone questionnaire shows that approximately 22 percent today lives in Jönköping. 2 percent works in Jönköping without living in the city which means that the remaining 76 percent not lives in Jönköping. Of those who have relocated to Jönköping we could see that around 69 percent of them had an academic background which means that they have either a bachelor degree or a master degree. By including this question we wanted to collect data surrounding the effectiveness of these kinds of campaign and efforts to make it possible to evaluate it. The findings of the respondents' likelihood to relocate in question 10 indicated that approximately 65 percent of the respondents are pleased with their current location and do not have such intentions. Approximately 10 percent of the respondents stated that it is likely or very likely to relocate to Jönköping within the next five years There is however 17 percent of the respondents that do not exactly planed their future ahead, which positioning them in a gray area of what to predict.

4.1.3 Aspects related to the relocation

Question 6, 7, 8 and 9

This section brings up those questions that were asked only if the respondents had relocated to Jönköping. Question six tried to determine who the respondent had relocated together with. The alternatives were; by themselves, with a partner or with their family. From those who had moved to Jönköping approximately 54 percent answered that they moved together with their family. 31 percent of the respondents had moved together with their partner and 15 percent had moved by themselves. This means that almost 85 percent of the respondents that lived in Jönköping today relocated together with someone. Then the respondents had to answer what the most important reason to their decision to move back to Jönköping was. There were three different alternatives; work, getting closer to family or because of love. They could also chose other as an alternative and specify what reason that was most important. The main reasons for 46 percent of the respondents were to getting closer to their family. 31 percent of the respondents answered that work was the most important reason and 23 percent indicated that the love was the factor with greatest impact for their decision to move.

Question eight measured how great the impact by Destination Jönköping was for the decision to relocate. The answers were divided on a scale between one and five where one corresponded to no impact at all and five corresponded to very large impact. 54 percent of those respondents that had relocated answered one, no impact at all. 31 percent respondents put a two on the scale and 15 percent put a three on the scale. None of the respondents answered a four or a five on this question. The ninth question brought up if the respondents had got a job through the project Welcome2work. The possible answers were yes and three different alternatives of no related answers. They could answer that they had got a job through another employer, or that they searched for a job or that they were studying. There was only approximately 8 percent of the respondent that had received a job through Welcome2work and the other 92 percent answered that they had not. Of those who answered that they had not got a job through Welcome2work 77 percent were now employed by another employer. 15 percent of the respondents were now studying and no one was searching for a job. What is also noticeable is that Jönköping is a city that offers a high quantity of job opportunity due to the fact that the rate of finding a job in the city by the respondents is almost 85 percent.

4.1.4 Effects of the campaign related to its structure

Question 11, 12 and 13

The underlying reasons why we have chosen to include question 11 and 12 was because that Destination Jönköping have chosen to undertake the task to integrate their marketing communications. Therefore we wanted to explore the empiric data concerning this matter and investigate whether it is in line with what are stated in the theory. What was the most efficient communication or media directed to the respondents is clearly shown in figure 4.1 whereas approximately 51 percent of the respondents had noticed the direct advertising that Destination
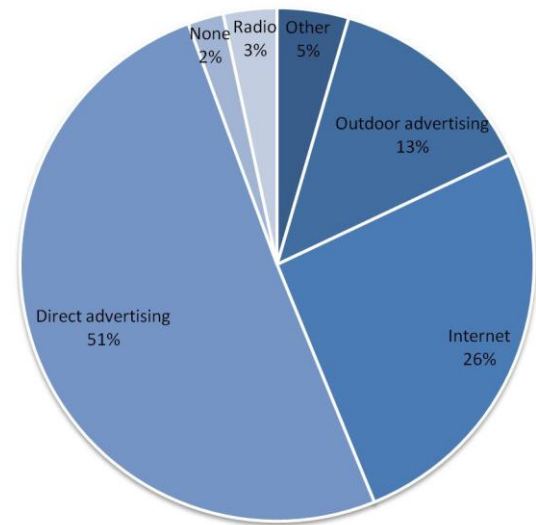

Figure 4.1 Noticed media during the campaign

Jönköping had used. Another media that also have been effective was the internet that received almost 26 percent of the respondents' attention in the answers. Outdoor advertising was in the campaign *Vi saknar dig* the third most common advertising that people had noticed. This leaves around 10 percent of the respondents who either noticed radio, other media or did not noticed any media at all. What is clearly shown is that the people participating in this campaign have a joint view of how the impacts of the use of several media are affecting when doing a campaign. The result of question twelve showed that almost 60 percent was either positive or very positive which means that it gives a greater impact to use more than one source of media simultaneously.

Destination Jonkoping's work surrounding the campaign *Vi saknar dig* have not been done in vain because the participant have been affected by it. This is due to the fact that approximately 63 percent of all respondents had due to the campaign a positive or very positive image of Jönköping compared to what image they had before this campaign. 35 percent of the respondents did not get another image of Jönköping and only 2 percent of all respondents today have a more negative image of Jönköping as a result of Destination Jönköping work.

4.1.5 Comparison of variables

In figure 4.2 (p. 45) a comparison between question three and five were made which focused on the relationship between the respondents with different kinds of educational background and where they are currently located. The alternatives was if they today are settled in Jönköping or not or if they are located elsewhere but works in Jönköping. The result indicated that 20 percent of the respondents have chosen to relocate to Jönköping whereas the respondents with a bachelor degree stand for half of that. It is possible to see a

resemblance between the two alternatives yes and no which is that the respondents have answered proportionate similar with the same level of educational background in both alternatives. The results is positive from a campaign perspective due to fact that the high rate of 75 percent of those who relocated to Jönköping had either a bachelor or a master degree which was the aim of the campaign to attract people with a academic background
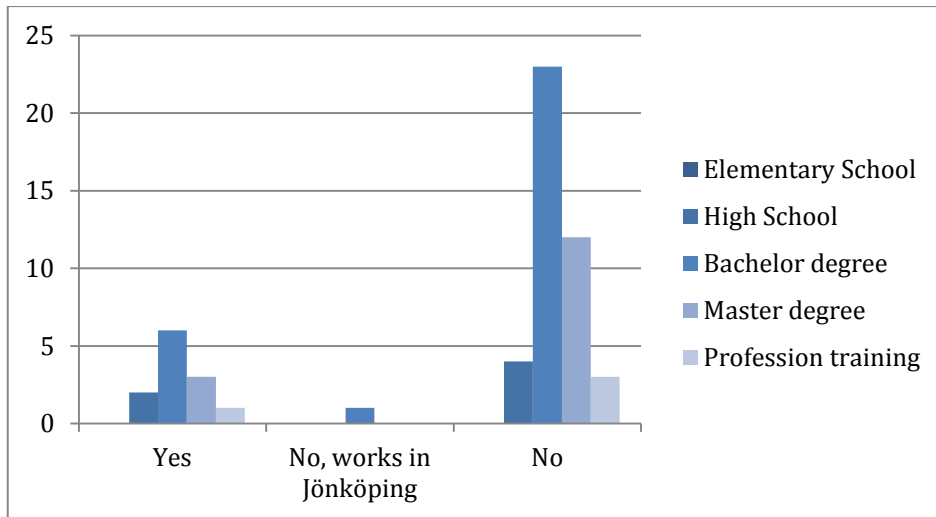
Figure 4.2 A comparison between educational background and if they live in Jönköping or not

Figure 4.3 present possible differences between age groups and how likely a relocation to Jönköping within a period of five years were. This is a comparison between question two and ten. According figure 4.3 there was no significant differences due to age groups. But it seemed like the group with respondents between 36-50 years stated that it was less likely to relocate than the groups with younger respondents. In question ten a scale 1-5 was used where 1 indicated very unlikely and 5 very likely. This question presents the respondents likelihood of relocating to Jönköping.

Figure 4.3 A comparison between age groups and probability of moving back to Jönköping

5 Analysis

In the analysis we compare the empirical findings with the theoretical framework to see how well they are connected. We have divided our analysis into three major parts; communication and branding which is the same structure as in the theoretical framework and one additional part where we compare different variables. Finally we facilitate for the reader by present a summary of the analysis.

5.1 Communication

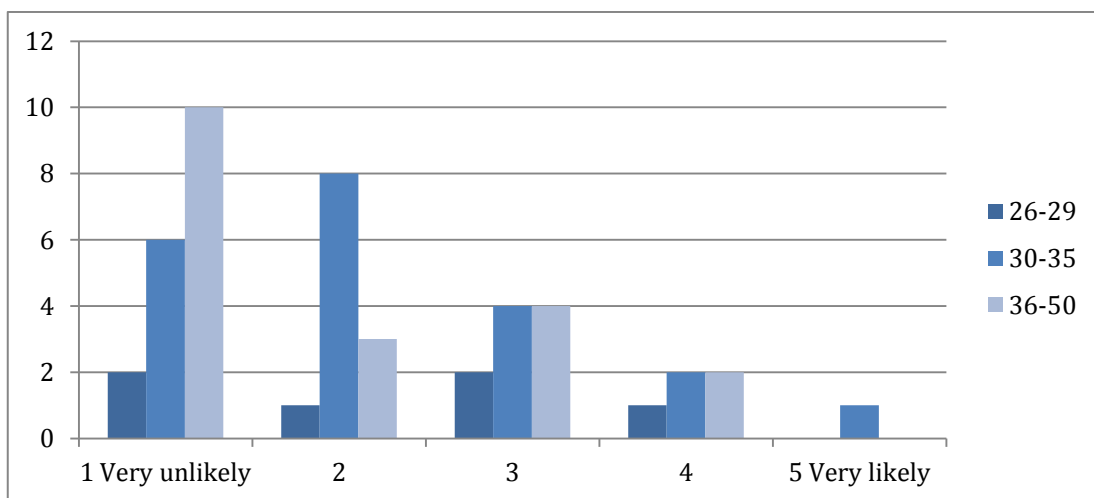As mentioned earlier the analysis is divided into three major parts. The first part is communication which includes IMC and the communication process. Within these two theoretical parts we will integrate some of the questions and the answers that we received from our telephone questionnaire.

5.1.1 IMC

According to Shimp (2007) IMC is a process where a marketer uses different kinds of marketing activities to reach a potential customer. Shimp has divided IMC into five different features when explaining the concept IMC. In the first one it is needed to begin with the potential customers which means that the most relevant channels of sending out the message has to be found. This should also be created in a way that is appropriate for the customer. One way that Destination Jönköping has marketed themselves are through sending moving boxes to the targeted persons containing a gift, a personal letter and a list of available jobs which are examples of direct advertising. Direct advertising were also the most noticed kind of marketing according to our respondents from the questionnaire. The second feature is that various marketing communication tools should be used. A communication tool may be effective in one situation but less effective in another situation. This means that the marketer has a task to find the tool and channel that fit the situation best. Destination Jönköping has marketed their campaign *Vi saknar dig* in several different ways. They have used outdoor advertising, direct advertising, radio commercials, internet advertising and social media. Through our questionnaire we found out that some of Destination Jönköping's ways of marketing themselves had been more noticed by the respondents than other. 51 percent of the respondents had noticed the direct advertising, 26 percent had seen the ads on internet and the outdoor advertising had been noticed by 13 percent. The radio commercials were not that successful since only 3 percent of the respondents had heard it. Since none of the different ways of market themselves had an extremely high rate of notice it could be stated that different tools and channels are effective in different situations and to different customers. This could be related to the noise that is part of the communication process and includes everything that disrupts the message according Kotler et al. (2008). By using several different channels it may increase the chances of breaking through the noise with the communicated message.

We could also see that the respondents thought it was quite positive to use several media when communicating the message of the campaign *Vi saknar dig*. Around 27 percent of the respondents indicated that this kind of marketing had very large impact to the respondents and 32 percent thought it had large impact. Only 13 percent of the respondents answered that it had no impact at all or small impact which indicates that most of the respondents thought that using several kinds of media was a good way to marketing on. This is in compliance with Shimp's (2007) second feature of IMC which is to use various marketing communication tools to reach out to the audience. It is also important to know that different tools differ in their usefulness depending on the situation. When using several different media as Destination Jönköping have done throughout their campaign *Vi saknar dig* the possibilities that some of them are getting through to the customer.

Give a consistent message is the third feature of IMC by Shimp (2007). It means that the message that is sent out through different channels should give a consistent impression to avoid duplicated work and get rid of the risk of that the message could be seen as contradictory. Destination Jönköping's focus within this campaign has been the fact that Jönköping is missing the actual person. This has been a central part within all ways of market the campaign *Vi saknar dig*. All marketing has also been very personal to the person that is missing. For example the outdoor billboards are aiming towards that person with his or her name on the billboard. Another thing that has been essential through the whole campaign has been the new thinking and the innovativeness which has resulted in creative advertising that could be seen as a different way of marketing. Feature number four was building and maintaining relationship with the customers because it could lead to loyalty (Shimp, 2007). Destination Jönköping has tried to build relationships through their newcomers club where they invite those who have relocated to Jönköping and try to arrange different activities several evenings a year. They want their newcomers to enjoy the city and feel at home but also make it easier for them to build a social network in Jönköping. The fifth and last feature of IMC is trying to affect the behaviour of the customers which means trying to persuade them into action by for example making them aware of the benefits of the city. Destination Jönköping has tried to make the people to act which means they wanted them to relocate to Jönköping. Through the results of the questionnaire we could see that Destination Jönköping did not have that much impact of the relocate. Almost 55 percent indicated that Destination Jönköping had no impact at all of their decision and none of the respondents thought they had large impact. Instead we could see from the results of the questionnaire that it was a new job or to get closer to the family that were most important factors when they decided relocate to Jönköping.

5.1.2 Communication process

As Kotler et al. (2008) mentions, the communicated message will pass through several different phases in the communication process model. The sender in this case is quite obvious since the whole campaign *Vi saknar dig* is launched and communicated by Destination Jönköping. The consistent message throughout the campaign is aimed to attract people with previous connections back to Jönköping, and this is transmitted and encoded using the phrase *Vi saknar dig* in different forms during the entire parts of the

campaign. Further on the message has been communicated by Destination Jönköping through several different media in attempt to strengthen and clarify the messages. The media that were used were outdoor advertising at billboards with both a general message and personal messages to specific persons. Internet was used through Facebook and the website www.visaknardig.se designed for people to send in suggestions of people they wanted to relocate to Jönköping. Radio commercial was also used to strengthen the personal touch of the campaign by record and send out personal greetings from relatives, friends and colleagues. The most innovative choice of media may have been the moving boxes that were sent home to persons that had been registered at the website of the campaign. What we could notice and analyse from the telephone questionnaire was that different media had various impact of the respondent's perceived message. The direct advertising category which the moving boxes were a part of was the media that received the greatest attention among the respondents. Internet including the campaign website and the Facebook page also had great impact. Outdoor advertising and radio commercial had a significantly lower level as source of the perceived message. One reason for this could be that the noise may have been higher in those media and therefore disrupt the communication process and decreases the receivers obtained message (Kotler et al., 2008) The result indicates that direct advertising could have reached through the noise in a better way in this case. Only two respondents could not remember that they had perceived any message in any source of media during the campaign. This could be seen as an indication that even if the media had different levels of perceived message during the campaign they all had an effect. Different media in different situations therefore still may suit some respondents. But in this case it is quite clear that direct advertising was effective to reach the receiver

According to the communication process model by Kotler et al. (2008) the receivers' are decoding the message which result in opinions and thoughts of the advertisement through the response phase. During the response phase the opinions are further developed and expressed which could be connected to question number eight and thirteen of the telephone questionnaire. To exemplify, approximately 53 percent of the respondents that relocated Jönköping thought that Destination Jönköping had no impact at all for the decision to move to Jönköping. 46 percent thought that the campaign had very small or small impact on the decision to relocate. From this point of view the response of the campaign was not that positive. It is a complex decision to move to a new city and it is many factors that should work to make it possible. Therefore we maybe not could expect that a single campaign could affect people enough to actually be the central reason to move to a new city. It is more reasonable that a campaign may affect opinions which we also could see in the result from question number thirteen of the telephone questionnaire. Approximately 62 percent thought that the image of Jönköping had been affected in a positive or very positive way by Destination Jönköping's efforts and campaign *Vi saknar dig*. Roughly 35 percent answered that their image of Jönköping was unchanged but what not is visible in the result from the questionnaire is that the majority of these respondents already had a positive image of Jönköping as a city before the campaign *Vi saknar dig*. We think this result indicates that the response of the message in the campaign was quite good

since the majority had a positive image of Jönköping after the campaign even if other reasons probably also influence the image. The phase where the response and opinions of the receiver will return to the sender is called feedback (Kotler et al.,2008). Members of the newcomers club and the companies in the project Welcome2work could be used as sources of feedback for Destination Jönköping. We also believe that this thesis could be used as a part of the feedback since our investigation through the telephone questionnaire link the opinion from the receiver, respondents to the sender, Destination Jönköping. Generally we believe it could be hard to receive feedback for this kind of campaigns if you do not work active as organisation to follow up and investigate the outcome of each campaign.

5.2   Branding

The second part in the analysis concerns branding where we have involved brand components, city branding and city brand management. As in the communication part we will also integrate those questions and answers from the questionnaire that relates to branding.

5.2.1   Brand components

As Kavaratzis and Ashworth (2005) explain, a brand consists of three main parts that affect and relates to each other. These parts are brand identity, brand positioning and brand image. Since the brand image is how the brand is perceived it would be interesting to see if Destination Jönköping's work with their campaign had affected the respondents' image of Jönköping. Approximately 35 percent of the respondents stated that their images of Jönköping were unchanged after the campaign and less than 2 percent answered that the image had changed in a negative way. Of the respondents almost 63 percent thought that the image of Jönköping had been affected positive or very positive which seems like a positive outcome for Destination Jönköping. Kavaratzis and Ashworth (2005) further explain that all three parts of a brand affect each other which indicate that the brand identity and brand positioning should affect the brand image. Since Destination Jönköping at the moment using workshops to create a vision and trying to understand how Jönköping is perceived as a city, we can assume that they are using the image of the citizens and companies to create a new identity and how they should positioning themselves due to the fact that all three components are affecting each other. Because Jönköping do not have a clear identity at the moment it is hard to predict if the positive changes of the brand image does mean that much for Destination Jönköping. It is most often good with positive changes but if a clear brand identity of the city would have existed it may had affected the brand image in another way. The campaign *Vi saknar dig* may have been created and sent out in another way if the positioning had been affected by a identity that Destination Jönköping feel that they do not have at the moment, at least not a concrete identity. This campaign could have affected the respondents in another way but since they do not have a clear and expressed identity the image may have been a bit different than expected.

5.2.2 City branding

The people responsible for a city's marketing do not always according to Kavaratzis (2004) possess the needed skills and experience in the field of city marketing and branding. As what is shown in the case of Destination Jönköping and its campaign points to the contrary. Due to the fact that they have manage to place third within the field of integrated marketing in Resumé that is a Swedish magazine that focus on evaluating the branch on media and advertising (Thambert, 2011). This is a clear indication that the people responsible of Destination Jönköping is creating a valuable message and working towards something that is making a positive impact within city branding.

Kavaratzis (2004) states that it is more difficult with city branding compared to regular branding as products and services due to the fact that it is difficult to shape the content that is being delivered when the target group is wider which make it more difficult to specify the message. This is not applied in the case of Destination Jönköping campaign because they have a specified target group and are able to form it to make it fit the respondents. Even though Destination Jönköping was able to form the content, the outcome of the campaign did not have high impact on the respondents. The results of the campaign indicated that the respondents did not become affected in a wider manner in terms of the relocation was based possibly on that relocation is a decision that is complex and not easy to make an impact on rather than that the campaign were insufficient. This due to that as Kavaratzis (2004) mentioned that it is easier to influence on a person's choice of product than a person's choice of city because that there are more factors that affects the city.

The citizens plays a important role to the city because with pleased citizens that are enjoying what the city has to offer it is more likely that they will communicate a positive word of mouth that will help the city to contribute a positive image (Insch, 2011). This is something that Destination Jönköping has succeeded with both from the campaign but also from the workshops. The results showed that people now have a improved image of Jönköping compared what they had before the campaign. Destination Jönköping also have chosen to involve the citizens to create a vision for the city of Jönköping. This is something that Insch (2011) mentioned as important to be able to stay competitive in the long run because with the help of citizens the city is more likely to find the true identity of the city which is central to be able to positioning themselves and create valuable image.

5.2.3 City brand management

Hankinson's (2010) view of place as a product includes several aspects that a city needs to take into consideration. One example is that a city has a history that characterise the city and this is something that can be renewed through different marketing tools. Within places as products it is also the offer of opportunities that the partners to the city can propose is of most importance. This is something that Destination Jönköping have included in their campaign as for example when they invited people from Stockholm for a daytrip to

Jönköping to see what the city today have to offer and its development the recent years as well as work opportunities. This is something that linked well in the theory and empiric parts where the respondents that participate did get a new view of Jönköping and noticed that this is a city in change.

The image of a city is important, the city needs to differentiate and positioning itself different compared to other cities to become more competitive according to Hankinson (2010). The empirical findings from the telephone questionnaire indicated that the campaign *Vi saknar dig* lead to a positive impact on the image of Jönköping. Due to the fact that Jönköping as a city do not possesses a clear brand identity and for the time working on a new one might conflict with the result. This is because the respondents indicate that they get an improved image of Jönköping it is hard to know exactly what had been improved in their view of the image. If Jönköping had a clear identity that was communicated through the campaign it would have been clear how to pinpoint of what the empirical findings and what effects that it contributes to. A city is not able to grow through acquisitions compared to corporation which leads to that a city develops and grows through expansion within the city (Hankinson 2010). These sorts of campaigns where there is potential to affect the respondents is important. This due to that if they become citizens they are most likely to have a positive image of Jönköping which was clearly presented in the results of question thirteen. The citizens role is crucial according to Insch (2011), because if the citizens are pleased with what the city have to offer it could result that they are and more likely to stay and mediate a positive word of mouth that will affect the city in a positive manner. Even though that the empiric not often pointed to that Destination Jönköping had contributed to be the reason of relocating they did however made an impact and improved the image which potentially made the new citizens of Jönköping to be ambassadors of the city. This results into that they will contribute to do a positive impact on the city. The city needs to somehow communicate evidence on what services the city has to offer because services play a central role to cities in the theory according to Hankinson (2010). This is something that Destination Jönköping really embraced and put into reality in the campaign, because they are willing to help and put an effort on the respondents to for example get a job and place to live in Jönköping. The low rate of only one respondent that received a job through the project Welcome2work might indicate that these kinds of efforts not are such a big factor to make enough impact to make the respondents reconsider this possibility.

One important factor is that when managing a city brand it needs to be coordinated with other partners to create a consistent place product (Hankinson, 2010). It is easy to see that Destination Jönköping have chosen to put emphasis on coordination where they integrated their marketing communications. The impacts of using IMC are according to Luck and Moffat (2009) important due to the fact it has a high customer focus approach which makes it effective when dealing with customers. This is something that also indicated being of importance after the questionnaire where almost 60 percent of the respondents indicated by using several media it increased the impact of the message.

5.3   Comparison of variables

As we could see in the empirical findings it was 59 respondents participated in the telephone questionnaire. Destination Jönköping's aim was to trying to reach and attract people with an academic background and previous connections to Jönköping through the campaign *Vi saknar dig*. From the respondents of the telephone questionnaire we found out that 76 percent had an academic background which means that they had either a bachelor degree or a master degree. This gives some indications that Destination Jönköping managed in a quite high extent reach their desired target group of the campaign. Since the campaign was only directed towards those who were stated to have a previous connection to the city all of the respondents already had various connections to Jönköping. The result of the questionnaire showed also that approximately 22 percent of the respondents had relocated to Jönköping and 69 percent of those had an academic background. Due to the relative high percentages this could be seen as a significant part of those who had relocated to Jönköping were academic educated but we should also have in mind that 76 percent of all respondents actually had an academic background. This may have affected this result and we want to clarify that it may even affect further analytical comparison of this thesis. To gain a greater understanding this section will also provide a more deepened view of our empirical findings. Through SPSS we could find some other angles of our collected data that we obtained from our questionnaire. In all tables that we have produced the percentages have been rounded to one decimal.

5.3.1   Crosstabs

When we compared the groups of different age categories with the questions five concerning if the respondents had relocated or not we saw an interesting connection. Within the group with age 30 to 35 we saw that there were more than expected who had relocated to Jönköping and it was mainly because of this why we wanted to examine these group of people further. The expected count is brought by calculating the number of respondents in this category and put it in relation to the entire sum of respondents. This means that it was quite more popular to relocate to Jönköping within this age category than it was in the other groups. The youngest age-group 25 to 29 years were almost as expected but the oldest group with ages 36 to 50 years indicated that only 25 percent of the expected count had relocated. As stated in table 5.1 (p. 53), 76,9 percent had relocated to Jönköping within the age-group of 30 to 35 years compared to 52,3 percent that were expected to relocate. This means that almost 50 percent more had relocated to Jönköping than what was expected. "Begin with the potential customer" is one of the five key features in the integrated marketing communication where the focus is on trying to find out the most suitable customer (Shimp, 2007). By having this perspective in mind there is possible to see similarities between our empirical findings and this theory since the results show that the age group of 30 to 35 have higher tendency to relocate than the others.

Table 5.1 *Crosstab – Age 30-35 and Located in Jönköping*

Located in Jönköping					
			No	**Yes**	**Total**
Age 30-35	**No**	Count	54,4%	23,1%	47,5%
		Expected Count	47,4%	47,7%	47,5%
	Yes	Count	45,6%	76,9%	52,5%
		Expected Count	52,6%	52,3%	52,5%
	Total	Count	46	13	59
		Expected Count	46,0	13,0	59,0

We also tried to find if there were any connections between those who had an academic background and how their image have been affected by Destination Jönköping's branding work. We wanted to examine those respondents with an academic background more since they are the group that Destination Jönköping wants to attract for relocation to Jönköping. As mentioned earlier 76,3 percent of the respondents had an academic background and compared to those who did not had that background we could not see any major connections or differences. But one factor that had a minor impact more than the other was the academic respondents who tended to have been affected more than the lower level academic respondents on their image of Jönköping, due to that they had a slightly higher answer rate on very positive. In table 5.2 it is showed that 17 percent of those with an academic background thought their image of Jönköping had been affected very positive compared to 15,6 percent that was expected. Of those who had an lower level of academic background only 3,4 percent answered that they had got a very positive image of Jönköping when 4,8 percent were expected. In general the image of Jönköping was perceived as positive among both academic and non academic respondents. The assumption of this is that Destination Jönköping's work with the campaign *Vi saknar dig* have been successful within both groups of respondents. This will even be further analysed later in this section.

Table 5.2 Crosstab – *Academic background and affected image of Jönköping*

Affected image of Jönköping							
			Negative	**Unchanged**	**Positve**	**Very positive**	**Total**
Academic Background	**No**	Count	0	8,5%	11,9%	3,4%	23,7%
		Expected Count	0,3%	8,5%	10,0%	4,8%	23,7%
	Yes	Count	1,7%	27,1%	30,5%	17,0%	76,3%
		Expected Count	1,4%	27,1%	32,4%	15,6%	76,3%
	Total	Count	1	21	25	12	59
		Expected Count	1,0	21,0	25,0	12,0	59,0

We also wanted to investigate if there were any connections between those with an academic background which not had relocated and the probability that they would relocate to Jönköping within a period of five years. As presented in the table 5.3 a majority of the respondents do not have indications to relocate to Jönköping whether the respondents are academic or not. The small difference that we noticed was that the group with lower level of academic background had a little negative difference between expected count and count within the alternative very unlikely. 10,9 percent of them were counted and 8,5 percent were expected to be counted. Those with an academic background had a bit more positive difference within this answer alternative. 28,7 percent were counted and 30,7 percent were expected to be counted in this group.

Table 5.3 Crossbar – Academic background and chances of relocation to Jönköping

Chances of relocation to Jönköping								
			Very unlikely	Unlikely	Neither nor	Likely	Very likely	Total
Academic Background	**No**	Count	10,9%	4,4%	2,2%	4,4%	0	21,7%
		Expected Count	8,5%	5,7%	4,8%	2,4%	0,4%	21,7%
	Yes	Count	28,3%	21,7%	19,6%	6,5%	2,2%	78,3%
		Expected Count	30,7%	20,4%	17,0%	8,5%	1,7%	78,3%
	Total	Count	18	12	10	5	1	46
		Expected Count	18,0	12,0	10,0	5,0	1,0	46,0

Table 5.2 (p.53) and 5.3 are both taking those with an academic background into consideration. Destination Jönköping's intentions with the campaign were to attract academic people to Jönköping. This means that the academic people are a factor that is included within the receiver of Destination Jönköping which is mentioned in the communication process that is brought up in the theoretical findings (Kotler et al., 2008). Since the image has been positive affected in many of the respondents' minds we could assume that the message that Destination Jönköping has sent have been well encoded which have made it possible for the receivers to easily decode it. One assumption may be that personal focus of the campaign *Vi saknar dig* has been interesting and attractive which have helped out within decoding of the communicated message. This has resulted in that the respondents have received a positive response since several of the respondents feel that the image of Jönköping has been positive affected. By evaluating these results and comparing it with the theory it is possible to see resemblance between respondents in the age category 30 to 35 and that they have the highest rate of likelihood to relocate to Jönköping with the feedback part of the model. This can be seen as a matter to take into consideration in future campaigns with the same approach and goal, due to the fact that with this in mind it will give a potential higher rate of relocated respondents according to the statistics that this empirical findings indicates (Kotler et al., 2008).

5.3.2 Media influence of image

Question eleven in the questionnaire tried to find out in which media Destination Jönköping's campaign *Vi saknar dig* had been noticed. Our initially analysing of the result indicated that the respondents had noticed the direct marketing a greater extension than the other media. Since we wanted to see how effective all of the different media were we made a comparison between question eleven concerning different media and questions thirten that measured how the respondents' image of Jönköping had been affected. Direct marketing were the media that had been most noticed, but was it the media who effected the image of Jönköping most? When we calculated the average on the affect of the image we understood that this was not the case. Direct marketing had been noticed by 76,3 percent of the respondents which was relatively high and the average were 3,87 on the scale where 5 where the maximum to choose. Radio has the highest average of 4,33 but as this media only has been noticed by 5,1 percent we believe that this number are quite uncertain to trust. Through this calculations we made our assumptions that internet had best affected the image since they had an average of 4,09 and they had been noticed by 39 percent. This not means that internet are totally the best media that Destination Jönköping used within their campaign but it actually was that media that had affected the image best. Compared to the communication process by Kotler et al. (2008) this would say that direct marketing were the media that reached the receiver most effective and internet resulted in the most positive response. Since we do not know how much effort of both money and time that was invested in the different media we cannot say which media that were most disturbed by the noise that exists in the communication process model (Kotler er al., 2008).

5.3.3 Correlation analysis

The correlation analysis was used to find possible correlations between different variables from the questionnaire. The correlations could represent different values from -1 to 1. If the population correlation coefficient is -1 it indicates that it is a perfect negative correlation between the analysed variables. 0 demonstrates that there is no correlation and 1 indicates a perfect correlation between the variables (Aczel & Sounderpandian, 2009).

The correlations that we have received from the collected data of the study are represented in a correlation matrix in appendix 4. As mentioned in section 5.3.2 internet had a great affect on the respondents' image of Jönköping. In the correlation matrix we found that it actually exist a correlation between internet as a media and the affected image of Jönköping since the correlation indicates 0.284 which means that the correlation is significant at the 0.05 level. We could also see that there exist a correlation between respondents that was located in Jönköping and those who had noticed outdoor media during the campaign. The correlation from the matrix is 0.341 in this case, that indicates that the correlation is significant at the 0.01 level. We need to keep in mind that these correlations still are relatively low. But compared to the other correlations from this study in the correlation matrix they are the most significant and were therefore assumed to be the most interesting variables to investigate further.

5.4   Summary of analysis

The analysis that have been presented in this section is assumed to be most relevant and is intended as basis to be able in the next section to draw conclusions in relation to the research questions of the thesis.

In the first part of the analysis we investigated the relation between the authors view concerning integrated marketing communication as well as the communication process with what our empiric findings and examined if there were any connections or differences between them. The second part focused on branding and the aspects concerning this area as for instance the brand components, city branding and how to manage a brand. A comparison with the brand from a theoretical point of view and investigate the results concerning the brand from Destination Jönköping's campaign *Vi saknar dig* is presented and analysed in the second part of the analysis. In the third and last part of the analysis is a comparison of variables made, this is presented and analysed in this section with different statistic tools as for example crosstabs and correlation analysis, additionally to this is also the media influence on image examined.

6 Conclusions

The intention of the conclusion is to answers the research questions of the thesis and to conclude the study.

Research question 1: *What contribution has the campaign Vi saknar dig resulted in for Jönköping as a city and to which extent have it fulfilled its intended objectives?*

The result from the telephone questionnaire regarding the campaign *Vi saknar dig* indicated that 22 percent of the respondents had relocated to Jönköping. Furthermore we found that additional 13 percent of the respondents thought it was likely to relocate to Jönköping within five years. Even though that there were respondents who had no intension of relocating it is important to mention that of those who had been affected in terms of improved image is the likelihood of them to relocate later on hopefully greater. Our conclusion based on the study is that Destination Jönköping has managed to fulfil the objectives to attract people with academic background and previous connection to Jönköping. This assumption is made due to the fact that 76 percent of the respondents actually had an academic background which indicates that Destination Jönköping has reached the intended and attractive persons. A majority of the relocated respondents also had an academic background which contribute additional strength to our assumption that the intended objectives of the campaign *Vi saknar dig* are fulfilled to a great extent.

Research question 2: *What effects could effective implementation of city branding contribute to a city's target group?*

The conclusion from this study is that cities that manage to implement city branding in an effective manner could affect their target group. What we have experienced by analysing Destination Jönköping's way of use city branding through the campaign *Vi saknar dig* is that it is possible to influence the image of the city in a positive direction. This is proved by the empirical findings of this study where approximately 63 percent of the respondents had through the campaign improved their image of Jönköping. There are not only the ones who perceive the communicated message of the city branding campaign that may be affected. The campaign could possibly contribute to a positive word of mouth if the message of the campaign is well directed and valuable to the target group.

Research question 3: *Would it be possible to affect people in their decision to relocate from one city to another by using city branding?*

To be able to answer this question is of most importance and essential to understand the potential of city branding and what the possible effects could be by implementing it. From our study we will not over estimate the possibility to affect people in their decision to relocate. We believe that for people in general relocating is a complex issue and it is not uncomplicated to make an impact of this decision despite how well the campaign is

executed and adjusted to the target group. Our study indicates that 22 percent of the respondents have relocated but it is clear that that decision to relocate not could be related mainly to a single campaign since the study not indicates that Destination Jönköping had any significant impact on the decision to relocate. We should therefore not over generalise based on the fact that 22 percent of the respondents had relocated and connect this primarily to the campaign *Vi saknar dig*.

7   Discussions

In this section of the thesis is the contribution of the study intended to be discussed. Furthermore are critique of the study and suggestions for further research presented for the reader.

By this study of city branding we aspired to contribute with deepen knowledge within existing research of this field. We are aware of that city branding are a complex concept and therefore we mainly aspiring to provide glimpse of how city branding could be used in a Swedish mid-size city. Our thesis has been conducted based on the campaign *Vi saknar dig* which has made our empirical part influenced by Destination Jönköping's way of manage city branding. This means that the findings from our study mainly will contribute to the field of using city branding through this category of campaigns.

7.1   Critique of the study

The sample of our study consisted of 103 persons between 25 and 50 years old. The sample was based on a judgmental sampling technique which means that the sample selected by criteria's and judgment of the researcher and is thereby categorized as a non probability sampling technique. A possible disadvantage by this is that it limits the ability for us to do any direct generalisations to the specific population (Malhotra, 2004). This sampling technique was still assumed to be a suitable method for this thesis, based on the circumstances with limited time, financial resources and due to the cooperation with Destination Jönköping were we agreed to investigate their primary and secondary target group with participation in the campaign *Vi saknar dig.*

Naturally the possibility of generalisation increase due to the more number of respondents that participate. 59 respondents may be perceived as relatively few. To make statistical analysis a rule of thumb is that if the sample size is 30 or greater it is sufficient to assume that it is normally distributed (Saunders et al., 2009). The main reason that we conducted 59 telephone questionnaires out of the sample of 103 was because we assumed it to be a sufficient number to be able to draw conclusions from the population. It would also have been too time consuming to perform 103 telephone questionnaires due to our available resources.

As this study was performed directed to a mid-size city the findings should not be generalized to all other cities due to the fact that it is probably only applicable to cities with similar size. The results can only be evaluated and generalize to cities that are within the borders of Sweden because there may be differences in cities outside Sweden that have to be considered. The use of a statistical tool as SPSS has in this thesis been applied, we have chosen to analyse mainly through crosstabs and correlation analysis. What we have afterwards speculated about is that there might probably exist other effective ways of analyse the data collected that could have been more suitable. The statistical analysis tools in SPSS that we used were according to us suitable, but the outcome of which we chosen might have been different if we were not restricted regarding time due to that the analysis tools could once again be reconsidered and evaluated in further research.

7.2   Suggestions for further research

Our assumption is that taking a more qualitative approach of the study could be a suggestion for further research to contribute another direction of this field since the respondents' answers would be of a more deepened character. As for example, more depth interviews may result in a more detailed view of the concept of city branding and it possible challenges and opportunities.

Another aspect that could be interesting to research further according to us is why the respondents relocated from the beginning. If the reasons why they relocated from the city would be investigated, an attempt to prevent the relocation from the beginning could have been made. In our case that we investigated, Destination Jönköping wanted to attract those people with some experience since they wanted people that could be hired in qualified positions which made an original relocation necessary to perform. However we feel that investigating the reasons behind the original relocation could contribute and fill an important part within this field. By understanding the underlying reason for a problem it is easier to understand the whole concept and how to prevent and manage the potential problem in a more efficient way.

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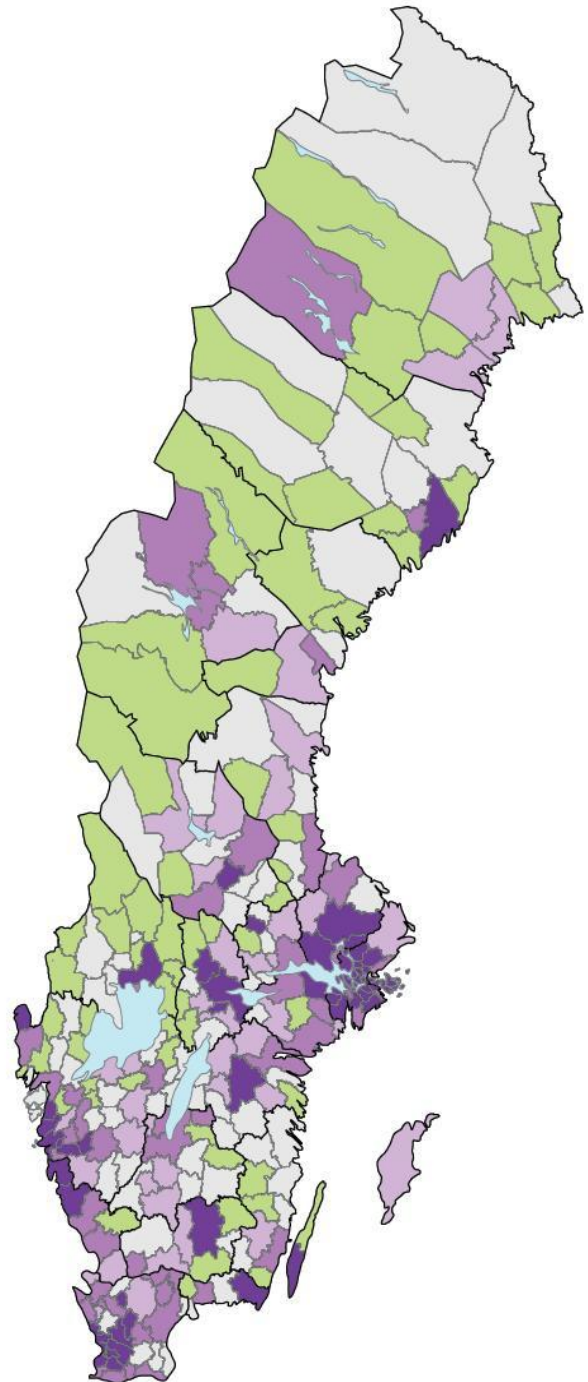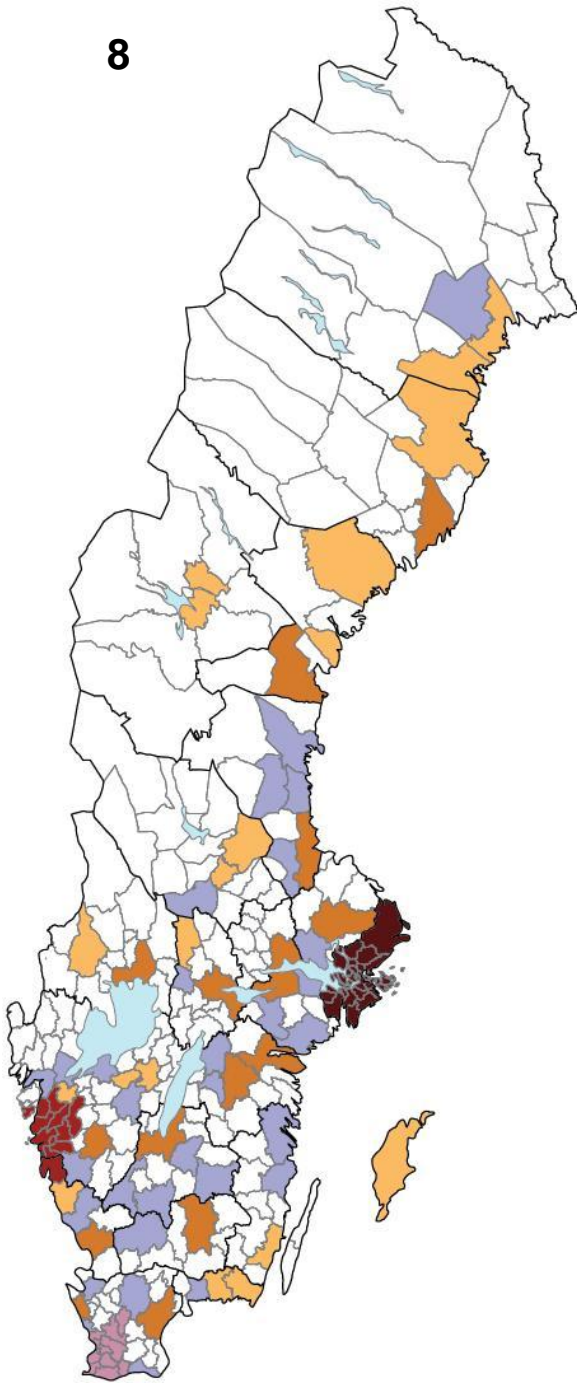
Municipality categories of Sweden

- Region of Stockholm
- Region of Gothenburg
- Region of Malmö
- Large University Cities
- Smaller University Cities
- Others with more than 25 000 inhabitants
- Others with less than 25 000 inhabitants
(Boverket, 2012a).

Population change in percent 2009-2010

- -3.0 - -0.6
- -0.5 - 0.0
- 0.1 - 0.4
- 0.5 - 1.0
- 1.1 - 2.6
(Boverket, 2012b)

Appendix 2 – the questionnaire (Swedish)

INTERNATIONELLA HANDELSHÖGSKOLAN
HÖGSKOLAN I JÖNKÖPING

Enkätundersökning Welcome2work

Denna enkätundersökning genomförs som del i en kandidatuppsats vid Internationella handelshögskolan i Jönköping.

1. Kön?

Man ☐ Kvinna ☐

2. Ålder?

25-29 år ☐ 30-35 år ☐ 36 år < ☐

3. Högsta avslutade utbildning?

Grundskola ☐ Gymnasium ☐ Kandidatexamen ☐

Magisterexamen eller högre ☐ KY-utbildning ☐ Annat:_____

4. Vad har du för tidigare relation till Jönköping?

Uppvuxen i Jönköping ☐ Studerat i Jönköping ☐ Arbetat i Jönköping ☐

Släkt/Vänner i Jönköping ☐ Annat:_____

5. Bor du idag i Jönköping?

Ja ☐ Nej men arbetar i Jönköping ☐ Nej ☐

(Vid nej fortsätt till fråga 10)

6. I samband med flytten till Jönköping, flyttade du….?

Själv ☐ Med partner ☐ Med familj ☐

7. Vad avgjorde ditt beslut att flytta till Jönköping?

Jobb ☐ Komma närmare familjen ☐ Kärleken ☐

Annat:_____

8. Vilken inverkan hade Destination Jönköping på ditt beslut att flytta till Jönköping?

Ingen inverkan alls   1   2   3   4   5   Mycket stor inverkan

☐   ☐   ☐   ☐   ☐

9. Har du fått jobb genom Welcome2work?

Ja ☐   Nej, genom annan arbetsgivare ☐   Nej, arbetssökande ☐

Nej, studerar ☐

10. Hur troligt är det att du flyttar till Jönköping inom en 5-årsperiod?

(Besvaras endast vid nej på fråga 5)

Inte alls troligt   1   2   3   4   5   Mycket troligt

☐   ☐   ☐   ☐   ☐

11. I vilka medier uppmärksammade du Destination Jönköpings budskap under kampanjen?

Utomhusreklam ☐   Radio ☐   Direktreklam ☐

Internet ☐   Inget ☐   Annat:_____

(Vid fler än 1 medier besvara fråga 12)

12. Hur stor påverkan anser du att Destination Jönköpings tillvägagångssätt att använda flera medier har haft?

Ingen påverkan alls   1   2   3   4   5   Mycket stor påverkan

☐   ☐   ☐   ☐   ☐

13. Hur har Destination Jönköpings arbete och deras kampanj Vi saknar dig påverkat din bild av Jönköping?

Mycket negativt ☐   Negativt ☐   Oförändrat ☐   Positivt ☐   Mycket positivt ☐

Tack för din medverkan!

Erik, Filip och Rickard

Appendix 3 – the questionnaire (English)

JÖNKÖPING INTERNATIONAL BUSINESS SCHOOL
JÖNKÖPING UNIVERSITY

Questionnaire survey Welcome2work

This questionnaire survey is used as a part in a bachelor thesis at Jönköping International Business School

1. Gender?

Male ☐ Female ☐

2. Age?

25-29 ☐ 30-35 ☐ 36 < ☐

3. Highest finished education?

Elementary school ☐ High school ☐ Bachelor degree ☐

Master degree, or higher ☐ Profession training ☐ Other:_____

4. What is your previous relationship with Jönköping?

Raised in Jönköping ☐ Studied in Jönköping ☐ Worked in Jönköping ☐

Relatives/friends in Jönköping ☐ Other:_____

5. Do you live in Jönköping today?

Yes ☐ No, but work in Jönköping ☐ No ☐

(Continue on question 10 if answered no)

6. In connection with the relocation to Jönköping did you move …?

Alone ☐ With partner ☐ With family ☐

7. What had a great impact on your decision to move to Jönköping ?

New job ☐ To get closer to family ☐ Love ☐

Other:_____

8. **On what level of impact did Destination Jönköping have on your decision to move to Jönköping?**

No impact at all   1   2   3   4   5   Very large impact

                      ☐   ☐   ☐   ☐   ☐

9. **Did you get your job through Welcome2work?**

Yes ☐   No, through another employer ☐   No, searching job ☐

No, studying ☐

10. **How likely is a move to Jönköping within a period of 5 years to you?**

(Only answered if the answer on question 5 is no)

Very unlikely   1   2   3   4   5   Very likely

                 ☐   ☐   ☐   ☐   ☐

11. **In what type of media have you noticed the message of Destination Jönköping's campaign?**

Outdoor advertising ☐   Radio ☐   Direct advertising ☐

Internet ☐   Other ☐   None ☐

(With more than one type of media answer question 12)

12. **How large impact has Destination Jönköping's approach of using multiple media had?**

No impact at all   1   2   3   4   5   Very large impact

                  ☐   ☐   ☐   ☐   ☐

13. **How have the image of Jönköping been affected by Destination Jönköping's efforts and campaign"Vi saknar dig" to you?**

Very negative ☐   Negative ☐   Unchanged ☐   Positive ☐   Very positive ☐

Thanks for your participation!

Erik, Filip and Rickard

Appendix 4 – Correlation matrix

Correlations		Located in Jönköping	Works in Jönköping	Not located in Jönköping	Chances of relocation to Jönköping	Outdoor media	Radio media	Direct advertising media	Internet media	None media	Other media	Affected image of Jönköping
Located in Jönköping	Pearson Correlation	1	-,070	-,953**	-,666**	,341**	,249	-,280*	,246	-,100	,019	,129
	Sig. (2-tailed)		,599	,000	,000	,008	,057	,032	,061	,453	,885	,331
Works in Jönköping	Pearson Correlation	-,070	1	-,235	,136	-,066	-,030	-,235	,164	-,025	-,035	-,139
	Sig. (2-tailed)	,599		,073	,305	,618	,819	,073	,214	,853	,790	,294
Not located in Jönköping	Pearson Correlation	-,953**	-,235	1	,608**	-,312*	-,234	,344**	-,289*	,104	-,008	-,083
	Sig. (2-tailed)	,000	,073		,000	,016	,075	,008	,026	,431	,952	,530
Chances of relocation to Jönköping	Pearson Correlation	-,666**	,136	,608**	1	-,152	-,172	,152	,058	-,092	,022	,102
	Sig. (2-tailed)	,000	,305	,000		,251	,192	,249	,663	,488	,870	,441
Outdoor media	Pearson Correlation	,341**	-,066	-,312*	-,152	1	,075	-,213	,028	-,095	-,136	,232
	Sig. (2-tailed)	,008	,618	,016	,251		,574	,105	,834	,476	,303	,077
Radio media	Pearson Correlation	,249	-,030	-,234	-,172	,075	1	,129	-,027	-,043	-,062	,156
	Sig. (2-tailed)	,057	,819	,075	,192	,574		,330	,840	,744	,639	,237
Direct advertising media	Pearson Correlation	-,280*	-,235	,344**	,152	-,213	,129	1	-,208	-,336**	-,008	,124
	Sig. (2-tailed)	,032	,073	,008	,249	,105	,330		,114	,009	,952	,351
Internet media	Pearson Correlation	,246	,164	-,289*	,058	,028	-,027	-,208	1	-,150	-,077	,284*
	Sig. (2-tailed)	,061	,214	,026	,663	,834	,840	,114		,258	,561	,029
None media	Pearson Correlation	-,100	-,025	,104	-,092	-,095	-,043	-,336**	-,150	1	-,051	-,198
	Sig. (2-tailed)	,453	,853	,431	,488	,476	,744	,009	,258		,704	,133
Other media	Pearson Correlation	,019	-,035	-,008	,022	-,136	-,062	-,008	-,077	-,051	1	-,022
	Sig. (2-tailed)	,885	,790	,952	,870	,303	,639	,952	,561	,704		,867
Affected image of Jönköping	Pearson Correlation	,129	-,139	-,083	,102	,232	,156	,124	,284*	-,198	-,022	1
	Sig. (2-tailed)	,331	,294	,530	,441	,077	,237	,351	,029	,133	,867	

** . Correlation is significant at the 0.01 level (2-tailed).
* . Correlation is significant at the 0.05 level (2-tailed).