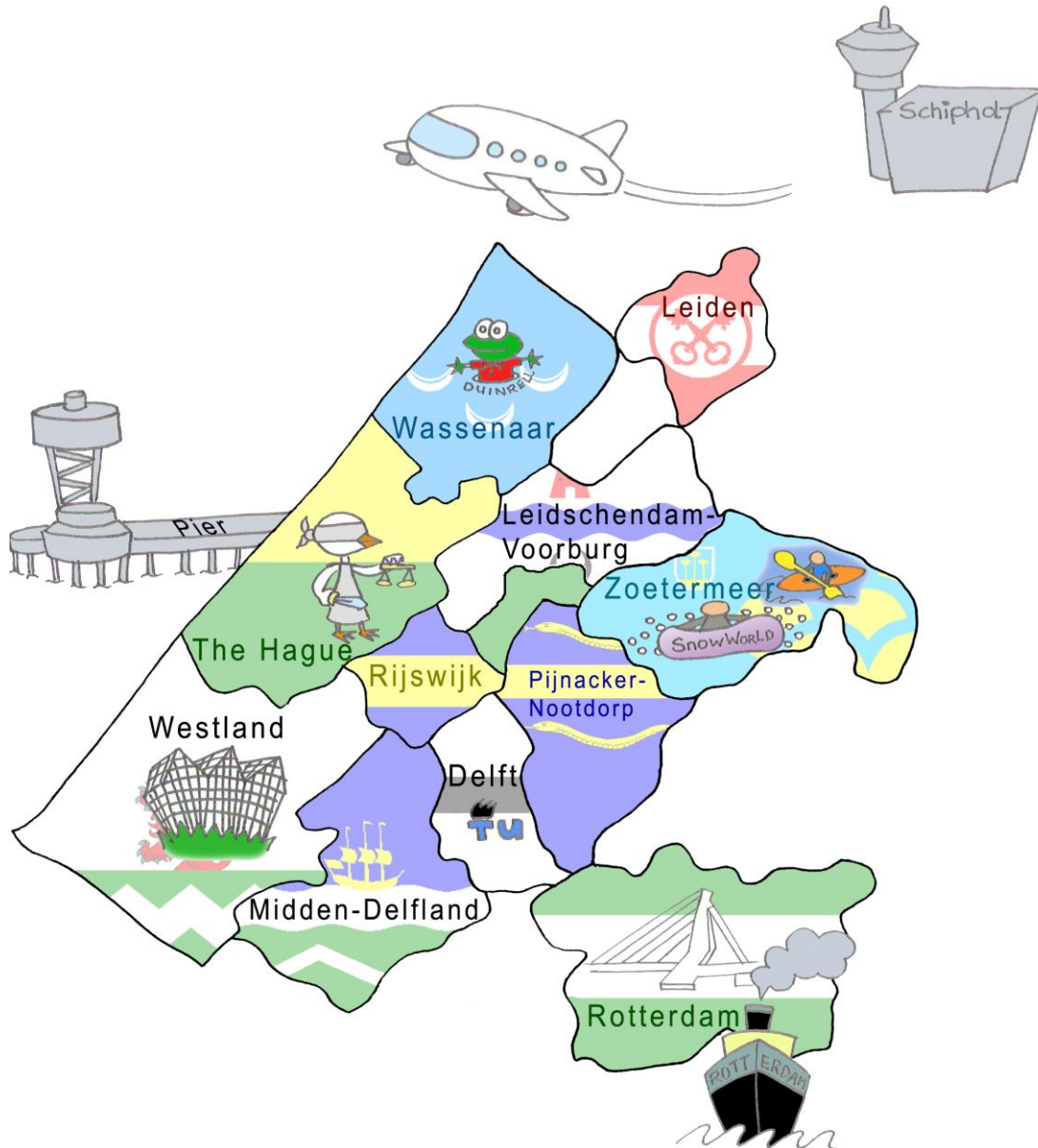


Regional Marketing: The Hague Region Case



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Preface

This thesis on the feasibility of regional marketing was conducted as part of the Masters' Program in Urban, Port and Transport Economics at the Erasmus University Rotterdam. The aim of this thesis is to contribute to the academic place marketing literature, and to develop an integrated regional marketing framework in order to test the feasibility, and to show the success factors and barriers of regional marketing. More research and case studies are needed to improve the integrated regional marketing framework.

I could not have written this thesis without the help of a number of people. First of all, I would like to thank all the interviewees for their time and effort. In particular I would like to thank my contact person at The Hague city region J. Heidekamp and my supervisor at the Erasmus University Dr. E. Braun for their advice and encouragement. Furthermore I would like to thank Mrs. Milne for her recommendations on my English writing style, Ms. Vlieland for her beautiful drawing and MSc. Kayali for her help in "pimping" my thesis.

And last but not least I would like to thank my parents for their support. In particular I would like to thank my mother for her constant critical input. We had our disagreements every once in a while but this finally resulted in a thesis I am proud of, although a thesis can always be improved.

Petra Meijer

Table of Contents

Preface	2
Chapter one: Introduction	5
1.1 Problem statement	6
1.2 Methodology	7
1.3 Outline	7
 <u>SECTION I THEORETICAL BACKGROUND</u>	
Chapter two: Place marketing factors	9
2.1 Why place marketing? Why regional marketing?	9
2.2 What is regional marketing?	10
2.3 Place products	12
2.4 Target groups	13
2.5 Place identity and place image	14
2.6 Place marketing tools	16
2.7 Summary	17
Chapter three: Governance Factors	19
3.1 What is (urban) governance?	19
3.2 Why is urban governance important?	19
3.3 Urban governance and place marketing	20
3.4 Difficulties urban governance	21
3.5 Summary	23
Chapter four: Regional marketing framework	24
4.1 Regional marketing framework	24
4.2 General place marketing factors	25
4.3 Region specific factors	25
4.4 Governance factors	26
4.5 Summary	28
 <u>SECTION II PRACTICAL ANALYSIS</u>	
Chapter five: Case study of the Hague Region	30
5.1 Introduction to the Hague Region	30
5.2 Current alliances in The Hague Region	32
5.2.1 Visitors	32
5.2.2 Companies	34
5.2.3 Residents	34
5.2.4 Investors	35
5.2.5 Rotterdam -The Hague Metropolitan region	35
5.3 Summary	36

Chapter six: Analysis The Hague Region	38
6.1 General Place Marketing Factors	39
6.1.1 Consensus on intentions	39
6.1.2 Place Products	40
6.1.3 Awareness Place Identities and Place Image	42
6.1.4 Summary	43
6.2 Region-Specific Factors	43
6.2.1 Spatial Conditions	43
6.2.2 Economic conditions	45
6.2.3 Summary	46
6.3 Governance Factors	46
6.3.1 Shared Vision and strategy	46
6.3.2 Leading organization	47
6.3.3 Involvement private and non-profit stakeholders	48
6.3.4 Political and societal support	49
6.3.5 Summary	50
6.4 Interrelated factors	51
6.5 Summary	52

SECTION III CONCLUSIONS AND RECOMMENDATIONS

Chapter seven: Conclusions	55
Chapter eight: Policy Recommendations	57
8.1 Quick wins	57
8.2 Limited number of target groups	58
8.3 Bottom-up approach	60
8.4 Coordination Mechanism	61
8.5 Summary	61
Bibliography	63
Attachment A Nederlandse Samenvatting	67
Attachment B Lijst met Geïnterviewden	70
Attachment C Vragenlijst	71
Attachment D Overview City Marketing Policies	73
Attachment E Overview Regional Marketing Policies	83
Attachment F Example SWOT Analysis (potential) visitors	88

Chapter one Introduction

Place marketing is a topical issue at the moment. There are major success stories that can be used to show the effectiveness of a place marketing policy. The success stories are often illustrated with a slogan, logo or another tangible or intangible object or event. Examples are the “I ♥ NY slogan”, the Guggenheim Museum in Bilbao (see figure 1.1), and Barcelona’s use of the Olympic Games to revitalize the old industrial city.



Figure 1.1 Guggenheim Museum Bilbao



Figure 1.2 Guggenheim in Abu Dhabi

Besides the few major success stories, there are numerous examples of less effective place marketing policies. Policy makers often do not know what place marketing really involves, which may lead to short term policy choices and copycat behavior. This can be illustrated by the focus on a logo and a slogan by many cities, and for example the new Guggenheim museum in Abu Dhabi (see figure 1.2).

It has been acknowledged that simply focusing on promotional activities, a logo and a slogan is not effective. This paper does not want to restart the debate on logos and slogans, but would like to contribute to making regional place marketing more effective.

The main aim of this paper is to give a good overview of what place marketing in general and regional marketing in particular involves for policy makers. Furthermore the paper tries to contribute in filling in some of the gaps in the place marketing literature by creating a framework to test the feasibility (or analyze the success or failure) of a regional marketing policy in general and the feasibility of a regional marketing policy in The Hague Region in particular.

1.1 Problem statement

More and more cities and regions are adopting a place marketing policy to improve their competitive position. To improve the competitive position of a place it is not sufficient to be attractive as city or region; a city must make itself attractive by a coordinated place marketing policy (Berg and Braun, 1999). Many cities have already adopted a city marketing policy. But *“as residents, businesses and visitors become more mobile all the time through technological, social and political developments, competition between locations rises to an ever higher scale. And so, in that world-wide competition it is regions rather than cities that are the main actors”* (Berg and Braun, 1999). Some regions have already adopted a regional marketing policy. But it can be difficult as there is often no strong regional governance structure and/or a lack of political and societal support for a cooperative effort on a regional scale (Berg, 2008). The examples of Amsterdam Metropolitan Area and the Arnhem-Nijmegen city region are used to illustrate these difficulties.

Many scholars have already contributed to effectuating corporate marketing theories: Ashwood and Voogd (1990), Kotler (1993,1999), Berg and Braun, (1999), Rainsito (2003), Kavaratzis (2004, 2008), Braun (2008)). Some scholars have focused on regional marketing in particular (Allaert and Tjdgat (1994) and Verlaat (1997). But these contributions focused on a specific factor of regional marketing. This paper tries to add something to the regional marketing debate by attempting to create an integrated framework for the analysis of a regional marketing policy.

The main research question of this thesis is:

What are the (potential) synergies and (potential) problems in implementing a regional marketing policy?

Three sub questions have been formulated to answer the main question

1. What are important marketing factors to consider when implementing a regional marketing policy?
2. What are important organizational/governance factors to consider when implementing a regional marketing policy?
3. What do the marketing and organizational factors imply for the feasibility of a regional marketing policy in The Hague Region?

1.2 Methodology

This thesis is a qualitative and explorative piece of research. It is based on a literature review and a case study of The Hague Region. Yin (2003) makes a distinction between six different types of case studies. Research can be based on a single case study or it can contain multiple case studies. Furthermore a case study can be descriptive, explanatory and exploratory.

The empirical part of this paper is based on a single case study. It is beyond the scope of this paper to take a multiple case study approach. However two other regions that have already implemented a place marketing policy are used to improve the robustness of the theoretical framework. A more detailed analysis of multiple case studies would be advisable in the future. It is also an exploratory case study, since there is little academic literature available on an integrated regional marketing approach. This paper tries to add something to the regional discussion on place marketing in The Hague Region.

The methodology used involves interviews with representatives of public and private stakeholders. Academic literature, reports, policy documents and municipal and stakeholder websites are used as additional information source.

1.3 Outline

The theoretical section consists of the first four chapters:

- The second chapter answers the first sub question and identifies some general place marketing factors and places them in a regional context.
- The third chapter answers the second sub question and identifies some governance factors relevant to a regional marketing policy.
- The fourth chapter combines the place marketing and governance factors into a framework that is used to analyze The Hague Region case.

The practical analysis consists of the remaining four chapters:

- The fifth chapter introduces The Hague region case and contains an analysis of some regional alliances.
- The sixth chapter uses the framework given in chapter four to analyze The Hague Region. On hand the usefulness of the framework is tested; on the other hand an answer to the third sub question is given.
- In the seventh chapter an answer to the problem statement is given.
- The final chapter contains policy recommendations for The Hague city region.

SECTION I

THEORETICAL BACKGROUND

Chapter two: Place marketing concept

Chapter two contains an analysis of place marketing factors mentioned in the academic literature. It is important to note that it is not a complete overview of all the available factors since this is beyond the scope of this paper. First place marketing is defined, and the need for it is explained. In the third paragraph the main target groups for a place marketing policy are identified. The fourth paragraph deals with the difference between place identity and place image, and gives some tools, which policy makers can use to improve the image of a place.

2.1 Why place marketing? Why regional marketing?

Technological developments (rise of ICT and internet) and political factors (the world trade liberalization and the fall of the Berlin Wall) have significantly influenced the spatial behavior of urban actors in recent decades. In the industrialization era, people lived close to the factories in the city centre, whereas nowadays people commute from several surrounding suburbs or even rural areas to the city. Businesses have become more mobile and outsource several activities to other regions or countries. Furthermore the behavior tourists and business travelers has changed due to the rise of low-cost airlines, the better accessibility of information via internet and other technological developments.

This has resulted in an increasing competition between cities and regions in attracting companies, visitors, residents and investors. The liberalization of the European market has accentuated this competition, but also caused EU regions to convergence. Soft location factors, for example the regions' images, have become more decisive in the location decision making process (Hospers, 2004). To improve the competitive position of a place it is no longer sufficient to have attractive physical amenities; one must make the place more attractive and create awareness of the attractiveness by a coordinated place marketing policy (Berg and Braun, 1999).

Many cities have already implemented a place marketing policy. However this has led to a lot of wasteful competition. When neighboring cities compete in attracting (potential) customers, this can work counterproductively. Cities/municipalities within the same relevant region (for a specific target group, topic) should cooperate to improve the region's competitive position.

What region is relevant to a city? This is a very dynamic issue. The relevant region for a bakery is different from the relevant region for a theater or a wholesaler. The relevant region can differ per target group and topic. What can be observed is that the relevant region for a city in general has

grown considerably over time (Berg, 1999). This illustrates the necessity of a regional marketing policy in addition to municipal/city marketing policies.

2.2 What is place marketing?

Policy makers often do not understand the meaning of place marketing. And when they apply a intention they often do not use it consistently (Braun, 2008). This section tries to explain the difference between place promotion, place selling and place marketing. Place promotion is the use of commercial activities like slogans, logo's etc to promote a place. Place selling is a slightly broader concept and also includes improvements to the place (Wieberdink, 2006). For example place selling includes infrastructural investments to make the place more accessible and attractive (Ward, 1998). Place marketing is an even broader concept than place selling. Besides the promotion of existing products and the improvement of supporting facilities, place marketing involves creating new products, and the integrated use of these place products.

In the academic literature, several intention are given for the marketing of places. Ashworth and Voogd (1990) define place marketing as *“a process whereby local activities are related as closely as possible to the demands of customers.”* The intention is to maximize the efficient social and economic functioning of the area concerned, *“in accordance with whatever wider goals have been established.”* This definition shows that place marketing is more than promotion, or as Berg et al. (1990) put it, place marketing demands a holistic approach.

Verlaet (1997) has developed a special definition for regional marketing:

“Regional marketing is a planned whole of regional government activities. It takes place within the framework of the goals of an integrated development vision and the related priorities, and the presence of alternative options for customers. It is aimed at the increase use of regional products by residents, investors, visitors and other users of the region, by optimal matching of wants and needs of (potential) customers on the one hand, and the supply of regional products on the other hand. (translation of Verlaats' definition)

Verlaats definition refers to a few important elements. First of all it incorporates the holistic approach proclaimed by Ashworth and Voogd (1990) and Klaassen et al (1990). Secondly Verlaet refers to the presence of alternative options for place customers. Regions compete with each other over (potential) customers. Thirdly Verlaet puts the (potential) regional customer central. The American Marketing Association does the same, but they add an important element that distinguishes place marketing from corporate marketing.

The American Marketing association definition of marketing (AMA, 2008) :

“Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large”.

The responsibility for a place marketing campaign is mostly a public organ. A public organ or governmental organization should not only be concerned with the potential customer demand, but they should incorporate the consequences of their policies for the society at large.

Braun (2008) has created a specific definition based on the AMA definition for city marketing:

“City marketing is the coordinated use of marketing tools supported by a shared customer-oriented philosophy, for creating, communicating, delivering, and exchanging urban offerings that have value for the city’s customers and the city’s community at large.”

Braun (2008) combines all the previously mentioned elements in one definition. Besides the (potential) customers of the place, the community at large has been put central. Furthermore there should be a coordination mechanism and a common vision (‘shared philosophy’) within this coordination mechanism. Braun (2008) has added one new element to the AMA definition: the idea of a marketing toolbox. Place marketing organizations need to understand that there are many marketing tools available and that they need to coordinate the use of these tools. Just picking one tool, for example promotion, is not making effective use of this toolbox.

The concept of a marketing toolbox and the societal marketing concept are not only valid for cities. They can be applied on a regional scale as well. However one should be aware that implementing a place marketing policy is more complex on a regional scale. There are more stakeholders involved which makes it more difficult to create consensus on a ‘shared philosophy’ and coordination mechanism (more about the complex regional marketing situation in chapter three on Governance).

Place Branding

The latest debate in the place marketing literature is about the role the position of place branding. Kavaratzis (2004) sees place branding as the next step in place marketing. Rainisto (2003) sees “place branding as part of the offering mix used to marketing a place. Braun (2008) agrees with Rainisto, and adds that place branding is one of the tools in the marketing toolbox available to places.

2.3 Place Products

It has been explained that place marketing is about the integrated use of place products and the creation of new place products. But what is the product of a place?

In the general marketing literature products are defined as *“bundles of attributes (both tangible and intangible) which usually but not exclusively concern features, functions, benefits and uses, capable of exchange and use”* (AMA, 2006). This is a very broad definition and does not incorporate the difference between corporate products and place products. Corporate products have often clear boundaries; they can be tangible products, for example real estate or boxes of chocolates or intangible services like tax advice. For place products it is less clear what is meant. The definitions used by Kotler (1999) and Rainisto (2003) for a place product are also put in a very broad and general perspective.

“A place product is all that can satisfy the needs and wants of customers” (Kotler, 1999).

“The place product is the total offering mix of the place to place customers” (Rainisto, 2003)

Verlaet (1997) created a framework that describes the place product development process for business locations on a regional scale. This framework gives more insight into what place products involve. A product can consist of different components and layers. The regional product is a combination of all individual products and conditional elements like the accessibility. For example a theater located in the region consist of the theater itself, the activities that take place in the theater, the accessibility of the theater, the number of parking places, the restaurant around the corner and several other factors. Other examples of place products are office buildings, sport facilities, hotels, houses. All these products, product relationships and supportive factors together form the regional product.

Braun (2008) elaborates on a simplified version of Verlaet's (1997) framework to illustrate the necessity for place suppliers to create packages as close as possible to the relevant environment of place customers (see figure 2.1). In Braun's model the value carrier for a place target group is the (aspired) relevant environment for that specific target group. So the relevant environment is basically the product of a place. There are numerous suppliers of the “relevant environment”, but there is often no coordination. Place suppliers should realize that a good restaurant in a deserted location with a lot of rainfall might be less attractive than a restaurant of average quality in a vibrant warm environment. A hotel that cooperates with a local laundry service and a neighboring restaurant might be more attractive than a hotel in the same street that does not offer these extra facilities. In

general place customers evaluate the relevant environment in total, not only the qualifications of one single supplier. For a supplier it is impossible to cooperate with all other product suppliers in the relevant region. But creating packages is a good way to upgrade regional products. Braun's starting point is an individual supplier. For a place marketer it is difficult to influence individual suppliers.

2.4 Target groups

The previous paragraph has been very supply-oriented. This paragraph focuses more on the demand side and introduces several categorizations of customer groups mentioned in the academic literature. The categorization of Berg et al. (1990) is often used in policy documents. Their paper distinguishes residents, visitors and companies as the most important target groups. Visitors are a popular target group among policy makers. The tourism industry in particular has embraced place marketing efforts. However place marketing is more than tourism (Kavaratzis, 2008). Maintaining and attracting companies can be important goals of a place marketing policy. Companies are the engine of the economy, they generate employment and their support is essential to make a place marketing policy successful. Rainisto (2003) already concluded in his paper that a public-private partnership is one of the success factors of a place marketing policy (Rainisto, 2003). Even though cooperative efforts of the public sector and local companies are important, one must not forget to involve the residents. Residents are not only an important target group; they are also the most important place marketers (Kavaratzis, 2008).

Berg and Braun (1999) and Braun (2003) have made some modifications to their initial categorization of residents, companies and visitors. First of all Berg and Braun have added a fourth category: investors. Investors such as real estate companies, pension funds, banks are crucial for the development of real estate projects, infrastructural improvements etc. Investors were a forgotten customer group in the initial categorization, since investment companies are often not located in the place of their investment. However they are important and therefore they are mentioned as a separate customer group. Secondly Berg and Braun have added the word potential to the four customer groups. Places should not only aim at their current customers, but also on potential new customer groups.

Braun (2008) has added a second shell to the initial four main (potential) customer groups. The second shell contains four categories that could be beneficial for some places as a separate category. The first category is students. *"Student communities are without doubt a strategic resource for urban development and the highly-skilled working class of tomorrow"* (Berg and Russo, 2004). So it can be beneficial for places with a high student population or cities in need of a highly-skilled labor force to develop separate policies for students. However one must not forget that students may also be part

of the category (potential) residents. Secondly it can be beneficial to add commuters as an extra category. The commuter category is an improvement of the categorization used by Kotler et al (1993, 1999). Kotler et al use the category 'residents and employees'. Since residents are occasionally employees, the subcategory 'commuters' is probably better. Thirdly Braun has added the 'export markets' category used by Kotler et al (1993, 1999). This category may be useful for nations or American cities, but is often less useful for European cities or regions. European cities/regions do not have the political nor the financial freedom that American cities have. Furthermore the assumption Kotler et al. make that cities are small nations omits to incorporate the fact that the wants and needs of the cities customers can cross administrative borders (Braun, 2008). Cities should not always compete with each other, but they should look over their administrative borders and cooperate with each other if synergies are possible (Allaert and Tjdgat,1994) Fourthly Braun adds the subcategory 'intermediaries' , for example tour operators or real estate brokers.

This paper uses the four main categories (potential) residents, (potential) visitors, (potential) companies and (potential) investors. The use of subcategories depends on the place characteristics.

2.5 Place Identity and place image

The several target groups can perceive a place in different ways. However there can be a gap between their perception and the real identity of a place. It is important for place marketers to be aware of the place image, the place identity and the potential gap between the identity and the image.

Place identity

Barke and Harrop (1994) state that "*the identity (of a place) can be seen as an objective thing: it is what the place is actually like*". According to Braun (2008) city identities are rooted in city communities. This paper argues that a place identity has two elements: objective element and the subjective element. The objective identity is based on the actual facts, facilities and infrastructure of a city. The subjective element of the place identity is determined by the history of a place which can create a sense of belonging.

The subjective identity can cause friction between a regional identity and the several municipal identities. And even within a city there can be several identities. Policy makers should be aware of the sensitivities among the different communities within the administrative borders of the region.

Place Image

The image of a place is the collective perception of the place by its stakeholders, basically the way the place is perceived as a place to work, to eat, to live, to do business etc. An image starts with the individual perceptions of stakeholders. Individuals make numerous observations and get an overload of information. It is impossible to observe and process all the information available, so one makes a selection (bounded rationality). The selection procedure is influenced by their prior knowledge, orientation, situation, cognitive style, expectations and involvement (Antonides and Van Raaij, 1998). The presentation of the information can also influence the selection procedure. If people are not interested in a certain topic the information does not survive their selection procedure.

The selection procedure is influenced by previous experiences. Therefore a distinction is made between the internal and external image of a place. The internal image is the image of the place perceived by its current customers. Their perception of the place is based on their own experiences. They are less sensitive to indirect information sources, for example the image of the place sketched by the media. If the current place customers are satisfied, they can tell their own network of friends and relations. A positive word-of-mouth message from current customers can be a strong marketing tool.

The external image is the image of a place within the target groups that are not (yet) users of the place (lecture by Van der Velde). They do not have experience of the place, so their image of the place is largely determined by subjective factors. The image sketched by the media can be very influential in determining the external image of a place. Furthermore the selection procedure is influenced by the previous experiences with the place.

Last but not least, it is important to acknowledge that if two people observe, select and process the same information, this can lead to two different perceptions.

Media Image

The media image is how the place is perceived by the media. This does not necessarily mean that the consumers of the media agree with the image sketched by the media. Avraham (2000,2004) has investigated the influence of media coverage on the image of a place. His papers show that it is difficult to change negative media coverage into positive media coverage. It is therefore important to involve the media in the regional marketing policy from the start.

Desired Image

The desired image that is desired (or preserved) by the policy makers should be realistic and close to the objective identity of the region. Furthermore it should incorporate subjective sensitivities.

Image gap

There can be a gap between the image, the desired image and the identity of a region. Better coordination of the customers' wants and needs and the supply of the regional products should make this gap smaller. It is important is that the desired image of the policy makers should be realistic. Marketing something that is not present can have a negative impact on the image of the place.

Image measurement

The effect of a marketing policy is difficult to measure. One way to show the effect of a marketing policy is to investigate the municipal and regional image at a given point in time. Five years later the same investigation is repeated to see whether the image has improved. One can also look at the number of investments, companies that locate in the region, hotel reservations etc. However, it is difficult to establish whether the results have been affected by the marketing policy or by other external factors.

2.6 Marketing tools

To reduce the gap between the desired image by policy makers and the place image, one can use numerous marketing tools. Braun (2008) emphasizes that simply picking out one tool is not a marketing policy. A place marketing policy should be based on coordinated use of the whole toolbox available to place marketers. Hospers (2009) argues that there are two different groups of marketing tools in the toolbox. There are "soft place marketing tools", for example networking events, a branding strategy, promotion activities, a website, bundling several events, attract a major sports/cultural event e.g. The Olympic Games. And there are "hard place marketing tools" that relate to the upgrading of the product, for example by investing in infrastructural projects to improve the accessibility of the region. A combination of both soft and hard place marketing factors is necessary. Furthermore the use of the tools should be coordinated.

Limitations

A whole toolbox is available to policy makers. But there are numerous factors that can limit the number of tools that are suited for that specific place. The tools available depend on the unique selling points of the region. Furthermore there can be budgetary limits. A lack of budget can influence the effectiveness of the marketing campaign. But on the other hand it forces policy makers

to be innovative and come up with low-cost, unique, out-of-the-box tools. For example Neustadt generated a lot of media attention by painting a large part of the city yellow.

If other places paint their houses green, red or blue it is likely to be less effective. By simply doing what has been successful in other places you are wasting the place marketing potential. First and foremost a place should focus on its own unique selling points (USPs). The right marketing tools should be chosen on the basis of the USPs, budgetary and other limitations, in combination with new, unique and creative tools that can add something to your marketing approach.

Web 2.0

An example of new marketing potential is web 2.0. Web 2.0 refers the second phase in the development of internet. Second generation websites are changing the World Wide Web into platforms for the interactive use of web applications (For example you tube, twitter). Web 2.0 has made uploading movies, pictures, experiences and stories accessible to a wide audience. This creates new opportunities for place marketing. Instead of a website with fixed arrangements, place marketers can use the 2.0 technology to give companies and residents the opportunity to put their own offerings, tips and experiences online. Visitors can create their own arrangements and give a judgment on the places that they have visited. More research should be done to the possibilities of web 2.0 that is unfortunately beyond the scope of this paper.

2.7 Summary

Both people have and companies have become more mobile. This led to increased competition between cities and regions in maintaining and attracting (highly skilled) residents, (innovative) companies, visitors and investors. Place marketing is necessary to make the place is attractive and demonstrate this. As the relevant region grows a regional marketing policy can create synergies between city/municipal marketing policies.

There is a need for a common “definition” and a shared vision on regional marketing. Scholars may differ in their definition of place marketing. However within the place marketing organization they should formulate the same intentions to avoid misunderstandings. A good “definition” of a place marketing policy incorporates the societal marketing concept and the awareness that places marketing is more than promotion, branding and selling a place.

It is difficult to define a place product. There are several general and broad descriptions. A more practical approach to the place product consists of a product layer model. The product in this model

consists of the aspired relevant region for a specific target group. The individual supplier that is central in this model should create a package with other place products in the relevant environment.

The main target groups for a place marketing policy mentioned in the literature are (potential) visitors, (potential) residents, (potential) companies and (potential) investors. Particular places can have certain sub-groups, for example students, commuters, export markets and intermediaries.

Identity consists of an objective element (actual features) and a subjective element (sense of belonging). The place image is the collective perception of the place by its stakeholders. Often there is a gap between the place image, desired image by policy makers and the identity of a place. The desired image by policy makers should be realistic and close to the objective place identity and incorporate the subjective sensitivities. Image measurement can be used to measure the effect of a place marketing policy in the long term.

Place marketers have a whole toolbox available that should be used in a coordinated way. Simply picking out one tool from this toolbox is not effective. However there might be some limitations in the use of the toolbox, for example, the budget. Furthermore copycat behavior is often less effective. Try to be unique and creative and focus on the unique selling points of the place. Web 2.0 offers new opportunities to place marketers. Instead of fixed arrangements the place customers can contribute to the place product. More research is needed to the possibilities of web 2.0 unfortunately that is beyond the scope of this paper.

Chapter three: Governance related factors

Chapter three is dedicated to governance related factors. In the first paragraph (urban) governance is explained. The second paragraph tells why urban governance is an important issue to consider in urban management in general. The third paragraph shows the embeddedness of governance factors in the place marketing literature.

3.1 What is (Urban) governance?

To govern is “to legally control a country and be responsible for introducing new laws and organizing public services” (OALD). This definition focuses on the formal authority of the government. For a long period of time the role of the government was seen as a static one-way approach.

In recent years there has been a shift from this static government approach towards a more flexible urban governance approach (Kooiman, 2002). Instead of a distinction between public and private tasks, the academic literature focuses more on the interaction between public and private actors with a more active role of the government (Stoker, 1998). Governance incorporates the formal authority of the government as well as the numerous other organizations that are involved in taking decisions that affect others (Bell, 2003). Kooiman (2002) defines urban governance as “the totality of interactions, in which public as well as private actors participate, aimed at solving societal problems or creating societal opportunities; attending to the institutions as context for these governing interactions; and establishing a normative foundation for all those activities”.

3.2 Why is urban governance important?

Kooiman’s definition incorporates the need for managing interactions between public and private actors (see figure 3.1).

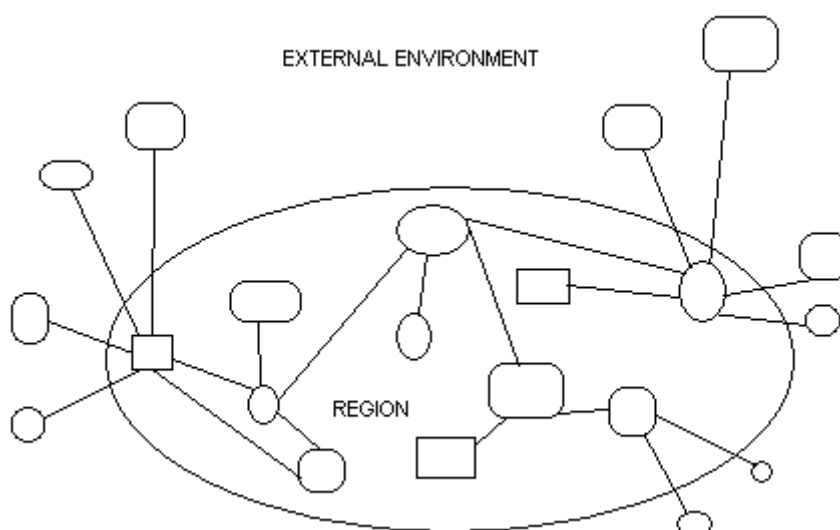


Figure 3.1 Simplified model of internal and external network relationships

Regions and the public and private actors within the region function in a network environment with many interactions between the numerous actors. The regional stakeholders are part of an external network and interact with other regions, the national government, the European Union and other public and private actors from outside the region. Within a region there is an internal network of municipalities and public organizations with businesses, universities and numerous other actors. Urban governance is needed to manage/coordinate these network relationships. A good governance structure is also needed to implement a regional marketing policy.

3.3 Urban governance and place marketing

Place marketing takes place in the network environment. The responsibilities for place marketing activities are often divided among numerous organizations, policy fields and municipalities (Winden en Berg, 2004). Ashworth and Voogd (1990) stressed the need to consider the way a place marketing policy is organized. Since then several papers have incorporated a governance element in their place marketing models.

Berg and Braun (1999) have linked the organizing capacity framework, which is a flexible approach to urban governance, to place marketing. Organizing capacity can be defined as *“the ability to enlist all actors involved and, with their help, to generate new ideas and to develop and implement a policy designed to respond to fundamental developments and create conditions for sustainable development”* (Berg et al, 1997). This organizing capacity definition includes several important governance factors, which policy makers should consider when implementing a regional marketing policy:

- Many actors are involved with regional marketing. “Strategic networks” are the interactions between the numerous private and public stakeholders.
- “Leadership” is necessary to initiate and to coordinate the interactions between the involved actors and to make sure progress is made.
- The organizing capacity framework includes “political and societal support”. Political support is a prerequisite for regional marketing because regional marketing takes place in a political environment. The political support is influenced by the societal support (the voters). Furthermore societal support enforces the marketing message.
- The organizing capacity of a region can be influenced by external factors, for example local and global “economic factors”, and the regional “spatial conditions”.

Rainisto’s (2003) model includes nine success factors, which largely relate to governance, for example, “vision and strategic analysis”, “public-private partnership” and “political unity”. Several

factors are similar to the organizing capacity framework, although there are some differences. Rainisto distinguishes “leadership” and “planning group”, because a planning group does not automatically indicate leadership and vice versa. A planning group/steering committee is a small group of local and regional public (and private) stakeholders that is responsible for the coordination and implementation of a place marketing policy. Leadership refers to the ability of the leader either a person or an organization to guide the implementation process and thus the quality of management (Aaker and Joachimsthaler, 2000).

Other place marketing scholars who use governance elements are Kavaratzis’s (2004) and Braun (2008). Kavaratzis’ (2004) framework for communicating a place brand has added “organizational structure” which includes “citizen participation”, “community networks” and “public-private partnerships”. Braun (2008) created a two-layer model that consists of one central organ that should coordinate all the place marketing efforts. The second layer consists of the implementation of place marketing policies in different organizations as close as possible to the specific target groups.

Numerous place marketing scholars use governance elements in their paper, which indicates the embeddedness of governance factors in the place marketing literature.

3.4 Difficulties urban governance

It has been explained why governance is important for place marketing. Several important governance factors have been introduced. This paragraph will show some difficulties in implementing a (regional) governance structure.

In general the urban governance structures in Europe have not adapted to the complexity of the network society. Customers often experience a metropolitan region as a whole, since their wants and needs cross the administrative borders of municipalities (Kavaratzis, 2008). In general the relevant region for a city/municipality has increased over time (Berg, 2008). The responsibilities for place marketing are scattered over numerous organizations and municipalities, which can lead to inefficient intra-regional competition (Berg, 2008). Therefore better regional cooperation and new governance structures are needed. But in Europe it has been very difficult to break through the established governance structures (Meijers and Romein, 2003). For example a barrier to establishing a regional marketing policy is often the lack of political (and societal) support. It is important to realize that urban governance in general and place marketing in particular are part of a political process (Braun, 2008). There can be rivalry between municipal policy makers, residents of several municipalities or other actors. Furthermore, elections can also change the political spectrum.

The difficulties of governance factors in relation to regional marketing will be illustrated with two practical examples.

Amsterdam Metropolitan Area (aimed at international tourism)

- 1) In the beginning there was some (political) tension between Amsterdam and the surrounding communities. Slowly the relationship has started to improve, partly because of better relationships between the municipal policy makers.
- 2) Amsterdam, by far the largest city in the region, needed the surrounding municipalities to create a better spread of visitors as the inner city has become too crowded. The surrounding municipalities benefited from the name Amsterdam (mutual dependency – shared vision and strategy)
- 3) The Metropolitan Region is not an official organ, but an agreement between thirty-seven municipalities. Major decisions need the approval of the thirty-seven councils of all the municipalities within the region. This can be a barrier to the success of the regional marketing policy.

Arnhem-Nijmegen City Region

- 1) The marketing campaign “Arnhem-Nijmegen Cool Region” focused on international actors, but the residents and individual local entrepreneurs were not aware of the “Cool Region” brand and the other marketing activities. There should be internal support for a marketing policy as well.
- 2) In some municipalities there is a lack of political support for the regional marketing policy.
- 3) The rooted rivalry between Arnhem and Nijmegen has been a barrier in the implementation of a regional marketing policy. Currently cooperation within the region is improving. The city region has an independent chairman. However this can also be a disadvantage because he does not have the natural support of a city.
- 4) A regional marketing policy demands sufficient human resources. The city region tries to solve the capacity problem via a fusion with RBT-KAN (the tourism agency of Arnhem-Nijmegen) and cooperative arrangements with all strategic partners.
- 5) The financial resources for a regional marketing campaign are under pressure due to the financial crisis. The public and private actors are less willing to invest money in regional marketing, though the demand for a joint branding and marketing approach has only increased.

For more information on the two examples see attachment E.

3.5 Summary

Urban governance can be defined as *“the totality of interactions, in which public as well as private actors participate, aimed at solving societal problems or creating societal opportunities; attending to the institutions as context for these governing interactions; and establishing a normative foundation for all those activities”*. Urban governance is important for a place marketing policy, since place marketing takes place in a network environment. There are numerous private and public stakeholders involved, and a good urban governance structure is needed to manage the interactions between them and coordinate the place marketing policy.

Governance is embedded in the place marketing literature. Leadership, cooperative efforts of public and private actors, political and societal support are governance factors that are often mentioned (or implied). The influence of external spatial and economic conditions is also an important factor to consider when implementing a regional marketing policy.

Implementing a regional marketing policy is easier said than done. There are numerous difficulties which place marketers can face when they want to establish a regional marketing governance structure. Often the responsibilities for place marketing are scattered over numerous organizations and municipalities. It is difficult to change the current marketing governance structures. It is important to realize that the main place marketing decisions are made in a political context, and not all decisions are rationally made. A lack of political and societal support, a different vision and strategy of place marketing, no consensus on the leadership issue, or a lack of support from other private and public actors can be barriers to implementing a regional marketing policy. The difficulties have been illustrated with the examples of the Amsterdam Metropolitan Area and the Arnhem-Nijmegen City Region.

Chapter four Regional marketing framework

In this chapter a regional marketing framework is presented based on the literature review given in chapter two and three. The regional marketing framework is used to analyze The Hague Region case, which will be introduced in chapter five. In the first paragraph the framework is introduced. In the following paragraphs the framework is elaborated in more detail. It is important to note that the framework is not a complete overview of all factors mentioned in the academic literature.

4.1 Regional marketing Framework

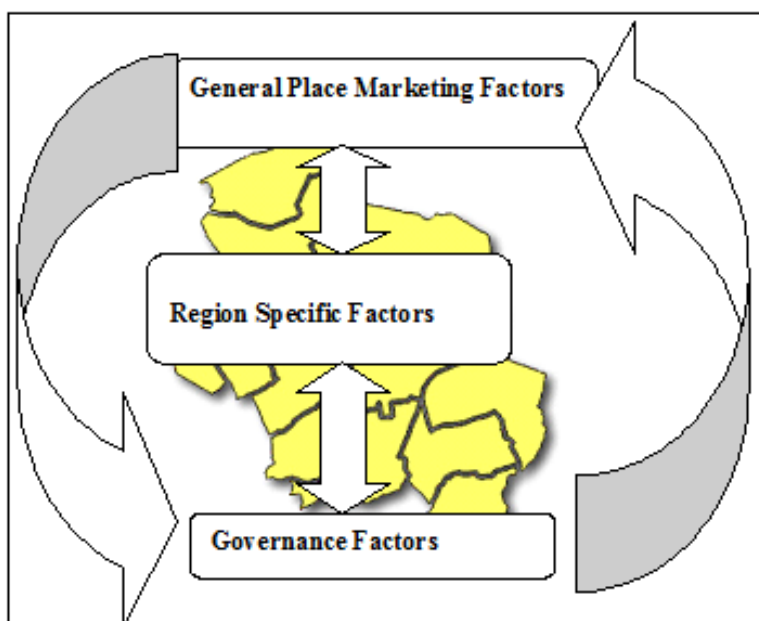


Figure 4.1 Regional marketing framework

The regional marketing framework consists of three main elements: general place marketing factors, governance factors, and region specific factors. The first two are already introduced in chapter two and three. The latter is added because every region has unique features that might influence the feasibility of a regional marketing policy. It is assumed that all elements are interrelated.

4.2 General place marketing factors

The general place marketing factors are based on the academic literature discussed in chapter two. A shared “definition”, a coordinated approach towards place products, and awareness of the place image and the place identities are considered as relevant for place marketing policies in general.

Consensus on intentions

The intentions of place marketing can differ per municipality, stakeholder and policy department (Braun, 2008). When the municipalities and other stakeholders have different views on what place marketing involves, it can be a barrier to implementing a regional marketing policy.

Place products

Braun (2008) argues that the suppliers of place products should cooperate more, and create packages that are as close as possible to the needs and wants of specific target groups. It is beyond the scope of this paper to analyze every individual supplier. This paper focuses on selecting several place strengths, which can offer new opportunities for place product packages, and can improve the current offering of place products.

Awareness of the place identity and the place image

Often there is a gap between the image, the perceived image by policy makers and the identities of a place. Closing this gap is an important goal of a place marketing policy. Place identity and place image are a success factor in Rainisto’s (2003) place marketing framework. This paper also incorporates the “awareness of place identity and place image” as an important success factor of a regional marketing policy.

4.3 Region-specific factors

The region-specific factors relate to regional factors that can influence a regional marketing policy. Rainisto (2003) incorporates the “local environment” and the “global market” as factors that can influence a place marketing policy. Regional features and global factors with a local impact can influence a regional marketing policy. This paper focuses on the regional spatial and economic conditions.

Spatial conditions

“Spatial conditions” are an important factor in the organizing capacity framework (Berg and Braun, 1999). The attractiveness of a region and thus a regional marketing policy can be influenced by numerous spatial factors, for example, the accessibility of a region, land prices, availability of office space, and educational facilities.

Economic conditions

Berg and Braun (1999) added economic conditions as one of the factors of the organizing capacity framework. The economic structure of the region and the state of the global market economy can influence a regional marketing policy.

4.4 Governance factors

The selected governance factors are selected based on the academic literature discussed in chapter three. A shared vision and strategy, a leading organization, involvement of public, private and non-profit stakeholders and political and societal support are important governance factors to consider.

Shared vision and strategy

Rainisto (2003) has incorporated the need for “vision and strategic analysis” as one of the success factors of a place marketing policy. The organizing capacity framework, that has been linked to place marketing, also incorporates “vision and strategy” as an important factor (Berg and Braun, 1999). What goals should be pursued and which tools should be used to achieve these goals? Is there consensus on the target groups at which the regional marketing policy should aim. Several municipalities within the region may already have a city marketing policy which can lead to different views of their role in a regional marketing policy.

Leading organization

Several scholars link the necessity of a leading organization to the success of a place marketing policy either directly (Kotler et al, 2002b, Rainisto, 2003) or indirectly via the framework of organizing capacity (Braun and Berg, 1999). In the literature there seems to be consensus that regional marketing policy should be led by a strong personality/group/organ, that is able to convince others of the need for a regional marketing policy. Besides convincing others, a leader should be given the authority to make general decisions either alone or together with a “planning group” or “steering group”.

However the regional leadership issue can be difficult, because the responsibilities within a region are often very fragmented (Windén and Berg, 2004). Several municipalities, foundations and other organizations are involved with a regional marketing related topic. It is important that one organ coordinates all these individual initiatives to create synergies between the several marketing efforts. But if there are sensitivities between regional actors it can be difficult to appoint a leading organization.

Several decisions need to be made. Is there a natural leader? Should an existing organ be made responsible for the regional marketing policy, or should a new organ be created? Or is it better to start with informal cooperation? The leadership decision depends on the regional situation and differs per region.

Involvement of private and non-profit stakeholders

Rainisto (2003) incorporated 'public-private partnerships' as one of the critical success factors of a place marketing policy. The involvement of several stakeholders is important in attaining a widely shared and supported marketing policy. Strategic networks between public and private stakeholders are also a crucial factor in the organizing capacity framework (Berg and Braun, 1999). Besides the involvement of important private actors, representatives of the residents, schools, cultural and sports sectors (non-profit sectors) should be involved in the marketing policy (Berg, 2008).

How the private and non-profit stakeholders should be involved in a regional marketing policy can differ per region. The stakeholders can be an official partners or can take part in an advisory committee. There is not one single success recipe for a regional governance structure.

Political and Societal Support

Political support and societal support are both factors in the organizing capacity framework that has been linked to place marketing (Berg and Braun, 1999). Rainisto (2003) also emphasizes the need for "political unity", although this is not realistic in a European democracy (Braun, 2008). However, a lack of political support within the municipalities has been a reason for the failure of regional cooperation efforts in the past (Berg, 2008).

Political support is important, because most place marketing initiatives are publicly financed. Without the support of local politicians, it is almost impossible to implement a place marketing policy. Without the support of society, it is difficult to implement a marketing policy as well. Residents, local companies and other regional actors need to enforce the marketing message. The best marketing tool is the word-of-mouth. If society does not enforce the marketing message, this message is less effective. Furthermore a lack of societal support can downgrade the political support.

4.5 Summary

All selected factors are summarized in a regional marketing framework (see figure 4.2). The framework assumes that all three elements influence the feasibility of a regional marketing policy and that they are interrelated. In short four hypotheses are made that will be tested in the analysis of The Hague Region case

H1: General place marketing factors influence the feasibility of a regional marketing policy.

H2: Region-specific factors influence the feasibility of a regional marketing policy.

H3: Governance factors influence the feasibility of a regional marketing policy.

H4: General Place marketing factors, Region-specific factors and governance factors are inter-related.

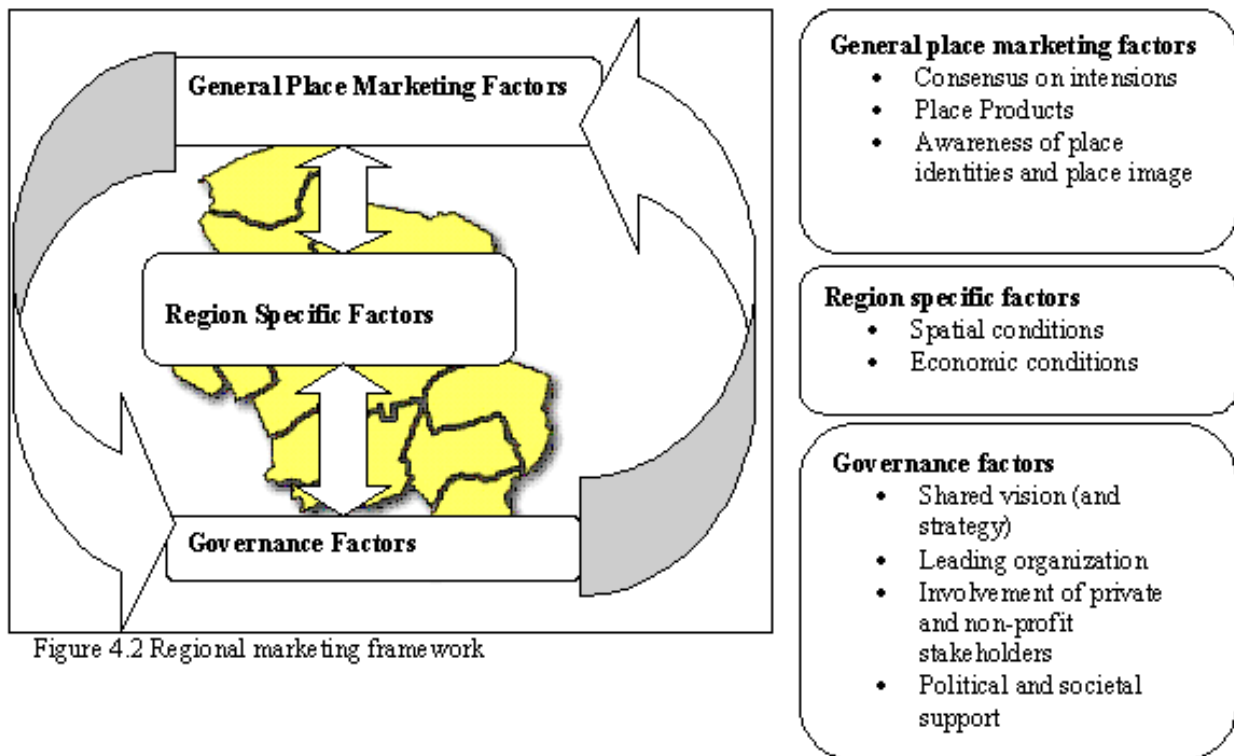


Figure 4.2 Regional marketing framework

SECTION II
PRACTICAL ANALYSIS

Chapter five Case Study the Hague Region

This chapter introduces The Hague Region case. In paragraph one a short history and some facts of the city region The Hague are given. The second paragraph sums up several alliances between the municipalities in the region. A short analysis of the synergies and problems of these alliances are given based on interviews with representatives of the municipalities and other stakeholders. The third paragraph contains a short analysis of the synergies and barriers of the regional marketing policies in the Metropolitan Region Amsterdam and the city region Arnhem-Nijmegen. In chapter six, The Hague Region will be analyzed in more detail with the help of the regional marketing framework introduced in chapter four. In Chapter seven policy recommendations will be given based on the analysis of chapter five and six.

5.1 Introduction the Hague Region

The Hague City Region¹ is a cooperative agreement between nine cities/municipalities (see figure 5.1). The Hague Region is located in the most densely populated area of the Netherlands with just about one million inhabitants in 40.261 hectare (www.haaglanden.nl). Between the cities/municipalities there are green open spaces. One of the challenges of The Hague Region is to keep the green areas open. The city region The Hague focuses on six main topics: a good accessibility to and within the region, an affordable and qualitative housing supply, healthy and sustainable living environment, good employment level, preservation and improvement of the green areas and an effective youth care organization.

The city region is governed by representative members of the municipal council. The number of council members per municipality is determined by the number of residents. The Hague is the largest city with almost half of the population in the entire region. Midden-Delfland has the smallest population with approximately 18.000 inhabitants (see table 5.1)

¹ A city region is a specific governmental organ between the provincial and municipal government. It stimulates development of and cooperation on certain policy topics that cross the municipal borders. A city region has a limited authority. Ultimately, the support of the individual municipalities is needed.

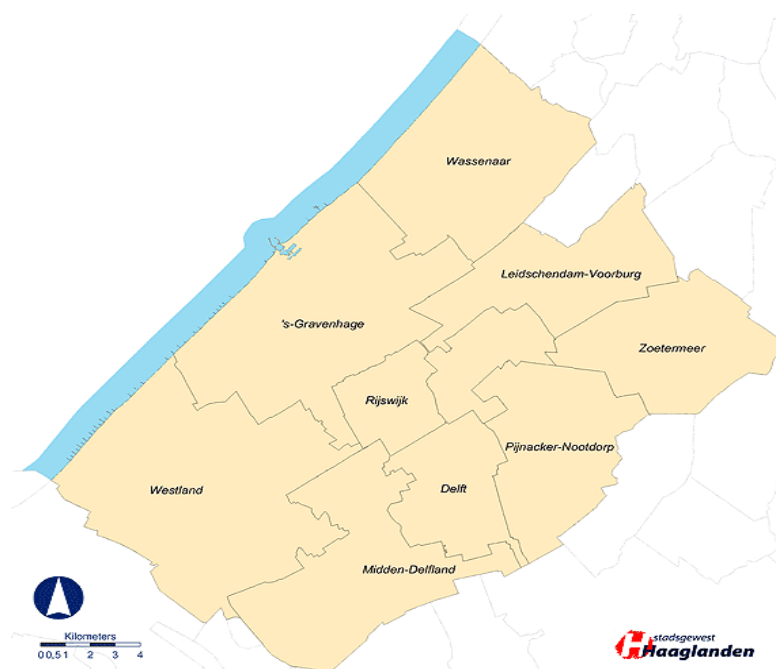


figure 5.1 (Source: www.haaglanden.nl)

	Council Members	Citizens
The Hague	25	481,864
Zoetermeer	7	120,881
Westland	6	99,436
Delft	6	96,517
Leidschendam-Voorburg	5	72,697
Rijswijk	4	46,758
Pijnacker-Nootdorp	3	45,900
Wassenaar	3	25,909
Midden-Delfland	2	17,598

Table 5.1 relative size municipalities in The Hague Region

The Hague is a powerful city in The Hague region, but it needs the co-operation of the surrounding municipalities. The Hague is a densely built city and has few possibilities to expand within its own administrative borders. In the past this caused a lot of tension between The Hague and the surrounding municipalities. In the mid-nineties the national government decided – with the support of The Hague - to expand the administrative borders of The Hague. The surrounding municipalities were forced to give some land to The Hague. This resulted in a lot of political and societal resistance. Co-operation between The Hague and the other municipalities on other policy topics became more difficult due to a lack of trust.

5.2 Current Alliances in the Hague Region

In the past, cooperation between the municipalities in The Hague Region was difficult. Several attempts to come to a joint marketing and/or tourism policy in The Hague Region failed because of a lack of political and/or societal support. This can partly be explained by the annexation in the mid-nineties. But in general, policy makers also focused more on their own municipality rather than looking across their administrative borders.

Nowadays the policy makers are more prepared to cooperate at a regional level. The municipalities in The Hague Region cooperate with each other in numerous alliances on numerous topics at numerous policy levels within numerous different “relevant regions”. There are still several barriers that need to be removed before a regional marketing policy in The Hague Region can be implemented. This will be illustrated by the selection of some current alliances concerned with regional marketing topics. The reader should realize that the current organizations and alliances contribute to regional marketing, but the focus of this paper is to learn from current mistakes.

Some alliances are only aimed at a specific target group, other alliances relate to several target groups.

5.2.1 Visitors

There are numerous regional visitor-related marketing alliances. It is beyond the scope of this paper to analyze all alliances. Therefore four visitor-related marketing initiatives have been selected.

1) *‘Toerisme zonder grenzen’ (TZG)*

In 2008 a document that states the intention to create a regional tourism policy was signed by the The Hague city region, MKB Den Haag (the Small Business Association), Den Haag marketing (The Tourism organization of The Hague) and ANWB (organization for car owners). This led to the creation of regional cycle routes and a few other projects. In May 2009 a new brainstorming session was held to come to more effective regional plans. The interviewees are positive of the regional cycle plan, but are still a bit skeptical about the progress of the entire project since 2008. There has been a lot of talking, but this has not yet resulted in much progress. In January 2010 the next meeting is planned. Unfortunately due to the timeframe of this paper the results can not be put in this thesis.

2) *The Hague –Delft*

At the moment only The Hague and Delft actually cooperate to create synergies between the tourism policies of both cities. The Hague appreciates the cooperation with Delft, since Delft adds a lot to the

tourism product of The Hague. Delft on the other hand benefits from the Hague's powerful marketing organization.

A city card has been developed that offers visitors the opportunity for unrestricted travel 24 or 48 hours between both cities. Furthermore visitors can get discounts on several tourist attractions. Rijswijk, located between Delft and The Hague, was not aware of the city card and recently requested more information. It illustrates that not much progress has been made in mapping and communicating place marketing initiatives.

3) *Zuid-Hollands Bureau voor Toerisme (ZHBT)*

ZHBT is a place marketing organization of the province of South Holland. The main goal of ZHBT is to stimulate tourist-recreational spending in the province South Holland. The organization has four main tasks: gathering and spreading knowledge, networking, product development and promotion. The latter task in particular has been very problematic. The province subsidizes the ZHBT to promote South Holland in order to attract more visitors. But the province contains two relatively large cities (Rotterdam and The Hague) which both have their own established marketing organizations. Therefore the large cities do not support the provincial effort to promote South Holland. According to them South Holland is not a very strong brand name. The Province does not use the strength of the large cities.

The Hague, Rotterdam, Zoetermeer and Delft have ceased their cooperation with the promotional activities of ZHBT. Without the support of the large cities it is difficult to create a successful promotional campaign.

4) *Mills and Minds*

'Mills and minds' is an organization founded in 2007 by five cities – Delft, Leiden, Rotterdam, The Hague and Zoetermeer - to attract more congresses to the 'West Holland region'. The 'mills' represent the leisure activities in the region whereas the 'minds' represent the knowledge institutes. Together with the presence of numerous hotels and congress centers the region is a suitable location for congresses.

However there has been critique on the Mills and Minds project by several interviewees. First of all some interviewees indicate that the financial future of the project is uncertain, as the province will stop its cash flow to the project. Secondly some interviewees indicate that the results of the organization are doubtful, although they have been influenced by the financial crisis, which

influenced congress demand negatively. One interviewee argues that policy makers have focused too much on business tourism and have forgotten to invest in more low-budget accommodations. And last but not least to a British reader “mills represents factories rather than leisure activities.

5.2.2 Companies

Several regional alliances are aimed at attracting companies to the region. Often they are related to specific areas and clusters. For example, Delft, Rotterdam and the technical university of Delft (TUD) cooperate in Science Port Holland to attract R&D companies and create a science park with close links with the university.

To this author’s knowledge, there is one regional marketing organization to attract diversified companies to the region. The West-Holland Foreign Investment Agency (WFIA) was founded in October 2000, mainly to attract foreign investors and companies and assist them in integrating in the region. West-Holland includes the cities of Delft, The Hague, Leiden, Rijswijk, Zoetermeer and Westland as well as the surrounding municipalities. The name West Holland was chosen, because it is an easy and not too controversial name.

Currently there is competition between the several regional, municipal and national investment agencies. The WFIA does cooperate with the Netherlands foreign investment agency (NFIA) and the investment agency for the Rotterdam Region. However Rotterdam and the West Holland Region both remain competitors. This illustrates the external competitive environment.

Internally the municipalities in the West Holland Region focus more often on the results for their own municipality rather than the regional benefits. The municipalities finance the WFIA and demand municipal benefits (a certain number of companies within their administrative borders) in return. Often the municipalities do not incorporate the indirect benefits that can be generated when a company will be located within a neighboring municipality.

5.2.3 Residents

Several marketing initiatives are aimed at regional residents. Often they relate to municipal marketing policies aimed at the regional “visitor”. The Ooievaarspas is a specific cross-municipal alliance aimed at regional residents and students with a minimum income in The Hague, Rijswijk and Leidschendam-Voorburg. The ‘ooievaarspas’ offers them discounts for regional leisure, cultural and sport activities.

The Rotterdam-Delft equivalent of the Ooijvaardspas is the Rotterdam/Delftpas. The main difference with the Ooijvaardspas is that the Rotterdam/Delftpas is available for everyone, although students in Delft and Rotterdam and residents of the participating municipalities with a minimum wage can get a discount on the fee.

5.2.4 Investors

Municipalities cooperate in numerous ways to attract investments to the region, often related to specific projects or policy fields. Basically the City Region is also a regional cooperative to attract funds from the national government.

Together municipalities can attract more money than when every municipality applies for specific funds/subsidies separately. The WFIA is an example of a regional organization to attract foreign investors.

5.2.5 Rotterdam-The Hague Metropolitan Region

Currently The Hague and Rotterdam are negotiating to cooperate more at a metropolitan level. It is important to note that cooperation at the metropolitan level involves more than regional marketing. But there are similar barriers for regional marketing as for wider cooperation.

The first obstacle is the support of the wider metropolitan area. For example in Amsterdam metropolitan area it took several years before the surrounding municipalities wanted to co-operate with Amsterdam in the metropolitan region. The smaller municipalities in particular were afraid of losing their own identity. In the end the Amsterdam Metropolitan Area shows that both Amsterdam as well as the smaller municipalities will benefit from cooperation.

The second obstacle in the Rotterdam-The Hague region is the fact that besides the smaller municipalities, this region consists of two large cities which may, compete with each other over the name of the region for example.

5.3 Summary

The current regional alliances reveal several barriers and important issues which policy makers should consider in implementing a regional marketing policy. First of all one should be aware of regional sensitivities. Several interviewees indicate that it is best that every municipality keeps its own identity within The Hague Region. This will enlarge political and societal support.

Secondly several regional alliances show that the name of the region is a potential barrier. Currently the province of South Holland (with the exception of The Hague, Delft, Rotterdam and Zoetermeer who promote their own city) is promoted as a tourism destination, and West Holland as the region to attract foreign companies, investors and congresses. Rotterdam and The Hague are still struggling with the name for the metropolitan region. Should it be Rotterdam-The Hague Region or The Hague-Rotterdam Region or should a less controversial name be chosen? Whatever name is chosen, it should be used more consistently than the current diverse regional names.

Thirdly the current alliances show the necessity of a flexible approach to administrative borders. This is true for both the municipal as well as the administrative borders of The Hague Region. For example, some municipalities in The Hague region cooperate with Leiden and Lansingerland in attracting foreign companies. Rotterdam and Delft cooperated in creating the Rotterdam-Delft pass. And many other examples of cross-municipal cooperation can be given. The relevant region can differ per topic and target group.

Fourthly the interviewees indicate that currently many organizations and alliances are involved with place marketing. These organizations are considered very bureaucratic and policy makers get impatient when there are no immediate results. Some interviewees state that quick wins are necessary to enlarge and maintain the support for a regional marketing policy. However it should not be forgotten that place marketing is a long term effort in the end.

A fifth potential barrier can be the tension between a large city and its surrounding municipalities. In The Hague Region in particular there is opposition to The Hague, which is partly due to the previous annexation problems, but mostly because the surrounding municipalities have a strong own identity. They are afraid that The Hague will get too much power in a regional marketing organization. However the surrounding municipalities should realize that they can benefit from cooperation with The Hague. The example of the Amsterdam metropolitan area showed that it is a long term process to create sufficient support for regional cooperation. But in the end the city and its surrounding municipalities need each other.

A sixth observation is that there should be better coordination between the place marketing initiatives, alliances and other regional cooperative efforts.

Chapter Six Analysis the Hague Region

Chapter six has two objectives. On one hand it tests the relevance of the framework introduced in chapter four to the analysis of a regional marketing policy (see figure 6.1). On the other hand it tests the feasibility of a regional marketing policy in The Hague Region. The first paragraph analyzes the marketing related factors and tests the first hypothesis. In the second paragraph the region-specific factors are analyzed and the second hypothesis is tested. The third paragraph analyzes the governance factors and tests the third hypotheses. The fourth paragraph summarizes the results and tests the fourth hypothesis summarizes.

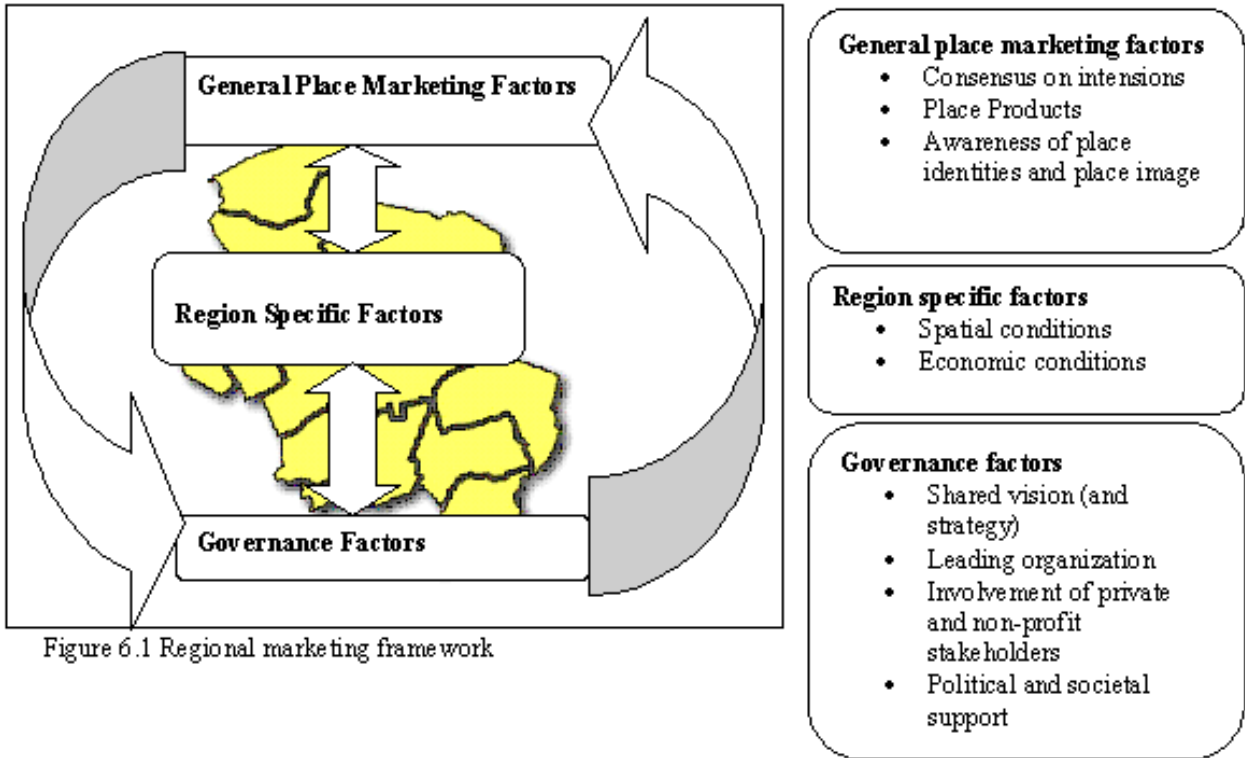


Figure 6.1 Regional marketing framework

6.1 General Place Marketing Factors

This paragraph tests the first hypothesis by analyzing The Hague Region with three selected place marketing factors.

H1: General place marketing factors influence the feasibility of a regional marketing policy.

6.1.1 Consensus on intentions

Some municipalities/cities call it city marketing, others call it place marketing and some municipalities focus merely on marketing a tourism destination. Besides the municipal interviewees, the other interviewees also have given their intentions of regional marketing. It is important to realize that these intentions are given for regional marketing, whereas the municipal intentions are more focused on municipal marketing.

The five municipalities with an (almost) established marketing policy formulate the following intentions:

- The Hague: *“City marketing is selling the city” and “showing everything that the city has to offer.”* Marketing is a means to achieve the city’s targets. *“City marketing is attracting and keeping companies residents and visitors”*
- Westland: *“Show the strengths of a municipality as well as you possibly can in a realistic way “*
- Delft: *“City marketing is attracting and keeping companies, residents and visitors”*
- Zoetermeer: *“The most important thing is that what you state is what you are. And then let it be confirmed by others.” “City marketing is trying to focus on your strengths by making use of creative, unique (and relatively inexpensive) tools”*
- Leidschendam-Voorburg : *“City promotion is attaining a unique and relevant position in order to attract and maintain the right companies, visitors and residents, with the support of important stakeholders, enforcing the city policy. This leads to involvement to and participation in the city”*

The intentions mentioned above illustrate some differences between the municipalities. In particular there is a gap between The Hague and the other municipalities. The Hague is very ambitious and focuses on “everything” the (big)city has to offer, whereas the other municipalities are more limited in their ambitions due to budget restrictions. They are more focusing on a limited number of strengths and use pragmatic and creative solutions rather than a large marketing campaign that

focuses on “everything”. In general the smaller municipalities, and those without or in the start-up phase of a place marketing policy, are skeptical of regional cooperation due to these differences.

The following intentions are formulated by representatives of non-municipal organizations for regional marketing:

- “Market knowledge is essential. Place marketers should put themselves in the shoes of the customer. A place should sometimes sell something that is not completely true, for example The Hague Region officially does not have an airport or a port, but you should always mention Schiphol and the port of Rotterdam. A place customer does not think in administrative borders”
- “Keep and attract visitors, companies, residents and other customer groups”
- “Market the strong points of the region in a coherent way. It should become the umbrella of the city marketing policies.
- “First you have to make sure that your “products” are well developed, than you can start with a regional marketing policy”
- “Determine the strengths of the region. Enforce these strengths and use them to market the region.”

The intentions formulated by the non-municipal interviewees are also pragmatic and highlight two important issues. First of all it is considered important that policy makers look over their administrative borders. The interviewees agree that the region should use the mainports Schiphol and the port of Rotterdam in the regional marketing strategy. Secondly one interviewee defines a regional marketing policy as an umbrella for all the city marketing policies. Most interviewees agree with this view. However, The Hague is against the umbrella approach and argues that other municipalities should join the marketing efforts of The Hague.

In general the municipal interviewees use a broad “definition” of place marketing instead of merely focusing on promotion, although some municipalities without any city marketing ambition still seem to have a wrong idea of city marketing. The different interpretations of place marketing can also lead to misunderstandings for a regional marketing policy.

6.1.2 Place products

In Chapter four it is argued that packages of place products should be developed around the strengths of the region. The interviewees were asked what these strengths are. Overall the interviewees gave a clear overview of the relevant strengths of the region per target group, although more interviews/surveys are needed to give a complete overview.

1) Companies

- A common factor for the region is the presence of several international (legal) institutions, for example the International Court of Justice, Europol, the International criminal Court, the European Patent Office and an International and an American School. The (international) legal cluster is unique in the world and a binding element for the region.
- The municipalities Westland, Pijnacker-Nootdorp, Midden-Delfland and Leidschendam-Voorburg are part of the Westland-Oostland greenport cluster. The greenport cluster is highly innovative and is a large contributor to the Netherlands GDP .
- Delft cooperates with the technical university of Delft to create a science park with strong links to the university. Delft contains a lot of knowledge on civil engineering, water management and solar energy for example.
- The Hague is the seat of the government and the region in total contains many governmental institutions.
- Last but not least several headquarters (for example Shell) and research institutes (for example TNO) are located in the region.

2) (International) Visitors

There is no binding element for a regional marketing policy aimed at (international) visitors, although the region has several regional products that can be appealing to them.

- Delft and The Hague are the major tourist destinations. They both have a historic centre and royal ties.
- The region has several beaches that could be developed further as tourist destinations. Currently the main beach resorts are The Hague-Scheveningen and The Hague-Kijkduin.
- The region has several hotels and restaurants (some with a Michelin Star) in different price categories.

Some place products can be internationally relevant for a limited number of international visitors:

- The green areas (for example via Cittaslow),
- The national ballet that is located in The Hague,
- several major festivals and events in the region,
- The greenhouse cluster can be attractive for industrial tourists.
- The leisure facilities can also add something to the regional tourist products, although they are often more nationally oriented.

3) Residents (and visitors surrounding areas)

- The residents of the region benefit from all the place products for visitors for example the beach and the restaurants.
- The region is a large potential market for companies and facilities. The residents can benefit from all these amenities, for example there are plenty of schools, jobs and shops available.
- The residents of the region can choose whether they would like to live in a city or a small village. However mainly starters on the housing market and elderly deal with housing problems in The Hague Region.

The interviewees seem to agree that it is difficult to market The Hague Region, because the region has very diverse place products and lacks a real binding element. The International (legal) cluster could become a binding factor, although this cluster is less relevant for Westland. Creating packages of place products in general is easier said than done. The main problem, according to the interviewees, is the lack of coordination between the individual actors. The public as well as the private responsibilities are scattered over numerous organizations and municipalities.

6.1.3 Awareness of place identity and place image

There is no statistical data available on the image of the region in total. There are only some documents on the image of The Hague region as a tourist destination. However the interviewees indicate that there is no common regional identity. The region is very diverse and every municipality probably has its own identity.

Some municipalities have carried out an image investigation for their own municipality (see attachment D for more information on the municipal city marketing policies). In general the larger municipalities with an established city marketing policy (The Hague, Delft and Zoetermeer) are aware of their identity and image. The municipalities that are aware of their own identity and image are more aware of the necessity of regional cooperation. Furthermore, the municipalities that are aware of their own identity and image seem to be better aware of how their municipality wants to position itself in a regional marketing policy. However most interviewees are biased towards the features of the own municipality or the activities of the own organization when it concerns their position in a regional marketing policy. In general the interviewees state that the municipalities should keep their own municipal identity in a regional marketing policy. They seem to be aware of regional sensitivities.

6.1.4 Summary

H1: General place marketing factors influence the feasibility of a regional marketing policy.

The analysis of The Hague region confirms the hypothesis that general marketing factors influence the feasibility of a regional marketing policy. The selected factors show that the general marketing factors can give both positive and negative incentives.

- A positive note is that most intentions are pragmatic and use a broad interpretation of place marketing. However, there is no consensus on the intention of place marketing. A clear gap between the large budget and the high ambitions of The Hague and the other municipalities is visible. Most interviewees are also in favor of the umbrella approach, whereas The Hague argues that other municipalities should join the marketing organization of The Hague.
- The region has numerous attractive and some unique place products, which can be used for a regional marketing policy. However, it is difficult to market the diversity of the region. Furthermore, there is a lack of coordination between the individual actors, which complicates the creation of packages around the regional strengths.
- Most cities and municipalities that already have a place marketing policy are aware of the necessity of cooperation on a regional scale when it concerns specific target groups. The interviewees also seem to be aware of sensitivities. A negative incentive is that the municipalities within The Hague region are afraid of losing their own identities and images, which can be a potential barrier in establishing a regional marketing policy.

6.2 Regional specific factors

This paragraph tests the second hypothesis via an analysis of The Hague region.

H2: Region-specific factors influence the feasibility of a regional marketing policy.

6.2.1 Spatial conditions

1) Limited Space

The region is very densely built with few green spaces in between the municipalities. In particular, The Hague has difficulties in spatial management. In the past, the national government gave The Hague areas that previously belonged to their neighboring municipalities. The relationship within The Hague Region was disturbed for a long period. New politicians have been elected and the relationships among the policy makers have improved. However, there are still problems with the spatial planning in the region.

For example, The Hague wants to redevelop the Binckhorst area, which is an old industrial area, dominated by car-related firms and environmentally unfriendly businesses. The accessibility of the Binckhorst area is poor, although it is near the centre of The Hague. Therefore a redevelopment scheme has been necessary. The aim is to change the area completely from an industrial zone into a lively mixed urban area. But to redevelop that area the firms that are currently located in the Binckhorst need to be relocated. Within The Hague there is not a lot of space, so The Hague puts pressure on the surrounding municipalities to accept these industrial firms. But the surrounding municipalities are not eager to do so.

2) Accessibility of the region

The accessibility of the region is the second spatial-economic factor to consider. External accessibility to the Schiphol and Rotterdam mainports seems to be good. However, the relative accessibility of The Hague Region is decreasing as it is not connected to the High Speed Train network. Furthermore accessibility by car is not very good. A ring road around The Hague is difficult since the city is close to the sea. The problem in The Netherlands is that the procedures to build new roads take too long. The discussion about a six kilometer extension of the A4 has taken almost thirty years, and still not a lot of progress has been made. The internal accessibility by public transport between The Hague and its surrounding municipalities has been improved by Randstadrail, which is a light-rail connection between The Hague, Rotterdam and Zoetermeer. However the internal accessibility to, from and within Westland for example is not adequate.

3) Restructuring greenhouse areas

A third factor to consider is the restructuring of the greenhouse areas, which are in poor conditions in some locations. The scale of the companies is too small to compete in a globalizing world. In some areas there is no space for greenhouse companies to expand, accessibility is not sufficient, there is a lack of space for water reservoirs, and non-greenhouse related activities absorb too much space. A restructuring policy for the greenhouse areas is needed to revitalize the older areas into modern, efficient areas with better accessibility, and to improve the overall quality of the spatial design. A distinction is made between priority areas and non-priority areas. The greenhouse entrepreneurs are assumed to revitalize the non-priority areas themselves by take-overs and modernization of the greenhouse companies. The restructuring of the priority greenhouse area requires more intensive restructuring activities because the area crosses several company- and municipal boundaries, for example infrastructural changes, water reservoirs and green- and recreational facilities.

The integrated restructuring of the entire greenhouse areas in Westland, Pijnacker-Nootdorp, Midden-Delfland and Leidschendam-Voorburg requires cooperation between public and private

stakeholders. The intention is to preserve and upgrade the green house cluster and improve residential conditions in general. This is a challenge due to the limited space, high land prices, changing climate that requires water reservoirs and the coordination between residential areas and greenhouse areas.

4) Preservation of green zones

Another spatially related challenge is the preservation of green zones between the cities/municipalities. Due to the limited building space, the green areas are constantly under pressure. They are important for the quality of life in the densely populated region. Preservation of the green zones is a priority for the region. Better coordination between spatial zoning policies and cooperation in preserving the green zones is the main task for the Hof Van Delflanderaad that will be officially founded in 2010.

6.2.2 Economic conditions

1) Demand for knowledge workers

The global shift towards a knowledge economy has increased the demand for highly skilled employees. There is fierce competition between regions in attracting and keeping highly skilled people. The ageing population will only increase the competition between regions. The Hague Region has problems in maintaining and attracting talented students and highly skilled workers. The quality of life, the image of the region, the knowledge base, job opportunities, the accessibility and several other regional amenities are important factors for highly skilled workers in their location decisions.

2) Financial crisis

The financial crisis has increased the necessity for a regional marketing policy in The Hague region. Synergies between municipal policies can create budget savings and may generate extra benefits. Direct and indirect costs can be reduced by the elimination of counterproductive intraregional competition. However, private and public actors are not eager to make large investments due to the economic situation. The legal and governmental cluster has not been severely hit by the financial crisis. The government is a stable employer and it is expected that unemployment in the region will not increase substantially. However in the greenport cluster, that is more dependant on the global financial situation the short-term consequences of the financial crisis are expected to be more serious.

6.2.3 Summary

H2: Region-specific factors influence the feasibility of a regional marketing policy.

The analysis of The Hague region confirms the hypothesis that region-specific factors influence the feasibility of a regional marketing policy. However the influence of the region-specific factors is less direct than the influence of the general place marketing factors. Furthermore the influence probably differs per region. More research is needed to the influence of these factors.

- In The Hague Region the spatial conditions such as, the limited building space, accessibility of the region, restructuring of the greenhouse areas, preservation of the green areas and the need for more water reservoirs, require regional coordination. The chosen solutions for these regional problems will influence the attractiveness of the region and thus indirectly can have a positive or negative impact on a regional marketing policy.
- The regional economic structure and the global market conditions can give positive and negative incentives to a regional marketing policy. The current financial crisis increases the necessity for a regional marketing policy. On the other hand, the financial crisis may have a negative impact, since it is more difficult to create a budget for a regional marketing policy in The Hague Region.

6.3 Governance Related Factors

This paragraph tests the third hypothesis by analyzing The Hague Region with four selected governance factors.

H3: Governance factors influence the feasibility of a regional marketing policy.

6.3.1 Shared vision and strategy

The vision and strategy of a regional marketing policy is already partly illustrated by the intention that the interviewees use for place marketing. The Hague and most other interviewees differ in their vision of a regional marketing policy. The Hague has a relatively large marketing budget and a large marketing department, which the other municipalities should join according to The Hague. Furthermore The Hague is in favor of implementing an integrated regional marketing policy, which according to them should be aimed at all general target groups and the sub-groups students and expatriots.

In contrast to The Hague, most interviewees are in favor of starting with a limited number of target group(s). They argue that a regional marketing policy aimed at one target group is already very complicated, because numerous organizations and municipalities with different interests and opinions are involved. A policy aimed at all general target groups is not feasible according to them. Furthermore a marketing policy aimed at certain target groups does not necessarily have to add value on a regional level, for example a marketing policy aimed at 'residents' is for some interviewees strictly a municipal task.

There is also no consensus on which limited target group(s) a regional marketing policy should be aimed, although a majority is in favor to start with visitors and/or companies. Ex-patriots, students and investors (mainly national government) are also mentioned as potential regional target groups. One interviewee also suggests to include the media as a target group.

6.3.2 Leading organization

Currently the responsibility for regional marketing is spread over several municipalities, organizations and foundations. There are numerous leadership options for a regional marketing policy. The options discussed in the interviews are given below:

1) The Hague

The Hague is clearly the largest city in the region, with relatively the largest marketing organization and budget. The Hague is also willing to take the lead and welcomes other municipalities that wanting to join their effort to promote The Hague Region. The other interviewees acknowledge that The Hague has a good marketing organization, but most of them are against a leading role for The Hague. The representatives of the surrounding municipalities are afraid The Hague will get too much power and the other municipalities will lose their own identity. Delft, which is currently already cooperating with The Hague Marketing in attracting visitors, and VNO-NCW west are more open towards a leading role for The Hague. In general the interviewees argue that a leading role for The Hague can have a negative influence on the feasibility of a regional marketing policy.

2) Another existing municipality/organization/foundation

The interviewees were asked if other existing foundations or other municipalities should take the lead. The region does not contain many multinational firms that could take the lead. The Chamber of Commerce and several other organizations are willing to emphasize the need for a regional marketing policy and to participate in an advisory role. However a leading role is not feasible for them. One interviewee argued that a small municipality should take the lead, but other interviewees

argue that a small municipality does not have the power (marketing organization) to coordinate a regional marketing policy.

3) City region

The city region is another option to take the lead in the regional marketing discussion. Most interviewees are against creating a platform of aldermen responsible for city marketing. They argue that political support is essential, but politicians should not be given the authority to make the general marketing decisions. The interviewees fear that politicians focus too much on their own municipality instead of the region. Several interviewees are in favor of a coordinating role of the city region on a civil servant level. This could be solely initiated by the city region, but it could also be part of a formal or informal public private partnership.

4) New public-private partnership

A new public-private partnership as in the Arnhem-Nijmegen city region is a possibility. In Arnhem-Nijmegen there is a board with representatives of the four partners (see attachment E) which leads the regional marketing policy. The Arnhem-Nijmegen city region has the coordinating role in this partnership. Some interviewees are against a new public-private partnership. There are already too many organizations and foundations involved with marketing activities according to them.

5) New external regional marketing organization

None of the interviewees is in favor of a new external marketing organization, because they indicate that it can lead to more bureaucracy. Furthermore The Hague and some other municipalities already have an established marketing organization, and they are not willing to make (large) investments in a new marketing organization.

6) Other suggested options

Some interviewees argue that the regional marketing organization should be a bottom-up approach that focuses on quick wins and synergies. Another suggestion was giving the leading role to a representative of one of the 'smaller' municipalities, a representative of the city region and someone from the Chamber of Commerce, not in an official partnership, but more in a coordinating role.

6.3.3 Involvement of private and non-profit stakeholders

Representatives of private and non-profit stakeholders are in favor of a regional marketing policy. MKB (organization for small and medium-sized enterprises) is already participating in a cooperative agreement to create a joint tourism policy in the region. Furthermore they indicate that local

entrepreneurs are dealing with different bureaucratic procedures in the different municipalities. A regional marketing policy may contribute to better coordination. VNO-NCW West (organization for employers), the Chamber of Commerce and other organizations are also actively lobbying for a regional marketing policy.

The municipal interviewees agree that involvement of private and non-profit stakeholders is important for a regional marketing policy. Several stakeholders are mentioned that should be involved. There seems to be consensus on the following stakeholders: the Chamber of Commerce, surrounding municipalities, municipal marketing organizations, and the city region. Numerous other stakeholders are mentioned, differing per target group (see table 6.1).

Residents	Companies	Visitors	Investors
Residents	MKB VNO-NCW West Universities Schools LTO Multinationals WFIA (Mills and minds)	ANWB Koninklijke Horeca Nederland RECRON HISWA ZHBT (Province) (green) leisure companies/representatives	National Government Province Real estate companies

Table 6.1 stakeholders per target group

Opinions vary on the extent to which the private and non-profit stakeholders should be involved. Some interviewees state that representatives of private and public parties should be actively involved in a regional marketing policy. However, the interviewees that represent the private and non-profit stakeholders are in favor of an advisory role for themselves. Organizations, as for example the Chamber of Commerce could become part of a an official public-private partnership or a cooperative agreement.

6.3.4 Political (and Societal) support

The municipal interviewees argue that city marketing is a political priority in most municipalities. The Hague, Delft, Zoetermeer and Westland have one aldermen, who is solely responsible for city/place marketing. Furthermore The Hague has a separate marketing department and a large city marketing

budget. Midden-Delfland, Leidschendam-Voorburg and Pijnacker-Nootdorp are also working on the implementation of a place marketing policy..

Most municipalities with an established city marketing policy are aware of the need for regional cooperation. However, acquiring political support for a regional marketing policy is more difficult. The interviewees indicate that the distrust among policy makers is declining due to newly elected politicians (post-annexation) who are more willing to cooperate. However, the local elections in March 2010 could change the political spectrum.

Regional marketing policy is still a politically sensitive subject, as there is societal resentment against The Hague. It is beyond the scope of this paper to do a survey to test the societal support to a regional marketing policy. The interviewees indicate that tension between the 'big' city and the surrounding municipalities is likely to be a barrier for a regional marketing policy in The Hague Region.

Political support in The Hague region is also influenced by the investments that are necessary. On the Region Day several council members of the different municipalities had a debate on regional marketing, which they seemed enthusiastic about, until someone mentioned the investments that are necessary.

6.3.5 Summary

H3: Governance factors influence the feasibility of a regional marketing policy.

The analysis of The Hague region confirms the hypothesis that governance factors influence the feasibility of a regional marketing policy. The governance factors appear to be very dominant.

- There is no shared vision and strategy for a regional marketing policy. Some interviewees are in favor of an integrated policy, but most interviewees prefer to start with a limited number of target groups. Unfortunately there is also no consensus on which limited target groups a regional marketing policy should aim, although most interviewees mention visitors and/or companies as most suitable target group(s).
- There is no consensus on the leadership role. The Hague wants to take the lead, but that is not accepted by most other stakeholders. The city region seems the most likely option to coordinate a regional marketing policy either in a official public-private partnership or a cooperative agreement with some other stakeholders.

- The representatives of private and non-profit stakeholders that have been interviewed lobby for a regional marketing policy. The other interviewees also argue that private and non-profit stakeholders should be involved of these stakeholders. However, opinions vary to the extend in which they should be involved.
- A lack of political and societal support can be an important barrier for a regional marketing policy in The Hague Region. The tension between The Hague and the surrounding municipalities generates a negative incentive which may be reinforced by the annexation problems of the past. A positive incentive is that city marketing is a political priority in most municipalities. The awareness of the need for more regional cooperation is increasing.

6.4 Interrelated factors

H4: General Place marketing factors, Region-specific factors and governance factors are interrelated.

The general place marketing factors, region-specific factors and governance factors, individually influence the feasibility of a regional marketing policy. The governance factors seem the most influential and the region-specific factors the least influential. This paragraph elaborates on the potential relationships between the three elements.

Governance factors and general place marketing factors are strongly related in The Hague region. The intention of place marketing reflects the vision on a regional marketing policy. Furthermore the political and societal support is related to the place images and identities. People are afraid of losing their municipal identity, which is reflected in a lack of support for regional cooperation with The Hague. The development of packages of place products around the regional strengths is influenced by the presence of leadership. Currently the responsibilities are spread and it is difficult to coordinate all the individual activities and interests.

Governance and region-specific factors are related in The Hague Region, although the relationships are indirect, for example the economic structure of the region and the current financial crisis can influence the political support for a regional marketing policy.

Place marketing factors and region-specific factors are related in The Hague Region. The development of place product packages is limited by the region-specific spatial and economic conditions. The Hague region has limited building space, which demands for creative solutions. The financial crisis in combination with the regional economic structure can also limit the finance for the development of place products.

Hypothesis four is confirmed. The general place marketing factors, region-specific factors and governance factors are inter-related, which indicates a need for an integrated approach. All three elements should be considered in the implementation process of a regional marketing policy.

6.5 Summary

In chapter six, The Hague Region has been analyzed via the regional marketing framework and the four hypotheses introduced in chapter four (see figure 6.2). The analysis shows that in reality the chosen factors are important for a regional marketing policy. The factors give both positive and negative incentives for a regional marketing policy in The Hague Region (see table 6.2). The general place marketing factors, governance factors and region-specific factors are interrelated. An integrated approach is necessary. More research and case studies are needed to strengthen the model.

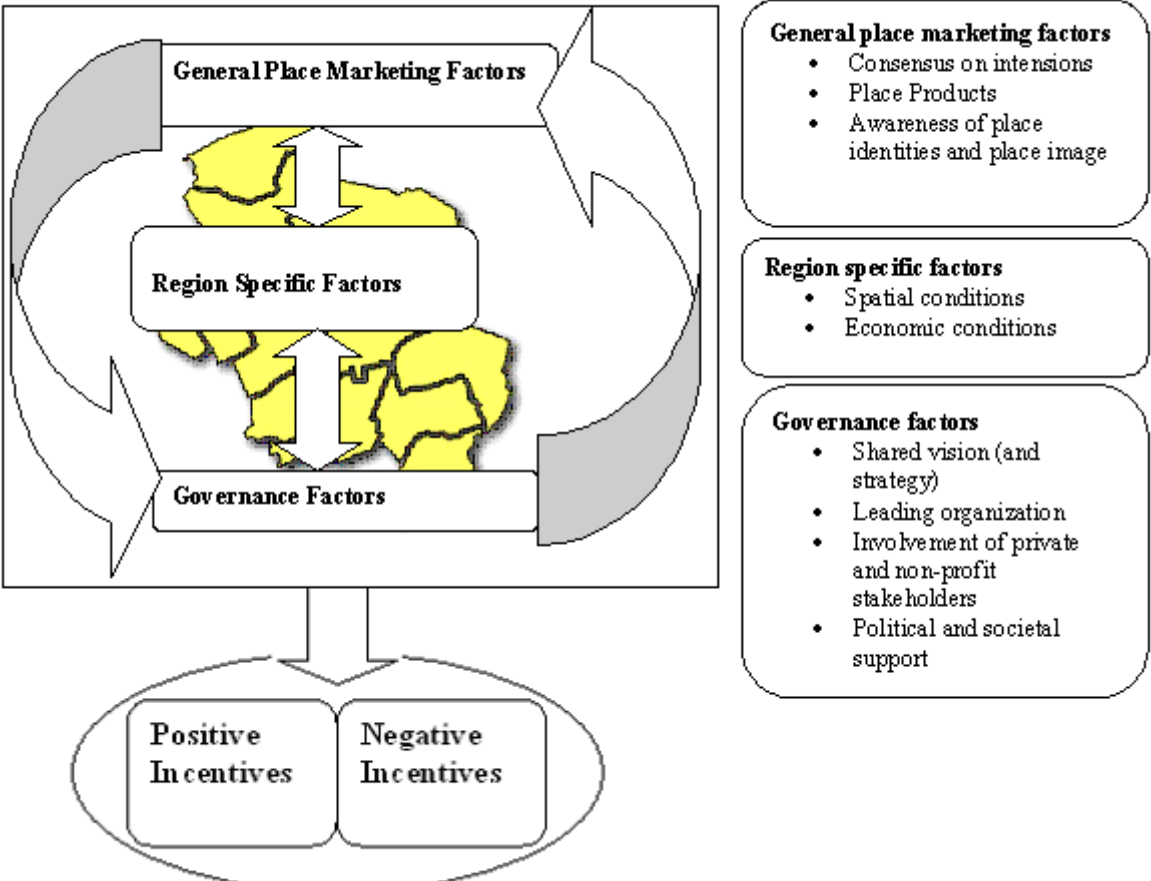


Figure 6.2 Regional marketing framework

General Place marketing factors	Consensus on intentions	(-) No consensus on the intentions of place marketing. There is a clear difference between The Hague and the other municipalities.
		(+) Most intentions are pragmatic and use a broad interpretation of place marketing
	Place Products	(-) A lack of coordination between the individual actors complicates the creation of packages of place products around the regional strengths. Furthermore it is difficult to market diversity.
		(+) The region contains numerous attractive and some unique place products that can be used to market the region.
	Awareness place identities and place image	(-) The municipalities are afraid of losing their own identities and images which can be a barrier for a regional marketing policy
		(+) Most municipalities with an established city marketing policy are aware of the necessity for regional cooperation. Furthermore the policy makers seem to be aware of regional sensitivities.
Region specific factors	Spatial conditions	
	Economic conditions	(-) The financial crisis makes it more difficult to attract investors for a regional marketing policy in The Hague Region.
		(+) The financial crisis increases necessity to cooperate in The Hague Region.
Governance Factors	Shared vision (and strategy)	(-) No shared vision and strategy. The Hague wants an integrated approach, whereas other stakeholders prefer a focus on a limited number of target groups.
		(+) Most interviewees mention visitors and/or companies as target groups.
	Leading organization	(-) The responsibilities are currently widespread and there is no consensus on a leading organization. The Hague wants to take the lead, but that is not accepted by other stakeholders.
		(+) The Hague city region is the most likely option to coordinate a regional marketing policy, either in an official public-private partnership or a cooperative agreement
	Involvement of private and non-profit stakeholders	
		(+) The representatives of private and non-profit stakeholders lobby for a regional marketing policy. Other interviewees express necessity of their involvement.
Political and societal support	(-) Tension between The Hague and the surrounding municipalities	
	(+) City marketing is a political priority in most municipalities. The necessity for more regional cooperation is increasing.	

Table 6.2 positive and negative incentives for regional marketing

SECTION III

CONCLUSIONS AND RECOMMENDATIONS

Chapter Seven Conclusion

All in all this paper tries to answer the following problem statement: *What are the (potential) synergies and (potential) problems in implementing a regional marketing policy?* To answer this question several sub-questions have been formulated.

What are important marketing factors to consider when implementing a regional marketing policy?

Several place marketing factors have been selected based on the academic literature. First of all there is a need for common intentions of regional marketing. Scholars may differ in their intention of place marketing. However, within the place marketing organization, the same intention of place marketing should be used to avoid misunderstandings. Secondly, it is important to be aware of the major place products (strengths) of a region. Thirdly, there is often a gap between the place identities, place images and images desired by policy makers. Closing this gap is a goal of place marketing. Awareness of the place identities and images is a necessity.

What are important organizational/governance factors to consider when implementing a regional marketing policy?

Several governance factors have been selected based on the academic literature. Governance factors are embedded in the place marketing literature because place marketing takes place in a network environment. Many stakeholders are involved and governance is needed to manage all the network relationships. First of all there should be a shared vision and strategy between all the involved stakeholders. Secondly, leadership is necessary to make sure progress is made and to coordinate all activities. Thirdly, private and non-profit stakeholders should be involved to create a widely-shared regional marketing policy. Last but not least, political and societal support is necessary. The major place marketing decisions are made by politicians, so political support is essential.

What do the marketing and organizational factors imply for the feasibility of a regional marketing policy in The Hague Region?

This paper combines the general place marketing factors and governance factors in a regional marketing framework, which has been used to analyze The Hague Region Case. Region-specific factors are added to the framework as they can also influence a regional marketing policy. The interrelated factors can give both positive and negative incentives for a regional marketing policy (see table 6.2). Numerous synergies can be created by better communication and coordination between all the marketing policies and organizations in The Hague Region. In addition the coordination between individual suppliers of place products should be improved. The creation of packages of place products around the regional strengths can generate synergies as well. However

this is easier said than done. Most of the problems in implementing a regional marketing policy are governance related. There is no consensus on a vision and strategy or a leading organization and there are sensitivities between The Hague and the surrounding municipalities. Furthermore the municipalities within the region have their own identities and images. If these identities are not taken into account, a regional marketing policy will not be successful.

Overall the analysis shows that implementing a regional marketing policy in The Hague Region will be difficult since there are numerous barriers. The governance factors, in particular are dominant. However when policy makers and other involved actors are really willing to implement a regional marketing policy in The Hague Region, it might be feasible, as in the Amsterdam Metropolitan Area and the Arnhem-Nijmegen City Region.

The analysis of The Hague Region indicates that the factors in the model influence the feasibility of a regional marketing policy. More research and case studies are needed to improve the model.

Chapter eight Policy Recommendations

The previous chapters have shown several (potential) synergies that can be created by a regional place marketing policy and revealed numerous (potential) barriers. This chapter elaborates on the results of the analysis of The Hague Region and gives some policy recommendations.

At the moment there is no consensus on the implementation of a regional marketing policy in The Hague Region. However the examples of the Arnhem-Nijmegen city region, the Amsterdam, Metropolitan Area and the current alliances in The Hague Region show that almost any attempt at regional cooperation faces barriers and sensitivities. As said before, regional marketing by intention takes place in a political context. And not all decisions are made rationally.

It may sound like a paradox as the most barriers of a regional marketing policy are governance related. But based on the interviews, this paper's advice is to decide on the governance structure at a later stage. If the discussion on governance starts it will probably lead to an endless political debate, while the focus of the debate should be on potential synergies of a regional marketing policy. This paper advises starting simply with quick wins, a limited number of target groups a bottom-up approach and a central coordination mechanism.

8.1 Quick wins

"Place marketing is a marathon not a short sprint" is a famous one-liner of the city marketing aldermen in The Hague. Indeed place marketing is a long term effort. However there is currently a lack of support for a regional marketing policy and also a lack of consensus about the intentions of place marketing. Furthermore there are already numerous organizations and municipalities in the region involved with regional marketing activities. Therefore it is advisable to start with quick wins to increase the support for a long term regional marketing policy.

First a good inventory of municipal and regional marketing activities should be made. This paper can be a first start, but a more detailed overview of all place marketing activities in the region is needed. Such an overview is necessary to spot quick wins between the several marketing policies.

Secondly, it is important to increase the awareness of what place marketing involves. For example, people often confuse place marketing with promotion, whereas promotion is just one tool in a whole toolbox full of place marketing activities. A good understanding of what place marketing involves is necessary among policy makers, politicians and other stakeholders to generate more support for a

regional marketing policy. Currently most interviewees already use a broad “definition” of place marketing.

To upgrade the knowledge on place marketing even further, it can be beneficial if all municipalities, the departments within the municipalities and other involved actors within the region formulated the same intentions for place marketing. At the moment the different municipalities and organizations formulate different intentions. This is confusing and can cause misunderstandings.

Another aspect is to focus on strong regional products that are already present in the region. These products should be reinforced by better cooperation between different stakeholders which may lead to the creation of new regional products (or packages). Facilitating better network facilities around the strong regional products can help to enforce the strengths in the region.

Besides the strengths and weaknesses of the region, policy makers should also take external opportunities and threats into account. A SWOT-analysis per target group can give new insights into regional product packages, such as competitive advantages that should be maximized, defensive capacities that should be promoted, re-orientation that should be tackled and vulnerabilities that should be fought. In attachment F a preliminary SWOT-analysis can be found for visitors. More research is needed to complete the SWOT-analysis for (potential) visitors and all other (potential) target groups.

8.2 Limited number of target groups

An integrated regional marketing policy for all target groups does not seem realistic at the moment. Most interviewees are in favor of focusing on a limited number of target groups (in the beginning). Visitors and companies are the most mentioned target groups for a regional marketing policy.

Companies

One option is to start with a regional marketing policy aimed at keeping and attracting (international) companies and institutions. The region has three main clusters that are attractive for foreign investors and companies. At first sight the greenport cluster, the legal cluster and the technical cluster do not seem to have a common factor. These clusters, and the municipalities in which they are located have their own place marketing policies and contacts.

However, it should be acknowledged that the different municipalities and companies can benefit from each other’s networks and facilities. For example Wecba, the biggest entrepreneurial organization in China, representing the top 500 Chinese companies, announced that it would open a

permanent office in the region. Furthermore contracts were signed to invest 700 million euros in The Netherlands, of which 300 million in real estate projects in The Hague (region) (www.wfia.nl). These investments could be beneficial for the whole region as they will add value and generate extra employment. Furthermore the region can use the location of Wecba in the The Hague to enhance the relationship with China. China is an important growth market, especially for the greenport cluster.

A regional marketing policy can also be beneficial for small and medium-sized business entrepreneurs. The local companies also benefit from the presence of international companies (at least when they are embedded in the region) and investments. Foreign companies and institutions bring new knowledge to the region and local companies can tap into new networks.

A regional marketing policy aimed at companies should also facilitate knowledge exchange between scientific universities, applied universities² and local and international companies to increase innovation in the region. For example the legal cluster can increase cooperation with the legal faculties of the University of Leiden and Erasmus University in Rotterdam. The greenport cluster has its own applied university, but should also cooperate with the University of Wageningen and may benefit from particular knowledge in the technical university of Delft to create a more sustainable production and logistics process. The technical cluster has been already linked to the Technical University of Delft and the University of Applied Science of The Hague.

The region also has several congress facilities that can be used for attracting congresses. These facilities should be developed further in close cooperation with the different clusters. The greenport cluster does not have many congress facilities, but can make use of the facilities in the surrounding municipalities. The surrounding municipalities benefit from extra business visitors and the greenport municipalities benefit from the extra network opportunities.

Last but not least, a regional marketing policy aimed at companies can generate a positive spin-off for visitors. If ex-patriots and business visitors are satisfied with their stay in The Hague Region, they might come back for a longer stay in the region.

Visitors

Another option is to implement a regional marketing policy aimed at visitors. The examples of the Amsterdam Metropolitan Area and the Arnhem-Nijmegen city region show that mainly international

² Applied University = HBO

tourists/visitors are an important target group for a regional marketing policy. Individually, municipalities often do not have the budget or the tools and products to compete to attract large number of tourists. Together the region has several place products that could be interesting for a wide range of international visitors. However, it is important to realize that The Hague Region is not a tourist magnet like Amsterdam, Barcelona or London. Nevertheless there are plenty of opportunities to develop The Hague Region as a visitor destination. In attachment F a few examples are given.

Another important issue is that the major visitor attractions like the beach or an historic centre do not generate value, but the supporting products like hotels, restaurants, leisure facilities, use of parking places/public transport, shops. Packages of several place products should be developed around the main attractions (and some niches) to increase the added value and attract more visitors to the region. Currently the use of the different place products is not coordinated. A regional marketing policy should facilitate the creation of packages. The creation of packages should not be forced via a topdown approach. An important lesson from the Arnhem-Nijmegen Region is that the regional marketing campaign aimed at international visitors (and/or companies) should be supported by the regional society and the municipal marketing policies. Therefore a bottom-up approach is advisable.

8.3 Bottom-up approach

It can be difficult to implement a regional marketing policy without political support from the municipalities, support from private and non-profit stakeholders and support from the society in general. In both the Amsterdam Metropolitan Area and the Arnhem-Nijmegen city region the private sectors (Chamber of Commerce and other organizations) demanded a regional policy (for tourism).

In The Hague region, the Chamber of Commerce and other private and non-profit organizations also demand a regional marketing policy. However the political support for regional cooperation is lacking in some of the municipalities. Regional cooperation can be beneficial for all municipalities, so local politicians should be convinced of its necessity. For example, Westland politicians are often very skeptical towards regional cooperation in the Hague Region. They should realize that cooperation and participation in WFIA, for example, can be beneficial for Westland. The location of Weeba in the region improves relationships with China which can stimulate Westland exports and increase the investments in the region. Regional cooperation does not mean that the surrounding municipalities should subordinate to The Hague, or that the municipalities have to give up their own identities. On the contrary by regional cooperation the municipalities can improve the image and identity of their own municipality.

But political support alone is not sufficient; local companies and residents need to enforce the message of the regional marketing campaign. A top down approach, where the policy makers create packages of place products in their ivory tower is not effective. A bottom-up network approach, as close as possible to a specific target group and a specific sector of place products, is essential for a regional marketing policy. Local entrepreneurs and other stakeholders involved with the target group and the sector of place products should participate in developing the place products (for example international companies and the legal cluster or visitors and the development of the regional beach).

However, if too many stakeholders are involved the governance of a regional marketing policy becomes complicated. Therefore a central coordination mechanism is necessary.

8.4 Coordination mechanism

The analysis of the Hague region shows that a central coordination mechanism is necessary to map and coordinate the different place marketing activities. There are several possibilities for a coordinating organization. The Hague is not a realistic option as the surrounding municipalities do not support it, although it can be used for the implementation of a regional marketing policy. The city region is a more realistic alternative as a coordinating organization. In Arnhem-Nijmegen, the city region is actively involved in the coordination of the regional marketing policy as part of an official public private partnership. Such a public-private partnership could be an option for The Hague Region. However, some interviewees are not enthusiastic about a new official organization. An agreement by several public and private partners to cooperate could be a good alternative.

8.5 Summary

Most barriers to a regional marketing policy are governance related. Municipalities are afraid to lose their identity and authority in a regional cooperative agreement. Therefore this paper first suggests to start with quick wins. Place marketing is a long term effort, but quick wins can increase the support for a long term regional marketing policy. Examples of quick wins are:

- 1) Make an overview of municipal and regional cooperative agreements
- 2) Increase the awareness further of what place marketing means
- 3) Formulate the same intention for place marketing to avoid misunderstandings
- 4) Make a SWOT-analysis per target group
- 5) Focus on important regional products and facilitate network facilities to upgrade these products and develop new products

Secondly, this paper suggests starting with a limited number of target groups. A policy aimed at all target groups is not realistic at the moment. Companies and/or visitors are the most suitable target groups for a regional marketing policy in the Hague Region.

Thirdly a bottom-up network approach, as close as possible to a specific target group and a specific sector of place products, is essential for a regional marketing policy. Municipal policy makers should realize that regional cooperation can enforce municipal marketing policies. Furthermore policy makers should acknowledge that private and non-profit stakeholders and society at large need to support the regional marketing message. Packages should be created by the local stakeholders, not by policy makers in their ivory tower.

Last but not least, a central coordination mechanism is needed to coordinate all the stakeholder relationships and marketing policies. Several options have been mentioned. An (unofficial) cooperative agreement between a few public and private partners seems the most realistic option. Coordination solely by the city region is another possibility.

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Figures

Figure 1.1 Guggenheim Bilbao

<http://blogs.usyd.edu.au/bizart/Guggenheim%20Bilbao%202.jpg>

Figure 1.2 Guggenheim Abu Dhabi

<http://image.guardian.co.uk/sys-images/Film/Pix/pictures/2007/06/01/guggenheim460.jpg>

Attachment A

Nederlandse Samenvatting

Steeds meer gemeentes houden zich bezig met gebiedsmarketing. Dit kan leiden tot inefficiënte intra-regionale competitie. Er ontstaat in veel regio's dan ook de vraag of men op regionaal niveau een coördinerend marketing beleid zou moeten invoeren. De hoofdvraag van deze masterscriptie is *“Wat is de (potentiële) synergie en wat zijn de (potentiële) barrières voor het opzetten van een regionaal marketing beleid?”* Om deze hoofdvraag te beantwoorden zijn enkele deelvragen en hypothesen geformuleerd die in deze samenvatting de revue zullen passeren.

Met welke belangrijke marketing factoren moet men rekening houden bij het implementeren van een regionaal marketing beleid?

Op basis van de academische literatuur zijn enkele marketing factoren geselecteerd die van invloed kunnen zijn op de haalbaarheid van een regionaal marketing beleid. Het is van belang dat alle betrokken actoren eenzelfde invulling geven aan regiomarketing. Verder moeten de regionale beleidsmakers bekend zijn met de belangrijke 'place products' van de regio. Bij de ontwikkeling van nieuwe regionale producten kan daarop ingespeeld worden. Ook komt het vaak voor dat er een discrepantie bestaat tussen de identiteit van een gebied, het imago van een gebied en het gewenste imago van een gebied. Het overbruggen van dit verschil is een belangrijk doel van gebiedsmarketing. Beleidsmakers moeten zich bewust zijn van de diverse identiteiten en imago's van de regio en van de gemeentes binnen de regio. Het onvoldoende rekening houden met gevoeligheden die binnen een regio een rol spelen zou een barrière kunnen vormen voor een regionaal marketing beleid.

Met welke belangrijke 'governance' factoren moet rekening houden bij het implementeren van een regionaal marketing beleid?

Er zijn talloze belanghebbenden betrokken bij een regionaal marketing beleid en 'governance' is nodig om alle de relaties tussen de diverse netwerken te coördineren. Zo moeten alle 'stakeholders' een gedeelde visie en strategie hebben. Vervolgens is leiderschap belangrijk om te ervoor te zorgen dat vooruitgang wordt geboekt en dat alle activiteiten worden gecoördineerd. Voorts moeten private en non-profit organisaties worden betrokken om draagvlak te creëren. En last but not least is politieke en publieke steun voor een regionaal marketing beleid essentieel. De belangrijkste gebiedsmarketing beslissingen (financiële) worden immers genomen door politici, die worden gekozen door de bevolking. Het is daarom belangrijk dat de bevolking van de regio de marketing boodschap ondersteund.

Bij het beantwoorden van de eerste twee deelvragen zijn enkele gebiedsmarketing factoren en 'governance' factoren geselecteerd. Vervolgens zijn deze factoren gecombineerd in een regionaal marketing model. Aan het model zijn regiospecifieke factoren toegevoegd, omdat elke regio zijn eigen specifieke kenmerken heeft die de haalbaarheid van een marketing beleid zouden kunnen beïnvloeden. De verklaringskracht van het model wordt getest aan de hand van de case study stadsgewest Haaglanden. Het model wordt ook gebruikt om de haalbaarheid van een regionaal marketing beleid in het stadsgewest Haaglanden te testen. Hiervoor zijn vier hypothesen opgesteld:

H1: Gebiedsmarketing factoren beïnvloeden de haalbaarheid van een regionaal marketing beleid.

H2: Regiospecifieke factoren beïnvloeden de haalbaarheid van een regionaal marketing beleid.

H3: 'Governance' factoren beïnvloeden de haalbaarheid van een regionaal marketing beleid.

H4: Gebiedsmarketing factoren, regio-specifieke factoren en 'governance' factoren beïnvloeden elkaar.

Alle hypothesen worden ondersteund door de bevindingen in het stadsgewest Haaglanden. De factoren geven elk afzonderlijk positieve en negatieve prikkels aan een regionaal marketing beleid (zie tabel 6.2), maar er is ook sprake van onderlinge samenhang tussen de verschillende factoren. Bijvoorbeeld het gebrek aan politieke en maatschappelijke steun voor een regionaal marketing beleid is mede ingegeven door de angst de gemeentelijke identiteit te verliezen. Geconcludeerd wordt dat de samenhang tussen gebiedsmarketing factoren en 'governance' factoren het sterkst is en dat de invloed van regiospecifieke factoren in het stadsgewest over het algemeen een minder belangrijke rol speelt. Meer onderzoek is nodig om de verklaringskracht van het model te vergroten.

Regionaal marketing beleid kan veel voordelen opleveren voor de actoren binnen het stadsgewest Haaglanden. Bijvoorbeeld door een betere communicatie en coördinatie tussen de verschillende gemeentelijke en private gebiedsmarketing activiteiten. Samenwerking is nodig bij het ontwikkelen van verschillende gebiedsmarketing producten rond de regionale sterke clusters.

De grootste barrières voor het implementeren van een regionaal marketing beleid zijn 'governance' gerelateerd. Er is geen consensus over een gezamenlijke visie en strategie. Er bestaat met name een tegenstelling tussen de visie van Den Haag en die van de omliggende gemeentes. De verschillende gemeentes hebben ieder hun eigen identiteit en imago. Bij het implementeren van een regionaal marketing beleid moet hier rekening mee worden gehouden.

Al met al is het implementeren van een regionaal marketing beleid lastig gezien de barrières. Met name de 'governance' factoren zijn hierbij dominant. Maar als beleidsmakers en andere organisaties

echt voor een regionaal marketing beleid gaan, dan is implementatie mogelijk. Zoals is gebleken in de Metropoolregio Amsterdam en de Stadsregio Arnhem-Nijmegen.

Attachment B

Lijst van geïnterviewden

Municipal representatives

Liesbeth van Rietschoten M.sc.	Senior beleidsadviseur stadsmarketing Delft
Frits Huffnagel	Wethouder city marketing Den Haag
Ernst van den Berg	City marketing manager Den Haag
Drs. Margreet Laarman,	Senior beleidsmedewerker economische zaken Leidschendam-Voorburg
Eugénie Klok	Beleidsmedewerker economische zaken Midden-Delfland
Ing. Simon Ceulemans	Beleidsondersteunend medewerker Pijnacker-Nootdorp
Angelique Koolschijn	Communicatieadviseur Westland
Jan Kragt	Senior advisor city marketing Zoetermeer

Representatives of municipal marketing organizations

Anja Overhoff	Directeur Den Haag Marketing
Jeroen Beelen	Directeur Delft marketing

Representatives of The Hague city region

Harry Mol	Beleidsmedewerker OV stadsgewest Haaglanden
Jessica Heidekamp	Beleidsmedewerker economische zaken/toerisme stadsgewest Haaglanden
Drs. Caroline Schep	Communicatiemanager stadsgewest Haaglanden

Representatives of other stakeholder groups

Arthur Steenmeijer	Manager General Affairs, WFIA
Drs. Ruud Mannaart	Beleidsadviseur, Kamer van Koop Handel
Paul van Delft	Secretaris VNO-NCW west (schriftelijk)
Gerd-Jan korte mpa	Regiomanager Zuid-Holland/Utrecht Recron
Jeppe Licht	Regiomanager MKB
Jurriaan Veth	Directeur ZHBT
Joost Verhoeff	Zit namens Koninklijke Horeca Nederland in Algemeen bestuur Kamer van koophandel Den Haag

Representatives of other regions

Paulus Blom	Brandmanager city region Arnhem-Nijmegen
Diana van Loenen Amsterdam	Beleidsmedewerker economische zaken stadsregio

External experts

Damo Holt	Ecorys
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Short response:

Martien van Vliet	Gemeente Wassenaar
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No response:

Rijswijk

Attachment C

Vragenlijst

De interviews waren semigestructureerd. In sommige interviews zijn andere onderwerpen aan de orde gesteld en sommige onderwerpen zijn alleen ter sprake gekomen bij een bepaalde groep. Zo zijn de eerste 10 vragen vooral gesteld aan de vertegenwoordigers van de verschillende gemeentes.

Vragen city marketing:

1. Hoe zou u gebiedsmarketing definiëren?
2. Wie is/zijn er binnen de gemeente verantwoordelijk voor het city marketing/promotie beleid? Hoe ziet de governance structuur eruit? (PPP- Public-Private)
3. Wat is de rol van het city marketing/promotie beleid in het totale beleid?
4. Met welke publieke en private actoren werkt u verder samen?
5. Wat is de doelstelling van uw city marketing beleid?
6. Wat zijn de doelgroepen van het city marketing beleid?
7. Welke tools gebruikt uw gemeente voor het city marketing beleid?
8. Wat is het budget voor het city marketing beleid?
9. Wat ziet u als de sterke punten van uw gemeente? En van het city marketing beleid van uw gemeente in het bijzonder?
10. Wat vindt u zwakkere punten van uw gemeente? En wat denkt u dat er nog verbeterd kan worden aan het city marketing beleid?

Vragen Regiomarketing:

11. Wat vindt u de sterke punten van de regio Haaglanden?
12. Wat denkt u dat de zwakkere punten van de regio Haaglanden zijn?
13. Wat ziet u als kansen voor de regiomarketing in Haaglanden? Op welke gebieden denkt u dat er synergie te behalen is?
14. Wat ziet u als een belemmering voor het opzetten van regiomarketing in Haaglanden?
15. Op welke doelgroepen zou een regionaal marketing beleid zich moeten richten?
16. Hoe zou u een regionaal marketing beleid willen vormgeven?
 - Publiek/privaat/publiek-privaat samenwerking
 - Nieuwe organisatie/ bestaande organisatie
 - Bottom-up/top-down

17. Wie/welke organisatie(s) zou de leiding moeten nemen bij een regionaal marketing beleid? Waarom?
18. Bij welke organisatie(s) zou de uitvoering moeten komen te liggen? Waarom?
19. Hoe ziet u de rol van uw gemeente/organisatie in een regionaal marketing beleid?
20. Welke andere publieke, private en non-profit organisaties zouden betrokken moeten worden bij een regionaal marketing beleid? En hoe zouden deze organisaties moeten worden betrokken in een regionaal marketing beleid?
21. Denkt u dat er regionaal voldoende politieke steun is voor een regionaal marketing beleid? (invloed verkiezingen?)
22. Welke externe factoren kunnen volgens u de haalbaarheid van een regiomarketing beleid beïnvloeden? Is deze invloed positief/negatief?

Attachment D

Overview City Marketing Policies

The Hague

The Hague is the largest city in the region with 481,864 inhabitants (CBS, 2009). The city is divided into eight areas: Centre, Escamp, Haagse Hout, Laak, Leidschenveen-Ypenburg, Loosduinen, Scheveningen en Segbroek.

Intention

“City marketing is selling the city and showing everything that the city has to offer.” Marketing is a means to achieve the cities targets. “City marketing is attracting and keeping visitors, companies and residents”

Governance

The Hague has one alderman, who is responsible for the entire city marketing policy. There is a separate city marketing division, led by the city marketing manager (with 6 civil servants) to support the alderman. This division is responsible for the integrated city marketing policy and the implementation of the policy. Den Haag Marketing is a separate organization responsible for the implementation of city marketing policies for (potential) visitors. Furthermore the alderman is advised by an external advisory board with representatives from the business sector, tourist and recreational sector etc. There is also an internal group with representatives from several municipal services and departments.

City image and identity

In the past The Hague policy makers focused on many identities. Nowadays they mainly focus on the unique selling point, the *“International city of justice, peace and safety”*. There is still a gap between the image of The Hague (rather civilized and boring) and the way the policy makers want the Hague to be perceived (International city of peace and justice). The policy makers would like to give The Hague a little more vibrant image.

Besides the general identity, every neighborhood in The Hague has its own unique identity. Sometimes there are tensions between the identity of an area and the identity of The Hague in total.

Furthermore, The Hague has been aware of several other image problems. First of all Scheveningen and Kijkduin (beaches in The Hague) are often not linked to The Hague. Therefore the municipality

changed the names into The Hague-Scheveningen and The Hague- Kijkduin. Secondly The Hague has numerous names for the city: Den Haag, 's Gravenhage, La Haye, The Hague. This makes it more difficult to market The Hague.

Main goals and Target groups

Marketing is a way to achieve the city's ambitions and goals described in policy documents like "Structuurvisie 2020" and "Den Haag Internationale Stad". The main target for The Hague's city marketing policy is to achieve the goals described in important policy documents. City marketing is a long term effort. The main target groups for The Hague are (potential) visitors, residents and companies.

Tools:

- Logo
- "220 flags" spread over the city
- Promotional activities
- Webportal that offers an interactive environment for residents, visitors and companies
- 5 images : Beach, dance, pop-music, girl with the pearl earring
- Network events
- Create more awareness of events in The Hague with a an integrated event approach (The Hague festivals)
- Improve the residential climate, the business climate and the facilities for students, ex-patriots and visitors in the long term
- The best promotion of all, is when people tell each other positive stories about The Hague. Therefore The Hague wants to nurture its residents, and in particular the foreign students and ex-patriots.
- Several other tools

Westland

The municipality of Westland is a merger of seven greenhouse municipalities Naaldwijk, 's Gravenzande, Wateringen, De Lier, Monster, Poeldijk en Honselersdijk. Apart from the seven former municipalities, Kwinstheul, Maasdijk, Heenweg en Ter Heijde are separate centers in Westland. In total Westland has 99,436 inhabitants (CBS, 2009).

Intention:

"Show the strengths of a municipality as well as you possibly can in a realistic way "

Governance

The alderman for Economic Affairs, the managing director of Priva and the managing director of Rabobank Westland are part of a core team that has to preserve the pace and make sure decisions will be made. They form the board of directors of “Stichting Imago Westland”, a foundation founded in June 2009 which will be responsible for city marketing policy in Westland. Twenty companies that represent all the important sectors in Westland are represented in an advisory committee, which takes the final decisions. Communication advisors of the different companies and the municipality are members of a workgroup, which is responsible for the implementation of the city marketing policy. There is a separate advisory organ with representatives from schools, residents, events, tourist- cultural, sports, social, and other organizations.

City image and identity

Research that has been done on the image of Westland among companies, residents and students outside Westland shows, that many people still do not know Westland. Students associate Westland with green houses, farmers, country-side, booze drinking, and a village like city. The people outside Westland see Westland as a rather boring municipality.

On the other hand companies that have located in Westland are very enthusiastic; they see Westland as a proud municipality with hard-working people and a highly innovative greenport cluster. The image of harvesting tomatoes and low skilled laborers is outdated. There is a clear image gap, since Westland in reality is “a vital, innovative, competitive greenport cluster of global importance”. Therefore the “Stichting Imago Westland” is trying to change the outdated image and improve the general awareness of Westland.

Main goals and Target groups

The main goal is to enlarge the awareness of Westland among politicians (potential investors) (potential) highly-skilled employees and society in general. Furthermore Westland has ambitions per target group.

Tools

- The “Stichting imago Westland” wants one consistent overall message, with accents that may differ per target group.
- Website with a toolkit for companies to support the Westland message
- Campaign to spread the Westland message
- Branding strategy for Westland

- Text message on the green houses for example: Sweet peppers are growing here. This can create more awareness of what is happening inside the glass houses
- Bundle several events like “Varend Corso”, maybe this might result in a Westland Week
- Improve the quality of the public space, for example by upgrading roundabouts

Delft

Delft is a city with 96,517 inhabitants (CBS, 2009).

Intention

“City marketing is attracting and keeping companies, residents and visitors”

Governance

There is one alderman responsible for the city marketing policy. Four civil servants support the aldermen and together they are responsible for an integrated city marketing policy. There is also an advisory committee with representatives from the Technical university Delft (TUD), Delft marketing and Delft Kennisstad

The Delft Marketing foundation focuses on the implementation of marketing policies for (potential) visitors. The Delft Kennisstad foundation focuses more on (potential) businesses.

City image and identity

Berenschot (2007) investigated the image and identity of Delft. Its unique selling point is that the city has two contrasting views. On the one hand Delft is a city with a rich history and royal ties and on the other hand it is a very innovative city with innovative businesses, a technical university and a large student population. There are several cities in The Netherlands with a historical centre and several cities with a technical University. But the combination of both history and science makes Delft unique. To combine these strengths Delft is trying to bundle all the initiatives from Delft marketing and Delft Kennisstad with the “creating history” campaign.

Main goals and Target groups

The general target of the city marketing policy is to make sure the image of Delft relates to the reality. Delft has specific targets for the different target groups. It is focusing on all the major target groups, with a special focus on senior visitors and R&D firms that can be linked to the technical university. Delft is a real student city, so students are an important sub-group.

Tools

- The “Creating History” campaign. There is a manual created for graphical specialists so they can easily incorporate the city’s logo in their own marketing material
- The municipality is cooperating with the technical university of Delft in creating a Science park (Technopolis).
- Relational gifts
- Business promotion mix
- City wide network meetings
- Subsidize events (these events should use the creating history logo)
- Sponsor of the Owee, the introductionweek for first year students in Delft. These students all get a shirt with the creating history logo.
- Delft is discussing the possibility of putting the logo on the Nuna (solar car)
- Promotional movie
- Etc.

Zoetermeer

The municipality Zoetermeer has 120,881 inhabitants (CBS, 2009)

Intention

“The most important thing is that what you state is what you are and than let it be confirmed by others. City marketing tries to focus on your strengths by making use of creative, unique (and relatively inexpensive) tools”.

Governance

One alderman is responsible for the city marketing and communication policy. Jan Kragt, the senior city marketing advisor advises the aldermen and coordinates the integrated city marketing policy. The municipality has one employee who is responsible for the leisure policy. The foundation “Floravontuur Promotie Zoetermeer” is responsible for the tourist promotion and product development. It coordinates and attracts events to Zoetermeer and cooperates with the:”Big five” leisure companies in Zoetermeer. The “Kenniseconomie en innovatie” foundation has a fund to stimulate new innovations and knowledge development.

City image and identity

In the mindset of “older” teachers Zoetermeer was “the sleeping city of The Hague”. Furthermore Zoetermeer was often not mentioned in schoolbooks. Therefore Zoetermeer has been really active to improve its image. First of all it created interactive teaching methods for the geography and history lessons, which are used nation-wide, to create a positive profile of Zoetermeer.

Secondly the city is focusing on the identity of Zoetermeer: a city of leisure and ICT. It is a relatively new city without a historic centre. Leisure was the opportunity to distinguish Zoetermeer: for example Snowworld is already located in Zoetermeer. But to really profile Zoetermeer as a leisure city, a leisure policy note was written and a complete investigation to all the possibilities for potential leisure entrepreneurs were done to create a self-fulfilling prophecy. Many investors and entrepreneurs were interested because the municipality already did part of the work, for example the municipality designated specific areas for leisure activities, so the companies had less research costs in finding a suited location. Zoetermeer could be selective in their choice of leisure activities as the demand was larger than the supply of land.

Main goals and Target groups

Zoetermeer uses city marketing as a tool to achieve its ambitions and goals mentioned in its main policy documents (stadsvisie). The main target groups are the (potential) residents of Zoetermeer, adolescents and young families, leisure and high tech companies visitors (tourists and active excursionists), (potential) investors and policy makers such as the national government, the surrounding municipalities.

Tools

Emphasize Zoetermeers strengths and make use of creative (and relatively low cost) and unique marketing tools to a focus attention on your strengths. Be innovative and use existing channels (for example schools).

- Separate leisure policy to strengthen the image of Zoetermeer as a leisure city
- Suske and Wiske strip as the city brochure
- A promotion movie where Suske and Wiske explore the city digitally.
- Change the image of Zoetermeer by creating educational methods with an interactive game (Geography, History)
- Policy to attract and organize events in Zoetermeer
- They developed an interactive game to promote a healthier way of living

- Zoetermeer has been the first Dutch city active on “second life”, an interactive internet platform. This unintentionally generated a lot of media attention, since an online streaker disturbed the media session on second life.
- Make use of the city’s job adverts and other communication channels to lure people to its website.
- Zoetermeer is investigating the possibility of making better use of the network relationships of municipal civil servants and politicians.
- Several other tools

Leidschendam-Voorburg

The municipality of Leidschendam-Voorburg was created in 2002 as a merger of two former municipalities. The municipality has three centers, Leidschendam, Voorburg and Stompwijk. In total the municipality Leidschendam-Voorburg has 72,697 inhabitants (CBS, 2009).

Intention

Leidschendam-Voorburg is uses Berenschot’s (2006) intention: *“City promotion is attaining a uniquely relevant position in order to attract and maintain the right companies, visitors and residents, with the support of important stakeholders, by enforcing the city policy, which leads to connectiveness to and active involvement in the city”*

Governance

No decision has been made. The current responsibilities are very scattered.

City image and identity

There is little data available on the image of Leidschendam-Voorburg. The municipality has three cores each with their own identity. The municipal policy makers consider city marketing to be an important topic. However they have not (yet) made a clear choice on how they want Leidschendam-Voorburg to be perceived by (potential) customers. At the moment they focus on enlarging the visibility of several strengths: a relatively safe, green and peaceful community, with a great variety of shops and restaurants, good accessibility by public transport and car, and therefore close to the (cultural) facilities offered by The Hague. Furthermore, the Vliet, a canal that connects the centers of Leidschendam and Voorburg, has potential as a place for recreational activities on and around the water.

Main goals and Target groups

The city marketing policy in Leidschendam-Voorburg has three main target groups: residents, (regional) visitors and businesses. The most important target group is (potential) residents. Leidschendam-Voorburg does not have the intention to attract visitors on a large scale.

Tools

- Foundation for events (since May 2009) to coordinate the four events that take place in Leidschendam-Voorburg
- Relation management
- Update the website of Leidschendam-Voorburg to improve the digital service for residents. When the upgrade is completed, city promotion should get its own place on the website (with an English translation).
- To improve historical awareness: city beacons and a historic overview. These beacons refer to activities from the past. Together they form a city tour (cyclist, pedestrians)
- Tourist information point
- The city's logo
- Strategic Vision to combine different policy fields
- Potential signposts to cultural- civil buildings/institutions
- Lobby-policy The Hague city region

Midden-Delfland

The municipality of Midden-Delfland is a merger between two former municipalities Schipluiden and Maasland. Midden-Delfland has 17,598 inhabitants (CBS, 2009)

Intention

Still in exploratory phase.

Governance

Place marketing is part of the Department of economic affairs. This is a relatively new department in the municipality of Midden-Delfland and consists of three people. The governance structure for the place marketing policy still has to be decided. Currently the marketing efforts are spread over several departments and organizations.

City image and identity

Midden-Delfland is a municipality in the middle of “Het Kleine Groene Hart” enclosed between several cities. It is a municipality with a green, open and historical character. There has been no data on the image of Midden-Delfland.

Main goals and Target groups

The goal of a city marketing policy is to make sure the unique green character of Midden-Delfland is preserved and to promote the strengths of Midden-Delfland for the (potential) regional visitor (mainly seniors). They are the main target group. An indirect goal is to attract more recreational entrepreneurs to make the area more attractive for visitors.

Tools

- Cittaslow: Midden-Delfland has been the first municipality in The Netherlands that got the quality mark Cittaslow. Cittaslow is an international quality brand for municipalities with fewer than 50.000 residents and stands for a high quality of life.
- Midden Delfland develops in cooperation with “Stichting Groen goud” (a cooperative agreement with entrepreneurs), “Het Recreatieschap Midden-Delfland” (the part of the province of South Holland that is responsible for the recreation in Midden-Delfland) a strategy for marketing of the area Midden-Delfland. The advice is to choose for “endorsement”. The strategy will be worked out. No decisions have been made yet on specific place marketing tools.

Pijnacker-Nootdorp

In 2002 Pijnacker and Nootdorp merged into the municipality Pijnacker-Nootdorp. Pijnacker-Nootdorp has 45,900 inhabitants (CBS, 2009). The municipality has three cores, Pijnacker, Nootdorp and Delfgauw.

Intention

Pijnacker-Nootdorp does not have a city marketing policy. Currently it is focusing on an integrated promotion policy for tourist and recreational purposes.

Governance

Since they are still in the beginning phase, there has been no decision on the governance structure yet. The current responsibility for tourism and recreational policy is spread across different departments and cooperative agreements. The Department “open space, water and recreation” and

the “communications” department are mainly responsible for the current promotion policy. The department of Economic Affairs is responsible for attracting companies to local business areas.

City image and identity

The municipality should be perceived as a green and recreational area, an important greenhouse area, with a village-like character, easily accessible by car and public transport and near Rotterdam, The Hague and Zoetermeer. There is no data on the image of Pijnacker-Nootdorp.

Main goals and Target groups

Enlarge the awareness of Pijnacker-Nootdorp in the region. The most important target groups are (potential) regional visitors and residents.

Tools

- Bundle different promotional activities
- Bundle cycling networks and bridle paths
- Brochures
- Several other tools

Rijswijk

Rijswijk has 46,758 inhabitants

Rijswijk has no city marketing policy and there is no intention to create such a policy in the near future. It is unwilling to cooperate with this research because of the numerous requests for interviewees. According to external sources Rijswijk cooperates with The Hague when it concerns expatriots.

Wassenaar

Wassenaar has 25,909 inhabitants

Wassenaar has no city policy, and does not intend to create such a policy in the near future. The department of Economics has created an action plan to integrate the tourist and recreational market with the help of stakeholders like Duinrell, Meijendel and the beach. Before one can even think of a city marketing policy, one has to make sure the building blocks are present. This is a realistic approach that fits in a city marketing framework. Currently Wassenaar is cooperating with The Hague marketing.

Attachment E

Overview Regional Marketing Policies

Amsterdam Metropolitan Area

The Amsterdam Metropolitan Area is a cooperative agreement of 37 municipalities.

Regional Governance

The Amsterdam Metropolitan Area is not an official organ, but an agreement between several municipalities. Major decisions need the approval of the councils of all the municipalities within the region.

PRES (Platform for Regional Economic Structure) is a cooperative agreement on economic themes. The aldermen of the different municipalities and representatives of the province and the Chamber of Commerce contribute to this regional platform. The implementation of the regional economic agenda that is laid down in PRES is spread over different organizations. For example, the Amsterdam Tourism and Convention Board (ATCB), which has already been responsible for the international visitor-related marketing of Amsterdam, has expanded its tasks towards the region. There is also an agency within the municipality of Amsterdam (Amsterdam In Business) that is responsible for attracting foreign investments into the Amsterdam Metropolitan Area.

Relation towards the city marketing policies

The regional marketing policy only focuses on international visitors and companies. For other target groups and national visitors and companies, the cities and municipalities can determine their own policies. There is no tension between the regional and city marketing policies, but they reinforce each other.

Place identity and Place image

Every municipality within the region has its own tourist identity. If all the different identities were incorporated into a marketing campaign aimed at international target groups this could be confusing. Tourists often consider the region as part of the city of Amsterdam. The metropolitan area therefore determined the identity of several areas that do not coincide with the municipal boundaries. The municipalities can have an input as long as it is realistic. Often the municipalities use the identity given to them in their own policies. For example, there is an area with a primary focus on industrial

heritage, an area with lakes that can be used for recreational activities on the water, the coastal area, an area for industrial tourism.

Main goals and target groups

The regional tourist marketing policy focuses on (potential) international visitors with the aim of developing and strengthening the regional economy by:

- Making the tourism product more attractive for international **(repeated) visitors** by presenting a larger area with different characteristics and attractions as one integrated tourism product
- Attracting more tourists to the Amsterdam region and a better spread of tourists over the region to relieve pressure on Amsterdam city centre.
- By marketing the neighboring municipalities of Amsterdam as one integrated tourist destination, the regional municipalities can benefit more from the visitors that come to Amsterdam

Success factors of a regional marketing policy

1) The Amsterdam inner city is very crowded. To increase the livability of the city centre, Amsterdam is trying to attract the tourists to less crowded areas in the city and the surrounding municipalities. At the same time the surrounding municipalities can benefit from the name Amsterdam in attracting more visitors. So there is a mutual dependency.

2) An important success factor is the support of local politicians. The right people should be at the right place.

3) Due to the success of the cooperative agreement on tourism at a metropolitan level, the municipalities are willing to cooperate on more issues.

4) The region has been divided into several areas with a distinctive identity relevant to different groups of international visitors. The municipalities use these identities in their own policies.

Barriers to a regional tourist marketing policy

1) In the past there was tension between Amsterdam and the surrounding communities. Amsterdam was sometimes considered arrogant and the surrounding municipalities were afraid of losing too much of their own identity.

2) The difficulty of the regional marketing policy is the numerous municipalities (37) that are involved. All municipalities need approval from their city council before structural decisions can be made.

The Arnhem-Nijmegen Region

The Arnhem-Nijmegen Region consists of two cities and eighteen municipalities. The region has approximately 720,000 inhabitants with 150,000 inhabitants living in Arnhem and 160,000 inhabitants in Nijmegen. So most residents of the region do not live in the two major cities but in the surrounding municipalities.

Regional Governance

The marketing policy is a public-private partnership between the Chamber of Commerce, Regional Tourist Board of Arnhem-Nijmegen (RBT KAN), the city region Arnhem-Nijmegen, Arnhem-Nijmegen VNO NCW region and MKB-Midden. The number of actors actively involved is increasing.

The City Region owns the rights for the regional brand “Arnhem Nijmegen Cool region”. The steering committee “stuurgroep Arnhem-Nijmegen Cool Region”, with representatives from the six partners, is responsible for the integrated marketing policy. The Board of Participants, with representatives from the same actors, advises the steering committee. A separate Project Agency (part of the city region) is responsible for the coordination of the regional branding strategy, the website and other possible marketing activities. There are workgroups with different private and public actors responsible for the implementation of the marketing policy of the different regional products. The RBT KAN is responsible for the implementation of the regional visitor-related policy.

Over time the current public-private partnership should lead to a separate foundation, possibly with a merger with RBT KAN.

Relation to the city marketing policies

The regional marketing policy is intended to create synergies between city marketing initiatives, not to replace them. The focus has been – like in Amsterdam – on international target groups. However it appeared that the regional brand should also be supported within the region. The regional marketing message is not really supported by residents and local entrepreneurs. Often they are not even aware of the regional marketing policy and the “Arnhem-Nijmegen Cool Region” campaign.

Place identity and place Image

There is an image gap between the image perceived by outsiders and the way the region wants to be perceived by its policy makers. The region has the image of a border region with large green areas and a rich history. However the region wants also to be perceived as young and trendy. The region focuses on five innovative and creative clusters: tourism, health, fashion (among others Victor & Rolf), semi-conductors (ICT) and sustainable energy (hydrogen fuel).

Every city and municipality within the region has its own identity. There is no tension between the city and the more rural municipalities. However there is a historically rooted rivalry between Arnhem and Nijmegen. Arnhem is the capital of the province, modern and with a protestant background. Nijmegen is a city with a lot of history, a Burgundian way of life and a catholic background. They are complementary to one another. Currently there are cooperative agreements on a regional scale between the cities. However the cooperative efforts can be improved even further.

Main goal and target groups

The main goal is to market the regional product – tourism, culture, education, residential and work locations and the strong economic clusters – for visitors, residents and companies in The Netherlands and internationally, to enforce the competitive position of companies and organizations that are already located in the region.

- **visitors:** excursionists, business, and leisure tourists, congresses and visitors for cultural, and sports events.
- **Residents:** residents with middle and high income.
- **Companies:** companies that have activity related to one of the regional clusters, foreign companies
- **Investors :** real estate companies and project developers
- **Subgroups:** students, highly educated employees, intermediaries in the tourist and business location sector

Success factors of the regional marketing policy

1) The regional marketing policy has the support of private stakeholders, which have been involved from the start.

2) There is a clear need for a regional marketing approach. The private actors demand a regional approach. A regional approach has scale and scope advantages.

3) The region is aware of its strengths, image, identities and weaknesses.

4) There is a joint approach in mutually defining the economic agenda, in which the broad regional economy should be strengthened and in addition should be focused on five target areas: tourism, health, fashion design, semiconductors EMT

5) The Region tries to benefit from external opportunities. For example the Cool Breaks campaign is trying to attract more visitors to the region via a cooperative agreement with Ryanair (Weeze airport).

Barriers to a regional marketing policy

1) Lack of internal support for the regional marketing message. Residents and individual local entrepreneurs are often not aware of the “Cool Region” campaign. This is considered as an important issue to be improved.

2) The regional brand is supposed to be the glue between the municipal brands and marketing initiatives. Currently, coordination between the municipal marketing policies and the regional marketing policy is lacking. This is caused by a lack of political support for the regional marketing policy in some cities/municipalities.

3) The rivalry between Arnhem en Nijmegen has been a barrier to the implementation of a regional marketing policy. For example an independent chairman has been chosen for the city region. This can also be a disadvantage because he does not have the natural support of a city.

4) A regional marketing policy requires sufficient human resources. The city region tries to solve the capacity problem via a fusion with RBT-KAN and close cooperation with all strategic partners.

5) The financial resources for a regional marketing campaign are under pressure due to the financial crisis. The public and private actors are less willing to invest money on regional marketing, although the demand for a joint branding and marketing approach has only increased.

Attachment F Example SWOT-Analysis (Potential) Visitors

This is an example of a SWOT analysis for visitors in The Hague Region. More research is needed.

Strengths	Weaknesses
<p>Mass tourism</p> <ul style="list-style-type: none"> - Dunes and sea with two major distinct beach resorts (Scheveningen, Kijkduin) - Historical centers Delft and The Hague - Royal ties - External accessibility (airports nearby, <i>public transport</i>) - World legal capital (Peace Palace, International Criminal Court, Yugoslavia Tribunal) - Several hotels and other congress facilities - Plenty of restaurants in different price classes (some with a Michelin star) <p>Niches</p> <ul style="list-style-type: none"> - Several cultural facilities (Music, Modern Dance, The Hague festivals) - Green Zones (cittaslow Midden-Delfland) - Glass houses - Leisure facilities 	<ul style="list-style-type: none"> - Internal/external accessibility (car, <i>public transport</i>) - No unified identity among residents - Negative image (boring city) - Lack of regional coordination - Lack of a bustling nightlife - Lack of a coherent policy to exploit the regional assets like the beach resorts.
Opportunities	Threats
<ul style="list-style-type: none"> - Priority in infrastructural investments - Ageing population (excursions) - Rising tourism demand (mainly for city trips) - Expected rise in the number of business trips (when crisis comes to an end) - Global warming (the new Spain, Turkey, Italy or Greece) - Rising awareness of intraregional cooperation - Rising awareness of interregional cooperation (Rotterdam-The Hague Region) - Culture as a growth sector - Events like the European Cultural Capital 2018 and the Olympic Games in 2028 	<ul style="list-style-type: none"> - Low cost airlines (city trips) - Presence of cultural facilities in vicinity - Competition of other international city's - Competition in Randstad (Amsterdam Metropolitan Region vs. South wing of Holland)

		External Component	
		Opportunities	Threats
Internal Component	Strengths	<p>Competitive advantages</p> <ul style="list-style-type: none"> - Better exploitation of the beach resorts (the new Spain) - Attractive congress city - Link the niches to the other major visitor attractions - The Hague European Cultural Capital 2018 with a spin-off to the rest of the region - Try to attract visitors of Amsterdam for an excursion to The Hague Region. 	<p>Defensive capacities</p> <ul style="list-style-type: none"> - Develop Rotterdam Airport as Rotterdam-The Hague Airport to attract more visitors - Create an alliance with low-cost airline(s) to attract more visitors to the region via Rotterdam or Eindhoven airport. - Implement English as the official second language to improve the internal accessibility of the region
	Weaknesses	<p>Re-orientation needs</p> <ul style="list-style-type: none"> - Improve image to benefit more from rising tourism demand - Use priority government to upgrade the accessibility by public transport and car (A4, Randstad Rail, Trekvliet) - Use the potential organization of the Olympic games to improve and upgrade the infrastructure 	<p>Vulnerabilities</p> <ul style="list-style-type: none"> - The accessibility can be an important barrier for (potential) visitors to choose another location - Low cooperation and no clear shared view about how to cooperate on the regional level