



Master Thesis

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Influence of Branding Strategies on the Effectiveness of The Hague Brand “City of Peace and Justice”

Name: **Vlada Kuznetsova**

Student number: **428917**

1st reader: **Prof. dr. Erik-Hans Klijn**

2nd reader: **Dr. ir. Jasper Eshuis**

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Summary

In the growing competition among the cities throughout the world for various kinds of resources importance of city brands cannot be underestimated. Today cities with various characteristics are applying branding strategies in order to create brands which will assist to overcome problems of the city and improve its image and reputation by emphasizing distinguishing characteristics. One city which employs branding strategies is a Dutch city Den Haag (The Hague), which in 2006 introduced the brand “City of Peace and Justice”.

The aim of the present research is to study the influence of branding strategies applied in The Hague case on the effectiveness of the city brand and determine which managerial activities had an impact on the brand successfulness. Perceptions of one of the most important target groups of The Hague brand – international organizations- were examined in terms of the present study. Research encompasses both qualitative and quantitative approaches and evaluates three indicators for the brand effectiveness: loyalty of the target audience towards the brand, level of satisfaction with the brand and quantity of media coverage devoted to the brand. The study comes to the conclusion that branding strategies (market research, brand construction and development, communication, maintenance and assessment) have a strong impact on the brand. The study also reveals the problems which the brand experiences in relation to several target groups in the city. Although there were assessed three important indicators for the brand effectiveness of The Hague brand “City of Peace and Justice”, further study of perceptions of other target groups apart from the international organizations is necessary in order to confirm findings

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I. Introduction

In the era of globalization and networks our world has become a highly competitive environment, where cities are striving to attract investments and human capital. In order to do this, governments develop city branding strategies which influence emotional perceptions and aim to increase loyalty of people who start to associate city with the brand. Every day people make their choices such as where to go for a vacation or an exchange semester, where to invest capital and so on. A successful place brand becomes a valuable asset, because it can influence perceptions and choices of people, foster competitiveness of the city and economic prosperity. It is believed that creation of a strong brand can have influence on sustainable development (Jaffe and Nebenzahl 2001), create a positive international image encouraging cooperation and allow competing in the global level.

Although first studies on city branding came from marketing sphere, there are more and more researches being conducted today on this topic in such areas as political science, public diplomacy and international relations (Anholt 2003). Gertner (2011) argues that place branding (city, region, nation etc.) “is not as novel concept as some might think”, because territorial entities were always branding themselves throughout history. However, particular interest from researchers and policy-makers to the concept of city branding was noticed in the last two decades, when some of the European cities started to use various marketing techniques in their governing practices. Even though there are a number of examples of eminent and efficient city brands, there are still discussions going on which marketing techniques are a key to the brand successfulness and if techniques used to brand different kinds of goods can be also used in city branding.

One of the first definitions of place branding was introduced in 1994 by Gold and Ward and states that place branding is a deliberate usage of publicity and marketing instruments to transmit a specific message or images of a certain geographic location or area to a target audience. In our complex world people do not have time to go into details about certain issues to form a complete picture and they are more likely to perceive short and simple messages and clichés, which become a background of their opinions (Anholt 2007). Therefore brands are useful because they are easily recognized by people and can allow a city to form a positive reputation to be competitive in the international arena. Another point to be made is that place branding is about measuring identity of a certain place, indicating its strengths and weaknesses and building winning characteristics (Anholt 2009). Anholt also claims that modern world resembles one immense market, where cities compete with each other for everything from consumers, investors, students, cultural and sport events to the attention from the media and

respect (2007). This is the reason why it is relevant in terms of public administration to study the process of city branding because brands can contribute to the economic development and solving social issues in the city by drawing attention of actors with valuable resources and knowledge and attracting them to the city. Additionally, brands assist to create a feeling of attachment to the city, binding, activating and motivating different actors (Eshuis and Klijn 2012, p. 68) as well as to encourage pride.

One city which applies city marketing activities is a Dutch city Den Haag (The Hague), which will be the case of this research project. Formation of identity of The Hague as an international “City of Peace and Justice” started as far back as the the end of the nineteenth century when the first Hague Peace Conference took place in 1899. After that there was the Permanent Court of Arbitration established which started operating in the building called the Peace Palace in 1913. After the World War II in 1946 United Nations International Court of Justice was initiated in The Hague after what it started to be associated with peace, diplomacy and international law. Today this city in the Netherlands is known worldwide as a ‘Legal Capital of the World’¹ and hosts more than hundred sixty international organizations² where tens of thousands of people are resolving conflicts daily for the more peaceful, safe and just world. Also, The Hague is a place where a number of conferences and important international meetings take place and political leaders from all over the world meet here to discuss questions of high policy.

Government of the Netherlands was realizing that it is important to host international organizations not only because of prestige but also because of economic effects which come directly and indirectly: in a way of a faster infrastructure development, employment, tourists flow growth and so on. In 2007 there was launched a city branding strategy in The Hague to emphasize uniqueness of the city and posing it as a city of Peace and Justice what is supposed to foster positive image, keep and attract residents and tourists as well as investors, embassies, non-governmental organizations and other institutions to the municipality. The Ministry of Foreign Affairs and the City of The Hague initiated the brand while Bureau City Branding is the Department which was and continues to be engaged in creation of the brand, development and implementation of the branding strategy which is considered as a long-term and open-ended process.³ A number of branding strategies were applied by the brand-managers to develop image and identity of the brand of The Hague “City of Peace and Justice” and make it more recognizable and effective.

¹ <http://www.denhaag.nl/en/residents/to/The-Hague-International-City-of-Peace-and-Justice.htm>

² Ibid.

³ <http://www.eukn.eu/e-library/project/bericht/eventDetail/the-hague-international-city-of-peace-and-justice/>

Due to the fact that the city is already proud of the results which were achieved in the last years it is particularly interesting to have an in depth look at the successful branding policy and study the meaning-making process and the main activities performed to make The Hague into the city attracting more and more international organizations and hosting them good. The **goal** of this master thesis is to add to the formation of theory on the city branding by testing which branding strategies in The Hague case took place. In addition, this study attempts to measure effectiveness of The Hague brand “City of Peace and Justice”, by exploring perceptions of the target group of the brand about it as well as by assessing media coverage and its usage of the brand by the international organizations on their official websites.

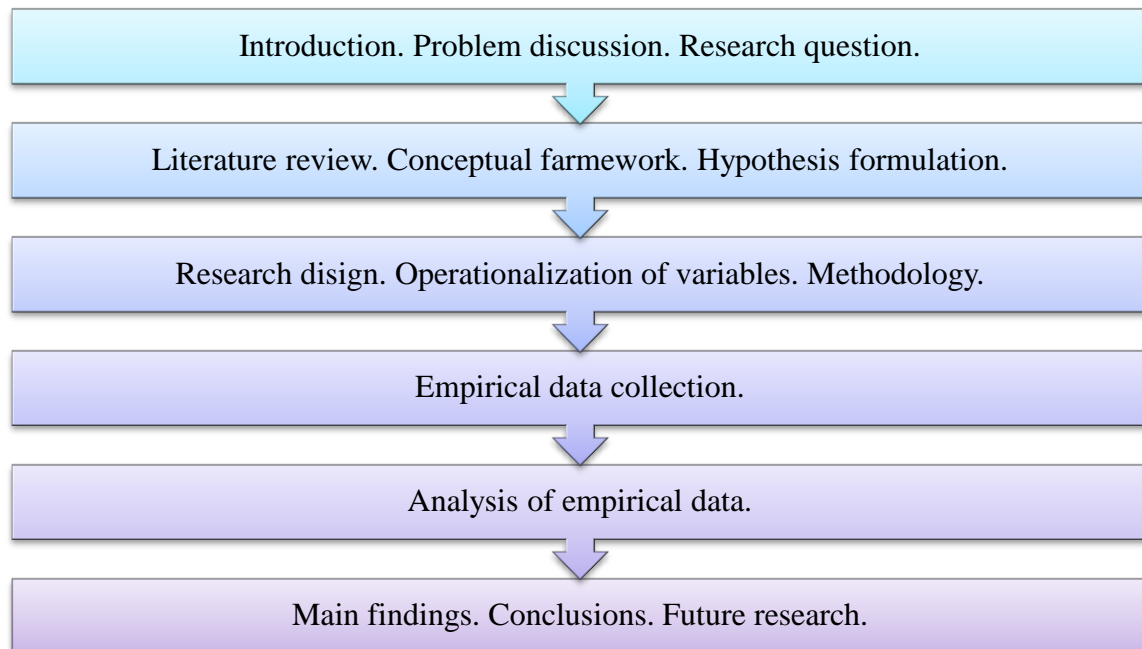
The research will be framed around a broad question:

What is the influence of branding strategies on the effectiveness of The Hague brand “City of Peace and Justice”?

Sub-questions which are necessary to approach the main question of the present research paper will be formulated as follows:

1. What is the image of The Hague brand “City of Peace and Justice”?
2. Which stakeholder groups are involved in the development of the brand and implementation of branding strategies and how?
3. Which brand management strategies can be recognized in the branding of The Hague as a “City of Peace and Justice”?
4. Does the brand of The Hague “City of Peace and Justice” fulfill its functions successfully and can be perceived as an effective brand?

Master thesis proceeds as follows:



II. Theoretical Framework

This chapter is a representation and discussion of theories and concepts on which research is being based. The chapter concludes with the development of hypothesis and conceptual framework illustrating correlation among the core research variables.

2.1. Defining the Concepts of City Brand and Branding

Apparently in the last decades there was noticed an increased competition among the cities what made governments all around the world realize that brands are necessary to make a city salient and recognizable. Therefore governments started to apply methods used in marketing sphere in order to attract investments, residents and tourists. In 1990s such practice got its own name - place branding, which aim was to make cities more distinguishable from other cities by creating favorable image and identity (Twitchel 2005). Place branding was becoming a widely used practice of application of marketing tools in order to foster social and economic development of territorial entities: cities, regions, countries. Lucarelli and Berg (2011) claim that there was a rapid growth in the number of articles on place branding happening since 1990s and now place branding can be regarded as an independent and solid academic domain.

Today cities are branded worldwide and city branding can be regarded as a long term deliberate process of “designing, planning and communicating the name and the identity in order to build and manage reputation” (Anholt 2007, p. 4) creating unique set of associations in the minds of the target groups (Kavaratzis and Ashworth 2005, p. 2). Skinner is defining place branding as: “a place’s promotional activities, contextualised in the domain of marketing communications, marking the place with a distinct identity in the minds of the various target groups targeted by the incorporated place, from an inside-out approach, assuring the place’s multiple stakeholders, in partnership, manage and communicate the place’s brand identity to a wider world as they wished it to be presented” (2008, p. 923). Cities are becoming distinctive and competitive as brands emphasize their physical and psychological attributes which cause specific sets of associations and through this process add value and meaning to the branded territorial entity (Ashworth and Kavaratzis 2010, p. 4).

Eshuis and Klijjn in their book “Branding in Governance and Public Management” (2012) focus on brands which are being created and applied in governance processes. Scholars associate brand with symbol and view it as a: “symbolic construct that consists of a name, term, sign, symbol, or design, or a combination of these, created deliberately to identify a phenomenon and differentiate it from similar phenomena by adding particular meaning to it” (Ibid, p. 19).

There can be distinguished four important characteristics of brands (Eshuis and Klijn 2012). Firstly, brands are able to give meaning to the object by way of constructing associations with the target audience. Secondly, brands can increase the value of the branded object. Thirdly, they are making branded object more salient and distinguishing compared to competitors. Finally, scholars claim that brands have to be visibly demonstrated as a sign, name or design which purpose is to gain attention and differentiate the object, for instance, city from similar cities (Eshuis and Klijn 2012).

However at the same time particular brand can be perceived by various people differently according to which associations, memories and what relationship they have already obtained with the brand (Anholt 2007, p. 5-6). There are four aspects of brands emphasized: identity, purpose, image and equity (Ibid., p. 5-7), whereas the present research will particularize more on the first two dimensions.

Brand identity can be defined as a core concept of the product in a concrete form, visible and clearly understandable to people (Anholt 2007). According to Lynch (1960), identity is about extent to which people recognize place as being different from other places, this is a distinction which is clearly visible and can be constructed with the aid of a logo, a slogan or a design of the branded object. Riza et al. (2012, p. 294) emphasize that identity has to be exclusive and distinguish the city obviously and visibly at first sight. Hence identity is crucial for the external representation, reputation and image and hence its elements have to be elaborated meticulously to avoid alteration of them in future, because it can then become problematic to deliver a coherent, sustainable and successful brand to target audience. It is assumed by Wheeler (2009, p. 4) that identity is capable of fueling recognition and “makes big ideas and meaning accessible” to target audience. Identity differentiates cities by emphasizing their distinctive image, fosters awareness, recognition and encourages perceptions about the branded object. Hospers (2010, p. 32) states that cities which possess distinctive features or “physical objects” (Eiffel Tower, Sydney Opera House, Rio de Janeiro Carnival) are easier to brand and promote, because those tangible attributes evoke associations easily.

Brand image is described by Anholt as a perception which can be formed in the mind of a person including feelings, emotions, associations and expectations. According to Martin and Egorlu (1991, p. 194) image can be considered as a sum of “descriptive, inferential and informational beliefs” which individuals can have about the place. Images may have a striking influence on the behavior of people and even manipulate the choices of the target audience especially if they touch feelings. Brand image can also be identified with reputation, therefore strong and seductive notions are able to create an image of a special place to live, visit or make business (Ashworth and Kavaratzis 2010, p. 90). Moreover, images are able to transmit and

shape expectations (both explicit and implicit) about the experience certain actors are going to have with the branded object (Ibid, p. 91). Therefore positive brand image allows to veil small drawbacks and problems of the city and on the contrary negative image tends to emphasize and dramatize weak points. For those cities which were having bad image for decades, it will be nearly impossible to alter it and only in the long-term perspective (Baker 2007, p. 43). Image of the city is also demonstrating its identity showing the values which different target groups will get once they are connected to the city through the introduction of stereotypes and myths reflecting main city characteristics. Therefore, user determined city images are unstable and have to be adjusted throughout the time to present the territory favorably at every particular period (Ashworth and Graham, 2005).

Moreover, balance between communicated characteristics of the city and factual characteristics of the city is desired, in order to guarantee that internal identity is congruent with the external image and avoid not justified expectations of the target group (Baker 2007, p. 29). If such dissonance exists, there have to be applied branding strategies which allow to overcome this gap, because they assist cities to present themselves consistently and clearly.

Brand purpose is explained by Anholt as an internal brand image, which comprises shared values, spirit which is felt by everybody and common goal of the branding strategy realized not only by the brand makers but also by the stakeholders involved in the process. Purpose of brand can create a strong relationship between the involved actors and their willingness to achieve the goals of the brand.

Brand equity is about creating a value in the process of earning favorable reputation. Powerful and strong brands are as a rule a source of economic income, which is going to grow if the target audience is loyal to the brand. Thus, Aaker (2014, p. 10-11) emphasizes three assets of brand equity – awareness, associations and loyalty – which have to be considered in the process of brand building and developing. The first dimension – brand awareness – is known to affect perceptions of people, because they tend to think positively about the things they are familiar with. The fact that brand is recognized can be a sign of brand success and commitment of consumers. The second dimension – associations which brand elements (design, product attributes, innovativeness) trigger are capable of connecting the brand target group to the brand and influence on their relationship and experience with the brand. During the process of brand management it is crucial to decide which associations have to be developed and how to connect them with the brand and foster. The last mentioned by Aaker (2014, p. 11) dimension is loyalty, which is persistent over time once it was achieved and then the goal of the brand- makers is only to make this loyalty attachment even stronger, more intense, rich and relevant.

According to Kotler and Gertner (2002), these days competition among cities is rising due to the dramatic changes in technology and globalized environment replacing the local one, what makes strong brands extremely important because they can make cities attractive. It is also necessary to update contemporary cities continuously (Riza et al. 2012, p. 294), by using branding strategies to advertise and “sell” them. Construction of effective brands allows cities to articulate in the globalization era.

Apart from allowing to compete with other cities in the international arena for useful resources, there are other important functions of place brands distinguished by Ashworth et al. (2015, p. 4). They are significant during the planning process of city development and can serve as a guidance indicating and inspiring future scenario and measures which will help to implement it. Thus, place brands can improve opportunities for the cooperation of stakeholders, as they start to have common goal uniting them and which they are striving to reach together. In addition, brands help to solve city problems, by drawing attention to the issues and attracting stakeholders to invest funds into the development of the city. Furthermore, brands can act as maximizers of positive experience, shaping expectations and perceptions of consumers what leads to an increase in the satisfaction level. Strong and effective brands catch attention and cause respect towards the city and therefore more people and businessmen are interested to visit, live, invest and develop it. A key to a success of brands is a representation of a clear image of a city and easily understandable values, beliefs and purposes, because the present world is very dynamic and people do not have time to comprehend complicated but prefer short messages rather emotional than rational. As a rule branding endeavors to create mental images which determine people’s perceptions of a place in a way which is beneficial for the current state of affairs and future city plans (Ashworth and Kavaratzis 2010, p. 93).

Merrilees, Miller and Herington (2009) assume that place branding is about ways and means by which territorial entities market themselves. Governments of the cities are trying to create identity and perform promotional activities internally and externally to attract consumers (Kavaratzis & Ashworth 2005) and convince them that the city can offer better opportunities and services rather than competitors. Kotler claims (Kotler et al. 1999) that identities and values of cities can be designed and marketed like products. As a rule, specific advantages of places are being promoted, those main things that people should know about a city (Unsworth 2008). According to Zhang (2009, p. 248) city brand is about promotion of culture, history, social and economic achievements, unique architecture, infrastructure and so on which make up a complete, unmistakable picture which appeals to people and attracts capital to the city.

Such seemingly easy process is in fact characterized by high level of complexity, multiple interdependencies, long-term orientation and consequently demands development of elaborate branding strategies to manage it.

2.2. City Branding Strategies

It is a matter of fact that application of branding strategies by city governments has become a common practice all over the world. If such promotional activities for the creation of an attractive city image are a success they can ensure sustainable development of territorial entities. In most cases implementation of city branding strategies results in the creation of city logo and slogan, but Ashworth and Kavaratzis (2009, p. 522) claim that apart from that branding strategies should imply a number of continuous public relations, advertising, marketing tools and activities which decrease a risk of a brand failure. Although this promotion process can be very expensive and require lot of efforts from government, successful branding campaign may bring certain advantages which might outweigh the expenditures. For instance, outstanding branding strategies in New York (I ♥ NY) and Amsterdam (I amsterdam) lead to the increase in tourism, investments, event numbers and contributed greatly to the economy of these cities (Wahyurini 2012, p. 80). Another point to be stated is that brands have to answer the wants and needs of the target audience, and act not mostly by persuading but rather responding to the demands of stakeholders (Eshuis et al. 2013, p. 508).

According to Eshuis and Klijn (2012, p. 101) due to the unstable nature of brands they have to be constantly managed in order to reinforce their elements as well as city image and identity. Baker (2007, p. 30) outlines a few conditions under which relevant branding strategies are employed: necessity to overcome outdated or incorrect image, developing infrastructure, inconsistency in the messages city is communicating and so on. Also because of the changes in the contexts where interactions between multiple actors on various levels occur, brands have to be maintained, adjusted to keep them effective in the altering environment of governance processes. While managing the brand it is important to take into consideration the interdependencies among the actors and include the most influential actors in the process of brand creation to ensure that the brand will be appealing to them and they will show support for the branding strategy in future. Involvement of strong actors in the creation of brand may help to avoid negative attitudes and resistance in the process of its implementation. The process of brand creation is particularly difficult because actors participating in the process as a rule have divergent interests, perceptions and goals associated with the brand. This is why it is important to

create a concept which will answer to the numerous demands without losing its core functions and initial idea. Thus, managerial efforts are extremely important to overcome tensions between actors and create a brand which will on the contrary bind and activate them around certain issues and will become a base for cooperation (Eshuis and Klijn 2012). Another point to be stated is that these days it is not enough just to create a brand, but essential to enhance it, protect it from negative coverage and change it according to the needs of the target audience and characteristics of society where it functions.

City branding is a complex process involving various branding strategies, which can differ according to local conditions, although the major steps usually stay the same. For example, Moilanen and Rainisto (2008) emphasize that branding process starts with the initial idea, selection and organization of involved parties and continues with the research of the environment where the brand will function. On the next stage of the branding process parties form brand identity and make up and administer the procedures which will be implemented and followed-up. Baker is focusing on destination brands but introduced by him the 7A model for the branding process is also applicable to this research. His model consists of seven stages, namely: 1) Assessment, 2) Analysis, 3) Alignment, 4) Articulation, 5) Activation, 6) Adoption, and finally 7) Action and follow-up (2012, p. 88-89). According to this scheme, brand-makers are examining how the place is being perceived at the moment, which strong and weak points are associated with the city image; studying this information they design articulated and relational elements of the brand which have to be developed, and determine which steps have to be taken to promote the brand. Also, brand-mangers have to decide which stakeholders will be involved in the process of brand construction and implementation and plan the future actions concerning the future of the brand and its development. Another approach by Kavaratzis (2009) implies that place branding process should start from a formation by brand-makers of a future concept of the city for different target groups: residents, tourists, investors and so on. Further in the branding process there have to be determined actions which will help to achieve this objective, such as “infrastructural projects, landscape interventions, and incentives and opportunities for several audiences” (Kavaratzis and Hatch 2013, p. 72). The next step in the branding process according to Kavaratzis (2009) is a communication of those actions. Researchers (Ibid., p. 72) also claim that “there are no “one-size-fits-all” branding processes” because all cities are so different. This paper will focus on branding strategies emphasized by Eshuis and Klijn (2012, p. 109) and which are similar to approach by Baker (2007, p. 35).

The researches state that within the first strategy actors participating in the creation of brand have to conduct a **market research** to get to know better the needs of the target audience, their values, views and concerns (Kotler et al. 1999). Baker (2007) claims that market research

is a basis for the successful branding process and although this first phase takes up a lot of time and efforts to review and analyze the environment where the brand will operate, it is crucial for the creation and development of an effective brand. It allows to understand which images and slogans will persuade stakeholders, what has to be done to reach them and sell the brand faster. Obtained information is useful in the process of brand planning, because it increases likelihood of creation of the brand to which audience will be loyal. Moreover, if market researches are conducted regularly, it is possible to see the alterations in the beliefs of the target group and this information brand makers can use in their interest.

The second strategy implies the development of the winning characteristics in the process of **brand construction and product development**. In this creative process, in order to develop a successful brand it is necessary to choose the right product design, generate suitable slogan, logo and visual image, color which will be representing the brand. These elements of the brand have to reflect the ideas and values behind the brand and at the same time be capable of catching attention of the target groups, evoke positive unique and strong associations and create trust. Meanwhile associations have to be congruent with the brand, so that people could easily understand the purpose of the brand, as not congruent associations make a brand weak or incomplete (Eshuis and Klijn 2012, 119). Core message and identity are constructed in this process in order to trigger associations of stakeholders. Brand equity becomes a goal of the brand construction process which is based on brand benefits (functional, experiential and symbolic) and brand attributes (Ibid, p. 114) which together have to inspire brand values.

Furthermore, branding process can be instrumental (created by one actor) or interactive (created in the interactions between stakeholders). If there are many stakeholders involved in the process brand managers become highly dependent on them (Klijn et al. 2012, p. 5). Levels of participation of stakeholders can differ depending on the activities they perform. Eshuis and Klijn (2012, p. 115) identify the following levels of participation: informing, consulting, advising, co-designing or co-producing. Brand managers can also facilitate brand construction process by fostering participation of other stakeholders and organizing events and discussions for them to give an opportunity to voice their views and ideas, engage in the brand and co-create it as well as to make it more visible. Klijn et al. (2012) argue that stakeholder involvement in the branding process is supposed to have a positive effect on the brand and its effects. Successful brands are being created in the interactions between the stakeholders who are expected to have benefits from the brand in future and therefore they are ready to be ceaselessly involved in the process of the brand construction, implementation and maintenance (Hankinson 2004, Klijn et al. 2012). Moreover, Houghton and Stevens (2010, p. 48) argue that there are more chances to construct strong and distinctive brand when more people, communities, organizations and

stakeholders will participate in the brand concept development and will reflect their ideas and perceptions about the city in it.

In addition, resources of influential actors are vital for the brand to be able to achieve desired effects. There are not only financial resources emphasized but also their specialized knowledge and unique information they possess which can become crucial in the decision-making process (Klijn et al. 2012, p. 6). Moreover, stakeholder involvement can have an impact on the ability of certain actors to exercise veto power and hence reduce it and also to foster parties to exchange information (Eshuis et al. 2014, p. 155). Another important point to be stated is that involvement of stakeholders can lead to the creation of the brand which fits their ideas and beliefs and to which they are loyal, which triggers right associations and consequently stakeholders start to obtain robust relationship with the brand (Ibid., p. 6).

The third strategy which Eshuis and Klijn (2012, p. 110) outline deals with the **communication** of the brand, what means sharing values and ideas which the brand stands for and enhance support for it transmitting the main characteristics to the audience, with the aim to strengthen brand associations and toughen customer relationship (Aaker 2014, p. 13). Messages about everything what city comprises, what it is doing and what is happening communicate the city brand (Kavaratzis 2005, p. 337). Within this strategy brand has to be communicated not only to the involved actors and encourage their support for the brand (internal branding) but also to the external environment including external stakeholders and media, by way of publicity, pseudo-events, press releases etc. (external branding). The aim of this strategy is to attract more attention of public to the brand and form positive perceptions by way of communicating a consistent message to various stakeholders through different channels. So, managers are responsible for determining communication plan, deciding on the message content and communication channels and further coordination, facilitation and enhancement of communication activities and their monitoring (Ibid, p. 125-126). The actual situation in the city and occurring changes can be communicated to emphasize advantages of the city.

The last introduced strategy is about **maintenance and reproduction** which assists to keep the strength of the brand over time. Society and political system in general are very susceptible to the dynamics of the world and people tend to change their opinion about issues fast: the brand which is convincing, trustable for them today may be not important and not popular in a while. For this reason brands have to be maintained, evaluated, renewed and adapted according to the needs of target audience and the changing realities. In addition, if brands are not changed in the course of time they can become outdated and not attractive anymore. Research and assessment of the perceptions of the target audience, as well as performance monitoring are vital at this phase of the branding process in order to understand what particularly has to be done

about the brand in future (Aaker 2010, p. 189). Also, Prophet (2006, p. 7) stresses that assessment of the effectiveness of the brand and its impacts is a crucial element of the branding process which assists to ensure that the progress of the brand is positive and that it fulfills its aims fruitfully. This strategy also involves protection of the brand from wrong interpretations happening in political disputes and conflicts where brands can be damaged. In this case among the activities of managers there should be involvement of all stakeholders in discussions to decrease a chance that they will later be critical to the brand, control of rumors and gossips and not taking criticism seriously and continuing with the previously determined branding strategy.

To sum up, brands have a fragile nature and they have to be managed continuously to ensure that they do not weaken and transmit the right message and desired idea and fit with the environment where they function. Brand management strategies represented above introduce activities which are performed by managers to keep the brands effective while facing numerous challenges.

2.3. Effectiveness of Brands: Indicators

Although literature ascribes numerous benefits and positive impacts of branding strategies on the effectiveness of the brand, it is not easy to measure actual impacts due to the lack of reliable and representative indicators which are capable of measuring progress in certain aspects of political, social and economic life. There is little attention addressed to the assessment of effectiveness of the brand and its performance both in theory and practice. So far there is no universal measurement system of city brands and assessment criteria have to be individual and selective according to the goals, functions of the brand and characteristics of a place (Anders-Morawska 2015, p. 190). Anders-Morawska (2015, p. 192) claims that in the design process of the assessment system there have to be considered both facets of the brand: tangible (branding programme and infrastructure) and also intangible (concerning image, perceptions, associations). Also, it is argued that while measuring the effectiveness of the brand both internal and external stakeholders have to participate in this process. Hankinson (2015, p. 26) assumes that effectiveness of the brands can be measured by different stakeholders from different perspectives and cannot be accumulated. Scholar (Ibid., p. 26) provides an example that in order to assess brand effectiveness governments prefer measuring growth of tax income, hotels – occupancy rates while residents - improvements in public services. Although city brand's measurement of effectiveness is a complicated procedure, it is crucial in the modern world. Another point to be made is that the process of branding cities more resembles a marathon, than a sprint and that the

effects of the branding strategies become visible and measurable only in a while. It is also necessary to realize the goals of the branding strategies clearly to be able to assess if the objectives were achieved and to what extent.

Literature review showed that there were a few models of evaluation of the brand's success developed, where there were adopted various indexes and variables. Lucarelli (2012) provided a categorization for the indicators of brand effectiveness subdividing them into three groups: identity-image, socio-political and economic impacts. To the first category there were referred results and effects of branding strategies concerning identity and image of the city such as attitudes of residents, tourists' perceptions, public opinion about the change of the city image, internal stakeholder perceptions, sense of place by local residents and other indicators. For the second category – social and political consequences “in relation to the effects of city branding on the city in general or the brand in particular” (Ibid., p. 239) – there were mentioned such positive indicators as increase in political consensus, involvement of local community, appropriation of the values of the brand and brand policies as well as negative indicators, for instance, local tensions, opposition to branding attempts, introduction of new norms and values and gentrification in the city. The last category encompassed economic impacts which are noticed after the application of branding strategies namely levels of investment, tourist turnout, GDP, longevity of small business, price for real estate and rental, alterations in consumer behavior and so on.

Brand Orientation Model introduced by Hankinson (2012) also emphasizes factors which have to be considered to estimate effectiveness of the brand in a particular place or city: brand communication, stakeholder partnership, brand culture, brand reality and departmental coordination (Hankinson 2012). Such criteria are valuable because they emphasize complexity of place branding in general and internal managerial activities which were discussed in the previous chapter.

Popular method to measure effectiveness of the brand is benchmarking –assessment of the same performance indicators of different cities and their comparison and ranking according to the assessed criteria. The most outstanding example here is an Anholt-GfK Roper City Brands Index which aim is to measure the image of 50 cities from all around the world with respect to six dimensions: presence (status of a city), place (physical city attributes, transport), people (diversity, hospitality, friendliness), pulse (if the city is perceived to be exciting, events occurring there), potential (economic sector characteristics and educational opportunities) and prerequisites (basic necessities, amenities, accommodation price, cost of living). In order to obtain data there are conducted online interviews with people from each of 25 countries which represent examined cities. However, point of criticism concerning this approach is that it does

not take into account unique characteristics of each city when cities with considerably different parameters, for instance size and population, are being investigated and compared equally. Also, there is a view, that this assessment method is too simplistic and makes the complex processes happening behind those indicators vague and insignificant (Casey, 2011).

Other indicators for the measurement of effectiveness found in the literature are customer equity introduced by Rust et al. (2004) and satisfaction regarding place (Insch 2010). In our view, it is nearly impossible to measure financial value of public brands such as The Hague “City of Peace and Justice”, so this indicator will not be contemplated in this research. As for the second mentioned indicator, it is decided to assess the level of **satisfaction** of the brand makers with the brand, by interrogating them about the process of application of the branding strategies and the achieved results. In addition, perceptions and satisfaction level of one of the target groups of the brand- international organizations- can be explored to assess brand effectiveness. Satisfaction with city brands is so far hardly touched in place marketing literature (Insch and Florek 2010, p. 191) although it is indisputably an essential indicator for the effects of place branding strategies. Satisfaction can be defined as a degree to which expectations of individuals who had experience with the brand were met. Selnes (1993, p. 21) claims that satisfaction can be regarded as a “post-choice evaluative judgement of a specific transaction”, which can be measured as an overall feeling about certain object or issue, which is necessary to ensure at high level, maintain over time and constantly monitor.

Another concept which will be measured and analyzed and which is chosen as an indicator for the brand effectiveness in the present paper – **loyalty** towards the brand. Loyalty according to (Anders-Morawska 2015, p. 199) is about inclination of people to visit, participate in events, invest or involve in the long-term relationship with the city. Jacoby (1971) is emphasizing that loyalty is a behavioral response which is a result of psychological process when individual becomes committed to the brand and prefers namely the branded object even when there are other alternatives. Loyalty in behavior, awareness and attitudes of consumers towards corporate brands were researched by Broyles, Schumann and Leingpibul (2009). Their research indicated that strong brands are perceived as more effective and reliable and that better perceptions of the activities of the company reflect in an increase in loyalty, revenue, attracted investors and so forth. Talking about city branding, loyalty can be evaluated by examining perceptions of the citizens, stakeholders and in The Hague case perceptions of numerous international organizations based in the city about the brand. Getting to know their impressions of the brand, if they consider it useful or useless, important or unimportant, creating positive or negative image, well-known or known only in the particular professional circles, recognizable, impressive and like will allow to compare these perceptions with the initial goals of the brand and make a

conclusion about its effectiveness. Another way to assess loyalty level is to monitor internal usage by companies and organizations based in The Hague, which are the target audience of the brand “City of Peace and Justice”, of the elements of the brand in order to reinforce the image of their own company/organization. Moreover, audience which is loyal to the brand (in our case-international organizations) tends to express its support for the branded object and communicate its advantages and their positive experience to other people, which is known to be a very powerful source of persuasion and mean of brand promotion (Selnes 1993, p. 21). Successful city branding will lead to an increase in loyalty level and such benefits as a growing number of consumers, capital, respect, investments and attention (Anholt 2006) and can become a driver for the development of the city. Whereas bad perceptions about the city are going to have negative effects on the evolution of the city such as decrease in investments, tourists inflows because of loss of attractiveness.

Next indicator for the measurement of the effectiveness of the brand is a **quantity of media coverage** dedicated to the brand **in a given period**, which is one of the four weighted factors used by Jeremy Hildreth (2008) in Saffron City Brand Barometer along with the ability of people to tell a city from a postcard without description provided, value of visiting the city in social situations and finally a number of positive characteristics associated with the city. Such criteria were used to evaluate strength of 72 European city brands and each criteria made up one fourth of total score. Increasing publicity, number of articles, messages and reports worldwide are recognized to be a reliable and objective indicator of the effectiveness of international brands such as the “City of Peace and Justice”. Via monitoring of the quantity of media coverage of the city in the media (the Internet, newspapers, magazines), it is possible to reveal if there are more positive or negative associations and perceptions about the brand in particular country. It is also possible to examine whether media coverage invigorates the brand or on the contrary prevents it from fulfilling its functions effectively and weakens it through negative coverage.

It is intricate to estimate effectiveness of city brands systematically and coherently, because different actors have different perceptions and images connected with the brand what makes it complicated to figure out average opinion about a variety of the brand facets. Baker (2007) specializing in destination branding claims that for every specific city set of indicators has to be chosen individually taking into account the phase of implementation and level of brand development because branding is known to be an ongoing process. According to Klijn, Eshuis and Braun (2012, p. 6) it is not easy to assess effectiveness, as this concept depends on the associations and perceptions of numerous actors involved in the process. Nevertheless, it is believed that measurement of such indicators as satisfaction, loyalty and amount of media attention as determinants of brand effectiveness can give an answer to the questions if The

Hague “City of Peace and Justice” is a successful international brand and which challenges it faces and also study perceptions, associations and concerns of its target groups about it.

2.4. Conceptual Framework

This research aims to evaluate the effectiveness of the city brand of The Hague “City of Peace and Justice”, taking into account factors which were explored in branding and marketing literature.

Dependent variable of our research is effectiveness, which will be measured by calculating media attention to the brand and the city since the branding process started in 2007 and comparing it to the rates of the recent years. Another approach to measuring effectiveness which will be applied in the research is investigation whether international organizations based in The Hague are using the brand or particular brand elements on their websites, what will show the level of loyalty of the target group towards the brand. Another indicator is a level of satisfaction of the brand-makers with the brand. In order to contribute to the validity of research results concerning satisfaction, the target groups of the brand will be interrogated to reveal whether they are satisfied with the results of the branding strategies. Thus, there are three dimensions of effectiveness which can be indicated namely: quantity of media attention in a given period, level of satisfaction of the brand makers and target group and finally level of loyalty of the target group towards the brand. Apart from that, it is important to investigate the ways in which branding strategies discussed in the second part of this chapter are being implemented and how they influence the brand and its outcomes. In addition, it is assumed that branding strategies have influence on the effectiveness of the brand and it is decided to examine and analyze this relationship. The conceptual model is illustrated in Figure 1.

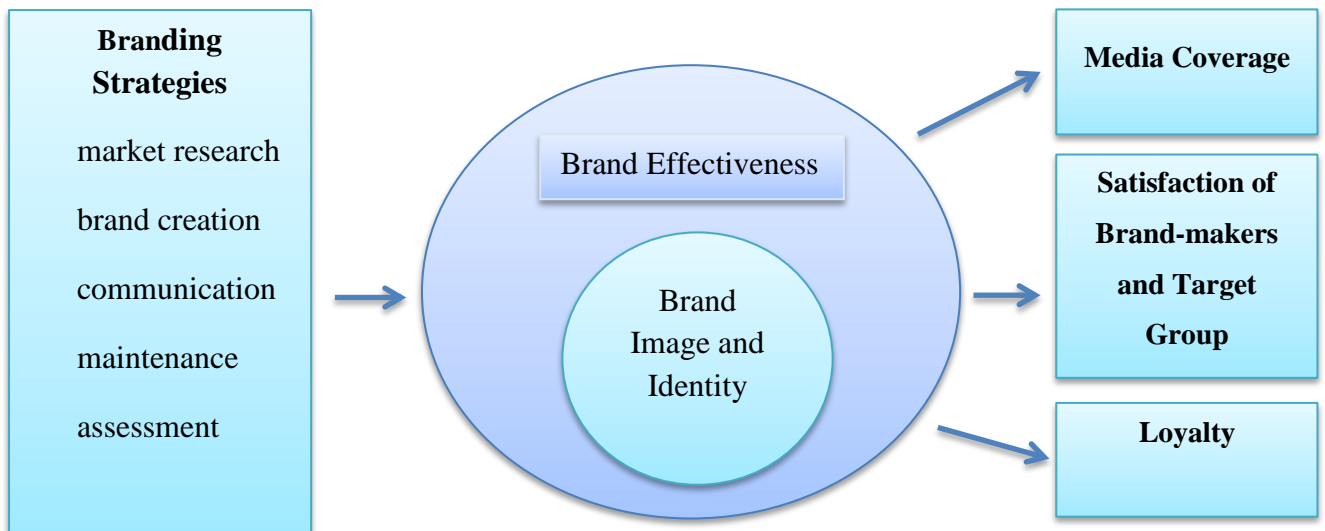


Figure 1: Conceptual Framework

These considerations and correlations bring to the formulation of four **hypotheses**:

H1: The more branding strategies are employed by the brand-makers, the better image the brand will have.

H2: The more branding strategies are employed by the brand-makers, the more clear and distinctive identity the brand will have.

H3: The more branding strategies are employed to enhance the brand, the more effective it will be.

H4: The better image and clearer identity the brand has, the more effective it will be (more media coverage, higher levels of loyalty and satisfaction with the brand).

III. Research Design, Methodology and Data Collection

The following chapter will introduce and motivate methods which were applied in order to gather necessary data and analyze it and will represent operationalization of the core variables.

3.1. Research Design and Methodology

Research design is a planning process determining which methods, procedures and what kind of data has to be collected and used in the investigation. The choice of the case study as a research methodology was defined by research question and problem of this study. The case study was accomplished based on obtained data, namely transcribed interviews and official documents and represents identity, image and message of The Hague brand and how they were constructed and developed as well as how the communication, maintenance, evaluation of the brand performance and rebranding were taking place. The purpose was to study influence of branding strategies employed by the City of The Hague on the effectiveness of the brand “City of Peace and Justice”. In order to access richer data and be able to analyze it efficiently it was decided to use both qualitative and quantitative methods.

Thus, it was considered that the most appropriate research strategy to gather primary data for the research are in-depth interviews with brand-makers (Bureau City Branding and Department of International Affairs), important stakeholders involved in the branding process as well as representatives of the target group of the brand - international organizations, in order to find out more about the employment of branding strategies from both sides of the process and their perceptions about the brand and achieved results. Furthermore, face-to-face interviews provided an opportunity to get to know more about perceptions of actors about the brand, their associations, capture their feelings and emotions about it when sensitive topics were touched upon and consequently to find out more about their levels of satisfaction or dissatisfaction with the brand.

The interviews were designed in order to obtain qualitative primary data while respondents were answering open-ended questions. Due to the fact that the questions were open-ended, respondents were rather free in their replies what made interviews more flexible. Another point to be made is that interviews were interpreted and coded to measure influence of branding strategies and effectiveness of the brand. This leads to the problem of misinterpretation and bias which was attempted to avoid by recording and quoting interviewees’ speeches. Additionally,

respondents after the interviews were suggested to fill in short questionnaire forms concerning their satisfaction level to support research results. It was decided to use Likert scale for the answers to the questions in the questionnaire which was useful for the measurement of positive and negative attitudes towards certain issues. However, there are also limitations of this method as it was not possible to examine perceptions of all actors involved in the brand-management activities as well as each of slightly more than 160 international organizations (only most important from the author's point of view), what means that results do not represent the entire picture around The Hague brand.

Secondary data was also employed in the analysis mainly branding policy documents and reports which contributed to validity of results and enriched the research. In addition, part of information which is available in the Internet especially on the websites dealing with The Hague brand promotion was used to support obtained primary information.

There was also quantitative approach applied while collecting and analysing data concerning quantity of media coverage and loyalty towards the brand. Today image of the brand heavily depends on the media attention to it and media perceptions about it and therefore quantity of media coverage in articles of newspapers, journals and periodical magazines was selected as a representative indicator for the brand success. In order to measure this indicator the author addressed to Lexis Nexis database, compiled search for particular word combination (See Table 1) and counted amount of times the brand was mentioned in a given period of time. Another indicator – loyalty of the target group, was measured by monitoring particular word combination's usage (See Table 1) on the websites of the international organizations based in The Hague. Received numerical results were analyzed.

Thus, the present study was adopting qualitative and quantitative methods, encompassing both descriptive and analytical approaches.

3.2. Operationalization of Variables

In order to be able to measure the effectiveness of The Hague brand “City of Peace and Justice” the following indicators of effectiveness were operationalized: quantity of media coverage in a given period, satisfaction and loyalty by translating these abstract concepts into measurable, material and valid terms (Cozby 2009). Additionally, independent variable – branding strategies - was subject to operationalization. Table 1 and Table 2 represent definitions and criteria.

Table 1: Operationalization of the Dependent Variable “Effectiveness”

Definition	Criteria
<p>Media coverage – presentation of particular information piece in the newspapers and magazines</p>	<ul style="list-style-type: none"> • Number of media coverage devoted to the brand (percentage) • Quantity: number of times search term was mentioned in the articles within particular timeframes • Search term: “City of Peace and Justice” • Placement: international newspapers and magazines (Source: LexisNexis) • Country • Context • Language of articles: English
<p>Satisfaction –overall opinion about the brand and branding campaign</p>	<ul style="list-style-type: none"> • According to the answers on the interview questions <p><u>Dimensions:</u> implementation of branding strategies and achievement of brand goals</p> <ul style="list-style-type: none"> • Rated with short closed questionnaire (Likert 5 point scale: from 1- strongly disagree to 5- strongly agree) <p><u>Dimensions:</u></p> <ol style="list-style-type: none"> 1. brand concept and identity 2. contribution to the city image 3. correlation with perceptions about the city 4. contribution to the international reputation 5. appropriateness for the city 6. consistency of brand idea with the strong city points 7. enhancement of the city image 8. extent to which the brand answers to the needs of the city 9. importance for the city 10. satisfaction with the brand performance
<p>Loyalty - behavioural response; demonstration of commitment to the brand by using it or its elements to promote own interests</p>	<ul style="list-style-type: none"> • Percentage of NGOs and IGOs which use The Hague brand elements to promote themselves • Number of times search term was mentioned on the websites of international organizations based in The Hague • Search term: “City of Peace and Justice”

Table 2: Operationalization of the Independent Variable “Branding Strategy”

Definition	Criteria
<p>Branding Strategy - brand-manager’s techniques and activities to promote a city to the target audiences</p>	<p>Was/were branding strategy/s employed? – yes/no</p> <p><u>Dimensions:</u></p> <ul style="list-style-type: none"> • market research – activity of gathering information about the needs, values, preferences and views of the target audience • brand construction– practice of creation of the name, design, symbol, logo which identify and distinguish the city • communication – combination of activities aimed at sharing ideas and values for which the brand stands for in order to influence perceptions of the target group • maintenance – combination of activities aimed at sustaining the strength of the brand overtime • assessment –act of judgement and measurement of the brand performance

3.3. Data Collection

The starting point of the research process was finding the key persons who are responsible for the creation and management of The Hague brand “City of Peace and justice” since 2006 when the branding process started, until today when “City of Peace and Justice” is being actively rebranded and supported with such elements as “City by the sea”, “Residence of the royal family with regal allure”, “Leading companies and institutions” and “Seat of government”. Almost all the important stakeholders of the branding process were reached and agreed to be interviewed. Representatives of the Department of the International Affairs could not find any time for an interview during two months’ period due to the workload. As for the interviews with the representatives of the target group of the brand - international organizations- concerning their satisfaction with the brand, usage of it in their work, on the official websites and for self-promotion, it became apparent that organizations have a very busy schedule and not enough capacity to devote their time (even 20-30 minutes) for my research. Thus, out of 19 contacted organizations (those which foster the image of the city as being a center of excellence in peace and justice throughout the world) only 7 could actually find an opportunity to be interviewed and

for a few of them it took nearly two months to find a time slot for a short conversation. Representative of the European Juridical Network explained in the email that their staff in The Hague (7 people) do not employ the brand in their work. Participants of the branding process and international organizations were contacted via e-mails and phone calls. Empirical data was collected with interviews in person, via skype, over the phone and twice via e-mail. In total there were conducted 12 interviews. Interview details are represented in the Appendix 1. During the interviews previously prepared questionnaire was used like a guideline (Appendix 2). Interviews were recorded in order to get the answers carefully, with the exception of one, during which notes of important answers were taken. Interviews with the participants of the branding process lasted in average 55 minutes and with the representatives of the international organizations 29 minutes. Data attained during the interviews was transcribed and subject to analysis. It was also classified in different categories in order to study received information concerning each indicator separately.

Another point to be made is that to the interviewed actors there was suggested a short closed questionnaire consisting of ten questions (Appendix 2) to fill out regarding their opinion about the brand performance, but it was only possible to receive 10 of them filled out. The low number of the respondents can be explained by the workload of the interviewed actors.

Data for the research and analysis of Media coverage was collected using the LexisNexis Academic database where there was conducted a search for the term “City of Peace and Justice” in the articles of the international newspapers and magazines since 2007 to 2016.

Data for the indicator “Loyalty” was gathered using the Google website search tool. As there are more than 160 international organizations in The Hague (including intergovernmental organizations, non-governmental organizations, knowledge institutions, journalist’s institutions and private sector organizations) there were randomly chosen 91 organizations using the information from Guide to the International Organizations in The Hague (2013).

IV. Branding Process: Analysis of Branding Strategies

This chapter attempts to describe discussed earlier branding strategies which were employed in the branding process of The Hague as a “City of Peace and Justice” in the period from 2006 when the brand was officially established and until today. The chapter consists of 5 sections.

City branding is a process aimed at improving perceptions of the city’s stakeholders and customers which are important for the sustainable development of the city, by creating and managing the brand concept, values, images and associations. Although the branding process is a very time-consuming activity, its importance cannot be underestimated. In order to develop a successful city brand consistent and integrated vision and strategy are crucial. There can be recognized four major branding strategies: market research, brand creation (formulation of identity and core message), brand communication and brand maintenance. Before the creation of the brand information from the environment where brand will exist has to be gathered in order to know the needs, values and preferences of the target group. After the first step identity which is a key element in the brand management has to be carefully formulated taking these perceptions into account. Identity determines brand success and therefore it has to be clear and detailed, emphasize winning characteristics of the city, distinguish it and be appealing to the target audience. The next step is to persuade target audience and set a relationship between it and the brand, by performing various marketing activities communicating the brand message. Furthermore, as brands exist in evolving environment where needs and values of the target group can change overtime, the brand has to be adapted to keep it working and continuing to enhance the image of the city. On this stage constant monitoring and measurement of the key indicators is pivotal. Employment of each branding strategy has to be conducted to ensure sustainability of the brand and its advantageous position compared to competitors. The objective of this research is to study which branding strategies were applied in the branding process of The Hague as a “City of Peace and Justice” and find out how each branding strategy contributed to the success and effective fulfillment of the brand’s functions. Data on management of The Hague brand “City of Peace and Justice” was collected via interviews with participants of the branding process and official documents. Results of the data analysis are important as they will allow to detect strong managerial activities which have positive effect on the brand which have to be applied more often as well as those which impair the brand strength and how they can be improved.

4.1. Brand “City of Peace and Justice”

4.1.1. Identity

Strong brand is impossible without powerful identity, image and associations which it conveys. Clearly determined identity is vital because it determines which image of the city will be promoted what will consequently shape associations appearing in the minds of people. Identity is focusing on the unique characteristics of the city in combination with the needs and expectations of the target audience. It is a representation of a value which consumer will get and also an indication of what in fact stands behind the brand. Moreover, deep and detailed identity is able to provide credibility and essentially differentiate the city from other cities.

For already many years The Hague is positioning itself as a “City of Peace and Justice”. Formulation of the identity of The Hague brand was encouraged by The Peace Palace which was constructed in 1913 after the two Peace Conferences in 1899 and 1907 and also by the peace and justice institutions based in The Hague today, such as The Hague Institute for Global Justice, United Network of Young Peacebuilders, Amnesty International, Global Human Rights Defense, Unrepresented Nations and Peoples Organization and others, which serve as the main basis for the identity of the brand “City of Peace and Justice”. Increasing number of international organizations in The Hague enhances the key positioning of the city and asserts its internationally important role. Also image of The Hague is being stimulated by the activities performed by several tribunals based in the city, namely International Criminal Tribunal for the Former Yugoslavia (ICTY), Iran-United States Claims Tribunal and Special Tribunal for Lebanon, what encouraged international publicity and fostered the awareness of the city. Furthermore, there are many embassies situated in The Hague and were taking place significant events and important international conferences which were attended by the world leaders such as The Nuclear Security Summit in 2014, the World Foresight Forum in 2011 and the International Afghanistan Conference in 2009, which enhanced the identity of the city.

Positioning of The Hague as a “City of Peace and Justice” is conducted not only at the international, but also at the local level. There are held the Movies that Matter Festival and the International Parade of Flags as well as events organized by the Humanity House, increasing the understanding of disasters and conflicts which affected millions of people and inspiring inhabitants or people visiting The Hague to appreciate peace in the world by assembling lectures, exhibitions, debates, film evenings and other activities. A remarkable role plays today The Hague Peace and Justice Project, which assists maintaining the unique positioning of The Hague as a “City of Peace and Justice” by founding The Hague talks and running it not only in the city

but also abroad in such cities as Vienna, Geneva and even outside of Europe, for instance, in Tokyo, Beijing, New York, Cape Town and Nairobi. In addition, a few years ago it was decided to organize Just Peace Festival annually, in honor of the U.N. International Day of Peace which lasts 5 days during which The Hague citizens and visitors can participate in and attend a number of activities such as sport events like Peace Run and Rally, various concerts, exhibitions and also visit such world-wide renowned institutions as the Peace Palace, OPCW, Permanent Court of Arbitration (PCA), ICJ, ICC, Eurojust and several tribunals which accomplish extremely important duties behind closed doors and once a year provide a unique chance to see their work from the inner perspective.

Participants of the branding process emphasized that identity of The Hague was not difficult to decide upon due to the historically determined unique characteristics of the city such as the presence of numerous peace and justice institutions, courts and tribunals:

“...courts and tribunals, they defined the role of The Hague as a “City of Peace and Justice”, including the Peace Palace and the International Court of Justice inside the Palace. If they are not here, the city would never be the “City of Peace and Justice”... about more than 150 NGOs are here not because they like the city but because they’re linked to the bigger courts and tribunals or the other organizations ...”

“We have the Peace Palace and other institutions which come here in The Hague. We have the ICJ and ICC and we have all the courts on the topics that were in Africa. Looking at what happens in the world for these topics – you look in The Hague...”

Brand-makers claim that the brand is a natural reflection of the DNA of the city, which started to form with the first Peace Conventions of 1899 and 1907 initiated by Russian Czar Nikolas II and with the erection of the Peace Palace in 1913, which determined unique trajectory in which the city continues to develop today:

“The identity of the brand is what the brand says: The Hague is the “International City of Peace and Justice”, “Legal Capital of the World”. For example, Afghanistan Conference: there is nowhere else where it should take place and that’s why it takes place in The Hague. That’s what makes The Hague special in the world: here people are working every day to make the world just, a bit more peaceful than it was yesterday, that there is no war.”

In order to see how the identity of the brand is being perceived by the target group of the brand and if their perceptions about the brand are consistent with the vision of the brand-makers, during the interviews representatives of the international organizations were asked to define identity of “City of Peace and Justice”. It can be concluded that identity was easy to describe by all the respondents and that it is compatible with the brand-makers’ views:

“For me identity is in the name itself - “City of Peace and Justice”. That they are striving to make city known as a place where discussions and actions in the aim of establishing peace and justice the world over take place.”

Respondents also stressed that identity of the brand is not superficial. It is based on the actions which the city and the institutions in the city have performed through the years:

“Identity of the brand is based on actual achievements of international organizations which are working together for more just world.”

“It’s (The Hague) famous for the international tribunals and peace agreements and if there is somewhere worldwide an international conflict, it will be solved in The Hague and justice will take place...”

Analysis of the documents as well as perceptions of the brand-makers and target group of the brand - international organizations - revealed that the brand has a clearly defined identity which is recognized by the target group as important and advantageous for the city.

4.1.2. Peace Palace as an Iconic Building

Cities differentiate themselves by emphasizing distinctive features they possess, such as physical objects which can become icons, what happened in the cases of Paris with its Eiffel Tower, Opera House in Sydney and like. The iconic building of The Hague is the Peace Palace foundation of which in 1913 became a result of the The Hague Conventions of 1899 and 1907. The Peace Palace became a basis for the formation of the identity of the brand and was mentioned by vast majority of respondents who however were also associating the brand with the courts and institutions linked to the peace and justice theme, “united by the common goal and conduct joint efforts to achieve peace and justice”.

“In fact the Peace Palace was the first international organization here in The Hague that attracted many many others and that’s exactly why the city tries to use the Peace Palace or the façade of the Peace Palace as the image, the icon, the center of The Hague – “City of Peace and Justice”

“I think the identity of the city is determined by the Peace Palace because it was the first building and it’s the only real historical building which was really built for this reason. The Peace Palace is really the heart of The Hague - “City of Peace and Justice”

“When it comes to iconic buildings it would have to be of course the Peace Palace. It’s the oldest if I’m not mistaken structure here in The Hague that had a deliberate focus on the notion of establishing peace in the world.”

The Peace Palace is recognized as a significant element in the formation of the image of the city which determined the identity of the brand “City of Peace and Justice” and which was also discovered to be one of the first associations which people have about the city and the brand.

4.1.3. Associations

Associations which the brand triggers are important because they can play a decisive role in convincing the actor to choose the product. The city is willing to attract certain target groups with the brand causing positive associations which make the target groups regard the city as different from other cities and be the best possible choice for the realization of their interests. The branding campaign is striving to position The Hague as the “City of Peace and Justice” which due to its unique role is capable of making a difference in the world. Thus, the brand “City of Peace and Justice” is also the key positioning message which the city is conveying to internal and external audiences and which the city is proud to hold. According to the City Marketing Vision 2011-2015 positioning message has to “become a rock-solid, inalienable” and enhance recognition of the city both in The Netherlands and abroad. City Marketing Vision 2011-2015 also states that The Hague should represent and create associations such as “diplomacy, international law, justice, safety and conflict resolution without violence”. Another set of associations includes the Peace Palace which has also become an iconic building, courts, tribunals, embassies and peace and justice institutions in which thousands of people every day dedicate themselves to working for the world peace.

Thus, respondents were asked to express the first associations which come into their mind when they hear the brand “City of Peace and Justice”. Majority of respondents were addressing to the uniqueness of the city with regards to the Peace Palace and organizations which are located in the city and activities which these organizations perform. It was outlined that presence of these peace and justice institutions is undoubtedly something what makes the city special:

“First of all - the Peace Palace and the role it has played throughout history. Second - there is a number of UN but also other multilateral agencies based here and which promote peace and justice. And third, I think, the position of the Netherlands being a country which has always had highest standards of the universal human rights...”

“I think about the Peace Palace and the International Criminal Court. ...if we didn't have those, we wouldn't have “City of Peace and Justice”, I believe.”

“My association is of course the Peace Palace and I think that “City of Peace and Justice” is a one way for the city to get known internationally.”

Several respondents stressed that the brand is important for the city and that “it distinguishes The Hague from other cities” and that the “Peace and Justice” component in the brand name “is a unique selling point”. According to the representative of one of the international organizations, this is the reason why NGOs and IGOs from elsewhere have headquarters or at least a small branch in The Hague, which can be considered as “a big playground for the international peace and justice”.

“It's the only “City of Peace and Justice” in the world and that's it, the legal capital of the world.”

To conclude, the strongest associations which representatives of the target group of the brand named were the Peace Palace, international institutions working in the peace and justice sphere, as well as courts and tribunals based in the city in which people are working daily to ensure more secure and just world. Another point to be stated is that all the respondents were emphasizing more or less homogeneous associations mentioning different aspects of the peace and justice theme, what could however be influenced by the fact that respondents are personally involved in this sphere and associate the city with it. Also, there is a concern that due to the fact that there were studied perceptions of only one target group – international organizations – whose judgements could be biased due to the specifics of their work, results of the study of

associations cannot be generalized. Study of associations of such target groups as residents, tourist and business sectors are required to attain comprehensive insight.

4.1.4. Personality of The Hague Brand

In one of the questions during the interviews respondents were asked to describe The Hague if it would be a person. Although the question turned out to be unexpected and hard to answer for majority of the interviewees, provided answers helped to realize that the perception of the city by the representatives of organizations fits with the features The Hague city marketing strategy aims to promote. In addition, presented personality descriptions were recognized quite homogeneous even though the scopes of activities of interviewed organizations differ considerably. So, the idea behind the brand and the message are perceived equally for instance by such organizations as the Coalition for the International Criminal Court, Center for the International Legal Cooperation and the Hague Academy for Local Governance.

It was discovered that The Hague would be a person of integrity, fairness, high morals and ideals. This person definitely must be a professional in what he or she is doing, be reliable, knowledgeable and experienced. Interviewees explained that they see an open person, very international, very energetic, welcoming but at the same time modest, patient and having realistic expectations. Respondents noted that patience would be very important trait of character as “peace and justice work is not today, it is always long term”, for instance some court cases in the ICC and ICJ can take many years to be solved. It was also stated multiple times that this should be a person above everything having a balanced helicopter view on what is going on, but at the same time be with both feet on the ground. In addition, several interviewees stressed that they would find The Hague a little bit of a dull person, especially in comparison to other Dutch cities, which has more an image of a grey civil servant city. However, overall, mentioned by the respondents personality descriptions can be considered as very positive and fitting to the message which the brand “City of Peace and Justice” is conveying.

4.1.5. Message

The aim of the brand is to strengthen the image of The Hague as a city in which it is pleasant to live, work, study and interesting and welcoming to visit. Also, with the international focus of the brand the city is positioned as an attractive place for multinational companies and logical place for the international organizations to be based especially those specializing in peace

and justice due to the past of the city which is tightly connected to peace and justice topics and also the opportunities which vast network of international organizations in the city opens. According to the City Branding Approach 2020, if international organizations want to play an important role in the world, they should be located in The Hague, which is becoming increasingly famous for its courts, non-governmental organizations, knowledge institutions and in the last years started to be a place where world leaders meet and high-profile events take place.

One of the respondents noted that the brand assists to convey the notion of permanence to the ideal of peace and justice:

“...before the ICC was established the prospects for attaining justice for victims of international crimes like genocide, war crimes and crimes against humanity were limited, and certainly there was not a sense of resounding permanence to it because you had ad hoc tribunals like the International Tribunal for the former Yugoslavia or the International Tribunal for Rwanda which were temporary mechanisms. You have some investigations and prosecutions at the national level but maybe no sense of real permanence that the notion of ending impunity for these crimes is something that we all need to endeavor to ensure has a permanent footing. The branding of the city of The Hague as a “City of Peace and Justice” adds more weight to this notion of the permanence.”

Message which the brand transfers to external audiences is positive. Since 2016, the brand also has particular messages for other target groups: residents, tourists, companies and students. For inhabitants, The Hague is hospitable, safe, green and clean city where there are various cultural activities are organized and which is located near the sea with its famous resort Scheveningen perfect for spending enjoyable leisure time. Also, The Hague is a city which can offer various career opportunities in the biggest companies like Shell and Siemens, tourism sector and international IGOs and NGOs, working on peace and justice every day. Students, coming to The Hague to study will find high quality education and chance to get a valuable career experience in numerous organizations based in the city. As City Marketing Vision 2011-2015 claims, for people who are eager to make a career in peace and justice, the name of The Hague is very important and even a “must” on the resumes.

Branding of the city focuses on improvement and strengthening of city image and reputation both internally, increasing engagement of citizens and cooperation between professionals and international organizations and externally, attracting more business activity, international institutions, conferences and high-profile events.

To sum up, the positioning of The Hague as the “City of Peace and Justice” traces far back as the first Peace Convention in 1899, which determined the future development of the city, which today asserts its global reputation through the activities of the Peace Palace, courts, tribunals, organizations, conferences as well as other events and activities. According to the City Marketing Approach 2020, The Hague is unmistakably perceived internationally as “a symbol for justice and the hope for peace”, which continues to defend this position today more than ever before to enforce and protect the identity of the brand “City of Peace and Justice” according to the needs and preferences of the main target groups.

4.2. Market Research and Brand Creation

Marketing of cities in the Netherlands started decades in the past with the establishment of touristic information offices (VVV) in several Dutch cities 125 years ago. These days The Hague is implementing a rather ambitious city branding strategy. The idea for the creation of the brand appeared after the introduction of the results of the city report in 2005 which made the municipality realize that the city is rather weak in the external representation and that the image of the city in the international arena has to be immediately strengthened (Heeley 2011, p. 140), especially taking into consideration the goal of the city to attract as many international organizations and foreign investments to the area as possible. Another thing that the report revealed is that the people living in The Hague are not proud of their city and even view it as boring. This report became a starting point for the Municipality of The Hague to start thinking about the development of the city brand. Actors participating in the branding process in 2006 noted that development of the brand was necessary for the city:

“Most important was that a lot of people did not know what’s going on in The Hague. Also, a lot of people thought it was quite of a boring city and what we wanted is to make sure that everybody would better know what was going on...”

In 2006 The Hague City Council realizing the urgency for the enhancement of the city image and consequently city brand creation, established a position of the Alderman for City Marketing, International Affairs, ICT and the City Center. It was the first time in the history of the Netherlands when there was appointed a Deputy Mayor responsible for marketing of the city what signified that branding of The Hague was considered as serious policy issue (Heeley 2011, p. 142). Within the Municipality of The Hague there was organized Bureau City Branding

accountable for the promotion of The Hague, development of the branding strategy and its implementation. Back then city of The Hague did not have official brand and it was the time to make a choice what kind of brand that would be and which goals it will pursue. The original idea came from the city itself and it was implemented by the City Hall and its department Bureau City Branding:

“About 10 years ago we looked at a couple of other cities in the world: Antwerp, New York, Vienna, London. And we said: “Okay, we must have a focus!” and also the local government said that it is very important that people have one feeling if they think about the city. We started with an ambition, we started with a vision and most important is that all important people in the city said that’s it’s the right choice...”

Looking at the winning characteristics of the city it was decided to build up the image of the U.N. second city, which is a home to such unique and important institutions as The Peace Palace in which International Court of Justice and Permanent Court of Arbitration are based, the International Criminal Court (ICC), Eurojust, Europol, Organization for the Prohibition of Chemical Weapons (OPCW) and various tribunals, such as for instance the International Criminal Tribunal for the former Yugoslavia (ICTY) as well as the city’s international zone where a growing number of international organizations prefer having their headquarters rather than in any other city.

In 2006 the first market research was conducted to find out perceptions of the residents about the city and their opinion about which important characteristics should be stated in the future brand concept to display the city correctly from the local perspective:

“It (market research) was done and that’s why we knew what we needed, what people were thinking of The Hague, what was strong about The Hague and also what were the weaknesses of the city.”

There were several most positive, strong and unique associations and images determined which were frequently mentioned during the market research. There were also main target groups indicated in order to make the right decision of what kind of brand it should be. Thus, in 2006 the target audience of the brand was indicated as follows: The Hague residents, non-governmental organizations and companies, students and visitors of The Hague.

Brand-makers point to the fact that back in 2006 there were emphasized various characteristics of The Hague such as a sport city, city of peace, justice and security, city near the

sea, royal city and so on, but decision was made to focus only on one thing, something what makes The Hague special, unique and distinguishes from other cities.

“You always have to look what’s there and then you make a choice. There wasn’t the Peace Palace anywhere else in the world, it was in The Hague. So it was not very hard to make a decision that we should promote The Hague as a “City of Peace and Justice”...”

“...it was “City of Peace, Justice and Security” but then security was actually dropped because if you brand a city and say that it’s a “City of Security” you actually say that it’s a secure city and that’s not a thing you want to promote. Cause whenever something happens in a city a lot of people will say it’s not a secure city. “Peace and justice” sounded stronger and it’s maybe about justice of course cause of international courts and tribunals and organizations... it’s not really peacemaking, its more justice making and making justice you really reach peace.”

“I always said that if you try to make everything than you are nothing in the end, so that was why I said: “...we have to make a choice!” And so we did.”

Thus, “City of Peace and Justice” became official brand of The Hague representing unique characteristics of the city and desired image consistent with the city and beliefs of stakeholders. International profile of the city was emphasized in the brand of The Hague, city with a number of international organizations such as Eurojust, The Hague Security Delta, OPCW, Europol and like, with its International Zone, Embassies, several important for the world, influential, and famous Courts and Tribunals. Brand-makers were also stating that the brand appeared naturally and was already representing the city and used before especially after The Hague being called by Boutros Boutros-Ghali, the former Secretary-General of the United Nations “Legal capital of the world”.

There was a logo for the brand developed in 2006 – The Kite, which was designed by the resident of The Hague, renowned film maker and photographer Anton Korbijn. The aim of original logo was to reinforce the brand and was intended to be used in official events and whenever it is relevant.

This section described and analyzed two important branding strategies: market research and brand creation and development. City branding theory states that market research is crucial before the creation of the brand and the more carefully perceptions of the target group about the

city are studied, the more successful the brand will be. It can be outlined, that according to the brand-makers the branding strategy “Market research” was not very seriously implemented back in 2006, because The Hague already obtained international status of the “Legal Capital of the World” and “City of Peace and Justice”, therefore the brand can be considered emerging naturally out of the city identity and then through market research it got support of stakeholder groups by finding out that their perceptions are more or less homogenous and will be consistent with the brand. Creation of official brand therefore was determined by the identity of the city and emphasized its unique position of being an international center of excellence in peace and justice. The identity of the brand is detailed and clear and was easy to define by the representatives of the international organizations - target group of the brand.

4.3. Stakeholder Involvement

Klijn et al. (2012) claim, that branding of cities is being conducted by a variety of different actors who are crucial for the success of the brand. Although, as a rule, these actors are having different perceptions about the brand and different views on which characteristics of the city should be promoted and how, stakeholders are extremely beneficial for the branding process because they have vital resources and special knowledge which can be used for the brand promotion what will lead to an increase in loyalty towards the brand and better performance. Branding process of The Hague as a “City of Peace and Justice” can be considered as highly interactive and brand-makers are largely dependent on the city stakeholders and were fostering their participation at different stages of the branding process from market research during the brand planning process, brand construction and development to maintenance and rebranding.

“Today we are more than ever go with the brand of The Hague to the partners in the city...It is very important to talk to stakeholders because we must speak with one mouth about the brand of the city.”

According to brand-makers, branding activities are being performed through consultancy and advisory with important city stakeholders to know better their needs, values, interests and expectations about the brand of The Hague. Actors responsible for The Hague brand “City of Peace and Justice” are convinced that ceaseless stakeholder involvement is very important and beneficial for the branding process, for instance enhancement of participation of the international organizations helped to create the brand “City of Peace and Justice” to which a number of

organizations in The Hague are loyal and have a good feeling about it. Also more and more organizations are eager to move their headquarters to The Hague in the last a few years, as they feel the belonging and opportunities which can be open for them: to have access to one of the largest networks of international organizations working for peace and justice in the world, to organizations in this network and information.

Participants of the branding process noted that it is very important for them to involve international organizations in the branding process and have a closer contact with them. For this reason there were organized meetings with marketing and communications professionals from the international organizations present in the city to find out their perceptions about the brand, how they see it, how important it is for them and how it could be improved. Brand makers concluded that there are a lot of efforts being put into engagement with the international organizations, because they define the identity of the brand and convey image and reputation of the city to internal and external audiences.

“Because they (international organizations) are the representatives of “City of Peace and Justice” themselves, they make this positioning come true.”

Better understanding of perceptions of the international organizations towards the brand will allow to change communication strategy according to their preferences and interests what will lead to higher levels of satisfaction and loyalty and consequently willingness of organizations to stay in The Hague. Cooperation with the international organizations will not only help to create a more effective brand, having clearer concept and more efficiently fulfilling its functions, but will also expand the network of The Hague institutions as more organizations will be willing to start working in The Hague taking into account opportunities the city can suggest. It is a long term process which is very important for the city. The number of organizations in The Hague is slowly growing also due to the conditions created for the organizations and reputation of the city, it is a long term goal of the brand as organizations stay in the city for years and also tend to expand.

The difficulties which the brand-makers ascribed to the process of involvement of the international organizations in the branding of The Hague were that there is a big fluctuation of people within the international organizations what makes it hard to control the process. In addition, international organizations in The Hague are as a rule closed institutions dealing with serious and very specific issues that they due to their workload find it hard to have constant contact with the representatives of Bureau City Branding. Also, Bureau itself has a limited

capacity and consists of 4 to 5 people who have to work with more than 160 organizations in the city.

“So we worked with the Peace Palace but also with the ICJ, ICC, Europol, OPCW, which won the Nobel Peace Prize in 2013although their main interest was not to promote The Hague but just to do their job. They are very strict organizations, they are courts and tribunals and really serious, so The Hague brand “City of Peace and Justice” wasn’t in their biggest interest but in the last a couple of years they are really more keen on working together.”

Another point which was stated by brand-makers is that in the last years the brand “City of Peace and Justice” getting more and more awareness and recognition and that reputation of The Hague is really improving and being associated very positively and strongly with peace and justice theme that some institutions and events feel that they have to be in this city and that it will be good for them to show that they are based in The Hague. Therefore several organizations in the last years moved their headquarters to The Hague, for instance Amnesty International, because they feel that it will be more beneficial and easier for them to realize their interests being based in the city which name is a synonym to “peace and justice”.

“Initiative grows in The Hague because we are The Hague, it is not initiative of the city marketing. We are now in the period when people come to us and ask: “Please can you help us, because it belongs or happens in your city...”

“We have a Red Cross, Humanity House and they said 7-8 years ago that there is only one place where they belong and it is The Hague. It was the former mayor of The Hague who said that we need to work to get more institutes and at that time we got Europol, OPCW, ICC...”

Another point to be stated is that brand-makers were working a lot with the Peace Palace – iconic building for the world peace and justice - to organize different events in order to promote the brand both to guests of the city via mainly Visitor’s Center and provided there Audio and Walking Tours and to locals, enhancing their participation in the events organized in the city on peace and justice topic.

Apart from involving the international organizations and events, which “belong to The Hague” and contribute to the branding of the city as a “City of Peace and Justice” brand-

managers put a lot of efforts into developing relationship with the The Hague Campus of Leiden University offering study programs with a focus on public administration, law, political science, sociology, cyber security, international affairs and diplomacy in which The Hague institutions specialize and the city is being known off. Leiden University became an important stakeholder in 2009 with the establishment of a small campus which is today developing in the direction of a small university:

“The Mayor Mr. Deetman saw a big city without the university and in the neighborhood there is a university (Leiden University) with a content directly related to the city, looking at the government sphere, public administration, ministries, peace bureaucrats...University people came to an idea: “...why don't we transfer the parts of University which are directly related to The Hague to The Hague?”. And that's what happened.”

According to the representative of Leiden University, such cooperation between the city and Leiden University is very beneficial for the University because it is now being recognized by students together with the profile of the city.

“Internationally it is very important for the University and very important for the city. Everybody knows that Leiden University is in The Hague with a distance of 20 km so it is not a problem for the Dutch students to go to Leiden and work in The Hague but for international students the name of The Hague is much bigger than the name of Leiden. So, it helps University to get more international students and it helps the city of The Hague to become more famous in the world.”

The city of The Hague considers extremely important to foster relationship with the University and contribute to its expansion to increase the chances of The Hague to become an important student city also with The Hague University of Applied Sciences and Hotelschool, suggesting one of the best courses in Hotel Management in the world. Definitely it will be hard for The Hague Campus to compete with other world famous and providing high quality education Dutch universities, but both brand-makers and representatives of Leiden University are convinced that they will find their consumer due to the unique city characteristics and opportunities which are opening for students, who can get genially international experience in institutions working on peace and justice in The Hague.

To sum up, branding process of The Hague as a “City of Peace and Justice” is considered to have an interactive character and brand-makers endeavor to involve various stakeholders in the city from international organizations to museums and hotels because in their opinion involvement of such actors is crucial for the brand success. Cooperation within The Hague branding process is recognized to be beneficial both for the stakeholders providing them with for instance access to officials and information and also for the city, improving its image and reputation and allowing to create a more effective brand answering to the needs and preferences of the target groups.

4.4. Brand Communication

When identity of the brand is being constructed and the main values are defined, communication of the brand message to the target audiences starts. The clearer the brand identity, the more effectively the brand can influence perceptions of the target groups and defend winning characteristics of the city. Brand “City of Peace and Justice” communication strategy is being decided and implemented by Bureau City Branding and Municipal Department of International Affairs which plays a role of a liaison between the city and international organizations. One of the first things which was decided already back in 2006 was that promotion and communication of the brand “City of Peace and Justice” will be implemented “mainly through activities and events and not huge campaign”. Brand makers and also representatives of the international organizations think that branding of The Hague is being executed in a modest manner and aims mostly at the international public and not local. In addition, participants of the branding process stated that communication of the brand is an ongoing process which has to be constantly managed and which takes years to see the results.

“Cause you have to feel it and defend it as well and not just say we are this and this and this all the time.”

Although there was no campaign about the “City of Peace and Justice”, information about the brand after 2009 became available to both internal and external audiences, transmitting the main ideas and values for which the brand was standing for:

“...we set up the website thehaguepeacejustice.com and a new brochure. We started working on those in 2010-2011 so we were really asking ourselves: “What is the city of peace and justice? What does it mean?”

“We made sure that all the information was found and that website was there and brochures, but not really actively saying that we will make commercials on that. There were videos and presentations about peace and justice but not really pushing it or advertising.”

It was also emphasized that promotion of The Hague as a “City of Peace and Justice” is important not only for the city but also for the Netherlands:

“The prime minister Mark Rutte really wanted to get the theme “Peace and Justice” not only for The Hague but also for Holland branding. That it’s not only a country of water, tulips but also of peace and justice. So, there was a joint effort in promoting the city internationally...”

- **Events**

Communication of the brand was primarily focusing on the attraction of events and getting conferences. Participants of the branding process noted high importance of such events as the Nuclear Security Summit in 2014 and conferences like the Global Conference on Cyberspace in 2015, which are considered as a great opportunity to promote the “City of Peace and Justice” to the world press and media, but mainly through PR and not through paid commercials.

“We had a strategy mainly businesslike for positioning of The Hague internationally, so we were working with international PR agencies ... but not with specific TV companies. Of course we had a press officer as well, and in the last couple of years we were really trying to get an international press officer within the city of The Hague and finally succeeded.”

Moreover, brand-makers stated that the city attracts more and more events due to its positioning as a “City of Peace and Justice”, as they feel that the values which the city promotes fit to the concept of their event. For instance, “Movies That Matter” film festival moved to The Hague a few years ago, because its concept matches identity of the city.

“Movies That Matter” which were for more than 20 years in Amsterdam...but they said that the Festival belongs to the city.”

This Festival presents “truth-loving” films on human rights from those produced by famous movie corporations to documentaries created with limited financial resources. “Movies That Matter” became a part of Just Peace Festival held in The Hague due to the strong message it is conveying, giving an insight into human rights abuse topic in different countries and choosing films which not only focus on problems but also on solutions.

Brand-makers concluded that in the last years The Hague is becoming increasingly popular place where more and more events which communicate the brand of The Hague are being held: from high-profile events where world leaders come to negotiate to small festivals attempting to attract attention to serious issues at the municipal level.

- **International Organizations**

Also, communication strategy implies contact with the international organizations in order to work together and organize events which will promote The Hague as a “City of Peace and Justice” not artificially but providing access to the principal sources of brand identity: the Peace Palace and international institutions. Demonstration of what is happening behind the closed doors helps to promote what organizations in The Hague are doing and also generate international interest to the story of The Hague.

“International organizations they are not in public and you cannot visit them with a few exceptions so we really wanted to open up these international organizations. In 2010 we had the first International Open Day, so then all the international organizations were open. There was the main thing in the beginning to work together with them: we wanted them to open their doors and show the public what they do and make it as entertaining and fun and interesting as possible. It was sometimes hard to do because in some cases they just showed a Power Point presentation. But in the last a couple of years they were making more.”

Also brand-makers are willing to represent international institutions based in The Hague in a more interactive, entertaining and interesting way. For this reason, there were conducted many interviews and were made a lot of pictures not only of the buildings, but also trying to get people in these pictures.

“Before 2010 all the communications about the international organizations we just pictures of buildings and descriptions of what these organizations are doing and this was quite boring. That’s not something that people get really enthusiastic about, so we started to work on who are these people who are working there and what drives them to work in the international organizations. So we conducted interviews with judges but also with a guy who maintains the garden of the Peace Palace, what did he see, what did he experience... We created those stories and then we wanted to show the result of their work in The Hague and in the world. What is the result of this court case and what has it done in the world. So just to make it more empathetic...”

During the interviews representatives of the international organizations were asked to tell in what way the brand was communicated to them, but unfortunately due to the limited amount of organizations which were interrogated (7) only one of them could actually conclude that they had a contact with the representatives of Bureau City Branding concerning the brand, firstly regarding development of the brand concept in 2015 (consultancy) and secondly communication about the Brandbook:

“I got an email. Here is the Brandbook, you can download photos, texts. Also, I’ve been to the launch of the Brandbook. I would say that promotion was at the minimum level.”

Unfortunately, research of the communication strategy towards the international organizations was not possible to study in more details as the brand-makers dealing with the promotion of the brand to the international organizations did not have an opportunity for an interview as well as representatives of the Department of the International Affairs.

- **Role of The Hague Peace and Justice Project**

An important role in the communication of The Hague brand plays Peace and Justice Project initiated by the Municipality of The Hague and The Ministry of Foreign Affairs of the Netherlands, which aim is to enhance reputation of The Hague and The Netherlands “as center of excellence in peace and justice” (de Beer and van Buitenen 2016). The project strives to connect “the deep legal understanding of the peace and justice within the many organizations in The Hague on the one hand with student, journalist, and NGO networks, and affected communities

on the other hand.” (Ibid, p. 1). The aim of the project is to engage various stakeholder groups such as Dutch Government entities, IGOs, NGOs, Knowledge Institutions, Private sector and journalists and their organizations and serves as a coordinator and connector among them:

“...it’s more than a city, more than a municipality, we position it really as an icon, and it’s effective so we see it more and more in news and we see it more and more as if it’s about peace and justice ...”

The Project organizes various events and activities based on dialogues in order not only to brand the municipality but also stakeholders of the city, the country as a whole and also international law which is not always seen positive around the world.

“...if you go to Africa for example and say: “I’ll send you to The Hague”, that’s not the municipality there, the nice beaches and so on ... it’s The International Criminal Court, so The Hague has a negative connotation there, and what we want is a positive connotation with The Hague.”

Thus, the Project explains the role of The Hague and why it is called the “Legal capital of the world” in the places where there city obtained bad reputation because of, for instance, the International Criminal Court cases, and tries to change it into more positive.

“...the goal is always to brand positively, so where it is negative we try to explain ... sometimes you can’t immediately change minds about it, but politics also plays a role... at least you can try to give more information, background information, where it came from, how the procedures work and so on ... so there’s more understanding about it, which can help of course at the end with the positive branding of the city.”

There are activities organized by the Project which add value to the positioning of the city and also of the stakeholders who pursue similar with the city goals. In order to foster collaboration between the city and stakeholders there are being arranged peace and justice visits, training and learning programs for young legal professionals and journalists and public dialogues in terms of international conferences, governmental meetings and negotiations such as the Nuclear Security Summit in 2014 (de Beer and van Buitenen 2016). Activities organized by the Project are presented in the table below.

Table 3: The Hague Peace and Justice Project: Activities, Target Groups and Objectives

№	Activity	Primary Target Groups	Objectives
1	Peace and Justice visits	<ul style="list-style-type: none"> • decision makers • influential • Dutch diplomatic missions 	<ul style="list-style-type: none"> • improvement of the reputation of the Netherlands • increase in the level of contacts with the administration
2	Event driven dialogues	<ul style="list-style-type: none"> • Dutch diplomatic missions • multilateral governmental organizations • knowledge intuitions 	<ul style="list-style-type: none"> • gatherings within the international events can spur change, when decision makers, representatives of NGOs and academics come together to have discussions on peace, justice and security topics
3	Learning and training	<ul style="list-style-type: none"> • knowledge institutions • affected local communities • international students • professionals • journalists and bloggers • academics 	<ul style="list-style-type: none"> • provision of information about the activities performed in The Hague by tribunals, courts and NGOs from different perspectives • international peace and justice experience exchange • influence on peace and justice reporting (strive for balance, there is no universal truth in peace and justice)
4	Innovative dialogues (Hague Talks, Cartoon Contest)	<ul style="list-style-type: none"> • influentials • decision-makers • academics • professionals • students • embassies 	<ul style="list-style-type: none"> • high profile dialogues on peace and justice • creation of visibility of the activities performed by the international organizations • international legal order promotion

According to de Beer and van Buitenen (2016) activities organized by the Project improve reputation and increase visibility of the city in the international arena due to the joined efforts of stakeholders. Such positioning of the city leads to the recognition by the international institutions the value of being in The Hague. Therefore the municipality in the coming years is expecting the total number of NGOs based in the city to double (Ibid, p. 6). Brand-managers recognize the importance of the Hague Project for the positioning of the city and therefore are eager to organize various events together, like for instance annual Just Peace Festival, or render their support for Hague Talks sessions.

- **City Residents**

Communication of the brand to the inhabitants of The Hague is being implemented mostly via Just Peace Festival, which is held annually since 2014 every September to celebrate the U.N. International Day of Peace and which suggests to locals a very rich program of activities to attend or participate from sport events to exhibitions and concerts. For instance, in 2016 the Festival of Peace and Justice will last 5 days and will offer to the visitors to attend the “World Press Photo”, “Flags of Peace”, “Save the Children” and “Enter World of a Refugee” exhibitions, masterclass in international negotiating, Peace Rally and Peace Run. Moreover, visitors will get a unique opportunity to visit and get to know about the operation of ICTY, Courts (ICC, ICJ, PCA) and organizations (OPCW, Eurojust and so on) and take part in many other activities linked to the peace and justice theme, allowing to experience personally how people have to survive in the area where armed conflicts occur, and contributing to a deeper understanding of the necessity for the universal peace. Considering that peace and justice institutions in The Hague are working behind the closed doors and deal with very specific and requiring professional knowledge issues, the importance of Just Peace Festival cannot be underestimated. This is really the chance for the people living in The Hague or visiting the city to realize the importance of the activities which the institutions perform and see how worldwide influential organizations are working. The Program of the Festival is expanding every year to engage more citizens and foster their comprehension of the role of The Hague for the peace worldwide and pride of being a citizen of the “City of Peace and Justice”.

It was also stated that these days both the City Council and people in The Hague realize importance of the brand and necessity to work on it, but not just enhancing support but also creating more opportunities to prove the reputation and image of the “City of Peace and Justice”.

“...not just promoting it, but also creating infrastructure. So, more places, more conference rooms, more meeting places, more conferences in The Hague to this subject.”

It was noticed that communication of the brand to the inhabitants of the city is rather limited and there are no activities except for the Just Peace Festival are organized to promote the brand. Similar opinion was also expressed by the interviewed representatives of the international organizations, who stated that speaking on behalf of the residents of the city they do not feel the brand to be promoted.

“...local people don't know what all the institutions are about, they don't know what is going on in the Peace Palace and they don't feel involved in these particular subjects, so I think there is a lot of work to do for the Municipality but also for the institutions themselves to gain more support from local ordinary people, from school children to become more involved with the subjects that are so important for the international community. Because I don't think that they feel that. I don't think that they are aware of it as much as they should be.”

Thus, it can be stated that the communication strategy towards the residents of The Hague has to be improved and enriched with more activities and events to encourage involvement of citizens and their connection to and understanding of the brand “City of Peace and Justice”.

- **Students**

In terms of the communication strategy of The Hague brand “City of Peace and Justice” there are a lot of activities being organized for students in order to promote The Hague brand. For instance, students can become participants of summer schools on international criminal law, advocacy, human rights, children rights and other topics, courses for professionals, lectures with renowned people in peace and justice theme. Also, students have a chance to attend Hague Talks, where very famous people like Nobel Prize winners talking on world important issues. Brand-managers are convinced that The Hague “brings a lot of things apart from the studies” and they strive to create more opportunities for students and engage them in various activities.

“So we have organized by the local government and municipality a world class in which students from the University and De Haagse Hogeschool are able now to attend courses and lectures from people from the United Nations who visit The Hague for meeting or whatever and they give a course or a lecture for 2-3 hours. Students are eager to be there, to get information and to get connected to these institutions. That's why these institutions in the city are very important.”

“Hague Talks is a beautiful example of how several groups living in the city work together. It is from the Ministry of Foreign Affairs and students who work together in Hague Talks. It has everything to do with peace and justice. It is looking for the right DNA of peace and justice.”

Brand-makers emphasize that communication of the brand to the students is important because they are really open to new opportunities which the city suggests. In addition, especially international students are enthusiastic and willing to participate in various events promoting peace and justice. Moreover, engagement of students can have positive effect on the image of the city, because if they are satisfied with the experience they got in The Hague they start acting as city ambassadors, promoting winning characteristics of the city, attracting more students, visitors and also if they stay in The Hague and work in the international organizations they can improve cooperation and enhance awareness of The Hague as the “City of Peace and Justice” in the countries where they come from.

To conclude, this section illustrated that the brand is being promoted to various target audiences from international organizations and high-profile events to residents and students as well as internationally in cooperation with The Hague Peace and Justice Project, taking into account specific characteristics, needs and preferences of each target group. Considering, limited capacity of Bureau City Branding which is both developing and implementing communication strategy, it can be stated that Bureau put a lot of efforts into the promotion of the brand to boost its effectiveness, encourage recognition and increase support level of the target group.

4.5. Brand Maintenance: Assessment and Rebranding

4.5.1. Brand Performance Monitoring

As was stated earlier, maintenance of the brand is crucial because brands exist in unstable environments and have to be constantly managed and adapted according to altering conditions in order to fulfill their functions successfully. Brand of The Hague “City of Peace and Justice” was established about ten years ago and therefore there was conducted monitoring and assessment of the brand performance during these years in order to see the progress of the brand in the achievement of its goals and alterations in perceptions of the target groups and how they were affected by the brand communication efforts.

“If you brand something you always have to make sure that it’s still working, that’s why we really pushed the idea of a Peace Museum not just promoting The Hague as a “City of Peace and Justice”, when people cannot go anywhere and experience that. That was very important. Also, different communication materials and updates of them. At the moment we are working on the new website. Also, still to get as many events and

international organizations to the city as possible and get them pressed to write about it.”

Every two years there is conducted a brand research in the Netherlands and according to the brand-makers awareness and popularity of the city is slowly rising, especially it was noticeable after the Nuclear Security Summit in 2014. Assessment of the brand effectiveness is being performed by the MotivAction Company having a great experience in the qualitative and quantitative market research. They studied perceptions of the target audience of the brand both in the Netherlands and in The Hague with regards to their belief that The Hague indeed lives up to its position of “City of Peace and Justice” and also studied to what extent inhabitants of The Hague are proud of their city and like. In addition, the number of international organizations was measured, how it was changing throughout the years when the brand was developing and also economic benefits for The Hague from positioning as a “City of Peace and Justice”. In the next years participants of the branding process intend to study perceptions about and effects of the brand also in the international level.

“Every two years we have a big national investigations in which we are looking at different kinds of things like the idea which people have about the city. Every two years there are the same questions so you can see the scores and so you know how the scores develop and whether they develop in a positive or negative ways. We started big investigation 7-8 years ago in the Netherlands and now we start those international.”

Brand-makers stated high importance of this branding strategy for the development of the brand and achievement of its goals and concluded that in future more indicators for the measurement of the brand performance have to be developed and regularly assessed.

4.5.2. Rebranding

The ideas about the rebranding of the city started to appear a few years ago, when during performance monitoring it was revealed that the brand “City of Peace and Justice” is not consistent with perceptions of the local population of the city and touristic sector, who claim that “peace and justice” is not something what people really experience living or visiting the city, if they are not personally involved in this theme. Also, several participants of the branding process noted that they do not believe that the city can be defined just with one thing like “City of Peace and Justice”. However, the brand was still evaluated as successful at attracting international

organizations, conferences and also students. Here are some of the reasons explained by the participants of the branding process why the brand “City of Peace and Justice” was subject to rebranding:

“City of Peace and Justice” gives a good feeling where people work together for a better world, but for a couple of groups it’s not enough. So in the mindset of people it was not clear why should they go on holiday to the “City of Peace and Justice”. We realized that, we have eleven km of coast, we have a royal family living here and the history of that, because it is very important that the identity of the city is the same as the brand. Government is also more than 500 years located in The Hague so you see the history, the buildings and they are the DNA of The Hague...”

“...for the inhabitants of The Hague and also for tourists it’s not something what you really feel in the city. Of course we’ve got the Peace Palace and the international organizations but it’s all behind closed doors.”

“...this was particularly my first meeting with the people from tourism sector, they were saying to get rid of “City of Peace and Justice” ... I think because they couldn’t work with it, they had no benefit from it, they were not against this...but their story was not really helped by it.”

“...you need support from the other people, you need buy-in from the people living in the city or the companies located in the city to use this...those organizations that are actually active in this field (peace and justice) actually do use it as far as I know, but I don’t think you’ll find “City of Peace and Justice” on the website of Siemens which is based in the Hague, why would they?!”

In 2015 there was made an official decision about the start of the rebranding and since then a great deal of attention was devoted to the development of the new brand concept answering to the needs of all target groups. There was identified a necessity for more flexibility of the brand which will be equally appealing to different target groups. The main feature which was not reflected in the brand before was that the inner city center is very close to the sea, where people can go to the equipped beach “for a drink in the evening or for a walk”. Moreover, it was emphasized that “there is no other European city which has a city center so close to the beach and such a big beach, because its eleven kilometers”. Other distinctive characteristics of The Hague which were not reflected in the brand before is that the city has a favorable environment for the international companies to make their business, as well as that the government of the

Netherlands is based in The Hague (and city name is in fact for the Dutch people is a synonym to government) and that the Royal family has always had its residence in the city. Rebranding process of The Hague started in 2015 and proceeded as follows:

“...we organized many stakeholder meetings within the city... museum directors, international companies, marketing directors, hotels... to create this brand and we wanted to know what in their opinion makes The Hague unique and special if you look at other cities, and how to brand it, and then also differentiation towards target groups. We said: “If we don’t say “City of Peace and Justice” to tourists but what are we saying then?” That’s how “City by the sea” came up. But also a lot of tourists come to see the Peace Palace and it is interesting for tourists. So “City of Peace and Justice” cannot just be businesslike but it can also be a tourist attraction.”

“...first work was an empty sheet and then we actually had a number of characteristics that were mentioned a lot in those first sessions (meetings) and then there were those which were the “city by the sea”, “peace and justice”, were also the royal dimensions of The Hague, and ... that it’s a government city, it’s a governmental city.”

Rebranding process was called “Brand The Hague” and identified five elements in which the two main themes distinguishing the main characteristics of the city were “City of Peace and Justice” and “City by the Sea” and supporting themes “Residence of the royal family with regal allure”, “Seat of government” and “Leading companies and institutions”. So, the aim of the rebranding was to represent various facets of the city to the outside world what will enhance the image of the city and will attract target audience more effectively. Thus, there are also several messages which the new brand concept is trying to convey. The two main messages position The Hague as a U.N. city with a number of organizations, knowledge institutions, courts, tribunals, attractive student city which rightfully obtained its reputation of the “Legal Capital of the World”, which at the same time has a unique location by the sea, with its thriving historic city center fifteen minutes away from the seaside resort, where one can take a break from the cosmopolitan hustle. Supporting elements of the brand communicate the message that the Dutch government as well as the royal family are based in The Hague, whose decisions affect the future of the whole country every day. For these reason, international institutions and companies are eager and should have their offices in The Hague if they want to expand their network, become more influential and make a difference in the world. The ultimate goal of “Brand The Hague” is to strengthen the image and reputation of the city and promote it in order to increase its awareness and popularity among all target groups from tourists, residents and students to

international organizations, companies and conferences. Comparison of the branding strategies “City of Peace and Justice” and “Brand The Hague” is presented in Table 4.

Table 4: “City of Peace and Justice” and “Brand The Hague”: Comparison

Approach	“City of Peace and Justice” (2006-2015)	“Brand The Hague” (2016-2020)
Brand Identity	“City of Peace and Justice”	<p>Main: 1) “City of Peace and Justice” 2) “City by the sea”</p> <p>Supporting:</p> <p>3) “Leading companies and institutions” 4) “Seat of government” 5) “Residence of the royal family with regal allure”</p>
Key positioning	<p>“The Hague is the international city of peace and justice. Here, every day, tens of thousands of people jointly pursue a more peaceful, just and secure world. They work in around 160 organizations, hundreds of companies and various knowledge centres. And also in the Peace Palace, the symbol of international justice for more than 100 years. The Hague is the place where conflicts are prevented and peacefully solved. It is, furthermore, the host city for international conferences and a meeting place for dialogue and debate. For everyone; both now and in the future.”</p> <p>(Source: www.thehaguepeacejustice.com)</p>	<ul style="list-style-type: none"> • The Hague is a city where “tens of thousands of people are working every day to build a more secure and just world. People come to The Hague from every corner of the globe to work together to tackle global challenges. With the Peace Palace at the centre of it all, The Hague is truly the international city of peace and justice.” (Source: Brand The Hague 2016-2020) • “In The Hague, you’re never far from the sea.” (Source: Brand The Hague 2016-2020) • “Many companies and institutions viewed as world leaders are found in The Hague: from small to large, from long established multinationals to innovative start-ups...”(Source: Brand The Hague 2016-2020) • “The history of the Kingdom of the Netherlands begins in The Hague. Ever since, The Hague has been both

		the seat of government and the residence of the Dutch royal family.” (Source: Brand The Hague 2016-2020)
Core Associations	the Peace Palace, courts and tribunals, international organizations, legal and security organizations, United Nations, conferences, governmental meetings;	<ul style="list-style-type: none"> • the Peace Palace, courts and tribunals, international organizations, legal and security organizations, United Nations, conferences, governmental meetings; • sea resort close to city centre, eleven-kilometer long beach, Scheveningen, holiday feeling, recreational activities, sport opportunities; • business city, leading companies, networks, unique partnerships; • government, important decisions, political life, policy, Binnenhof, ministries, Prime Minister; • Royal residence, royal family, King, regal allure;
Website	www.thehaguepeacejustice.com	www.brandthehague.nl
Logo		

Another point to be stated that there was a new logo for The Hague introduced. The problem was that the previous logo caused lots of misunderstanding and confrontation as it did not clearly convey the message of the brand and did not have a direct link with peace and justice, at least not at the first sight:

“The logo had a lot apart from being unclear what the message was, because you had to study it...it’s got the sea and it’s got the clay, and it’s got the sand part, and it got the logo of local football team, and there were a lot of things there...but people don’t study logo so much, you just see and you recognize ...”

“...there was a lot of opposition against that logo for a long time, and one of the previous alderman actually came up with that, and there was a research, that there was no support in the city for that logo, because it was just an alderman giving someone, in this case a famous photographer, the assignment to do this ... it’s not being used a lot, only when people had to use it because they were sponsored for an event or something that they had to use it ...”

“...logo was actually problematic from the start... I still have some headlines from the newspapers ...like “expensive logo or party”... they spend a lot of money on the logo and they spend even more money on launching it, and there was no buy-in of stakeholders, not even from the tourism sector, not even from the economic development, not even from the international....”

Because old logo simply did not work, a new typographic logo was designed. Brand-makers claim that their main goal was to develop a simple logo which makes the brand recognizable immediately, avoiding complicated images and messages which the previous logo had, so that institutions and businesses in The Hague could freely use it.

“I would say if you do something just make sure you can read the name of the city properly... so what we done there is that we said: “Well, we are going to have eight or nine designers from The Hague itself, put them together, and let them come up with an idea, because you have the Royal Academy of Arts in The Hague, and they have a very strong design school... “

Brand managers are very enthusiastic about the new branding approach and consider that emphasizing several distinctive characteristics of the city with special brands will help to strengthen the image of the city and increase commitment and loyalty of each of the target groups.

“The Hague is a very special city, it’s not only the “City of Peace and Justice” but it’s also the “City by the sea” and also the “Royal residence” and also the “Seat of the government” and has many international organizations. It is a very interesting city to

work for because it's got so many unique qualities. However, a lot of people living in the city about seven years ago thought that it was boring, not very interesting... it had a governmental boring image and now people see that there is more: "City by the sea" where quite a lot happening and also "peace and justice" is not just a boring thing that international organizations are working on. This is quite challenging and interesting and it makes a small city of only half a million inhabitants very important in the world. Not many cities in the world with only half million inhabitants can play such an important role in the international opera."

Summing up, the study of the branding process of The Hague revealed that all the branding strategies discussed in the Theoretical Framework were employed by the brand-makers to create, develop and maintain the brand. Summary of the activities performed in terms of each branding strategy and how they influenced the brand image is presented in Table 5.

Table 5: Branding Strategies: Summary of Performed Activities and Impacts

Nº	Branding strategy	Performed activities	Purpose	Impacts on the brand
1	Market Research before the brand creation (2006)	<ul style="list-style-type: none"> - Research of perceptions of the residents about the city - Indication of most positive, strong and unique associations and images 	<ul style="list-style-type: none"> - To find out what people of The Hague were thinking about the city, what were their needs and expectations - To determine strong and weak points of the city 	<ul style="list-style-type: none"> - It was determined which important characteristics of the city should be stated in the future brand concept to display the city correctly
2	Brand construction (2006)	<ul style="list-style-type: none"> - Decision to focus on the brand "City of Peace and Justice" - Identity and logo creation - Branding campaign development 	<ul style="list-style-type: none"> - To reflect unique characteristics of the city in the brand - To create the brand which will have a positive impact on the city image and reputation - To develop the brand with distinctive identity and recognizable logo to enhance popularity of the city - To decide upon the activities which will be systematically performed to enhance the brand 	<ul style="list-style-type: none"> - The brand of The Hague "City of Peace and Justice" was officially established - Logo was created and the branding campaign was decided upon
3	Communication of the brand (2006-2016)	<ul style="list-style-type: none"> - Set up of the thehaguepeacejustice.com website, brochure launch - Positioning of The Hague as a "City of Peace and Justice" through 	<ul style="list-style-type: none"> - To promote the brand - To defend and strengthen unique position of the city - To increase support for the brand of the target 	<ul style="list-style-type: none"> - Reputation and image of The Hague were improved - Brand became more visible - Awareness and

		<p>various scale events (governmental meetings, conferences, festivals and like)</p> <ul style="list-style-type: none"> - Promotion of the brand to the international organizations and their engagement - Organization of peace and justice visits, event driven dialogues and innovative platforms (HagueTalks) - Organization of learning and training activities on peace and justice topics - Summer schools, courses and lectures on peace and justice topics in The Hague Campus Leiden University 	<p>groups</p> <ul style="list-style-type: none"> - To increase commitment and loyalty to the brand of the target groups - To foster awareness of the brand 	<p>recognition of the brand increased</p> <ul style="list-style-type: none"> - Loyalty and commitment of the target group of the brand increased
4	Brand Monitoring and Assessment (2009-2016)	<ul style="list-style-type: none"> - Assessment of a number of indicators conducted by Company MotivAction every two years - Comparison of the scores with the previous years - Analysis of the scores 	<ul style="list-style-type: none"> - To reveal the effects of performed activities aimed at promotion of the brand on the image of The Hague - To assess performance of the brand 	<ul style="list-style-type: none"> - Helped to reveal what kind of activities were especially beneficial for the brand image (for instance NSS and Just Peace Festival) - Discovered increasing loyalty towards the brand from the international organizations - Discovered that the brand is not consistent with the views, preferences and needs of two target groups: residents of the city and tourism sector
5	Rebranding (2015-2016)	<ul style="list-style-type: none"> - Development of the new branding approach "Brand The Hague" - Development of the new brand concept 	<ul style="list-style-type: none"> - To strengthen the image and reputation of the city - To adapt the brand to match the needs of all target groups 	<ul style="list-style-type: none"> - Formulation of the new brand concept consisting of 5 elements: "City by the sea", "City of Peace and Justice", "Residence of the royal family with regal allure", "Seat of government" and "Leading companies and institutions". - The new brand concept adding more flexibility. - The effects of the brands on the image of the city cannot be yet estimated.

It can be stated that application of the branding strategies allowed to create distinguishing identity, which is considered to be clear and recognized by the target group of the brand – international organizations. It was revealed that the first associations caused by the brand “City of Peace and Justice” are about the Peace Palace, courts and tribunals and the Peace Palace is also perceived as the main symbol of the “City of Peace and Justice”. As for the communication strategy it was discovered that brand-makers perform certain activities for the engagement of each target group: international organizations, events, citizens, students but also internationally in cooperation with The Hague Peace and Justice Project. It was discovered that promotion of the brand to the citizens these days is insufficient and has to be extended in future to make the brand more comprehensible and appealing to the ordinary The Hague resident who is not involved in peace and justice sphere. For the city residents peace and justice topic has to become something interesting and they should feel that they are living in a special city, which is very influential and important for the world. It was revealed that the most success brand communication strategy had with regards to the international organizations and the city should also continue its efforts in getting more international events and conferences, which are now recognized by the brand-makers as the most powerful mean of international promotion of the city and the brand. Perceptions of the international organizations in the city and their recommendations have to be taken into account in the planning of the future branding process. Furthermore, although there was regularly implemented assessment of “City of Peace and Justice” brand performance, in order to represent more comprehensive picture of brand effectiveness evaluation procedure has to include more indicators to measure satisfaction and perceptions of each target group of the brand. As for the rebranding of the city, it is hard to provide detailed analysis as the concept became official only a few months ago and effects from the added brand elements can be hardly estimated. It can be exciting to see if more brand flexibility was beneficial for the image of the city and enhancement of the target groups’ support in the following years.

V. Effectiveness of The Hague Brand “City of Peace and Justice”: Analysis

This chapter presents the results of the analysis of the collected data regarding effectiveness of the brand and consists of four sections. The first two sections represent results of the analysis of the media coverage of the brand and its usage by the international organizations on their websites and in their work. The third and the fourth sections evaluate brand effectiveness by looking at the perceptions of the representatives of the international organizations.

5.1. Media Coverage Analysis

For the analysis of the media coverage of the brand “City of Peace and Justice” Lexis Nexis Academic database was used which covers and provides access to the media materials since 1980 until today and gives an opportunity to search for particular information in different media sources and in certain languages. In terms of this study there was conducted a search for the articles written in the English language in the newspapers and magazines published worldwide. A search for the “City of Peace and Justice” word combination was fulfilled specifying the period from 2007 – the point where natural definition of the Hague as a city of peace and justice became the official brand of the city – until today, when the brand is being subject to constant development and in the last year being extended towards elements such as the “City by the sea”, “Residence of the royal family with regal allure” and “Seat of government” (See Appendix 3). The aim of this research was to determine the quantity of media coverage, to study how it was increasing, whether and why it was fluctuating in a given period and in relation to which subjects the brand was more often mentioned. In addition, it was decided to examine which countries generated most media coverage, how many times the brand name was mentioned and how many words the articles in which the brand “City of Peace and Justice” was published counted in average.

It was discovered that in total the brand was mentioned 27 times in the international newspapers and magazines in the period from January 2007 to July 2016 (See Figure 2). Only four out of the twenty seven sources were magazines, such as Vanity Fair and Lawyers weekly, while in the newspapers the brand was mentioned the other twenty three times.



Figure 2: Number of Publications in Newspapers and Magazines (2007-2016)

The first mention of the brand name was detected in the Vanity Fair Magazine in December 2008 with an emphasis that The Hague is a place where “agencies such as the International Court of Justice, the International Criminal Court, and the U.N. Tribunal for the former Yugoslavia” (Vanity Fair, December 2008) are situated. The article was mainly discussing the Kosovo war with an accent on the topic of war crimes, conflict and the role of the U.N. tribunal in The Hague. In the following year (2009) there appeared two more publications in Canadian newspaper and two more in 2010 published in Australia and Ireland.

It can be noticed that the media coverage of the brand in this period was relatively low, but brand makers are claiming that there were no strong brand promotional activities performed at that time. More serious branding of the city started in 2011 with the introduction of the City Marketing Vision for the period from 2011 to 2015.

After no articles mentioning the brand in 2011, later in 2012 there were five publications produced mentioning The Hague as the “City of Peace and Justice”. Two of them discuss an important role of The Hague in the world, due to the activities performed by courts, tribunals and international organizations. Two others were discussing the role of the Viola Group in the tender for public transport in The Hague and concerns of the Palestinian human rights group about this participation. These two articles were published by Palestine News Agency. The fifth publication of 2012 was devoted to the terror attacks threat for the cities in the Netherlands and was issued by The Irish Times. In the next year quantity of media coverage did not change

considerably with having 4 publications mentioning “City of Peace and Justice” in 2013 with regards to the activities performed by the international courts and tribunals located in the city.

A rapid growth in the number of articles mentioning “City of Peace and Justice” brand was observed in 2014 with 7 articles mentioning the brand published. Such increase in the number of publications can be explained by the fact that in 2014 The Nuclear Security Summit took place in The Hague which was attended by 58 world leaders and became the biggest international conference ever held in the Netherlands. Another event which caused international media attention to the city was Men’s Hockey World Cup held the same year. Brand-makers of the brand are convinced that The Hague needs such international and important for the world events to attract not only media attention but also more international organizations, businesses, students and also inhabitants.

“The big thing that was really important for The Hague in the last couple of years was the Nuclear Security Summit in 2014. That case was chance to really internationally promote the “City of Peace and Justice” high and to the world press.”

Next year (2015) media coverage of the brand came back to the level of 2012 and 2013 and numbered 4. Topics which the articles covered differed considerably from the first and second Hague Conventions and war crimes to cyber security pact ratification between The Hague Security Delta and Indian Government and winning of the seventeen year old Liberian of the Peace Prize 2015. So far in 2016 there were published two articles mentioning the brand “City of Peace and Justice” focusing on the visit of the Baroness Anelay to the city and participation of the Lakewood High School in the Human Rights Summit. Diagram illustrating the changes in the quantity of media coverage in the period from 2007 to 2016 can be found in Appendix 2.

As this research was only studying media coverage of the brand in the international newspapers and magazines written in the English language, majority of the publications were produced in the countries where English is the official or one of the official languages, so in most cases the articles were produced in such countries the USA, Canada, Australia, South Africa, Ireland, United Kingdom and also in India, Pakistan, Liberia and Zimbabwe and made up 81 percent of the total media coverage. Publications generated in countries where English is not official language namely Jordan, Japan and Israel made up only 19 percent. (See Figure 3, Figure 4).

Number of Publications in Newspapers and Magazines by Countries (2007-2016)

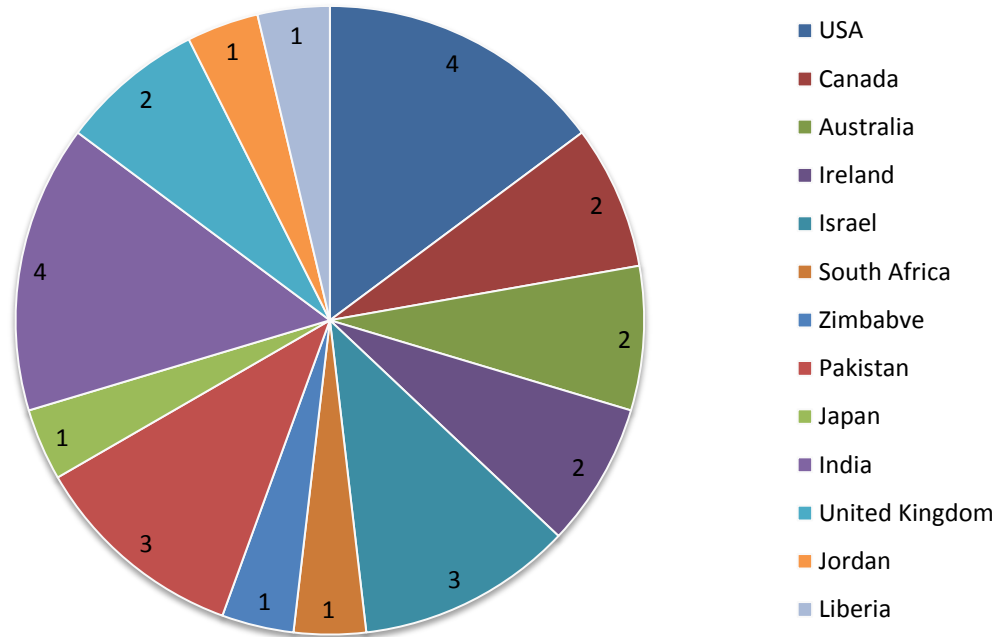


Figure 3: Number of Publications in Newspapers and Magazines by Countries (2007-2016)

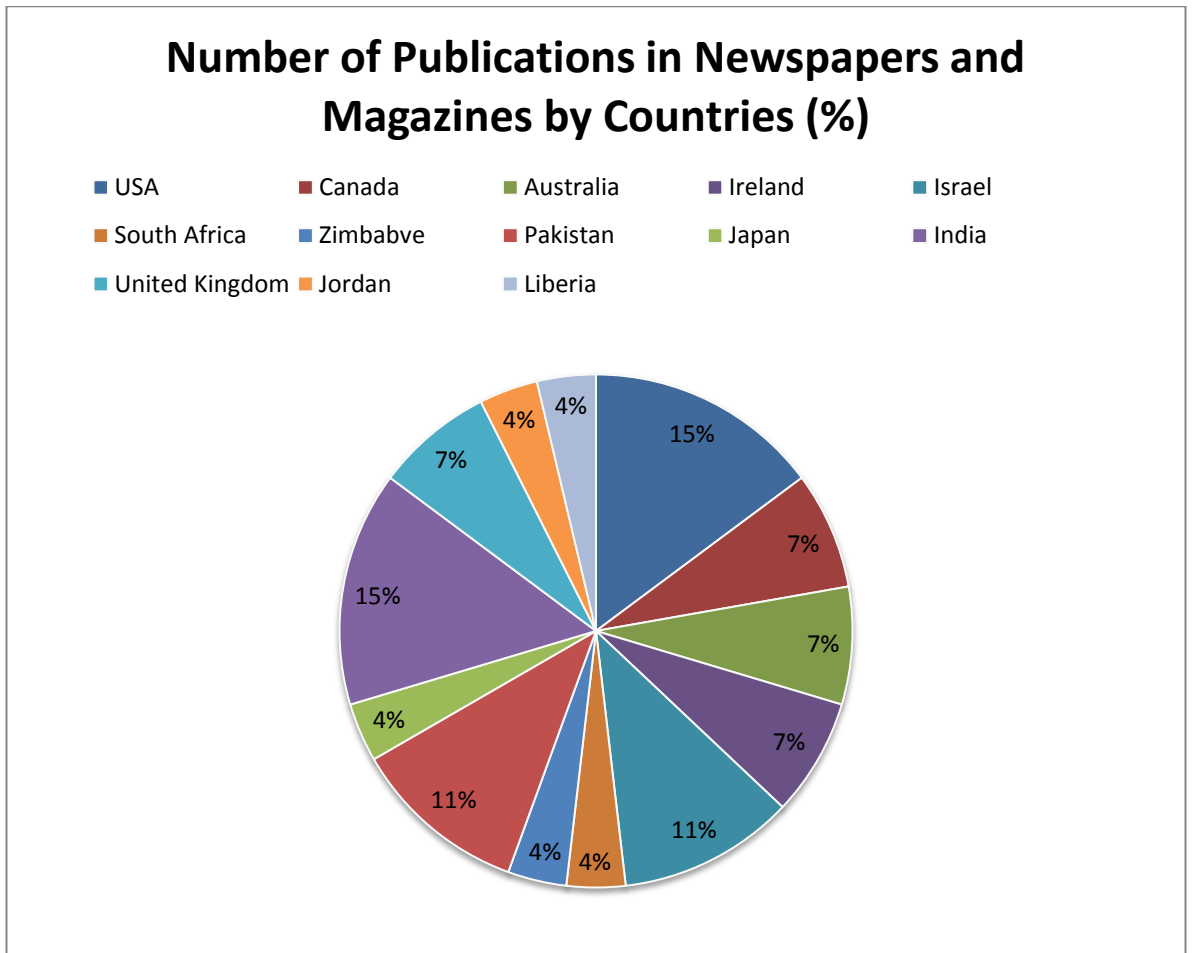


Figure 4: Number of Publications in Newspapers and Magazines by Countries (%)

Average counted length of the articles was 1374 words, with the longest consisting of 10603 words (2012) and the shortest composed of 194 words (2016). It has to be noted that the average result was affected by the two articles which counted 10603 (2012) and 9255 (2008), whereas in most cases articles did not exceed one thousand words. In addition, in a vast majority of articles brand was only used once, with the exception of four cases where it was mentioned four, three and twice two times.

Lexis Nexis database provides for every article a list of subjects to which its content relates. Analysis of the content revealed that the most common subjects which were addressed in the predominant number of publications were “International Courts and Tribunals”, “United Nations Institutions”, “International Law” and “International Relations. Less common subjects were recognized to be “Associations and Organizations”, “War Crimes” and “Human Rights Violations”, which were followed by the articles concerning the topics of “Crimes Against Humanity” and usage and threats of the nuclear, chemical, biological and military weapons. Less common than already mentioned subjects but still remarkable that a few articles were focusing

on the issues with regards to “Non-governmental Organizations”, “Foreign Relations”, “Head of State and Government” and “Nobel Prizes”. It was interesting to notice that in most cases content of articles was concentrating on the topics which are considered by the brand-makers to be the winning characteristics of the city, which are worth to be promoted in the branding of The Hague as a “City of Peace and Justice”. The fact that the mentioned subjects are as a rule the topics of the publications mentioning the brand allows to conclude that the brand introduces strong points of The Hague to the international public correctly and helps to convey the image of the city which was forming during many years.

Participants of the branding process of The Hague as a “City of Peace and Justice” realize importance of such indicator as “Media Coverage” for successful performance of the brand in future and endeavor to enhance interest of press and media to the brand. Several actors emphasized that there are certain countries, from which media attention would be most desirable, considering the international context. In addition, respondents indicated that there were no direct measures conducted to boost media attention due to budget scarcity:

“PR agency with which we are working now they really try to get as much international coverage as possible. We are also not aiming towards every country, only certain, such as United States and Germany and some other are really important...”

“We have a new international media officer who helps to bring the brand of The Hague in the mindset of press all over the world and of course in important countries for us. We have no budget to advertise, it is too expensive, so we have it from the PR, word of mouth and the knowledge of people and journalists who travel to The Hague, and we make a program for them and hope that they will write in their papers about The Hague. And more and more that happens, because we are a very interesting city, but not many people know it. It’s not a sprint, it’s a marathon. It takes a long time.”

Nevertheless, quantity of media coverage – 27 publications in the period from 2007 to 2016 can be rated as low, what can be explained by the fact that there were no expensive publicity campaigns organized to promote the brand “City of Peace and Justice”, and brand-makers strive to get events and projects to the city (like for instance NSS) which they believe are going to play the main role in positioning of the city, generate press and social media attention and foster pride of the residents of The Hague. Another explanation of a low number of publications mentioning the brand “City of Peace and Justice” is applied research method, where the focus was mainly at the newspapers and magazines written in the English language. Thus, an alley for further research could be a study of the media coverage of The Hague brand which was

generated in the same period but in the newspapers and magazines written in the Dutch language.

5.2. Loyalty: Analysis of the Brand Usage by the International Organizations

In order to estimate effectiveness of the brand “City of Peace and Justice” it was decided to measure loyalty level of the target group of the brand - international organizations - towards the brand.

A search on the official websites of IGOs and NGOs based in The Hague revealed that 26 organizations out of 91 were using the brand in the publications in order to promote themselves (Appendix 4, Figure 5). Thus, 28, 57 percent of the organizations which were randomly chosen for the present research find it important for them to mention that they are based in The Hague employing the brand “City of Peace and Justice” on their official website. The other 71, 43 percent did not use the brand as it is, however in a few cases there were detected such word combinations as “Peace and Justice” and “Legal Capital of the World”. Taking into account the number of the organizations located in The Hague (more than 160) and their various scopes of work from law, cyber security, chemical weapons control, human rights defense and terrorism prevention to water pollution, clinical trials, refugees issues, gender justice, journalism and many others, it can be concluded that international organizations are loyal to the brand and that they consider usage of the brand beneficial for their external representation.

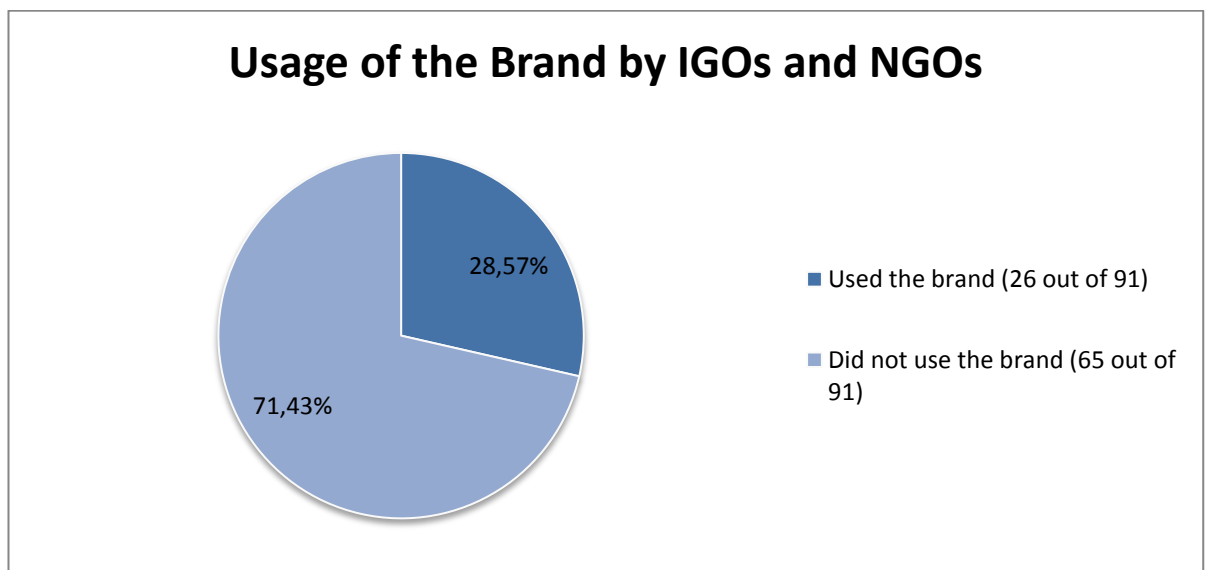


Figure 5: Usage of the Brand by IGOs and NGOs on their Official Websites

Apart from the websites search, during the interviews, representatives of the international organizations were asked which meaning the brand has for them and if they use it in the operation of their organization and why. Thus, representatives of every international organization interviewed in term of the present research find it important for them to be situated in a city which has a reputation of “City of Peace and Justice”, because the brand is very relevant to the activities their organizations perform and it adds more value to their work. Thus, the Coalition for the International Criminal Court even moved its headquarters in 2000, which was previously based in Amsterdam “because of this notion that the city was increasing in predominance, even though it was not promoted then as a brand ... as a headquarters for justice institutions.” Therefore, representatives of the international organizations which specialize in international justice stated:

“...we have a sense of being part of this notion that it is the “City of Peace and Justice” obviously being the headquarters not only for the ICC but also the International Court of Justice, the ICTY, many other international institutions like OPCW etc and we ourselves are a global network of civil society organizations working on peace and justice. It has certain logical relevance for us that we have our headquarters here in the “City of Peace and Justice.”

“It (brand) also fits to the idea how we position ourselves. Not only what we are doing but also that we are based in the “City of Peace and Justice”. I am convinced that our efforts add value to one another. It’s an honor to be part of this large number of organizations working in this field in The Hague. It’s a value for our organization to mention that.”

Majority of the representatives of the interviewed organizations could provide specific example of brand usage in their work, what demonstrates their loyalty towards the brand:

“The brand does come up in some of the presentations when our staff travels abroad and when we are explaining a bit what our organization is and how we work, where we operate and we do reference it, although I wouldn’t say necessarily in negotiations we use the term. ... But certainly in our introductory presentation about our organization we would say that we are headquartered in the “City of Peace and Justice”

“We use it because we are a training institute and of course we would like to attract people with the products we offer – specific training courses- but it’s also nice if the training courses will be facilitated in the nice city. So we certainly use it as: “The Hague

is a “City of Peace and Justice, it’s a really nice city and we are known of the ICC and the Peace Palace”. Than it has more volume.”

“...I use it just because it differentiates me from my competition which is not in The Hague, but in the other European capitals... it’s a nice way to present whenever I have a speech or so ... I often use it.”

A prominent example of the brand usage can be demonstrated in the Visitor’s Center of the Peace Palace, where there is a particular part of the Audio tour devoted to the explanation of the role of The Hague in the world and why the city rightfully gained the name of the “City of Peace and Justice” and “Legal Capital of the World”:

“When we speak to public we use the brand “City of Peace and Justice”, we receive 115 thousand people a year in the Visitor’s Center and the last part of the Audio tour is about the “Legal Capital of the World and “City of Peace and Justice.”

Two respondents were stating that they use the brand on their official website, but not really in the operation of their organization, because for them it is more important what stands behind the brand – networks of various peace and justice institutions - with who they can cooperate. This is the reason why the brand “City of Peace and Justice” is relevant to some of the organizations in The Hague:

“It’s not so much that we use the brand of the city but we do use the fact that we are based here. There is a distinction between the brand and what is actually behind the brand, namely the organizations which are working together in this field...”

“It’s not the main thing (brand), because they of course come for us and project but I promote it on the website and if our international group of course participants are coming herethey ask: “Can we visit the ICC?” because they come from Kosovo or other countries and they are really interested and really would like to see ... So, that’s a nice advantage of being in The Hague.”

Respondents participating in the branding process were asked to comment on the results of the usage of the brand and they concluded that there is still a lot of work has to be done to engage international organizations in relationship with the brand. There was also noted that this is a very slow process and that within the international organizations there is a big fluctuation of people and marketing managers of those organizations were also changing, so it was hard to control the process. Also, Bureau City Branding responsible for the brand management did not

have a capacity to constantly have contact with the international organizations concerning the brand:

“...some of them (organizations) were saying: “Yes, we are based in The Hague but we could be anywhere”... but some of them really see the benefits of the brand of The Hague and that The Hague internationally becomes more and more a synonym for peace and justice. So it’s also good for them to show that they are based here.”

Another point to be made is that brand-makers consider that organizations themselves have to decide if the brand will be used, whether it will help them to promote their interests and will be beneficial to mention it while presenting themselves internationally:

“It is not possible that you say to people, to companies: “Please use the brand! Here is the brand, use it!”... that doesn’t work. So we ask them now: “How important for your company is the brand of The Hague? Is there any difference if your company is in Rotterdam or in Amsterdam or in Deventer or in Leiden?” If they think that it is important that it is in The Hague, then they use it.”

5.3. Understanding the Effectiveness of the Brand “City of Peace and Justice” by the Target Audience

5.3.1. Brand Effectiveness Perceptions

During the interviews there was posed a question concerning the effectiveness of the brand and whether “City of Peace and Justice” fulfills its functions successfully and represents the city in a correct way. Majority of respondents consider that the brand of The Hague is very strong and that it promotes winning characteristics of the city efficiently also in the international level.

“I think the brand “City of Peace and Justice” is a very powerful one not only in The Hague, in the Netherlands, but also internationally.”

“It’s difficult to find a really specific thing for The Hague that gives international attention and “Peace and Justice” does. So I think they should continue with the brand, it’s a good brand.”

“The use of the brand like this (“City of Peace and Justice”) puts you on the world wide map...”

However, there were also respondents, who found it complicated to define performance of the brand, especially how it is being perceived abroad:

“I think it’s still a bit new for people outside of the Netherlands. I don’t know if the brand is old enough or established enough that it automatically reflects people the world over.”

In addition, almost all the interviewed actors concluded that the brand perceptions differ for them if they talk about it on behalf of the organization they are representing or as The Hague inhabitant. They also make a point of that the city is being branded mostly for the international public and not for the local people. Surprisingly, every interviewee noticed that the brand is effective in attracting organizations specializing in peace and justice as well as international conferences and events, but does not speak so much to the inhabitants, which in fact represent the city and play the role of the main ambassadors. So, it was noted that the brand should represent interests of the residents of The Hague better, because they are a very important part of the city profile.

“When I was younger for me The Hague was really the city of the Queen, city of the Parliament. It was more something local and I think for many people abroad the city has an image of being the “City of Peace and Justice” but for the local people not really and municipality wants to make it more visible.”

“I don’t think that many people in the city who are not working in this environment do realize that they live in the “City of Peace and Justice”. We know the Peace run, the only thing people know. I am not sure whether they know that we have tribunals here and the Peace Palace. I can imagine they think it is a Royal Palace.”

There were also expressed concerns that the brand “City of Peace and Justice” is not well known outside of particular professional circles and outside of the Netherlands, and that the main symbol of the brand the Peace Palace will not be unmistakably recognized abroad:

“Students, academics, interested individuals, public people who are involved in studying international law, international relations, politics - they will know of the Peace Palace but perhaps an average person walking down the street in another country outside

of the Netherlands will not have heard or seen any pictures of the Peace Palace previously or know what actually is housed there.”

Thus, looking at the presented results of analysis it can be concluded that the brand “City of Peace and Justice” is perceived as successful by the target group of the brand – international organizations. Although, respondents apart from working in the international organizations also represent other target group – citizens of the city – and from this position they considered the brand to be not so much known and also not being promoted significantly.

5.3.2. Perceptions on the Rebranding of The Hague

As was presented in the previous chapter, in the end of 2015 The Hague started with the new branding effort, called “Brand The Hague”, which identified four other brand elements besides “City of Peace and Justice”, namely “City by the sea”, “Seat of government”, “Residence of the royal family with regal allure” and “Leading companies and institutions” aimed at strengthening identity of The Hague and ensuring that the brand is answering to the needs and expectations of all major target groups. As it is not yet possible to measure effectiveness of the new brand concept, it was decided to study opinions of the target group of the brand – international organizations – about the rebranding of The Hague.

It was curious to discover that a small minority of respondents had positive perceptions about the fact that the city is being rebranded:

“I think it is possible to have different brands together ...I think for some local people the sea and the royal family are more attractive than the legal part of it and then I think for people coming from some countries royal family is not known or not well known doesn't have their interest so much, so for them it's better to focus the branding on “City of Peace and Justice”. Cities are dynamic. It doesn't have one feature only. I think it's smart that they are extending the brand...”

Although, brand-makers are very enthusiastic about the new identity of the city and the new brand elements, vast majority of respondents did not demonstrate support for the new brand concept as in their opinion added elements such as “City by the sea”, “Seat of government”, “Leading companies and institutions” and “Residence of the royal family with regal allure”, were more descriptive rather than focusing attention on what makes the city really unique in their opinion – its relation to peace and justice theme. Also, some actors expressed their concern that

the rebranding of The Hague will create misunderstanding and image of the city might be impaired.

“Positioning should be just around “City of Peace and Justice” because that’s what makes the city unique and all the other things...– that’s nice but you need stick to your choices. City marketing is not like a sprint, it’s more like a marathon and you should walk all the way, you can’t change your position in the middle of the match. It’s a stupid decision.”

“...there are more cities by the sea, more cities with international organizations. There are more cities with King or Queen. This is not unique. The high concentration of justice organizations is unique, as I do not know any other city like this.”

“...the city almost has no choice but to be the “City of Peace and Justice”, because all the other things are not important for the image of the city... If you want to go to the beach, I don’t think you’ll choose The Hague ... if you can go to Spain or Portugal ... you can also have a walk on the beach on Sunday, but it’s a side effect, people are here only for one reason...”

Nevertheless, brand-makers are convinced that new brand elements will add more flexibility and create more choices for every target group. Also, it is emphasized that The Hague, possessing a number of distinctive characteristics, is impossible to define in one brand.

“It’s rebranding yes, but’s not like a drastic ... you also have rebranding where you completely start with something that’s completely different, and that’s not the case ... it’s a big city, it’s very complicated... if you’re a small town in Switzerland which is basically known for skiing, there are ten thousand people and everybody eats and drinks from the skiing industry... you can actually position yourself as a ski resort, that’s it. But if you’re a big city and you have a lot of different economic sectors and a lot of variety of events and people and culture, it’s very hard to grasp it...”

The fact that a vast majority of the representatives of the international organizations did not consider the rebranding as a positive phenomenon, but rather defined it as something not necessary, confusing and impairing the image of the city, making it less unique and distinctive, was predictable. All the interviewed actors representing the brand’s target group were employees of organizations directly related to the peace and justice topic, very enthusiastic and considering the brand “City of Peace and Justice” extremely important for the city. However, brand

managers were stating that such target groups like tourists, residents and companies did not see any benefits from “City of Peace and Justice” brand and wanted other winning characteristics of the city like that The Hague is close to the sea or that it is a place where royal family lives to be also reflected in the brand. Therefore it might be curious, to study perceptions of other target groups apart from the international organizations about the brand and even more interesting to see the results of the performance of the new brand concept effects of which can be seen and evaluated only in a few years.

5.3.3. Brand Performance Satisfaction (Questionnaire Results Analysis)

Next to the interviews, respondents (both participants of the branding process and representatives of the international organizations) were asked to fill out a short closed questionnaire concerning their opinion about the brand performance (Appendix 2). As in a vast majority of cases respondents expressed their satisfaction with the brand performance, it was decided to study correlations between the perceptions on the effectiveness of the brand separately by the brand-makers and a target group of the brand – international organizations (See Figure 6).

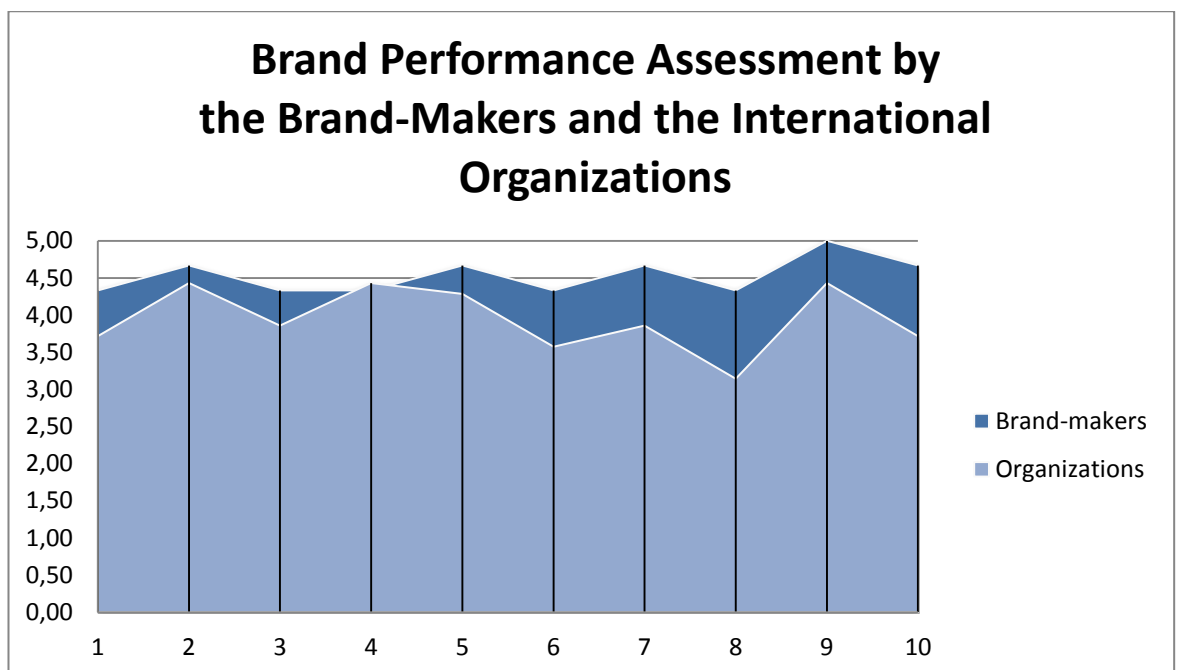


Figure 6: Brand Performance Assessment by the Brand-Makers and the International Organizations

It can be stated that participants of the branding process in general consider that the brand is more effective, rather than the representatives of the international organizations think. The lowest score was obtained by the dimension that the branding campaign “City of Peace and Justice” meets the needs of The Hague. Other relatively weak points considered by the respondents (still having in average 3,9 and 3,8 respectively with the responses between “Undecided” and “Agree”) were the “clarity of the brand concept and identity” and “consistency of the brand with the strong points of the city” which should to be promoted according to respondent’s opinion. Remarkable fact is that the representatives of the international organizations evaluated the brand as very effective and important for the reputation of the city in the international arena with an average score 4,4, which was even slightly higher than the average score of the brand-makers (4,3), what certainly demonstrates that both parties are convinced that the brand is crucial for the international image of the city. The answers to the eighth question indicated that actors participating in the branding process strongly agree that there were activities performed to enhance the image of the city with regards to the brand “City of Peace and Justice”, although representatives of the target group could not fully agree to this fact. Brand-makers noted several times that real campaign about the “City of Peace and Justice” was never their goal, also due to the lack of financing and capacity, but representatives of international organizations would like to see and be involved in a bigger amount of activities apart from Just Peace Festival, which is in the opinion of the target group is very efficient in fostering the brand. Strong difference in perceptions of the brand-makers and representatives of the international organizations was recognized in the answers to the last question, where respondents were asked to express their overall satisfaction about the brand performance. Thus, brand-makers indicated their very high satisfaction with average score 4,7, while representatives of the target group with rather low score 3,7. Such difference in perceptions signifies that international organizations see potential, value and strength of the brand and its usefulness and believe that it could be promoted more. One of the representatives of the international organization specializing in international justice stated:

“I think the brand is useful. The performance could be better... I think they can lobby even more, I mean lobby for making it a serious brand. I think they could attract more organizations, I also feel they could still do better in promoting and bringing together international and national organizations which are linked to subject.”

Apart from the questionnaire actors participating at different stages of the branding process were asked to express their opinion on the brand performance. All the interviewed actors

emphasized that the branding process more resembles a marathon, rather than sprint and that actual results of the efforts of the last years will be seen later.

Brand-makers believe that the best mean for The Hague promotion in future will be attraction of more international events and conferences, more international organizations and extension of Leiden University Campus, which is expected to attract more students. Brand-makers are convinced that the ambassadors of The Hague will play a very important role: "...ambassadors who worked here, ambassadors who studied here" but also tourists visiting The Hague while travelling in the Netherlands and of course residents which are proud of their city:

"City marketing comes with city pride and the people living in The Hague are proud of being ... in a city with has such an international performance."

Another point which was stated is that the city branding should be approached in a more creative manner to ensure that the city promotion will be modern and inspiring and not boring. For instance, for the Peace Museum there is really a goal to make it in a creative team with creative architect, "...it should be like an experience, something really fantastic..." to make peace topic appealing, challenging and exciting and not boring as it is perceived especially by young people today.

"...success would be really in terms of improving the image, that's the most important thing and more awareness of The Hague ...not only for tourists, but also for students, companies and international organizations."

"...I think we have done a lot and it is also about patience. There is still a lot of work to be done within the City Council and within the cooperation with the Department of Foreign Affairs. It is slowly progressing and you need events like the NSS to really make it happen, but I think a lot of people see the economic potential of the "City of Peace and Justice" and importance for the development of the city of The Hague. I think if there would be a Peace Museum it becomes interesting for tourists as well and if more students will be coming in The Hague and the University of Leiden will be expanding. I think there are a lot of signals that it's really important for the city..."

As for the representatives of the international organizations, they consider the brand of The Hague "City of Peace and Justice" effective, although they had a couple of concerns and also recommendations on what could and should be improved:

“I think it is a really good strategy...One thing I hope that The Hague doesn't lose in its branding exercise is its “Dutchness”. It is a part of the Netherlands and it should remain a Dutch city, open and welcoming for people who come from anywhere else in the world, but I wouldn't want it to lose that sense of self and origin and belonging to the rest of the country.”

“The city of The Hague is successful at attracting new organizations ... only than the next step is to bring those organizations together, to make it one plus one not two, but one plus one is three. I don't see it happening...”

To summarize, conducted study of the perceptions of the representatives of the international organizations revealed that this target group believes in success of the brand but would also like to see more efforts from the brand-makers, more promotion, and more cooperation with the network of international institutions in the city. In addition, perceptions of the interviewed actors differed considerably when they were talking on behalf of the organization which they represent or as a resident of The Hague. It was stated, that more activities have to be performed to enhance commitment of the citizens of the city to the brand, which is today perceived as rather professional and not speaking so much to ordinary The Hague residents. This was the reason why The Hague started its new branding efforts “Brand The Hague” in 2016 to be able to create identity which is appealing and answers the needs of such target groups as citizens and tourists and attracts them effectively. However, brand-makers were emphasizing that branding of the city is an ongoing process and that more observable results will be seen later and that these days they put all their efforts into the brand development and image enhancement. As a final point, it was revealed that the brand is quite effective in the fulfillment of its functions, although the studied target group is expecting better brand performance in future.

VI. Main findings. Conclusions. Future Research

6.1. Main Findings

The objective of this thesis was to study influence of the branding strategies on the effectiveness of The Hague brand “City of Peace and Justice”. The analysis was based on the information obtained during the interviews with the participants of the branding process as well as opinions expressed during conversations with the representatives of the target group of the brand – international organizations - in order to examine whether their perceptions of the city are congruent with what the city offers and if they match image and identity which brand-managers are trying to promote. Collected during the interviews with the brand-makers data allowed to research circumstantially what kind of brand management strategies were applied during the branding process, which activities were performed at every particular stage to achieve the brand goals, and how they contributed to the brand performance and consequently to the image and reputation of the city. The Hague case became another illustration of the complex nature of the city branding processes in which managerial efforts play pivotal role.

6.1.1. Branding Strategies

The interviews demonstrated that each of the major brand management strategies discussed in the theoretical framework namely market research, brand construction and development, communication and maintenance were applied by the brand-managers in The Hague case. Analysis showed that The Hague brand has a clear brand identity which was determined by historical development of the city and it was also stressed that “City of Peace and Justice” was appearing naturally and reflects the DNA of The Hague. Thus, identity of the brand was formulated on the basis of the actual achievements of the city and therefore can be considered credible. However, it has to be outlined that the brand reflects the identity of The Hague in a selective manner, leaving out such characteristics of the city as closeness to the sea and that the city is a place where a number of leading companies are headquartered, royal family is living and Dutch government is based. A new branding approach was introduced in 2016 and it represents particular brand for every specific target group to be able to convey other winning characteristics of the city apart from the “peace and justice” theme. The new branding approach is broader than “City of Peace and Justice”. Perceptions of the target group of the brand - international organizations - about the city in all cases were congruent with the identity of the brand “City of

Peace and Justice” and it was also revealed that respondents had a clear picture in mind describing the image of the brand indicating similar characteristics. Associations, which the representatives of the target group had with the brand, match the features which the branding strategy “City of Peace and Justice” is trying to promote. Overall, it can be stated that perceptions of the interviewed actors about the brand are very positive and the brand is considered by majority of respondents to be the only right choice for the city because it emphasizes its unique position.

The communication strategy of the brand was implemented performing various activities designed specifically for every target group taking into consideration their needs and preferences, what according to the brand-makers allowed to convey the brand message effectively. First of all, the brand-makers’ aim was to make sure that the information about the brand is accessible and therefore the website was launched and the brochure was prepared and distributed (for instance, during events like NSS) what had an impact on the quantity of media coverage dedicated to the brand in 2014. Therefore within the brand communication strategy the brand-makers are striving to attract as many governmental meetings, events, conferences and festivals to The Hague as possible because they believe that such events will boost awareness of the brand, especially taking into account the fact that the city due to the lack of resources cannot promote itself via expansive campaign with paid commercials. Also, due to the limited resources, the brand could not be promoted actively to the citizens and tourists, therefore communication strategy for these target groups mostly comprised Just Peace Festival and audio and guided tours at the Peace Palace. It is necessary to introduce more means of brand communication, more activities which will engage citizens and tourists and improve their perceptions about the “City of Peace and Justice”, which is today perceived by them as something boring, only speaking to professionals and not something exciting and attractive for ordinary people. In addition, several respondents stressed that ordinary The Hague citizens are not so much aware of the brand, if they are not personally involved in “peace and justice” theme.

Nevertheless, brand-makers are in constant contact with the international organizations and trying to get to know their needs thoroughly and involve into the branding process, as they are the ones who possess unique knowledge which can help to boost the popularity of the city and the brand in the international arena as well as to attract more institutions and events on peace and justice topics to the city. In addition, it was revealed that many international organizations based in the city consider the brand important for future expansion of The Hague network of international institutions and also stated that mentioning of the brand in the official websites is beneficial for their image and helps to differentiate themselves. Moreover, The Hague Project Peace and Justice plays an important role in the communication of the brand and fostering the

reputation of the city as a “center of excellence in peace and justice” by organizing various learning and training activities, lectures, dialogues (for instance, Hague Talks) where actors from students to high-profile persons can discuss peace and justice issues and exchange expertise, attracting international attention to The Hague “City of Peace and Justice”. In fact, it was not easy to determine whether activities performed by the brand-makers within the city branding strategy were contributing to the effectiveness of The Hague brand and even harder to assess direct effects. Therefore, in order to present judgements as a rule the author was looking at the opinions of both brand-makers and target groups towards every particular issue, trying to achieve balanced perception.

Another point to be stated is that “City of Peace and Justice” with the Peace Palace, courts, tribunals and extensive network of more than 160 peace and justice institutions was defined as the only unique characteristic of the city, which has to be fostered both at the local and international level. It can be concluded that representatives of the international organizations demonstrated high support for and commitment to the “City of Peace and Justice” brand and would like to see more promotion of it in future and also more efforts from the city to enhance cooperation between the organizations and strengthen relations between the network members making them better organized and more productive. Another point to be made is that institutions in The Hague are really eager to see government support in what they are doing as well as to attract more organizations specializing in peace and justice to the city, to enhance its reputation of the “Legal capital of the world”.

Furthermore, during the study of the process of brand maintenance, was discovered and studied another branding strategy – rebranding – as well as circumstances and reasons which lead to the decision to rebrand the city. The most important reason named by the brand managers was that the brand did not correspond to the requirements of the tourism sector and residents, who do not really feel the peace and justice theme, if they are not personally involved in this sphere. For tourists, concepts like “City by the sea” and “Residence of the royal family with regal allure” are more attractive and more successful at boosting city image. Brand-makers emphasized that The Hague has so many dimensions and strong points distinguishing it from other cities, that these characteristics cannot be comprised in just one brand. They are convinced that in order to ensure positive image and reputation of the city for each target group from conferences and international organizations to tourists, residents, students and companies, The Hague will have to position itself with each of the five brands: “City of Peace and Justice”, “City by the sea”, “Seat of government”, “Leading companies and institutions” and “Residence of the royal family with regal allure”.

In spite of positive expectations of the brand managers with regards to the new brand concept, during the interviews with the representatives of the international institutions in The Hague it was discovered that vast majority of respondents do not support the new approach and characterize it as unnecessary and impairing the image of The Hague as a “City of Peace and Justice”, and added brand elements rather descriptive than promoting unique features of the city. However, these judgements cannot be considered as universal and it is necessary to examine perceptions of other target groups apart from the international organizations in order to indicate the attitude towards the rebranding. The effects of the rebranding as a part of the maintenance strategy cannot yet be estimated as the new approach has been employed for only several months.

It was stated in the theoretical part that successful city branding requires involvement of multiple actors contributing to the effectiveness of the brand providing their valuable expertise and resources. The Hague branding process is recognized to be highly interactive as the brand is being managed in cooperation with important city stakeholders such as The Hague Peace and Justice Project, the Peace Palace and The Hague Campus of Leiden University as well as other international institutions in the city. Participants of the branding process noted that stakeholder involvement is important for the promotion of the brand and its future success with what they justified the theory argued in the second chapter of the present thesis. Moreover, brand-makers noted that stakeholder involvement in The Hague case helped to increase their commitment to the brand.

6.1.2. Brand Effectiveness

It is hard to determine to what extent city brands are effective, therefore there were several indicators designed in order to evaluate performance of The Hague brand. Thus, assessment of the brand usage by the international organizations on their official websites, tells about rather high loyalty level towards the brand, even though there are only slightly less than 30 percent of organizations in the city who actually use it on the official websites. Vast majority of the interviewed representatives of the international organizations concluded that the brand is beneficial for their external representation and is being employed in the operation of their organizations, providing particular examples of the brand usage. Overall, respondents representing international organizations are loyal to the brand, share its message, satisfied with already achieved results and convinced that branding of The Hague as a “City of Peace and Justice” is vital for the city and has to be continued in future. Moreover, it was mentioned during

the interviews that positioning of The Hague as a “City of Peace and Justice” is significant not only for the city, but also for the Netherlands on the whole, because it adds to the image of the country which is today associated more with tulips, legal drugs, canals and bicycles. Thus, it can be concluded that in the process of employment of the “Brand creation and development” branding strategy the identity was chosen according to the needs and preferences of this target group, what lead to such revealed effects as satisfaction with the brand and loyalty towards it. As a consequence, it was noticed that satisfied with the brand and loyal to it organizations tend to place it on their official websites.

Another interesting finding is that the brand managers’ perceptions on the effectiveness of the brand differ considerably from perceptions of the target group – international organizations. Brand-makers tend to think that the brand fulfills its functions more effectively rather than the representatives of the international organizations consider, who found it difficult to assess brand performance and in most cases just defined it as “satisfactory”. This might cause additional risks and complications for the branding process in future because the brand-makers’ are not able to perceive things as the target audience does and consequently cannot adapt the brand according to their needs, what could possibly lead in future to lower levels of loyalty and satisfaction if this tendency continues. Without detailed examination of perceptions of the target groups about the brand and knowing their needs and preferences, which as was stated in the theoretical part can change during the time, it might be hard in future to design effective brand maintenance strategy which will strengthen the brand and its impacts.

Also, it was noticed that perceptions of the representatives of the international organizations vary considerably if they are talking on behalf of the organization or as The Hague citizen. They stated that as an organization representative they really see the values of the brand and also activities which were performed by the brand-makers to promote the brand and increase loyalty towards it, whereas there were not seen activities promoting “City of Peace and Justice” to the local public, except for the Just Peace Festival. From the point of view of the citizens of The Hague the brand is focusing too much on professional characteristics of the city without speaking to the ordinary local population not engaged in peace and justice sphere. It can be concluded that the “City of Peace and Justice” communication strategy towards the citizens and tourists has to be improved and enriched with more activities appealing to ordinary people and contributing to the understanding and acceptance of the brand, although the brand-makers claim that such brands as “City by the sea” or “Residence of the royal family with regal allure” will be more effective in attraction of these target groups.

Another point which is worth mentioning is that measurement of media coverage as an indicator for the brand effectiveness was hard to analyze due to the small number of publications

(27) mentioning the brand in the international magazines and newspapers in the period from 2007 to 2016. Because within this research there was not conducted a comparison with the brands of other cities, it is hard to judge whether the quantity of media coverage of the brand was low or average, although there can definitely be recognized the tendency of the increase in the number of publications symbolizing the strengthening of the brand and its growing effectiveness. It has to be stated that in the branding process there were not recognized activities aimed at fostering media attention and coverage, such as for example advertising in different types of media from print to television and the Internet, due to the lack of resources.

Direct effects of certain branding activities were not possible to verify and therefore judgements were formulated by the author looking additionally at the beliefs of the brand-managers and representatives of the international organizations.

6.2. Hypotheses Testing

Looking at the analysis results it can be concluded that each of four hypotheses posed in the beginning of the present research were accepted. There was proved strong positive relationship between the independent variable “Branding strategies” and dependent variable “Image and Identity” (H1, H2). It was revealed that due to the employment of branding strategies image and reputation of The Hague improved, what is witnessed by the increasing number of the publications in the international newspapers and magazines which mention the brand “City of Peace and Justice”. Also, questionnaire results detected that the target audience of the brand is satisfied with the brand performance and is convinced that performed activities to promote the brand in the last years resulted in a stronger brand commitment and improvement of the city image and strengthening of The Hague position as a “center of excellence in peace and justice”. In addition, in the recent years more and more events such as congresses, conferences and meetings of governmental leaders are being held in The Hague on peace, justice and security topics, such as the Nuclear Security Summit in 2014 and the Global Conference on Cyberspace in 2015 which according to the brand-makers are an opportunity to increase awareness of the “City of Peace and Justice” worldwide. Moreover, unique identity and distinctive and positive image invigorated by the branding campaign led to the establishment of The Hague Campus of Leiden University, offering courses directly relating to peace and justice theme and successfully attracting both Dutch and international students.

The third hypothesis (influence of branding strategies on the brand effectiveness) is accepted due to the fact that quantity of media coverage of the brand was increasing in the period

from 2007 to 2016 when there are more activities in terms of branding strategies are performed. Also, the relation between the application of the branding strategies and brand effectiveness is demonstrated through the increasing number of international organizations coming to The Hague because of the feeling of belonging to the network of international peace and justice institutions and opportunities which are opening for them in the city. In addition, The Hague is becoming an increasingly popular meeting place for the negotiations of the world leaders and for other events like conferences, festivals or exhibitions on peace, justice and security topics.

Relation between the clarity of the brand concept and identity and the brand effectiveness (H4) was also proved to be invigorating due to the results of the measurements of performance indicators. The brand effectiveness was increasing when more brand management strategies were applied which were helping to achieve clearer brand identity and better image.

6.3. Validity and Reliability

In the present research there were used transparent methods of data collection and analysis. Respondents are considered as reliable sources of information. The author was trying to avoid biases during the interviews following the questionnaire carefully and being non-judgmental and neutral. Data was studied according to City Branding Theory presented earlier and was analyzed carefully to provide reliable results.

However, taking into consideration the fact that for the author and some of respondents English was not a native language, information could be distorted, whereas additional clarifications were asked for in the moments of misunderstanding. Research results could be also affected by variety of conditions such as quality of Internet and telephone connection, space where interview was taken, time, noise and other factors. Nevertheless, the recordings of the interviews were of a good quality and transcriptions were accomplished accurately. In cases, when important information pieces needed additional explanations the author was contacting respondents.

Another point to be made is that the brand effectiveness was mainly measured from the perceptions of one target group - international organizations. Therefore brand performance assessment of perceptions of other target groups such as The Hague residents or tourists has to be conducted to see the entire picture and be able to say to what extent the brand can be called successful.

6.4. Recommendations

There were several recommendations formulated based on the judgements of the author which were supported by presented findings and analysis results. As The Hague recently started to implement the new branding strategy which includes four new brand elements, recommendations are going to concern the future efforts of the brand-makers in promotion of the city.

Although the brand-managers state that the new approach is not a drastic change but rather creation of more flexibility, the analysis shown that not all target groups of the brand “City of Peace and Justice” are ready for the new brand elements. As city branding is a long-term process and the effects of the rebranding will be visible only in a few years, at this point brand-makers are recommended to devote particular attention to the communication strategy of the new brand elements, not to cause confusion in what the city of The Hague actually is and ensure deep understanding of the new brand concept by the target audience.

Another point to be made is that further brand communication efforts have to be sensitive and differ for every particular target group to avoid possibility of disapproval or even rejection of the new brands. Equally important in the next years will be to organize extensive promotion of the new brand concept, in order to foster awareness and recognition of other brand elements besides “City of Peace and Justice”. Communication should be implemented via various channels such as media and events but also advertising, which was not performed before, in order to ensure that this branding strategy is efficient.

In addition, it is believed that it will be crucial to conduct performance monitoring of the new brand concept in the nearest future in order to find out perceptions of the target groups at the early stages of the branding process and if necessary to adjust the brand according to their preferences. Such measure will increase chances for success of the new branding campaign and consequently will help to achieve desired image and reputation of The Hague faster.

6.5. Further Research

In order to ensure that the results of the present analysis are reliable, further research should include development of the new approaches to the city brand evaluation and new indicators for the brand effectiveness. Although this research was assessing three indicators namely loyalty, satisfaction and quantity of media coverage, further similar research should be conducted to measure brand performance with other indicators, for instance recognition, pride of

people, worthiness of coming to see and like and also from the point of view of other target groups. Thus, there could be conducted a study of perceptions of tourists coming to The Hague, if they are aware of The Hague being the “City of Peace and Justice” and which characteristics they find important in making a decision to visit the city. Similarly, there might be examined perceptions of students of The Hague Campus Leiden University, what are their motives to choose namely this study institution, which factors determined their choice and what are their expectations about education obtained in the “City of Peace and Justice”. Evaluation of perceptions of the inhabitants of The Hague as well as other indicators (also quantitative) is vital for getting homogeneous results on The Hague brand effectiveness. It could be also interesting to study communication strategy of the brand aimed at engagement of the international organizations from the perspective of the Municipal Department of Foreign Affairs, which activities are being performed and if they are considered effective and enhancing the brand image.

Moreover, it is assumed that better judgement of the brand performance for the indicator “Quantity of media coverage” could be introduced after evaluation of the media coverage of the brands of the cities with similar characteristics, for instance Antwerp with its “Atypical Antwerp”, to be able to compare it with the analysis results of The Hague brand. Moreover, there is a concern that the reason for such small number of publications mentioning the brand “City of Peace and Justice” might be the language, in which articles are published, therefore might be curious to measure quantity of media coverage within the same period of time but in the Dutch language.

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Appendix 1: Interviewee Details

Nº	Interviewee	Institution	Position	Procedure	Duration (min)	Date
1	Paulien Boone	The Hague Institute for Global Justice	Development Officer	Skype	23	19.05.2016
2	Erik Braun	Erasmus University Rotterdam	Senior Researcher and Lecturer	face-to-face	60	19.05.2016
3	Stefan Beer-Rutte	Bureau City Branding	Senior Communications Manager (2009 - 2016)	Skype	50	23.05.2016
4	Ernst van den Berg and John Kroes	Bureau City Branding/ University of Leiden	Chief Marketing Officer/ Liaison Officer	face-to-face	56	25.05.2016
5	Willem van Nieuwkerk	Center for International Legal Cooperation	Director	face-to-face	34	26.05.2016
6	Dyana Kettenis	The Hague Academy for Local Governance	Communication Officer	face-to-face	33	26.05.2016
7	Kirsten Meersschaert	Coalition for the International Criminal Court	Director of Programs	Skype	31	27.05.2016
8	Ingrid de Beer	Ministry of Foreign Affairs “Hague Project Peace and Justice”	Project manager	face-to-face	84	30.05.2016
9	Frits Huffnagel	Municipality of The Hague	Alderman for City Marketing, International Affairs, ICT and the City Centre (2006-2009)	telephone	25	06.06.2016
10	Christien Uringa	Carnegie Foundation/Peace Palace	Head of Public Affairs	face-to-face	24	09.06.2016
11	Pepijn Gerrits	Netherlands Helsinki Committee	Executive Director	telephone	28	21.06.2016
12	Candice Alihusain	Peace Palace Library	Coordinator of Reading Room Services	face-to-face	27	24.06.2016

Appendix 2: Interview Questions and Questionnaire

Interview Outline (Brand-makers)

General:

1. Why the idea to create the brand appeared? (some city problems which had to be overcome)
2. How the branding strategy (campaign) was decided upon and put in action?
3. What are the initial goals of the brand “City of Peace and Justice” (short, medium, long-term)?
4. What does the Hague brand “City of Peace and Justice” stand for? (positioning)

Branding strategies:

1. How was the data collected before the creation of The Hague brand?
2. Who was involved in the branding of The Hague and in what way? (how they contributed)
3. How was the image and identity of the brand constructed? Please define them
4. How was positioning reinforced and defended?
5. Which target audience did you want to capture with the brand? What do you want target audience to think about The Hague brand and which feelings in them you want to evoke?
6. How was the brand communicated to internal and external stakeholders? Which stakeholder group played an important role?
7. How did the maintenance of the brand being proceed? Was it reproduced? Were there some obstacles/ challenges associated with this process?
8. Was the assessment of the brand performance implemented and how?
9. Which role international organizations played during the branding process?

Effectiveness:

1. Why it is possible to call The Hague brand “City of Peace and Justice” successful?
2. To what extent are you satisfied with the implementation of branding strategies?
3. Does the brand achieve goals it is supposed to reach according to initial branding strategy?
4. Are there some success stories associated with The Hague brand?
5. How would you improve the current branding strategy?

Interview Outline (International Organizations)

1. What is your position, task and responsibilities in ...? Are your job responsibilities in some way related to the brand? Have you already obtained some relationship with the brand?
2. How do you understand the brand “City of Peace and Justice” and its message?
3. When you think of the brand “City of Peace and Justice”, what are the first associations or words that come into mind?
4. If the brand would be a person, what would its personality be like?
5. Would you agree that identity and image of the brand “City of Peace and Justice” fit to The Hague and assist to promote winning characteristics of the city in a correct way?
6. How does this brand engage with your organization?
7. I noticed that sometimes your organization is using the brand in the publications on the official website. Do you do it deliberately?
8. Do you use the brand in the work of your organization? Why and why not?
9. Do you think that the brand in some way could contribute to the work of your organization?
10. Do you have some experience with the brand? Was it rather positive or negative?

Closed Questionnaire

This short questionnaire aims at identifying perceptions of actors participating at different stages of the branding process about performance of The Hague brand “City of Peace and Justice”.

Full Name	
Organization	
Position	
Date	

Please tick the box which better indicates your agreement to the following statements, with 1 being “totally disagree” and 5 being “totally agree”.

№	Statement	Totally Disagree (1)	Disagree (2)	Undecided (3)	Agree (4)	Totally Agree (5)
1.	The brand “City of Peace and Justice” has a clear brand concept and identity					
2.	The brand “City of Peace and Justice” is making a positive contribution to the image of The Hague					
3.	The image which brand “City of Peace and Justice” promotes corresponds with my perceptions about the city					
4.	The brand “City of Peace and Justice” contributes positively to the international reputation of the city					
5.	The brand “City of Peace and Justice” is appropriate for The Hague (fits with the identity of					

	municipality)					
6.	The brand “City of Peace and Justice” is carrying the idea which is consistent with the strong points of the city					
7.	Within city marketing strategy “City of Peace and Justice” there were performed activities which enhanced the image of the city					
8.	“City of Peace and Justice” branding campaign meets the needs of The Hague					
9.	“City of Peace and Justice” branding campaign is important for the city and has to be continued in future					
10.	Overall, I am very satisfied with performance of The Hague brand “City of Peace and Justice”					

Appendix 3: Media Coverage

№	Date	Article title	Source	Country	Context	Word count	Number of mentions
1.	December 2008	House of war	Vanity Fair	USA	WAR CRIMES (93%); PRIME MINISTERS (92%); SEPARATISM & SECESSION (91%); ETHNIC CONFLICTS (90%); MARTIAL ARTS (90%); ARMIES (90%); MILITARY WEAPONS (90%); MILITARY & VETERANS LAW (90%); SHOOTINGS (90%); GUNSHOT WOUNDS (90%); BOMBS & EXPLOSIVE DEVICES (90%); METAL DETECTORS (90%); MOUNTAINS (90%); REBELLIONS & INSURGENCIAS (90%); INTERNATIONAL RELATIONS (90%); FARM LABOR (90%); WAR & CONFLICT (90%); FAMILY (90%); ECONOMIC NEWS (90%); INTERNATIONAL COURTS & TRIBUNALS (90%); ARMED FORCES (90%); AIRLINES (90%); VIOLENT CRIME (90%); FIREARMS (90%); CEMETERIES (79%); RURAL COMMUNITIES (79%); CITY LIFE (79%); TERRORISM (79%); TAX ENFORCEMENT (79%); TAXES & TAXATION (79%); PROTESTS & DEMONSTRATIONS (79%); POLITICS (79%); MOTOR VEHICLES (79%); MOBILE & CELLULAR COMMUNICATIONS (79%); SMUGGLING (78%); WOMEN (78%); TAX FRAUD (78%); INTERVIEWS (78%); HISTORY (75%); TAX LAW (75%); INTERNATIONAL LAW (75%); STANDARDS & MEASUREMENTS (74%); RAP MUSIC (74%); IRRIGATION (74%); APPROVALS (74%); WITNESSES (74%); PUBLIC	9255	1

					<p>CONTRACTING (74%); TEXT MESSAGING (74%); FAMILY FARMS (74%); PROPERTY VACANCIES (73%); DOGS (73%); AIRLINE EMPLOYEES (73%); SKIING (73%); HAIR LOSS (72%); BUDGETS (72%); FUR & LEATHER CLOTHING (71%); RESTAURANTS (71%); FARMERS & RANCHERS (69%); MARATHONS (68%); GENOCIDE (68%); JUDGES (68%); INDICTMENTS (67%); EXTORTION (67%); HUMAN RIGHTS VIOLATIONS (67%); UNITED NATIONS INSTITUTIONS (67%); CRIMINAL OFFENSES (67%); MEN (65%); RESORTS (64%); MILITARY SURVEILLANCE (63%); HIP HOP CULTURE (62%); ACQUITTAL (62%); GLOBALIZATION (62%); SPORTS INSTRUCTION (62%); NIGHTCLUBS (60%); MIGRANT WORKERS (60%); COLLEGE & UNIVERSITY PROFESSORS (60%); HEROIN (59%); EXERCISE & FITNESS (50%)</p>		
2.	May 30, 2009	What it means to lead in the world	Ottawa Citizen	Canada	<p>INTERNATIONAL COURTS & TRIBUNALS (90%); LANDMINES (89%); CONFERENCES & CONVENTIONS (89%); FOREIGN RELATIONS (89%); INTERNATIONAL LAW (89%); HUMAN RIGHTS VIOLATIONS (88%); MILITARY WEAPONS (87%); POLITICAL PARTY CONVENTIONS (78%); GLOBALIZATION (76%); STATE DEPARTMENTS & FOREIGN SERVICES (76%); INTERNATIONAL RELATIONS (76%); FOREIGN POLICY (76%); NUCLEAR WEAPONS (75%); WAR CRIMES (74%); CRIMES AGAINST HUMANITY (74%); TREATIES & AGREEMENTS (73%); HUMAN RIGHTS (73%); NATIONAL SECURITY (71%); UNITED NATIONS INSTITUTIONS (69%); GENOCIDE (69%); ARMS</p>	1019	1

					CONTROL & DISARMAMENT (66%); WEAPONS DECOMMISSIONING (66%)		
3.	July 9, 2009	Celebrate the peacekeepers	Ottawa Citizen	Canada	PEACEKEEPING (91%); PARADES & MARCHES (90%); INTERNATIONAL LAW (90%); AWARDS & PRIZES (90%); ARMED FORCES (89%); INTERNATIONAL RELATIONS (73%); INTERNATIONAL COURTS & TRIBUNALS (73%); CITY LIFE (73%); NOBEL PRIZES (72%); HEADS OF STATE & GOVERNMENT (71%); PRIME MINISTERS (71%); WORLD WAR II (70%); KOREAN WAR (70%)	623	1
4.	January 22, 2010	So you want to be an international lawyer?	Lawyers Weekly	Australia	LAWYERS (93%); ALTERNATIVE DISPUTE RESOLUTION (93%); INTERNATIONAL LAW (91%); INTERNATIONAL COURTS & TRIBUNALS (90%); LAW COURTS & TRIBUNALS (78%); UNITED NATIONS INSTITUTIONS (78%); MAJOR US LAW FIRMS (78%); USTICE DEPARTMENTS (73%); CONTRACTS LAW (73%); SCHOLARSHIPS & GRANTS (73%); ATTORNEYS GENERAL (73%); JUDGES (73%)	1254	1
5.	November 27, 2010	Hanging out in The Hague	The Irish Times	Ireland	MUSEUMS & GALLERIES (87%); LEGISLATIVE BODIES (78%); WAR CRIMES (78%); INTERNATIONAL COURTS & TRIBUNALS (78%); MARIJUANA (77%); RESTAURANTS (77%); UNITED NATIONS INSTITUTIONS (73%); WRITERS (73%); NONGOVERNMENTAL ORGANIZATIONS (72%); LAWYERS (71%); ARTISTS & PERFORMERS (71%); EXHIBITIONS (71%); EMBASSIES & CONSULATES (68%); VISUAL ARTS (66%); VISUAL ARTISTS (66%)	1845	1
6.	March 28, 2012	Confronting complexity in the	Abi Inform/ American	USA	INTERNATIONAL LAW (94%); NONGOVERNMENTAL ORGANIZATIONS (91%); INTERNATIONAL COURTS & TRIBUNALS (91%);	10603	4

		Hague:the view from the courts and tribunals	Society of International Law		GLOBALIZATION (90%); RULE OF LAW (90%); ASSOCIATIONS & ORGANIZATIONS (90%); ETHNIC CONFLICTS (89%); LAW COURTS & TRIBUNALS (89%); RELIEF ORGANIZATIONS (86%); GENOCIDE (78%); UNITED NATIONS INSTITUTIONS (78%); INTERNATIONAL RELATIONS (78%);		
7.	May 5, 2012	Rights Group Protest Role of French Transport Company in Tender	Palestine News & Information Agency (WAFA)	Israel	URBAN RAIL SYSTEMS (90%); TRANSPORTATION SECTOR PERFORMANCE (90%); HOLDING COMPANIES (90%); URBAN TRANSIT SYSTEMS (90%); PUBLIC TRANSPORTATION (89%); HUMAN RIGHTS (89%); INTERNATIONAL LAW (89%); HUMAN RIGHTS ORGANIZATIONS (78%); HUMAN RIGHTS VIOLATIONS (78%); CITY LIFE (77%); CONTRACT AWARDS (77%); PARENT COMPANIES (77%); CONTRACTS & BIDS (77%); PROPERTY ANNEXATIONS (77%); MASS TRANSIT CONSTRUCTION (74%); LAW OF WAR (73%); JEWS & JUDAISM (69%)	471	2
8.	May 28, 2012	Rights Group Welcomes Dutch Decision Against French Company	Palestine News & Information Agency (WAFA)	Israel	URBAN TRANSIT SYSTEMS (89%); INTERNATIONAL LAW (88%); UNITED NATIONS INSTITUTIONS (86%); CITIES (78%); TRANSPORTATION INFRASTRUCTURE (77%); HUMAN RIGHTS (73%); PROPERTY ANNEXATIONS (73%); JEWS & JUDAISM (68%); LANDFILLS (61%); MOTORCOACHES & BUSES (57%)	483	1
9.	July 1, 2012	Nelson Mandela graces the world	Sunday Times (South Africa)	South Africa	ARTISTS & PERFORMERS (89%); HUMAN RIGHTS VIOLATIONS (86%); CRIMES AGAINST HUMANITY (78%); INTERNATIONAL COURTS & TRIBUNALS (78%); NOBEL PRIZES (76%); AWARDS & PRIZES (76%); INTERNATIONAL	880	1

					LAW (76%); GENOCIDE (73%); HISTORY (64%); ETHNIC CONFLICTS (60%)		
10.	September 1, 2012	Terror alert leaves a country on edge	The Irish Times	Ireland	TERRORISM (92%); TERRORIST ATTACKS (90%); HIJACKING (90%); TERRORIST ORGANIZATIONS (89%); INTERNATIONAL LAW (89%); AL-QAEDA (78%); COUNTERTERRORISM (78%); INTERNATIONAL COURTS & TRIBUNALS (78%); AIRPORTS (76%); COMMERCIAL & GENERAL AVIATION AIRCRAFT (76%); AIRCRAFT PILOTS (76%); ASSOCIATIONS & ORGANIZATIONS (74%); SPECIAL INVESTIGATIVE FORCES (73%); CHEMICAL & BIOLOGICAL WEAPONS (73%); SUICIDE BOMBINGS (73%); INTERNATIONAL RELATIONS (69%); ARMS CONTROL & DISARMAMENT (67%); IMMIGRATION (64%); EMBASSIES & CONSULATES (62%); UNITED NATIONS INSTITUTIONS (62%); US PRESIDENTS (60%)	778	1
11.	January 18, 2013	Year 12 Club ecstatic over uni offers	The Age	Australia	COLLEGE & UNIVERSITY ADMISSIONS (90%); HUMANITIES & SOCIAL SCIENCE (78%); STUDENTS & STUDENT LIFE (75%); INTERNET SOCIAL NETWORKING (71%); COLLEGES & UNIVERSITIES (71%); FREE INTERNET ACCESS (70%); RESTAURANTS (68%); WIRELESS INTERNET ACCESS (68%); FAST FOOD (68%); TEXT MESSAGING (50%)	731	1
12.	April 17, 2013	Peace and justice fusion	The Nation (AsiaNet)	India	INTERNATIONAL RELATIONS (90%); ANNIVERSARIES (90%); INTERNATIONAL LAW (90%); FOREIGN RELATIONS (89%); ASSOCIATIONS & ORGANIZATIONS (89%); UNITED NATIONS INSTITUTIONS (87%); STATE DEPARTMENTS & FOREIGN SERVICES (78%); EMBASSIES & CONSULATES (78%); LAW OF	774	3

					WAR (78%); DIPLOMATIC SERVICES (76%); SUPREME COURTS (75%); LAW COURTS & TRIBUNALS (75%); TREATIES & AGREEMENTS (73%); NOBEL PRIZES (72%); TERRITORIAL & NATIONAL BORDERS (70%); CHEMICAL & BIOLOGICAL WEAPONS (68%); PEACE PROCESS (68%); FREEDOM OF THE SEAS (66%); BOMBINGS (65%)		
13.	October 20, 2013	The Hague - Legal Capital of the World	Zimbabwe Standard (Harare)	Zimbabwe	INTERNATIONAL LAW (92%); INTERNATIONAL COURTS & TRIBUNALS (91%); UNITED NATIONS INSTITUTIONS (90%); HEADS OF STATE & GOVERNMENT (89%); CRIMINAL CONVICTIONS (89%); CRIMES AGAINST HUMANITY (78%); SETTLEMENT & COMPROMISE (78%); WAR CRIMES (78%); INDICTMENTS (77%); SENTENCING (77%); HUMAN RIGHTS VIOLATIONS (77%); CORRECTIONS (77%); NOBEL PRIZES (75%); MUSLIMS & ISLAM (74%); ASSOCIATIONS & ORGANIZATIONS (74%); LAW OF WAR (73%); AWARDS & PRIZES (73%); PEACE PROCESS (73%); JAIL SENTENCING (72%); HOMICIDE (72%); PRIME MINISTERS (72%); PRISONS (68%); ALTERNATIVE DISPUTE RESOLUTION (67%); HUMAN RIGHTS (66%); TREATIES & AGREEMENTS (66%); ASSASSINATION (64%); WORLD WAR II (61%); RELIGION (50%)	826	1
14.	December 30, 2013	Lowdown on going Dutch	Yorkshire Post	United Kingdom	CHILDREN (89%); AMUSEMENT & THEME PARKS (89%); RESTAURANTS (89%); MOBILE HOMES (89%); WATER PARKS (87%); CANALS & WATERWAYS (76%); CYCLING (73%); TRAILER PARKS (72%); EROSION CONTROL (68%); WALKING & JOGGING (60%); GROCERY STORES	863	1

					& SUPERMARKETS (50%)		
15.	February 22, 2014	PM to meet Obama, world leaders in The Hague next month	Daily The Pak Banker	Pakistan	PRIME MINISTERS (91%); TALKS & MEETINGS (90%); US PRESIDENTS (90%); HEADS OF STATE & GOVERNMENT (90%); EXECUTIVES (78%); INTERGOVERNMENTAL TALKS (78%); POWER PLANTS (77%); INTERNATIONAL RELATIONS (77%); NUCLEAR WEAPONS (77%); AIR FORCES (75%); MISSILE SYSTEMS (72%); AGREEMENTS (69%); HELICOPTERS (62%); AIR DEFENSE SYSTEMS (62%); TERRORISM (50%)	456	1
16.	February 23, 2014	Pakistan: PM to meet Obama, world leaders in The Hague next month	Right Vision News	Pakistan	PRIME MINISTERS (91%); TALKS & MEETINGS (90%); US PRESIDENTS (90%); HEADS OF STATE & GOVERNMENT (90%); EXECUTIVES (78%); INTERGOVERNMENTAL TALKS (78%); INTERNATIONAL RELATIONS (77%); NUCLEAR WEAPONS (77%); POWER PLANTS (76%); AIR FORCES (75%); MISSILE SYSTEMS (71%); JOURNALISM (69%); MEDIA SYNDICATION (69%); AGREEMENTS (68%); WRITERS (63%); HELICOPTERS (62%); AIR DEFENSE SYSTEMS (62%); TERRORISM (50%)	492	1
17.	April 8, 2014	1.	The Japan News	Japan	WRITERS (90%); LEGISLATIVE BODIES (89%); INTERNATIONAL COURTS & TRIBUNALS (78%); ASSOCIATIONS & ORGANIZATIONS (78%); EMBASSIES & CONSULATES (77%); INTERNATIONAL LAW (77%); NOVELS & SHORT STORIES (75%); LITERATURE (75%); FICTION LITERATURE (75%); BOOK REVIEWS (74%); HIGH SOCIETY (74%); MUSEUMS & GALLERIES (70%); WEALTHY PEOPLE (70%); COLLEGE & UNIVERSITY PROFESSORS (68%); UNITED NATIONS INSTITUTIONS (56%); WORLD WAR I	475	1

					(50%)		
18.	May 30, 2014	World Cup hockey set to storm The Hague, the city of peace and justice	Mumbai Mirror	India	FIELD HOCKEY (91%); SPORTS & RECREATION (91%); SPORTS & RECREATION EVENTS (90%); STADIUMS & ARENAS (90%); SOCCER TOURNAMENTS (90%); SPORTS (90%); INTERNATIONAL LAW (78%); OLYMPICS (74%); INTERNATIONAL COURTS & TRIBUNALS (73%); RANKINGS (64%); UNITED NATIONS INSTITUTIONS (56%)	329	1
19.	August 28, 2014	4 Things You Should Know About the Hague	Legal Monitor Worldwide	Jordan	INTERNATIONAL COURTS & TRIBUNALS (90%); INTERNATIONAL LAW (90%); HUMAN RIGHTS VIOLATIONS (89%); UNITED NATIONS INSTITUTIONS (89%); LAW COURTS & TRIBUNALS (89%); INTERNATIONAL RELATIONS (89%); WAR CRIMES (89%); FOREIGN RELATIONS (78%); CRIMES AGAINST HUMANITY (78%); CRIMINAL OFFENSES (78%); ETHNIC CONFLICTS (75%); ARMS CONTROL & DISARMAMENT (75%); LAWYERS (74%); FAMILY (74%); INTERNATIONAL ASSISTANCE (73%); GENOCIDE (73%); NUCLEAR WEAPONS (71%); CHEMICAL & BIOLOGICAL WEAPONS (70%); PAINTING (70%); CONFERENCES & CONVENTIONS (69%); PEACE PROCESS (66%); NOBEL PRIZES (64%); ASSOCIATIONS & ORGANIZATIONS (61%); TERRORISM (50%)	588	1
20.	September 22, 2014	'Hague Day' brings into focus decisions by ICC that could have	Jerusalem Post	Israel	INTERNATIONAL COURTS & TRIBUNALS (92%); INVESTIGATIONS (90%); MILITARY & VETERANS LAW (90%); WAR CRIMES (90%); INTERNATIONAL LAW (90%); EVIDENCE (89%); MILITARY WEAPONS (89%); JURISDICTION (89%); JEWS & JUDAISM (89%); CHEMICAL &	718	1

		major ramifications for Israel.			BIOLOGICAL WEAPONS (78%); ISRAELI-PALESTINIAN CONFLICTS (78%); ARMS CONTROL & DISARMAMENT (78%); UNITED NATIONS INSTITUTIONS (78%); LAW COURTS & TRIBUNALS (78%); ASSOCIATIONS & ORGANIZATIONS (78%); HAMAS (78%); WAR & CONFLICT (76%); ARREST WARRANTS (73%); ARRESTS (73%); HEADS OF STATE & GOVERNMENT (72%); RELIGION (60%); ARMED FORCES (55%)		
21.	September 28, 2014	Diplomatic Calendar: Cartoons for peace	Dawn (Pakistan)	Pakistan	VISUAL ARTISTS (90%); INTERNATIONAL LAW (90%); STATE DEPARTMENTS & FOREIGN SERVICES (78%); FOREIGN RELATIONS (78%); INTERNATIONAL RELATIONS (78%); EDUCATION SYSTEMS & INSTITUTIONS (78%); INTERNATIONAL COURTS & TRIBUNALS (78%); PHOTOGRAPHY SERVICES (74%); UNITED NATIONS INSTITUTIONS (71%); ARMS CONTROL & DISARMAMENT (71%); ANIMATED FILMS (70%); CHEMICAL & BIOLOGICAL WEAPONS (56%)	237	1
22.	July 13, 2015	War And Peace In The 'International City Of Peace & Justice'	EKantipur.com	India	WAR CRIMES (91%); LAW OF WAR (90%); PEACEKEEPING (90%); INTERNATIONAL RELATIONS (90%); WAR & CONFLICT (90%); TREATIES & AGREEMENTS (90%); INTERNATIONAL LAW (90%); ARMIES (89%); CONFERENCES & CONVENTIONS (89%); AGREEMENTS (89%); INTERNATIONAL COURTS & TRIBUNALS (89%); LAW ENFORCEMENT (89%); WORLD WAR I (77%); DELAYS & POSTPONEMENTS (77%); PEACE PROCESS (73%); PROTESTS & DEMONSTRATIONS (71%); DEFENSE DEPARTMENTS (69%); TERRORISM	878	2

					(68%); DIGITAL CURRENCY (66%); UNITED NATIONS INSTITUTIONS (66%); ARMED FORCES (66%); POLITICS (64%); DEATHS & INJURIES BY POLICE (63%); VISUAL ARTISTS (62%); CONSERVATISM (60%)		
23.	October 17, 2015	TS Government Signs Pact with Hague Security Delta	New Indian Express	India	INFORMATION SECURITY & PRIVACY (90%); REGIONAL & LOCAL GOVERNMENTS (90%); INTERNATIONAL RELATIONS (90%); BEST PRACTICES (77%); CYBERCRIME (77%); CITY GOVERNMENT (77%); INFORMATION SECURITY VULNERABILITIES (72%); ASSOCIATIONS & ORGANIZATIONS (51%)	247	1
24.	November 10, 2015	Seventeen-year old Liberian wins Inter'l Children's Peace Prize 2015	The Analyst	USA	AWARDS & PRIZES (96%); CHILDREN (90%); NOBEL PRIZES (90%); CRIMES AGAINST PERSONS (89%); LEGISLATIVE BODIES (89%); CHILD WELFARE (78%); SEX OFFENSES (77%); WOMEN (77%); FEMINISM & WOMEN'S RIGHTS (74%); PEACE PROCESS (70%); LOBBYING (64%); JURY TRIALS (50%)	1070	1
25.	November 10, 2015	Liberia Wins Int'l Children's Peace Prize	The NEWS (Monrovia)	Liberia	AWARDS & PRIZES (96%); NOBEL PRIZES (93%); CHILDREN (91%); FAMILY LAW (90%); CRIMES AGAINST PERSONS (89%); CHILD WELFARE (89%); LEGISLATIVE BODIES (87%); WOMEN (77%); FEMINISM & WOMEN'S RIGHTS (77%); PEACE PROCESS (72%); GRANDCHILDREN (69%); LOBBYING (66%); JURY TRIALS (52%)	374	1
26.	February 1, 2016	Baroness Anelay visits The Hague	European Union News	United Kingdom	INTERNATIONAL LAW (91%); INTERNATIONAL COURTS & TRIBUNALS (90%); INTERNATIONAL TRADE (77%); COMMERCE DEPARTMENTS (77%); MILITARY WEAPONS (76%); CHEMICAL & BIOLOGICAL WEAPONS (76%); VIOLENT CRIME	194	1

					(76%); SEX OFFENSES (73%); PRIME MINISTERS (73%); HEADS OF STATE & GOVERNMENT (73%); ASSOCIATIONS & ORGANIZATIONS (72%); ARMS CONTROL & DISARMAMENT (71%); UNITED NATIONS INSTITUTIONS (51%)		
27.	April 29, 2016	Lakewood High School to join human rights summit	Sampson Independent (Clinton, North Carolina)	USA	FUNDRAISING (90%); STUDENTS & STUDENT LIFE (90%); HIGH SCHOOLS (90%); HISTORY (89%); HOLOCAUST (89%); GLOBALIZATION (78%); ASSOCIATIONS & ORGANIZATIONS (78%); WORLD WAR II (77%); FAMILY (74%); ENTERTAINMENT & ARTS AWARDS (70%); GRANDCHILDREN (67%); BIOGRAPHICAL LITERATURE (61%); NOVELS & SHORT STORIES (61%); WORLD WAR I (60%)	647	1

Appendix 4: Usage of the Brand by IGOs and NGOs on their Official Websites (Loyalty)

№	Organization name	Website	“City of Peace and Justice”	No search term
1.	Benelux Bureau Intellectueel Eigendom (BBIE)	www.boip.int		✓
2.	Eurojust	www.eurojust.europa.eu	✓	
3.	European Commission, Representation in the Netherlands	www.eu.nl		✓
4.	European Parliament, Information Office in the Netherlands	www.europeesparlement.nl		✓
5.	Europol / European Cybercrime Centre (ECC)	www.europol.europa.eu	✓	
6.	High Commissioner on National Minorities of the OSCE (HCNM/OSCE)	www.osce.org/hcnm		✓
7.	International Court of Justice (ICJ)	www.icj-cij.org		✓
8.	International Criminal Court (ICC)	www.icc-cpi.int		✓
9.	International Criminal Tribunal for the Former Yugoslavia (ICTY)	www.icty.org		✓
10.	Iran-United States Claims Tribunal (IUSCT)	www.iusct.org		✓
11.	Netherlands National Commission for UNESCO	www.unesco.nl	✓	
12.	Organisation for the Prohibition of Chemical Weapons (OPCW)	www.opcw.org		✓
13.	Peace Palace Library (PPL)	www.ppl.nl		✓
14.	Permanent Court of Arbitration (PCA)	www.pca-cpa.org		✓
15.	United Nations High Commissioner for Refugees (UNHCR)	www.unhcr.org		✓
16.	ADFU/Cercle Diplomatique	www.adfu-international.nl		✓

17.	Africa Legal Aid (AFLA)	www.africalegalaid.com		✓
18.	African Diaspora Policy Centre (ADPC)	www.diaspora-centre.org		✓
19.	African Foundation for International Law (AFIL)	www.afil-fadi.org		✓
20.	Amnesty International (AI)	www.amnesty.nl	✓	
21.	Aqua for All (AFA)	www.aquaforall.nl		✓
22.	Association of European Journalists (AEJ)	www.aej.org		✓
23.	Association of National Committees of the Blue Shield (ANCBS)	www.ancbs.org	✓	
24.	Bridging the Gulf (BTG)	www.bridgingthegulf.org		✓
25.	Care Netherlands	www.bbo.org		✓
26.	Carnegie Foundation	www.careneland.org		✓
27.	Centre for International Legal Cooperation (CILC)	www.cilc.nl	✓	
28.	Coalition for the International Criminal Court (CICC)	www.coalitionfortheicc.org	✓	
29.	Cordaid	www.cordaid.nl		✓
30.	Dutch Coalition on Disability and Development (DCDD)	www.dcdd.nl		✓
31.	European and Developing Countries Clinical Trials Partnership (EDCTP)	www.edctp.nl		✓
32.	European Bureau of Library, Information and Documentation Associations (EBLIDA)	www.eblida.org		✓
33.	Europa Nostra	www.europanostra.org	✓	
34.	European Juridical Network (EJN)	www.ejn-crimjust.europa.eu	✓	
35.	Foreign Press Association of the Netherlands (BPV)	www.bpv-fpa.nl	✓	

36.	Foundation Arctic People Alert (APA)	www.arctica.nl		✓
37.	Gender Concerns International (GCI)	www.genderconcerns.org		✓
38.	Global Human Rights Defence (GHRD)	www.ghrd.org	✓	
39.	Institute for Environmental Security (IES)	www.envirosecurity.org	✓	
40.	Institute for Historical Justice and Reconciliation (IHJR)	www.historyandreconciliation.org	✓	
41.	Institute for War & Peace Reporting (IWPR)	www.iwpr.net		✓
42.	Intent	www.intent.eu		✓
43.	International Association of Prosecutors (IAP)	www.iap-association.org	✓	
44.	International Bar Association Human Rights Institute (IBAHRI)	www.ibanet.org	✓	
45.	International Federation for Human Rights (FIDH)	www.fidh.org		✓
46.	International Fund for Animal Welfare (IFAW)	www.ifaw.org		✓
47.	International Institute for Communication and Development (IICD)	www.iicd.org		✓
48.	International Institute for Criminal Investigations (IICI)	www.iici.info		✓
49.	International Justice Mission The Netherlands (IJMNL)	www.ijmnl.org		✓
50.	International Pharmaceutical Federation (FIP)	www.fip.org		✓
51.	International Society of City and Regional Planners (ISOCARP)	www.isocarp.org		✓
52.	International Statistical Institute (ISI)	www.isi-web.org		✓
53.	Kreddha, International Peace Council for States, Peoples and Minorities	www.kreddha.org		✓
54.	Microjustice Initiative (MJI)	www.microjustice4all.org		✓

55.	Microjustice4All (MJFA)	www.microjustice4all.org		✓
56.	Model European Parliament (MEP)	www.mepnederland.nl		✓
57.	Montesquieu Institute (MI)	www.montesquieu-instituut.nl	✓	
58.	Netherlands Organisation for International Development Cooperation (Oxfam Novib)	www.oxfamnovib.nl		✓
59.	Netherlands Association for the United Nations (NVVN)	www.nvvn.nl	✓	
60.	Netherlands Association for Water Management (NVA)	www.dutch-industry.com		✓
61.	Netherlands Development Organisation (SNV)	www.snv.org		✓
62.	Netherlands Helsinki Committee (NHC)	www.nhc.nl	✓	
63.	Netherlands Institute for Multiparty Democracy (NIMD)	www.nimd.org		✓
64.	Netherlands Red Cross (NRC)	www.rodekruis.nl		✓
65.	Netherlands Water Partnership (NWP)	www.nwp.nl		✓
66.	Parliamentarians for Global Action (PGA)	www.pgaction.org		✓
67.	Platform Spartak, Interdisciplinary Platform for Eastern Europe (PS)	www.platformspartak.eu	✓	
68.	PRIME Finance (PF)	www.primefinancedisputes.org		✓
69.	Save the Children	www.savethechildren.nl		✓
70.	Society for International Development (SID)	www.sid-nl.org		✓
71.	Spanda Foundation (SF)	www.spanda.org		✓
72.	The European School The Hague (ESTH)	www.europeanschoolthehague.nl		✓
73.	The Global Partnership for the Prevention of Armed Conflict (GPPA C)	www.gppac.net		✓

74.	The Hague Academy for Local Governance (THALG)	www.thehagueacademy.com	✓	
75.	The Hague Center for Global Governance, Innovation and Emergence (THC)	www.thehaguecenter.org		✓
76.	The Hague Centre for Strategic Studies (HCSS)	www.hcss.nl	✓	
77.	The Hague Institute for Global Justice (THIGJ)	www.thehagueinstituteforglobaljustice.org	✓	
78.	The Hague International Model United Nations (THIMUN)	www.thimun.org		✓
79.	The Hague Process on Refugees and Migration (THP)	www.thehagueprocess.org		✓
80.	The Hague Security Delta (HSD)	www.thehaguesecuritydelta.com	✓	
81.	The International Centre for Counter-Terrorism (ICCT-The Hague)	www.icct.nl	✓	
82.	Transparency International Netherlands (TIN)	www.transparency.nl		✓
83.	United Network of Young Peacebuilders (UNOY)	www.unoy.org		✓
84.	Unrepresented Nations and Peoples Organisation (UNPO)	www.unpo.org	✓	
85.	UPEACE The Hague	www.upeace.nl		✓
86.	VNG International	www.vng-international.nl		✓
87.	Water Governance Centre (WGC)	www.watergovernancecentre.nl		✓
88.	WO=MEN	www.wo-men.nl		✓
89.	Women's Initiatives for Gender Justice (WIGJ)	www.4genderjustice.org		✓
90.	World Federalist Movement (WFM)	www.wfm-igp.org	✓	
91.	Yi Jun Peace Museum and Academy Foundation	www.yijunpeacemuseum.com		✓

