Destination Copenhagen; an explorative study on residents roles in place brand management

Dino Kapidzic

Executive Summary

In the recent years there has been a lot attention on mass movements against tourism and tourists all over Europe. Cities like Barcelona, Berlin, Hamburg, Amsterdam and Venice have all been affected by these movements and have all forced place practitioners to take new measures into account.

In general this thesis aims to investigate how residents of Copenhagen perceive the tourism industry and tourism in the city but also whether they are willing to be brand ambassadors of the city and thereby potentially become co-creators to 'Destination Copenhagen'. Therefore the theoretical foundation is comprised of the 'brands as processes' model, place branding which entails participatory branding, brand concept map and last but not least the stakeholder theory which represents a foundational premise for this thesis.

For the research and collection of data, the social construction paradigm together with a pragmatic stance is applied. Five qualitative interviews were carried out in order to encapsulate the stakeholder notion of this thesis. Further two observations, where one of them is a participant observation, forms the primary data. The participant observation was conducted at a public meeting revolving around the challenges of tourism in Copenhagen. Triangulation of the collected data is further boosted by two quantitative questionnaire surveys, where one of the surveys is conducted at the mentioned public meeting, the other was electronically distributed and conducted.

The analysis found that the relevant stakeholders in Copenhagen acknowledge the importance of residents in the process of branding the city. Proof of this is for instance Wonderful Copenhagen's newly implemented strategy calling out for an approach of 'Localhood'. Through the Brand Concept Map it is further shown how different resident groups do not differ much in their associations about Copenhagen, however their perceptions of being able to contribute to the formation of Copenhagen as a destination differs among the two surveys. Additionally the analysis shows how residents vary much in the tools they use when branding Copenhagen, and how much contact they have with tourists. Another result from this research shows how residents in the inner city are more affected by tourism, compared to other parts of the city. Lastly the thesis implies how this, if not managed correctly by those responsible, could end up as another Barcelona or Venice.

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Structure of the Thesis

Chapter 1: serves as the introduction into the very topic of place and destination branding. Besides an overall introduction this chapter also entail the problem statement and research question of the thesis.

Chapter 2: will present the case of Copenhagen by giving a description of the factors and circumstances that lead us to the relevant problem formulation and research question.

Chapter 3: will present the theoretical foundations that will be used to answer the research question. First the general branding literature will be described followed by an explanation of the process model of brands. Thereafter the place branding theory will be presented. This part of the literature will also describe the participatory approach to branding and brand concept map. Moreover the stakeholder-theory will lastly be presented before joining and aligning the reviewed literature into one context dependent creature for the case of Copenhagen.

Chapter 4: will describe the methods used in order to answer the research question. This will include philosophy of science, the research design, data collection and analysis and quality of the collected data.

Chapter 5: will apply the collected data to the theoretical foundations laid out. This will happen in order to answer the research question. Here the conducted interviews with relevant stakeholder, participant observation and questionnaire surveys will be outlined and analysed.

Chapter 6: will provide a discussion of the analysis and reflect upon the theoretical foundation and collected data Following the discussion a final conclusion of the thesis findings.

Chapter 7: is the last chapter of this thesis and will provide us with a section of the limitations and future research implications.

Chapter 1. Introduction

Consider the following three scenarios; 1) You just got offered a job in another country far away from your own, 2) you finished high school and are about to choose the right city and university to study at, 3) you are dwelling whether to spend your holidays in a cultural European city or a small island in the Indian ocean. How do you decide which option is the best for you?

This might sound as, yet another boring reminder of how small our world is getting as an effect of the so-called globalization, although the reality is far from being boring. As the mobility of goods, services and people have taken a huge increase in the recent decades, questions like the ones above, appear more frequently than ever, and the answers to them are increasingly more difficult to find. The intense arena of *interplace competition* is one of the most justified reasons stated when, discussing the relevance and significance of place brands and the popularity of place branding as a practice (Kavaratzis, Warnaby & Ashworth, 2015).

In order to attract new and existing target groups, place marketers invest huge efforts in developing their cities as brands hoping to gain international recognition (Kavaratzis & Ashworth, 2008). The most ''livable city'', ''green city'', ''bike-friendly city'' etc., are some of the awards won, and most common associations that come into mind when thinking of Copenhagen (Wikitravel, 2017). Kavaratzis, Warnaby and Ashworth (2015), gives credit to building and managing a successful place brand to the *interactive* approach to place brands, where the emphasis is on the collective construction of the place meaning as this goes on in social actuality and through social interactions.

It is therefore not a question of whether to brand, but more a question of how to brand and whom to include in this process of place brand formation (Kavaratzis et al.,2015), speak about the organisation-centric view of building brands, where institutions that undertake place branding projects are the ones constructing place brands. The other and far more addressed view is the one where viewing brands are being formed by individual place consumers who make place related decisions. This can be *residents* living their everyday lives, *tourists* escaping their everyday lives or work related context *(business visitors or investors)* (Zenker & Erfgen, 2014).

As Braun et al highlights, citizens *''are not just passive beneficiaries or place customers, but could be active partners and co-producers of public goods, services and policies''* (2013; 18-19). This makes the concept of co-creation even more relevant because it states that brands are not formed through traditional communication

and implementation of slogans and logos (Merz, He & Vargo, 2009).

1.1 Problem Clarification and Research Question

Based on definitions of corporate branding, destination branding often invites practitioners of it to communicate a certain identity and uniqueness which will differentiate the destination from competing destinations (Qu et al, 2011). The previous criticism of slogans and logos should be viewed in the light of factors which put places in an unfortunate situation since the potential of place and destination branding is limited in relations to place development and it misses out on the contemporary understandings of how place brands form and what they are about (Bellini et al 2017). In other words, Paris is not only ''the city of love'', or Berlin ''the place to be'' (Placebrandobserver).

Different authors propose the need for a rethinking of destination branding, since it has become an "expression of the interaction of end-users'' (Munar, 2011). In order to move forward in the refinement of place branding, researchers argue for some realizations to happen. These realisations include;

1) A place is created in the minds of people as they encounter all aspects of a place.
2) A place has many co-creators who co-construct it through a process that can only be conceptualized through a dialogue (Kavaratzis and Hatch 2013). Therefore place branding should be conceptualized as cities of stakeholder relationships.
3) The paradox related to a place, when it is branded as a single entity and treated as a promotional campaign. Places do not have a single identity neither a single image (Ren & Blichfeldt, 2011; Hansen, 2010).

It is furthermore important acknowledge the collective call from academics to integrate stakeholders as they are the most integral part of the place branding process (Ashworth & Kavaratzis, 2009; Merrilees, Miller & Herrington, 2012). With this in mind we will now present the research statement and question which this thesis will explore and try to get an understanding of.

With the aim of showing empirical findings that will support the theoretical discourse on place branding and the importance of co-creation processes, this thesis will investigate how Copenhagen as a tourism destinations is being co-created. More precisely this thesis will seek out to explore how relevant tourism and destination-brand stakeholders perceive residents in this process. Residents own perceptions of Copenhagen as a destination will also be explored. Therefore the overall research question is;

As important stakeholders, what is the role of residents in the co-creation process of a destination brand?

Chapter 2. The Case

This chapter will help the reader to grasp an overview of the contextual situation and history which describes Copenhagen anno 2017. The purpose of this chapter is to introduce the reader to a general overview of Copenhagen in a historical context. Nonetheless this chapter will also serve as an opportunity for the reader to get an understanding of why and where the background of the research question stems from.

2.1 History

With a population of 764.000 inhabitants, Copenhagen is the capital and most populous city in Denmark (Statistikbanken). The city is situated on the eastern coast of the island Zealand, and is separated from Malmö, Sweden, by the strait of Øresund and at the same time connected to latter by the Øresund bridge.

In the 10th century Copenhagen was founded as a fishing village, but 5 centuries after it became the capital of Denmark in the 15th century. In the 17th century Copenhagen positioned itself as a regional center of power with institutions, defences and armed forces (Denstoredanske). Since the turn of the 21th century, Copenhagen has had a constant development both in urban and cultural contexts. The famous Copenhagen bridges that connect different districts, and the development of Copenhagen Metro are examples of positive developments the city undergone. With existing landmarks such as Tivoli Garden, the Little Mermaid Statue, the Amalienborg and Christiansborg castles, the longest pedestrian street in world; Strøget,- and the newly developed infrastructures, the city's landscape are subject to a worldwide recognition.

The pride of being ranked as the number one city in monocle's ''Quality of Life'' survey in 2013 and 2014 (CopCap.dk) or the 'Most livable city' by Magazine Metropolis in 2016 (Thelocal.dk), or home to the best restaurant in the world three years in row (Noma.dk), has meant international recognition of the city in various way. Although it is one of the most expensive cities in the world, it is a noted one of the most livable, with public transport, bike-culture, and environmental policies being the common denominator of this high ranking livability.

2.2 Copenhagen in 2017

The previous section has outlined some of the historical and physical characteristics of Copenhagen (CPH). As this thesis has been approached by an explorative resonance, it is essential to actually get a sense of what the

''situational context'' looks like at this moment in Copenhagen when it comes to ''City Branding and Tourism''. To get a touch of this environment, circumstances, or settings that determine some of the challenges and opportunities that are evident, media coverage and articles are therefore useful to make use of, in the forthcoming section.

According to Arbejderbevægelsens Erhvervsråd (AE) (Berlingske) analysis, there are signs of higher inequality among residents in CPH. As mentioned in the previous section the costs of living in CPH are high - more precisely placing CPH as the 9th most expensive city in the world (Telegraph). It is therefore worth a thought when the mentioned analysis from AE also indicates that almost every third resident from age 18-35, wants to move away the city (Berlingske). Districts such as Bispebjerg and Nørrebro are those who are most representative of this number. The mayor of ''Teknik & Miljøudvalget'' Morten Kabell, hint at the housing policy during the 90's as an explanation of the inequality of the city by stating that the city is ''an excluding one, and not including'' (Berlingske). On this note, another survey from Statistics Denmark (Berlingske), Copenhageners score very low compared to other danish regions when being asked about how they assess and judge the quality of their life, in various parameters.

Opposite to the derivations and deductions from these surveys, there are analyses and reports that claim that 97 % of Copenhageners are satisfied with the life in the city, when being asked about their satisfaction on areas such as city-offerings, urban development, sustainability, unemployment, housing situation, migration and tourism (Berlingske).

The primary takeaway message from these numbers, is to sense some sort of indication on CPH's current media discourse in relation to place branding. And before moving on to the next section, it is also appropriate to present another survey conducted from Norstat (Berlingske, where 1.000 residents of CPH were asked about their opinion on tourism in the city. Compared to other European metropoles, Copenhageners are much more positive towards tourism than residents of Barcelona, Munich, Lisbon, Berlin and Amsterdam (Ibid).

The reason behind 78% of CPH's residents answer, they without any reservation think that the city has more room for tourists, is that the development is not happening as fast as in Amsterdam, Berlin and Barcelona and that tourism in CPH is seasonal. Director of the development department in the official tourism organization of CPH (Wonderfuld Copenhagen) Signe Jungersted, in this same article argues that the positive image tourism

enjoys among Copenhageners is important to build upon by inviting the citizens to mutually solve the tasks which will face the city in the future.

Who are Copenhageners?

As we saw in the previous section, different surveys aiming to answer the same questions do not necessarily end up with the same result, which therefore makes it easier to misunderstand and misinterpret article headlines as for example;, ''Copenhageners are the least satisfied'' while at the same time knowing that ''the danes are the happiest people in world''.

To help us achieve a broader picture of this, it will be essential to disentangle the above mentioned and the statement from Signe Jungersted by looking at who the residents of Copenhagen are. This forthcoming section will briefly describe the demographic composition, lifestyle, behavior and opinions laid out in a 2015 survey from Geomatic (2015). The classification thus reveals that residents in the city of CPH belong to 3 big groups, which can be further divided into subgroups.

''Urban diversity'', ''Wit and Wealth'', and ''Upcoming Youth'' are the three main groups represented in this demographic analysis and whose geographic location is placed in CPH. Urban diversity which represents 15 % of the total danish population is characterized by living as ''singles'', having an income below the average and being part of the middle class. In common for all three segments is that the use of transportation is directed towards bicycling. One third of ''Urban diversity'' has a car, but just as the ''Upcoming Youth'' segment, the primary transportation is bicycle, whereas the ''Wit and Wealth'' segment choose the bike for other reasons than economical, since they belong to the group of the highest disposable income. The latter group represent 6 % of the total danish population, who ''enjoy life'' by eating ''delicious food'', ''museum-visits'', ''art-galleries'', ''concerts'' etc.

The ''Upcoming Youth'' also spends a lot of time on leisure activities such as restaurant visits and concerts, but is primarily characterized by belonging to the infamous ''born-digital'' generation, where online activity is a natural instrument to make use of (Geomatic 2015).

A final remark on the question ''who are copenhageners'', and in line with the Geomatic report who uses ''Gallups Kompas'' (Modern-Traditional versus Community-Individuality) as a segmentation tool, it is visible that the 3 groups identified in CPH all tend to be modernly and community directed. Whereas other parts of

Denmark such as ''Sønderjylland'' have a tendency to be much more traditional when it comes to such a segmentation (Ibid 2015).

Although we have outlined and described some of the characteristics of CPH's residents, we still have to acknowledge that those 3 very large groups of people belong to further divisible subgroups and therefore it would be very dangerous to make any hard conclusions based on this, however these groups are important indications on how the demographics currently are displayed.

Chapter 3. Theoretical Development

This chapter will present the theoretical foundation best suited for answering the research and sub-questions. As it is explained further in the methodology chapter, the search for relevant theory has been a process characterized by inquiring and thorough reading of articles and prior research.

The theoretical foundation is based on city branding, which resonates from the recent development, within the marketing discipline, of corporate branding. Furthermore it also consists from the theory of stakeholders.

3.1 Brands

This section will take brands and branding to its very basics and outline some definitions of brands and branding that for several decades has been used by research academics and marketers. Following Kotler's definition of a brand as *''a name, term, sign, symbol, or design, or combination of them which is intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors''* (Kotler, 1991; pp. 442). One could consider the idea of a brand as being the image people have in mind when thinking about a specific product, both the physicalities of a product like 'good quality' and the emotional benefits like feeling happy when acquiring this product. Although there is a general agreement in the marketing literature that the brand is more than a name given to a product, rather it is a whole set of socio-psychological attributes and beliefs (Simoes and Dibb, 2001).

The questions of what makes a brand strong and how to build a strong brand in particular, Keller (2013) introduces a concept of customer-based brand equity (CBBE) to answer these questions. CBBE is formally

defined as the differential effect that brand knowledge has on consumer response to the marketing of that brand (Ibid). This basically proclaims that the consumer believes a brand has more benefits and attributes than another brand and thereof the differential effect.

The change to our understanding of brands can to some extent be seen through the argumentation for the shift to a service-dominant logic in marketing (Merz, He & Vargo, 2009). This evolution is concentrating on a new conceptual dialogic, which views brands in terms of collaborative, value co-creation activities of firms and their stakeholders and brand value in terms of the stakeholders' collectively perceived value-in-use. One of the most central of the fundamental 10 premises (FP1) in the S-D logic is that 'Service' is the basis of exchange, where the application of competences for the benefit of another entity is central. In contrast the G-D logic (Goods-dominant) which views the 'producer' as the creator of value and the 'consumer' as a user of value. On the other hand S-D logic views both the consumer and producer as resource integrators (FP9) that co-create value (Ibid). Co-creation should in relation to this thesis be perceived as central, but a deeper insight into this will come further ahead in the thesis.

3.1.1 Branding as Processes

After providing a very broad and general view on brands, the upcoming section will provide the reader with a foundational premise for how brands are seen in this thesis. First 'branding as processes' as a paradigmatic way of viewing brands will be presented. Then the three parts underlying this paradigm will be examined and finally these will be joined together in the section of 'brand discourse'.

In line with several other disciplines, branding theory has recently developed from rather static branding paradigms to more dynamic and process oriented branding paradigms. Merz, He, & Vargo, (2009, p. 332) provide an important impetus to this development by proclaiming the so-called stakeholder-focus brand era. In line with the metaphysics of process and change, brands are perceived as 'dynamic social processes of stakeholders, (inter)actions and negotiations through which temporarily stable outcomes are co-created' (Mühlbacher & Hemetsberger, 2008).

The major differences to the relationship paradigm are that the focus is no longer only on consumers, but on multiple stakeholders, and that these stakeholders do not form dyadic relationships with brands, but networks. Networks are the place where brand co-creation takes place, where brand management is assumed to have a new role, since it cannot solely determine the branding process, but is only one participant in this

process (Ibid).

Merz, He, & Vargo (2009) provide us with an argument which helps us understand this form of interaction. Former dynamic relationship between brands and customers are replaced by networks interactions which involve multiple stakeholders, inside and outside the firm / place. In line with this thinking and the foundational premise for this thesis, the reader should be introduced for the model below.
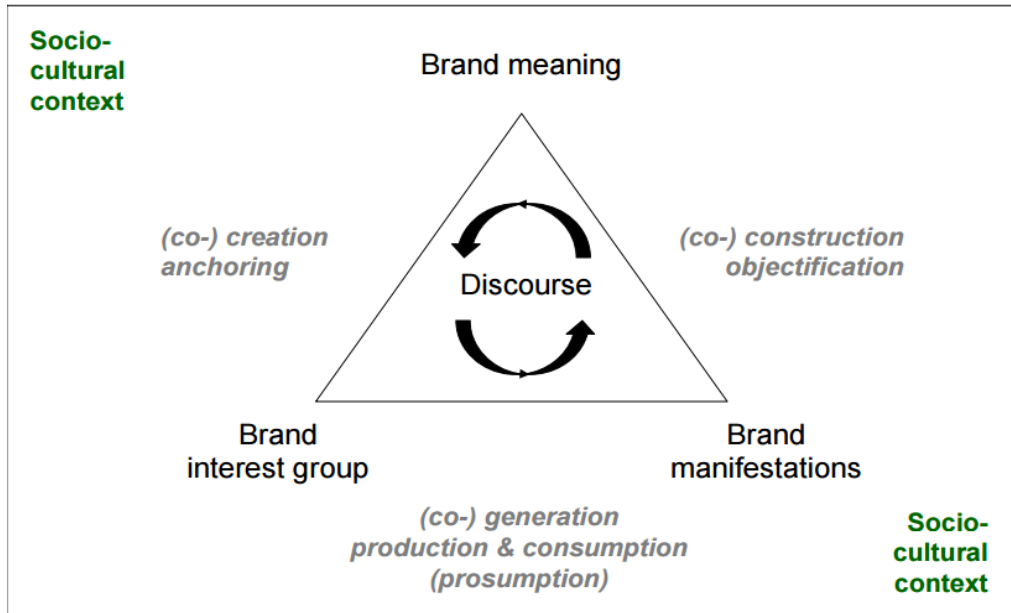
Mühlbacher & Hemetsberger (2008) propose a process model of brands, that establishes the basis for further reflection, where it builds on, and integrates existing branding paradigms. According to this integrative view and model above, brand co-creation processes consist of a complex interplay among physical brand manifestations, brand meaning and people or organizations that are interested in the brand (Brand interest group). Anyone interested in either the brand manifestations or brand meaning forms the brand interest group.

In a continuous process of social discourse the members of the brand interest group co-construct brand meaning. Brand meaning can be experienced through the manifestations of the brand, which are produced, constructed and used by the members of the brand interest group. This happens within a socio-cultural context, which goes well with Saraniemi & Kylänen's (2011) argument that such a context is useful in order to understand tourism destinations and their complexity and dynamic nature. Particularly for destination brands, Kavaratzis and Kalandides (2015) share this view as well, by emphasizing that 'all places and their brands can

be thought to be constructed through social interactions between stakeholders'. These stakeholders vary from tourism authorities, the tourism and hospitality industry, and other forms of governance bodies. And if the socio-cultural context of destinations is considered, it will also include tourists and residents.

3.1.2 Brand Meaning

Brand meaning is perceived as a dynamic collective system of knowledge and evaluations regarding a brand, that continually emerges from social brand discourse. Brand meaning first develops on an individual level, when an individual gets in touch with the brand related stimulus (e.g. an apple computer). This individual meaning development is of course influenced by the individual prior experience and existing socially shared knowledge. If the brand related stimulus is socially relevant, individual meaning will be shaped into socially shared meaning (Hemetsberger & von Wallpach, 2013).

Some elements of brand meaning are context-independent and therefore consistent across contexts and situations. These context independent elements provide a common ground for interpreting and evaluating the brand. On the other hand there are context-dependent meanings, that serve the purpose of situation specific brand interpretation. For instance we could possibly all agree that Copenhagen to a certain extent is a sustainable city, which will form the core-meaning and thereby be consistent across contexts. However, Copenhagen might have additional meanings, depending on the social situation or the context in which it is used. In a business oriented context Copenhagen's brand meaning might signal an attractive place to invest since it has be rewarded as the best place in the world for attracting, maintaining and developing business talents (Global Talent Competitive Index, 2017).

Contrary to former conceptualizations of brands as knowledge and image, the process view on brands does not perceive brand meaning as a stable outcome but rather one which is constantly developing. Everything else equal, one could view the above mentioned awards as factors which will move or change the brand meaning for some individuals/persons.

3.1.3 Brand Manifestation

Brand manifestations can be perceived as temporarily stable outcomes of the branding process. Mühlbacher &

Hemetsberger (2008) state that 'brand manifestations are tangible and intangible objectifications of brand meaning' which means that they allow brand interest group members to sensually experience the meaning of a brand. In a place branding context these manifestations could be any form of intangible or tangible elements, such as the physical landscape (buildings, architecture etc.), people, organizations, events and patterns of behavior. Like brand meaning, brand manifestations are constantly evolving and therefore continuously co-constructed by those who are interested in the brand. They are a crucial aspect of the branding process, since they continuously stimulate social interaction and thereby the (re-)production of brand meaning.

3.1.4 Brand Interest Group

Finally, the brand interest group consist of all the individuals, organizations and institutions that are interested in a brand and to some extent participate in a brand related discourse. How involved brand interest groups members get, and what roles they take on, depends on several factors. Koll et al (2007) in the figure below propose different types of how brand attitudes and brand interest/activity eventually can result in 4 types of brand behaviour. As the figure seems pretty self-explanatory, we will not spend much time on explaining what each   type   of   behaviour   means   although;
- **Brand interest/activity level:** Active (e.g., brand protagonists) vs. negative (e.g. brand observers, lurkers).
- **Brand attitude:** Positive (e.g. brand, fans devotees) vs. negative (e.g. brand antagonists, offenders).
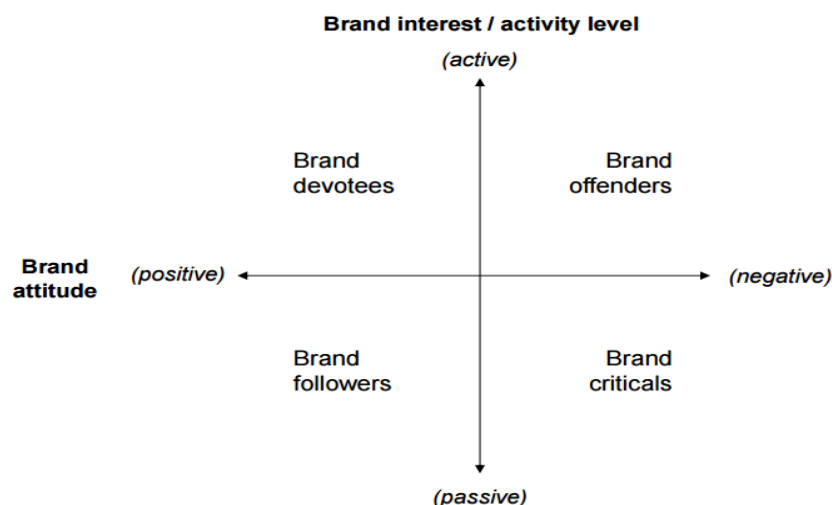
Brand interest group members might behave very differently depending on whether they are inner circle

member or in the peripheral group (Mühlbacher & Hemetsberger, 2008). Inner circle member are actively involved in shaping and co-creating brand manifestations and meanings. The members themselves might be vital brand manifestations that signal a brand's meaning and attract new brand interest group members. Members of the inner circle core is embedded in a much broader peripheral group that is less actively involved in brand related discourse, but still interested in the brand. Just as brand meaning and brand manifestations, brand interest groups are in a constant flux (Ibid).

To illustrate this we should provide an example of how different type of brand interest group members can behave and demonstrate different brand meanings. The following example stems from the very initial stages in the data gathering process performed by the researcher of this thesis.

Exemplification; The public meeting held on 14.3.2017 was a discussion about the possibility of transforming the public space around Vesterport station and Palads Cinema in CPH into a new public space with hotels and commercial activities. This is an example of a circle where brand meanings are exchanged. The character of this event was such, that different interest groups were represented at this meeting, although the common denominator for all participants could be characterized as members who to some agree are active members, since they show up at such an event. At the very meeting, they 'acted' in various ways, hence some were passive brand observers or lurkers, and others were brand devotees. But by showing up to the public meeting, we could argue that this (brand) interest group is rather active than passive.

The public meeting consisted of an initial presentation of the proposed project by architects (WERK), landowners (DSB) and politicians (Miljø og Teknik Udvalget) who in general had a positive brand attitude towards the project. On the other hand negative brand attitude towards the project was primarily held by residents who attended the meeting and some stakeholders, such as 'Foreningen Bevaringsværdige Bygninger' who is an association aiming to protect historical buildings which are worth preserving. This example should help the reader of this paper notice how such classifications can contribute to a better understanding of how brand interest groups interact among each other.

3.1.5 Brand Discourse

Brand discourse is finally the ongoing process of interaction and negotiations, which generates temporarily stable outcomes, in the form of brand manifestations, brand meaning and brand interest group.   This

interaction can happen anywhere and anytime when brand interest group members meet. The interaction can be direct, for example face-to-face or via an online chat, or it can be indirect for example via a synchronous online conversation, where one person reads an online text, that another person wrote, or via the symbolic use of brand related objects. (Vallaster & von Wallpach, 2011)

All this happens within a socio-cultural context which influences, what people do, and how they do it. This branding paradigm implies different criterias for building a successful brand. First the brand management needs to recognize, not only consumers but larger group of stakeholders which are relevant for the brand and actively contributes to co-create the brand. Second, these stakeholders form complex networks of interaction, that cannot be determined by brand management. And third, in order to build a brand successfully, management needs to perceive itself as one participant in the network, and must work on actively stimulating a positive brand related discourse.

This discourse could **a)** lead to intended brand meaning, **b)** keep this meaning alive, **c)** it should allow customers and stakeholders experiences as essential parts of the brand meaning via brand manifestations (e.g. touchpoint design), **d)** it should activate and voluntarily involve brand interest group members and **e)** lead to affective bonds of brand interest group members with brand manifestations, meanings and among each other as well as brand supportive behavior. As a fourth and final criteria brand management should implement a relevant brand performance measurement system, that allows monitoring the branding process and its outcome over time. (Hatch & Schultz, 2010)

3.2 What is a place?

As this thesis will use different terminologies in a similar context, it would be adequate to briefly outline the differences between them. This section will therefore explain how places, cities and destinations will be used in this paper. Braun (2011, p.2) notes how ''place branding is the family tree, with family members such as city branding, destination, nation branding and location branding action as the branches''. Boisen (2011) though warns against the territorial trap of methodological territorialism and calls out for a conceptualisation of a place as a part of geographical hierarchy. Taking the previous note into mind, we should provide the reader with the following example in order to get a better sense and understanding of what a place can be.

For example; The European Union, The State of Denmark, The Region of Zealand, The City of Copenhagen and

the neighborhoods of Vesterbro and Østerbro are all geographical entities. Then the city is made up of different spaces and places, neighborhoods, parks, squares, buildings, landmarks, infrastructure and other components which make up the city as a whole. *''The city as a place is thus an aggregate of other places and spaces within its boundaries. However, these places are selectively used in determining the image of the city''* (Boisen, 2011;138). The quotation above is important to this thesis, because the 'selectively' chosen places used to determine the image of the city can in the end mean alpha and omega to how the city is perceived among different target groups. When using selectivity for which 'spaces and places' to focus on, it also means that certain target groups which are not represented from a neighborhood (read spatial entity) will be excluded. As Boisen states (2011;144),

''There is nothing inherently wrong with giving specific target groups more attention than other, and this does not represent a new development in spatial policies in its own right. However, the idea of a place brand is that is represents the entirety place in question and that it becomes dominant in the formation of the perception of this place''.

The intention with the section so far has been to illustrate to the reader that a place can be different 'things', all from the European Union to Rådhuspladsen. In line with this reasoning, we should further put the notion on 'destination branding' as being the primary focus of this thesis. This is primarily due to the fact that the purpose of the research is to investigate how residents in Copenhagen perceive their role as stakeholders in the destination branding process.

Hopefully the reader has gained a more abstract understanding of place and how places exist among different geographical entities since this is required in order to understand the conceptual implications for place brands and place branding in general (Ibid).

3.2.1 (Evolution of) Place Branding

While the reader at this point should be able to discern how a city has many different places within its boundaries, this section should provide some general and agreed upon understandings and definitions of place branding whereunder city branding and destination branding belongs to.

The first publications to place marketing came from regional economists, geographers and other social scientists, but were mostly limited to the promotional aspects of places (Ashworth & Voogd 1990). These academics were among the first researchers to widen the scope by trying to develop a strategic planning framework by focusing on structural change in cities (ibid).

The marketing and branding of cities, regions, and countries is positioned firmly on contemporary policy agendas (Boisen et al, 2011). Having their welfare states threatened, countries in Northwestern Europe have been forced to look for alternative ways to stimulate their economies (ibid). According to (Brenner, 2004) the cause of this is to be found in more neo-liberal approaches where (supra-)international institutions on the one hand have gained more attention and administrative responsibility, and regional and local authorities on the other hand have ''lost'' this control. With the never ending discourse of economic globalisation, competitiveness of places has become the perception of international, inter-regional inter-urban competition.

Above mentioned has led to an interest for marketing-driven strategies that aim to strengthen the competitiveness of places (Boisen et al, 2011;136). In reference to this, branding has become a central concept for promoting competitiveness. Kotler et al (1993) note that place marketing is concerned with the whole issue of a ''demand driven approach to places and thus can be seen as a broad term'' whereas place branding is a more specific marketing instrument that implies a more hedonistic approach to places. Despite this, terminologies in place branding are still challenging researchers from differentiating place marketing, place branding, destination branding, city branding, etc. For this reason we have in the previous section spent a moment explaining how 'destination branding' is the focus of this thesis but other terminologies will at times be used interchangeably and in a synonymous way.

The goal of place branding is to add value to a place in its broadest sense (Kavaratzis, Warnaby, Ashworth. 2015). By influencing the perceived qualities of a certain place, place branding can indirectly result in the attraction of more tourists, more inhabitants, more firms and more investments - while still keeping the essentiality of place branding in mind.

It is for this reason not surprising that governments, firms, citizens and other stakeholders are interested in seeking an identity which can further boost the place brand with positive associations.

The goal then becomes to create and improve the image of the place as being attractive and competitive, and according to Ashworth (2008) the metaphorical process of *'product branding'* contains three elements that can be applied to place; **brand identity, brand positioning and brand image**. Ashworth has related these three concepts to other concepts such as; **brand management and brand equity** (composed by brand value and brand awareness).

3.2.2 Defining Place & Destination Branding

Having accounted for the historical roots of place branding and the overall goals of applying this form of management practice in cities, we will in the following section present the definition which this thesis will rest upon in the rest of this study. As earlier mentioned research has in recent years paid a lot of attention to place marketing and branding practices. With this in mind the definitions of place marketing and place branding are worth pointing out since they have often been used in a synonymous context even though their scope of applicability have been completely different.

Braun (2008) defines **place marketing** as *"the coordinated use of marketing tools supported by a shared customer-oriented philosophy, for creating, communicating delivering, and exchanging urban offerings that have value for the city's customers and the city's community at large"*. Moreover, the aim is ''to maximize the social and economic well being'' while still keeping efficiency and accordance with the established goals of the concerned area (Ashworth and Voogd, 1990, p.11). Kotler et al. (1993) additionally state that the aim for place marketing is to 'promote a place's values and images so that potential users are fully aware of its distinctive advantages'.

On the other hand, a **place brand** is according to Zenker and Martin (2011, p.3) not the communicated expression or the 'place physics', but the perception of those expressions in the minds of the target audience(s). Zenker (2011, p.42) implies that a place brand is; *''a network of associations in the consumer's' mind based on the visual, verbal, and behavioral expression of a place, which is embodied through the aims, communication, values, and the general culture of the place's stakeholders and the overall place design''*.

These definitions serve as a reminder and highlighter of the complexity of place marketing and branding and leaves us to establish that this study's definition of a place brand is adopted and will rest upon Zenker's definition from above (2011, p.42).

As we have established above, place marketers through place branding focus on building strong, favourable place brands that can be communicated to diverse target audiences and stakeholders (Zenker et al 2017, p.15). Often place branding takes the form of destination branding in order to attract tourists (Qu et al., 2011), but destination branding has recently also broadened it focus to include other target groups such as residents (Hanna & Rowley, 2015).

3.2.3 Residents and the Participatory Branding

So far we have among others outlined and presented how brands are being co-created by different brand interest group members who are expressing brand meanings through brand manifestations. Transferring this rationale to place branding we will most likely end up at the so called 'participatory branding' as the equivalent to the model of 'brands as processes'. Participatory place branding is one of the main fundamentals and principles of this thesis when it comes to successful place branding.

As the word 'participative' indicates, it is the inclusion/taking part in the place branding which is the focus and refers to the residents of a place. From governance processes, cooperative leadership, public management and now place branding, the idea of participation is seen as very important. Participation of residents is important because they are co-producers and partners of public goods, services and policies, and not just passive beneficiaries or customers (Zenker & Erfgen, 2014). As various academics suggest, municipalities should only have the role of facilitators of certain activities, meaning turning more attention to the stakeholders and their co-deciding and co-producing of the brand (Ibid).

As residents have a vital interest in the place branding process, they have three different roles: *"1) Current residents… form an integral part of the place brand in the minds of place's consumers. 2) Residents who identify with the place will likely become ambassadors of the place… and sense of belonging. 3) Residents as citizens".* (Zenker & Erfgen, 2014). The three different roles indicate the actual importance of including residents in participative activities, and how their inclusion could positively contribute to a place brand. When this is said, it

is worth mentioning that researchers have spent a significant amount of time criticizing place brand managers for not involving residents beyond measuring the associations of the place.

Therefore Zenker & Erfgen (2014) argue *"that a truly participatory approach will go a step further and allow residents to not only influence the content and goals of branding, but the method and tools of communication".* To implement such a participative approach, a strategy, consisting of three stages is needed. "stage1; defining a shared vision for the place, including core place elements; stage 2 implementing a structure for participation; stage 3 supporting residents in their own place branding projects" (Ibid). The difference by implementing such a strategy from previous practices, is that residents will go beyond, **stage 1;** of capturing key associations of the place to, **stage 2;** where place branding projects should devote a certain amount of the annual budget to residents who can apply for this funding, by writing a small business plan and this project supports the place branding goals, and **stage 3;** where the funded projects are being monitored.

3.2.4 Brand Concept Map & Success Measurement

In line with the previously argument of three different stages which are constituting a participatory approach, this section will outline how (stage 1) 'capturing key associations of a place can be performed. Applying success measurement practices as a way of evaluating proper brand management in place branding is seen as useful and valuable, although researchers tend to agree that methods for this are still missing (Zenker, 2014). Overcoming this Zenker (2014) introduces the advanced Brand Concept Map method to the field of place branding. This method can be used to show how changes in image perception can be captured and quantified in tandem with the so-called brand association network value (BANV) (Ibid). The 'advanced Brand Concept Map' has its resonance in the Brand Concept Map which John et al, (2006) priorly have initiated.

But before moving on it is appropriate to account for how success measurement in corporate branding so far has been recognized.

Measuring success can be categorized from 2 different approaches; customer-oriented approach like customer equity or customer satisfaction and the brand-oriented approach, namely brand value driver and brand equity (Ibid). Keller (1993) speaks about a consumer's response toward a brand and the information regarding the customer's brand knowledge when talking about *Brand Value Driver*. Brand knowledge drivers as brand awareness and brand image offer an insight into the knowledge structure of a consumer which is very essential for the brand management. Brand equity is on the other hand understood as 'the differential effect of brand knowledge on consumer response to the marketing of the brand'. Zenker (2014) thus argues that ''brand

image is both a brand value driver and part of brand equity, since it affects the consumer's response and is changed through branding at the same time''.

Measuring brand image demands the identification of a network of strong, unique and favorable brand associations, since consumers store brand information in the form of associative networks (Keller, 1993; John et al., 2006). These association networks can for instance identify which associations are directly or indirectly linked to the brand and how these brand associations are connected to one another (Zenker, 2014, p.160). The idea behind such a map is to present a method which can evaluate the changes in brand image in order to determine its impact as one important part of brand equity. While we previously introduced the advanced BCM, we will now choose the original BCM approach established by John et al. (2006). It is an aggregated mind map, consisting of two major stages; An *elicitation* stage, where highly relevant brand associations are identified. The *mapping* stage is the stage where respondents are asked to develop individual brand maps out of the predetermined brand associations. Afterwards respondents assign different strengths to the associations linkages.

As the purpose of this thesis among others is to establish and showcase which brand associations residents of CPH associate with the city, we will apply the BCM method as outlined by John et al., and Zenker (2006;2014). Further explanation behind the approach and method of constructing a Brand Concept Map will be presented in the methodology section. For now, the reader can forget about it, and focus on the next section which will take us into the place branding literature.

3.2.5 Critiques and Challenges of Place Branding

While we have presented the basics and the background for the use of place branding theory, it is also worth a notion to capture and understand that place branding as a research area, due to its relatively very recent appearance as a research field still receives critique for its shortcomings. The most common critique is that place branding is an ''instrument used by urban elites to legitimize their own strategic decision making in the wider context of the hegemonic project of neoliberal urban governance'' (Colomb, 2011). The observation undertaken at the 'Palads' cinema could by certain viewpoints be interpreted as outlined above, namely a legitimization of own interests. As Brudehoux in Colomb (2011) critically points out, place branding can be described as an area, where ''dominant groups use spatial and visual strategies to impose their views''.

Kavaratzis and Kalandides (2015) talk about significant gaps in the understanding of place brand formation, where the first clarity is needed when talking about what types of elements people base their associations upon – what they choose from the place itself and what they might invent in order to form place-related associations. Second, it is not clear how these associations might operate collectively – how they link to each other in order to form the place brand.

The 'problem' is that associations cannot be 'added up' in a sum, since they are not static, but rather dynamic and constantly fluxing. Each individual having a set of associations attached to CPH is exposed to a possibility of having these deleted or removed from the 'mind-map'. This is due to the constant interaction among citizens and residents throughout different social arenas and constructs which is contributing to understanding the brand as a 'whole' and not simply as 'attributes' (Kavaratzis & Kalandides, 2015).

Another remarkable point to mention is the more common approach that sees place branding as the development of promotional devices and identity claims, projects are clearly top-down rather than bottom up (eg. Bennet and Savani, 2003; Merrilees et al., 2012) and exclusive rather than participative (Braun et al, 2013). Since these challenges and points of critique to some extent also depict this thesis' research question it is the wish of the author to be able to contribute as much as possible to this research field.

3.3 The Stakeholder Concept

The third and final part of the literature review will aim to deal out with the recognized theory of 'Stakeholders'. Within this section there will be three sub-sections consisting of an initial presentation of the stakeholder theory in section 3.3.1, followed by the section 3.3.2 where we account for the importance of stakeholder management. Finally we will also account for 'how to' manage stakeholders in section 3.3.3.

3.3.1 Stakeholder Theory

Stakeholder theory has some of its starting points in Freeman's definition of a stakeholder as ''any group or individual who can affect, or is affected, by the achievement of the organization's objectives'' (Freeman, 1984). In his book from 1984, Freeman identifies and models the groups which are stakeholders of a corporation, and both describes and recommends ways in which the management can integrate and praise interests of those stakeholders. A stakeholder in a corporation, as defined in its first usage in 1963 by the Stanford Research

Institute, is a member of the ''groups without whose support the organization would cease to exist'' (Freeman, 1984).

This definition may not be the most used in 2017, but there is a general agreement that stakeholders include those that have legitimate interests in an organization's activity (Donaldson & Preston, 1995). In a modern corporate world, stakeholders include the government, employees, customers, suppliers, creditors, community, trade unions, owners and investors, who have different interests and ''stakes'' (Freeman,2010). It should be possible to imagine that the government may be aiming to change taxation laws, employees requiring better job security, while at the same being on the radar of investors who wants the best possible return on investment. This scenario proves that one of the main importances of the stakeholder theory is to manage the potential conflicts stemming from divergent interests (Ibid). Management of stakeholders involves identifying key stakeholders their interests, ability to influence the mission of the organisation and how they and their interests change over time (Donaldson & Preston, 1995).

Before going further on with the stakeholder approach it is essential to state that the actual notion of stakeholders in this thesis should not be seen from a single corporation whose task it is to satisfy different stakes, alternatively it is the focus of this thesis to view urban tourism and place branding development in Copenhagen as a complex sphere where every corporation, organization, community and individual have their own interests and can affect the outcome of the formation of a place brand. In, e.g. other words, the official tourism organization in Copenhagen, Wonderful Copenhagen, is naturally one of the most important contributors in shaping this city's brand, but nevertheless it is not the only one and must therefore not be given excessive attention in an upcoming analysis of stakeholders. This view is also in alignment and follows the change which the branding literature has undergone. Namely the focus on dynamic processes rather than static 'worldviews' is common for how we view the stakeholder theory and branding literature in this thesis.

The above said could also be coupled with the project management perspective of stakeholders, where the acceptance of stakeholders means that the project has to be managed from an overall perspective including all stakeholders, not just the customer(s) and organisation. The right identification of stakeholders is crucial in order to ensure a sustainable and participatory, formation and management of place branding practices.

Cleland and Ireland define two generally accepted categories of stakeholders (2006, p.139).

- Primary stakeholders; those persons and groups that have a legal contractual relationship to the project. These include the project owner, suppliers, functional groups, investors and public institutions.
- Secondary stakeholders; those who influence or affect, or are influenced or affected by the project but are not regularly engaged in transactions with the projects and may not be essential for projects survival (media, special interest groups, private citizens, various institutions).

For destination brands stakeholders vary from tourism authorities, the tourism and hospitality industry, other forms of governance bodies, sectors such as retail or transportation etc, and when the sociocultural nature of destinations is considered, residents and tourists are also about to be included.

3.3.2 The Importance of Stakeholder Management

The importance of stakeholder management is the topic and aim of this section to discover and shed light on. In relation to place and destination branding the importance of stakeholder management is not an area which should be overseen. The shift in viewing tourists and residents as valuable stakeholders in branding processes is in general a great sign of the importance of managing stakeholders interests. Throughout this thesis it is argued that a stakeholder approach is required, and the recent focus of moving tourists from being external stakeholders to important influencers is a valid reason.

Bramwell and Sharman (1999) identify three potentials arriving from a consensus based collaboration among stakeholders in tourism planning; **1)** It may avoid the costs of solving conflicts among stakeholders, **2)** It may legitimate collective actions if stakeholders are involved in the decision making processes which affect their activities, **3)** The willingness to collaborate may enhance the coordination of policies and related activities.

Although we have argued and outlined the importance of stakeholder management and how different interests from different stakeholders are important, we still have not given the reader an overview of how to actually work with managing stakeholders. The next section will therefore aim to provide an outline of what successful management of stakeholders means.

3.3.3 Managing Stakeholders

As part of the identification of relevant stakeholders, it is necessary to think of all the people who are affected by your work, who have influence or power over it, or have an interest in its successful or unsuccessful conclusion. Stakeholder management is complex and problematic, in terms of collaboration among stakeholder groups that have different viewpoints on the same topic. As mentioned in the previous section, we still need to elaborate on how to actually manage stakeholders in a successful way.

Nicodemus (2004) points out five characteristics that stakeholder involvement should possess in order to be successful; *fairness, efficiency, knowledge, wisdom and stability*. In relation to this, Byrd (2011) mentions different outcomes of proper stakeholder involvement in tourism development. These, include;
- Stakeholders who are informed and educated about the topics and issues
- Public values and opinions are incorporated in the decision making process
- Improved quality and legitimacy of decisions
- Generation of new ideas
- Trust increases between all stakeholder groups
- Conflict and lawsuits are reduced
- More cost-effective process
- The promotion of shared resources and responsibility

In relation to the above mentioned outcomes of proper stakeholder involvement, Savage et al (1991) talks about four types of stakeholders which e.g. can help in discerning why a certain outcome has not been reached. These four are, 1) the supportive stakeholder, 2) the marginal stakeholder, 3) the non-supportive stakeholder and 4) the mixed-blessing stakeholder. In understanding the four types of stakeholders, the reader must bear in mind the premise that stakeholders hold a power, which in a given situation can be used to cooperate or threaten. It is therefore obvious that the non-supportive stakeholder is high as a potential threat and low on cooperation potential.

In the end, this means that different strategies should be assigned to each stakeholder group; the supportive stakeholder should be involved (their cooperative potential is important), the marginal stakeholder should be monitored, the non-supportive stakeholder should be managed through a defensive strategy and finally, the

mixed-blessing stakeholder should be managed through collaboration as the potential for threat will be lowered.

3.4 Alignment of Theories

As we have argued so far in this thesis, place branding literature calls for increasing awareness of the relationship between tourism and other socio-economic domains. In other words, as the destination brand speaks to tourists, it is also 'heard' by other potential stakeholders like e.g. residents. In this regard, tourism may be conceived as a 'facilitator' through which the city officials can broadcast the city to a wide range of potential stakeholders (Pasquinelli et al., 2017). As we have presented how the different theories work in a singular context, this section will aim to align them into one universal understanding. Nevertheless, as the reader should have noticed, the outlaid theories are of complementary character to each other and ''speak the same language''.

Creating better and more sustainable cities, urban studies have recognized the importance of placing inhabitants' needs at the centre of development practice by aiming for a communicative theory of planning. Fostering collaborative planning processes, where stakeholder dialogue is extended in support of active citizenship and co-production is acknowledged to be one of the 'centres' of this development. (Pasquinelli et al., 2017). Co-production here refers to collaboration between those who supply a service and those who benefit from the use of a service whereas it in this thesis refers to e.g. collaboration between public and/or private entities and civil society in the development of urban tourisms or between civil society and visitors (Ibid).

In the broadest sense, developing a sustainable city has to some extent become synonymous with the challenge of working in collaborative manner with multiple stakeholders.

As an advantage of thinking in a multifaceted and organic way and including various stakeholders it will eventually result in better cultural heritage policy, and for tourism development in general (Pasquinelli et al., 2017). Therefore the stakeholder theory has been recognized as an important contributor to this thesis in various aspects.

The 'longing' to align these theories stems furthermore from the notion that destination brand managers, find themselves in similar positions when dealing with the challenges they face as described above. In general, it seems to be better and more effective in our times of online comments for destination branding to engage

with stakeholders in a dialogue, to ask and listen to them, to treat them as a part of the business/destination experience and as allies in improving it (Pasquinelli et al, 2017). This does not only refer to external audiences such as visitors but also to local residents who might be considered the important stakeholders of all.

It is useful for place branding to conceptualise cities and destinations as systems of stakeholder relationships rather than other definitions of place (such as geo-physical or administrative) (Pasquinelli et al., 2017). Alluding to the boundaries of tourism destinations Pasquinelli et al (2017) argue that these cannot be thought of as *"physical or administrative boundaries which tourism planners are responsible for, instead they should be boundaries set out by stakeholders as they interact and - in their interactions - define what the destination actually is"*. Due to this, the place brand constantly needs to follow this re-definition of the destination according to stakeholders relationships. Again this line of reasoning follows the earlier proposed model of 'branding as processes'.

The digitalized era which we have become more and more used to, also has its effects and signs of gaining greater impact. The important role of residents is accentuated before, during and after the actual visit by trends such as the social media, where the exchange of advice or sharing of place 'stories' highlights the type of co-creation (Pasquinelli et al, 2017). In relation to the participatory and inclusive type of branding, Oliveira and Paynik (2014) state that *"the digital domain has emphasized the co-creational process of territorial brands in general and, at the same time, made participation in this process more freely available and desirable"*. Other trends such as activities based on 'sharing-economy' like for instance, AirBnB, Uber, or guided tours by locals, are changing the destination offers and the way place brands are formed and might be influenced (Pasquinelli et al., 2017).

In relation to the stakeholder theory it is therefore obvious that challenges and conflicts are unavoidable. As an example which is not directly connected to this thesis but still worth mentioning, is the one of Uber Denmark which the outcome has resulted in shutting down its business because regulatives and new laws have made it unfeasible for Uber to operate. This example depicts the 'stakeholder game' in a good way since, some stakes and interests are calling for fines and strict regulations aiming to protect the established industry participants, and other interests are calling for more open and embracing ways of viewing the changes in destinations. In the case of Uber Denmark, it is obvious that the battle was won by those who take the established players interests into mind.

Despite the above mentioned, tourism planning has the responsibility to facilitate a sustainable development of tourism, where stakeholders should be working closer together and not working against such trends as the ones previously mentioned. The participatory approach is rather aiming at working with these trends and integrating them in tourism planning by listening to all interested parties. And from a stakeholder perspective, having a functional approach where tourism is observed as a proactive force which, if developed appropriately, seeks to maximize positive returns to a community's overall growth while minimizing the costs to the environment and culture.

3.5 Summing up on Literature Review

The literature review so far, has paid an important amount of attention to the existence of compliance, agreement and corroboration between the various theories and concepts presented. Reminding the reader of the previous chapter, where the process view of how brands are created was an opted for approach - in this section we also accept a specific way of viewing the notion of stakeholders in destination branding. Namely the Socio-cultural approach to tourism destinations (Saraniemi & Kylänen, 2011) is useful and relevant in this study, since it takes into account the complexity and dynamic nature of Copenhagen as a destination.

That all places and their brands can be thought to be constructed through social interactions (Kavaratzis and Kalandides, 2015) corroborates and confirms the positive connection of these theoretical approaches. As an example of the connection between the theoretical approaches we could for example view the 'Brand interest group' types and the stakeholder types introduced by Savage (1991), as referring to a similar outcome/behavior.

The author of this study emphasizes that the recognition of triangulation is not only an important goal to embrace when talking about 'qualitative vs. quantitative' methods, but it is certainly also important to embrace in theoretical frameworks. In other words, this thesis perceives the 'process view of brands model', 'place branding' and 'stakeholder theory' to be widely different groundworks theoretically wise, but using them in a setting where they are combined - they should metaphorically be able to speak the same language.

Chapter 4. Methodology

This chapter will bring out the methodologies used to answer the research question. Considerations and the use of philosophy of science and data collection approach are also sub-sections which will be covered in this chapter.

4.2 Theory of Science and Paradigmatic Discussion

The forthcoming section will establish some of the ontological and epistemological reasonings which are relevant and applicable for this thesis. As it is going to be described below, ontology is concerned about whether there exists a reality or not, and epistemology is about how we recognize this reality.

Paradigms are an essential part of any study defined as being *''preferred ways of understanding reality, building knowledge, and gathering information about the world''* (Saunder et al, 2015, p. 79). Recently however, researchers have started using paradigms in combinations whereas they previously relied and positioned themselves within one paradigm (Ibid). Even though one paradigm can mean exclusion of another, this study has revolved around different paradigms which will be explained further below.

Interdisciplinary insights from philosophy and organizational theory help in understanding and differentiating the transformation from static to dynamic branding/world views. The reason to be able to differentiate between the two world views arises in the recent developments that surround us and impact businesses today. Our world is one of unprecedented change and transformation of organizations and *''brands are under constant pressure to creatively adapt and respond to their ever-changing environments in order to remain attractive and profitable''*. Being successful in this environment therefore requires the development of a new skill – the skill to think in a temporal and process oriented way (Chia, 1999, p. 209-210).

A first step towards learning to think in a temporal and process oriented as a brand manager, is to 1) gain an understanding of the two world views or ontologies of being and becoming and 2) to learn how to differentiate them.

Ontology of being insists on the permanent and unchangeable nature of reality. In other words - what exists, exists in eternity and is not there to be changed. However change is a necessary transitory phase that bridges stable states, and the change itself is viewed as a problem. Focus is on the outcome of change, not on the process of change. This can be related to many strategies which have been implemented by place brand

managers in recent years, where the aim of increasing visitor numbers has been the wished upon outcome, but the process behind has shown negative effects. Example of Barcelona where most of the tourists concentrate in specific areas of the city.

Ontology of becoming on the other hand insists on 'change' and process by acknowledging the existence of an external fluxing reality. This way of viewing the world is in favor of constructivism/social constructivism where the focus is placed on individual, subjective constructs of reality, made by the researcher (Chia, 1999, p.210). Moreover social constructionism sees the world as ''co-constructed and co-created'' and focuses on the discourse of co-construction (Löbler, 2011, p. 56-58). Therefore the social constructionism way of viewing the world has been the primary paradigm which this thesis has revolved around. This line of reasoning and construct resonates with both the 'process model of brands' and 'stakeholder theory'. When this is said, it is also important to note that the author of this research recognizes that other paradigms will also have their effects and viewpoints presented in this study.

This dichotomy has forced the author of this study to put the notion of pragmatism to explain, that quantitative methods are not necessarily positivist, nor are qualitative methods necessarily hermeneutic (Saunders et al, 2015).

4.3 The Explorative Study and the Iterative Process

The following section presents the methodological considerations undertaken in this thesis, i.e. how some of the knowledge has been gathered. Bryman & Bell (2011) distinguish between deduction, induction, and iterative approaches to illustrate the relationship theory and research. In the inductive approach the researchers first collects empirical data and thereafter develops new theories, whereas the opposite of this is deduction. The deductive approach contrary to the inductive, is where the researcher gathers knowledge from previous literature and deduces hypothesis based on these.

Finally the iterative approach which is the concern of this thesis *"involves a weaving back and forth between data and theory"* (Bryman & Bell, 2011, p. 13). Using this approach allows 'me' as the researcher two shift between the deductive and inductive ways when establishing relationships between the theory and research. Illustration wise, searching for relevant literature in the beginning is in line with the deductive approach of inquiry, whereas the ''back and forth weaving between the data and theory'' resonates with the inductive approach.

4.4 The Mixed Methods Approach

This thesis' research design is grounded in qualitative and quantitative research given the quite explorative nature of the research question. This is commonly referred to as mixed methods (Creswell, 2007). As outlined, this thesis aims to explore the relationship between the willingness and readiness of Copenhageners in co-creating a destination brand of Copenhagen. Qualitative research is a useful way to explore the stakeholders' understanding of the processes and structures taking place across cases (Virgo & De Chernatony, 2006). Some of these stakeholders have been examined by the use of in-depth semistructured interviews whereas other stakeholders have been examined by using netnography. Being the most commonly used quantitative data-gathering method, questionnaires have also been used in order to get hold of some of the opinions that certain stakeholders hold, but certainly also to make sure that the areas not covered by the qualitative methods will be covered by quantitative methods.

Even though there appears to be some differences between the analysis between words and numbers and thereby quantitative and qualitative data, this study resonate with Blaikie's argument that *''Quantitative data is usually produced by coding some other data, which is reduced to a number by stripping off the context and removing content from it. Later, after manipulating the numbers, they are interpreted, that is, expanded by adding content and context which enable one to see through the numerical tokens back to the social world''* (Blaikie, 2009, p.215). In other words, the quantitative research will just as the qualitative use analytical techniques that are designed to obtain the maximal meaning from the data, and thereby manipulate the data so as to utilize the findings. The above sentence is in a good way depicting the pragmatic stance taken by the author of this study.

Although the reader should note that we will stick to the exploratory procedure, where we, compared to the explanatory type of research design, initiate with qualitative production of results, that need to be elaborated or explained by a follow-up quantitative phase (Blaikie, 2009, p. 225). Lastly it is important to note that some of the reasons behind employing a use of qualitative and quantitative technology is inspired by the justifications outlined by Bryman (2006). Some of these justifications are triangulation *(i.e. seeking convergence and corroboration of results from different methods studying the same phenomenon)*, complementarity, development and expansion. An example of these justifications used in this thesis, is that qualitative and quantitative methods have been used at the same ''place'' namely the public meeting. Here

the researcher undertook a qualitative observation of the setting and meeting while at the same time participating in the meeting by getting permission to share questionnaires (quantitative methods).

4.4.1 Structure of Interview Guide

5 qualitative interviews are part of the empirical data in the thesis' case study. 4 of them were conducted in danish and 1 of them was conducted in english. The wording of the interviews conducted in danish will be paraphrased in English throughout the analytical part. Everything translated will be done in a truthful manner and as close to the danish wording as possible. The interview guide is prepared based on the thesis' research question and the grounded theoretical framework in order to answer the research question in the best possible way. All 5 interviews were conducted in a semi-structured manner, leaving open space for new and different viewpoints that the interviewees bring upon (Kvale & Brinkman, 2009). Semi-structured (in-depth) interviews are 'non-standardised', and as mentioned above, a list of themes and some key questions have been presented to each interviewee. As the interviewees belong to different stakeholders, the nature of questions have varied from interview to interview (Saunders et al, 2015, p.391). The researcher has acknowledged that the ''skills'' of getting the desired output from the interviews has increased continually with each completed interview.

It is therefore a reasonable argument that semi-structured interviews are the most advantageous approach when we; interview different stakeholders, have a large number of questions to be answered, complex and open-ended questions, and the order and logic of questioning varies according to the reply from the interviewee. As the figure below presents, several stakeholders than those which the interviews have been conducted with, have been contacted.

Contacted Stakeholders	Interviews undertaken
Wonderful Copenhagen (Signe Jungerstad, Camilla Bitsch, Jakob Christian Ipland)	Yes
Turistførerforeningen (Kirsten Wedgwood)	Yes
Kultur & Fritidsudvalget (Rune Dybvad)	Yes
Miljø & Teknikudvalget (Allan Mylius Thomsen)	Yes
Geo-matic (Jonas Stone-Bjarup)	No
KBH Commerce & Culture (Louise Dreiland Hansen)	No
Teknik & Miljøudvalget (Ayfer Baykal)	No
GreaterCopenhagen (Jens Thomsen)	No
Centerforborgerdialog (Anne Tortzen)	No
Morten Kabell (Teknik & mlljøforvaltningen)	No
Andreas Pourkamali (Teknik & miljøforvaltningen)	No
Tommy Lee Winkworth (Social Media Influencer)	Yes
Anita Tejlgaard (Social Media Influencer)	No

Due to unknown reasons, many of the contacted potential stakeholders have not replied, or have initially replied a phone call, and then never replied further. This represents a negative implication for the thesis since the outcome and results of the research question would look differently if more of the contacted stakeholders had been interviewed as well. As one can see, from the 5 approaches made, only two politicians agreed on an interview.

Nevertheless, credibility and dependability are some of the data quality issues which every researcher tries to overcome (Saunders et al., 2015, p. 402). In this study and in relation to the qualitative research, credibility has been promoted through the supply of relevant information to the interviewees before the actual interview. Each of the interviewees have beforehand been provided with the purpose and aim of the study, as well as a list of themes and possible questions. This has helped each one of them to prepare for the interview by e.g. taking their organizational stance into consideration and topic of co-creating a place brand. On the other hand this can and should be viewed as a negative implication due to the available time each interviewee was given to prepare for the interview.

The interview guide has 5 overall themes, and is structured according to the establishment of a logical and dynamic interview situation. 1) General characteristics, 2) Stakeholder acknowledgement and involvement, 3) Case of Copenhagen and place branding, 4) Citizen co-creation, 5) Opportunities and challenges. These themes are all derived from topics highlighted in the theoretical review and thus, uphold the important line of evidence starting with the research question.

The opening and first theme is ''general characteristics'' and is used to make the interviewee feel confident in answering the questions, but also to provide basic information on their contribution to place management. Second ''stakeholder acknowledgment and involvement'' is used to describe how the interviewed stakeholders actually perceive themselves as stakeholders and the involvement of their organization in the broader stakeholder network, and whether a stakeholder view is existent in their organisation. The third theme goes on to address the ''case of Copenhagen in a place branding'' context. Here the investigation revolves around the interviewee's point of view when it comes to place brand management in Copenhagen. The fourth theme deals with the knowledge and attention given to the notion of ''citizen co-creation'' in place management. Whether these stakeholders are aware of the possible high influence citizens do have on place image. As place brands are getting much more attention, it is suitable to include ''opportunities and challenges'' as the last theme.

By looking at current problems and possible future solutions, the researcher aims to receive answers that will pinpoint how this particular stakeholder will view and work with place branding in the future. The actual processing and analysis of the data, from preparing the questions to presenting the answers will of course be presented for the reader, either directly in the text or in the appendixes. But before moving further on it is essential to mention that, after we have outlined the next sections of qualitative collection method, a subsection will present how this data will be analyzed.

4.4.2 Participant Observation

Following the exploratory nature of this thesis, participant observation has also been used in collecting data. Belonging to the umbrella term of ''ethnographic methods'', observation is an approved form of qualitative method data collection (Kawulich, 2005). DeWalt & DeWalt (2002) talk about participant observation as the processes *''enabling researchers to learn about the activities of the people under study in the natural setting through observing and participating in those activities''*. Schensul, Schensul and LeCompte (1999, p.91) further define participant observation as *''the process of learning through exposure to or involvement in the day-to-day or routine activities of participants in the researcher setting''.* In this study, being a participant observer has not only been reserved for observing the setting and interactions between the researched. While already being in the process of conducting the previously described interviews with relevant stakeholders, the author of this

thesis attended a public meeting about the possible demolition of the famous danish cinema ''Palads'' on tuesday 14th March, 2017.

The purpose of attending this meeting was first and foremost of inspirational character, since the topic of the meeting can and must be related to the urban development of cities and thereby has a strong connection to the place branding literature. An intention to meet possible interviewees was also existent at the time, but speakers from Teknik & Miljøforvaltningen, WERK (Architects), Kunstakademiet and Foreningen Hovedstadens Forskønnelse, made it relatively impossible to be able to establish a direct connection to the place branding perspective of this study. It is not said that the observation at this meeting is useless and worthless, rather oppositely some relevant and very interesting points were taken up and discussed at this event. The very nature and type of such a public meeting makes it relevant for this thesis, since one of the main research agendas is to explore in what ways it is possible to involve citizens to take part in sharing their opinions.

More interestingly for this thesis was the fact that the moderator of this event (Indre by Lokaludvalg/Representative from the local selection), invited everyone to attend the next public meeting one week after, whose topic was tourism in the inner city. With advice and approval from the author's supervisor, Jan Maagaard, it was decided to develop a questionnaire survey which was supposed to be handed out at the very meeting. The actual survey will be described in another section. It is important to note that future mentioning of the public meeting in this thesis will be referring to this meeting and not the one held at 'Palads' cinema. Nevertheless this process of being a participant observer goes in hand with the previously argued, that surveys, natural conversation etc are also a part of this. Before actually providing the findings of this way of collecting data, it is worth mentioning some of the other considerations made in relation to why it is useful to use observation to collect data.

Looking at it from an holistic perspective point of view DeWalt & DeWalt (2002, p.92) believe that *''the goal for design of research using participant observation as a method is to develop a holistic understanding of the phenomena under study that is as objective and accurate as possible given the limitations of the method''*. Here it is important to keep in mind that the objectivity and validity in this case will be increased, as observations may help the researcher have a better understanding of the context and phenomenon under study. Furthermore validity becomes stronger when it is used with additional strategies such as interviewing, survey questionnaires or other quantitative methods. Delivering questionnaires at the public meeting is in itself a way

of increasing the validity of the collected data, and as this collected data is furthermore compared to additional qualitative undertaken interviews, and additional questionnaire surveys made, the researcher has taken into account the possible pitfalls of validity.

On the ''Participant Observation Continuum'' as presented by Guest et al. (2013) and illustrated below, the stance of the author is placed rather below the middle of the vertical axis, whereas the horizontal axis dividing the visibility of the researcher, is more of a visible character.

Figure 3.1 Participant Observation Continuums
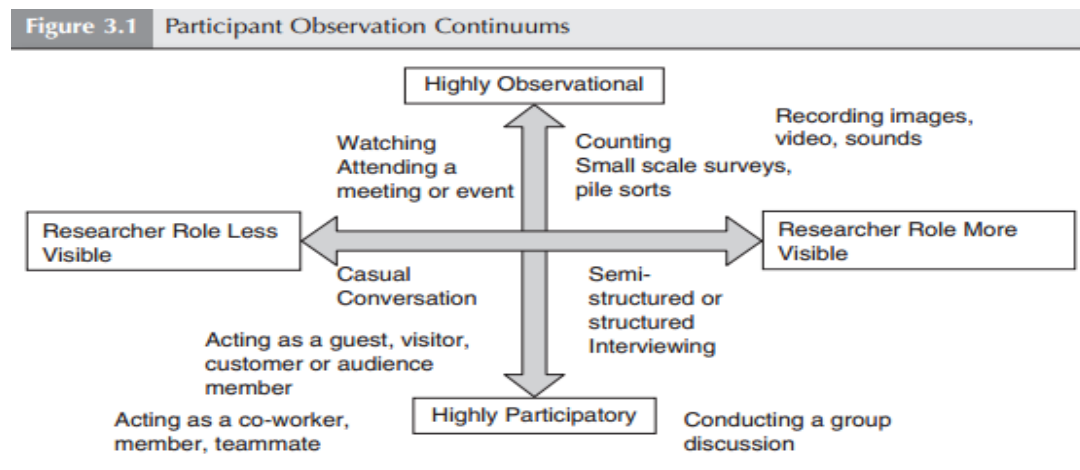
Speaking of disadvantages and advantages, participant observation has both, and as it has so far been emphasized, these will be overcomed by implementing a mixed methods approach to collecting the data. To mention a common disadvantage we might relate to Johnson and Sackett (1998) who discuss that the information collected by the observant/researcher is not representative of the culture. Much of the data collected by a researcher is observed, based on the researcher's individual interest in a setting or behavior, rather than being representative of what actually happens in a culture.

In relation to the participant observation conducted in this thesis, the problem above has been accounted for and alleviated as suggested by Johnson and Sackett (1998) who argue for a systematic use of observation. Instead of basing a conclusion solely on verbal behavior/physical behavior and interactions/gestures observations, we therefore implement the aforementioned questionnaire survey, in order to make our concluding points stronger. This leads us therefore to the explanation of how quantitative methods have been applied in this study.

4.4.3 Questionnaire Survey(s)

Questionnaires are an efficient way of collecting responses from a larger sample compared to qualitative analysis (Saunders et al, 2015, p. 439). Obviously and self-explanatory the responses from a questionnaire are not as in-depth as the ones collected through qualitative design methods, but nevertheless they have the advantage of simply offering more responses. The questionnaire require a good design, because it can affect the response rate and the reliability and validity of the data. Before going on to explain which factors can maximise the above mentioned, it is important to outline in which context questionnaire surveys have been found useful to use in this study.

Since the research question invites for a holistic approach to the topic of place branding in a tourism context, where the roles of Copenhageners are examined, it seems self-evident to search for ways which can help us encapsulate the results and answers in a proper way. The first questionnaire survey conducted was in relation to the earlier mentioned public meeting held on 21-3-2017. The collection of data in this particular example has therefore occurred in a one-time event. With advice from the supervisor and author's own recognitions and acknowledgments, it was concluded that the opportunity of providing a questionnaire at a public meeting, which topic was concerning the current situation and challenges in regards to tourism in the inner city, should not be passed by.

Several reasons underlie this decision, first and foremost the ever important notion of reliability. Other things being equal, it must be assumed that the reliability will be stronger when respondents answering a questionnaire are familiar with the topic. This is often referred to as 'uninformed response' or in general just response bias. It is hereby taken into account that such issues must be measured for when drawing any conclusions. Another key reason for providing questionnaires at this event should be seen in the light of achieving triangulation within methodologies, since this same public meeting will also be analyzed from an observational perspective. This makes it interesting to see, whether some of the debated topics through the meeting, will occur or be presented in the questionnaire.

The second questionnaire survey conducted was provided for response the 10-04-2017, and closed the 15-04-2017. Whereas the other sample survey was collected during a one-time single event, this survey was held open for response, for 5 days until it eventually reached a relevant number of responses.

Applicable for both surveys and in favor of the aforementioned maximisation of reliability and validity, lucid explanation of the purpose and pilot testing are some the measures which have been applied. The survey which was conducted and handed out at the public meeting, had 1) an introduction of who the author is, and a description of the purpose of the survey, 2) the moderator of the meeting from ''indre by lokaludvalg'' presented undersigned along with the speakers from the meeting (Wonderful Copenhagen, VisitDenmark, Turistførerforeningen, Strömma etc) in the initial welcoming speech. In one of the breaks during this meeting, the hard-copy questionnaires were handed out to each roundtable.

The electronic conducted survey on the other hand were pilot-tested before the actual launch. Pilot-testing is basically referring to the measure which makes sure that your questionnaire or observation will work in the 'real world', by trying it out first on a few people. The reason for pilot-testing is to make sure that everyone understands the questions, but more important, understands them in the same way as intended by the author (Blaikie, 2009). The questionnaire was provided to the authors girlfriend who represents the target group as well, and she initially shared it with colleagues who reported and debriefed certain misunderstandings, which were revised afterwards.

4.4.4 From Raw Data to Insights

The final section of this chapter will account for the ways which the collected raw data has been processed in order to give us valuable information and insights. When it comes to the analysis and processing of the quantitative data, it will primarily follow and resonate with Turkey's (1977) 'Exploratory Data Analysis' approach. This approach emphasizes the use of graphics to explore and understand the data, where looking at individual variables and their components is the best way to begin the exploratory analysis. The key aspects to look for are guided by our research question and objectives - and could therefore include specific amounts represented by individual data values (Saunders et al. 2015). Moreover this includes investigating relative amounts such as, highest and lowest data, trends in data values, proportions and percentages for data values, distribution of values etc. Eventually there will also be looked after interdependencies among the data variables but deeper statistical testing/retesting of the data's reliability and validity will not be performed. The author acknowledges that e.g. the Likert scale used in both questionnaires can in some cases require an analysis consisting of statistical procedures such as the 'chi-squared test', 'Mann-Whitney test' etc (Ibid). This is not the case in this thesis, first and foremost because the exploratory nature of the thesis does not imply an assessment of these procedures and second, a lack of time and space have forced an omit of these procedures.

The qualitative data has also gone through a processing from raw data to valuable results. Putting it against some of the existing methods to analyze qualitative data, this thesis' processing mostly corresponds to the so-called thematic content analysis. This type of analysis includes several steps such as 1) getting familiar with the data, 2) coding the text, 3) searching for themes with broader patterns of meaning, 4) creating a coherent narrative that includes quotes from the interviewees (Saunders et al, 2016). Furthermore the coding of data has been done in such a way that the quotes from the interviewees have been placed in relation to the different theories presented in the literature review (Appendix 8.2, 8.3 and 8.4).

The other part of the qualitative data, namely the observations conducted at the two public meetings are also large contributors to the outcome of this thesis, hence the procedure of this analysis should also be accounted for. Since the data captured through observations is a qualitative and interactive experience and relatively unstructured, it also means that it is often free flowing and the analysis much more interpretive. This is considered as the greatest strength but also weakness of this method, although the ability of participant observation, to provide explanation, context, causation and confirmation makes it a useful element to include in a mixed method study, which is the case in this thesis (Saunders et al, 2016).

The participant observation occurs at multiple stages of the research—either early on as an exploratory element or later as an explanatory or confirmatory element. In other words, the observation conducted on the public meeting at 'Palads' cinema is an exploratory character whereas the participant observation at the public meeting on tourism is of explanatory character.

Chapter 5. Analysis & Findings

This chapter will combine the previously described theories with the collected data in order to answer the research question. By presenting the findings from each of the collection methods applied, we will arrive closer to answering the research question of this thesis.

First the qualitative findings from the in-depth interviews and participant observations will answer the questions of how stakeholders perceive the role of citizens in a place branding context. How stakeholders

perceive each other, and which place branding issues are currently being debated in a Copenhagen context, will also be presented, based on the findings from the in-depth interviews and participant observations.

The second part will present the quantitative findings which have been collected through questionnaire surveys. This section will unravel the research question of how Copenhagen citizens perceive themselves in the co-creation process of a destination brand, and how their involvement and empowerment is perceived. The second part will initially start out with outlining the Brand Concept Map captured by the two survey samples. Finally the third section will serve as a combining part of the two first sections, where both theories and the findings from each data collecting method will be analysed in a broader context.

5.1. Qualitative Findings

As outlined above this section's main purpose and intention is to answer the questions of how the interviewed stakeholders are working with place branding and how residents of Copenhagen are viewed in this process of co-creating the destination brand.

5.1.1 Citizen Representative from the Municipal Council; Rune Dybvad

The first interview completed, took place at København's Rådhus (Town hall) on 13.03.2017, 11.00 o'clock, where a member of the Copenhagen council (Borgerrepræsentationen) was interviewed. Rune Dybvad, a Social Democrat is among the fifty-five elected representatives in the council, whose current position is placed in the Culture and Leisure Committee (Kultur & Fritidsudvalget). Being democratically chosen through elections, and thereby presenting the people's voice, makes him relevant and interesting to include in this thesis. From the branding literature proposed in chapter 3 and in relation to the brand discourse, the interviewee explains how brand manifestations in Copenhagen are very strongly connected to the existing bicycle culture in the city, and how this brings a positive image of the city (P1: 29.50). Furthermore he describes Copenhageners as belonging to a multicultural group of people (brand interest group), who are not afraid of taking decisions and moving towards a certain direction (brand meaning).

As he very early points out, the committee has different agendas with which they are working, such as (P1: 02.13) *"our task is to make decisions within the tourism area and cultural development in Copenhagen in general. We point a great attention to the actual receiving of tourist, providing information and signage on the*

streets''. In relation to the earlier mentioned categories of stakeholders by Cleland and Ireland (2006), Rune Dybvad and the Culture committee should be considered as primary stakeholders.

Rune Dybvad points out that one of the closest collaborators of the committee are citizens of Copenhagen, and this collaboration is primarily done by (P1: 24.11) ''*including the residents opinion in the committee"*. This means that if there is a certain issue brought up by residents, the job of the committee is to listen and include this opinion in their work. Practically, this is very difficult to accomplish every single time a resident of Copenhagen raises a doubt, but theoretically this is the idea behind being a representative of the citizens. As the interviewee points out (P1: 27.11) *"I will only bring up the subjects I personally think are important, which is basically a very subjective assessment because it is up to my own conscience in the end''*. As mentioned in **section 3.3.2**, this way of listening to residents indicates an existence of proper stakeholder involvement because ''public values and opinions are incorporated in the decision making'' (Byrd, 2011, p. 151). Despite this, it is essential to view this citation from Rune Dybvad in another light as well. If those residents whose opinions presumably have not been taken into account, they can become non-supportive stakeholders or brand-antagonists, which is the opposite of supportive stakeholders and brand ambassadors.

The articles presented in section 2.2, where certain indications of unsatisfied residents in the inner city, must be considered as a potential threat because they can act as non-supporters and be willing to spread a negative meaning. Being faced with these surveys, the interviewee responded with the following (P1; 21:30) ''*you choose to settle yourself in the city centre, you know what to expect from living in a part of the city with many tourists, this is just the game*''. Returning back to Byrd's (2011) notion of proper stakeholder involvement, one could be tempted to deduce that the public values and opinions are then not incorporated in the decision making process. One thing is certain, applying a stakeholder approach to place branding where residents are an interest group, means it can be difficult to always reach a consensus. Nevertheless Rune Dybvad also points out that the trending resistance against tourism in cities such as Barcelona and Berlin is not the case in Copenhagen, where the residents are mostly positive about tourism.

So far we have touched upon how the Cultural committee views and perceives residents in the place branding process and what the destination brand of Copenhagen is. Therefore it would also be appropriate to include other central stakeholders that the committee considers being important. One of the responses to a question on, what the cultural committee's network of important stakeholders look like, and whether they together

with Wonderful Copenhagen (WOCO) have worked on the 2020 strategy for Copenhagen. The interviewee responded in the following manner; (P1: 15.06) *"It is their strategy, it is not being approved or accepted politically, they as a tourism organization have adopted this strategy, this is their job, to see how to get more tourists to Copenhagen, whereas we view it from a broader perspective"*. What we can deduce from this, is that in practice, there has not been any form of collaboration between the Cultural & Leisure Committee and WOCO in the development of WOCO's 2020 strategy (Wonderful Copenhagen). Although later on in the conversation with Dybvad, it is explained how the actual management and administration (Forvaltning) work together with for example WOCO on a daily basis.

A concrete example of how the committee has worked together with a major stakeholder can be illustrated by the move of ''Copenhagen's Museum'' from Vesterbro to inner city. Here the recently developed ''Slotsholmsalliancen'' is establishing the equivalent to Berlin's ''Museum Insel'', where the main museums in the city are placed within walking distance. The interviewee acknowledges that this might seem a little contradictory with authenticity in mind, but (P1: 04.40) ''*It is based on another logic, namely that we gather the attractions as closely together as possible*''. From the author's reasoning, and with some of the current trends from global tourism in mind (e.g. Sagrada la familia - Barcelona) such practices have not proven to be successful, and have contributed massive anti-tourism campaigns.
A little surprising, and in relation to this, Rune Dybvad does not express any big concern for this by stating that (P1: 08.10) *"As a politician I do not request that tourists should be spread out through the city, I myself live in Nørrebro, and it can sometimes be very annoying with trolley-suitcases all over the place - and then there is the issue of AirBnb, which in many housing organizations is causing more problems than good"*. Here it is important to note that politically it might not be surprising that the interviewee does not consider that tourists should be spread out through the city, but when considering the anti-tourist movements as a consequence of not seeing the importance of spreading tourists out, then it indicates that there is a problem.

Lastly when being asked about the committee's perception of CPH's residents willingness to participate in co-creating the city, the following answer was given by the interviewee (P1: 31.16), *"People want to participate in creating and making a difference, sometimes as a municipality, it is about supporting this and not change to much, it is my job to push the things in the right direction, although bureaucracy is existing"*.

As a sum up for this interview, we can conclude that the cultural committee, as a major stakeholder in the development and management of the Copenhagen destination brand, recognizes the importance of listening to the residents, but it also seems as if there exists some gaps. As Dybvad acknowledges bureaucracy is a common appearance they face, and it is therefore not always up to them to decide or have the power to decide. This is exactly some of the essential issues which the stakeholder theory addresses, since power to influence in the case of e.g. ''Slotholmsalliancen'' is high enough to move a specific museum to another location, and thereby potentially contribute to a negative perception of the city and the place branding practices. In relation to the branding literature proposed it is relevant to state that brand antagonism could evolve as an effect of not including certain public values.

5.1.2 Wonderful Copenhagen; Jakob Ipland

The second interview with Jakob Christian Ipland was undertaken the 21.03.2017 17.00 o'clock at Bethesda in Rømersgade 17, KBH K. Jakob is a project manager in the development department at Wonderful Copenhagen (WOCO), and agreed to an interview in connection with the public meeting which was held immediately after the interview. Although it took a relatively strong effort to get in touch with someone from WOCO, the interview was in the end realized. The reasoning behind this strong wish to talk to representatives from WOCO stems from the fact that WOCO is the ultimate organisation in Copenhagen when it comes to tourism. The so-called Destination Management Organization (DMO) and much more than that, puts WOCO on the map as probably the number one stakeholder in the tourism industry since they are formulating the strategic direction Copenhagen is taking, and not to forget that they are a network organisation working together with 200 organisation (WOCO, 2017).

The recently developed 2020 strategy from WOCO is called ''Localhood'' and puts a big emphasis on articulating the recent trends in tourism by e.g. stating that ''locals are the destination'' and ''the end of tourism as we know it'', it is obvious that WOCO as a DMO is aware of the direction and tendency tourism is taking. Although it is important to note that (P2: 01.00) *''the strategy is not only our viewpoint, it is developed/inspired in a collaboration with various participant such as 'DestinationThink and consultancies''.* This shift to localhood is even more interesting when considering the fact that the previous strategy of WOCO was called, ''BIG Tourism'' (WOCO, 2017). As Jakob stresses, (P2: 1.27) *''today, people are much more digital than just three years ago, we communicate in another way, it is 'you and me' who are promoting the city - not*

WOCO by placing posters and advertising''. Therefore the role of being an enabler is considered as an important tool in terms of the letting 'you and me' promote the city. Important to note is, that the enabling role from WOCO should (P2: 2.50) *''enable the tourist to communicate the city, but preferably within our framework''*.

The reader of this thesis should think of WOCO's framework as one which is aiming to get the tourists to tell 'their' story about Copenhagen. In reference to the 'branding as processes' paradigm, WOCO rather prefers the discourse to be evolving around the *''nordic lifestyle, rather than the little mermaid''* (P2: 05.04). As emphasized by Jakob, it is the way Copenhageners live their lives which is the most interesting part, the cycling culture, work-life balance, all this contributes to strong brand manifestation performed by the residents. This eventually also means that the 'brand meaning' should depict the brand manifestations, although the interviewee does not think it is necessary that the resident (P2: 08.08) *''promotes the city, we just want to avoid situations like the ones in Barcelona, Venice and Hamburg, where resident are going against tourism. Therefore we want to be aware of citizens opinions, include them in different polls, listen to their ideas and thoughts''*. This idea of keeping residents as informants is in general in alignment with the perspective provided by Rune Dybvad. Being asked upon where he would place the current level of citizen participation according to Arnstein's ladder (Appendix 8.3), Jakob acknowledges that the level of participation is merely concentrated around the so-called tokenism, where residents are informed and consulted, but the stage of 'citizen-control' is however not reached yet.

But an opportunity in increasing the level of participation should rather be seen in the 'big data'. Jakob stresses, (P2: 16.19) *''shareability is not necessarily co-creation, it rather means finding out how 40.000 cruise-passengers are moving around in the city, and thereby we can support those residents which have a kiosk or a store''*. To illustrate this reasoning, one should think of 'big data' as a tool which can help an organisation like WOCO expand the visit of tourists by e.g. changing their movement paths in the city. Imagine how a change in the route due to e.g. roadwork can affect those businesses whose stores and shops are exposed to this, the same is applicable the other way around, when enabling a certain neighborhood to be a hotspot for tourists. As the interviewee points out (P2: 16.19) *''we need to make more partnerships, we need to work together with the municipality, organisations like Real-Dania who helped us find out how to guide tourists and not 'flooding' a neighborhood''*. In addition it is important to say that in relation to stakeholder theory, WOCO sees opportunities in both small and middle sized companies to be included (P2: 13.12).

As we so far have stipulated WOCO does not in particular see the cruciality of residents sharing positive 'brand meaning' through e.g. Internet/Social media discourse, but rather it is the natural 'brand manifestations' like building the 'bicycle-snake' which is important. The reader must bear in mind that it is often those manifestations which contribute to and kickstart the positive brand meanings to 'explode'.

Ending this section the reader should be able to sense the essential ideas behind the reasoning of WOCO's new strategy, and that its roots are grounded in some of the global tendencies in tourism. Since the strategy is fairly new, it is impossible to evaluate the effectiveness of it, but it is evident that the role of residents is central to succeeding.

5.1.3 City Historian and Municipality Council; Allan Mylius Thomsen

The third interview took place on the 22.03.2017 at Allan Mylius Thomsen's home in the inner city of Copenhagen. The interview with Thomsen, was agreed upon by a phone call initiated by the author 3 weeks beforehand.

Allan Mylius Thomsen, is like previously interviewed Rune Dybvad also a member of the municipal council where his main job is to represent the citizens. Unlike Rune Dybvad, Thomsen is also a city historian and a writer, who has authored different books about Copenhagen's neighborhoods. Besides this, he has been a member of the municipal council since 2006, where he represents the left danish party ''Enhedslisten'' (kbh.enhedslisten.dk, 2017).

Like Rune and Jakob, Allan was by the start of the interview introduced to the research question of the author, and explained why he is counted as suitable for interviewing. As already touched upon above, the combination of being a politician who is working to represent the residents, and the knowledge about the city where the 300 tours he is providing each year, makes him a relevant stakeholder to include. Since the interview was conducted one day after the interview with Jakob from WOCO and the public meeting whose topic was ''Tourism in Inner City'', it was initially suitable to touch upon some of the debated topics and meanings during the meeting. Persistent in his opinion about how Copenhagen currently is tackling tourism, Thomsen initially argues that (P3: 02.45) ''*I am afraid that the tourism in the future will only be focused around the medieval city, which will be a huge problem - it is already difficult to walk around in the streets*''. This viewpoint goes in hand with several of the participants at the public meeting, although this will be debated later on in the analysis.

In a further explanatory conversation about why he thinks as he does, Thomsen is stressing that it is a problem when the foreign minister, Anders Samuelsen, gives permission to making Copenhagen the only city available in Europe through an App, which is used by 300 million Chinese people. The reason behind his scepticism lies in the initial argument (P3: 02.45), but also due to his observation that tourists are not leaving Strøget and Købmagergade in a noteworthy number. As he stipulates (P3: 09.33) ''*In my neighborhood (Pisserenden/Inner city) we rarely see tourists, and simultaneously the tourism organizations in the city have never unfolded tourism in other parts of the city like Vesterbro and Nørrebro (*Brokvarterne)*''.

On first eyesight Thomsen's critique of Samuelsen's decision to attract more tourists through an App could be interpreted as yet another political duel, but when keeping in mind the 'Big Data' approach which was discussed in the WOCO interview, the debate gets another dimension. If the 'Big Data' and tracking of tourists so to speak, can unfold the tourism in other parts of Copenhagen than just the city center then it is objectively not a bad idea. This point is worth of notion from a stakeholder perspective, since no matter what, more tourists in the city will have to mean a stronger mobilisation and participation of different actors than today. It is up to those responsible in the municipality and WOCO to be aware of a potential disaster if all precautions are not taken into account.

During the interviewing process of the different stakeholders, it became more and more apparent for the author of this paper that much of the place branding development can be traced and compared to political diplomacy. As Thomsen reveals by alluding to these political fights (P3: 45.11) *"I have won the battle, as for example Fosters Tower at Rådhuspladsen, but I also lost the fight about Industriens Hus, where only 7 of us voted against''*. He further goes on to argue that (P3: 23.27) ''*They (Soc.Dem and Radikale) let themselves wheedle from planners and builders''.* It is not the author's job to judge whether 'Industriens hus' turned out good enough or not, it is rather to let the reader know that development of physical landscapes as these can in the very end have an impact on a city's overall place brand. Again the cycle-snake can be brought up as an example of an infrastructural investment which has put Copenhagen on the map as a frontrunner within sustainable and smart solutions and not forget how bike-friendly the city proves to be. It can therefore seem easy to be confused by the thought of blaming a DMO like WOCO for not branding Copenhagen like they are supposed to do, when in fact someone else has just the same amount of responsibility as they have.

Better signage in other languages than Danish, was debated at the public meeting, but Thomsen did not hide that (P3: 22.48) ''*11 years ago, I demanded better signage on streets, cultural buildings and attractions, and this is coming now*''. This again proves that the political power can be high, and that initiatives usually start from there. Another of the debated topics at the public meeting came from one of the speakers at this event. Kirsten Wedgwood, the CEO of ''Turistførerforeningen'' (The only authorized and educated Danish guides) highlighted the problem of ''free-tour'' guides who have based their business model on offering free tours, although tips at the end of every tour should be given. As a city-historian who is running 300 tours a year, Allan Thomsen was recognizing this same problem, and according to him the free trading laws, which has made it possible to operate like this, is a part of the game - the problem rather lies in the content of those tours provided. In other words, it is not unusual that a student from Poland who is living in Copenhagen is the one who is touring a group of tourists from Spain e.g,.

As Allan interestingly notes (P3: 12.15) ''*I have experienced that my jokes have been recorded on a tape recorder by young Sandemann tour guides and then retold in different languages*''. Allan points out the regulations are in Sandemann's favor, but it can be dangerous that the tourists who are visiting Copenhagen risk to get an improper and mistaken story told about the city. In reference to the brand-discourse, then there is a risk that the anchoring of an unauthentic brand manifestations can negatively affect the final destination brand of Copenhagen.

This anchoring of a 'false' brand should also be evaluated from the residents perspective. One of the hypothesis which is being investigated in this thesis is whether residents perceive traditional and well-known attractions such as Nyhavn and Strøget as authentic. The reason why this is being discussed at this point is due to the fact, that if residents do not perceive those attractions as authentic brands of the city, the question then is, why would and should tourists then get this 'false' story told. As Thomsen notes, the interest in getting to know authentic Copenhagen can be understood when looking at the Facebook page ''Det gamle København/The old Copenhagen'' which entails 40.000 members (P3: 19.52).

Lastly we should posit that when being asked how he views the participation and involvement of residents in branding processes and in general co-creation, Thomsen states that (P3: 44.36) ''*citizens have control every 4 years when they are voting for elections, but they are not aware of it.. And in concern to the citizen involvement, then we would like to hear the citizens, but it is the usual suspects each time, and those opinions we already know*''.

5.1.4 Turistførerforeningen; Kirsten Wedgwood

The fourth interview completed was conducted with the earlier mentioned Kirsten Wedgwood, who is the CEO of Turistførerforeningen, which is an organization of authorised tourist guides, educated at the University of Roskilde, and qualified to guide in Copenhagen and Denmark (P4: 01.20). As mentioned earlier Kirsten was one of the speakers at the public meeting held on 21.03.2017, and at this point the author recognized that interviewing Kirsten could be meaningful and valuable for this thesis. The interview was conducted on noon the 04.04.2017 at Cafe Paludan, Fiolstræde, Kbh K.

Like with the previous three interviewees, the role of the author was concentrated on receiving as much valuable information on the research question. Being in the business for many years, if anyone, Kirsten, has experienced the flourish of the tourism industry the past 20 years. As she notes (P4: 4.36) *''In 1997 there was 2 cruiseship on the quayside at Nordhavnen, today you cannot count them on two hands''*. This is a great witnessing of the development and growth which Copenhagen has generated, but as Wedgwood also stipulates, it is a positive development, but it is not everyone who spends money in the city. Referring to a significant proportion of the cruise-passengers who on their 6 hour visit barely get the chance to spend any money or are even willing to spend the money. Several explanations could be associated with such an observation, and one of them could be the price levels mentioned in the 2.2 section. Being one of the most expensive cities in the world, while having a relatively thorough and frequent debate about how well the service level actually is in the capital of Denmark, could bring the competitiveness into question.

Could above mentioned be an explanatory factor of why Sandemann and his ''free-tours'' are popular among tourists compared to ''Turistførerforeningen'' who provide tours in 27 languages, still remains unanswered, although the importance of taking it into account is high. As explained in the previous interview-finding, Kirsten Wedgwood and Allan Thomsen have in common, the threat of Sandemann free-tours, and as Wedgwood argues most of the money which tourists tip those free-tour guides will end up in the headquarter in London, instead of in the local community. This for sure seems as a relevant issue, but as we have argued in the 3.4.1 section, the so-called digitalized era has changed the scope of many businesses. Working towards integrating these trends in a proactive manner is healthy for tourism planners and the whole community. Unfortunately it does not seem to be the case here, just as the case of Über leaving Denmark is not a participatory approach nor is it integrating current trends in our community.

In relation to the above, facing Wedgwood with a question of a possible shift or change in their way of operating their business so as to include or collaborate with e.g. Sandemann or for that matter, the citizens, her response was (P4: 13.21) *''Our job is to keep working as we have done until now, that means have many partners like hotels, cruises, konference organizers, which will send their customers our way''.* Although this citation could be interpreted wrongly from the author, it is a little worrying to leave your business to be dependent upon other collaborators, as Wedgwood expresses. On the other hand, and in relation to the more often complaining of resident in the inner city about noise from ''nightlife'', Wedgwood acknowledges that (P4: 15.44) *''It is about working together and collaborating to solve problems, it is not always that your own interest will be included, but the important thing is that we bring them up to a debate, just as we did at the public meeting''.*

This line of thought from Wedgwood is in contrary to the question of Sandemann much more proactive and solution oriented, which then could force one to think that the reason for the difference in the willingness to collaborate of course has something to do with the interests and stakes from ''Turistførerforeningen''. In other words it is obvious that ''Turistføreforeningen'' has an interest in happy residents in the inner city, in the end ''happiness of the danish people'' is one of the top associations and brands. At the same time, the interest and stakes of having a strong competitor in the form of Sandemann are naturally not viewed positively. Again one of the main arguments which this thesis aims to prove is that place branding management should be in the interest of the whole city as a destination, and not for individual operators like Sandemann or any other.

Kirsten Wedgwood is one of the few, if not the only interviewed stakeholder, who talks about target groups when being faced with the question of co-creation and involvement of citizens in the destination brand process. There are different types of travelers, she points out (P4: 08.19), *''some people will find their way out to Nørrebro and Nordvest without any advertisement, whereas others types of tourists like e.g. Chinese, love to take pictures, and to them little mermaids plays an important role when visiting CPH''.* This statement from Kirsten Wedgwood could be interpreted as a way of saying that some people are still in the initial phase of travelling, which means that interacting with locals and and experiencing the ''local way of living'' is not the primary purpose. Rather it could be to visit attractions such as ''The little mermaid'' or the ''Roundtower''. This argument is interesting to consider since it is diagonally in contrast to what the strategy of WOCO suggests when it says ''the end of tourism as we know it''.

To further elaborate on the mindset and perspective of ''Turistførerforeningen'' it is worth mentioning that the task is not easy as various researchers are advocating it to be, when it comes to the authentic experiences which tourists are seeking, and in which citizens should be participants in. A concrete example worth mentioning is the bicycle traffic which has become a dangerous place to take part in due to the many tourists who perceive Copenhagen as a bike friendly city and wish to bike here. The following is the comment which Kirsten Wedgwood replied with (P4: 21.50) *''Usually I ask them whether they are used to biking in big cities - if their answer is no, I recommend not bike around in CPH, since it can be deadly dangerous''*. As the interviewee notes, one thing is our brand and association of cycling, another thing is to invite tourists to do the same.

5.1.5 Social Media Influencer; Tommy-Lee Winkworth

The fifth interview and thus the last one completed in this research study was conducted with social media influencer Tommy-lee Winkworth on 06.04.2017. By definition, a social media influencer is a user on social media who has established credibility in a specific industry. Furthermore he/she has access to a large audience and can persuade others by virtue of their authenticity and reach (Pixlee, 2017). The interview took place 17 p.m. in Nørrebro, at cafe ''Kølster tolv haner''.

The reasoning behind including and viewing Tommy-Lee as a stakeholder in this thesis, is due to the observed ability that certain social media influencers have on products/and services authenticity and the audience of 21.000 followers on e.g. Instagram, makes him a person who can reach a large audience. As he notes (P5: 17.26) *''majority of my followers are for some strange reason located in south america and asia''*, which in the context of this analysis could put Tommy-Lee as a ''mixed-blessing stakeholder''. A ''mixed-blessing stakeholder'' as earlier mentioned, is one who is able to highly threat or cooperate an organisation and in this case the destination brand of Copenhagen. Before a further account for this argument, it is essential to state that the interviewee by nature should not be viewed as a stakeholder, since his profession revolves around art and modelling, but when taking the definition of a social media (SoMe) influencer into account, one should be able to see the reasoning why a ''mixed-blessing stakeholder'' could be assigned to Tommy-Lee Winkworth.

The following section will although try to account for, why and how important it is to acknowledge SoMe influencers like Tommy-Lee as being ''supportive stakeholders'' rather than ''mixed-blessing stakeholders''. One of the purposes of this interview was to find out what type of posts and the inspiration behind them.

Tommy-Lee at one point states that in general there are two ''types'' of posts on his Instagram account where (P5: 05.23) *''One type is reserved for posts for posting pictures of myself, and the other type is basically my everyday life and what I find interesting and beautiful to post''*. The reader should at this point pay attention to the fact that in average the surveyed person receives around 1.000 likes per post which proves his strong reach. With Copenhagen as a destination in mind, his posts are able to reach people which VisitCopenhagen e.g. most probably never would have reached. It is therefore in relation to the ''branding as processes'' paradigm, more important than ever to note that exactly such type of posts are contributing to a certain type of brand discourse. This is not to say that VisitCopenhagen e.g. should use product placement through a SoMe influencer like Tommy-Lee, rather it is a way of understanding that a picture taken in Nordvest can signal something else than what this neighborhood is known for, namely positive associations.

In continuation thereof, during the interview I received the opportunity to hear the story behind several of the pictures posted on Instagram but also the story of how a person originally from London with positive word of mouth has contributed to at least 30 people have traveled to Copenhagen (P5: 27.22) *''I can prove for you right now that since I've moved to Copenhagen at least 30 of my friends and relatives have visited Copenhagen, and it is not that I am advertising for Copenhagen on a daily basis, it is my free will to post whatever I want to''*.

According to the definitions of a brand ambassador, this is an example of what one looks like. One should take into account the power of testimonials like these, and not forget that it is not a rare sight to have people employed to spread negative word-of-mouth as the one known from tripadvisor and yelp. With this is mind it is especially important to recognize such SoMe influencers and 'regular' citizens when they are spreading the positive message about Copenhagen.

5.2 Quantitative Findings

The following part of the analysis will contain an analysis of the conducted survey data. By interpreting the two surveys we will hopefully be closer to answering the research question of this thesis. It is important for the reader to note, that the author has chosen to combine the analysis of the first conducted survey with the participant observation method. This is simply due to the opportunity for the author to collect observations and hand out questionnaires at the same time. Before the above mentioned is going to be presented, we will dedicate a section to a presentation of the two Brand Concept Map's equivalent to the two sample surveys.

5.2.1 Brand Concept Map

As noted in the literature review a ''Brand Concept Map'' is a way of measuring the brand image by identifying a network of strong, unique and favorable brand associations. The reason for employing such a practice in this thesis is due to its relatively little requirement of resources while the relevance of it can be of large importance. The reader should note that the BCM presented in this thesis has certain restrictions compared to the one presented by Zenker (2014). This is primarily in regards to the process of mapping the brand identified brands associations where Zenker suggests that respondents are asked to develop individual brand maps out of the predetermined brands maps. However the author of this thesis has due to a lack of resources and time omitted this step and developed the BCM differently. Namely the questionnaire surveys which will be presented later on, both contained a question ''what is your top 3 associations with Copenhagen?'' (Appendix 8.8, 8.9).

The answers from the two questionnaire surveys have individually been analyzed and sorted out for further use. After identifying the frequencies of the listed associations, they have been mapped by the author of this study. Below, the two BCM are displayed and it is evident that there exists similarities between the two maps. Worth noting for the reader is that the survey sample of 'Talents' (Appendix 8.7, 8.9) for example has 25 respondents who associate 'bicycles' with the city. This is precisely 50% of the respondents which make it the strongest association noted in the two sample surveys. Therefore there are three 'lines' on the BCM which connect Copenhagen with 'City of bicycles', to denote that this is a strong brand association. The weaker the brand association gets the less 'lines' are connected to the Copenhagen and the core associations. As illustrated on the BCM 'street food' is a brand association which is connected to the 'gastronomy' brand of Copenhagen but is not itself a direct brand associations of the city.
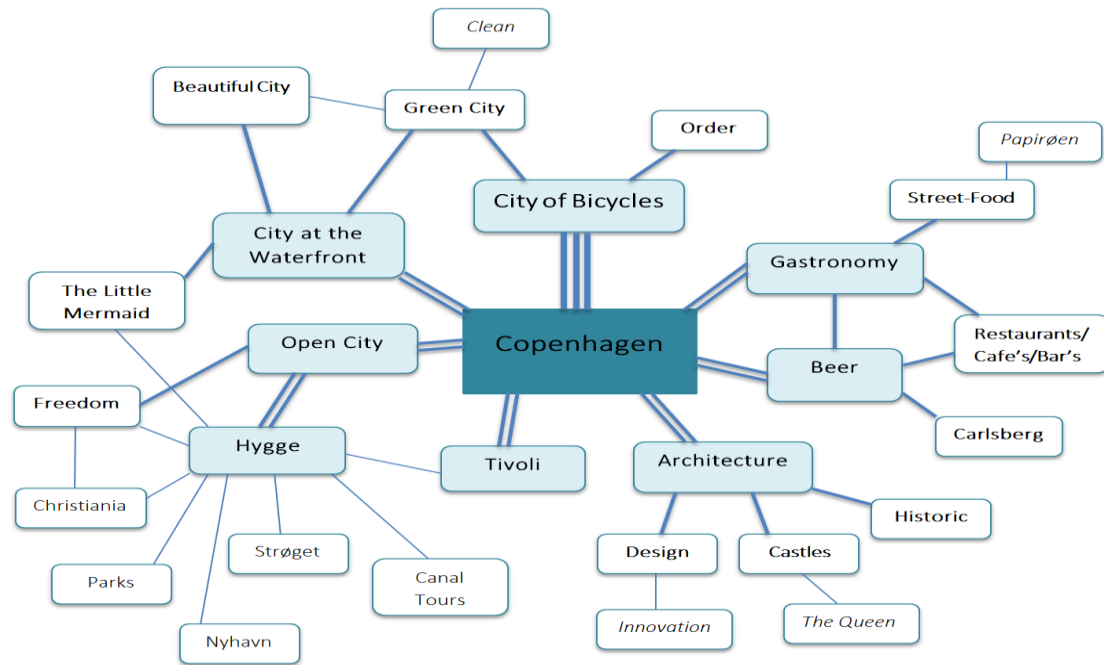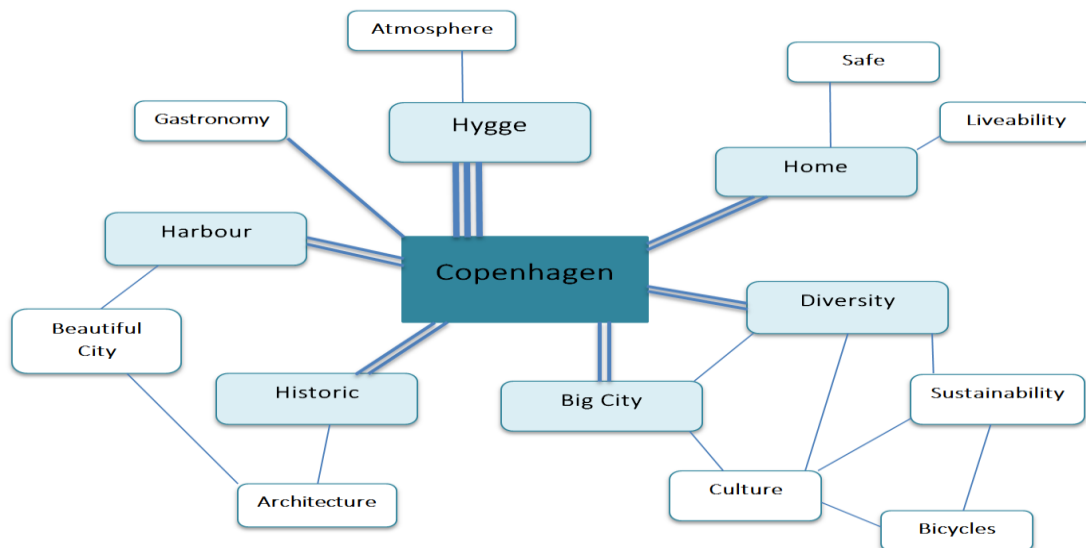
Talents — Brand Concept Map

Figure 1 & 2 are own illustrations. While the BCM of the 'Talents' survey has a relatively extensive network of associations, the 'Public Meeting' sample looks a little bit different in its size.

Public Meeting — Brand Concept Map

This is simply due to the fact that 50 respondents participated in the 'Talents' survey contrary to 29 respondents in the 'Public Meeting' survey. Comparing the two BCM it is most interestingly to observe how the brand association of 'bicycles' in the public meeting sample is not even directly connected to Copenhagen as it is in the first BCM. Besides this, it is also observable that most of the brand associations are displayed across the two samples repeatedly, although their strengths and ties with the overall brand of Copenhagen varies. The public meeting sample finds 'hygge' to be associated very much with Copenhagen, whereas 'hygge' in the other samples is a 'function' of 'Open city' and 'Tivoli'.

5.2.2.Public Meeting - Observation

As the reader might have noticed there is a great amount of empirical collecting revolving around the public meeting which was held on the 21.03.2017 at the house of Bethesda in KBH K. Organized by the ''Indre by lokaludvalg'' the public meeting event went with name ''Tourism in inner city''. Including the earlier mentioned speakers from various relevant tourism related organizations there were around 45 people attending the meeting, while 29 responses were collected during this event.

Although the stakeholder analysis contains several debated points from the public meeting, the reader will at the beginning of this section be presented to the findings and interpretations from the author's subjective perspective via the so called participant observation method. Since the observation as a methodology is a relatively unstructured and subjective experience, where analysis is much more free flowing and interpretive, it is a validity enhancing decision to be able to cross-check these interpretations with the survey data.

In general it must be mentioned that the public meeting was an informative type, where different organisations were presenting their view on ''Tourism in inner city''. As mentioned before, WOCO were talking about their new strategy and the recent trends in Copenhagen whereas Strömma e.g. were talking about how the challenges a sightseeing company faces in a city where sustainable and green policies are much appreciated. In other words, different actors of the tourism industry was represented during this evening, and after each speech the attendees could ask questions. It was interesting to note that some of those questions came from people who already seemed to be ''known faces'' at such events. At least the moderator from ''Indre by lokaludvalg'' knew the names of them, which is interesting because, Allan Thomsen, in relation to participation and inclusiveness of citizens argued how it is the ''usual suspects'' every time.

It is further important to stress that during this event, the general feeling, that it was residents versus speakers should be noted. The purpose of some participants attending this event should therefore be seen in the light of a negative experience with a certain issue, which responsibility they seek to address at those organisations speaking at this event, or tourism in general. For example one of the question raised towards the director of ''brand & communication'' at Tivoli, Dorthe Weinkouff Barsøe, was whether they could ''do anything to lower the noise each friday?'', when the popular event ''Fredagsrock'' is being held. Another question aimed at Strömma was based on the CO_2 emissions which their busses are responsible for, and the amount of space they are taking up from the local neighborhoods. Mads V. Olesen, the CEO of Strömma did not hide the responsibility of defending his company by stating that the emissions which Strömma were responsible for were within the allowed regulations. Furthermore the CEO of Stömma gave a counterattack arguing that all the parking spots reserved for tourists busses were illegally taken by small automobiles, after which a discussion about missing parking spots in the city started.

These examples should help the reader understand and notice that residents during such an event have a direct opportunity to be heard and involved in the debate. Nevertheless the debate was not only between residents and the different stakeholders, Kirsten Wedgwood CEO of ''Turistførerforeningen'' and Mads V. Olesen from Strömma ended up in a discussion about whose responsibility it was that some residents from inner city felt that tourists, especially those arriving with cruise ships fill too much, as one participant stated ''*I can not even enter my own stairway because there's always tourists in front of it*''.

When it comes to this thesis' purpose of exploring the stakeholder aspect in relation to destination branding, the author did not get the impression that the different speakers during the public meeting were aware of each others interconnectedness and dependability. Mikkel Aarø the CEO of WOCO and the representative from ''Kultur & Fritidsudvalget'' were more preoccupied with explaining the differences between each others work, instead of seeing the common responsibility in different challenges. Having summarized and highlighted some of the main parts of this evening's discussion from an observational point of view, it is now time to move on to the actual survey data which was provided during this evening. As indicated in the methodology section there are limitations attached to such an observation like e.g. the impact of the researcher's involvement in the very event. Nevertheless we must as a starting point believe that the data is credible.

5.2.3 Public Meeting - Sample Survey

From the approximately 45 attendant who all received a printed version of the questionnaire, the researcher received 29 responses. As Turkey's (1977) suggest, it is to begin with, best to look at individual variables and their components when doing exploratory analysis. Therefore the reader should be presented to some demographic variables surveyed.

The initial questions in a questionnaire survey are usually reserved for getting a demographic picture of the respondents. The same is applicable for this survey, where the first three question are answering basic question like gender, age and current position. The data analysis reveals that 59% of the responses received, were from men and hence 41% were women. Further 72% of the respondents are placed within the two age groups of 46-60 and +60, which thereof brings the number of 29% retired and 36% private employed. A possible drawback for this questionnaire is that we cannot say which part of the city the surveyed people are living in. Although it must be assumed that they are primarily residing in the inner city, since the event is about tourism in inner city, but the fact that this meeting was public technically means that anyone could attend it. After all it was in the observation part mentioned how several participants were complaining about many noise from tourists in the nightlife and crowdedness from tourists.

Moving on the more interesting findings of this survey, it is relevant to present that on a Likert-scale where 1 corresponds to; Highly agree, and 6; Highly disagree, 41% of the surveyed highly agree with the statement that ''more tourists in CPH are good for the city'' whereas 28% simply agree. Different is the picture when the residents and respondents are being asked ''I have the possibility to be involved and heard when it comes to branding of CPH''. As figure 1, shows only 31% highly agree with this statement, and when keeping in mind that this meeting was attended by a relevant proportion of ''stakeholders'', one could be prone to think that this number represents ''them''. Almost 50%, corresponding to no. 3 & 4 have declared themselves to either slightly agree or slightly disagree. By a closer look it would be essential to interpret this category as being biased by the ''central tendency''. As likert scales are measuring positive or negative responses to different statements, it is a common distortion that respondents avoid using extreme response categories, since they do

not   want   to   be   perceived   as   having   extremist   views.

Som borger i KBH; hvor enig er du i følgende udsagn; - Jeg har mulighed for at involvere mig, og blive hørt når det
gælder branding af KBH? - 1=Meget enig - 6 Meget uenig

	Respondenter	Procent
1	9	31,0%
2	3	10,3%
3	8	27,6%
4	6	20,7%
5	3	10,3%
6	0	0,0%
I alt	29	100,0%

Figure 1)

This seems to be the case in this question which is revolving around the dilemma of whether one finds
him/herself as having the opportunity to be included and heard in terms of 'Branding Copenhagen'. Taking into
account such biases is important, but it also important to include the premise which believes that the
collected data is honest and truthful.

Another question asked on this Likert-scale had the aim of investigating how much awareness and willingness
the surveyed respondents were assigning the notion of being co-creators of Copenhagen as a destination. *"I
am contributing, to giving tourists an experience of Copenhagen'',* precisely 55 % of the surveyed either highly
agree og agree with this statement (Appendix 8.6). On the other hand 28%, or around one third of the
surveyed only to some extent recognize their contribution to providing experiences to tourists. Interesting and
noteworthy is that the difference in this question and the previous one is not of a significant matter, yet the
answers differ a lot. Majority of the surveyed agree with giving tourists an experience, whereas the previous
question revealed that 50% only to a small degree disagreed and agreed with the statement. We can on this
basis be pretty sure that either the first question was not understood as it should have been from the surveyed
or that they do not consider ''providing tourists an experience'' as being the right way of being included or
heard''.

The way the author interprets this argument follows the reasoning that, if you contribute to giving a tourist an
experience of Copenhagen by e.g. recommending a restaurant, then you are also ''involved and heard'' in the
branding of CPH. From the earlier presented paradigm of processes perspective, one could imagine what
would happen if a group of Copenhageners suddenly displayed positive brand meaning on a certain place
which they have not been doing before. The amount of tourists at this place will most probably increase, just
think of Copenhagen Street Food as an example - this place has become one the "10 things to do in

Copenhagen''. Back to the survey where we in the end receive another picture when asking the question *''I am often in contact with tourists who are visiting Copenhagen''*, where 62% of the surveyed directly answers highly agree or agree, whereas only 17% on the other end of scale are expressing a negative response towards 'interaction with tourists'. Finally we can conclude that the surveyed people at the public meeting in overall have positive opinions and associations about tourism in Copenhagen. When this is said it is also worth to note that, what the tourists are experiencing in Copenhagen is not authentic according to the residents asked. As stated in section 2.2 and in the previous stakeholder analysis, attractions like the little mermaid, tivoli, strøget etc. are to some extent experiencing a less positive recognition these days where the authenticity and 'localhood' is gaining much more attention. On a scale of 1-6 the respondents who were asked *''tourists in city experience the authentic CPH by visiting e.g. the little mermaid, strøget, tivoli?''*, 49% of the answers are in the ''disagree'' end of the scale when being combined.

Figure 2 shows that 36% of the respondents only to some extent agree that these attractions are authentic, which in a way very well indicates the discourse mentioned above. The answers of this question in other words implies that there is a relatively significant amount of people who perceive other attractions as being more authentic than those presented. Digging a little deeper into the meaning of this, we could bring in the argument of Zenker et al. (2016) who argues that ''residents (...).... should be in the central interest of urban tourism planners and managers to ensure that residents are proud and satisfied with the city''. This argument is important in the sense that it makes one consider and possibly understand that if residents does not show satisfaction with those attractions like 'the little mermaid', 'Roundtower' as presented in the previous finding, then why should and would tourists perceive them as being authentic and representative.

Som borger i KBH; hvor enig er du i følgende udsagn; - Turister i byen oplever det autentiske KBH ved besøg af fx. d.lille havfrue, strøget, tivoli osv. - 1=Meget enig - 6 Meget uenig

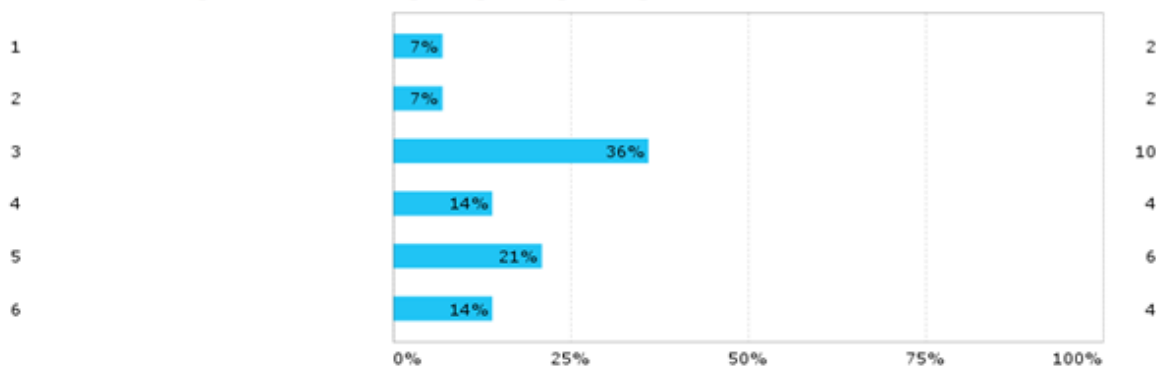| Scale	Percentage	Count
1	7%	2
2	7%	2
3	36%	10
4	14%	4
5	21%	6
6	14%	4

Figure 2)

If nothing else, then the digitalization and the increase of testimonials and people like the interviewed stakeholder Tommy-Lee Winkworth contribute to a 'picture' with more diversity and variety than the answers of this question show. When Jakob Christian Ipland from WOCO argues that (P2: 13.12) *''We want to enable big and small companies … data driven work, how tourists are moving around in the city''*, it must be assumed that this will look differently in some years everything else being equal. In the end we could argue that the question which measures the likeliness of recommending less known attractions to tourists aka word-of-mouth, can confirm that residents are not really satisfied with the current discourse in 'Destination Copenhagen'. Namely around 90% of the surveyed on a scale from 1-6 answer ''1 or 2'' which corresponds to a high probability in spreading word-of-mouth for lesser known attractions.

In relation to the finding above it is then interesting to investigate the following results. On the same scale, and asked to tell how likely it is that they will *''participate in online forum on the internet which concerns promoting/reviewing CPH''*, 62% of the answers belong to the end where the probability is either completely non-existent or with a very small probability to participate. Just as one of the previous examples, there could be an issue of central-tendency bias since 31% of the answers are located in the two categories which are labeled as ''low-probability'' of either participating or not participating. The almost same question phrased in another way, namely *''would you, you use social, e.g. Instagram and Facebook to showcase your city''* there is still 41% expressing a low willingness to spread word-of-mouth (WOM), but the ones who are willing to spread WOM appear in a higher number, than in the first question of ''online internet forum''. Below there is an illustration showcasing what it looks like when these questions are crossed and paired with each other.

Hvor sandsynligt er det, at du vil; - Deltage i online forum på internettet der omhandler promovering/omtale af KBH?
- 1; Meget sandsynligt - 6 Meget usansynligt
Krydset med: Hvor sandsynligt er det, at du vil; - Bruge sociale medier, som Instagram og Facebook til at vise 'din' by frem på ? - 1; Meget sandsynligt - 6 Meget usansynligt

	1	2	3	4	5	6	I alt
1	6	1	0	0	2	0	31,0%
2	1	1	0	0	0	0	6,9%
3	2	1	2	0	0	1	20,7%
4	0	0	0	1	0	2	10,3%
5	1	0	1	0	2	0	13,8%
6	0	0	0	0	1	4	17,2%
I alt	10	3	3	1	5	7	29

Figure 3)

What is visible and useful in this context is existence of a relatively symmetry between the two question asked. This is to say that there exists a positive correlation, since those who were very likely to participate in internet forum were also very likely to use social media and vice versa. Giving an explanation of why there somehow exists a fairly large part of the surveyed who are not willing to either write and participate in Internet forums or Social Media is a rather difficult task to accomplish. It is obvious that a large amount of the respondents are belonging to the age group of 46-59 and +60 where it is fair to assume that Instagram and Facebook are not as used as in the younger generation, which is known as being born-digitalized. One could also turn the argument around and state that 31% are willing to be devoted brand ambassadors, which could be interpreted as a large enough number taking into account the age group.

A final series of noteworthy findings is attached to the actual opinion about a public meeting as the one held 21.03.2017, in relation to participatory branding and co-creation. Researchers in general criticize place managers and planners to only include the residents in the informative stages of place branding, like for example public hearings or town hall meetings and not giving them enough control. Therefore the researcher of this study found it important to investigate how Copenhageners who actually attended this meeting feel about this issue. As revealed (Appendix 8.6) that a majority (61%) of the surveyed agree with the statement; *''Dialogue/Public meetings like this; should only be a part of the process about co-creation of CPH's brand''*. Only 5 respondents or corresponding to 18% think the completely opposite, which again leaves us to interpret the result in various ways. We could most likely argue that 61% of these Copenhageners are ready to be co-creators of the CPH brand, or we could just simply argue that 61% of the surveyed are dissatisfied with the co-creation processes so being held so-far. This is to say that questionnaire surveys as this one can be analyzed from different perspectives and in different ways.

It is important to keep the pragmatic notion in mind when reading and evaluating such numbers. The pragmatic approach will namely remind us how it is more relevant to think of such numbers in a way where the focus should be put on the essentials of a problem, without getting bogged down in unnecessary detail. The reader should therefore not put his or her primary emphasis on whether the interpretation or presentation of the figures and statistics from the author's perspective is performed in a completely reliable or credible manner as such. Rather these numbers and figures serve as an indicator of a tendency which was measured at this single event and should therefore be analyzed and evaluated much more in detail in future research. Considering such logics and reflection, and keeping reliability and validity of this thesis in mind, the

author has developed another and similar questionnaire survey aiming to explore and investigate new insights but also cross as a way of reviewing the survey conducted at the public meeting. This therefore leads us to the next section and presentation of the second survey conducted - namely ''Talent group survey''.

5.2.4 'Talents' Survey Sample

In relation to the segments presented in chapter two, most of the participants in the previous survey belong to the segment 'vid & velstand', whereas the target group 'talents' in this section belong to the segment called 'youth upcoming'. According to the earlier mentioned demographic analysis performed by 'Geomatic', the target group of talents is characterized by being up to 29 years old, under education and high users of bikes and public transport. Useful for our survey, this segment is by Geomatic characterized as being part of the ''born-digitalized'', where likes and shares online are given and sought for as a tool of acknowledgment or recognition (Geomatic 2015).

As argued in the previous section it was from the author's perspective recognized as being important to be able to compare the results from the 'public meeting' survey with another sample. First due to the size of the first sample which could be a subject of critique, but also due to the age and target group which this sample represents. In the interest of the author it is therefore interesting to see whether the same observations could be seen in another sample, like the 'talents'. Being a part of this group of 'talents' and thereby having an privilegios access to the part of the population which belongs to this sample, it is necessary to imply the first sampling error. Due to a lack in time, partly a convenience/systematic type of sampling was used in order to get the survey completed. Therefore the sample is biased by the fact that there is a great part of the surveyed who for example study at Copenhagen Business School and not at the University of Copenhagen. Other things being equal, it does not make the respondents of this survey less credible or reliable, but the issue of representativeness could be a possible remark to consider. As we have so far stipulated, it is important to note such possibilities for errors, although, we will merely put our focus on what the results are telling us about residents' willingness and associations with Copenhagen as a destination brand.

To start with, and in line with the previous survey sample, it is useful to start with the derivable demographics. Since this survey was collected through an online weblink it was in the hands of the author to decide when the number of respondents was satisfying. Eventually after receiving 50 responses it was decided to close the

survey for further responses, as this number was assumed to be enough for basing any further comparisons and conclusions. 56% of the surveyed sample is females while leaving the remaining 44% or 22 respondents to the male gender. Like the first survey sample, this distribution does not really fit into the ideally equal proportion of 50-50%, male/female but this is not the point of focus.

On the same Likert-scale as presented earlier on in the analysis, the surveyed 'Talents' were asked to what extent they agree with the statement of which *''Tourists in Copenhagen contribute positively to city's image''* (Appendix 8.7). On the basis of this question we can conclude that it is in general accepted that tourists in CPH contribute with a positive image to the city since 50% of the surveyed either highly agree or simply agree with this statement. More interestingly is it to investigate that 32% only to a small extent agree with this statement. The reasoning behind this is unclear, but could although be addressed in different directions.

As the participants of the survey at the public meeting were asked about their perception of being involved in shaping the brand of Copenhagen (''The city allows me to participate in shaping the brand of CPH''), likewise were the respondents of this survey. Paraphrased to the english language, the answer of this survey sample leaves us with similar tendencies as the first survey sample. Having precisely 50% of the survey sample placed under category 3 and 4, which respectively corresponds to ''To a small extent agree'' and ''To a small extent disagree'', it seems as we are left with same type of central tendency bias as in the first survey sample. This type of bias represents an obstacle to any inferences which will be made upon the results of this question, and therefore leads us to question the credibility of the results. To derive some useful knowledge from this data, we could look at, to which extent the rest of the 50% surveyed agree with the relevant statement. In the 'agree' end we can observe 30%, whereas the remaining 20% are in the disagree end of the scale. This way of interpreting the data should also be seen in the light of uncertainty, but as we take precautions and argue for them in such a manner, they can become useful.

The picture looks differently when go further on to the statement; *''I take part in giving tourists an experience of Copenhagen''*. In contrast to the 'Public meeting' survey sample where 55% either highly agreed or just agreed with this statement, the 'Talents' group only has 26% who either highly agree or agree. Which factors could be assigned the responsibility that such a small number of the survey sample consider themselves to be taking part in making memories and experience for visitors. One should definitely include the possibility that some places in the city have become synonymous for 'only-visitor sceneries' or as Allan Thomsen argued, the

'museum city'. The point and argument is that the chances for higher participation of residents, everything else equal, will decrease if the place managers remove a museum from Vesterbro to the inner city, as we heard Rune Dybvad state.

When interpreting and analyzing such numbers it is crucial to look at where the survey sample is residing, and as we can observe from the figure (Appendix 8.11) only 6% of the surveyed reside in the inner city, where majority of the tourists movement patterns take place. Remember that the 'public meeting' surveyed mostly resided in the inner city which automatically meant an increase the percentage of those who consider them taking part in giving experiences. So we can conclude that the place or neighborhood where you live can be a decisive factor for how much you will be engaged and interact with tourists, this is naturally no big secret, the surprising in terms of the surveyed is rather that the checkup or reverse question; *''I regularly have a contact with visiting tourists in Copenhagen''* shows and proves the credibility and trustworthiness of the previous question. Since having a contact and giving an experience is closely related to each other in branding and marketing terms we see that the proportion of those who are in contact with tourists is rather low.

To what extent do you agree with the following statement - I regularly have a contact with visiting tourists in Copenhagen? - 1; Highly agree & 6 highly disagree

	Respondenter	Procent
1	7	14,0%
2	4	8,0%
3	7	14,0%
4	13	26,0%
5	14	28,0%
6	5	10,0%
I alt	50	100,0%

Figure 4)

The reader (resident of a place/city) might look at figure 4 and think that it is not very surprising or worth of noting that only 11 out of the 50 people who contributed to this survey on a regular basis have a contact with visitors. Regular basis does not necessarily mean every day, it can also be every month in average, the point of focus is that 64% does not have a contact with those tourists. This is not to say that 9 out of 10 should have regular interaction with visitors, it is merely to say that if the Localhood strategy is going to be successfully implemented in 2020 this picture should be looking different at this point. Also because the surveyed are willing to spread positive word-of-mouth not only when being asked in the street in Copenhagen, but also when being outside. As a matter of fact, roughly 72% is the number which is distributed between 'highly agree' and 'agree' on questions; *''How likely is it that you will; Recommend Copenhagen as destination when being*

outside Copenhagen'' and also the question; *"Recommend other attractions than the little mermaid, Nyhavn and Tivoli''*. We can therefore extract from the above that there is a relatively high willingness to spread the WOM, but how this will be spread still seems unclear. Especially when we consider some of the further findings in this survey it is debateable whether the expression above is trustworthy.

In line with the brand discourse model, we have throughout this thesis argued that brands develop and anchor themselves due to a interested brand group which express their meaning about this brand. Further brand manifestations are the tangible and intangible objectifications of brand meaning who are constantly being co-constructed. One of the most visible ways in which this brand discourse manifestation is through the internet and social media. When we then observe that around 70% state that it is very unlikely that they will take part in online forum discussions concerning tourism in CPH, it is evident that those 72% who previously argued that they will spread WOM are the same ones who won't use internet foras to do this.

How likely is it that you will; - Take part in online forum discussions concerning tourism in Copenhagen? - 1; Very likely and & 6 Very unlikely

1	14%	7
2	4%	2
3	10%	5
4	10%	5
5	22%	11
6	40%	20
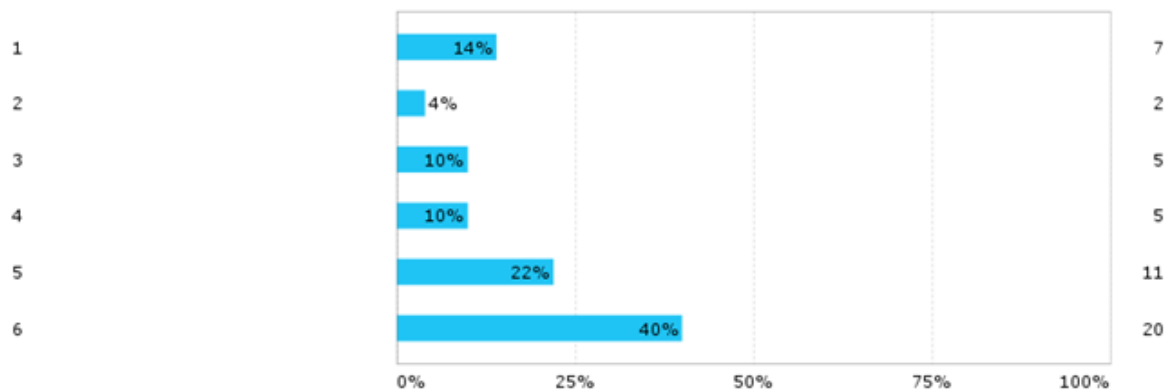
Figure 5)

The picture looks slightly different when the same people are asked whether they *"use social media to showcase your city''* and *"if asked, would you deliver a positive statement about Cph in a promotional video"*. Here we can observe how the answers are almost equidistantly distributed throughout the Likert scale.

How likely is it that you will; - Use social media to showcase your city ? - 1; Very likely and & 6 Very unlikely

1	18%	9
2	14%	7
3	16%	8
4	20%	10
5	18%	9
6	16%	8

0%   25%   50%   75%   100%
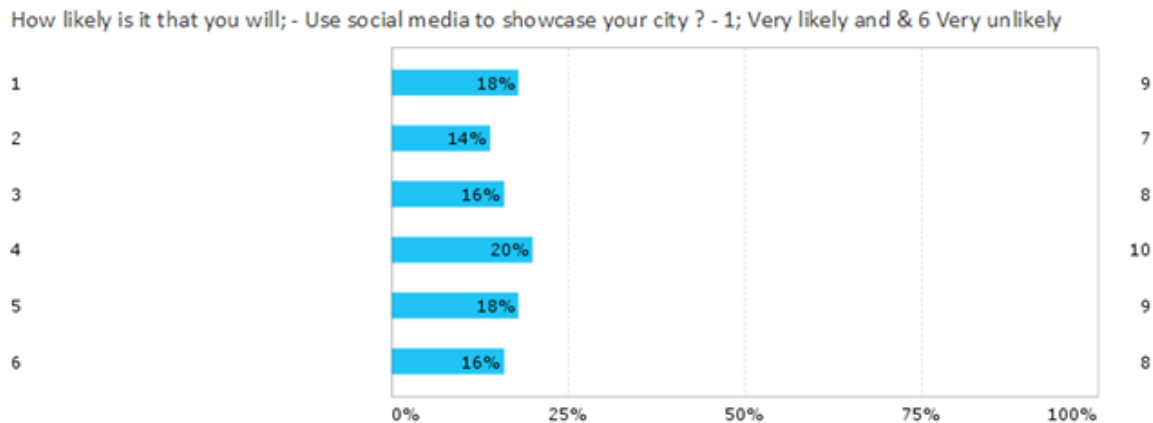
Figure 6)

In the appendix (Appendix 8.11) it is also observable how almost the same picture is applicable for the previously mentioned question about delivering a positive statement about CPH in a promotional video.

Summing up on the past talk about brand discourse, we can infer that as long as there is such an apparent low willingness to participate in internet foras and partly also social media, the chances of changing the discourse into a preferred direction will decrease. The reader of this thesis should not forget that it is not the aim of this study to consult on, why and how important it is to advocate for CPH in various online foras, where people from all over the world can instantly see the presented picture of Copenhagen e.g,. But as long as you do not 'shout' your opinion, it will not be heard and included.

An example could be the public meeting about the 'Palads' Cinema and the iconic buildings possible demolition. Having witnessed the course of this meeting, where around 150 people met up to shout against the demolition, and where a quick observation on Instagram by 'Geotagging' the location of 'Nordisk Film Biografer' shows how several posts are demonstrating brand antagonism. As an example another social media influencer by the name ''Tejlgaard'', on 25th of February posted the picture below of Palads cinema.

Having received 572 likes makes this picture having a fairly large reach. Although the post from 'Tejlgaard' is not per se displaying brand antagonism, there are different comments attached to this picture which does, e.g. ''What is the status on this building'' or ''I've mixed feelings about this place, will miss the building if it disappears but not the actual urban spaces''. The outcome of pictures like this one has contributed to forming Facebook groups in defence of the 'Palads' cinema and in the end created a picture of this place as being protected and holy in some way. This is what co-construction of brand discourse means, and this is why it can be crucial to shout out sometimes.

Returning back to some of the last findings which will be presented in this part of the analysis it would be appropriate to mention how the upcoming section in relation to the above mentioned will measure how much the surveyed residents and talents really are aware of the offerings and products of the city.

A number of questions were asked about the knowledge of certain sights in the city and whether the surveyed have visited them. Among the places in which the participants in this survey could express their awareness about we should mention, 'Flakfortet/Sand Shoal Fortress', 'Cisternerne/Underground Museum', Brumleby/Kartoffelrækkerne', 'Vestvolden/West Rampart experience center', Skydebanehaven /Shooting range garden', 'Rundetårn/Roundtower and 'Tycho Brahe Planetarium'. Although some of these places, appear on the alternative list of place-to-see in Copenhagen, they have been included in this survey for the reason

that they are important indicators of the actual recognition and awareness of the survey sample. As it appears from the figures below, one can see the difference between the level of recognition and awareness when comparing two sights in the city of CPH; the first one is the Roundtower and the second is Vestvolden.

Which of these places have you visited/been to? - Vestvolden - West Rampart experience center - 1; Yes more than once, 2; Only heard of it, 3; No

1	10%	5
2	18%	9
3	72%	36
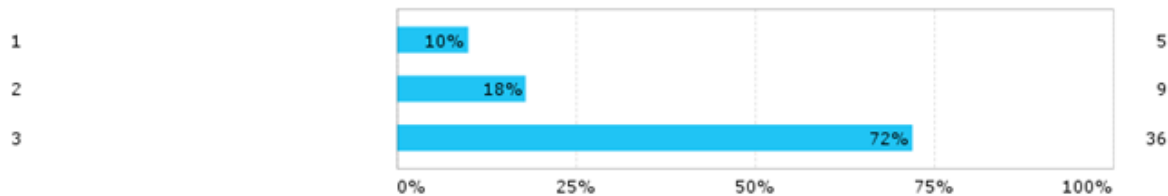
Figure 7 & 8)

Which of these places have you visited/been to? - Rundetårn - The round tower - 1; Yes more than once, 2; Only heard of it, 3; No

1	81%	34
2	17%	7
3	2%	1
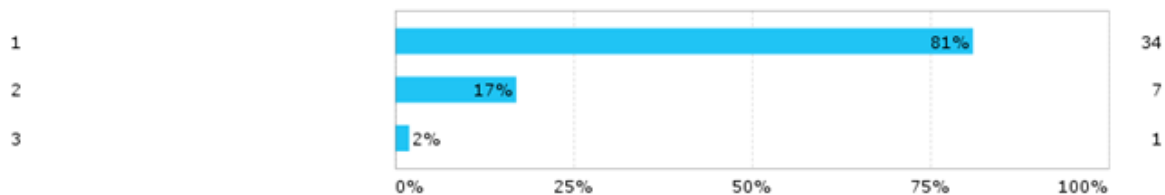
As we can see 81% of the surveyed have visited the Roundtower, whereas only 10% have visited the West Rampart experience center. There is nothing bad to say about this in particular, since the Roundtower and West Rampart are two completely different attractions and hence cannot be compared. What we can say is that the condition above depicts and proves our hypothesis about the dominancy of the inner city, compared to other parts of the city. We further acknowledge how the residents/talents are willing to spread some sort of WOM, but this WOM has higher chances to be directed towards the Roundtower e.g. than the Rampart center. This therefore leaves us to believe that the brand discourse in this example will remain static, because it seems like there are not enough interactions and negotiations which could move the attention towards the Rampart center e.g,.

5.3 Summing up on - Public Meeting & Talents

This section will sum up some of the most important and interesting takeaways from the two conducted surveys. As the two survey samples vary a lot in their demographic characteristics the questions have been adapted thereof but still with the intention to be able to compare the two surveys. In general, for both

samples we experience a positive perception of tourism and tourists in CPH, where both surveys acknowledge the positive association tourism has with the image of the city. When this is said we also observe some noteworthy differences between the two survey sample, such as the perception of being able to participating in the shaping of the CPG ''brand'', where the public meeting group exhibits a higher agreement with this statement than the talents group. Seeking an explanation for this phenomenon one could assign the fact that a certain proportion of the surveyed in the public meeting sample are biased by their direct relation to shaping the ''brand'' as stakeholders.

We have also witnessed a fairly big difference in the two surveys level of interaction and contact with tourists, where the 'Public Meeting' survey shows how around 62% are often in contact with tourists, whereas the equivalent for the 'Talents' is 24%. As we have stipulated in the analysis, the reasoning behind such frequencies could be seen in the very demography of the two samples. As established, the 'Public Meeting' (PM) is biased by those stakeholders who attended this meeting about tourism, plus the fact that majority of the surveyed are residing in the inner city where tourists main pathways. On the other hand, the 'Talents' survey has a great number of people living in Nørrebro where tourism is not widespread to the same extent. One could of course argue that these explanations are superficial and depthless, but as we have stipulated earlier on they will be aligned and combined with the qualitative findings and yet not serve as primary arguments in the conclusion.

Moreover we observe the similarity in the two surveys findings in regards to the ever important WOM. For both surveys around 70% of the asked exhibit a willingness to spread the positive stories about Copenhagen, and both samples agree that it is not only Tivoli, Nyhavn and The little mermaid who deserve this type of WOM. However they differ in the way they will perform this WOM, since the 'PM' respond with more than 80% likelihood in saying ''yes to promote for the city if asked'', while the equivalent result for the 'Talents' is around 55%. Percentage wise both groups announce the same size willingness to ''showcase the city through social media'', where Instagram is absolutely the winner among the different types of SoMe. Some of the questions in these surveys could be subject to various interpretations, such as pointed out in regards to the actual public meeting and whether it is contributing enough to the co-creation of a destination and place brand of CPH. Finally we should also bring about the notion of recognition and visits some of the less known sights in CPH experience by the 'Talents' sample. As argued, this sample might be willing to act as brand ambassadors for their city, but if they are not aware of the 'authentic' places then it is seems difficult to act as

brand ambassadors, since tourists visiting CPH beforehand are aware of Nyhavn and Tivoli and these attractions will in particular not make them stay one day longer.

Chapter 6. Discussion & Conclusion

The following chapter centres on a discussion of the analyzed empirical findings outlined in chapter five. It will be structured around the theoretical framework presented in the literature review and the mentioned empirical findings from chapter five. After this, limitations of the thesis will be addressed. The following discussions will enable a conclusion of the thesis based on the research question introduced in the beginning of the paper.

6.1 Discussion

Place brand image is an important aspect in measuring the place brand equity since it is both a brand value driver which affects the brand and at the same time part of the brand equity (Keller, 1993; Zenker & Martin, 2011). The Brand Concept Maps developed in chapter five measures brand image using a network of associations, but they do not reveal explicit measures regarding the favorability of brand associations. As illustrated in one of the two displayed Brand Concept Maps, 'Bicycles' is the association which appears to be the strongest one in this sample survey, but we have not been able to measure the exact value which 'city of bicycles' brings to Copenhagen. For the same reason we have not defined how strongly e.g. 'Green city' is connected to 'City of bicycles', although it is reasonable to argue that they are related. Nevertheless it is deducible that these associations are of positive character which means that they are positive brand images of Copenhagen.

From a success measurement perspective this is to say that the bicycle-friendly policies which the city has been implementing in the past decades indicates how they have become an important part of the brand equity. This is the logic behind measuring brand equity of a single association like we have just described. The other survey sample indicates how 'Hygge' is the most valuable brand image observed. With the recent hype from different media about the word 'hygge' it is no surprise that the surveyed respondents also relate to this term. However it is obvious that place practitioners of Copenhagen could have an opportunity in building a brand around this

positive brand image. More important for this thesis is that 'hygge' as brand equity indicates the relevance which we throughout this paper have been trying to stipulate. Namely that the residents of Copenhagen could be the most valuable asset to the city, because 'hygge' is something that Copenhageners (Danes) do by nature and it is not a product or museum which needs to be explored. Rather it could be an invitation for interaction with locals which can provide this experience of 'hygge'. Lastly we should note that such brand images are not universal to all residents of CPH, meaning that not everyone agrees with these brand images and that the favorability and reducing of associations from place practitioners can result in negative WOM. In line with this we have to acknowledge that brand complexity is valuable for place brands but that the place brand for residents needs even more complexity than a destination brand (Zenker et al, 2017, p. 25).

At first hand it seems evident from the empirical findings that the interviewed stakeholders are recognizing the important role of residents in the creation and management of a place/destination brand. Arguably the number one stakeholder in a CPH destination context, WOCO, has implemented a new strategy by calling for an increasing involvement and engagement of residents in the process of attracting tourists to giving them an experience. From recognizing to actually involving the residents of Copenhagen in this process is another and far more complex topic. As noted during the interview with a WOCO employee, it is not the aim to get residents to promote and spread the so-called WOM, instead it is more important to avoid situations like those in Barcelona, Venice and Amsterdam by hearing the voice of Copenhageners. As much as this is correct and fair to argue, as much should it be open to debate and discussion. By this statement from WOCO we can imply and deduce that avoiding unsatisfied residents like those in e.g. Barcelona is the goal, and that it is not necessary to make residents spread word-of-mouth as such. This is a very dangerous statement since we know that in practice ''place marketers try to promote the place to tourists and residents at the same time, aiming to strengthen the current residents identification with the place and thereby transform them into authentic place ambassadors (Braun, Kavaratzis, & Zenker, 2013; Pasquinelli et al, 2017).

Not saying that all residents should spread WOM because that is unrealistic to expect, but when keeping in mind that happy and satisfied residents of a city on their free automatically will act as brand ambassadors then it is relevant to recognize this. The discourse here is not trying to emphasize that brand ambassadors and WOM is an urgent matter in Copenhagen, because it is not. Copenhagen enjoys a flourish in its tourism industry but this flourishing may not happen on the expense of residents' identification and satisfaction with

the city. The empirical findings of this paper i.e. show that certain group of residents in the city of Copenhagen are not particularly satisfied and in alignment with the tourism policies, as some stakeholders try to obtrude.

The public meetings which constitute a significant amount of this study's findings have showed that the increase and focus on bringing tourists to Copenhagen has also meant an increase in complaints and dissatisfied behavior from certain residents in the inner city. In relation to this the interviewed 'Social democrat' from the Culture & Leisure Committee in the Copenhagen Municipality explicitly argues how living in the center of Copenhagen is equal to tourists 'en masse' and that is just the name of the game. Especially when the same person does not consider the need to be able to relive the medieval city by changing the movement paths of visitors to not only include this part of the city. Correctly, most European capitals have tourist hubs in their cities, but the competency and ability to spread tourists out to different neighborhoods of Copenhagen is still lacking from the responsible 'place managers'. When we add to this how Allan Mylius from the ''Teknik & Miljøudvalget'' who lives in the medieval part of the city state that even in his neighborhood tourists can be a rare sight, it seems reasonable to search for someone who can be held responsible for such policy making in the place brand management of Copenhagen.

In relation to the above mentioned there is also the other side of the participatory approach which should be discussed. Although the questionnaire surveys conducted in this thesis are expressing how the two resident groups predominantly consider tourism and tourists as positive manifestations, it is obvious that there exists some subjects of reservation. The fact that there is a direct connection between the place where you reside in the city, and how much as a resident one interacts with visitors, is in favor of our argument, which throughout the thesis aims to emphasize, that the destination brand of Copenhagen should not only be situated and related to the medieval city. The residents who are situated in the inner city are much more 'in contact' with tourists compared to the 'talents' target group which majority resides in other parts of the city than the center. Not only are the residents in the inner city interacting more with tourists, but they also feel that they have more to say and take part in when it comes to acknowledging that they are co-creators of the brand. The 'public meeting' concerning tourism in the inner city is a proof of this and in itself a way of inviting citizens to co-create and participate in this approach. We must although keep in mind what one of the stakeholders stated in relation to this; ''it is always the usual suspects'' who attend these meetings and thereby always the same opinions which are being heard.

On the other note, the so called 'talents' appear as willing and ready to contribute to the co-creation of Copenhagen destination. However a lack of coherent communication between the stakeholders in between and residents seems to be one of the constraints, since this target group does not consider themselves as being relevant contributors as the 'public meeting' group. As we have argued and acknowledged, SoMe influencers can contribute to this process with their reach and trustworthiness, but co-creation this way around is not the only opportunity. DMO's must play a more active role in informing residents that their presence on various interactional platforms such as Instagram could possibly enhance the destination image of Copenhagen. By having an online dialogue between residents and tourists before they arrive in and after their departure is one way of making residents participate more. As outlined in the analysis, the dialogue above would primarily revolve around already known locations and sights. This is due to the observation which reveals that not many of the less known and thereby local attractions are recognized by the residents. Hereby we can argue that it is not only enough to be willing to participate in various way but it is also a requirement to participate at the right places.

6.2 Conclusion

The perceived role by relevant stakeholders, and the willingness of residents to be co-creators in a destination brand context of Copenhagen was the overall research question which this thesis sought to answer. By employing a holistic approach to this research question, we have first examined residents from a stakeholder perspective, where the process of interviewing the DMO of Copenhagen, tourist guide organizations, politicians, city historians and Social Media influencers was initially performed. In common for these stakeholders was the acknowledgement of a global change in the tourism and travelling industries which forces these actors to work and apply new measures of standard in order to be competitive.

A major tourist guide organization in Copenhagen experiences how liberal policies can lead to an unhealthy competitive situation in the city, where the conditions more seems to be a 'us versus them' rather than a 'collaborative' among those stakeholders. In general we can conclude how the stakeholders are recognizing that Copenhagen as a destination cannot be managed by a handful of interests, but rather needs a collaborative approach. An example of this acknowledgement is being manifested through a public meeting such as the one described in this thesis. However the collaborative approach focusing on the role of residents as brand ambassadors does not live up to its full potential though. As the collected data in relation to our

research reveals, there is a difference in how residents perceive their roles as co-creators. Naturally those residents who attend meetings where they can speak their opinions are more involved and engaged in the participatory branding than those who do not attend such events. As we have showcased in this thesis, this does not necessarily mean that the residents who are not participating are also not willing to be more engaged. It should therefore be up to those responsible place practitioners to make tourists willing to leave the inner city and thereby give a chance to those residing outside the city center to participate. According to the 'truly participatory approach' called out by Zenker & Erfgen (2014) the residents of Copenhagen which have been examined in this thesis, are not moving significantly beyond the first stage where they are merely used as informants of public opinions.

All this should be seen in relation to the theoretical framework outlined in this thesis. As the process model of brands and the stakeholder theory instructs us to keep an extra eye on those meanings and stakes, which does not appear on first sight. First because these opinions are in accordance with how a proper participatory approach towards place branding is managed. Second because, overseeing and not including meanings and stakes from a broad as possible population of residents can end in mass movements against tourism like those much debated ones in Barcelona, Venice, Berlin and Amsterdam. When this is said, there are several outlined findings in this thesis which indicate that the destination brand of Copenhagen follows a sustainable place management policy which more or less is accepted and approved from various groups of residents. As this study follows an explorative kind of nature, concrete recommendations for the place brand management of Copenhagen has been left out. However, there are various analysed and discussed insights which could be relevant for practitioners to keep in mind.

Chapter 7. Limitations & Future Research

The following and last chapter of this thesis will present and include the limitations and future research. Here we will try to argue that some of the limitations of this research could be eliminated in a future and more thoroughly conducted research.

7.1 Limitations

Even though this thesis should be reliable and valid as it has been argued in the methodological and analysis parts, some limitations do exists. First limitation revolves around the fact that the five qualitative interviews conducted, which form the basis of the relevant stakeholders in Copenhagen, could be a subject of representativeness. This is due to the fact that the stakeholder theory demands a broad and wide approach to inclusiveness of different stakes, where this study due to certain circumstances could not include more than than five interviewed stakeholders. To remedy this problem, other methods such as participant observations have been used in order to a get better foundation and understanding of these stakeholders. Although the interviewed stakeholders should mostly be considered as having high stakes in 'Destination-Copenhagen' and therefore legitimizes their inclusion.

Another limitation concerns the other part of the collected data which was the basis for studying the residents of Copenhagen general opinions and willingness about their role as co-creators in a destination branding context. First the 'public meeting' survey which supposedly should be representing residents of inner city is biased by the the fact that several of these respondents were actually representing the various stakeholders who were holding speeches at this event. KBK Commerce & Culture, WOCO and others could have given improper responses which might have affected the final outcome of this research. A possible limitation in relation to the developed Brand Concept Maps should also be accounted for. As the BCM approach used in this thesis does not tell us the exact strength of the identified associations and the links between them we could be prone to argue for a limiting issue here. This could have been remedied by a combination of a BCM and BANV (Schnittka et al, 2012), but since it was not the major purpose of this research to explore the brand image of Copenhagen, it was left out. In general we should end this section by stipulating that the mixed methods approach was employed due to its advantage of complementing the opposite methods missings. Even though we observe a limitation in the aforementioned survey sample of the 'public meeting' we can remove this bias

and restriction by looking at the 'problem' from another angle and thereby still achieve a valid and reliable outcome of our research study.

7.2 Future research

This thesis has sought to continue the alignment of place branding theory and stakeholder theory by testing and evaluating the theory as called out by different researchers in this field. By for instance choosing Copenhagen as a case study this thesis has followed the argument that each place deserves its own application of research and that overall trends in place branding practices cannot be applied to a particular place as such. With inspiration from previous research collected by Susanne Henriksen, Martin Persson and Mette Frolich (2014; 2015; 2016) this study has tried to encapsulate and build on some of the considerations and challenges captured in these studies. When it comes to future research it should be noted how this particular thesis has left different entries open for further exploration and explanation. The identification of stakeholders in this thesis could as an example be relevant and useful for future researchers to acknowledge. Moreover place brand practitioners should acknowledge the importance of the outlined Brand Concept Maps and further build on this approach by e.g. implementing the methods of an advanced BCM and BANV.

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8. Appendixes

8.1 Interview Questions

Semi structured interview with Jakob Ipland;

1) Who is WOCO and what is your aim and purpose?
2) How does WOCO's new strategy differ from the old strategy called BiGTourism?
3) Why has your role as 'destination promotional superstar' run out? Who will now promote CPH? and how?
4) What characterizes CPH as a tourism destination?
5) What is the biggest opportunity and challenges which CPH faces?
6) 'Promoting through others' instead of 'to others' - How do you concretely see this happen?
7) How can WOCO enable personal brand stories from the right people? Who are the right people to promote CPH?
8) DMO's role is shifting towards developing and spotlighting the right kind of experiences and engaging the right people at the right time to tell the right stories about the destination based on a shared strategic branding framework? How do one develop and spotlight the right kind of experiences, and at the same time involve the right kind of people?
9) Co-creation and citizen participation - how are these being incorporated in WOCO?
10) On the following scale, where do you think residents of Copenhagen are placed in relation to co-creation of a destination brand?
11) Re-posting a picture which another person has taken - is that enough in being a co-creator?
12) A traveller is all kinds of human? What does this mean to you?
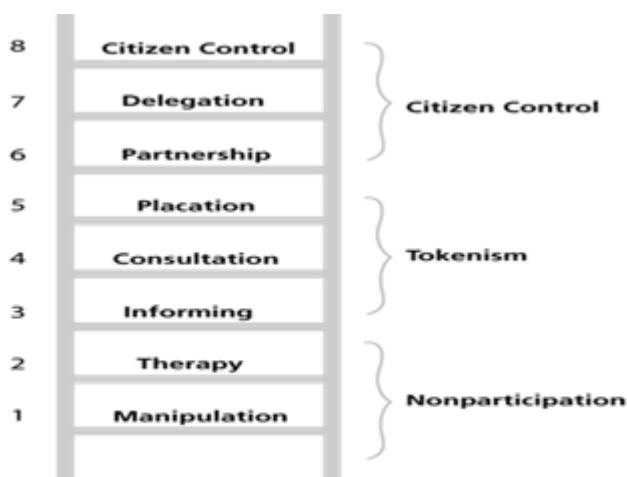
Arnstein's Ladder (1969)
Degrees of Citizen Participation

Semi structured interview with Rune Dybvad;

First and foremost I would like to thank you for participating in this interview, which hopefully is going to help me get a deeper insight and knowledge in the work of a town council member and the public organization as it is. As I told, my thesis is investigating 'the case of Copenhagen' in a City-branding perspective, where the focus is put on, the various stakeholders which are contributing to the place brand management process. Feel free to answer the way you like, there are no right answers to my questions.

1) To a start, I would like you to present yourself and your work within the Culture & Leisure Committee?
2) What is CLC's primary task and mission within the Municipal Council?
3) How does 2017 look for the CLC, which tasks are characterizing this year?
4) As a committee which among other things handles tasks concerning events, culture, tourism museums, theatres, etc. which things are first on the priority list?
5) Who is the CLC working together with on a frequent and daily basis? Said in another way who are your primary stakeholders?
6) As a part of Copenhagen total stakeholders group, how are your positioned in this?
7) What is your view on co-creation and citizen participation? Is this happening in CPH and how?
8) Are you working towards more integration of citizens in branding the city?
9) What do you think when I say Copenhagen?
10) What do you think when I say Copenhageners?

Semi structured interview with Allan Mylius Thomsen;

1) Can you please introduce yourself and the work you are doing?
2) I was at the public meeting last night where different topics were discussed and among them were the current situation in the city with Sandemann, what is your point of view here?
3) How do perceive Copenhagen as a tourism destination?
4) What does CPH mean to you? And where did your interest for the city start?
5) In relation to stakeholder theory - whom do you work closest with?
6) Co-creation and citizen participation - is this something you fancy? How do you see CPH in this context, are citizen in CPH participating enough ?

Semi structured interview with Tommy-Lee Winkworth;
1) Where are you active online?
2) If you had an top 3 of online platforms which would be in this top three?

3) How long have you been on these platform? How active are you on these platforms and what is the purpose of these?
4) How are these platforms different from each other?

5) Activity - Random post:
   Show me a random post
- What situation is related to this?
- What can you tell me about this?
- Do you get any reactions, from who and how did they react?
- The number of reactions?
- Difference in the reactions between people you know?
- How is the difference?
- What made you share this?
- Did you get any offline reactions?

6) Activity on Copenhagen:
- What do you think when I say CPH?
- What do you think when I say Copenhageners?
- How do you see yourself in comparison to what you have just described?
- What kind of person shares pictures of CPH on instagram?

8.2 Interview with Rune Dybvad

Rune Dybvad   Date: 13-03-2017

Subject: Branding as Processes/Brand Discourse

Sub-subject	Occurrence time	Supporting Quote
Interest group	1.12	*I am politically elected and my job is primarily to represent the citizens and my party, in that sense I'm in a very free position.*
Meaning	29.25	*Storycity, cyclisme, canals, the lakes, Dronning Louise's bridge. Multicultural city, only international city in Denmark, open-minded, the progress moves firstly in Copenhagen.*
Manifestation	4.40	*The museum of Copenhagen has moved from Vesterbro to the city center aka Slotsholmalliancen. It has to be easy to be able to walk everywhere, maybe it is a bit contradictory in relations to the authenticity, but it is based on another logic, namely that we gather the attractions as closely together as possible.*
	5.20	*The tourists are demanding the authentic CPH and may not choose a hotel to stay at, but AirBnB in Nørrebro.*
	31.16	*People want to participate in creating and making a difference. Sometimes as a municipality it is about supporting this and not change to much.*

Subject: The Stakeholder Theory

Occurrence time	Supporting Quote
2.13	*Our task is to make decisions within the tourism area and cultural development in Copenhagen in general. We point a great attention to the actual receiving of tourist, providing information and signage on the streets*

3.45	*Wonderful Copenhagen primarily stands for being the branding face. I'm trying to push in the right direction, but it happens that you meet bureaucracy.*
6.10	*As a politician I do not request that tourists should be spread out through the city, I myself live in Nørrebro, and it can sometimes be very annoying with trolley-suitcases all over the place - and then there is the issue of AirBnb, which in many housing organizations is causing more problems than good.*
7.12	*The local comitee is not necessarily specifically representative, it is a lot of indirect democracy whereas the citizenrepresentation is more of a direct democracy.*
10.20	*We are collaborating with the local comitee if there are any specific local problematics. But they are not the ones expressing the voice of the people, that is mainly expressed through the contact you get yourself, directly from the citizens, network etc.*
10.42	*CPH should also in the future be an open city.*
15.06	*It is their strategy, it is not being approved or accepted politically, they as a tourism organization have adopted this strategy, this is their job, to see how to get more tourists to Copenhagen, whereas we view it from a broader perspective, the correct balance and make sure that the citizens are involved.*
18.41	*There isn't any resistance in tourism from the citizens in CPH yet, like Berlin, Reykjavik and Barcelona.*
21.30	*You choose to settle yourself in the city centre, you know what to expect from living in a part of the city with many tourists, this is just the game. I think the busses on Vester Voldgade are just as annoying as everyone else – that's just how it is.*
24.11	*The culture and leisure comitee work closest together with the citizens, as they take the attitudes and incorporate them in the comitee. The management itself works together with WOCO, Foreningsliv etc.*
27.11	*I will only bring up the subjects I personally think are important, which is basically a very subjective assessment because it is up to my own conscience in the end.*

8.3 Interview with Jakob Ipland

Jakob Ipland   Date: 21-03-2017

Subject: Branding as Processes/Brand Discourse

Sub-subject	Occurrence time	Supporting Quote
Interest group		
Meaning	1.27	*'Today, people are much more digital than just three years ago, we communicate in another way, it is you and me who are promoting the city - not WOCO by placing posters and advertising.*
	2.21	*You are the one hashtagging – Love Amsterdam.*
	3.25	*We want to guide the tourist to tell the same story as we do – that makes us stronger.*
	6.00	*Surprisingly our overall brand 'Viking', is not used at all, and probably never will be.*
Manifestation	2.50	*We must enable the tourist to communicate the city, but preferably within our framework'*
	5.04	*Nordic lifestyle is a huge seller, it isn't the Little Mermaid which is out Big Ben.*
	5.30	*Balance between work and time off……. Everybody is sitting outside when the weather is nice.*
	7.02	*The bicycle-culture is very essential.*
	15.33	*Locals are the destination = the people watching concept is not necessarily about locals. If it is only tourists who are present at a concert etc. it becomes a problem and is viewed upon as fake.*

Subject: The Stakeholder Theory

Occurrence time	Supporting Quote
1.00	*The strategy is not only our viewpoint, it is developed/inspired in a collaboration with various participant such as 'DestinationThink and consultancies'.*
4.10	*We need to be OBS on the data-related. We are looking into that people are using their cellphones to get from a to b.*
8.08	*…promotes the city, we just want to avoid situations like the ones in Barcelona, Venice and Hamburg, where resident are going against tourism. Therefore we want to be aware of citizens opinions, include them in different polls, listen to their ideas and thoughts.*
11.12	*I go to public meetings to get an idea of what is "stirring" and bring that with me in my work. It isn't a high level of citizen participation but you get your "finger on the pulse".*
13.12	*We want to enable big as small traders…data-drived to work with how tourists move in the city.*
14.44	*How 40.000 cruise passengers move around the city… and thereby we can support those residents which have a kiosk or a store.*
16.19	*Share-ability is not necessarily co-creation, it's more like making partnerships. We need to work with Københavns Kommune, Real-Dania…. How do you guide tourists around the city, so not only a few areas get flooded.*

8.4 Interview with Allan Mylius Thomsen

Allan Mylius Thomsen   Date: 22-03-2017

Subject: Branding as Processes/Brand Discourse

Sub-subject	Occurrence time	Supporting Quote
Interest group	2.45	*I am afraid that the tourism in the future will only be focused around the medieval city, which will be a huge problem - it is already difficult to walk around in the streets.*
	6.11	*The medieval city is frequented by 300.000 people every weekend, parking, bodegas and so on… it is a huge pressure.*
	9.33	*Tourists don't leave Strøget or Købmagergade enough to be mentionable. Here in 'Pisserenden' we rarely see tourists.*
	29.02	*Copenhageners are always a changing race. In my time the city has changed from a proletarian city, where only poor people and students stayed in the city. That why we in the 90ies were about to bankrupt, because CPH was standing still. Now it's the other way around. We are closing up on 600.000 inhabitants again and we are very lively, quick talkers and so on.*
Meaning	1.55	*I've commented on our minister Anders Samuelsen, who has made an agreement with a Chinese app – that if the Chinese click on Europe on the app they will be transferred to CPH – as the only city.*
	11.27	*I only give guided tours in Danish, if I had to translate it, it would change the whole concept of my tour.*
	16.50	*I give 300 guided tours a year. I use the space of the city a lot and the Danish Society of the Blind use me a lot because I describe everything in pictures.*
	19.52	*The Facebook page "Det Gamle KBH" with 40.000 members show a huge interest.*

Manifestation	7.09	*The chains have all the grants now where before it was the restaurateurs and they don't care about neighbors or anyone. And then we have a smoking law which means that everyone is on the street smoking. You can hear that on the streets.*
	7.33	*People love that the city is inhabited by normal people, but at the same time they don't give a shit about the inhabitants.*
	37.30	*Every big city in Europe and Scandinavia has closed their medieval cities from trucks and so on, except Copenhagen. They trash our sewers, signs and sidewalks.*

Subject: The Stakeholder Theory

Occurrence time	Supporting Quote
4.11	*The tourism organizations in the city have never unfolded tourism in other parts of the city like Vesterbro and Nørrebro.*
6.24	*In reality the problem is from the 60ies where all neighborhoods had dance restaurants, café's, bars and lots of action. The center of citizen involvement, co-creation and so on.*
7.39	*One of our battles in the citizen representation committee is against jydeholmen/slotsholmen, where we are trying to create average apartments. But unfortunately SF and Radikale Venstre that social residential are ghetto's and therefor has given up the battle for 30% average residential.*
10.40	*I have tried to teach the hotels to give their guests small routes for smaller streets, with small stores and more local. On Strøget you don't see anything besides international stores, whose workers don't even live in Copenhagen and pay small amounts of taxes, as well as devastating old historic buildings with glass facades all the way up to the 2nd floor.*
11.00	*I have won the battle, as for example Fosters Tower at Rådhuspladsen, but I also lost the fight about Industriens Hus, where only 7 of us voted against.*

12.15	I have experienced that my jokes have been recorded on a tape recorder by young Sandemann tour guides and then retold in different languages
12.43	The "free-tours" live of tips and send 25-30% of them to their boss in London (Sandemann). I've raised the problem to the mayor of culture that understands, but it is a tax issue – free trading. Anyone is allowed to stand up and offer city tours.
14.06	It's frustrating, but hard to do anything about it. CPH has to be a city for everyone socially, culturally, ethnically and all that.
18.54	When I started 20 years ago there were 2-3 people that made city-walks. Now there are so many that you can barely stand on the corners. Because there was a sudden interest. 2 segments; people that moved from CPH and came back to experience their old neighborhood and people that moved to CPH and wanted to experience the city they moved to.
22.48	The battles for Slagtenegårdene that are now protected. I always get others to join me. 11 years ago, I demanded better signage on streets, cultural buildings and attractions, and this is coming now.
23.27	They (Soc.Dem and Radikale) let themselves wheedle from planners and builders.
25.24	Apartment towers are cheapest and that's why they need to have 80.000kvm over 'Banegravene' to make it rentable.
33.55	There are residential enough in Copenhagen, the problem is, that ¼ of the buildings are owned by people who don't live in Copenhagen. Christiansborg has the responsibility. As a local politician it is limited how much influence we can have or make on the local plans for the city.
39.51	The free trading law also has a problem that the people who pay booth rental like kiosks, fruitcarts etc. they are under a huge pressure from the biking sellers.
43.38	We are not selling more with the long openings hours, it's on the contrary more expensive. We need to pay for workers working late, weekend-appendix etc. it's a sure way to kill the small local business owners with this liberal evolvement.

44.36	*Citizens have control every 4 year when they are voting for elections, but they are not aware of it.. And in concern to the citizen involvement, then we would like to hear the citizens, but it is the usual suspects each time, and those opinions we already now.*
50.55	*We are very suspicious at the so called tourist-events, because it is only the kiosk owners that make money on cheap liqeur. Distortion are millions under budget each year, but the ones that arrange the event are millions over budget..*

8.5 Interview with Kirsten Wedgwood

Date: 04.04.2017

Interview with director Kirsten Wedgwood of Turistførerforeningen

In short, who is Turistførerforeningen?

We are authorized tour guides who are educated at RUC and the only qualified guides in CPH, indeed we are not actually guides but tour guides, the difference being that we are educated in the work we do while classical guides do not need an education to perform the same job.

What difference is there exactly in your product compared with your competitors?

A good example is Sandemann's "free walking tours", as they are also called, who are unauthorized guides who tell a story even though they do not in principle have a connection with CPH. An example of this is overheard at one of Sandemann's tours, where one of the guides explained that the reason why there are 2 chimneys at Amalienborg is because the queen is smoking a lot of cigarettes. In addition, these so-called free walking tours are not completely free, as a customer is invited to give a tip, which will then be forwarded to London where the headquarters are located. We are not alone in criticizing this business model, but the free market allows it and as it is we cannot do much about it.

In a previous interview with city historian, citizen representative and provider of various city walks Allan Mylius Thomsen, I got a similar impression of Sandemann. He has also experienced how some of his stories were stolen and reverted in a context that did not make any sense.

What is your response to such a player like Sandemann, who operate lawfully in CPH and throughout Europe?

Our task is to keep working as we have done so far, having a lot of business partners such as hotels, cruise organizations, conference settlers, etc., who will send their customers our way. In 1997 there were two cruise ships a week in the quay in Nordhavnen, today they cannot be counted in 2 hands. In general, this is a very positive development we are witnessing, but not everybody uses money in the city, which is another question. It is strange that people rarely realize that we are the only ''real'' guides in town.

As a private person who has a professional background as a tourist guide and with a high insight into how the city's actors collaborate, it may well be assumed that Sandemann is just one of the sore points surrounding the city, if you look at it that way?

In relation to the law's framework, Sandemann is not blamed for anything, but compared to the product he serves the visiting tourists we can and should lead a battle against it- like cigarette shutters everywhere along Krystalgade at the main library, there's also someone who is responsible for solving that problem.

Another problem is the many tourists who come across in various media the picture of our bicycle-friendly city, but I usually ask them if they are used to cycling in the big city - if their answer is no, I usually advise those from cycling around in CPH because it can simply be fatal. So the picture that we are all cycling around is correct, but it's another challenge to get a lot of tourists to use these bikes and ''merge''. Another problem that we experience in the inner city is that the citizens get harassed with the nightlife and people cannot get their peace, one thing is that one chooses to settle in the center of a capital where no matter what there will be noise from people, but something else is that one's daily life is affected by this noise, that has to be solved.

All in all, you can say that it's about being prepared to work together to solve tasks, and it's not always that one's interests are being met, but the important thing is that we address these things, just like we did at the public meeting.

In terms of co-creation and citizen involvement, it is important to spread the product offered beyond the limits of the medieval city, and further into the neighborhoods, so that we also get tourists to stay longer in the city?

I think that is partly the case with, among other things, Jægersborggade where there are some people who have created something that used to be, but if we look at the attempts to bring people to Lejre (Sagnlandet - Kulturhistorie) or Odense for that matter, there are very few who actually go. Another factor is that some people will find the way to Nørrebro and the northwest without advertising. You can also see that the tourist actors have realized that it is much more than the little mermaid, it is not the little mermaid that creates us as a tourist destination, although some groups like Chinese tourists love to take pictures and for them, the little mermaid is very important to show. It's all about the target group, Chinese are all familiar with H.C.Andersen whereas Indonesians do not know him at all and would rather visit dairy producers.

The next question concerns CPH's image and the extent to which you, as a citizen, feel that it is consistent with what the tourist's experience, while having the background you have, taken into

account?

I find CPH to be a very beautiful city and I believe we can be proud of what we have to offer and the image we send to the world.

8.6 Questionnaire: Place Branding - Copenhagen and co-creation (Public Meeting)

Questionnaire: Place Branding - Copenhagen & Co-Creation

My name is Dino Kapidzic and in relation to writing my master thesis at Copenhagen Business School, I would like to hear you opinion and experience with Copenhagen as a tourist destination. As citizens we can and we should have the opportunity to co-create a Copenhagen which we can all be proud to present to tourists.

Gender;

     (1)   ✈   Man

     (2)   ✈   Woman

What is your age?

     (1)   ✈   18-30

     (2)   ✈   31-45

     (3)   ✈   46-60

     (4)   ✈   +60

Current occupation;

     (1)   ✈   Public official

     (2)   ✈   Private employee

     (3)   ✈   Independent

     (4)   ✈   Retired

     (5)   ✈   Student

     (6)   ✈   Cash benefits

     (7)   ✈   Other

Which three words come to mind first, when you think of Copenhagen?

_____

_____

_____

Do you feel København Kommune represent the three previous mentioned words?

    (1)   ✈   Yes

    (2)   ✈   No

As a citizen in CPH; how highly do you agree in the following statements?

1;Highly agree – 6;Highly disagree

	1	2	3	4	5	6
More tourists in CPH is good for the city.	(1) ✈	(2) ✈	(3) ✈	(4) ✈	(5) ✈	(6) ✈
I have the opportunity to involve myself and let my voice be known when it comes to branding in CPH.	(1) ✈	(2) ✈	(3) ✈	(4) ✈	(5) ✈	(6) ✈
I participate in giving tourists an experience of CPH.	(1) ✈	(2) ✈	(3) ✈	(4) ✈	(5) ✈	(6) ✈
I am often in contact with tourists who visit Copenhagen.	(1) ✈	(2) ✈	(3) ✈	(4) ✈	(5) ✈	(6) ✈
Tourists in the city experience the authentic CPH by visiting the Little Mermaid, Strøget, Tivoli etc.	(1) ✈	(2) ✈	(3) ✈	(4) ✈	(5) ✈	(6) ✈

How likely is it that you would;

1;Very likely – 6;Very unlikely

	1	2	3	4	5	6
Recommend CPH as a tourist destination for non-Copenhageners.	(1) ✈	(2) ✈	(3) ✈	(4) ✈	(5) ✈	(6) ✈

Recommend lesser known attractions than Tivoli, the Little Mermaid and Nyhavn etc.	(1) ✈	(2) ✈	(3) ✈	(4) ✈	(5) ✈	(6) ✈
Agree to advertise for the city, if I was asked to.	(1) ✈	(2) ✈	(3) ✈	(4) ✈	(5) ✈	(6) ✈
Participate in forums online about promotion/mentioning of CPH.	(1) ✈	(2) ✈	(3) ✈	(4) ✈	(5) ✈	(6) ✈
Use social media like Instagram and Facebook to showcase 'your' city.	(1) ✈	(2) ✈	(3) ✈	(4) ✈	(5) ✈	(6) ✈

What should Copenhagen focus more upon in the future when it comes to tourist development?

_____

_____

_____

_____

_____

_____

_____

Public meetings like this;

1;Highly agree - 6;Highly disagree

	1	2	3	4	5	6
Involves me in the debate and therefor makes me a co-creator of CPH's tourist development	(1) ✈	(2) ✈	(3) ✈	(4) ✈	(5) ✈	(6) ✈
Is not enough in relation to what I perceive as co-creation	(1) ✈	(2) ✈	(3) ✈	(4) ✈	(5) ✈	(6) ✈
Should only be a part of the	(1) ✈	(2) ✈	(3) ✈	(4) ✈	(5) ✈	(6) ✈

process around co-creation of
CPH's brand

What/how can citizens contribute more to the branding of Copenhagen as a tourist destination?

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

Thank you for your input

8.7 Questionnaire: Place Branding - Copenhagen and co-creation (Talents)

Questionnaire: Place Branding - Copenhagen & Co-Creation

My name is Dino Kapidzic, and I am currently working on my master thesis at Copenhagen Business School.

The topic of how "we" as residents of Copenhagen perceive the opportunity to involve ourselves in branding our city as a tourist destination is one of the main purposes of this study and questionnaire. With this in mind, I hope that you will voice your opinion and help me get more insight on our city and the potential it has.

Everything will be kept anonymous in this survey.

Gender;

- (1) ✈ Male
- (2) ✈ Female

Current occupation;

- (1) ✈ Public official
- (2) ✈ Private employee
- (3) ✈ Independent
- (4) ✈ Retired
- (5) ✈ Student
- (6) ✈ Other

Where do you live;

- (1) ✈ KBH K - inner city
- (2) ✈ KBH V - Vesterbro
- (3) ✈ KBH N - Nørrebro
- (4) ✈ KBH Ø - Østerbro
- (5) ✈ KBH NV - Nordvest incl. Bispebjerg & Brønshøj
- (6) ✈ KBH S - Amager
- (7) ✈ Valby & Vanløse
- (8) ✈ Other

What are your top 3 associations with Copenhagen?

_____

_____

_____

_____

_____

To what extent do you agree with the following statement;

1; Highly agree & 6 Highly disagree

	1	**2**	**3**	**4**	**5**	**6**
Tourists in Copenhagen contribute positively to the city's image?	(1) ✈	(2) ✈	(3) ✈	(4) ✈	(5) ✈	(6) ✈
The city allows me to participate in shaping the brand of Copenhagen?	(1) ✈	(2) ✈	(3) ✈	(4) ✈	(5) ✈	(6) ✈
I take part in giving tourists an experience of Copenhagen?	(1) ✈	(2) ✈	(3) ✈	(4) ✈	(5) ✈	(6) ✈
I regularly have a contact with visiting tourists in Copenhagen?	(1) ✈	(2) ✈	(3) ✈	(4) ✈	(5) ✈	(6) ✈
The city should focus more on less known attractions?	(1) ✈	(2) ✈	(3) ✈	(4) ✈	(5) ✈	(6) ✈
There's too many tourists in CPH?	(1) ✈	(2) ✈	(3) ✈	(4) ✈	(5) ✈	(6) ✈

What type of contact do you primarily have with tourists?

(1)   ✈   Showing direction when I get asked

(2)   ✈   I approach the tourists when I can see they are confused

(3)   ✈   I rent out my apartment through Airbnb

(4)   ✈   I work in a place where tourists are visitors e.g. cafe restaurant, Tivoli etc.

(5)   ✈   I don't have contact with tourists

How likely is it that you will;

1; Very likely and & 6 Very unlikely

	1	2	3	4	5	6
Recommend Copenhagen as a destination when being outside Copenhagen?	(1) ✈	(2) ✈	(3) ✈	(4) ✈	(5) ✈	(6) ✈
Recommend other attractions than the Little Mermaid, Nyhavn and Tivoli?	(1) ✈	(2) ✈	(3) ✈	(4) ✈	(5) ✈	(6) ✈
Take part in online forum discussions concerning tourism in Copenhagen?	(1) ✈	(2) ✈	(3) ✈	(4) ✈	(5) ✈	(6) ✈
Use social media to showcase your city?	(1) ✈	(2) ✈	(3) ✈	(4) ✈	(5) ✈	(6) ✈
If asked, would you deliver a positive statement about CPH in a promotional video?	(1) ✈	(2) ✈	(3) ✈	(4) ✈	(5) ✈	(6) ✈

Which Social Media do you make use of when showcasing CPH?

(1) ✈   Yelp, Tripadvisor

(2) ✈   Instagram

(3) ✈   Facebook

(4) ✈   Twitter

(5) ✈   Snapchat

(6) ✈   I'm anti social media

How familiar/aware are you of the following?

1; Yes, of course, 2; Yes, but I don't care, 3; Maybe someone told me about it, 4; No what is that??

	1	2	3	4
That as a citizen of Copenhagen you are able to get funding for your own cultural-projects (E.g. Events)?	(1) ✈	(2) ✈	(3) ✈	(4) ✈
That Copenhagen's new	(1) ✈	(2) ✈	(3) ✈	(4) ✈

tourism strategy is; Localhood

Which of these places have you visited/been to?

1; Yes more than once, 2; Only heard of it, 3; No

	1	2	3
Flakfortet/Middelgrundsfortet - Sand shoal - fortress	(1) ✈	(2) ✈	(3) ✈
Cisternerne - Museet for moderne glaskunst - Underground museum	(1) ✈	(2) ✈	(3) ✈
Brumleby/Kartoffelrækkerne - English-model built houses	(1) ✈	(2) ✈	(3) ✈
Vestvolden - West Rampart experience center	(1) ✈	(2) ✈	(3) ✈
Skydebanehaven (Vestebro) - "The shooting range gardens"	(1) ✈	(2) ✈	(3) ✈
Kongelunden - "Forrest in the city" (Amager)	(1) ✈	(2) ✈	(3) ✈
Grundtvigs kirke - Grundtvigs Church	(1) ✈	(2) ✈	(3) ✈
Rundetårn - The round tower	(1) ✈	(2) ✈	(3) ✈
Det kongelige biblioteks have - Royal library garden	(1) ✈	(2) ✈	(3) ✈
Tycho Brahe Planetarium	(1) ✈	(2) ✈	(3) ✈

Write what you think the following statement means; "The end of tourism - start of localhood"?

_____

_____

_____

_____

_____

THANK YOU - MANGE TAK

8.8 Questionnaire Associations (Public Meeting)

Public Meeting – Questionnaire

Top 3 associations with Copenhagen:

1. Smuk gammel by
   Havn
   Kultur

2. Min by
   Mennesker
   Privilegie

3. Livable city
   Grøn
   Cykler
   Atmosfære

4. Havn
   Beskeden borgerby
   Historie

5. Trafikeret
   Historie
   Tryg

6. Mit hjem
   Hyggelig
   Mangfoldighed

7. Hygge
   Rummelighed
   Glæde

8. Hjem
   Smuk
   Livlig

9. Hjem
   Hovedstad
   Storby

10. Dejlig by
    Diversitet

11. International
    Multikulturel
    Gastronomi

12. Hygge
    Arkitektur
    Mangfoldighed

13. Tivoli
    Havn
    God stemning

14. Rart
    Tryg
    Venlig

15. Mangfoldighed
    Innovativ
    Kant

16. Turisme
    Hovedstad
    Godt produkt

17. Gastronomi
    Arkitektur
    Cykler

18. Storby
    Trafikkaos
    Cykler

19. Smuk
    Vand
    Historie

20. Min gade
    De små åndehuller
    Parkerne

21. En dejlig by

22. Liveability
    Storby i menneskelig størrelse
    Autencitet

23. Mad
    Bæredygtighed
    Hyggelig

24. Hyggelig
    Levende
    Overskuelig

25. Nærhed
    Afslappethed
    Dyrt

26. Det historiske KBH

27. Historie
    Kultur
    Smukke bygninger

28. Shopping
    Kultur
    Events

29. Hjemligt
    Trygt
    Storby

8.9 Questionnaire Associations (Talents)

<div align="center">

Talents - Questionnaire

</div>

Top 3 associations with Copenhagen: Bicycles

1. Cool restaurants
   Friendly people
   A lot of bicycles

2. Bicycles
   Food
   Historic Buildings

3. Blondes
   The Sea
   Hot Dogs

4. Beautiful city
   The Lakes
   Great night life

5. Hygge
   Beer
   Awesome summers

6. Sea
   Occasional Sun (in Summer)
   Bicycles

7. Bikes
   Food
   Signature Buildings

8. A flat surface
   Long store openings
   Good public transportation

9. Food city
   Beautiful buildings

10. Nyhavn
    Bikes
    Open City

11. Bikes
    Culture and historic building
    Small but hyggelig city

12. FC København
    Hipster
    Street Food

13. Free to do what you want
    Social city
    Bikes

14. Nordic countries
    Little mermaid
    Papirøen

15. Bicycle
    Relaxed
    Green big city

16. Copenhagen Business School
    Studies
    Living abroad

17. Tivoli
    Strøget
    Bicycles

18. Cultural
    Green
    Design

19. Blond girls
    Carlsberg
    FC København

20. Diversity
    Bicycle lanes
    Bar's

21. Expensive
    Good living
    Bicycles

22. Nyhavn
    Tivoli
    Little mermaid

23. Hip
    Friendly
    Open-minded

24. Order
    Welfare
    Bikes

25. People
    Family
    Freedom

26. Copenhagen Business School
    Copenhagen Street Food
    Castles and green areas

27. Little Mermaid
    Tivoli
    The Queen

28. Bikes
    Beer
    Happiness

29. Bikes

Beer
Bitches

30. Canal tours
    The Opera
    Café's

31. Small
    International
    Beautiful

32. Quality life for families
    Work flexibility
    High taxes

33. Biking as transportation
    Great culture
    History

34. Flat and good for biking
    Cinnamon buns
    Carlsberg and beer

35. City of bikes
    Young city (young average age)
    Many activities to do

36. High standard of living
    Beautiful city
    Better than Stockholm and Oslo

37. Be yourself
    Freedom
    Happy

38. Nyhavn
    Strøget
    Tivoli

39. Bikes
    Grey
    Green areas

40. Bicycles
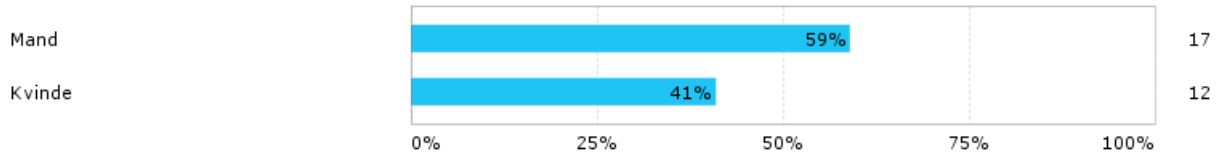   Christiania

High prices

41. Clean
    Efficient
    Thoughtful

42. Beer
    Christiania
    Hygge

43. Bike-friendly
    Tivoli
    Freedom

44. Tivoli
    Strøget
    Cykler

45. Bikes
    The water front
    Innovation

46. Great place to be
    The little mermaid
    History

47. Bikes
    Clean
    Water

48. Love
    Food
    Cozyness

49. Cycling
    Diversity
    Papirøen

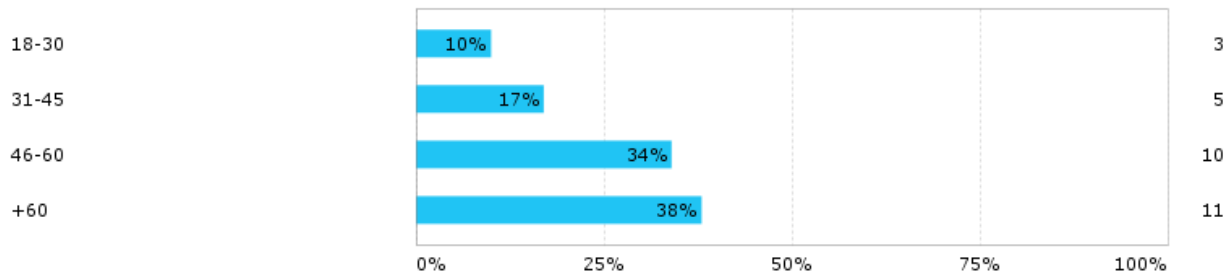50. Scandinavian architecture
    Water and the lakes
    Parks

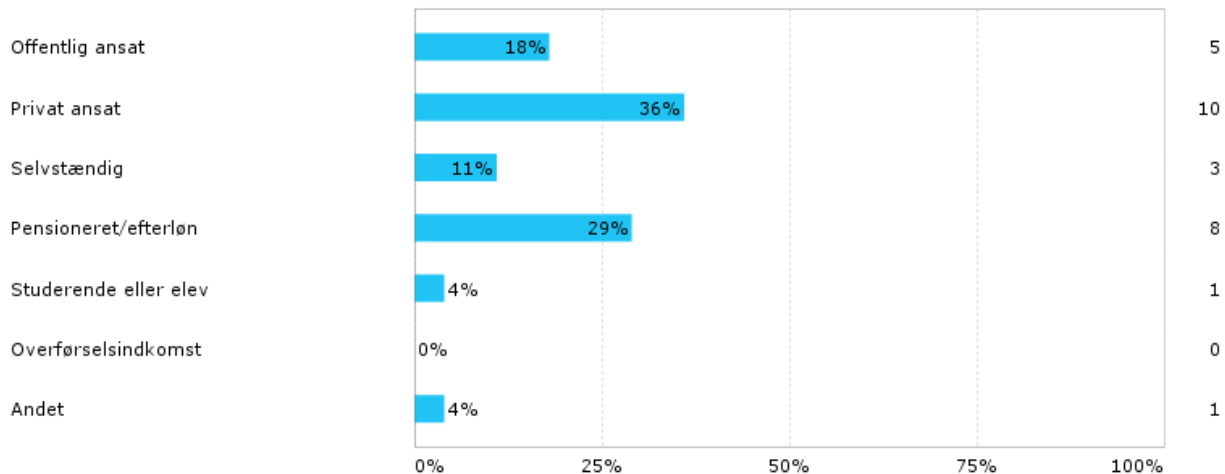## 8.10 Questionnaire Survey – Public Meeting; Data Characteristics

Demography

Hvad er dit køn?

Mand	59%	17
Kvinde	41%	12

Hvad er din alder ?

18-30	10%	3
31-45	17%	5
46-60	34%	10
+60	38%	11

Nuværende beskæftigelse

Offentlig ansat	18%	5
Privat ansat	36%	10
Selvstændig	11%	3
Pensioneret/efterløn	29%	8
Studerende eller elev	4%	1
Overførselsindkomst	0%	0
Andet	4%	1

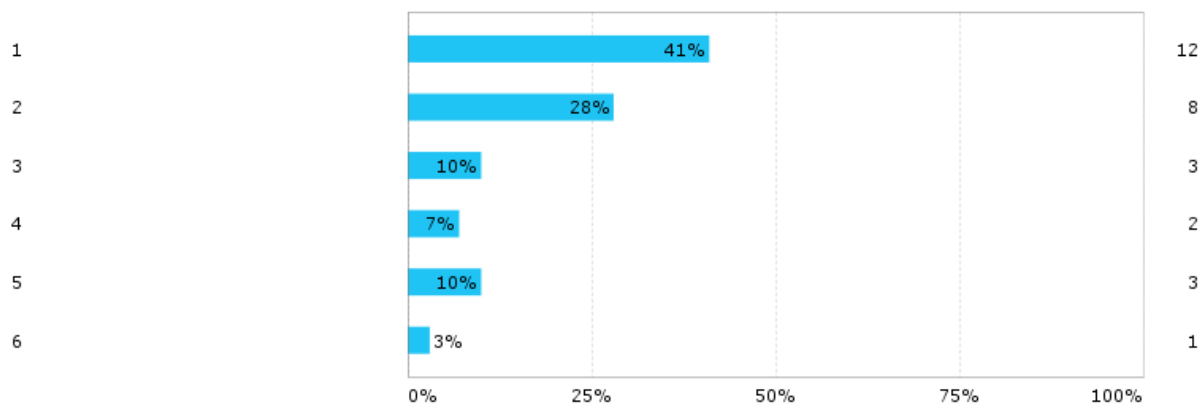## Representativeness on the 3 associations

Føler du at København's kommune repræsenterer de forrige nævnte '3 ord'?

|	
Ja	76% — 22
Nej	24% — 7
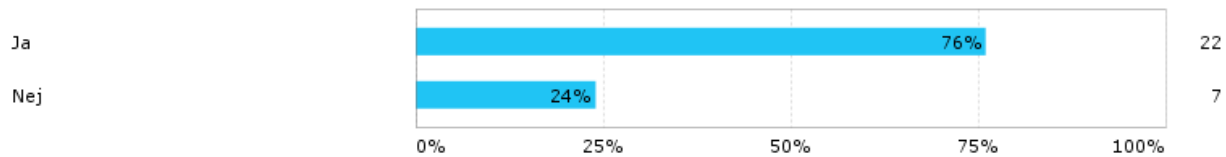
Identification with tourism related question

Som borger i KBH; hvor enig er du i følgende udsagn; - Flere turister i KBH, er godt for byen? - 1=Meget enig - 6 Meget uenig

|		
1	41%	12
2	28%	8
3	10%	3
4	7%	2
5	10%	3
6	3%	1

Som borger i KBH; hvor enig er du i følgende udsagn; - Jeg har mulighed for at involvere mig, og blive hørt når det gælder branding af KBH? - 1=Meget enig - 6 Meget uenig

|	Respondenter	Procent
1	9	31,0%
2	3	10,3%
3	8	27,6%
4	6	20,7%
5	3	10,3%
6	0	0,0%
I alt	29	100,0%

Som borger i KBH; hvor enig er du i følgende udsagn; - Jeg er med til at, give turister en oplevelse af KBH? - 1=Meget enig - 6 Meget uenig

1	31%	9
2	24%	7
3	28%	8
4	7%	2
5	7%	2
6	3%	1

0%   25%   50%   75%   100%
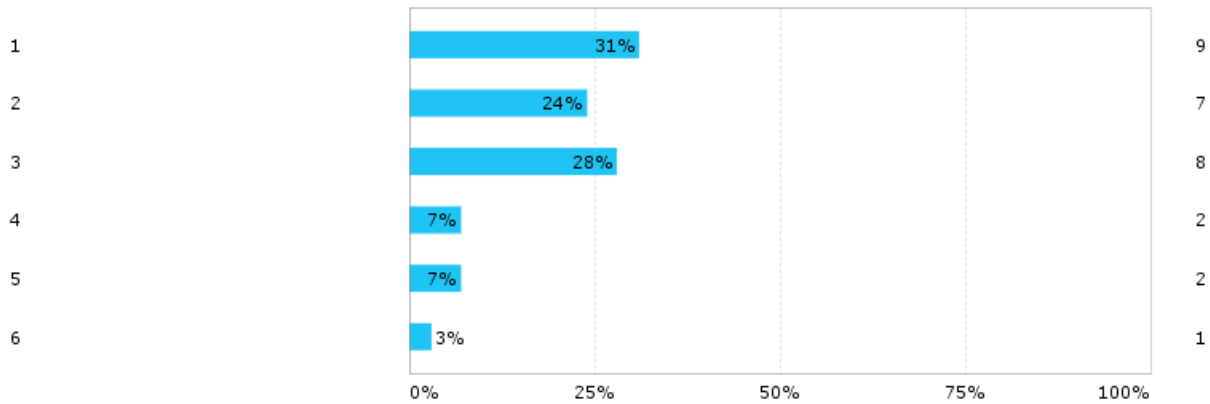
Som borger i KBH; hvor enig er du i følgende udsagn; - Jeg er ofte i kontakt med turister der besøger KBH? - 1=Meget enig - 6 Meget uenig
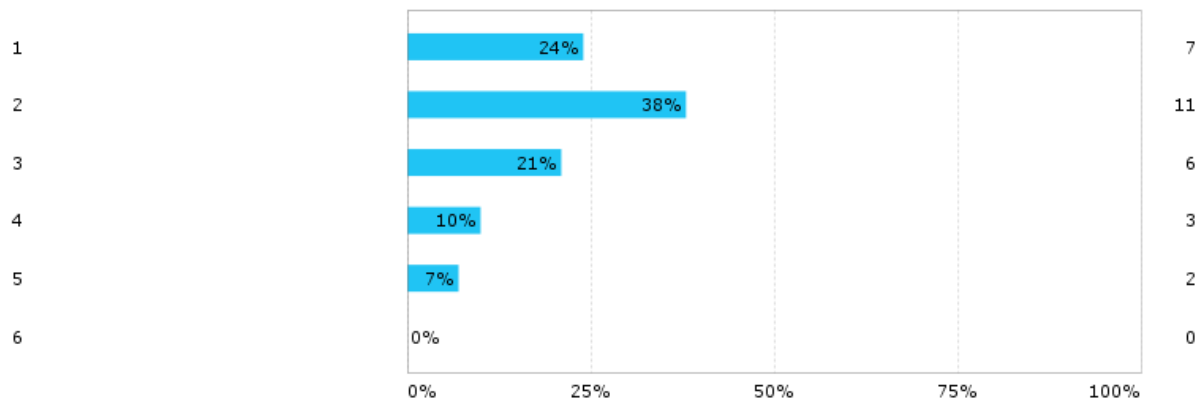
1	24%	7
2	38%	11
3	21%	6
4	10%	3
5	7%	2
6	0%	0

0%   25%   50%   75%   100%

Som borger i KBH; hvor enig er du i følgende udsagn; - Turister i byen oplever det autentiske KBH ved besøg af fx. d.lille havfrue, strøget, tivoli osv. - 1=Meget enig - 6 Meget uenig

1	7%	2
2	7%	2
3	36%	10
4	14%	4
5	21%	6
6	14%	4

0%   25%   50%   75%   100%
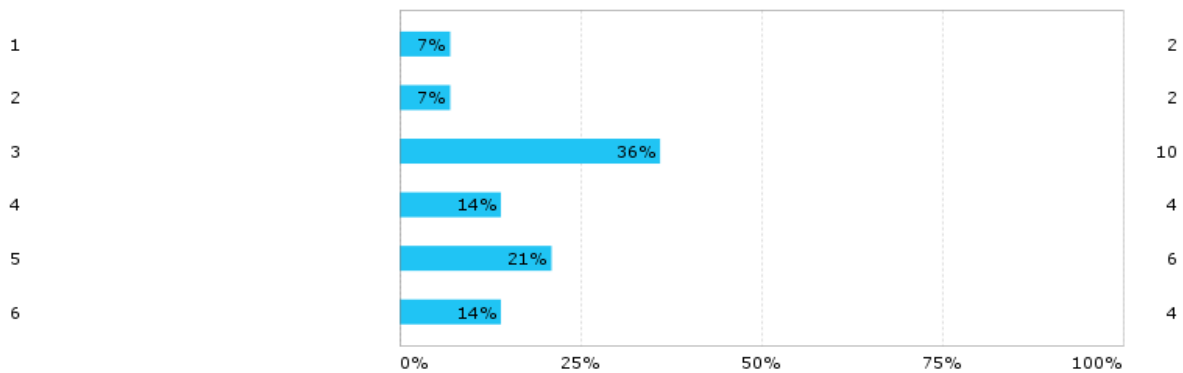
Public meeting survey - To what extent do you agree with;					
Public Meeting	More tourists in the city are good?	Involvement & being heard?	Giving tourists an experience?	Interaction & contact with tourists?	Authenticity in inner city?
Median	2	3	2	2	3
Variance	2,29	2,04	1,95	1,47	2,43
Standard deviation	1,51	1,42	1,4	1,21	1,56

Public Meeting Survey – How likely is it that you will;				
Public Meeting;	Say yes to promote about the city if asked?	Take part in online forum?	Use SoME to showcase CPH?	Spread Word-of-mouth?
Median;	2	3	3	1
Variance;	2,77	3,69	4,49	1,98
Standard deviation;	1,67	1,92	2,11	1,40

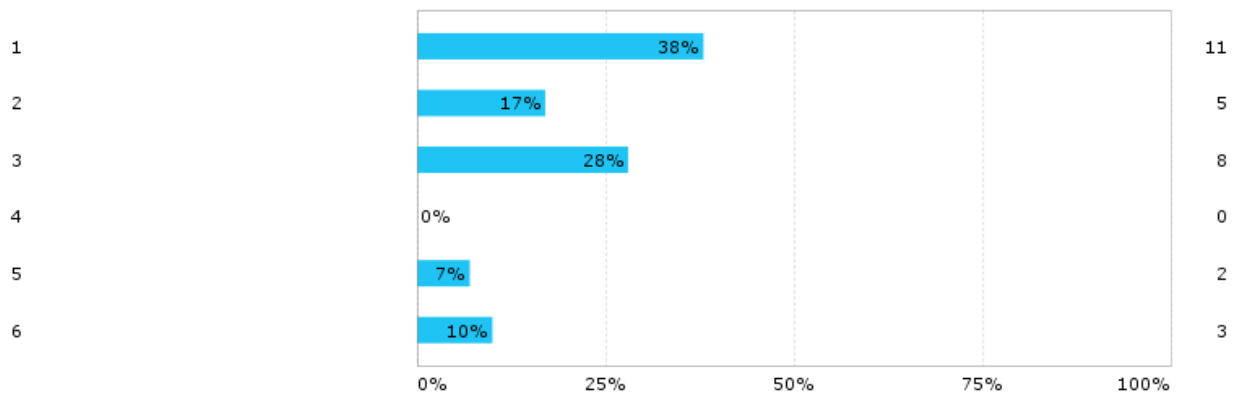*Likeliness of spreading Word-of-mouth about Copenhagen*

Hvor sandsynligt er det, at du vil; - Anbefale KBH som turistdestination for ikke-Københavnere? - 1; Meget sandsynligt - 6 Meget usansynligt
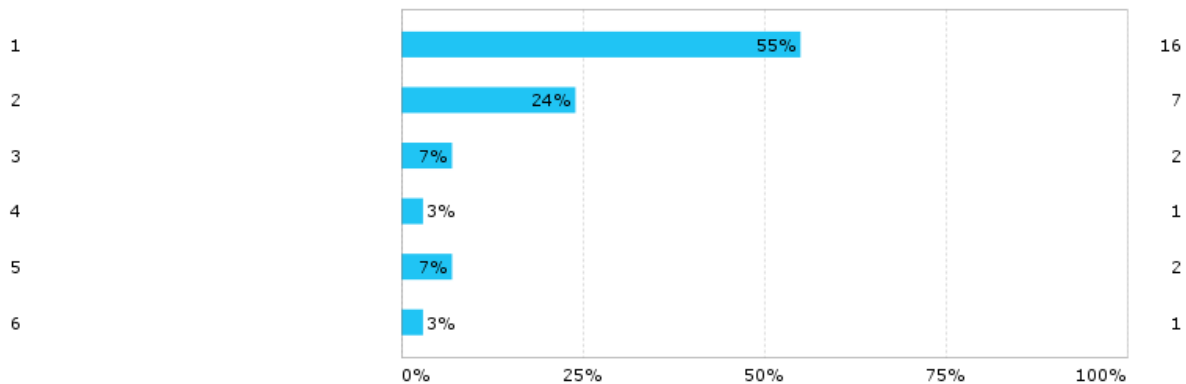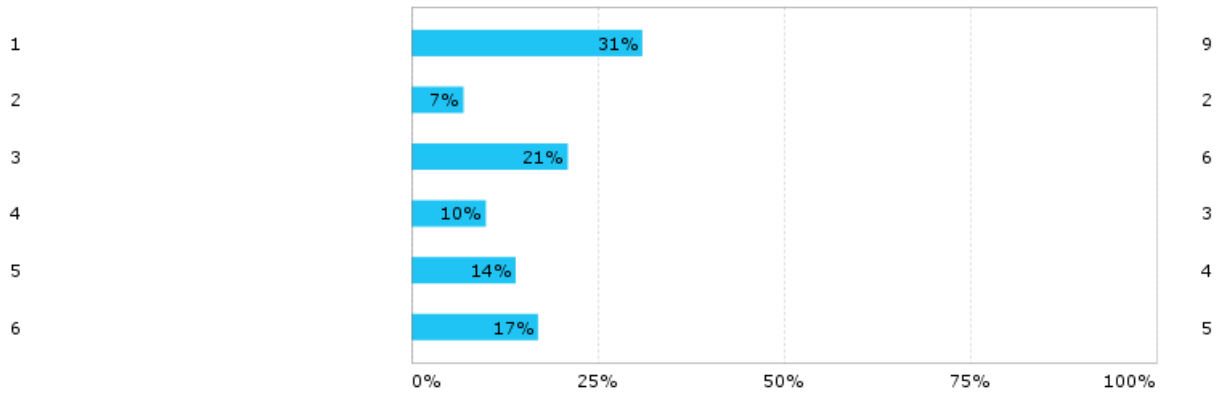
Hvor sandsynligt er det, at du vil; - Anbefale mindre kendte seværdigheder end Tivoli, lille havfrue, Nyhavn etc. - 1; Meget sandsynligt - 6 Meget usansynligt

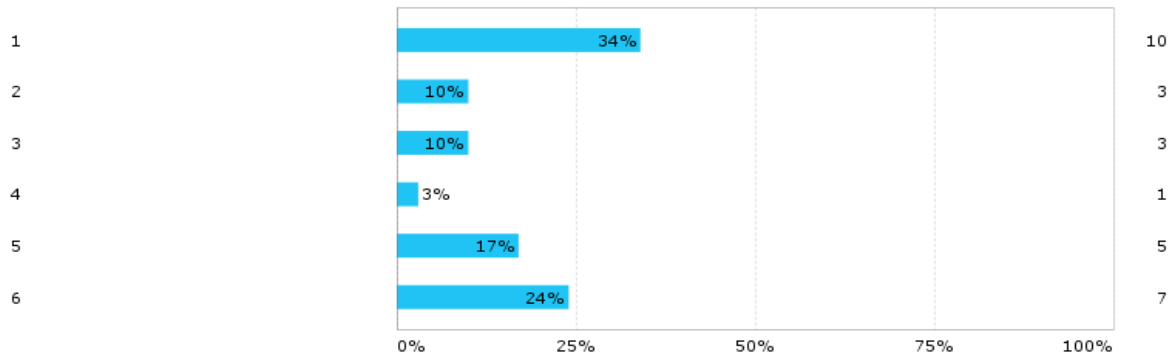|		
1	59%	17
2	28%	8
3	3%	1
4	3%	1
5	3%	1
6	3%	1
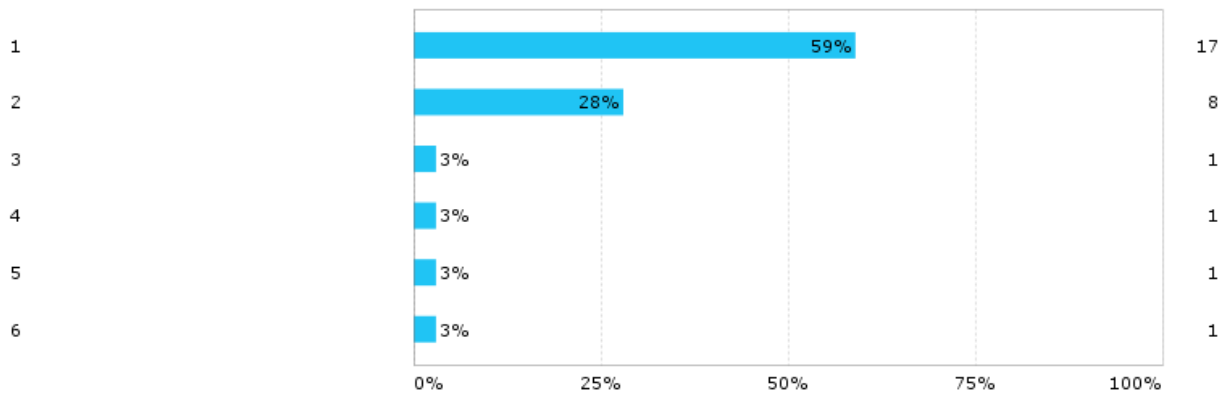
Hvor sandsynligt er det, at du vil; - Sige ja, til at reklamere for byen, hvis jeg blev spurgt om det? - 1; Meget sandsynligt - 6 Meget usansynligt

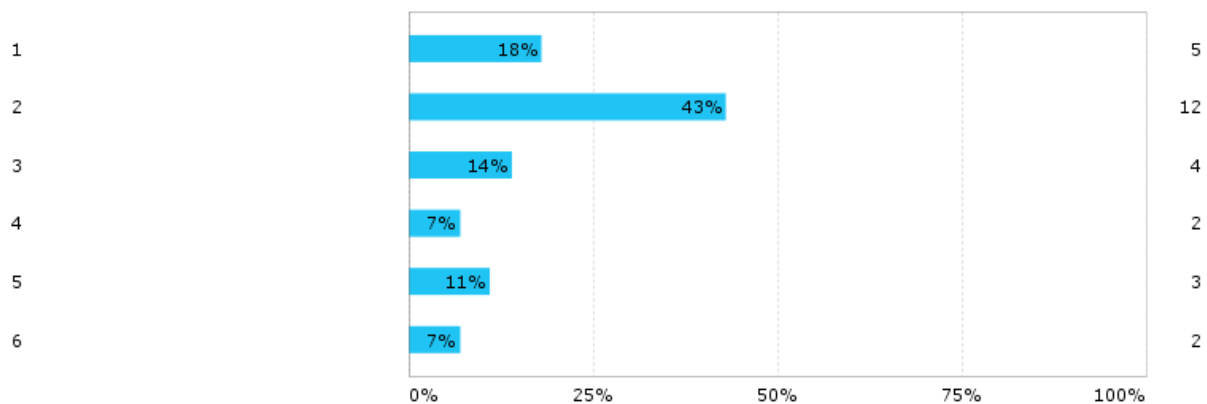|		
1	38%	11
2	17%	5
3	28%	8
4	0%	0
5	7%	2
6	10%	3

Hvor sandsynligt er det, at du vil; - Deltage i online forum på internettet der omhandler promovering/omtale af KBH?
- 1; Meget sandsynligt - 6 Meget usansynligt

1	31%	9
2	7%	2
3	21%	6
4	10%	3
5	14%	4
6	17%	5

0%   25%   50%   75%   100%

Hvor sandsynligt er det, at du vil; - Bruge sociale medier, som Instagram og Facebook til at vise 'din' by frem på ? - 1;
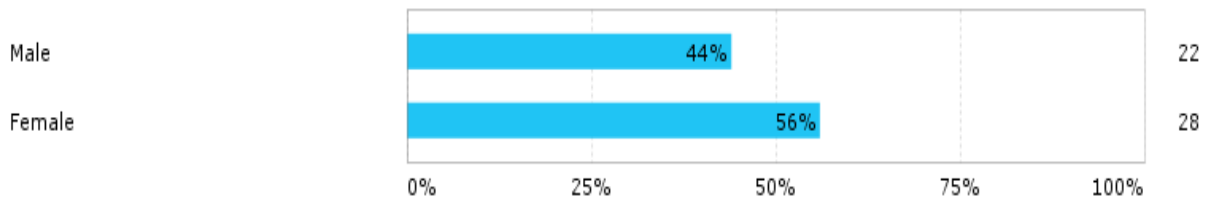Meget sandsynligt - 6 Meget usansynligt

1	34%	10
2	10%	3
3	10%	3
4	3%	1
5	17%	5
6	24%	7

0%   25%   50%   75%   100%

Dialogmøder som dette; - Bør kun være en del af processen omkring samskabelse af KBH's brand - 1;Meget enig -
6;Meget uenig

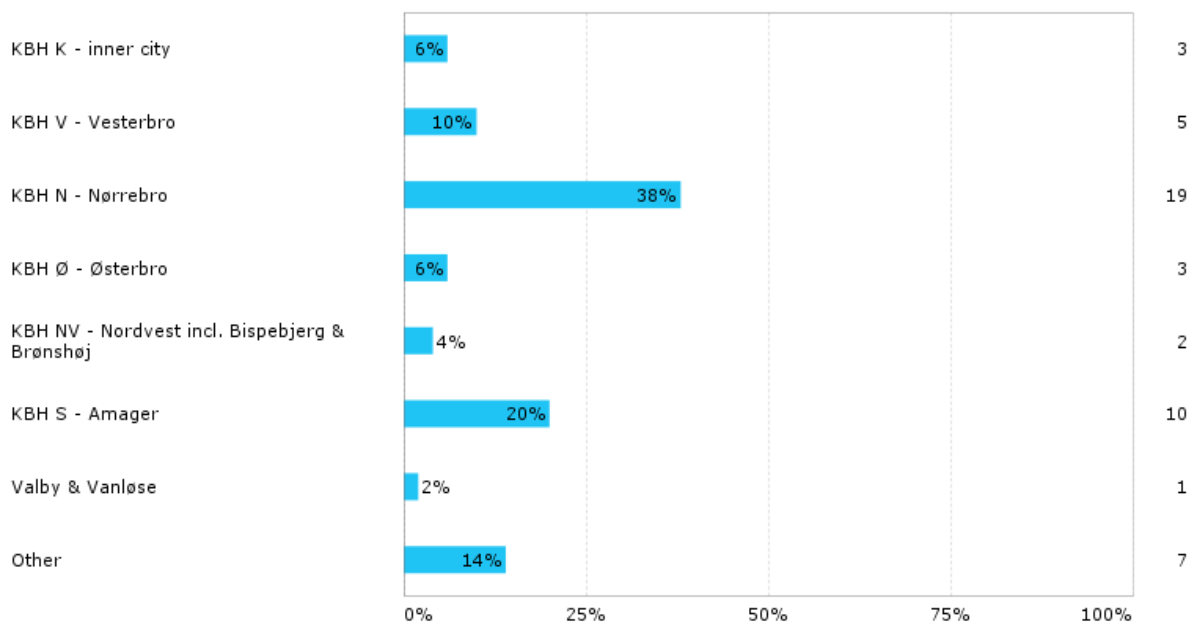|		
1	18%	5
2	43%	12
3	14%	4
4	7%	2
5	11%	3
6	7%	2

0%   25%   50%   75%   100%

8.11 Questionnaire Survey - Talents

Demography

Gender;

Male	44% — 22
Female	56% — 28

Where do you live

|	
KBH K - inner city	6% — 3
KBH V - Vesterbro	10% — 5
KBH N - Nørrebro	38% — 19
KBH Ø - Østerbro	6% — 3
KBH NV - Nordvest incl. Bispebjerg & Brønshøj	4% — 2
KBH S - Amager	20% — 10
Valby & Vanløse	2% — 1
Other	14% — 7

General description of citizens' opinion about the tourism and tourists in CPH

To what extent do you agree with the following statement - Tourists in Copenhagen contribute postively to the city's image? - 1; Highly agree & 6 highly disagree

1	18%	9
2	32%	16
3	32%	16
4	10%	5
5	6%	3
6	2%	1

0%   25%   50%   75%   100%
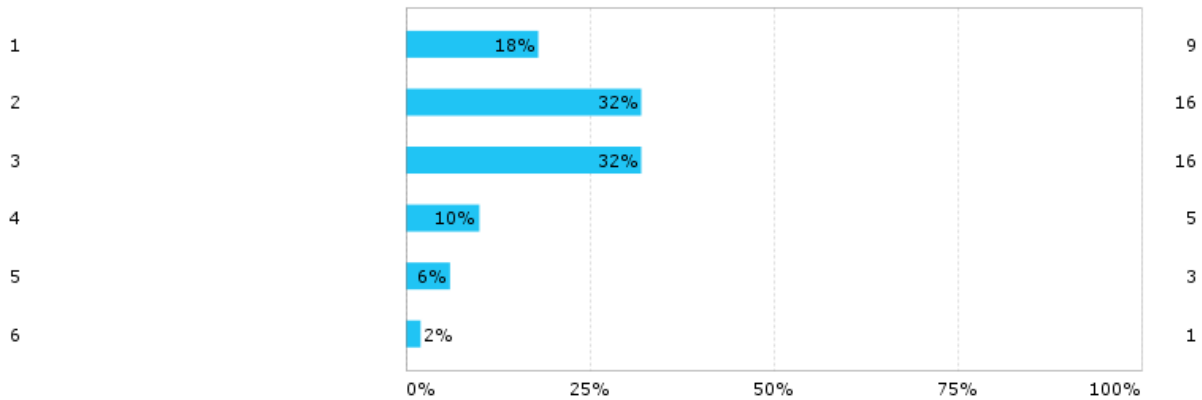
To what extent do you agree with the following statement - The city allows me to participate in shaping the brand of Copenhagen? - 1; Highly agree & 6 highly disagree

1	8%	4
2	22%	11
3	28%	14
4	22%	11
5	18%	9
6	2%	1

0%   25%   50%   75%   100%
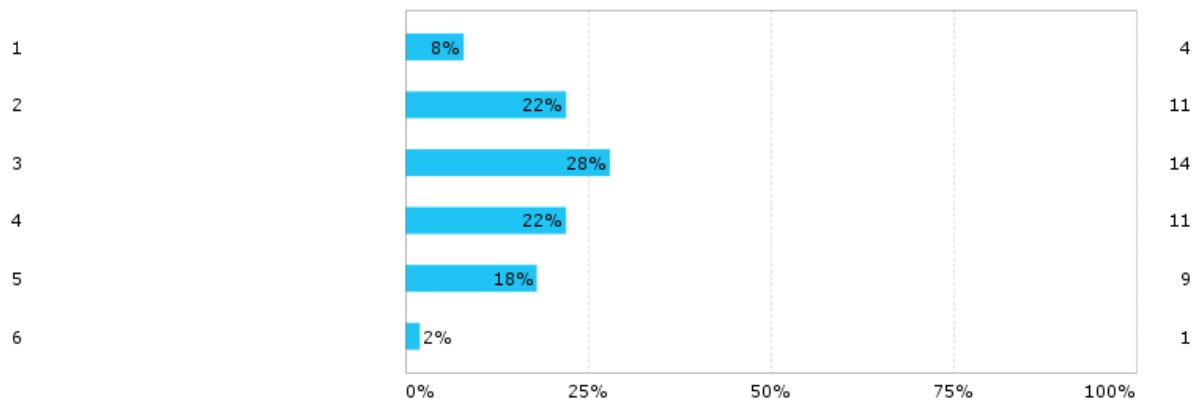
To what extent do you agree with the following statement - I take part in giving tourists an experience of Copenhagen? - 1; Highly agree & 6 highly disagree

|	Respondenter	Procent
1	7	14,0%
2	6	12,0%
3	12	24,0%
4	8	16,0%
5	10	20,0%
6	7	14,0%
I alt	50	100,0%

To what extent do you agree with the following statement - I regularly have a contact with visiting tourists in Copenhagen? - 1; Highly agree & 6 highly disagree

	Respondenter	Procent
1	7	14,0%
2	4	8,0%
3	7	14,0%
4	13	26,0%
5	14	28,0%
6	5	10,0%
I alt	50	100,0%

To what extent do you agree with the following statement - I regularly have a contact with visiting tourists in Copenhagen? - 1; Highly agree & 6 highly disagree

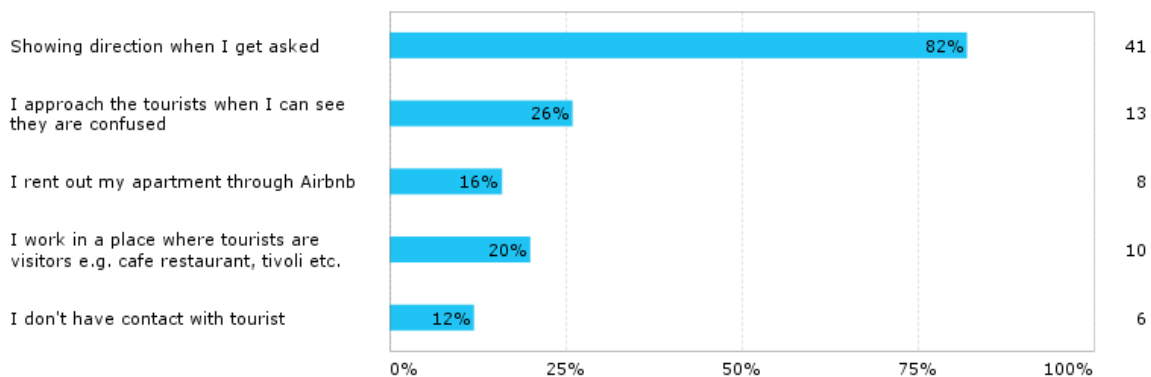|	Respondenter	Procent
1	7	14,0%
2	4	8,0%
3	7	14,0%
4	13	26,0%
5	14	28,0%
6	5	10,0%
I alt	50	100,0%

To what extent do you agree with the following statement - There's too many tourists in Cph? - 1; Highly agree & 6 highly disagree

1	0%	0
2	12%	6
3	24%	12
4	24%	12
5	28%	14
6	12%	6
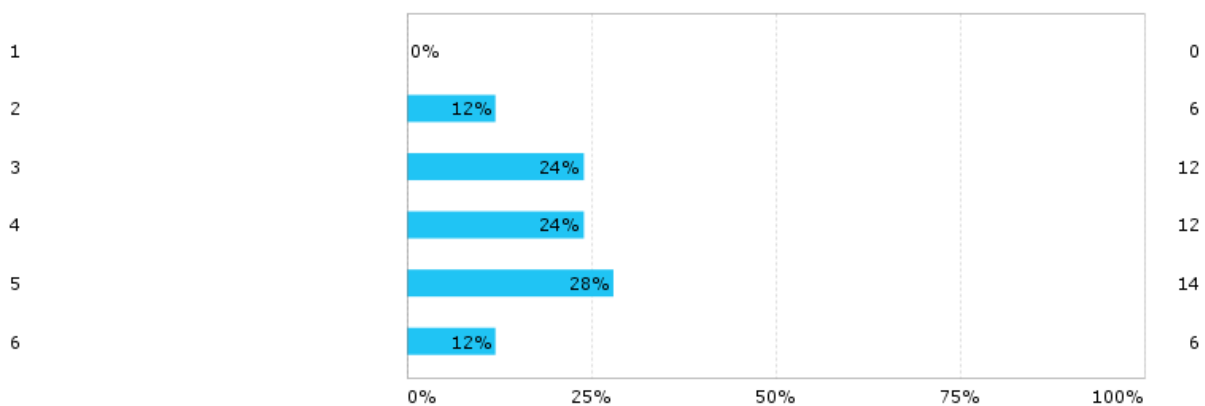
Talent Survey Group - To what extent do you agree with;						
'Talents'	Tourists increase CPH's image?	City allows me to participate & shape the brand?	I give tourists an experience ?	I'm in contact with tourists?	More focus on less known sights?	Too many tourists in CPH?
Median;	2	3	3	4	3	4
Variance;	1,50	1,76	2,75	2,56	2,21	1,76
Standard deviation;	1,22	1,32	1,66	1,61	1,48	1,32

Talents Survey Group - How like is it that you will;					
'Talents'	Spread Word-of-mouth when outside Cph?	Recommend other than Tivoli, Nyhavn etc?	Take part in online forum?	Use SoME to showcase Cph?	If asked, deliver a positive statement in promo-video?
Median;	1	2	5	4	3
Variance;	3,36	3,36	3,41	3,05	2,65
Standard deviation;	1,44	2,06	1,84	1,74	1,62

What type of contact do you primarily have with tourists

|		
Showing direction when I get asked	82%	41
I approach the tourists when I can see they are confused	26%	13
I rent out my apartment through Airbnb	16%	8
I work in a place where tourists are visitors e.g. cafe restaurant, tivoli etc.	20%	10
I don't have contact with tourist	12%	6

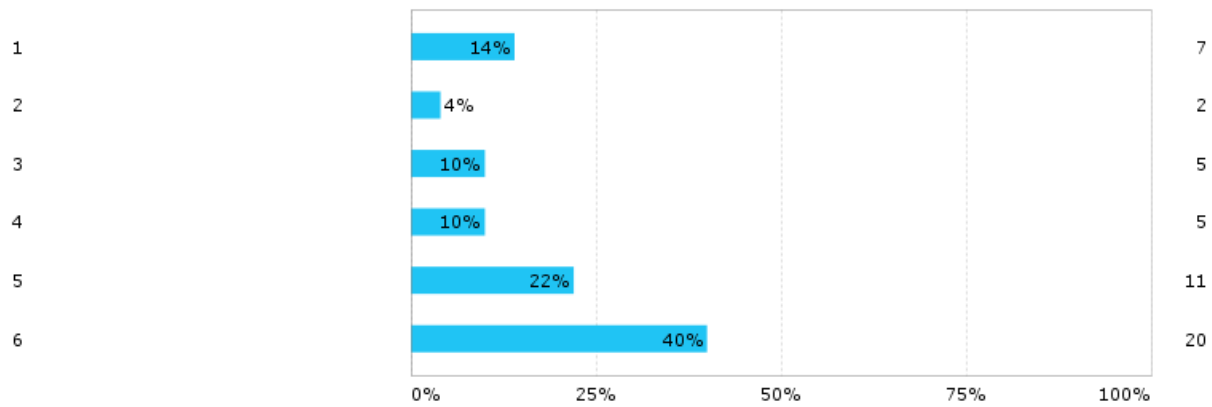## *The likelihood of spreading positive Word-of mouth about CPH*

How likely is it that you will; - Recommend Copenhagen as destination when being outside Copenhagen? - 1; Very likely and & 6 Very unlikely

1	50%	25
2	22%	11
3	4%	2
4	4%	2
5	6%	3
6	14%	7

0%   25%   50%   75%   100%
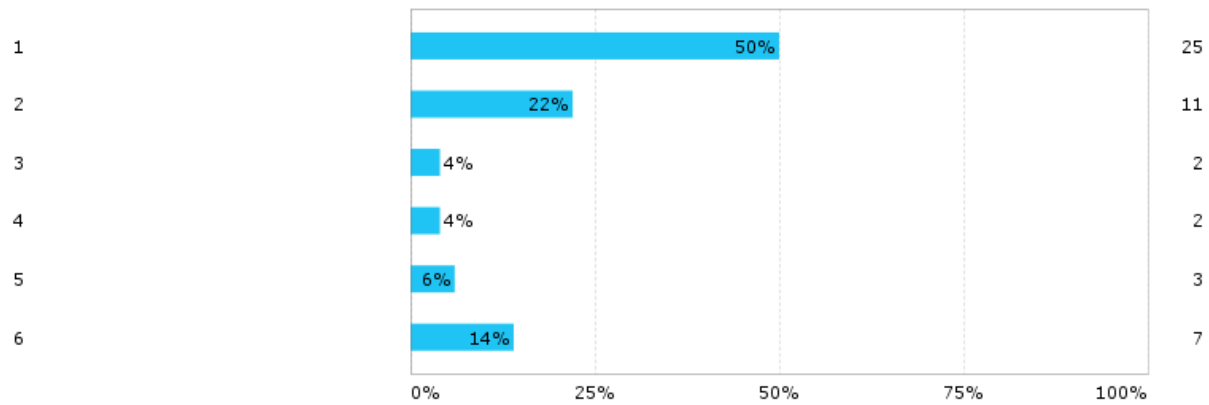
How likely is it that you will; - Recommend other attractions than the little mermaid, Nyhavn and Tivoli? - 1; Very likely and & 6 Very unlikely
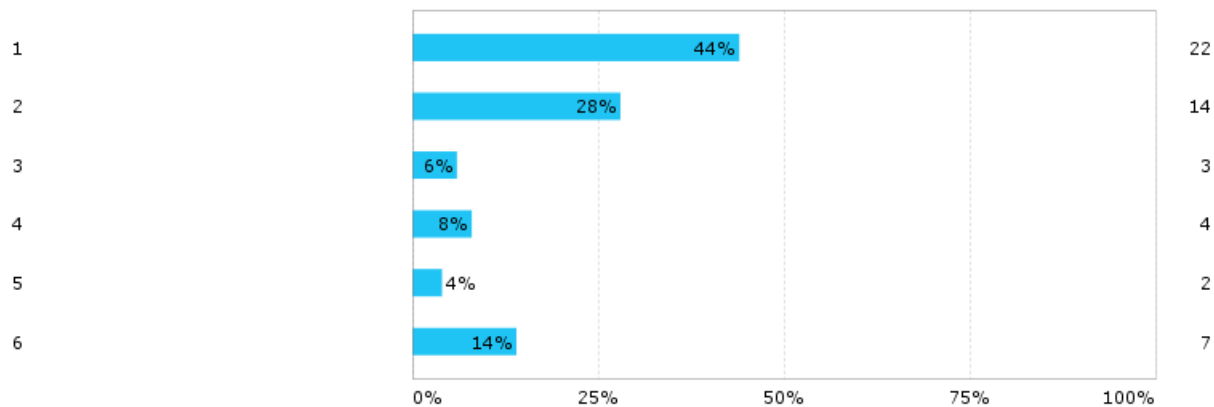
|		
1	44%	22
2	28%	14
3	6%	3
4	8%	4
5	4%	2
6	14%	7

0%   25%   50%   75%   100%

How likely is it that you will; - Take part in online forum discussions concerning tourism in Copenhagen? - 1; Very likely and & 6 Very unlikely

1	14%	7
2	4%	2
3	10%	5
4	10%	5
5	22%	11
6	40%	20

0%   25%   50%   75%   100%

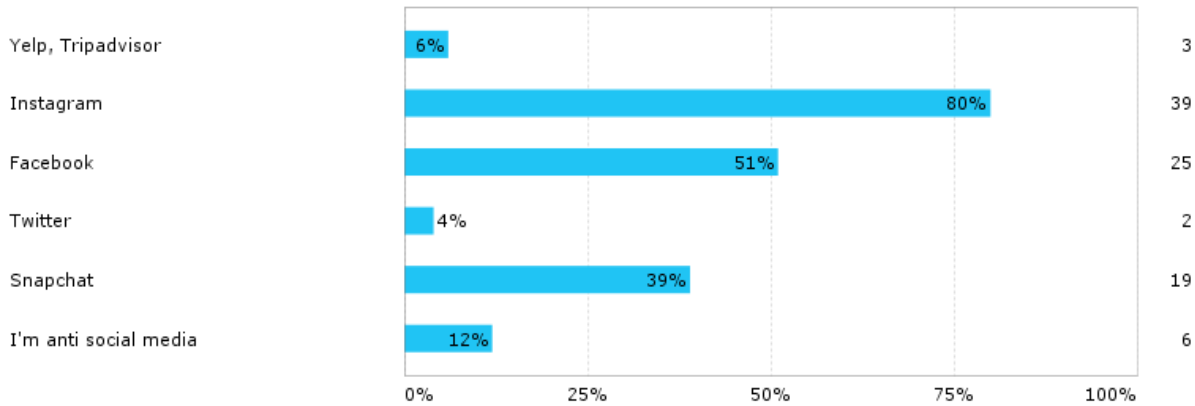How likely is it that you will; - Use social media to showcase your city ? - 1; Very likely and & 6 Very unlikely

1	18%	9
2	14%	7
3	16%	8
4	20%	10
5	18%	9
6	16%	8

0%   25%   50%   75%   100%
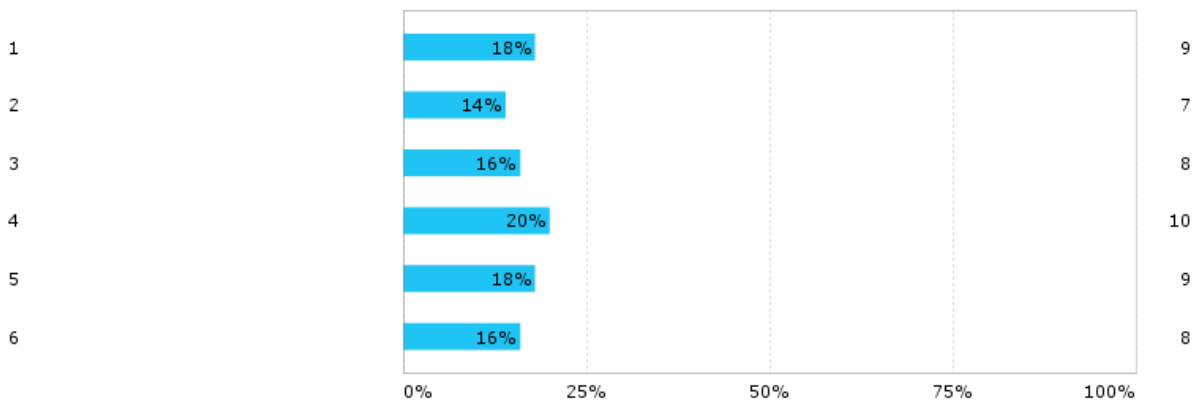
How likely is it that you will; - If asked, would you deliver a positive statement about Cph in a promotional video? - 1; Very likely and & 6 Very unlikely

1	18%	9
2	20%	10
3	24%	12
4	14%	7
5	16%	8
6	10%	5

0%   25%   50%   75%   100%
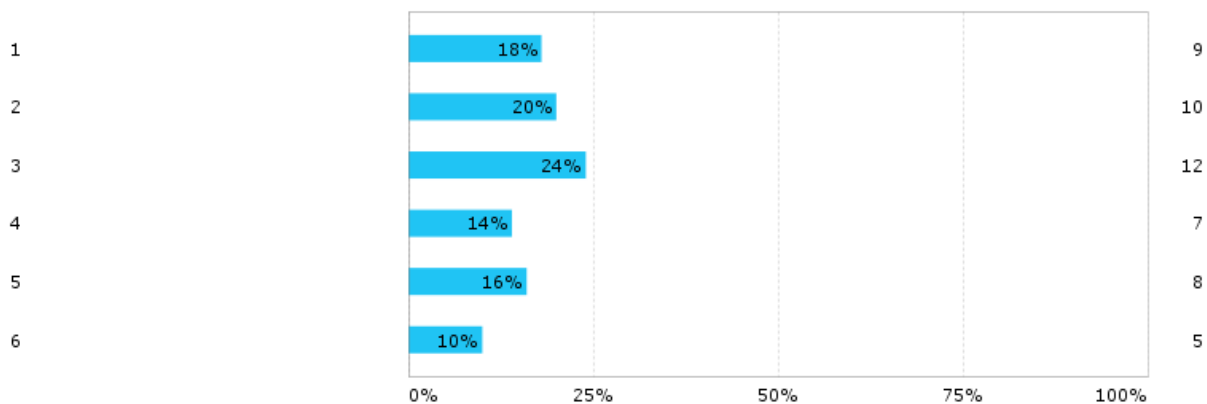
Social media types of usage among the target group

Which Social Media do you make use of when showcasing CPH?

|		
Yelp, Tripadvisor	6%	3
Instagram	80%	39
Facebook	51%	25
Twitter	4%	2
Snapchat	39%	19
I'm anti social media	12%	6

Familiarity and awareness about the services provided by the city

How familiar/aware are you of the following? - That as a citizen of Copenhagen you are able to get funding for your own cultural-projects (E.g. Events)? - 1; Yes, of course, 2; Yes, but i dont care, 3; Maybe someone told me about it, 4; No what is that??

|		
1	14%	7
2	8%	4
3	20%	10
4	60%	30
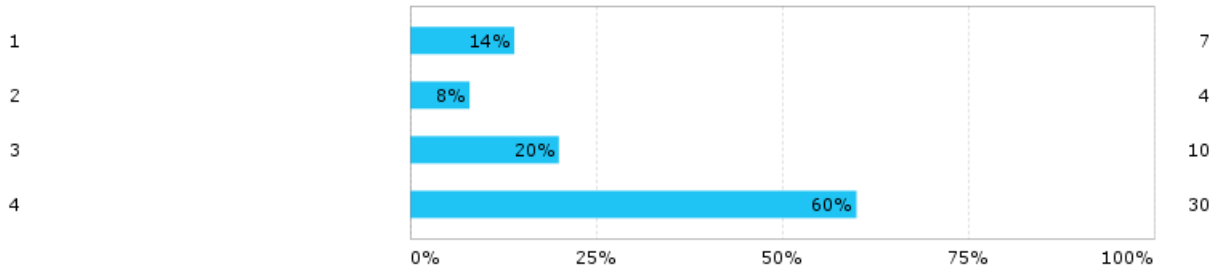
Awareness of the new strategy by WOCO

How familiar/aware are you of the following? - That Copenhagen's new tourism strategy is; Localhood - 1; Yes, of course, 2; Yes, but i dont care, 3; Maybe someone told me about it, 4; No what is that??

|		
1	8%	4
2	0%	0
3	16%	8
4	76%	38
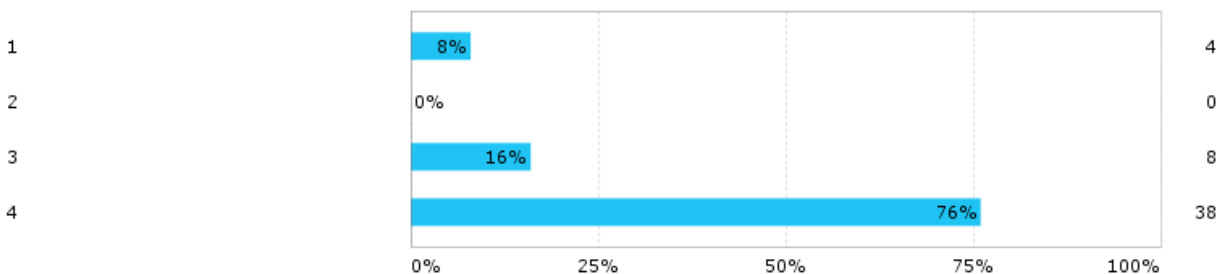
Copenhagen-attractions from a citizens' point-of-view

Which of these places have you visited/been to? - Flakfortet/Middelgrundsfortet - Sand shoal - fortress - 1; Yes more than once, 2; Only heard of it, 3; No

|		
1	24%	12
2	16%	8
3	60%	30
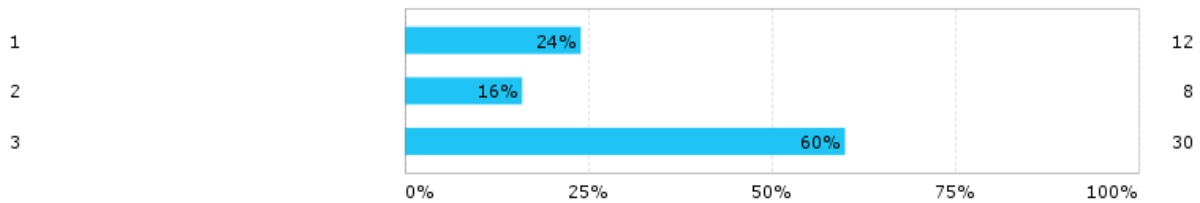
Which of these places have you visited/been to? - Cisternerne - Museet for moderne glaskunst - Underground museum - 1; Yes more than once, 2; Only heard of it, 3; No

|		
1	18%	9
2	24%	12
3	58%	29
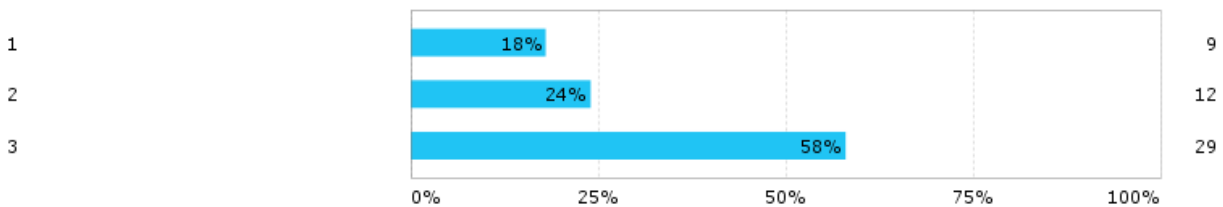
Which of these places have you visited/been to? - Brumleby/Kartoffelrækkerne - English-model built houses - 1; Yes more than once, 2; Only heard of it, 3; No
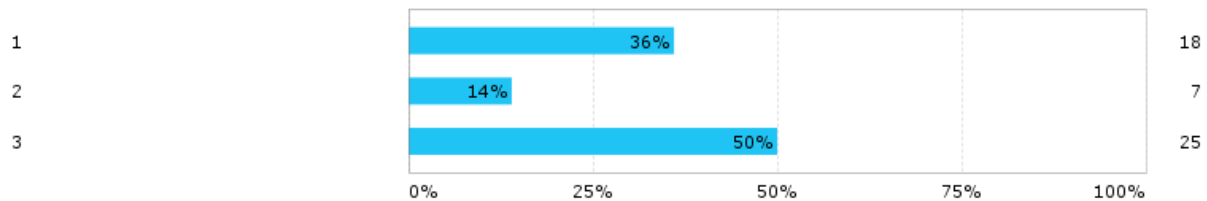
1	36%	18
2	14%	7
3	50%	25

Which of these places have you visited/been to? - Vestvolden - West Rampart experience center - 1; Yes more than once, 2; Only heard of it, 3; No

|		
1	10%	5
2	18%	9
3	72%	36
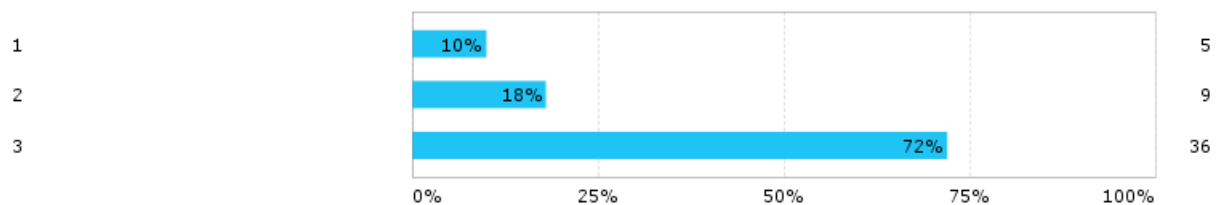
Which of these places have you visited/been to? - Skydebanehaven (Vestebro) - "The shooting range gardens" - 1; Yes more than once, 2; Only heard of it, 3; No

1	28%	14
2	16%	8
3	56%	28

0%   25%   50%   75%   100%
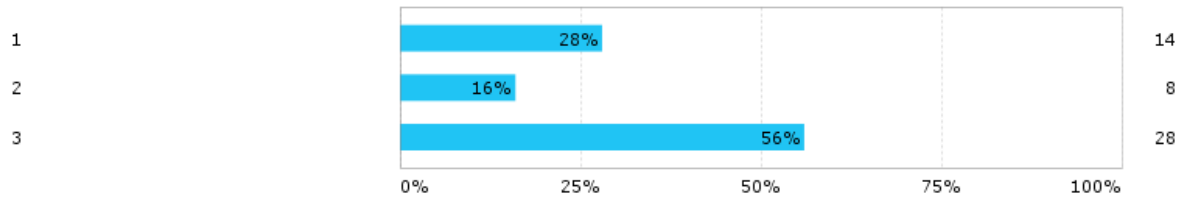
Which of these places have you visited/been to? - Kongelunden - "Forrest in the city" (Amager) - 1; Yes more than once, 2; Only heard of it, 3; No

1	18%	9
2	32%	16
3	50%	25

0%   25%   50%   75%   100%
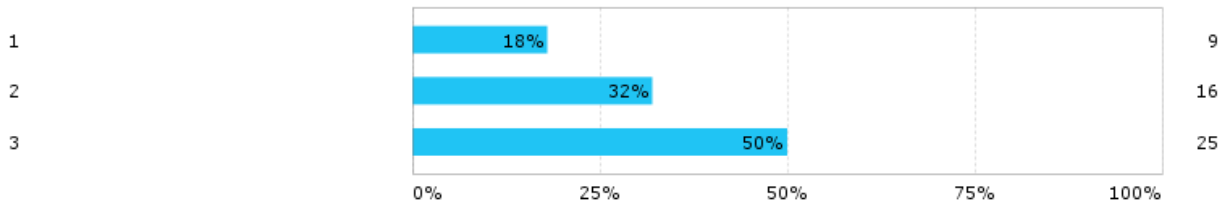
Which of these places have you visited/been to? - Grundtvigs kirke - Grundtvigs Church - 1; Yes more than once, 2; Only heard of it, 3; No
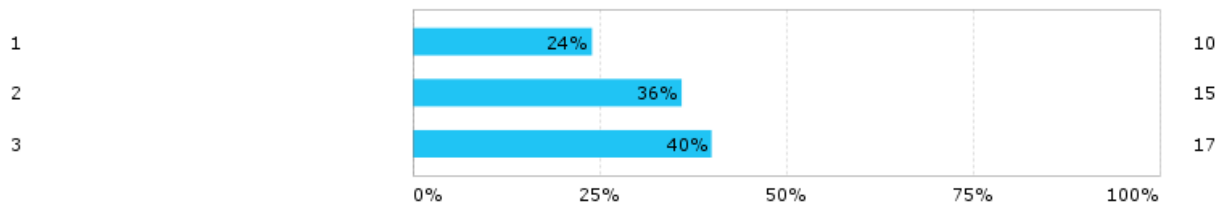
1	24%	10
2	36%	15
3	40%	17

0%   25%   50%   75%   100%

Which of these places have you visited/been to? - Rundetårn - The round tower - 1; Yes more than once, 2; Only heard of it, 3; No

1	81%	34
2	17%	7
3	2%	1

0%   25%   50%   75%   100%
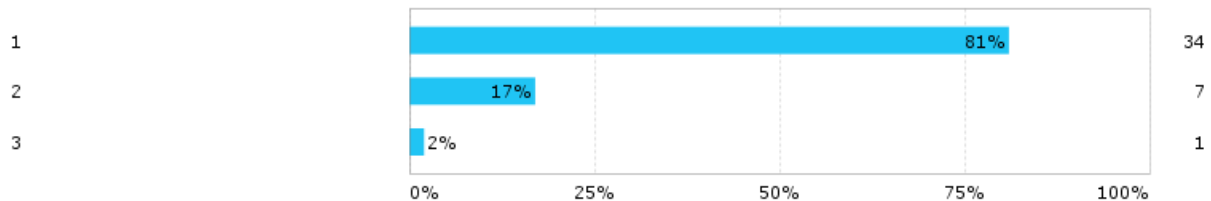
Which of these places have you visited/been to? - Det kongelige biblioteks have - Royal library garden - 1; Yes more than once, 2; Only heard of it, 3; No

1	60%	25
2	26%	11
3	14%	6

0%   25%   50%   75%   100%
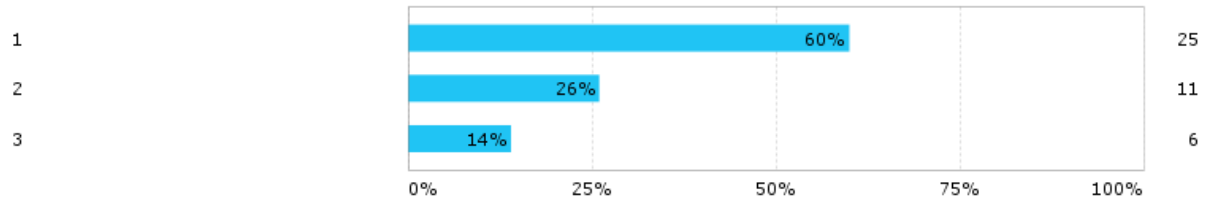
Which of these places have you visited/been to? - Tycho Brahe Planetarium - 1; Yes more than once, 2; Only heard of it, 3; No

1	50%	21
2	36%	15
3	14%	6

0%   25%   50%   75%   100%