

CME2000 – Graduation Thesis Project

## Master thesis: “City Branding”

An empirical study into City branding based on infrastructure, landscape and spatial/planning in Kuala Lumpur, Dubai, Singapore and Doha



**Author:**

Zakaria Awes Mohamed - 4128451

**Specialization:**

Infrastructure and Environment

**Master:**

Construction Management & Engineering

**Affiliation:**

Delft University of Technology, the Netherlands

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# Branding upcoming cities in the Middle and Far East

*An empirical study into the practices of city branding based on infrastructure, landscape and spatial/planning in Kuala Lumpur, Dubai, Singapore and Doha*

By

**Z.A. Mohamed**

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***Graduation committee:***

*Prof. dr. W.M. (Martin) de Jong*

*TU Delft, Technology, Policy & Management*

*Dr. T. (Thomas) Hoppe*

*TU Delft, Technology, Policy & Management*

*Ir. L. (Leon) P.I.M. Hombergen*

*TU Delft, Civil Engineering & Geosciences*

This thesis is confidential and cannot be made public until 21-12-2018.

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Construction Management & Engineering (Master-Section)  
Faculty of Civil Engineering and Geosciences  
Delft University of Technology (the Netherlands)

*This thesis is dedicated to my family, which has had always motivated and supported me.  
'After feeling demotivated, they remembered me what we went through, during the civil war  
in Somalia and what I can achieve by fulfilling this master graduation'*

## Foreword and Acknowledgement

In order to finalize my master graduation is this research conducted for the Technical University of Delft, which is located in the Netherlands. . This research was conducted in cooperation with the supervisors, whom have a great deal of expertise in the phenomena of “City Branding”. This means that this research is placed under their division as part of a sub-research within their field of interest “City Branding”. To gain insights into the possibilities of city branding within the field of construction management & engineering is this master thesis research accomplished. With satisfied feeling and joy, can I say that I have chosen an inspiring theme as graduation work, in order to finalize my master’s degree. The Supervisors for this research are:

- Prof. dr. W.M. (Martin) de Jong: is a scholar who fulfilled many positions at different universities, which includes the Technology University of Delft, where this master thesis research is conducted. His focal point and specialization lies in the sector of urban and infrastructure city developments;
- Dr. T. (Thomas) Hoppe: beside his specialization in Public Policy and Environmental Policy is he also one of the founders and chair holders of the “Netherlands Institute of Government” research conference, which is specialized in the field of “Energy and Climate Governance”;
- Ir. L. (Leon) P.I.M. Hombergen: he worked on various positions at Rijkswaterstaat as a consultant for tenders and contracting, and the development for new contract forms. His specialization focus lays on civil engineering and economics, especially from the role of a professional client;

Finalizing my study with this master thesis research would not be successfully and possible without the help and steering role of my graduation committee, as stated above. Therefore, I want to express my thankfulness by praising them for their given feedbacks and guidance role during the consultation meetings. I am also grateful for the opportunity they gave me to finish my study. In addition, I would also like to give my appreciation to some professionals who gave same valuable insights that positively contributed to this master thesis research. Unforgotten must be my family and friends. They gave me lovely support in different ways (moral, mental and material), therefore I want to thank them as well.

Zakaria Awes Mohamed

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## Executive summary

### Background and Introduction

Each city carries its own unique identity. Neighbourhoods, cities and nations create their own energy and excitement. This is also based on our feelings, whereby places connect us in a way that online worlds cannot. On the other hand, the world is becoming an open global market. This globalization leads to the trend whereby cities compete with each other in order to distinguish themselves. Their aim is to attract visitors, investors, residents and multinationals. By attracting them each city wants to increase their economic development. This has created the notion that the concept of city branding is becoming booming and the competition between cities globally. For example, one of the well-known districts that put a lot of effort in city branding are the regions: Middle and the Far East. Within the field of construction management & engineering, upcoming markets in Asia and the Middle-East are being investigated on how they achieved economic development and how they increased the quality of life by using city branding strategies.

### Problem definition

As described above, the globalization of the world led big cities contribute to the trend of city branding. This is due to the emerging power of cities. Which is also stated in the report of Bellosso (2012), that in the past (1925) different spreading was accumulated in means of global population. The results expressed then was based on the fact that this held for 25% of the global population who mainly lived in big cities. While today this is around 3.5 billion people, which means that an impressive shift and change occurred in the spreading's of the global population. Whereas in the past this was only around 25% is this now doubled to around 50% of the global population that are living in big cities. According to Bellosso by the year of 2050 this will grow to 5.5 billion, accounting for 75% of the world's population. The report indicates that in this pace urban growth will lead to a rapid expansion of existing cities. As result, this revolution will create entire new cities around the globe and also new forms of urban growth and urban regions. The effect of globalization on urban growth is that in the 21st century cities will be the metropolitan regions and not the states. Nowadays, big cities are known with upcoming changes and they are trying to take advantage of this phenomenon. They do this by competition with other cities using marketing strategies, based on "City Branding". However, city branding remains not just a logo, tagline, slogan and brand name. City branding goes further than that and it can be seen as a mutual dependency of different disciplines. To identify the appropriate approach to city branding the following main research question has been formulated:

*"How do selected cities in the Middle and Far East use architecture/buildings, infrastructure, planning (urban form) and landscape to improve the branding of their city and enhance loyalty? In addition, what can the rest of the world learn from them?"*

### Research approach and method

By trying to give a comprehensive answer to the research question was the research carried out by firstly conducting a literature study. This was needed in order to identify the phenomena of city branding and in order to design a method that can be used in assessing the case studies. This implied that city branding can be designed and implemented by the usage of two approaches and methods. The first approach as Lorentzen (2009) describes is the experience (exogenous) consumption driven approach that could be seen as development opportunities in case a city does not have high-tech potential in order to become a creative centre. Many cities have insufficient resources for knowledge-based development, i.e. they do not have a technology component. These cities can benefit from the (luxurious) experiences they offer, for example primary attraction element, an experience product, activities such as service or the stage for experience events. The second strategy is based on the creative class theory of Florida (2003), which is the creative (endogenous) knowledge and technology driven approach. This is based on a city that attracts by creative centres, cities that have high concentrations of creative economic outcomes. Namely innovations and high-tech industries, are

diverse, tolerant and provide a variety of high-quality experience. This approach (creative) has the reputation in being serious and dullness compared to the luxurious, and glitter and glamour appearance of some experience cities.

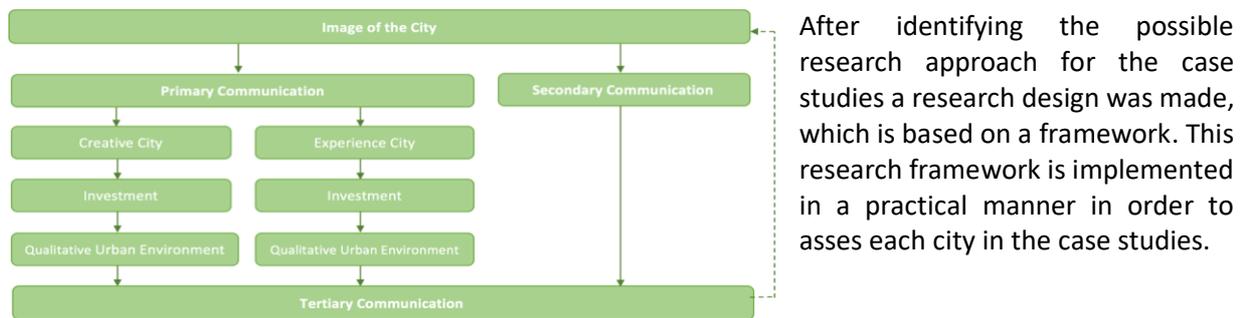


Figure S-1: Research framework (own. Illustration)

## Results

The main results of the research framework which could be classified as important, is that the four cities can be divided in two ways. First, the experience city approach which was represented by the Arabic cities Dubai and Doha. Second, the creative city approach which was represented by the Asian cities Kuala Lumpur and Singapore. Furthermore, it has been noticed that the Asian cities didn't want to change much in their direction in branding their city for the future. They are still aiming for a creative city that is blended with some experience attributes, so that the label of working and boring city is wiped out. On the other hand, the Arabic cities are mainly aiming for a creative city. This has been stated in their vision and strategy. The main reason for this was too diversify their economic development besides the existing carbon resources and tourist driven economy. This result means that at the end of each branding practice in terms of the researched cities a change in strategy and vision has been taken place. Which identifies that at the beginning a strategy and vision is chosen and later this was shifted towards a different direction by implementing attributes of the other approach i.e. if first the direction is set as creative and later experience is introduced and visa versa. Another Important result was that it did not matter if a city is creative or experience. Since there was overseas interest in both approaches and high interest in Dubai (experience) and Singapore (creative). Although, both have different appearance but still can be classified as successfully branded cities. Contrarily, Doha and Kuala Lumpur gained less interest by overseas people compared to Dubai and Singapore. This is because Doha and Kuala Lumpur are in their early stage of branding. In the case of Doha this can be accelerated in the upcoming global event of World Cup Football, but Kuala Lumpur did not plan big global events, which could lead to overdue reactions and catch up by others.

## Conclusion

The selected cities use attributes in their urban development as part of their branding strategy. This implies that experience cities use architecture, infrastructure, landscape and planning as attraction elements in order to gain a global brand identity as a tourist hub and investment potential. The results could also be interpreted as effective, knowing the effect that Dubai has gained and Doha is aiming for. The creative cities also apply the same attributes in their urban development, but this is less based on attraction and more on accommodation facilities. Their aim is to show the potential of their creative centres as business potential and less as being a tourist hub. They try to strengthen their diverse economy and facilitate the underpinning element, which is the urban development. Both approaches are trying to enhance loyalty from their inhabitants, so that the quality of life is refined in their cities. This includes the facilitation of their needs that comes with the attributes of a global city. These aspects are stated in their vision and strategy and supported by elements such as a good health care, education and affordable housing. In addition, loyalty from visitors is gained by providing the right entertainment facilities. For investors governance regulations that are conducive for city branding provides an environment to make it attractive to settle in one of the case study cities. The rest of the world could

learn that the established cities could have potential competition from upcoming cities in the world. Other cities, that want to brand themselves have therefore two possibilities. They can learn and implement the experience or creative city approach, in a practical manner this is as example visualized by Dubai (experience) and Singapore (creative).

### **Implication & recommendation**

The research extended to the usage of two approaches, which was the experience or creative city. Therefore, further research is needed to find or design other city approaches. By involving experts like city policy makers could other options be investigated. In addition, diversion of cities from other continents in the world could give different results. As example cities in Africa or South-America could be involved as investigation to create more variety. Another implication was to find volunteers for interviews, which was difficult. Especially finding those volunteers from the Netherlands, knowing that a research must be conducted based on a city that is located somewhere else. Visiting those cities and putting effort in finding those volunteers could give other insights and important aspects to consider, which could change the research in a positive way.

City branding could for a big part be seen as a domain of urban planners and policy makers. Their involvement is sometimes lacking. This is based on the findings that cities in the Middle East are leaded in hierarchical manner or sometimes they contribute to the national plan and vision, which holds for Qatar (Doha) and Malaysia (Kuala Lumpur). Another reason is that those cities are the economical drivers and contributes to the development of a whole country. It is therefore recommended to involve in early stage the city halls and especially urban planners and policy makers. Since they can steer the branding vision and strategy that should fit best for the city. In addition, the recommendation for them is having alertness that some of the choices made by urban policy makers could disturb the ideology and thought/view of the audience and place users. Therefore, it is advice able to consider city branding as part of the planning choices. It is therefore recommended not to use only marketing strategies. Instead, as the research framework implies that many disciplines should be involved. Part of their branding vision and campaign an important part must be dedicated in the development of the life quality. This holds for visitors, investors and inhabitants.

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## **Part I: Introduction**

### *Chapter 1: Introduction & Research Approach*

# 1. Introduction

The introduction part of this research will provide understandings and the background information of this research. This means that the problem will be tackled as well as the used research method, in order to gather the needed data. Beside this is a section dedicated for the research objective, which will be extended with the research questions. Afterwards, when the track for the research questions is set will be decided how this research should be management. This will be explained in the design and strategy section.

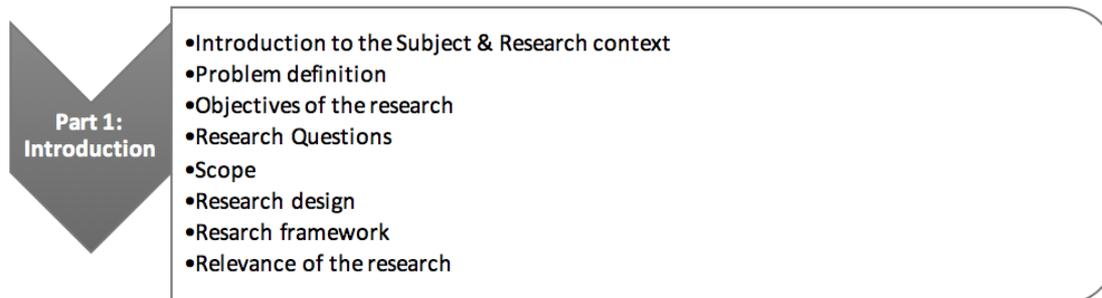


Figure 1-1: Overview part 1 (own. Illustration)

## 1.1 Introduction to the subject

As part of globalization and competition between cities a new trend occurred, whereby cities want to distinguish themselves from others. By using different methods to attract tourism, investors, residents and multinationals. However, it can be stated that this phenomenon is quite old as it is a practise from the 19<sup>th</sup> century (Ward, 1998).

But this was mainly limited to place promotion and not marketing as a whole enterprise. According to urbanist Jane Jacobs is determination of cities conform:

*“The purpose of cities simply and succinctly as a means to create wealth. Cities that do not cannot sustain or improve their citizens’ quality of life”.*

In addition, it can be argued that historically cities were mainly determined by where they are established, environment, ports, entrance to assets and nearness to additional centres to make trade possible. This implies that benefits could be gained if one of more assets in this area were established. Such as attracting jobs, investment and also importantly a sustained prosperity. Over time a shift occurred in developed economies. Namely, from manufacturing to service and technology (Resonance, 2007). As a result, the geographical impact became less important for economic success. This led to the notation that the concept of city branding became booming and the competition between cities went globally, even in districts which were not that popular before. For example, one of the well-known districts that put a lot of effort in city branding are the regions middle and far east in the world. Countries like Dubai have now one of the highest buildings in the world, one of the biggest airports and soon the fastest Hyperloop train (not operational yet) which can go up to 1200km/h, which overbridges a distance of 150km from Dubai to Abu Dhabi in just under 10 minutes. The implications of these event led to the notion that a lot of tourists are coming to Dubai in recent years, which was different in the far past since it was a desert and a strictly religious country (Jennings, 2016).



Figure 1-2: From left to right Dubai; Burj Khalifa, Emirates Airport, Fastest train (Jennings, 2016)

For the far East Singapore could be seen as an upcoming branding city as well. Some argues that it is the cleanest country in the world. This is due to the event that high penalties are given if someone causes pollution. In addition, it is one of the new finance districts in Asia, which previously was Hong Kong for a long period of time. Last but not least, Singapore has innovative buildings and its infrastructure was deemed the best in the world, based on previous surveys (Reuters, 2017).



*Figure 1-3: From left to right Singapore; Rooftop bars, Innovative buildings, Infrastructure (Reuters, 2017)*

It can be argued that bringing cities on the map, many marketing specialists have undertaken efforts to build advantageous city image. This approach was however mostly borrowed by the methods and techniques from business environment and corporate branding (Raubo, 2010). But city branding goes further than that and marketing alone is not enough to increase the quality of life and to help economic development. Therefore, within the field of construction management & engineering cities will be investigated on how they achieved economic development and how they increased the quality of life by using the phenomena of city branding as development tool. Also, within the context of city branding its right understanding including managing of the elements which will transfer the values for the actual/tangible outcomes of the branding approach will be investigated.

### 1.1.1 Research context

Each place and city can be viewed as an abstract phenomena. This is because neighbourhoods, cities and nations create their own energy and excitement. This follows naturally because places connect us in a way, which is not possible in a virtual world. Nowadays, the impression of a location and its qualified quality plays an important role in the succes of humanity (Resonance, 2007).

However, this does not imply that many countries are lucky to say that they got satisfied economical wealth or quality of life. Nevertheless, practically seen they could all be seen as rich in their intangible possessions. Because, nearly each country in the world owns his own varied assortment of historical, national, topographical, humanity and knowledgeable wealth. Based on the majority of situations, there has not been a right approach, capability or incentive to interpret those natural possessions into a type of a solid monetary advancement (Anholt, 2005).

This is where branding comes in and plays a role, whether it is positive or negative. The acceptance of any location is determined by different aspects, which could be (Resonance, 2007):

- Qualitative attributes of the environmental and infrastructure development;
- Parks such as public spaces;
- Mixture of different people;
- Security;
- Monetary wealth;
- Diversion of leisure such as restaurant or nightlife;
- History based on culture, but also qualitative art attributes;

Those factors and off course different options could form the awareness and its uniqueness (branding), which will form in a positive or negative way the views of humanity towards a location. Especially when some try to evaluate a location so that they can contribute to tourism, investing or for living purpose. While on the other hand the world is becoming a one market economy. As Simon Anholt states (Anholt, nd:1):

*“The rapid advance of globalisation means that every country, every city and every region must compete with every other for its share of the world’s consumers, tourists, investors, students, entrepreneurs, international sporting and cultural events, and for the attention and respect of the international media, of other governments, and the people of other countries”.*

The strategy applied for this is “City Branding”. Within the context of city branding the focus of this research will be on how upcoming markets in Asia and the Middle-East developed by using city branding strategies. Within the guidelines of the field of construction management & engineering.

## 1.2 Problem formulation

### 1.2.1 What is the problem

Currently, many developing countries have become wealthy countries. Especially countries that fall in the region Asia and the Gulf states. This created an environment where the competition of world cities nowadays is not only limited to Europe and America, but more so globally. This led many cities to put a lot of effort in “City Branding”. By doing so, cities hope to get a better position on the global market to attract companies (multinationals), inhabitants and tourists. Also to define local urban identity for the current inhabitants.

However, it is a necessity for a city to contribute to this trend and facilitate the attracted growth. Because of the emerging power of cities. Research results has shown that in the past (1925) different spreading was accumulated in means of global population. The results that were expressed then was that only 25% of the global population have mainly lived in big cities. While today this is around 3.5 billion people, which means that an impressive shift and change occurred in the spreading’s of the global population. Whereas in the past this was only around 25% is this now doubled to around 50% of the global population that are living in big cities. A forecast is made that by the year of 2050 that this will grow to 5.5. billion, accounting for 75% of the world’s population. With this accelerating rate in urban growth will lead to a rapid expansion of existing cities. As result, this revolution will create entire new cities around the globe and also new forms of urban growth and urban regions (Beloso, 2012).



Figure 1-4: Growth of many cities (Beloso, 2012)

The shift that globalization brings in urban growth is that in the 21st century cities will be the metropolitan regions and not the states. Some scholars argue that this will become the real world’s economic and political power (Beloso, 2012). This scenario will likely occur with major challenges that cities have to face.

Nowadays, big cities are known with the above statements and they are trying to take advantage of this phenomenon. They do this by competing with other cities using marketing campaigns in the field of “City Branding” to get a better image.

However, it is important to consider in what way a city can be valued as a brand. The reason for this, like each brand cities also satisfy their own symbolic, functional and emotional needs. In order to satisfy those needs, attributes are needed to be found into the cities unique position. Since this could have an effect on the overseas view and perception (Kavaratzis, 2008). This implies that some views could bring a substantial influence in the sense how other people are viewing the assets of a city, but also how they react to some cities/countries in manners such as governmental, sports, business and also in historical/cultural way. As result, their wealth can be affected in order to visit, relocate or invest in those cities. But also the attractiveness too corporate with some cities by global matters. In conclusion, this means that the view or brand of a city defines how others in a global manner see, accept and treat the city (Anholt, 2005).

But those images are most of the time based on prejudices, misunderstandings, cultural variances and half-forgotten happenings that occurred previously. An important reason for this is that most individuals are selfish. In the means that they will worry about themselves, family or friends instead of other people, cities or countries. Instead of spending time by trying to form as good as possible, complete and fair view towards others. This will lead to the fact that individuals have no free time to read, instead they will form their judgement by discussing the cover. Or believe the media, simply because those who decide what should go in the media as headlines exactly know, what kind of information individuals actually like to read. In addition, they know that most individuals also have a reduced desire for qualifying and balancing explanatory facts (Anholt, 2005).

To revise some of those negative image are cities using a starting point, which is city branding, as stated earlier. The most well-known measures for “City Branding” are big events (sport events), marketing strategies, brands and slogans. But “City Branding” goes further than that and it can be seen as a mutual dependency of different disciplines, which is illustrated in figure 1-5 (Prilenska, 2012).

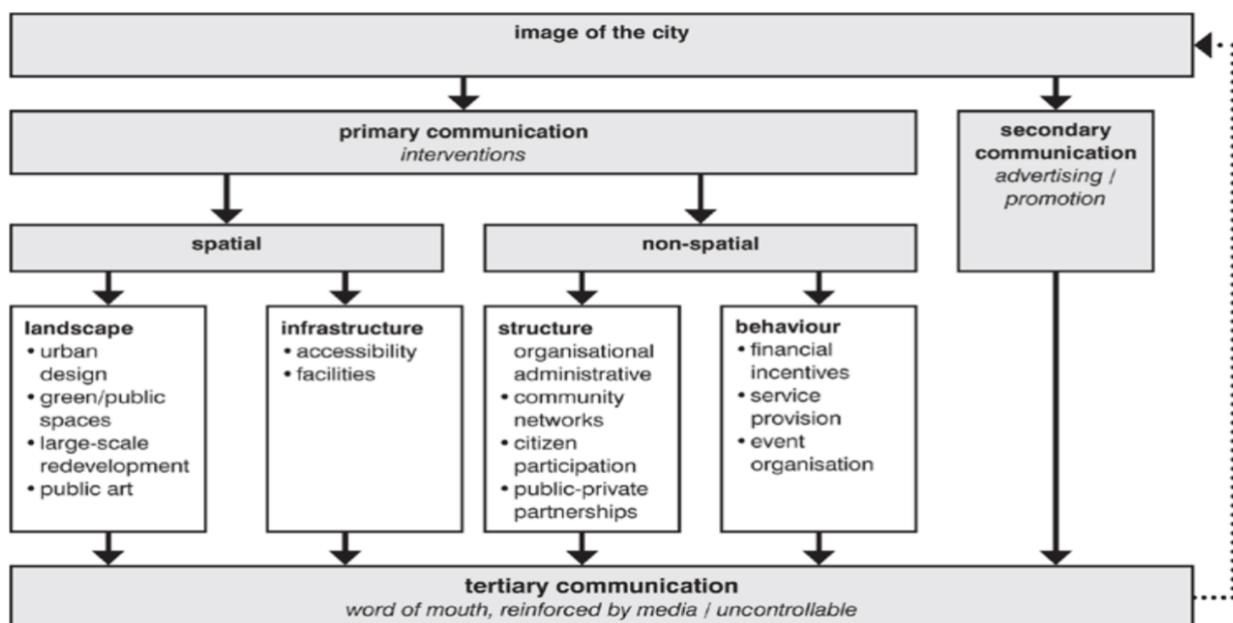


Figure 1-5: Mutual dependence on City branding (Prilenska, 2012)

Figure 1-5 illustrates the main difficulties which will have to be faced for branding a city, based on the multitude of audience and stakeholders. The starting point is that the realization of all matters starts by the place or city itself, this will happen throughout views and off course the cities imageries. Therefore, it is known and needed that firstly the cities imageries should be designed and planned, subsequently this will lead to the needed city branding (Vermeulen, 2002). In addition, it can be stated that a collaboration with the external and internal city is needed, which will become the main concentration for city branding (Graham, 2002).

It implies that each aspect of a city consists, which happen inside a city and is conducted through the city, will give message concerning the image of a city. So the involvements or deed regions which are united in the framework contribute to the context of city branding, together with a useful and representative meaning. This could be seen as the main idea, which distinguishes branding decisions from the marketing measures. Figure 1-5 is mainly interconnected throughout three kinds of communication, specifically primary, secondary and tertiary (Kavaratzis, 2008):

1. "Primary; This contribute to the communication results by means of the city's actions. In case that the communicative actions could be seen as not the main aim of those actions.
2. Secondary; Can be seen as the formal, international communication. This is the straightforward part, that is achieved by marketing practices such as indoor and outdoor marketing strategies. As example, publicity in the means of advertising, public relations, illustrative design, using a logo and so on. It can also be related to the traditional marketing mix, which is meant as the promotion component. Many cities have adopted this marketing variable with huge easiness.
3. Tertiary; This mainly mentions the word of mouth, strengthened through the internet, media and competitor's communication. In order to contribute to the others is this related to each other by the usage of an interrupted line, unforgotten must be that this part could be seen as not manageable by marketers.

According to North (2014) many cities focus on the secondary and in small amount on the tertiary part which will lead to failure, clearly 86% failure rate. As example the case of Adelaide. In 2013 over 1 million dollars was spent on a new logo by the South Australian city. Instead of creating a good brand name and excitement, it was a paradox that most people disliked. Also well-known people like Will Anderson addressed it in an interview, where he compared the red logo to an origami Pope hat and labelling it as useless. Just like many Adelaide is a simple example where the audience did not had a feeling for the brand, which was the main cause of it not being successful. Many cities are facing this problem, after they applied branding techniques to their cities. The focus on city branding is not therefore just creating a logo, tagline, slogan and brands. Another important reason why marketing campaigns do not succeed is that cities are too complex and coherent with many disciplines. Because each city user has their own interest, like stakeholders, governmental bodies, tourists, locals and activists. To satisfy each party there is good cooperation and a process needed where all the disciplines are taken into account.

### 1.2.2 Why is it a problem

As explained earlier many cities are not focussing on the primary part of city branding. In extension, searching on google will result into hundreds of thousands of hits all about city marketing. Thousands of those hits provides information about the marketing efforts a city conducted. Within those hits many possibilities are given to download any sort of promotional materials (pictures, posters, logos, slogans) that is being designed by the city for public promotion (Kavaratzis, 2008).

In summary, First, city branding is a long term process. Secondly, that the advertising actions establish just a small part of the entire process (which is shown in figure 1-5). These statements are also confirmed by brand strategies and marketing experts.

One of the big brand strategists Günter Soydanbay argues that we should reject the word campaign. Instead we should prefer the words "Journey" or "Transformation". The word 'campaign' smacks of ad-speak. According to Sydanbay the problematic promotion activities just deals with quick-fix results for the problems that are perceived in a city. As holds for cities will talking not give the aimed effect for their reputation, instead they should consider actions. This means that city branding will be efficient as strategy if all stakeholders are involved. Which includes investors, officials and inhabitants in order to create a common vision that leads to an agreement plan. The foundations of the consultation procedure will also be formed by doing this and it is advisable to undertake this at the

beginning procedure of city branding. One of the reason for this approach is that mostly each city speaks throughout its behaviour of involved stakeholders. And in addition it is commonly known that most promotional activities just focussing on the usage of terms and words, but also images and creating brands. This is one of the main reasons why it fails, because this will not lead to significantly change in behaviour (North, 2014), which means that this do not imply that there are quick-fixes.

However, a trend can be noticed that cities still choose for the easiest way by using visual elements in order to brand itself, for example; designing a new logo, the use of slogans, but also the use of advertising campaigns which consist visual elements. Therefore, the following marketing names were introduced (Kavaratzis, 2008:9):

“Das Neue Berlin”, “Basel beats differently” or “Edinburgh: Inspiring Capital” are increasingly commonplace. The capital city Amsterdam has recently launched a branding campaign revolving around the slogan “I amsterdam”. The capital of Athens on the other hand successfully hosted the Olympic Games of 2004 and is now anxiously anticipating their positive effects inviting you to “surprise yourself in Athens Attica”.

This approach as explained earlier is not the right approach. In order to brand a city there are various attributes involved that lead to the success of city branding. This is also addressed in this chapter and in figure 1-5.

### 1.2.3 Prior literature: What do we know and what do we not know

According to Jong et al (2018) city branding features concentrated for a big part only on the subjective aspects. These aspects are known as the uniqueness of a city, persona of a city, the historic development of city branding, branding tactics and also the needed stakeholder’s involvement. What so far has not been analysed extensively in city branding is the cities stage of urban development. Also, there are no clear scientific researches based on the primary part of figure 1-5 within city branding. It can be argued that those factors have influence on city branding strategies and its performance.

Diversely, cities are more and more progressively feeling obligated to reply on the occurring necessity for ecological modernization, which leads to the reflects that this will dominate their branding performance. Currently, it is very hard to forecast which branding strategy will fit for each city, that in advance will lead to the most appropriate city brand (Jong et al, 2018).

In addition, it is known that branding activities is for most of the time chosen by municipalities. The reason for this is that they are suitable to adopt some kind of profiles for themselves. Which is created by their own industrialized and cultural history and their ambitions for upcoming change and development. This does not imply that there is no influence above in hierarchy. In this case there is some kind of guide lines given by the national or provincial governmental bodies, since they are responsible for the various national or provincial policies that local governmental bodies should supposed to accept, but also the supporting aspect, like providing inward investment (Jong et al, 2017).

There is a broad understanding that focusing on the secondary and tertiary part will not give the most succeeding rate. Therefore, in this research project the main focus will be on the primary part of city branding. Within this category a distinction could be in place for the field of knowledge and time. Since the field of knowledge is construction management & engineering the emphasis will lay on the primary (spatial) section, see figure 1-5. On the other hand, most city branding researches don’t focus on this part, which is a good opportunity for this research project. Especially, since the primary part is within the field of knowledge. Whereby, knowledge related topics has to be investigated such as infrastructure and urban environment.

### 1.2.4 For whom is it a problem

The problem outlined in this part of the research is in over-all relations and of relevance for all kinds of cities around the globe. For those who have a focus on refining the quality of life for their city. By using the phenomenon of city branding in a positive way due to the globalization. By doing so, cities hope to get a better position on the global market to attract companies (multinationals), inhabitants and tourists. This also applies for defining local urban identity for the current inhabitants.

## 1.3 Research Objective

City branding is a comprehensive approach, which involves many disciplines. The right approach for each different city is therefore not well-known, nor indicators to conduct. Especially within the field of construction management & engineering. In figure 1-5 it is demonstrated what the most important facets that will contribute to city branding are and which will be investigated in this research project. Therefore, the core objective of the projected master research is by trying to investigate in a particular phenomenon and understand or explain this in a better context on how this is used in some case studies, so that it can be used commonly on global cities that want to brand themselves. Importantly, could be the secret of city branding and how this could lead to success. Whereby the strategies used for this could easily be adopted by other cities around the globe and especially in upcoming cities. This will be conducted with practices to cope within the field of City Branding – that are identified by using case studies – that could affect the spatial condition of the primary function in city branding. By performing this, factors should be identified that could lead to trouble or failure or success in those particular cases. Validation will be based on success factors of delivered project/cases. Unforgotten must be that the recommendation to manage will be stated by attributes that are founded in practices and approved by literature. In addition, this can also be based on experiences of project professionals.

## 1.4 Research questions

In order to fulfil the master research objective an attempt is done by finding the main research question and sub questions. This implies that each sub question should contribute in finding the answer of the main research question.

Main research question:

*“How do selected cities in the Middle and Far East use architecture/buildings, infrastructure, planning (urban form) and landscape to improve the branding of their city and enhance loyalty? In addition, what can the rest of the world learn from them?”*

The structure of the research project will be a support base to help answering the main research question, therefore a couple of sub-questions is created. How this is fulfilled in order to answer those questions will be explained in the upcoming sections. The following sub-questions will be tackled and analysed which will lead to answers for the main research question:

A. What is the state of the art theory on city branding?

There is no universally accepted definition of city branding, which also could be the reason that there are many names for it like city marketing. Thus it has to be consulted in order to understand and grasp where it stands for.

B. How do architecture/buildings features contribute to city branding in each of the selected cities?

The aim of this research question is to map which architecture/building factors positively contribute to city branding. This will be conducted in different case studies as well as the use of literature study in order to assess this sub-question.

- C. How do infrastructure facilities and means of transport contribute to city branding in each of the selected cities?

The aim of this research question is to map which infrastructure and transport factors positively contribute to city branding. This will be conducted in different case studies as well as a literature study in order to assess this sub-question.

- D. How do landscaping, urbanism and entertainment contribute to city branding in each of the selected cities?

The aim of this research question is to map which landscape, urbanism and entertainment factors positively contribute to city branding. This will be conducted in different case studies as well as a literature study in order to assess this sub-question.

- E. Which factors leads to successful city branding and what can the rest learn from them in order to adopt the same approach?

The aim for this research question is to map the success factors that will lead to the right city branding strategy. The approach is that other cities can learn in order to brand itself to gain inward flow such as tourists and economic wealth. This sub-question will be conducted after the case studies, since it is depending on the findings from the case studies as well as the literature study.

## 1.5 Scope

As argued earlier section 1.2 city branding is a broad phenomenon, which contains many disciplines and approaches. Within the area of knowledge (Construction Management & Engineering) the research context will apply to infrastructure and environment. Specifically, within the topic of city branding the focus will be mainly on the primary part, as demonstrated in figure 1-5. These boundary conditions allow the researcher to investigate a target area.

For the case studies four cities will be investigated. According to Yin (2003:7):

*“Case studies are the appropriate strategy to follow when examining contemporary events, when the relevant behaviours cannot be manipulated, that is when the researcher has little or no control over the set of events studied”.*

### 1.5.1 Limitations

The research objective is designed in order for the researcher to not only learn but also analyse what actually is studied and importantly analyse the setting and environment in which those who are analysed. Like visiting the countries and analysing the environment by literature, meetings, discussions and observation some will create a solid clarification on the gathered data. To apply these steps for this research project is not feasible due to limited time. In addition, the budget could not be fulfilled to travel to the designated areas by the researcher. This in turn could have had an effect on the interviews, by finding the right people who are located in the Netherlands, where this research is taking place. Therefore, this will result into a bigger risk for occurring bias in the collected data. Because some can outweigh their personal view towards a specific culture for example. Which means that clarifying and analysing data will ask a strong interpretation, but also creativity and independent position.

To conclude, the limitation will be that this investigation only reaches to four cities in different countries.

In order to minimize the influence of the limitations of this research project, experts are attracted who have a bi-cultural background. This could have a positive effect on steering the research project in the right direction, by implementing their experience and feedback.

## 1.5.2 Assumptions

Assumptions can be presented with the ultimate goal that city branding will improve the quality of life, including an improvement of how overseas people see and experienced a city. By doing so, cities hope to get a better position on the global market to attract companies (multinationals), inhabitants and tourist. Also to define local urban identity for the current inhabitants.

## 1.5.3 Case selection and Why

The chosen cities are located in areas that dominate the new upcoming globalization market. Mostly, divided between the Arabic and Asian culture. This could consist of more cities in those areas, but due time restriction this has been limited to four cities and in two different continents. Prior to the research it is stated that over the last years the chosen cities massively developed and gaining a brand name. Which means that the chosen cities could form a foundation, where other cities in the globalization can learn from. Another event which plays an important role is that the climate, culture and assets are similar for upcoming countries like Dubai, Bahrein, Qatar and Kuwait. The results and findings in the case studies are likely to be easily applicable for more countries in that region. The same assumption could be made for the Asian region. Therefore, following cities are chosen for the case studies:

- Kuala Lumpur (Malaysia): Malaysia is by some rated as the finest country for investments, based on a recent research by Y&R's BAV Consulting, The Wharton School of the University of Pennsylvania and US News and World Report. They have also qualitative established physical infrastructure and a wide spread set of agreements, which are founded in order to improve the free trade. So that this will improve the link to the country's markets (Black, 2017).
- Dubai (United Emirates): Dubai was for a long period a desert country. Nowadays, increasingly business opportunities and highly rated tourism sector has gained recognition for Dubai. Which resulted in the fact that the city became one of the top five fastest rising cities in the world. Thus it is now the fifth highest developing city by means of economic improvement compared to other global cities in the world (Everington, 2015).
- Doha (Qatar): Qatar can be seen as one of the wealthiest states/countries in the world. It is classified at number nine for the finest upcoming countries for investments. At recent years there are a lot of construction work going on for buildings and infrastructure. Most of them should be finished before the football world cup in 2022 (UsNews, sd).
- Singapore (Singapore): Singapore can be perceived as a bustling metropolis in Asia and home base for one of the world's busiest ports. In addition, it is seen as one of Asia's four economic tigers and has seen an impressive growth in recent years. As an upcoming city Singapore ranked at the number two spot (UsNews, sd).

The chosen cities are now easily recognized in this era compared with 30+ years ago. They now also set some kind of trend in the City Branding, where many countries/cities can learn from. But the process how they did it and which factors contribute within the field of this research is not clarified. Therefore, this research will investigate how they branded themselves within the boundaries of construction management & engineering.

## 1.5.4 Intended end result

The research purposes to discover the practices of city branding in four cities, based on the field of construction management & engineering. Thus the intended end result is to come up with an advice and a drawing set of general lessons, which can be implemented in new developments of city branding. This will be an advancement in understanding and improving the process of city branding. It should also contribute to the perception that city branding isn't just a marketing strategy, but a cohesion of many facets where construction management & engineering is involved in.

## 1.6 Research design

To achieve a well-balanced answer for the research question and the aimed objective is a framework proposed that will contribute to the intended outcomes of the research project. Based on experience is it known that the design and fulfilment of a research task could be seen as a complex manner. Therefore, is preparation needed to achieve an effective approach. To ensure this are the guidelines described in “Designing a research project” from Verschuren & Doorewaard (2010) being used. Concerning this, is it mentioned in this literature that the design of a research task involves the conceptual framework including its technical design. But it is also essential to remark that naturally seen the research task is a manner of a practice oriented research. To conclude is the main goal for a practice oriented research that it will deliver understandings, whereby this information will lead to a fruitful intervention (Verschuren & Doorewaard, 2010).

### 1.6.1 Research material

For the literature study a chronological process is needed to collect accurate data. This should be achieved by using a reliable source. Therefore, the process of data collection is presented below:

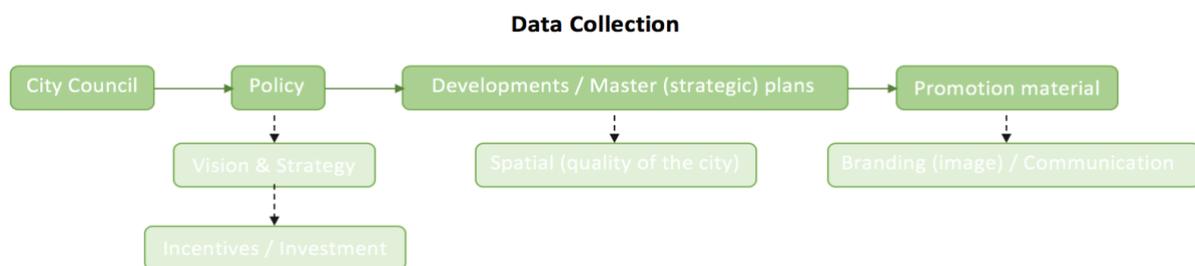


Figure 1-6: Data collection procedure in order to answer the research questions and to follow the methodology (own. Illustration)

Figure 1-6 can be explained as follow:

- Each city should have policies where they describe their vision or strategy for the future or past. Including the offered incentives or investments to promote. This can be found on the internet and literature in the database of the governmental body;
- To improve the quality of the city (spatial) masterplans are provided by the governmental body or developers which can be found as literature on the internet. This can be future plans or outdated plans which are already achieved;
- Promotion campaigns which have been undertaken as mentioned in figure 1-5. This can be big events, slogans and commercials.

## 1.6.2 Research Methodology & Common branding strategy

Defining the research methodology, it can be stated that the research components in the framework will need a depth research. This means that the classification of this research project is qualitative. In this case qualitative research can be seen as an interpretative and inductive approach. Paradox to this, is quantifying calculation such as numbers and facts, whereas qualitative research is based on the explore of the why and how questions (Patton, 2002). The commonly used tools for this are document or literature analysis, case study and observations in order to conduct a qualitative research. Which means that the research objective will ask for an approach that include an in depth analysis. This also states that the sort of the research will be classified as empirical in its nature. The research strategy and method that is suitable for this research is a comparative case study. The case studies are classified as a multiple case design-strategy and its implanted with several elements of analysis (Yin, 2003). A common branding strategy and procedure which will be used by the cities can be found below.

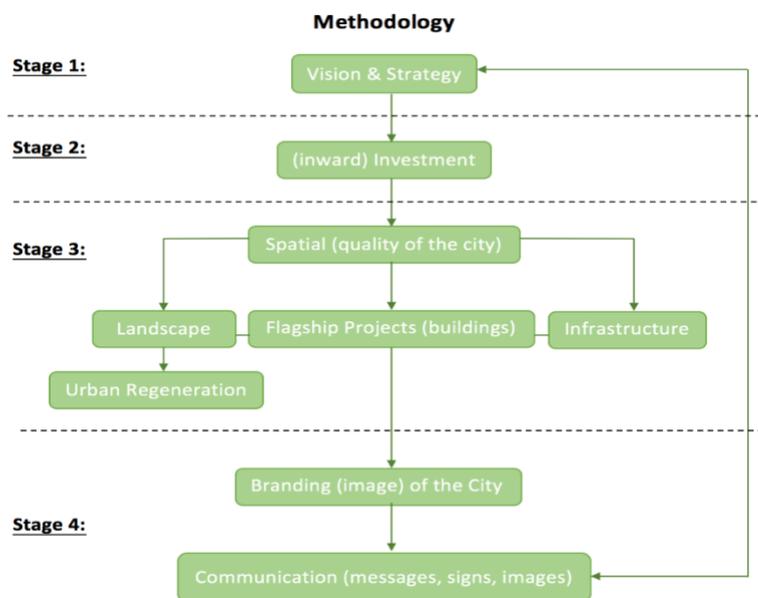


Figure 1-7: A common branding strategy which is used by some cities (own. Illustration)

Figure 1-7 is a common branding strategy and an extension of figure 1-5, which can be explained as follow:

- Stage 1: In order to brand a city each city council start with his different place vision & strategy. Vision & strategy can be very different. For example, a city's vision or strategy can be, to brand itself as a party town. Losing a concession on this stage could lead to a failure, since this can be a guideline for the next stages;
- Stage 2: In order to achieve the vision or strategy investment is needed by the local government, missing this can decrease the trust from others to invest in the city. To promote the vision or strategy the city can give incentives, funds, ground to develop, license, and collaboration with developers or multinationals;
- Stage 3: The vision or strategy and the investment promotion should be applied order to increase the quality of the city. Which is based on the spatial factors like landscape, flagship projects and infrastructure. This stage is where cities could mainly distinguish themselves from others, because this is the tangible part of city branding.
- Stage 4: This stage is about the promoting part for a city. If all the previous stages are conducted adequately then this stage will focus on promoting campaigns like aspects in stage 3 (tangible assets). For spreading the promotion worldwide can years go by to achieve good reputation as a city. This process can be accelerated by using big events like football world cup, which Qatar did for 2022;

### 1.6.3 Research framework

A research framework can be seen as a graphical illustration, based on the objectives of the research. Which contains the needed procedure, in order to achieve what its aimed for. Simplified, the framework explains the inner steps that is needed for the research task (Verschuren & Doorewaard, 2010). The framework in figure 1-8 differs from the research phases of city branding, which will be explained in the next chapter. The reason for this is based on personal preference on how to approach this research, so that it will form a guideline for the research project.

This chapter can be viewed as the kick-off, that leads to the conceptualization of the research project. It includes the problem analysis, but also objective and the research questions which will be discussed in detail. The chapters of the report are constructed in three main phases, while the additional phase four (finalize phase) is excluded from this report. Phase one is dedicated to the introduction and state of the art theory on city branding, phase two unfolds the literature study and empirical case studies and phase three will be the elaboration stage including a comparative analysis. The chosen sequence is based on chronological order for answering the research questions.

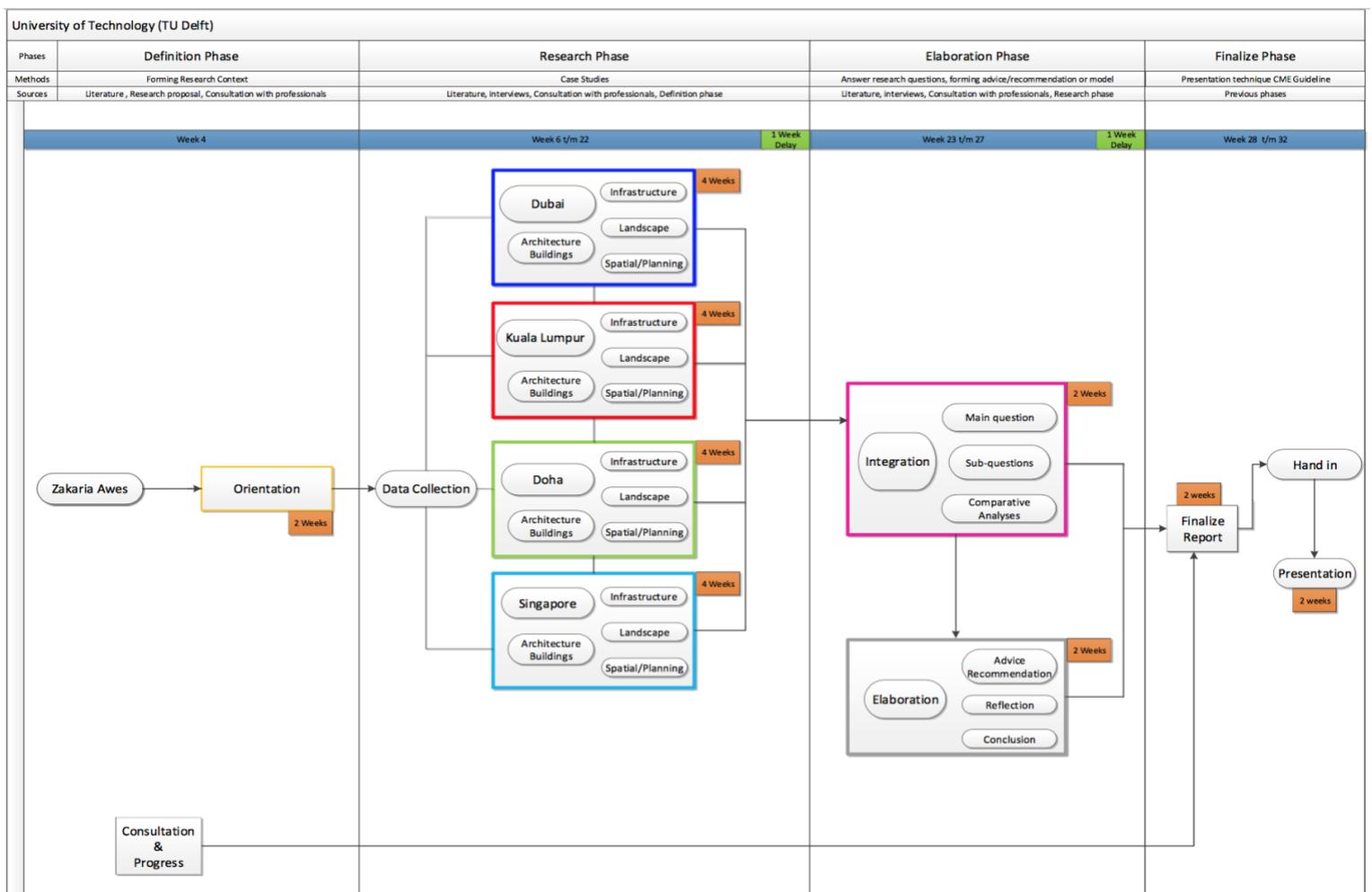


Figure 1-8: Research framework of this research (own. Illustration)

## 1.7 Relevance of the research

### 1.7.1 Academic relevance

It is observed that preliminary study on City Branding has shown that presently limited literature is available in the field of construction management & engineering. Especially within city branding aspects in the field of architecture, infrastructure and landscape/planning. This means that a gap is noticeable in scientific knowledge on this phenomenon. Research models into the concept of city branding, based on construction management & engineering provides new insights in what way it can help providing a improved quality of life in a city. The academic relevance can be seen as the resulting (empirical) study which is used as a blueprint for the practical and descriptive study. Moreover, this research will contain an advice and a drawing set of general lessons, which can be implemented in new developments of city branding. This will contribute in the advancement of understanding and improving the process of city branding.

### 1.7.2 Practical relevance

The practical relevance foundation of this research is by trying to deliver knowledge on the phenomenon of city branding, based on the field of construction management & engineering. As it is observed that city branding can enhance the quality of life in a city and is one of the first steps towards the competition of globalization. Furthermore, this research could contribute, for providing practical practices based on spatial and urban developments. This could be compared to assets based on infrastructure, buildings, landscape and planning.

## **Part II: City Branding**

*Chapter 2: City branding theory*

## 2. City Branding theory

In this chapter the theory of City Branding will be discussed with an extensive use of existent literature. Furthermore, this theoretical chapter is dedicated to give a better insight into the subject of “city branding”. Since there is no universally accepted definition for city branding, which also could be the reason that there are many names for it for example: city marketing, which is not a similar concept. This leads to the formulation of the first sub-question “What is the state of the art theory on city branding”?



Figure 2-1: Overview part 2 (own. Illustration)

## 2.1 Introduction to City Branding

In contemporary era it can be argued that due globalization cities developed their urgency in order to distinguish itself from other cities, so that it will declare their uniqueness in terms of chasing various political, economic, new investors, businesses, inhabitants and socio-psychological objectives. In order to differentiate themselves from each other a general profile is chosen. This profile contains recognizable factors that shows how the city wishes to develop itself (Jong et al, 2016). On the other hand, it is known that the governments take conscious attempts to form a proposed uniqueness and brand that into the wanted markets, whereby the approach could be external or internal. This implies that each thought of the right essential topographical idea and awareness of the place should consist the considered place creation by using city branding (Kavaratzis, 2008).

However, defining the branding concept is not easy. The reason for this is that an agreement by means on shared definition are not defined, instead many perspectives are available. Therefore, it is greatly complained through investigators that the definition of a brand by the usage of “name, term, design, symbol, or any other characteristics that identifies one seller’s good or service as distinct from those of other sellers” is seen as very limited for the purpose use in the area of complicated matters such as areas (cities). While others arguing that the essentials for the right features in branding mostly composes “nothing more and nothing less than the good name of something that’s on offer to the public” (Zenker & Braun, 2017).

To define the phenomenon of city branding this chapter will consult where it stands for, related to this research. This will give a foundation on the term “City Branding” within the context of construction management & engineering.

## 2.2 City branding theory

Despite the complications mentioned in section 2.1 it can be assumed that over time a general acceptance is occurred whereby city branding usage is established over discrete phases. Those phases vary from the broad approach which includes the branding concept as well as its actual level of modification. This will be addressed in the next chapters. However, some definition of city branding could be find in academic literature, which is shown below:

Author/s	Concept Definition/Explanation
Nickerson and Moisey (1999)	City branding is building up a relation between people and the image of their city
Hall (1999)	The essential goal of city branding is to “provide a consistent and focused communication strategy”
Cai (2002)	City brand means to choose a consistent brand factor combination by establishing a positive image in order to gain a recognition and differentiation with the city as the destination. The brand factors include names, terms, signs, logos, design, symbol, slogan, packing or the combination of the above; among them, name is the priority
Rainisto (2003)	City branding is a method to increase the attraction of the city; the essential point is to establish city recognition
Kavaratzis (2004)	City branding is understood as the means both for achieving competitive advantage in order to increase inward investment and tourism, and also for achieving community development, reinforcing local identity and identification of the citizens with their city and activating all social forces to avoid social exclusion and unrest
Julier (2005)	City branding is considered an effort to create and enrich the city’s qualities
Morgan and Pritchard (2007)	City branding is indeed more than mere promotion of place, as it is used in some cities to rebuild and redefine their image

Table 2-1: City branding as explained in the Academia (Kasapi & Cela, 2017)

### 2.2.1 The past: Development of City branding

The development of city branding has not been developed in chronological order. Also, there is no geographical distinctiveness being involved in the development phase. This can be seen as a development from one phase towards another, which was based on an achievement through increasing understandings, but also gained experience by applying branding strategies. However, an increased refinement in understanding city branding practice came with the upcoming development of its introduced entrepreneurial mode of urban governance (Harvey, 1989). This implies that city branding contains a defined element of urban entrepreneurship. Therefore, the entrepreneurial city has been imbedded in the practices of city administrators. Since then it was seen that they founded themselves as the starting point of an urban crisis. Whereby it was noticed that this could lead to an upcoming potential for falling-off of their traditional economy. As a result, the economy was reformed, in order to stimulate fresh functions for cities and so that it tries other approaches for handling their internal problems. The solution was therefore the capture of entrepreneurialism, which capture how cities are being handled in a more business-like way (Kavaratzis, 2008). The effect of this trend was a shift that moved more to the focussed, combined and tactical integration of the city branding principle. Over time the experience was growing, which was joined by adding improvements in the promotional disciplines. Which has led to the growing social and its not-for-profit promotion methods (Ashworth & Voogd, 1994).

In Table 2-2 Kavaratzis, (2008) attempts to summarize the above description over the phases of city branding development in the past 35 years. The table is not in chronological order, but it could be seen as phases of the clear evolution from the commonly place marketing strategies to the more and more developed and evidently aimed city branding of the future. The first stage was aimed for the adoption and application of merely marketing activities, mainly assumed by independent stakeholders with some kind of stake in marketing their respective cities. Their aim was straightforward, for instance, attracting visitors or increase clientele. The next stage was a small move to the use of city marketing and promoting. Beside the marketing activities it was also based on organisation actions, economical inducements and actions that strive for a product development. But also spatial and functional developments. Important steps were taken in the next phase, whereby a finalization stage of the significant city's view (image) was conducted in two separate parts. The first was based on the image that was labelled as critical and in order to a determined attribute by the users of the city. Such as economical investors, economical developers, tourists and inhabitants. Next, the effort that was put in by trying to affect the image could be seen as an effectual method in trying to organise the suspended promotional efforts. Therefore, the wanted image of the city can give a wanted goal for its marketing actions where it aims for. Briefly noted this achievement led to the attractiveness of the phenomenon "city branding", which might be the next stage in the history of city promoting purposes.

AUTHOR	PHASE	GOALS	CHARACTERISTICS
<b>First Stage: Fragmented Promotional Activities</b>			
Bailey 1989 (adopted in Kotler et al 1999)	Smokestack chasing	Generating manufacturing jobs	Single goal, Subsidies to attract companies, promoting low operating costs
Ward 1998	Agricultural Colonisation	Settlement of empty land	Vast land available for settlement in a short time
Ward 1998	Urban Functional Diversity	Selling tangible commodities (land – houses)	Differentiation of specific urban functions (e.g. tourism – suburban)
Ward 1998	Selling the industrial city	Luring industries	Focus on promotion, incentives for industrialists, limited to marginal parts of urban/regional systems
Barke 1999	Selling Cities	‘Selling’ existing aspects of the city	Simple promotion of the city and its attractions
<b>Second Stage: City Marketing Mix</b>			
Bailey 1989 (adopted in Kotler et al 1999)	Target marketing	Attracting manufacturing and service jobs in specific profitable industries	Multiple goals, from mass to specialised marketing, physical infrastructure, public-private cooperation, promoting good quality of life
Barke 1999	Advertising Cities	Change an unfortunate image or enhance a neutral or favourable image	Mere advertising, major concern over image, who produces images?
Barke 1999	Marketing Cities	Attracting inward investment and tourists, while being responsive to the priorities of local residents	Beyond advertising to include hallmark events, high-profile developments in built environment, local firms and residents also important, attempt to identify the wishes of potential customers
Bailey 1989 (adopted in Kotler et al 1999)	Product development	Same as ‘target marketing’ and attracting jobs of the future	Cluster building, intense public private partnership, more emphasis on quality of life
Ward 1998	Selling the Post-Industrial City	Urban regeneration, replacing lost sources of wealth	Key part of reacting to intense competition
<b>Third Stage: Towards City Branding</b>			
Barke 1999	Current phase	Meeting the needs of existing local businesses and residents and presenting an appealing external image	Content of images important, who and how consumes images?
Kavaratzis 2004	City branding	Creating and managing emotional and psychological associations with the city	Broad range of marketing interventions (Landscape, Infrastructure, Organisation, Behaviour, Promotion), focus on the communicative aspect of all marketing

Table 2-2: Phases of City Marketing Development (Kavaratzis, 2008)

## 2.2.2 The present: Branding the city

Over a period of time and in currently a shift in branding is noticed. Slogans such as “Definitely Dubai” (see chapter 5), “Your Singapore” (see chapter 8), “A City of Contrast & Diversity Kuala Lumpur (see chapter 7)” and “Doha Applicant City” (see chapter 6) are increasingly common. Apparently this is the utmost shared strategy of branding cities, where it is focussing on the graphic aspects, such as the conception of logos, slogans and advertising campaigns. This explains over-all, that city branding which is used in practice, focussing on the conception of some kind favourable image. Importantly, it is also for the revision of undesirable image of the city. Therefore, it is a physical application with three important strategies (Kavaratzis, 2008):

1. Focussing on Numerous marketing operations and graphically distinctiveness strategies;
2. The appearance of state of the art architectural buildings. Also new urban development for the city which is sometimes in parallel with the creation of new infrastructure in order to mix the current landmarks for the marketing of the city;
3. The performance of different kinds of hypes or events in the city;

The previous is showing that in this stage the link to the wider branding goals are missing, which mostly is set by the city itself. Branding could therefore be seen as a constant procedure that is interlinked by all the branding efforts and also the including planning application of the city (Kavaratzis, 2008). There will explanations be given, in the upcoming stages of this research, whereby branding includes many areas of involvement that definitely impact and forming a city brand. This was also mentioned in chapter 1 where an overview can be found in figure 1-5.

The findings create the suggestion that city branding steps in a different chapter of its promotional function, since it variate the concentration of city marketing effort. Therefore, will branding try to produce the right association among the city itself. Such as the right associations in means of mentality, emotional, psychologically and change the functional aspect, as well as the balanced characteristics of promotional interferences. This does not directly imply that the functional or rational attributes is excluded in means of importance. It only suggests a modification for the new track as guideline so that the wanted brand name processes the city's physical environment, including its functionality. The rational character behindhand a city's brand is based on the realization that a city should first choose which direction it wants to go or which brand it aims for. But also in which way it creates the emotional, mental and physiological links that are an essential for the city in order to develop the desired brand. Also of importance is the physical and functional qualities for each city so that it creates and promotes, which will lead to the support of their brand (Kavaratzis, 2008).

### 2.2.3 The difference

The main difference between the past and the present is the notion that city branding is now more influenced by the governmental bodies, where many plans starts. Contrarily, to the past this was mainly undertaken by several (wealthy) independent actors.

In contemporary times brands function as policy instrument in a way that it is used as intergovernmental setting. This refers to city branding in an intergovernmental setting, in order to create economic city profiles. The steps are taken with interaction between higher level governmental bodies, as well as the profiles of flagship projects in urban developments that primarily is approved by region governmental body and developers that are under the municipal governmental body. This implies that municipalities are not automatically executers of national objectives anymore, but they could make their individual brand direction, limited with small margin. Importantly to note is also that there are restrictions, such as the requirement to accept national guidelines and goals and eventually converting them into own goals which is appropriate to city level. Sometimes this leads to competition between cities in order to attract multinationals, investors and talented workforce. For gaining access to their (city) sources, strategy's and plans for the desired brands the public planning documents are the ones to consider at various governmental levels (Jong et al, 2017).

## 2.3 State of the art theory

The overall literature body suggest that city branding is a new approach for the usage of city promoting. Since the concentration has changes and the focus for the eventually effort. Which means that city branding is trying to produce relations with the city itself; links that are mental, emotive and psychologically. In extension, it is trying to move away from its functional and rational personality of promoting interferences. The chart below illustrates this finding by the usage of the words “place branding” which is swapping the words “place marketing” (Vuignier, 2016).

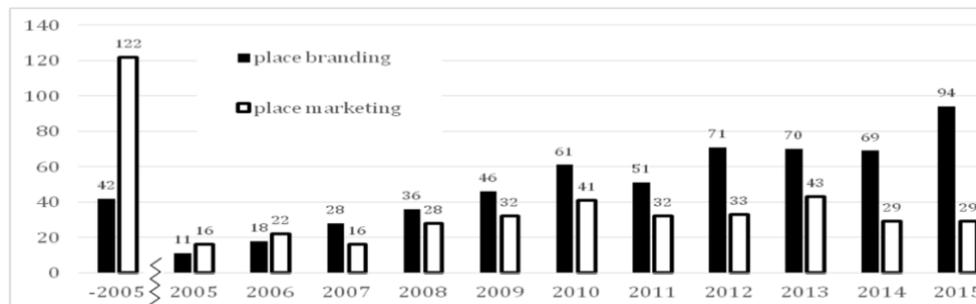


Figure 2-2: Number of article titles that include “place branding” or “place marketing,” according to Google Scholar search results (Vuignier, 2016)

In addition, the state of the art theory concepts, based in the field of construction management & engineering city branding can be divided in two strategy categories. Both are linked on the spatial (figure 1-5) as well as quality of life aspect of a city and the overall goal could be to foster economic development (Prilenska, 2012).

The first strategy is based on the creative class theory, that is described in the research of Florida (2003). Which means that it can be labelled as the “Creative City Strategy” or the “Endogenous Approach”. This strategy is based on creative people. They are fascinated by creative centres, whereby cities provide great intensities of creative economic products. Namely innovations and high-tech industries, are diverse, tolerant and provide a variety of high-quality experience. Simplified; creative cities are the centres of technology, talent and tolerance (Prilenska, 2012). According to Lorenzen (2010) the creative class theory is also based on the relationship between educated and skilful people, but also economic progress. In his research a survey was conducted to indicate that some high-tech industries relocate to be able to recruit highly-qualified employees. Through a number of focus interviews the location choice factors essential for these workers were listed. Apart from employment opportunities and career prospects, these creative class values are for example (Lorenzen, 2010):

1. Qualitative and reasonable housing;
2. Public facilities and assistances;
3. Reduced travel times;
4. Cultural and Lifestyle occasions;
5. Quality of city spaces, those that are maintained and include green public spaces, access to water, good architecture and so on;

Most of these factors are either spatial, or have spatial implications, which also could be linked to chapter one and figure 1-5. Moreover, the report of Lorenzen (2010) emphasized that educated and skilful people prefer to live in satellite cities, because these cities provide the “other quality of life such as green spaces, forest and seaside” (Lorenzen, 2010:88). Therefore, the quality of urban environment is of utmost importance for creative workers. Important to know is that the creative class theory gained popularity among city authorities. The notion of the “creative city” and associated urban redevelopment is becoming widely used in city branding (Peck, 2005). Overall the creative approach can be seen as an approach that is driven by inside knowledge and development (knowledge-based development). The creative approach has also the reputation of being too serious and dullness as branding strategy in developing cities.

The second approach is based on the experience attributes a city has to offer, this theory is described by Lorentzen (2009) and is named as “Experience City Strategy” or the “Exogenous Approach”. Many cities have insufficient resources for knowledge-based development, in other words they do not have a technology component (Lorentzen, 2009). These cities can benefit from the experiences they offer, for example the ones based on authenticity and nature. In these circumstances cities benefit from consumption which becomes the main driver of growth. According to Lorentzen (2009) place-bound experiences are examples like:

1. Events, for example, Salzburg Festspiele (Austria) and Bayreuth Festspiele (Germany);
2. Activities, such as shopping, hiking, sports, handicraft and artistic activities;
3. Services, for example theme restaurants, wellness centres, art galleries, theatres and cinemas;
4. Places as a “stage” for activities and in themselves, such as castles, squares, parks, woods, beaches, museums, malls and whole cities.

The idea of experience city could be seen as an opening for future opportunities in case some cities do due their size, investment, site or history do not have the possibilities to develop high-tech industries. Compared to the first approach the experience city is an exogenous approach. Since, this type of cities does not have the skilled people to consider knowledge-based development. Instead they are attracting tourists and people that most of the time don’t stay there for their entire lives, such as tourists and expats. The experience approach has also the reputation of luxurious city appearance that sometimes comes with glitter and glamour.

Off course, many approaches could be designed as possibilities. But they could actually be placed under the umbrella of each approach. Take for instance the sustainable city approach, which falls under the umbrella of the creative approach. Or the party city approach, which falls under the umbrella of the experience approach.

Summarizing, a shift occurred from city marketing to city branding. Where city marketing was mainly focussing on marketing strategies and city branding nowadays focussing on a comprehensive approach, which includes city development (urban, infrastructure, high-tech buildings, etc.). This resulted in an added value in the long-term, instead of a short value by marketing strategies. In addition, within the field of this research two city branding concepts are: the “creative city” and the “experience city”.

Whereas the awareness of “creative city” might include the “experience city” concept, the “experience city” concept gives economic prospects to cities that have limited high-tech industry and sometimes development possibilities. Each branding approach has his own negative as well as positive implications, that requires improvement in their physical urban structure of the city. This was also stated in chapter 1, see for an overview figure 1-5. In the “creative city” model the engaging factor of qualitative urban environment strengthens the competitive advantage of the city. This qualitative urban environment is an important factor to the endogenous approach, employment and career opportunities of the target audience. Whereas in the “experience city” the qualitative urban environment is an important temptation factor in order to satisfy the exogenous approach, such as

high tech buildings to attract tourists. This shows the influence of construction management & engineering in the field of city branding. In addition, figure 1-5 in chapter 1 can supplicate the figure below as more of an in depth analysis. This in order to demonstrate the importance of the spatial part in city branding, based on the field of construction management & engineering.

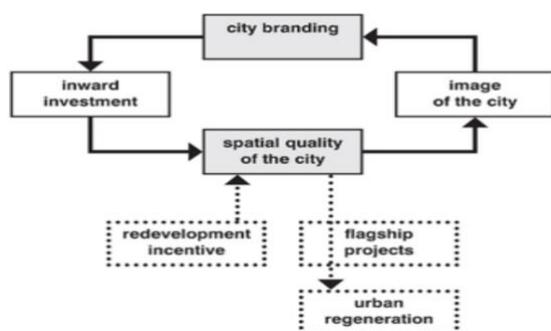


Figure 2-3: Mutual dependency of city branding in line with the spatial quality (Prilenska, 2012)

## 2.4 Theoretical (research) framework

Chapter 1 has outlined the importance of city branding within the field of construction management & engineering. Whereby an overview is given in figure 1-5, based on the mutual dependence and the importance of the different aspects. In addition, the framework and methodology have shown how this research is executed and how the comparison of the case studies will be tackled. Based on the theoretical experience, which is gained in chapter 1 and chapter 2 an interpretation in the form of a theoretical framework will be given in figure 2-4. This interpretation is an introduction for the next chapter, where each component will be explained in detail. In general, this is an improvement of figure 1-5 in the section of the primary part. The field of knowledge is construction management & engineering and the research direction is mostly based on the spatial part and not on the non-spatial part. The notification therefore is that the primary part is outlined in the direction of the spatial component. Within this section there is a difference noticeable based on this research, the other parts could be seen as the same. To conclude, the upcoming case study chapters have this research framework form as their research foundation.

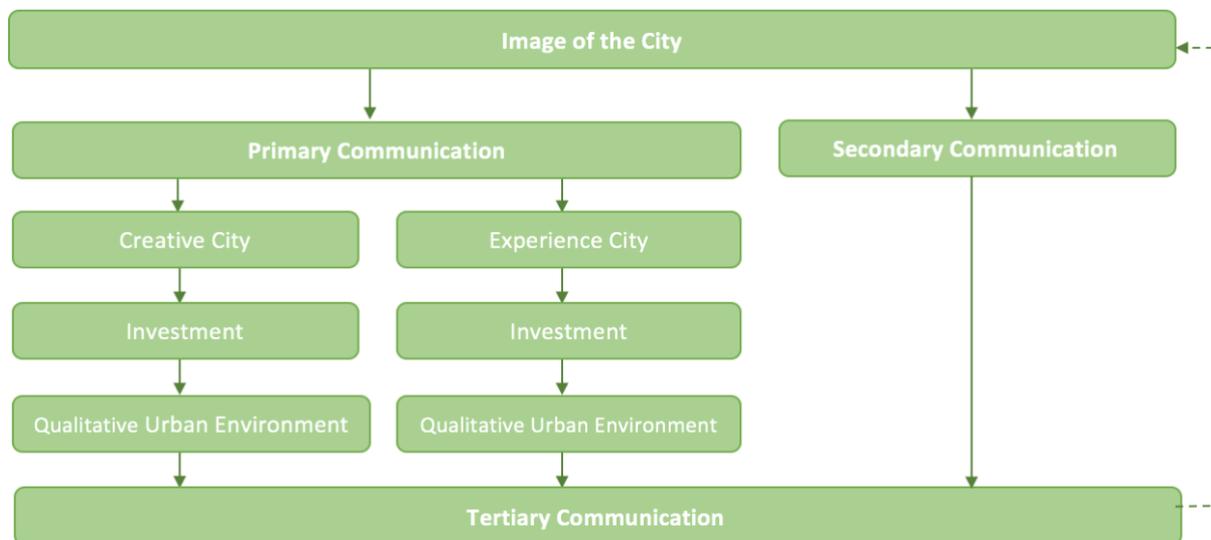


Figure 2-4: A theoretical framework of city branding (own. Illustration)

Each component of Figure 2-4 will be clarified in detailed form in the next chapter. To summarize, the main driver or stakeholder of the theoretical framework is the city itself. In specific the governmental body, which has a big leading role. As mentioned earlier in chapter 2 this is also the difference between the past and the present. In the past, this role was set for wealthy private parties therefore, the beginning is that the realization of all matters encounters with the city that takes place throughout perception and image.

## **Part III: Research Design**

### *Chapter 3: Research design & Methodology*

### 3. Research design and Methodology

Before a start can be given for the research phase (case studies) there are operationalization indicators needed, which is an extension of the previous chapters. This is needed in order to consult the differentiation between the case studies, but also as a testing tool between the different cities. The method of how this will be explained and in which order it will be conducted is detailed outlined in figure 3-1.



Figure 3-1: Overview part 3 (own. Illustration)

## 3.1 Operationalization and measurement

Figure 2-4 will be defined properly, in order to define operationalization and measurements indicators for the case studies. This will be described in the next paragraphs, this will form as a guideline.

### 3.1.1 Image of the city

The first stage of the theoretical framework, which will be investigated in the case studies is the image of the city. Which means that it is known that the image of the city will be designed and organised in order to market the city. This is also the stage where the vision and strategy of the city should be known as part of the first step in the branding process. Which means that in order to brand a city should each city council start with his own vision & strategy. In this stage are also urban planners and policy makers involved as well as other governmental responsible (bodies), which could be leaded in a hierarchically form as the ones that determine the direction. The vision & strategy can be very different. For example, a city's vision or strategy can be, to brand itself as a party town. Losing an agreement on this stage could lead to a failure, since this can be a guideline for the next stages. In a theoretical way there will be a case study on the following topics:

- Theoretical descriptions (literature based) of the past 100-200 years, this can be supported with indicators such as wealth, tourists, inhabitants and governmental documents.
- Theoretical descriptions (literature based) of the present, this can be supported with indicators such as development from the past till the present, economical wealth, tourists and governmental documents.
- Theoretical descriptions (literature based) of the future, including vision & strategy of the city. Seen from the viewpoint of the city administrators and policy makers. This can be supported with indicators such as future plans to develop the city into a creative or experience city.
- The above findings must give a translation to the next part "primary communication and experience or creative city", so that the research questions will benefit from the newly acquired knowledge.

### 3.1.2 Primary communication

Primary communication tells the forthcoming communication effects by the actions of a city. In case that communication is seen as not the aimed objective of this activities. For instance, if a city chooses some kind of an image for their own city and there is a lack of support from the inhabitants this will give some kind of communicative effects of a city's action. Which can lead to blocking effects. On the other hand, the communicative effect of a city's actions can be positive, whereby mostly everyone is embracing the image. In a theoretical way there will be for each case study the following topics covered:

- Negative blocking indicators, such as protests which could delay projects;
- Positive indicators such as attraction from new investors to achieve the vision & strategy;

Importantly, this communication is part of three-stages. Whereby the primary communication is the important one and the tertiary and secondary communication are forming support for this. If the primary communication does not succeed there will be a negative influence on the other communication factors.

### 3.1.3 Creative or Experienced city

As described in the previous chapter there are two approaches for the case study cities identified where they can choose from, which are the creative or the experience city approach. The first creative approach is based on the creative class theory, that is described in the research of Florida (2003). A creative city can be seen as endogenous that embraces creative people and is driven from inside development. They are charmed by creative centres and cities that generate great strengths in their creative economic assets. Namely technology, innovations and high-tech industries, are diverse, tolerant and provide a variety of high-quality experience and talent (Prilenska, 2012). As example, (creative city) the city can invest in qualitative urban environment which is an important factor to the endogenous approach, employment and career opportunities of the target audience. This could come parallel with urban regeneration projects as well as other opportunities to embrace the creative approach and to facilitate the needs of the creative audience. The creative city has sometimes also the reputation of a serious and dullness city.

The second approach is based on the experience attributes a city has to offer, this theory is described by Lorentzen (2009) and is named as the experience city Strategy or the exogenous approach, which is driven by consumption. This could be seen as development opportunities in case a city does not have high-tech potential in order to become a creative centre. Many cities have insufficient resources for knowledge-based development, i.e. they do not have a technology component (Lorentzen, 2009). These cities can benefit from the experiences they offer, for example primary attraction element, an experience product, activities such as service or the stage for experience events. Since, this type of cities doesn't have the skilled people to consider knowledge-based development. Instead they are attracting tourists and people that most of the time do not stay there their whole lives, such as tourists and expats (knowledge import). This will come together with large-scale urban developments in order to improve the urban quality as attraction element for the luxurious experience as reputation.

In order to understand which approach is chosen by each case study a decision matrix will be conducted to determine if it is a creative or an experienced city. The corresponding attributes and format will be discussed in section 3.11.

### 3.1.4 Investment in qualitative urban environment

In this section there will be an inquiry in how the investment distributions are divided in order to brand and invest in the city. Information indicators are financial (incentives) documents which could come from developers, investors and governmental bodies. For the case study research, it is not a necessity to do this part in a different chapter. Therefore, the investment section will be done parallel with the previous section by investigating which approach is most suitable for each case study city. In this case this could be a creative or experience city. Investment Indicators and attributes that determine whether a city is creative or experience could theoretically be described by the following:

- Creative knowledge economy, so that the city is not only depend from carbon resource (oil) for instance;
- Educated employment and career opportunities (educated community);
- Innovation and High-tech (technology);
- Smart and Sustainable (development);
- Infrastructure, buildings, landscape and urbanism in order to fulfil the endogenous approach. This is done due to that employment and career opportunities for the target; Economy mainly driven by handful resources, for example oil;
- Attraction elements to brand, such as events;
- Tourist and consumption driven (most people do not stay there for too long);
- Not many skilfully people for knowledge-development, so expats driven (knowledge import);
- High-rise buildings, infrastructure and urbanism, in order to fulfil the exogenous approach. This is part of the branding strategy in order to attract and brand itself as luxurious for instance;

### 3.1.5 Secondary communication

In order to promote the previous steps the secondary communication is a tool to gain fame and revenues for the conducted investments, but it also supports the primary communication as stated earlier at the primary section. Therefore, secondary can be perceived as the formal and international communication. This can be founded by the usage of the well-known promoting activities such as indoor and outdoor marketing, advertisement, graphical designs, public connections and the usage of slogans or logos. Which also has similarities what was implied in the marketing attributes of the well-known traditional marketing-mix, what has taken so far the promotional indicator that cities accepted with big satisfaction. The used indicators and criteria for the case studies is theoretically grounded on the use of the following:

- Figures and advertising like graphic design (logo);
- Events that should take place or have already successful taken place (part of the development);

### 3.1.6 Tertiary communication

In order to know whether city branding is achieved or not the tertiary communication is a tool for future measurements, in case a city is not received positively by overseas people. The tertiary communication mentions word of mouth, which is strengthened via internet, media and participant's interaction. As shown in figure 2-4 this is connected with the other factors and by an disturbed line, since this is not manageable by marketers. Both (secondary & tertiary) are focusing on the promotion part to brand the city. Whereby the tangible assets are taken into account. The tool which could be used for the case studies is Google Analytics. Those findings can be clearly reported, which also aims to give some kind of satisfaction if a city brand is internationally succeeded after the previous steps are taken into account. The used indicator and criteria for the case study is theoretically grounded on the use of:

- Oversees views on different branding terms;

## 3.2 Case study research design

The right use of a research strategy can be seen as an approach that supports in examining the research problem. It includes a number of choices, regarding the approach on how the research will be fulfilled. Which are the following:

- 1) What is the objective aiming for, is this based on a breadth or depth research project?
- 2) How can the research be classified, is it quantitative or qualitative?
- 3) Is the category of the research Empirical or non-empirical?
- 4) From which sort of research approaches can be chosen from; survey, trials, case study, supported theory approach or front desk research?
- 5) How can the most alternating and suitable strategy be chosen from ? By comparative case study.

The appropriate approach and plan which should be examined should be formed and based via the research framework (methodology), the research objective and the set of research questions. Therefore, it is important to avoid a pitfall based on the iterative process that comes with creating a research, whereby the research questions could have a modification, since new insights are gained and also newly discovered data. Which implies that some cities do need more insights, understanding and opinion from scholars. The scholars that should be involved are the ones that do have affinity with the chosen cities. Or do have at least a relevant background in the research topic. Therefore, going in depth is a necessity (1). (2) The fundamentals of this research can be seen as qualitative in nature. Investigating a new phenomenon is pretty multifaceted, which means that it could not be seen as a standard procedure in mathematical manner like quantitative research. On the other hand, this kind of approach supports when achieving thoughtful of opinions, underlying reasons or motivations.

As stated by many a qualitative research can likewise be supportive to discover new developments in opinions and thought, but also to dump greater into the problems.

A connected definition is assumed by (Denzin & Lincoln, 2000:3):

*“At this level, qualitative research involves an interpretive, naturalistic approach to the world. This means that qualitative researchers study things in their natural settings, attempting to make sense of, or to interpret, phenomena in terms of the meanings people bring to them”.*

(3) The research type is set as clear, since information is collected from experts, which means that the investigator should go out into the field in person, but also perceiving, collecting and making the right products. Therefore, the nature of this master thesis is set as an empirical-research and is not consisting only of desk research. In summary, some scholars claim that the approach and plan of some researches could be bounded thru the kind of questions. Which could be clarified as; What are you striving or seeking for? Which kind of approach and plan are you striving for that will fit as most suitable for a distinctive question. (4) For that, many research stages are required; some of those happens in a particular stage by asking experts or involving them since they gained already experience by working in the chosen regions. So, this implies a research plan and approach that gains a deep and complete insights into one or many cases or procedures. The features that comes along a case study, which is clarified by Verschuren and Doorewaard (2010) is as follow:

- 1) Using a minor area, that consist a minor amount of investigation elements such as cases;
- 2) Generating a concentrated data;
- 3) Investigating mainly in depth rather breadth;
- 4) Selecting careful i.e. a tactical example;
- 5) Using statements that are concerning the object as a whole or complete;
- 6) Conducting observations that are unrestricted on the site;
- 7) Implementing as much as possible qualitative information and research approaches;

### 3.3 Case study design

Choosing a case study approach is for a big part obtained by the introducing the research question. Looking at the core question in this research, it can be defined as an investigation that is explanatory based. Beforehand, clarifying the case studies in depth, there should primary an description be established which explains the context of this subject Yin (2009:18):

*“An empirical inquiry about a contemporary (e.g., a “case”), set within its real-world context especially when the boundaries between phenomenon and context are not clearly evident.”*

In addition, concerning Verschuren & Doorewaard the features that comes with case studies is that it only consists a minor area of a little number of research components. Therefore, will the research be clarified as an investigation that goes more in depth rather in breadth, which of course includes a qualitative data.

This implies that each case study will not be a linear but iterative process. The process steps are subsequently, which means (Yin, 2014):

- Plan;
- Design;
- Prepare
- Collect;
- Analyse;
- Share;

Up until now the planning, designing (research framework) and the case study is defined. Preparation and collecting the first stage of the data is mainly achieved by contact and consultation meetings with the experts. These meetings are with the supervisors (experts. Whom prepared with the researcher the research direction and data collection. Data (or confidential documents) concerning the case studies is composed via (literature) desk research. Organising meetings with the supervisors allows to conduct a procedure that sets the foundation for executing the validation of the case studies, such as criteria for the literature. As least, the gained data will be studied and provided throughout the finalized research report. In summary, the chosen procedure are illustrated in figure 3-2, which will form a foundation for the usage of this research.

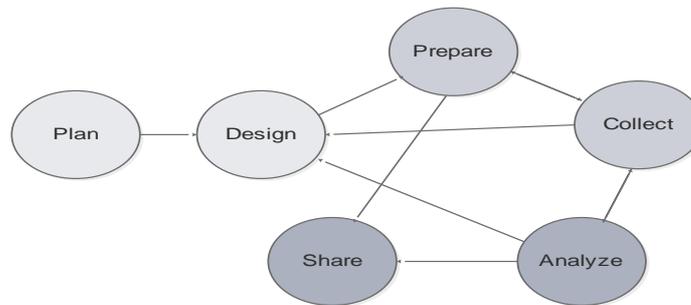


Figure 3-2: A linear but iterative steps for the case study design (Yin, 2014)

The general case study procedure is illustrated in figure 3-3 in the form of a flowchart diagram. This implies that the first step is based on defining throughout the selecting procedure of the cases, which includes the case study protocol. The second stage is dedicated for the preparation and collecting the needed data. So that this will be examined later. As least will the outcome be analysed and compared, which leads to the conclusion of all case studies.

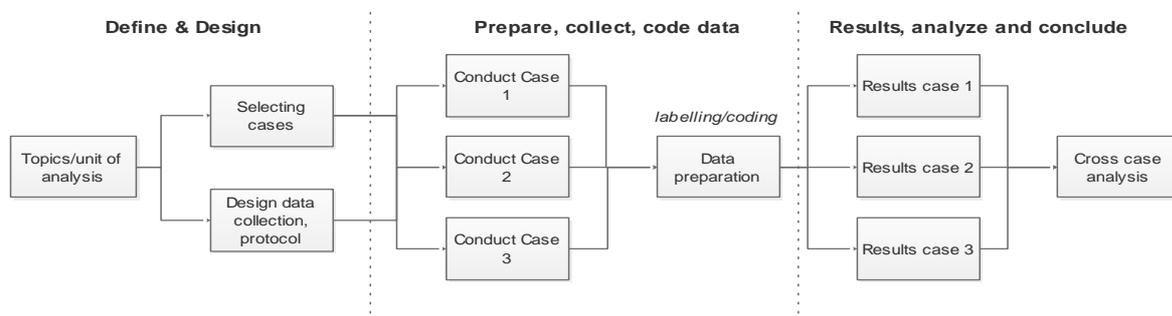


Figure 3-3: Case study process based (Yin, 2014)

### 3.4 Advantages and limitations

A significant character of case studies is one that will give focus on the humanity experiences, including their values which is attributed to those that participated (Jackson & Verberg, 2007). On the contrary, it gives the investigator also deeper visions which could not be likely by the usage of an eventually approach that consists quantitative methods, since this is wider as an in depth analysis. It is also one of the big power accumulated by qualitative research in terms of validity of the produced data's. On the other hand, just like many other case studies does this research implies case studies, which could have their own limitations. One of the main limitations is defined by its apparent absence of generalizability, objectivity and especially the situation whereby there is only a low amount of samples are available. In addition, the investigator could also function as the actual investigation tool, by creating an absence of independence which actually is important. The last could be survived by using the strategies of more observing and less speaking in case of consultation meeting with experts, but also during interviews. This will provide room to give more insight on the phenomenon of city branding.

### 3.5 Case selection

In the introduction chapter the limitations as well as the case selection of this master thesis research was tackled. It was also find that due circumstances it was not doable to visit the selected countries. Four cases (Dubai, Kuala Lumpur, Doha and Singapore) are chosen, which means that this research will dive in more multiple case studies. The benefits for this is that the usage of more than one case study could provide a better result, since this can be labelled as more powerful than the usage of just one case study. In addition, this will accumulate more validation and trustworthiness among this research (Yin, 2009). Theoretically, many researches has shown that some cities in the Middle East like Dubai are outperforming the established branded cities. By gaining economic, travel-tourism and brand growth. Which is also confirmed by one of the big consultancy and advisory company Deloitte (Deloitte, 2017). This trend is also seen in the far Middle East (Asia). Whereby, Kuala Lumpur is stated at the eleventh spot, based on the top twenty cities that are performing very well in retail as well as growth in the city (EdgeProp, 2016).

### 3.6 Validity and Reliability

Concerning the values of validation and reliability could be seen as essential and it forms the foundation of scientific research methods. Validation can be achieved through the triangulation, whereas reliability could be achieved with the usage of limitations (boundary). Therefore, the approach of triangulation is seen as the involvement of finding an unidentified point that starts with two or sometimes more existing points. Thus, in this case rises the difference of what can be labelled as reliable and is actually not valid or what has a little validation and little reliability, what is seen as not reliable and also actually not valid, finally the classification of both being reliable and valid. Which all are illustrated in figure 3-4 (Social Research Methods, sd).

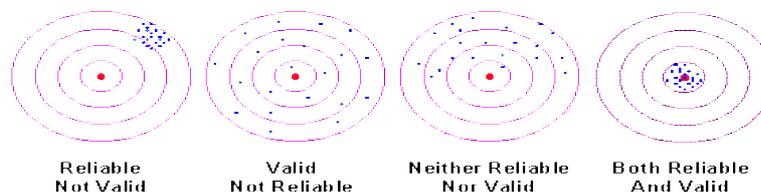


Figure 3-4: When findings are reliable and valid (Social Research Methods, sd)

In case of the case study validity can be achieved by the usage of triangulation of the used data i.e. which means some should not only interviewing specialists and implementing those opinions, but importantly validation with the information achieved during the research on the literature body and also the conversations with experts. For the reliability, the case studies will reproduce tangible assets, set as research criteria within the field of construction management & engineering; Infrastructure, architecture, landscape, urbanism and planning. Those disciplines are based on the research questions.

### 3.7 Trustworthiness of a qualitative research

Evaluating the reliability of a qualitative research, Lincoln and Guba (2000) have tackled attributes that contribute positively in the usage of qualitative research. These are the following: credibility, transferability, dependability and confirmability. Starting with credibility (seen as internal validation) this should explain properly trough the usage of a question: By asking yourself, the investigator, if you have delivered sufficient and rich explanation, concerning the subject, process, relations, and so on. In order to tolerate transferability (seen as external validation and generalisabilities), is providing enough details concerning the research framework for the reader needed. So that those who do the fieldwork can transfer the decision to the reader if he/she thinks that the data can be applied to another situation. The next, dependability (preferences to the reliabilities) refers to the investigator who is

counselled to take a look for precise, satisfactory data of fluctuations and such as amazement occurrence in the phenomenon that is being investigated. Finally, in order to realize confirmability, some have to demonstrate that the results might emerge based on the accumulated data.

Credibility	Collecting data with experts whom have affinity with the research and if possible with locals from the case study cities. Both data should be matched with academic literature.
Transferability	Providing a framework or criteria's in order to assess (literature) data for the case study. These criteria's and structure can be accepted (as a blueprint) by other investigators by assess similar cities for city branding purposes.
Dependability	Changes which could occur during the investigation, this can be observed and documented. For example, a modification could be missing of factors or an interviewee due to his schedule or any other non-appearance reason.
Confirmability	Confirmability could be achieved due the usage of criteria's to confirm with literature but also managed by documenting the information.

Table 3-1: Interpretation of quality criteria's according to (Lincoln & Guba, 2000)

### 3.8 Analysis

According to Yin (2009), the analyse of case studies focusses on many techniques, which could due their usage anticipate in the first design attempt of the case study. This means that the investigations could be clarified trough case studies, since some progressively builds on reasons that could address the research question. One of the important reasons for the choice of using case studies is the plan to answer the core question throughout subsequently sub questions. But also to validate and to compare different situations. The data could therefore be explained in a chronical order and time, based on the research questions but also research framework. Afterwards will all the data results be investigated and linked by the same disciplines that holds for some specific criterion. In extension the data output can be compared with each other and within all discipline and presented in a discussion form.

The analysis is also based on a checklist (3.9.2) that is related to the city branding approach. This checklist investigates indicators that could positively or negatively contribute to city branding, within the context of being a creative or experienced city. Therefore, it implies that each city should be checked if this indicator is present and how this is presented in the city. In addition, this will be followed for each case study and will be linked to the effects on city branding. In the next section this will be explained in detail.

Important to take into account is that besides Office Word and Excel the tool Google Analytics is going to be used for the tertiary communication part. Those findings can be clearly reported in Office Word, which also aims to give some kind of satisfaction if a city brand is internationally succeeded after the previous steps are taken into account. On the other hand, reporting of case studies is seen as a tedious composed script with missing structure. Therefore, Yin (2009) described some methods that could help in analysing the data from case studies:

- Looking for Patters that could match;
- Explaining things in a building form;
- The usage of Timeseries analyse;
- The usage of Logicmodels;
- The usage of Cross-case analysis;

In this research a cross-case (comparative) analyse will be used. This will be done after all the four case study cities are analysed and described. By comparing them findings and discussion points will be tackled that will be used in the last chapter (conclusion) of this research.

## 3.9 Case study approach

The previous chapters indicated relevant methods that will be used for the case studies. A transition is now needed on how to implement those methods in the case studies. Therefore, this paragraph is dedicated in how to tackle those methods for the case studies.

### 3.9.1 Structure

Important to know is how the chapters of the case study are structured. Therefore, in the previous chapters many times a foundation as a framework was discussed. Whereby, in section 3.1 this is described in greater detail for the case studies and how to conduct those. The chapters are therefore in the following order:

- Image of the city;
- Primary communication;
- Creative or Experienced city;
- Investment in qualitative urban environment;
- Secondary communication;
- Tertiary communication;

Within these chapters the research (sub)questions should also be investigated as background and not yet answered, but also the decision matrix and Google analytics analysis. Those findings will later be used as discussion points for the cross-case (comparative) analysis, but it will also form a foundation in order to answer the research questions.

### 3.9.2 Checklist

In order to check which aspects of city branding within the field of creative and experience city are present, a checklist will be used as guidance in the research framework, literature and case studies. Based on the gained literature knowledge from the previous chapters the checklist determines if an aspect is present in the city and how, but most importantly what the effect of this is on city branding. The checklist consists some of the following aspects:

- The vision and strategy of the city, which reflects to their purpose in order to become experience (exogenous) or creative (endogenous). For example, a city wants to become a party destination and therefore their vision is based on entertainment. Which has effect on branding in order to become an experience city. This aspect will be discussed in the section “image of the city”;
- Negative as well as positive indicators, which comes through the vision of the city and could affect the appropriate branding strategy. As example, negative blocking demonstrations or positive contributors like investors will have an important effect on city branding, whether this is positive or negative. This aspect will be discussed in the section “primary communication”;
- Determining which approach fits as the most appropriate for each city. Even if a city wants to become a creative city the city’s appearance could tell something else. This could also have effect on city branding itself, since it confuses the community, but most importantly how oversees people must view the city. In order to determine this the following section will discuss this in greater detail “Creative or Experience city”;
- The investment in qualitative urban environment should positively contribute to each city. Since each city can choose for a different strategy and investment priority, this could be different and in this stage it is not known yet. However, in section 3.1.4 there are possible indicators mentioned that could form a guidance. As example a city can choose to invest in high-rise buildings, while the other is investing in education (this is not based on finance methods). As a result this should have effect on their branding strategy, which implies that

the effects needs to be consulted. This part shall be discussed in the section “Investment in qualitative urban environment”;

- The promotion strategy to gain fame and revenues. In this case figures, advertising like graphic design and events will be consulted. As example a city can host a big event like the Football World Cup, which has effect on the branding purpose. This part shall be discussed in the section “secondary communication”;
- Important to know is how oversees people view the city and which effect it has on branding. As example it investigates if the previous steps generated more interest towards an event in terms of search by big search engines like “Google”. This part will be discussed with the effects it has on city branding by oversees people, which is dedicated for the section “tertiary communication”;

### 3.9.3 Decision matrix table

As mentioned in chapter 2 and 3 there are two approaches identified were the case study cities can choose from. As described by Florida (2003) the first approach is based on the creative class theory, which held for the creative (endogenous) city approach. The second approach is described by Lorentzen (2009) and is named as the experience (exogenous) city. An option could also be to use a hybrid construction in order to brand itself. To know which approach is chosen by each case study a city have to fulfil the requirements mentioned in the decision matrix in order to determine. Each approach has his own attribute. Examples for the attributes in the decision matrix table could be:

- Creative economy (driven by many recourses);
- Limited economy (driven by handful recourses, like oil);
- Knowledge development (educated community);
- Expat driven (knowledge attracted from outside, import);
- Smart city;
- Sustainable city;
- Tourist and Consumption drive;
- Attraction elements, such as events, high-rise buildings and luxurious appearance;
- Built environment based on endogenous in order to promote the creative city approach;
- Built environment based on exogenous in order to promote the experience city approach;

It should not be forgotten that the list could be changed over time, in case that more knowledge is acquired through the literature, which could support the choice.

Decision Matrix Format						
Step 1: List options as rows						
Step 2: Determine important attributes and add/remove columns, as appropriate						
Step 3: Assign relative weights to each attribute in row 9 (i.e. an 8 would be twice as important as a 4)						
Step 4: Assign objective 0-100 scores for how option satisfies each attribute (best to do this on an attribute-by-attribute basis)						
Step 5: Options with the highest scores should be considered						
	1	1	1	1	1	5
	20%	20%	20%	20%	20%	100%
Option	Attribute 1	Attribute 2	Attribute 3	Attribute 4	Attribute 5	Score
Creative City						0
Experience City						0
Hybride						0
Notes:						

Table 3-2: Decision matrix format for the experienced or creative city (own. Illustration)

### 3.9.4 Google analytics

Within Google Analytics the tools Google Adwords (keyword planner) or Google Trends will be used. Google Trends and Adwords (keyword planner) is a service provided by Google that provides insight into when and how often a particular word is searched with the use of Google, also comparison between cities, countries and languages in search behaviour is possible. This part is mainly important for the tertiary part of the research. Since this refers to word of mouth, strengthened by internet, media and competitor’s communication. Some of the following terms could be investigated and compared in order to confirm if the cities succeed in branding, based on this research:

- City names;
- Smart City;
- Sustainable;
- Brand names;
- Tourism;
- Entertainment;
- Events;
- Urbanism leisure like parks;
- High-tech buildings (architecture) and infrastructure;

The list could change over time, in case that the literature study needs specific terms for some evidence or answers that could not be find by literature.

### 3.9.5 Data for the (comparative) cross case analysis

The data collected needs to be analysed. This will be done with (comparative) cross case analysis of the case study results. The research components in the framework were discussed in this chapter. These research components serve as a support for the case studies and (comparative) cross-case analysis. Since the research involves different kind of multiple data can it be seen as a longitudinal qualitative case study.

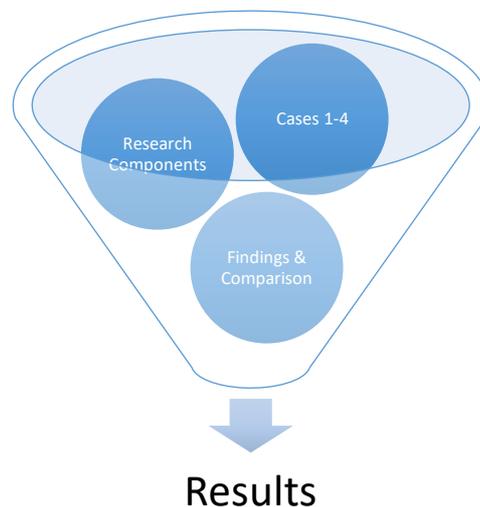


Figure 3-5: Arranging of the caste study research components that will give some findings to compare, which will lead to an end result (own. Illustration)

To do an critically assess for the case studies, it is essential to reflect on the data collected, by the usage of repetitive cycles of data analysis and a strong clarification. For each four case studies data will be analysed using the analytical framework as described in chapter 2 and 3.

This implies that the results from the case studies will be used as support in order to compare each conceptual criterion. Appendix A will offer insights in how the comparison between the different case study cities are conducted, including the criterion attributes. In main terms this happened in means of allocating (qualitative) scores for each attribute per case study using five point scales. This means that the scores are varying from “- - ” for low/weak conditions, to “+ +” for high/strong conditions. The provision of strength or weakness of a given attribute will be supported by clear definitions or operationalization. For all the five values (- -, -, +/-, +, + +) qualitative explanation will be given so that it is backing each assignment for a given condition (Hoppe, 2016).

<b>Cluster 1: Image of the city</b>
Attributes based on the Vision & Strategy
<ul style="list-style-type: none"> <li>• Smart and Sustainable</li> <li>• Education and Knowledge</li> <li>• Technology and Innovation</li> <li>• Diverse Economic development</li> <li>• Social development</li> <li>• Governance conducive for City Branding</li> </ul>
<b>Cluster 2: Primary communication</b>
Attributes based on positive or negative indicators as reaction to the vision & strategy
<ul style="list-style-type: none"> <li>• Negative indicators</li> <li>• Positive indicators</li> </ul>
<b>Cluster 3: Type of city</b>
Attributes based on which type of city it is dedicated to become
<ul style="list-style-type: none"> <li>• Experience City</li> <li>• Creative city</li> </ul>
<b>Cluster 4: Investment in the urban environment</b>
Attributes based on cluster 3 and research questions in order to improve the urban environment
<ul style="list-style-type: none"> <li>• Architecture (buildings)</li> <li>• Infrastructure facilities</li> <li>• Ladscape, Urbanism and Entertainment</li> <li>• Industrial and business</li> <li>• Institutional and others</li> </ul>
<b>Cluster 5: Secondary communication</b>
Attributes based on the formal and international communication
<ul style="list-style-type: none"> <li>• Events</li> <li>• Figures and advertising like logos, slogans &amp; taglines</li> </ul>
<b>Cluster 6: Tertiary communication</b>
Attributes based on word of mouth, which is reinforced by internet, media and city communication
<ul style="list-style-type: none"> <li>• Overseas view on one of the case study city names</li> <li>• Overseas view on visiting one of the case study cities</li> <li>• Overseas view on smart/sustainable approach of one of the case study cities</li> </ul>

Table 3-3: Key clusters and attributes in order to compare the case study cities (own. Illustration)

Table 3-3 will lead as foundation in the comparative and cross-case analysis after the case study research is conducted. The clusters refer to the research framework, as described in this chapter and chapter 2.4. Each attribute in the cluster is part of the city branding strategy. Whereby cluster 1 consists of attributes that are based on the city’s vision and strategy in order to brand itself. In reaction to this it will have positive or negative effects, which is part of cluster 2 the primary communication of the city. Cluster 1 and 2 tells something about the type of the city and how their inhabitants and oversees people view the city. Therefore, cluster 3 will tell something about the type of the city whether it is creative or experience city. The next stage (cluster 4) refers to the tangible assets of city branding, in this case it also consists as one of the most important attributes that are part of the research (sub) questions. The previous stages need promotion in order to brand the city and to gain fame and revenues for the executed investments. Therefore, cluster 5 will compare how cities used events and figures. Cluster 6 shows if a city is achieved positively by oversees people, based on internet search terms and grow in interest after putting effort that is based on the previous stages and clusters.

By comparing each cluster and attributes among the four case study cities this will lead to results that give support in answering the research questions.

## **Part III: Case studies**

*Chapter 4-8: Case study research*

## 4. Case studies

In the previous chapters the limitation as well as the case selection of this research was discussed. But also the theory on city branding and the methodology on how to conduct the case studies. Four cases (Dubai, Kuala Lumpur, Doha and Singapore) are chosen instead of one, which means that this research will examine multiple cases. Benefits of involving more cases than just one results in powerful results compared to one case study and it will also increase its validation and reliability of the research (Yin, 2009). This means that from this point to the upcoming chapters the research is going more in depth and it consists the practical part of this report.

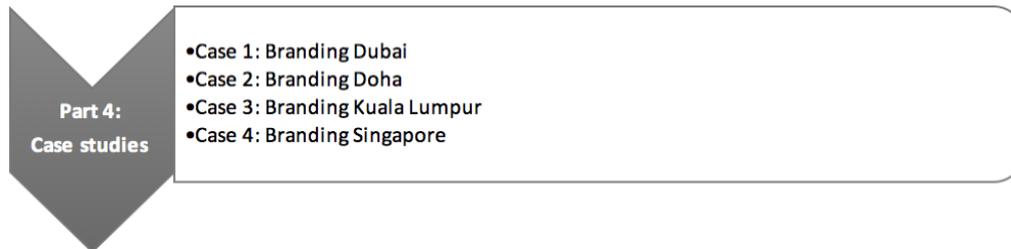


Figure 4-1: Overview part 4 (own. Illustration)

### 4.1 Case study elaboration

The kick-off of the research framework (figure 2-4) as well as the checklist is determined by discussing the “image of the city”. This will be done in three phases (past, present, future), which is based on the city development over a period of time. In extension to the upcoming chapters, the vision and strategy of the city will be described and the effect on branding. This will form a foundation in whether the city is a creative (endogenous) or experience (exogenous) city, but also the direction of the investments. After investigating the image of the city the vision & strategy will produce negative as well as positive indicators, which could affect the appropriate branding approach and strategy. For example, negative blocking demonstrations (delaying the development) or positive contributors like investors. This aspect will be discussed in the section “primary communication”.

After the image and primary part are conducted and the city agreed on developing their brand the task is to decide whether the city fits for “creative or experience city”. This part is essential since it could be in contradiction to their plans. For example, if a city wants to become a creative city this could his appearance tell something else, which is in contradiction to an experience city. This could also have effect on branding itself. In order to determine this will be discussed in the section “Creative or Experience city”.

Off course, this goes in the same line with the investment in qualitative urban environment that is part of the sub-questions of this research. Since this should positively contribute to each city his appearance, which is part of the branding strategy. Each city can in this case choose for a different strategy and investment priorities which is linked to the previous steps that are part of the framework. However, in section 3.1.4 there are possible indicators mentioned that could form a guidance. As example a city can choose to invest in high-rise buildings, while the other is investing in education and knowledge-economy. As a result, this have an effect on their branding strategy, which implies that the effects needs to be consulted. This part shall be discussed in the section “Investment in qualitative urban environment”.

After the previous steps are conducted the task set for the city is on gaining fame and revenues by promoting their activities such as their image, vision & strategy and approach of their experience or creative city, which goes parallel with their investment in qualitative urban environment. In this case figures, advertising like graphic design and events will be consulted. As example a city can host a big

event like the Football World Cup, which has an effect on branding purpose. This part shall be discussed in the section "secondary communication".

At least the last part to test how oversees people view the city and determining if the city is succeeding in fame by branding itself. But also how big events leads to more interest in search volume. Thus, it investigates if the previous steps generated more interest in terms of search by big search engines for example "Google". This part shall discuss the effects on city branding by oversees people, which is dedicated for the section "tertiary communication".

## 5. Case 1: Branding Dubai

### 5.1 Image of the city

#### 5.1.1 Briefly history description

In 1833 around 800 individuals of the Bani Yas tribe who are part of the Maktoum Family, established around the opening of the bay in Dubai. This bay formed the foundation that is seen as the harbour which made Dubai a big centre for the purpose of fisheries, pearling and sea business industry. As a result of the sea trade Dubai became around the 20th century an significant and successful port. This was supported by the market which was located on the Deira side of the bay. The market was then one of the largest, with around 350 shops and a steady mass of visitors. Around 1930s Dubai was already attracting expatriates, which consisted a quarter of the total 20.000 population (Government of Dubai, sd).

In the 1950s the creek starting to silt, the reason for this was not very evident, while some say that this was a consequence of the growing amount of shipping's. To solve this problem, the first big project for Dubai by dredging the waterway was signed. The chosen approach was very ambitious, costly and visionary project at that time. However, this resulted in an increased volume of freight handling. Which eventually supported Dubai's role and view as one of the big exchange and re-exporting centre (Government of Dubai, sd).

However, when the massive economic growth came when oil was discovered in 1966, led to the decision by Sheikh Rashid to utilize the oil revenues in order to stimulate infrastructure development. Among the first projects where schools, roads, hospitals and modern telecommunication network. As part of the increasing facilities it was also decided to build an innovative harbour, but also terminal construction and buildings for the Dubai International Airport, with an enlargement for the accommodation to all sorts of aircrafts. On top of that there was also one of the biggest man made harbour that was built where a free zone is implemented in the area of the harbour. These big development steps gave Dubai visionary leadership, that encompass facilities that comes along a global city such as top level infrastructure quality, making it friendly for expats to relocate, providing zero tax on employees. But also using corporate incomes and providing a very low import duty (Government of Dubai, sd).

Since 1960s the main ambition of the rulers of Dubai and Abu Dhabi was to establish a federation of the Emirates. This was eventually established in 1971 when Dubai, Abu Dhabi, Sharjah, Ajman, Umm Al Quwain, Fujairah and (in 1972) Ras Al Khaimah, merged in order to create the desired United Arab Emirates. By the lead of the earliest president Sheikh Zayed, the UAE had been changed as one of the wealthiest countries in the world (Government of Dubai, sd).



Figure 5-1: The rapidly development of Dubai (SkiDubai, sd)

## 5.1.2 Briefly present description

The big development steps continued around 1980s till the early 1990s, since Dubai decided to take a tactical choice in order to become a big qualitative tourism destination. As a result, Dubai is now being seen as a tourist hub with famous hotels, high-tech architecture but also well-known entertaining facilities which includes big events. As examples; The Burj Al Arab hotel which at this moment is seen as the only hotel that is rated with seven-star, Burj Khalifa and other structures like the Emirate Towers are also examples of commercial confidence. Big events are also common to brand Dubai. As example; The Dubai Desert Classic (golf), The Dubai Open, ATP tennis tournament, World Expo 2020 and also the Dubai World Cup that is seen as the world's wealthiest horse races (Government of Dubai, sd).

At this moment Dubai has a one of the most diverse population. With 96% of its population being foreign, surpasses it global cities like New York which has a diversity of 37%. The reason for this was the fast growth of Dubai. This led to some kind of an octopus who is grabbing each far flung part of the world and attracting them to Dubai. Some say that this led to knowledge import in order to develop. However, many were tempted by the tax-free salaries, but also the international businessmen who were hanging around after they visited Dubai. But they also attract big multinationals. After they got Microsoft signed up, other companies soon followed like Hewlett-Packard, Dell and Canon, among others (Next City, 2013).

The fast economic development and growth gave Dubai also challenges and problems which has to be confronted as well. These challenges and problems could implicate different disciplines, therefore it is only zoomed within the field of this research. One of the big increasing problems is the infrastructure, to solve this more roads are needed. However, the authorities decided not to build extra roads and to look for other solutions. One of the key reasons is that this would lower property values whereas this could increase in Sharjah due ease of access. Thus it implies, as Dubai's population and development increases there are infrastructure and transport challenges. Another rising problem is the quality and sustainability of their buildings due to the fast speed of construction. This became known when buildings were tested for quality and it was then founded that buildings leaked from the floors and roofs. The approach of speed and fast development could be seen as beneficial for (economic) growth. The downside of this is if this is not achieved in a qualitative and sustainable manner, then as a reaction this will lead to long term problems and big repairs (Matly & Dillon, 2007).

Those challenges and problems didn't withhold Dubai since they developed many strategies to improve and gain fame with their general economic, social and national economic diversification. This is noticed internationally, which gave Dubai many recognitions. Conform the IMD World Competitiveness Yearbook, Dubai and other UAE states are graded 1st regionally and 12th globally between 61 countries rated in their capabilities for managing their recourses in the longstanding creation of value. By the Federal Competitiveness and Statistical Authority, they graded Dubai and other UAE state as follow (UAE Government, 2018):

- 1st in the quality of roads (Global Competitiveness Report);
- 1st in the importance ICT to government vision (Global Information Technology Report);
- 1st in the quality of air and transportation (World Competitiveness Yearbook);

Additionally, by the World Bank report that processes the functioning of 189 countries in the categories of available facilitates for business and investors, Dubai and other UAE states were graded first in the Arab world, which means that they continued this for the 3rd year in a row. They were also graded for the following (UAE Government, 2018):

- 1st regionally in the general classification and the number of documented improvements;

- 1st globally in the category of the impact of non-payment of taxes, which does not affect business;
- 2nd globally in the category of the process of construction permits;
- 4th globally in the category of electricity delivery;

### 5.1.3 Briefly future description

As introduced in chapter 3 and what later will be discussed is the difference between experience and creative city. An important feature of a creative city is the technology. Dubai is consciously with this and wants to become a creative city. Recently there is a shift in their policy and Dubai is trying to be driven by technology in order to become also a knowledge hub. In 2016 Dubai broadcasted that they will adopt the UAE Science, Technology and Innovation Higher Policy. This encompass around hundred internal enterprises in the field of healthcare, educational, energy-sector, creating space, transport-sector, but also promoting technology that includes the water management divisions. Their strategy consists an approach that aims for a diversification beside the current internal economy. This should be done by driving away from their current leading assets such as carbon recourses. For this is their aimed goal and vision: “To build a vibrant knowledge based economy in the UAE in general and in Dubai in particular, to establish it as a Sustainable and Smart City, with technology at the forefront. Where the users are happy with it” (The Association Magazine, 2016).

The national UAE Vision 2021 holds also for Dubai, and the according National Agenda, tries to make Dubai one of the leading cities around the globe. In order to convert their vision and goal into reality are pillars introduced that map trough six national main concerns. This will signify the main emphasis for the municipality of Dubai and their urban planners and policy makers for the upcoming years. The Pillars are (Dubai Municipality, 2016)

- A safe, public and fair judiciary;
- A competitive knowledge economy;
- A first-rate education system;
- World- class healthcare;
- Sustainable environment and infrastructure;

The plan consists also an improvement of quality of the urban environment. This includes natural and built assets, but it also takes into account the living experience of their residents which includes visitors. This means in order to improve the economic status, tourist visits and mainly building a bigger brand name is Dubai still developing and investing in high-tech buildings. Especially since they are hosting the Expo of 2020, which will be explained later in the secondary section.



Figure 5-2: Dubai municipality strategic themes 2021 (Dubai Municipality, 2016)

### 5.1.4 Effect “Image of the city”

The big developments over the last years had a remarkable effect on branding Dubai. This gained a huge influx in terms of tourists and expats. Mainly, this has been achieved by investing in the city's economic revenues in qualitative urban development, which was driven by carbon recourses.

As shown in the previous section the direction for Dubai has been a bit changed. Instead of being an exogenous (experience) city, they want to become a more diverse and knowledge-economy, which is an important contributor to the creative city (endogenous) approach. To achieve this the government and municipality of Dubai needs to invest more in technology, education, sustainability and a knowledge-economy. This means that the target audience could change as effect, as a result a more diverse population. To the contrarily, this does not mean that the achieved branding name over the past years will change. The reason for this is that the city is already becoming robust, in the sense that the brand name as tourist hub is mainly established, based on the millions of visitors and that year by year is growing as well. As improvement and in addition to this the city wants to add more value to the city. Which also could have a positive effect for additional branding Dubai as innovative, technological and a knowledge based city. The shift to creative city has also some experience elements, since they want to become the first city that implements 3d-printed buildings and the implementation of block chain. This will attract technological interested tourists. In the upcoming section this initiative will be described properly.

## 5.2 Primary communication

This section will discuss the negative as well as the positive indicators, which comes through the vision of the city and could affect the appropriate branding strategy. But also the effects of those indicators for branding the city.

It is rarely noticed that the inhabitants of Dubai are blocking the development and vision for the past years and even future. The inhabitants of Dubai are mostly supporting the development of their city. Whereby, Dubai has got many times financial support from Abu Dhabi. In order to full fill their vision, strategy and development plans (Fitch, 2009).

Accidental was that few times foreign workers had some protests and blocked the construction works in order to delay projects. This gave some problems for achieving their vision & strategy. But more importantly was, the view from oversees people. Which could have negatively affected building their city brand name. Recently, this is decreased by two-third. Which positively contributed to branding Dubai, since there is less negative news about exploiting foreign workers (Gulf News, 2017).

The other positive aspects is that Dubai attracted new investors that contribute positively to achieve their vision & strategy of Dubai. The most important one is the city Frankfurt. The most important benefit for partner cities is that citizens learn more about the culture of the respective countries and that there is mutual acceptance of differences in culture. Within Frankfurt the following partners are involved (Dubai Municipality, 2016):

- Frankfurt Economic Development GmbH – Initiated the partnership and organises exchange on economic level;
- Tourism and Congress Ltd. Company – organises packages for tourist and business travellers coming from Dubai;
- Frankfurt-Dubai Society – organises events and exchange programmes at the civil society level;
- Frankfurt RhineMain Marketing of the Region (FRM) – organises economic exchange at the regional level;
- Messe Frankfurt – organises trade fairs in Dubai and is part of the Frankfurt presence in Dubai;

Some other important investors and partners that positively contribute to achieve the vision & strategy are (Dubai Municipality, 2016):

- Makani smartest map system in the world;
- Philips providing smart Led for the new green buildings;
- United Nation Environment Programme (UNEP) for environmental campaigns;
- CleanTech San Diego to give green technology;
- Many others like contractors, real estate investors, national investors and governmental bodies;

### 5.2.1 Effect “Primary communication”

The previous section clarifies that at the beginning of their booming construction works and city development Dubai gained a bad reputation by overseas people. International news was spreading across the world that foreign workers were exploited and construction works were delayed. As a result building their brand name was affected and delayed, while a lot of projects were finished. In addition, the timeframe was also not the positive indicator, since in that period the economic crisis was ongoing, whereby Abu Dhabi helped in a financial matter. This gave less revenues than expected by tourists and real estate investors.

Reflecting this over a period of almost ten years the negativity is almost faded away, as a result Dubai is now growing in popularity. Mainly this has been achieved by sticking to their plan and by getting help from other emirates like Abu Dhabi. Currently Dubai achieved what it has become now and what it will become in the future. They turned the negative effects into positive and got many support from internal as external parties such as the city Frankfurt and other multinationals like Philips. Having this support could also imply that Dubai will improve as a city, since they know the improvement possibilities and want to take advantages of that to become a better knowledge-economy. As could be seen and concluded the negative news which was spread globally had barely effect over time. Since this has been faded away and less people are talking about it currently.

## 5.3 Dubai creative or experience city

The previous sections gave an indication of which direction the governmental body of Dubai wants to go in their approach, which is set as becoming a creative (endogenous) city. This is backed by their vision and aim, which is part of the creative city approach:

*“To build a vibrant knowledge based economy in the UAE in general and in Dubai in particular, to establish it as a Sustainable and Smart City, with technology at the forefront. Where the users are happy with it”*

However, this does not imply that it directly will become what it aims for. By looking in the literature it can be determined in a decision matrix which type of city fits best for Dubai and what effect it has on branding.

First, Dubai could be perceived as a creative city that embraces creative people. As stated in their vision the willingness is to expand this in a better position to become a smart city. Focussing on innovations and high-tech industries provide a variety of high-quality experience. Currently Dubai has more than 1000 e-services, valuing the city it gained also a tactical benefit for realising their aimed vision so that it becomes one of the 'smartest' city in the world. In addition, their internal infrastructure is extremely adopting their inward changes so that it can welcome the upcoming 30 million visitors by the year of 2020-2021, which means that such development could lead to easy implementation of 'smart design' right into its current structure. Contrarily, too many established global cities they have a retro-fit old-

fashioned support system for their current infrastructure to accept their upcoming growth path. It can therefore be stated that lessons are studied from the European, Asian and American continents. Importantly Dubai did also welcomed more than 300 global and regional ICT companies, which are well-known. Beside the minor land area and population, still it managed to control the city in order to persuade global actors to relocate their hubs in Dubai. This is beneficial for attracting creative and talented people. The infrastructure layer is also an underpinning element of the Smart City Platform. Well-designed infrastructure is a key to enhancing the Efficiency Pillar. The plan also addresses the urban environment (Smart Dubai, sd).

However, over the past years Dubai has tried to brand itself as an experience city, whereby the luxuries experience was and still is the main goal. This is remarked by the activities and consumption driven economy. Some examples that clarifies this are the pioneer achievements such as the words “first, tallest, deepest, most expensive, lavish, outlandish” which are constructed for Dubai. In project terms; you can find nowhere in the world a seven-star hotel, a series of 200 man-made islands and the world’s tallest building which can be climbed. Among this modernity are the regular activities also possible from swimming in the sea to designer boutiques and top restaurants. For cultural activities the age-old souks that still attract those who like to haggle and it is also possible to go into the desert where still camels roaming free (Emirates, sd).

The previous gives different options. Whereby the last could be seen as achieved (experience) and the other could be seen as a goal (creative). However, the main goal for this section is to label Dubai as an experience or creative city. Based on the gained literature knowledge and attributes that the city has Dubai should become one of them. As described in 3.1.4 this is also based on the investment the city wants to focus on. Those investments also describe the direction of the city. For the report order this is separated. Thus the decision matrix below is based on the previous and next sections.

	1	1	1	1	1	1	1	1	1	1	10
	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	100%
Options for Dubai	Creative economy	Limited economy	Knowledge community	Expat driven	Technology driven	Consumption driven	Built environment to accommodate	Built environment to attract	Branding involves smart & innovation	Branding involves attraction & events	Score
Creative City	30		30		35		40		40		35
Experience City		70		70		65		60		60	65

Notes: The light blue refers to creative city and the dark blue refers to experience city.

Table 5-1: Based on the gained literature is Dubai for 65% an experienced city (own. Illustration)

Based on the table it is obviously that Dubai is more linked to the experience city. In reference to the attributes Dubai scored higher as a limited economy, since it is mainly driven by limited sources like carbon source and tourists. Most employees are also expats, which refers to knowledge import. On the other hand, the city is consumption driven by many tourists and people that do not plan to stay there their whole lives. The remarkable high buildings and urban development in the city is more related for the attractions than the real need by own inhabitants in terms of accommodation. Branding Dubai is mainly driven by attraction such as events (Expo2020) and their built environment such as high-tech and high-rise buildings. Compared to technology branding Dubai is barely driven by technology such as smart & innovation initiatives. However, the aim for the future is to do this more by becoming a pioneer in block chain and the first city that introduces 3d-printed buildings.

### 5.3.1 Investment in the urban environment

Creating the right experience city has its own price tag. This section will zoom in some investment projects such as infrastructure, buildings, landscape and entertainment in order to contribute to the city’s brand as an experience city and to achieve the city’s vision. Off course, as part of the branding strategy more investments are made by Dubai, but since this research holds for the field of construction management & engineering only large projects in this field will be investigated. Those projects are also related to the research questions, which means that it could improve and contribute to a positive brand name.

The investments are divided in main categories and not a specific project, since this is hardly to confirm in detail (Arab News, 2018):

- \$17.4 Billion for infrastructure and transportation projects;
- \$13.2 Billion for housing;
- \$11 Billion for hotels and theme parks;
- \$8 Billion for expanding Al-Maktoum international airport;
- \$2.9 Billion for a new metro line;
- \$13.4 Billion for projects in Dubai South Villages and Dubai exhibition city;
- \$27.3 Billion for clean energy projects;
- \$1.64 Billion for more green space;
- \$300 million for green sport complex;

Important to understand is that over 21% of public spending in this year (2018) \$15.5 Billion earmarked for infrastructure projects.

Part of their strategy & vision and in order to move more towards a creative city Dubai is planning to invest an additional sum of \$82 billion. The aim is to become a knowledge economy that is driven by innovation and to organise for a world without the need of oil. Therefore, Emirates Science, Technology and Innovation started 100 pilots that include high investments in the field of block chain, 3d printing (25% of buildings are by 2030 3d printed), health, education, transport, energy, water and space (UAESDGS, sd). This means that beside investing in an experience city Dubai is trying to make steps in the direction of future development as shifting towards a creative or even hybrid city. However, as stated in the previous section Dubai is labelled as an experience city and in the field of construction management & engineering, but also for the research questions some projects will be highlighted to show where some of the investment money went that positively contribute to city branding.

Dubai Water Canal Project. The main idea of this project is to attract more visitors as attraction, which will improve the experience city. Visitors can by boat sail from the sea through Dubai and end in the Arabian Gulf. But it also has the function of relocating the water to the sea as improvement of the water quality and dividing the Business Bay, which is one of the busiest area in Dubai. This should also reduce the conjunction in the area, as claimed in this chapter, what Dubai is facing these days. By having on one side the business district and on the other side of the canal the tourist area that includes the needed facilities such as housing, hotels, restaurants, shopping malls and other lifestyle attraction attributes. (Emirates24|7, 2015).



Figure 5-3: Dubai water canal project (Emirates24|7, 2015)



Figure 5-4: Dubai MBR City - District One project (Emirates24|7, 2015)

District One project. The main idea behind this project is also just as the previous based on building a new entertainment district and facilitating the growing visitors that Dubai is facing, which will contribute to the experience city. One of the attraction elements of this project is the world's largest artificial beach. In previous projects Dubai didn't use optimal green elements, which is important for sustainability in the city. Therefore, above 60% of the entire zone is going to assigned by green and open spaces (Emirates24|7, 2015).

Aladdin city project. The aim for this project is to add another iconic building in the city as promotion material for the upcoming EXPO2020 global event. By having this project as attraction element for visitors and upcoming tourists should this project also positively contribute to the experience city, by showing the link of cultural heritage that is based on the story of Aladdin and Sinbad. The project contains three towers, that includes business and hotel space. It is outspread over a range of 450 meter. Because of the weather conditions it has air-conditioned bridges that connect the towers, but also driving lanes and parking spots. (Emirates24|7, 2015)



Figure 5-5: Dubai Aladdin city project (Emirates24|7, 2015)

The Creek Harbour project. The duration of this project is planned up to 30 years. As indicated in the first section of this case study is the population of Dubai growing. Therefore, the aim of this project is based on the growing population of Dubai residents, which means that this project mainly consists residential properties. Beside facilitating the knowledge development of expats, which is important in order to become a creative city, has this project also experience features. One of the important ones is the new tallest building “The Tower” of Dubai, as it can be seen in the figure. By implementing this project over a period of 30 years, Dubai hopes to stay as the leader in having the tallest buildings in the world. In addition, it has 3.664 workplace parts, eight million square feet of retail space, 39.000 residential units and 22 hotels with 4.400 rooms (Emirates24|7, 2015)



Figure 5-6: Dubai Creek harbour project (Emirates24|7, 2015)



Sheikh Zayed Road flyover project. This project is a central road that should connect Dubai with Abu Dhabi and the north emirates but also to support the rush hour traveller by less travel time (Dubai Tram, 2016). As stated earlier in this chapter this will improve the infrastructure conjunction problems, which Dubai is facing recently due the growing population and visitors.

Figure 5-7: Dubai Sheikh Zayed Road flyover project (Dubai Tram, 2016)

The Dubai Metro Project. Dubai is facing conjunction problems due the fact of increasing visitors and new attracted residents, which is also claimed at the beginning of this chapter. In order to motivate in using public transport is a new metro project planned. The metro project is trying to connect the important routes of Dubai and it will promote short travel time. The project consists of a 15km-long line, of which 11.8 km is above ground and 3.2 km underground. Beside solving the internal problems of conjunction is this metro project also needed for the upcoming event of WorldExpo 2020, which will transfer millions of visitors that go from one to another site. (Acciona, sd).



Figure 5-8: Dubai metro project (Acciona, sd)

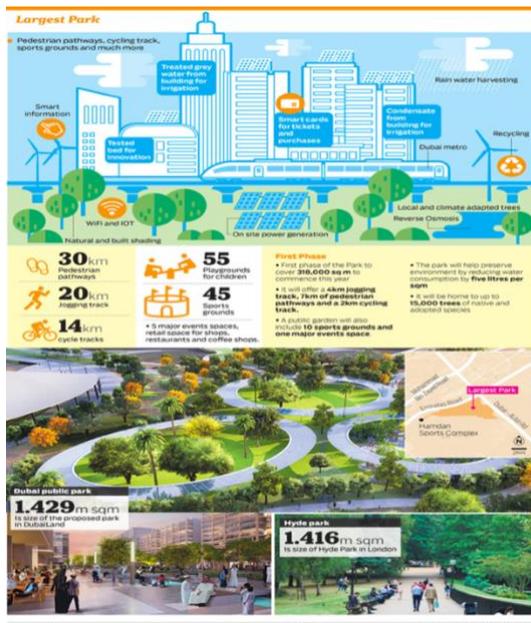


Figure 5-9: Dubai biggest park project (Gulf News, 2017)

Dubai Park project. Leisure is an important factor for entertainment, which is needed beside hi-tech buildings and infrastructure. There are not enough leisure projects in Dubai. The solution therefore is that Dubai will build the city’s largest public park. In size it has measurements the same as London’s Hyde Park.

The park consists of different spaces that support exploration of nature. But also activities for each season, such as jogging track (20km), pathways (30km), cycle track (14km), nature tracks (7km), 55 playgrounds for children, 45 sportsgrounds, event areas and retail space. The project which consists of a large number of natural assets has also other important benefits. Such as the air improvement, facilitating the biodiversity and it also enhance the urban ecology that is combined with leisure activities (Gulf News, 2017).

### 5.3.2 Effect “Investment in experience city”

Based on the gained knowledge it is obvious that experience city fits the most for Dubai. Even if they are willing to shift from strategy and go towards the creative city in order to become a knowledge-economy. The shift to creative city has also some experience elements, since they are want to become the first city that implements 3d-printed buildings and the implementation of block chain. This has the effect in attracting technology interested tourists that want to see how they achieved this so that they can learn from each other.

Contrarily, as the previous projects show they are still continuing the development of their qualitative urban environment. As a result, Dubai becomes a global icon of engineered urbanism. It all started with investment in an experience city that brought Dubai a big brand identity. The first investment that positively contributed to this was the Burj Al-Arab. This tower gave an enormous branding boost and city identity, supported with Burj Khalifa, which is the tallest building in the world (CTBUH, 2015). This approach could be seen as the modern branding strategy of cities by imposing urban development in the field of urban design and architecture. Which implies that the investment in experience assets like modern architecture could be seen as commercial, whether it be on the premises or on the context it has been created. Thus the assets like the buildings is an attraction for tourists. Placed in the context of the city itself, the environment and region where it is located, becomes a symbol of the city and society (Cegar, 2014). As effect this becomes visible in the tourism market. Dubai is now becoming the fifth greatest visited cities in the world. The numbers are telling that in 2014 11.95 million tourists came to Dubai, while in 2015 this was increased and around 12.84 million international overnight tourists stayed and accumulative in 2016 the record of previous years was broken with 13.34 million visitors. Dubai aims currently to touch 30 million visitors annually by the year of 2021. The majority of those visitors are according to the tourist market to be around 20-40 years of age and mostly of them are international travellers. (Zeineddine, 2017).

## 5.4 Secondary communication

The previous investments need to be promoted. Which usually is conducted by the well-known promoting practices like internal and external marketing, public relationships, illustrative plans, symbols and events. In the case of Dubai it is noticed that they used two important strategies. Namely, the hosting of a big event “Expo 2020” and the more standard approach of advertising like slogans.



The big event which has been used is the World Expo 2020. Dubai was awarded to host the world expo of 2020. The Expo, which has a theme of “connecting minds, creating the future,” is focusing on creativity, innovation, and collaboration. It has aimed to gain 25 million visitors, with 70% of them coming from outside of Dubai. This Expo will be the most international one up to date. The Dubai World Expo takes a duration for a six-month which is between October 2020 and April 2021 (Expo2020, sd).

Figure 5-10: Dubai Expo 2020 (Expo2020, sd)



The other common approach is the usage of a logo and slogan. The Dubai Department of Tourism and Commerce Marketing announced new strategies in 2009. During the Arabian Travel Market a new tagline and slogan was shown that was named ‘Definitely Dubai’. The target was to attract more tourists, residents and business travellers. According to the DTCM “the strategic direction behind creating the Definitely Dubai portal was based on the need to distinguish between a government entity and consumer brand” (Korelin & Schneider, 2009).

Figure 5-11: Dubai Brand name & slogan (Korelin & Schneider, 2009)

Prior to the slogan of 2009, Dubai had a different slogan. The slogan which was used by the Dubai Department of Tourism and Marketing Commerce was “Nowhere like Dubai”. The slogan needed a change, since Dubai was developing rapidly and people perceived it differently. This is also supported by a survey of respondents. Where the majority thought that the other two slogans were the right ones rather than the original slogan, as seen in the table 5-2 (Korelin & Schneider, 2009).

What is Dubai's slogan?	% of Respondents	Number of Respondents
Nowhere like Dubai	20.57%	86
Dreams come alive in Dubai	46.89%	196
Magical Dubai	32.54%	136
<i>Number of respondents</i>		<b>418</b>

Table 5-2: Survey based on possible Dubai slogans (Korelin & Schneider, 2009)

### 5.4.1 Effect “Secondary communication”

With the usage of secondary communication more promotion in the sense of branding could be achieved. The commercials that involves the logo and slogan will trigger people to visit Dubai. In addition to this organizing the Expo2020 will also help boosting the process. Hosting Expo 2020 could be seen as showing the attractiveness of Dubai, in order to brand itself more and to create a foundation for external companies whom wish to participate in the development of Dubai. Despite the attractiveness of Dubai, there are is still an overload of companies that do not have operations in the area of Dubai or have invested in the region of the Middle East. Therefore, the Expo of 2020 could become a significant indicator as strategy so that it will gain Dubai a better position in the business area. However, this will not come easy since there is much work which needs to be fulfilled in order to become capable for realizing those benefits as effect. In addition, other big opportunities that comes along with the event of the Expo 2020 is the opportunity for supporting the Dubai brand outside the tourism sector and showing to the world Dubai diversified portfolio of economic sectors. Overall, it can be seen that the Expo event delivers an important and sustainable business chances for the build-up to, and beyond, 2020 (Deloitte, 2014).

### 5.5 Tertiary communication

Dubai (n=598, words=63918)	% of 3706 meaningful words	% of respondents
Hot (warm weather/heat/warm climate)	5.8	28.6
Culture (as in different, local culture)	5.4	27.1
Hotel (famous/7-, 6-, 5-star/luxury/expensive hotel)	6.0	26.9
Building (as in amazing/special architecture/buildings)	5.6	25.9
Desert	6.0	25.4
Shop (shops/shopping)	5.5	24.9
Arab (Arabic/Arabian)	5.4	24.6
Modern	4.7	23.7
Rich (wealth/wealthy/rich)	4.6	22.6
Never (never been there/visited/heard of)	3.8	21.1
Luxury (luxurious)	2.9	15.9
Woman (as in position of women in Muslim/Arab reg.)	3.5	14.2
Smell (smell of spices/food/fragrances/heat)	2.8	13.2
Water (water/sea)	2.5	13.0
Souq(s)	2.3	12.7
Beach(es)	2.3	11.5
Street (busy/lively/people in the street)	2.3	11.0
Muslim	2.5	10.9
Sand	2.2	10.6
Oil	1.8	9.7
Camel(s)	1.6	9.2

The last stage is the tertiary part. This refers to word of mouth, reinforced by internet, media and competitor’s communication. It is not controllable by marketers, while it is focussing indirectly on the promoting part.

Almost ten years ago Govers and Go did a widespread investigation in expressions of Arabs personality, but also the expected view and status it has. By a global study, where 600 interviewees requested how they could feel, experience, think and so on if they should visit Dubai for their first time (this was based on those whom never visited Dubai). The table 5-3 summarize the results (Govers, 2012).

Table 5-3: Consumer image associations of Arabic destinations (Govers, 2012)

Table 5-3 is conducted during the financial crisis almost ten years ago. Now it is worth to see how some related terms based on the category of the table are searched in a global manner by a global research engine “Google” (Google, sd). Surprisingly, is that Dubai is attracting interest from many people over the last years. The graph below is showing an increasing search volume in google if searched by the term “Dubai”. In blue it is also shown where the most people in the world are searching the term “Dubai”.

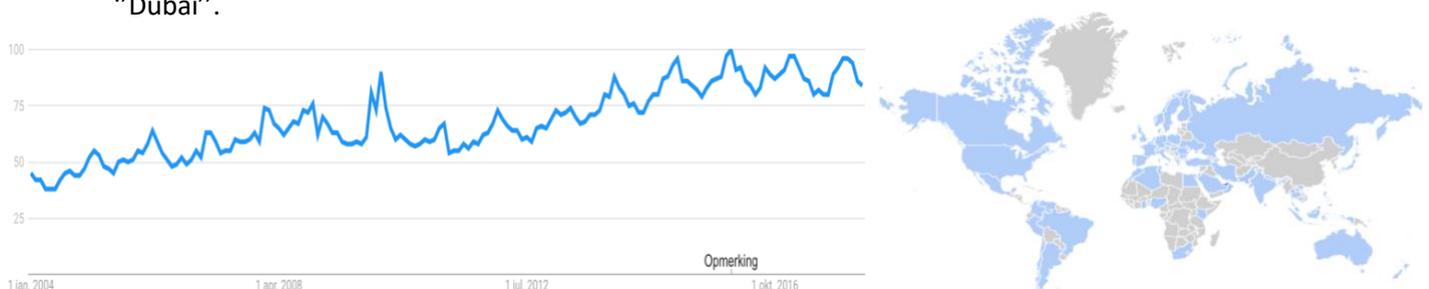


Figure 5-12: The term “Dubai” from 2004 till present in the search engine Google and the distribution how the search is distributed around the globe

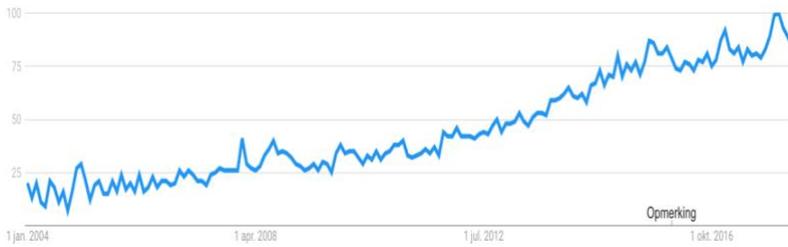


Figure 5-13: The term “visit Dubai” from 2004 till present in the search engine Google

An important factor whether to define if a city branded itself enough is the attraction of visitors. As known Dubai is putting a lot of effort to attract tourism. Which is rising over the last ten years and could still rise more. The graph below is showing the increase in Google search engine, if the term “Visit Dubai” is being used.

Previously, as argued Dubai is putting a lot of effort to become one of the smartest cities in the world. If looking on the internet with the term “Smart Dubai” there will show up many hits. Therefore, recently a main governmental website has been launched with all the smart activities Dubai is going to conduct and fulfil to achieve their goals.

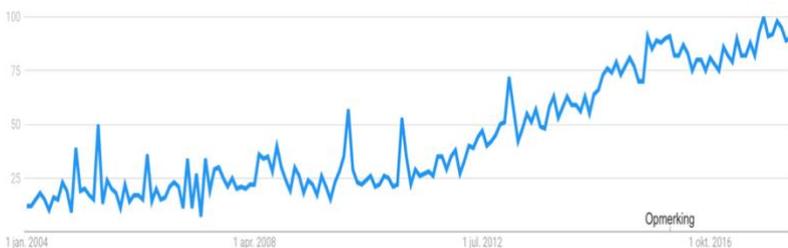


Figure 5-14: The term “Smart Dubai” from 2004 till present in the search engine Google

Within Google Analytics there is also a possibility to see some kind of a trend where more people are globally searching for “Smart Dubai”. Especially, in recent years after they introduced their visions and since they won the bid in 2010 for hosting the World Expo in 2020.

### 5.5.1 Effect “Tertiary communication”

The effects for the tertiary part can briefly be described. Based on the figures the effects by overseas people are positive. In a way they are embracing the brand and more people are associating themselves with Dubai, whether they are from America, Russia or Europe (see figure 5-12). As stated in the previous sections this could increase over time, since more visitors, investors and multinationals are expected to locate themselves in Dubai. This is accelerated by many developments and events such as the Expo 2020. Important to understand is that the chart is showing some effect after they won the bid of the Expo 2020 in 2010. Some terms show an acceleration in search such as “visit Dubai” and “smart Dubai”. As stated earlier in this research this confirms the importance of using branding strategies that involves big events and development of a qualitative urban environment. This also supports the possibilities and effects of city branding by the usage of the same approach described in this research that Dubai used and this can form a blueprint for other upcoming cities that are unknown and could become a stronghold in the current globalization environment.

## 6. Case 2: Branding Doha

### 6.1 Image of the city

#### 6.1.1 Briefly history description

From 1850 till around 1870 the growth of the Al Thani family took place. When Bin Tarif was defeated they took advantage of the situation by owning the power that was left and moved from Kuwait to Doha as their main establishment under their leadership of Sheikh Mohammad bin Thani. His first big political achievement was after a long period of negotiations in 1916, by signing an Anglo-Qatari agreement among Qatar and Major Percy Cox, Political Resident. From that point on Qatar was positioned in the British Trucial system of administration (Qatar National Research Fund).

Economic potential could be seen when there was for the first time oil fields discovered in October 1939 by Petroleum Development (Qatar) Ltd. A founded telegram letter which came from the Governmental manager in Bahrain was sent to the Governmental body in the Gulf, gained from 11 October 1939. In there it was stated: "Development, Qatar, have had slight show of oil in their test well near Zekrit. Drilling continues". A couple months later an additional letter was sent, this telegram described the test as "highly satisfactory", which led to the drillings of two more wells. Before the start of massive drillings, it was already postponed in year of 1941. Based on the development of the Second World War, since it was tough to guarantee safety for the operations by oil companies. Drilling began again in 1947 after the war came to an end (Qatar National Research Fund).

During December 1949, Qatar started with the export of crude oil. The first shipment was for heading towards Europe. By 1949 Qatar manufactured roughly 730.000 vats of oil, yearly extracted amounts rapidly grow towards 12.268.000 by 1950 and 50.558.000 by 1957. The years after around 1955 Doha started showing a sense of development, based on the big revenues gained by oil activities. Some of the visual signs was the extension of asphalt roads, new purification plant was built that contained pipes which connect their houses, as well as electric plant, new schools and hospitals (Qatar National Research Fund).

Since the time that Qatar was showing signs that it can stand sustain itself economically, they wanted to become independent in 1968. This was announced by the British Government, and they would dismiss all its defence promises by the end of 1971. Hereafter, dialogues where planned among Qatar and other Gulf States. The aim was to create a Federation of Arab Emirates. However, the British continued their interference. As a result, they started immediately the process of independence in 1970 and in 1971 it was declared independent (Qatar National Research Fund).



In order to manage the growth of their inhabitants, became it a necessity to change the urban life of Qatar. This led to the action by the governmental body in 1972 to hire their first overseas consultant, who is specialized in planning. In this case it was then the British-based Llewelyn- Davies, who had the task to provide a masterplan for their capital city Doha, which should extend throughout 1990. As result the consulting party provided many proposals to change the city, including an advisement for the Planning Department of the Ministry of Municipal Affairs on planning legislation. Their main advisement was to gain old neighbourhoods that should be added to the central areas and to redesign and redevelop it(Qatar National Research Fund).

Figure 6-1: Doha after the first construction work started in 1977 and Present (Blaze Press, sd)

### 6.1.2 Briefly present description

As stated in the previous section, Doha changed drastically, which by some is seen as a positive thing. Not only in means of their development in the construction environment, but also in means of their gained economic growth. The foundation of their need to change can be linked to the discover of carbon recourses. As result, it has led Doha become one of the leaders in having multi-layered economy. The construction environment and economic development are not the only improvements, currently the societal configurations of the live of Qataris and its immigrants are improving (The Peninsula, 2017).

Not only currently but since the 1970s, a big amount of the revenues received from petroleum is pointed to the improvement and growth of their societal construction/infrastructure sectors, which should boost their economic development. This implies that at this moment Doha is still undertaking a big urbanisation phase. Which is giving a huge task to the governmental body that encompass planners-policy makers, , i order to establish a societal and environmental sustainability. Therefore, Doha has practised a progressive economic growth in what is resulted to a transformation of its cultural, social, physical and demographic status. One of the most visible change, as caused the discovery of carbon resources led to the transformation of Doha's social and cultural patterns (The Peninsula, 2017).

Part of their development is the recent dominating influence Qatar has on the global energy market, since 2000. As a result, Qatar can be seen as the wealthiest country, by over \$100.000 US per capita GDP (in comparison, the United States per capita GDP is \$52.800). The reason having those values is because of the small population, which is estimated at about 2.7 million (Doha alone is estimated at 1.4 million). As result of their growing prosperity many expats moved to Doha, most of them are male, which led to a big gender gap by having 1.4 million males and just 500.000 females. This is also reflected by the distribution of the population, where non-Qatari inhabitants count for approximately 85% of the country's distribution. The 85% of non-Qatari is distributed as follow (ThoughtCo, 2018):

- Arabic (40%);
- India (18%);
- Pakistan (18%);
- Iran (10%);
- Moreover, there are also workers from the Philippines, Nepal, and Sri Lanka;

The current achievement which will help Doha branding itself and which caused huge infrastructure developments is the that Qatar had won in 2010 the 2022 world cup bid. With their winning bid Qatar can achieve the title of becoming the primary Middle Eastern host of the world cup. This could give Doha a massive impulse in branding their city globally (The Guardian, 2010). But this could be seen as a start for Doha to promote and brand itself. This, because the years that followed huge investments were made to gain a global name. In addition, the country counted that till 2013 it invested globally approximately \$100 billion. Their portfolio was based on famous brands which was known as one of the wealthiest companies such as the Shard, Harrods, Siemens, Volkswagen, Barclays Bank, Heathrow Airport, Paris Saint-Germain FC and Royal Dutch Shell (The Peninsula, 2017).

### 6.1.3 Briefly future description

Creating a creative city comes with advanced futures. This is what Qatar and especially Doha is striving for. To achieve this a new vision is introduced which discuss the plans till 2030. The aim in this plan is to transform Doha in an advanced city by the year of 2030. Importantly, it must also be skilled in order to sustain its own development and ensure a great standard of living. As part of the national plan of Qatar this should represent the main focus sectors for the municipality of Doha and their urban planners and policy makers for the upcoming years. The plan consists of four pillars which are stated in the figure below (Ministry of Development Planning, 2008).



Figure 6-2: The four vision pillars of Doha (Ministry of Development Planning, 2008)

The human development pillar stands on behalf of the “development of all Qataris to enable them to sustain a prosperous society” also “to meet the needs of this generation without compromising the needs of future generations. This statement implies that Qatar wants to focus on its people by investing in their residents in order to become a knowledge driven economy, which is important in order to shift towards the creative city approach. Their aim is based on making them less dependent from others like expats. Contrarily this implies that they should contribute completely to the nation's economic, social and political lifecycle. But also importantly, efficiently producing of a modest and global knowledge-based economy. Those ambitions come with advanced health and education system, but also the governmental support for productive participation of Qataris in the labour force (Ministry of Development Planning, 2008).

The social life in Doha is not competitive compared with other global cities and with its other gulf cities rivals. The social aspect is beside for all Qataris also important for both approach, which holds for the creative and experience approach. In case of experience, the social pattern should relate to attracting visitors and in case of the creative approach need expats social patterns that comes with knowledge import. Therefore, it is Important that Doha is striving for an integrated social development policy. This is done founding a harmless, protected and steady society among a robust and efficient governmental bodies and family institutions. This strategy will integrate the following elements (Ministry of Development Planning, 2008):

- The establishment of a strong and cohesive relatives, that take care of their associates and also sustain the cultural ethical and religious standards and charitable principles;
- The establishment of a highly effective social protection system, which properly guarantee the rights that is owned, awarding the participation in the society, but also ensuring satisfactory wealth so that the health lifetime can be maintained;
- The establishment of a safe and steady society operation within the values of fairness, equivalence and the law rules;
- The establishment of an increase in lifestyle practice, in order to progress a better healthy lifestyle for their inhabitants and to promote sport participation;
- The establishment of Qatar as becoming the main hub for Arab culture, that is done by a characteristic national uniqueness, enabling a robust society unity and also a lively and creative ethnic sector;

In case of the economic development it articulates the plan for three (sustainable) interrelated goals. Where it strives for a great minimum of living, expanding innovation and commercial abilities and to support economic outcomes which have financial steadiness. By doing so Doha hopes too divers their economic revenues and it should also support the creative city approach by adding innovation and entrepreneurial abilities. With this the city's economic development is not only driven by carbon recourses and the well-known experience city that is consumption driven (visitors). Sustainable is in this case defined as fulfilling the desires of the inhabitants for this generation and without compromising this for the upcoming generations. In this case it could be approached in three ways by enlarging productive value, guarding against economic instability and cooperating as partners with the private parties. As a result, this will spread the economical outcomes and help promoting in sustaining their core values without neglecting the discover, innovative and sustainable abilities. (Ministry of Development Planning, 2008).

The last vision is based on the environmental development. This supports mainly the national growth prosperity, related to the realities of environmental constraints that is important for both experience and creative city. For this a programme is established to strengthened environmental management through natural and economic resource sectors. This will set out by a framework which continuous economic growth, but also avoid penalizing the future generations. Some of the topics to be covered are action to conserve water, manage waste, progress air quality and also protecting biodiversity. Those initiated interventions will put Qatar and specially Doha on an important path towards environmentally sustainable development (Ministry of Development Planning, 2008).

#### 6.1.4 Effect “Image of the city”

In the case similar to Dubai, but in less terms it can be stated that the development in Doha had a great effect on branding the city. This gained interest from overseas people, which eventually lead to hosting a big event that consists of the Football World Cup. Mainly, this was achieved by investing the city’s economic revenues in qualitative urban development, which was driven by petroleum resources.

However, the previous section is telling some kind of shift and change in the plans of Doha in order to brand itself. Instead of being an exogenous (experience) city, they want to become a more diverse and knowledge-economy. Importantly, they are turning more into their own inhabitants. To achieve this the government will invest more in education and attributes that positively contribute to knowledge-economy. This means that the target audience (tourists and external investors) could change and that the main priority is not the inflow of visitors and investors, instead it is their own inhabitants. This could lead to confusion and a decline of visitors, since the accommodation for them could become less inviting. But this does not imply that there are not enough attributes in the city that positively contribute to a positive hostage of the Football World Cup and attributes that promote the experience city in order to brand itself. Subsequently the creative city approach will take years to develop the current and upcoming experience attributes and the development for the hostage of the Football World Cup positively contribute to the city’s brand. In extension to this the future of the new vision & strategy, in order to become more a creative city and knowledge-economy, add more value to the city’s brand. By attracting knowledge workers, students and multinationals. Instead of being a consumption driven economy (experience city).

## 6.2 Primary communication

The inhabitants of Doha and the whole of Qatar are supporting their country. It is rarely noticed that the inhabitants are blocking the development and vision for the past years and even future. This is because it is mostly beneficial for the inhabitants. That’s why some say “Protests Won’t Happen Here”, the reasons for this could be (Khatri, 2011):

- It can be seen as a wealthy country that in financial terms taking care of its origin citizens, while they are only based on approximately 15% of the population;
- Many of the expatriates are enjoying the positive side of staying in a wealthy country;
- Joblessness is approximately just .5%;
- Crime numbers could be neglected as it is seen practically non existing;

However, things are not as bright for Doha. They had a bad reputation and image in order to brand itself. Since they were criticized by overseas people for winning the bid for the World Cup. Which could have been seized in a corrupted way. In addition, human rights supporters were continuously critising the management of migrant employees, some say that 1.200 deaths of immigrants occurred in order to develop the infrastructure of Qatar and Doha. The effect was that the US State Department send Qatar on a “watch list” which contains juridical statements for promoting human trafficking. According another investigation, they found that the average employee works 60-hour in a week and is

approximately just making \$3.945 a year. To avoid delays and blocking effects, Qatar promised an improvement in the working situation for migrant workers (Stephenson, 2015).

On the other hand, it does not imply that Doha does not attract any support or investors. In order to achieve their vision, they attracted global support. One of the important ones is the cooperation with Europe. During a cooperation arrangement a basis was set to get an improved political interchange and also to improve their collaboration on areas where there is a shared interests. In particularity was this based on the improvements in the private sector, that contains departures for research and innovation. Exactly those are focal points in order to divers Qatar efforts that is supported by the country's transformed program as stated in their National Vision of 2030 (European Union, 2018). Beside Europe is Qatar having and increased relation with China in the field of engineering and construction developments, but also the labour and facility sector. As result big companies from China have agreed on contracts that approximately contained 2 billion dollars for current and future projects, according to the Economic and Commercial Counsellor's Office of the Chinese Embassy in Qatar (China Embassy, sd). Georgia is also supporting in the technology and innovation sector of their vision (Qatar Tribune, 2018). Some other important investors and partners that positively contribute to achieve the vision are companies in the construction sector, for example Salini Impregilo (Italy) is building a mega projects worth over €1.7 billion (Salini Impregilo, sd).

### 6.2.1 Effect "Primary communication"

The primary communication section clarifies that Doha gained some kind of bad reputation in order to brand itself. This is mainly based on the global event of the Football World Cup. Many disputed the fairness of winning the bid, which resulted in spreading negative news while it is not confirmed after intern research that it was unfairly obtained. Instead of giving this a boost in branding Doha, this could be disappointing in attracting interest. In addition to this there where many rumours that foreign workers died due the bad circumstances and many were exploited. Many considered to boycott the event in order to visit the city during the Football World Cup. The expected boost could therefore be disappointing. However, ahead, of the event there are positive signs to be noticed. Since Dubai had similar issues by exploiting workers which they changed in a positive way and now years later almost nobody speaks about it.

The negative effects are related to the oversees people while the inhabitants strongly support their city. As a reward, protection and improvement of their inhabitants Doha searched for global support in order to upgrade knowledge. One of the important support that could positively contribute in branding Doha is the European Union and China. Having this support could also imply that Doha will improve as a city, since they know the improvement possibilities and want to take advantages.

## 6.3 Doha creative or experience city

Recently, Doha was referred by many as a "sleepy town". Based on carbon resources in Qatar and its powerful spot in the global energy market, Doha is realizing massive expansion (Alraouf, 2014). Nevertheless, the previous sections gave an indication in which direction the governmental body of Doha wants to go for their approach, which is set to become more towards creative (endogenous) city. This is backed by their vision and aim, which is part of the creative city approach:

*"To propel Qatar and especially Doha forward by balancing the accomplishments that achieve economic growth with the human and natural resources. This vision constitutes a beacon that guides economic, social, human and environmental development of the country in the coming decades, so that it is inclusive and helpful for the citizens and residents of Qatar in various aspects of their lives"*

The statement above relates to the knowledge-development by investing in their residents, which is important for the creative city approach, so that Doha is less independent from others. However, this does not imply that it directly will become what it aims for. By looking in the literature it shall be determined in a decision matrix which type of city fits best for Doha and what effect it has on branding.

As stated earlier in this report creative cities are the centres of technology, talent and tolerance. Doha wants to create a creative city that embraces creative people, as addressed in their vision. Their vision is based on verifying their position in the area of knowledge and culture. Which included the creation of a distinctive approach in their development by comparisons with other Gulf cities. This could be reached by providing museums, knowledge centres for research and university, that eventually could mark their aim in gaining creative people, which is important to create a creative city.

Their approach can be divided in two categories (Alraouf, 2014):

- Knowledge-based urban development;
- Local and global urbanism;

Many indicators considered that Doha could be a creative, knowledge and one of the advanced cities in the Middle East. Whereby knowledge economy is adopted as a conceptual framework for its vision. To achieve this an essential transformation is needed. Which should go further than the regular view as rich Arabic city that relies on the same assets, just like many cities in the region, in the field of carbon recourses. This made the notification that an upwards trend is occurring in the field of education, knowledge and culture for Doha. By the means that most of their current investment is based on the field of knowledge based urban development, that typifies their big projects. Among these project, unique developments such as Education City and Qatar Science and Technology Park are manifestation of this trend (Alraouf, 2014).

However, Doha can for a big part also been viewed as an experience city. This is marked by their consumption driven economy and luxuries appearance. Where local and global urbanism are a balanced mixture in approaching the development of Doha’s architecture and its urbanization. As result, their developments are branded with top level architectural work, that could be seen as a signature. This means that it could lead to promotion for their local culture and eventually architectural heritage can be observed in the city by visitors. This is important in order to improve the economic status, tourist visits and mainly building a bigger brand name. Which implies that Doha is still developing and investing in high-tech buildings and infrastructure, in order to change and improve their urban design. Especially since they are hosting the World Cup 2022 (Alraouf, 2014).

in similar direction as Dubai the previous giving different options. However, the main goal for this section is to label Doha as an experience or creative city. Based on the gained literature knowledge and attributes that the city has, Doha should become one of them or more towards a hybrid city. As described in 3.1.4 this is also based on the investment the city wants to conduct. Those investments demonstrate also the direction of the city. But for the report this is separated. Thus the decision matrix below is based on the previous and next sections.

	1	1	1	1	1	1	1	1	1	1	1	10
	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	100%
Options for Doha	Creative economy	Limited economy	Knowledge community	Expatriate driven	Technology driven	Consumption driven	Built environment to accommodate	Built environment to attract	Branding involves smart & innovation	Branding involves attraction & events		Score
Creative City	30		45		40		50		45			42
Experience City		70		55		60		50		55		58

Notes: The light blue refers to creative city and the dark blue refers to experience city.

Table 6-1: Based on the gained literature is Doha for 58% an experienced city (own. Illustration)

Based on table 6-1 it is obvious that Doha is more linked to the experience city, but also slightly towards a hybrid city. In the attributes Doha scored higher as a limited economy, since it is mainly driven by carbon source and in small amount by the tourist sector. The overhand of employees are also expats, which refers to knowledge import. However, this is in less terms compared to Dubai. Since the citizens of Doha are seen as one of the main knowledge-communities in the gulf states, based on the effort they are putting in order to become a knowledge-economy and by striving to become less dependent from others. However, the city is still consumption driven by many people that do not stay their whole life in Doha. Different than Dubai is the purpose of the construction environment which is divided. The reason for this is that Doha got less high-tech and high-rise buildings in order to attract visitors. This does not imply that their buildings score lower, because they could still be viewed as attractive and playing a role in branding Doha. Its purpose is divided in different segments, which means that they are developed to accommodate and on the other hand they are developed to attract visitors and investors. At last branding Doha is mainly driven by attraction such as events (Football World Cup) and their luxuries appearance, and less by technology such as smart & innovation initiatives which they want to aim for the future that has been stated in their vision.

### 6.3.1 Investment in the urban environment

Building the right city costs a specific amount of money and resources. In this section investment projects of infrastructure, buildings, landscape and entertainment are being discussed in order to contribute to the city's brand as an experienced and hybrid city and to achieve the city's vision. Of course, this could consist more investment categories and projects in order to achieve the city's vision and to become the appropriated city brand. Based on the research questions and the field of research which is construction management & engineering this reduced to the projects that will be shown in this section. Doha has in this case the duty to plan and coordinate the growth of their city, which includes assembling the financial and human resources in order to finalize their aim as stated in the vision. This means that coordination and integration is needed for projects that could brand the city, those that count for approximately \$200 billion. This is provided by the national investment plan in order to conduct the needed growth and development projects till 2030. The investment is divided in main categories and not a specific project, since this is hardly to confirm in detail (Qatar Tourism Authority, sd):

- Hotels and Accommodation;
- Transport – International;
- Transport National;
- Cultural facilities;
- Historical & Heritage Sites;
- Urban & Life developments;
- Natural Attractions;
- Activities & Entertainment;
- Sports;
- Event Business;

In extension to the above Doha is welcoming the 10 million tourists yearly and generating \$17.8 billion in tourism earnings by 2030, according to a new study. Doha will invest to create 98.000 works and handling an list of 63.000 hotel rooms. This includes the \$2.3 billion earmarked for 2022 World Cup amenities and \$6.9 billion for transport, infrastructure and related projects (Arabian Business, 2017). This means that even if there is a shift occurred in moving towards the creative or hybrid city Doha is still investing in an experience city. However, as stated in the previous section Doha is labelled as an experience-hybrid city. Not only in the field of construction management & engineering, but also the research questions shall in an image form some related projects will be highlighted to show where some of the investment money went that positively contribute to city branding.



### LUSAIL CITY DEVELOPMENT PROJECT

Project budget: US\$45 billion with an estimated population of 450,000, made up of 200,000 residents, 170,000 employees and over 80,000 visitors.

**Features include:**

- // Covers 35 square km
- // 19 distinctive commercial, retail, leisure, and entertainment districts
- // 25,000 residential units housing 200,000 people
- // Light rail network & underground metro link
- // Blue-water lagoon with 2 marinas
- // 36 schools
- // State-of-the-art hospital
- // 22 hotels
- // 2 golf courses

Figure 6-3: New coastal city in the north of Doha in order to accommodate new residents (Index Qatar, sd)



### ECONOMIC ZONES

Project budget: US\$3.2 billion

**Overview:** A three-part megaproject with a strategic focus on industrial-grade manufacturing, aviation and marine logistics and warehousing.

**Features include:**

- // The three sites cover 27 square km
- Zone 1, Ras Bufontas is set to become an advanced technology and logistics hub, including service hubs, public spaces, land for labour accommodation, utilities access and versatile office and retail space
- Zone 2, Um Alhoul will be situated next to Hamad Port and facilitate access to the rest of the world via the sea
- Zone 3, Al Karana will become the overland gateway to GCC markets, including business incubator spaces, conference

Figure 6-4: New economic zones in Doha in order to facilitate and diversify their economy (Index Qatar, sd)

### MSHEIREB DOWNTOWN DOHA REGENERATION PROJECT

Project budget: US\$4.5 billion

**Overview:** The world's first fully sustainable downtown regeneration project, conserving yet modernising the historical downtown of Doha in a mixed-use development.

**Features include:**

- // Covers 31 hectares
- // Features premier office space, retail, leisure facilities, townhouses, upscale apartments, hotels, museums, civic services, cultural and entertainment venues
- // Cars and traditional services to be strategically placed underground in several basement levels, ensuring a pedestrian-friendly atmosphere
- // The project will also be served by a dedicated tramway



Figure 6-5: Regeneration of Downtown Doha in order to become sustainable (Index Qatar, sd)



### FIFA WORLD CUP STADIUMS

Project budget: US\$8-10 billion

**Overview:** Construction and subsequent repurposing of sporting stadiums across the country in preparation for the 2022 football world cup.

**Features include:**

- // 9 new state-of-the-art stadiums
- // 7 city sites
- // 3 renovated stadiums
- // Zero-carbon emitting and climate controlled
- // Regeneration / development of local facilities
- // Total capacity of over 600,000 seats

Figure 6-6: In preparation for the Fifa World Cup will new stadiums be build (Index Qatar, sd)

## HAMAD INTERNATIONAL AIRPORT EXPANSION

Project budget: US\$15.5 billion

**Overview:** An additional 400,000 square metre extension of the existing airport terminal.

**Features include:**

- // A major expansion of airport facilities to bring existing capacity from 30m to 53m passengers annually
- // New 1.3 kilometre concourse with a width of 60 metres
- // 64 new check in counters
- // 18,000 sq m of retail and food and beverage space



Figure 6-7: Expansion of the airport in order to facilitate the growing visitors (Index Qatar, sd)



## DOHA METRO PROJECT

Project budget: US\$36 billion

**Overview:** A comprehensive rail network in the Greater Doha area.

**Features include:**

- // Entirely new rail network
- // 95 distinct & individually themed stations
- // An approx. overall length of 300 km

Figure 6-8: Doha metro project for promoting public transport and to reduce conjunction (Index Qatar, sd)

## NEW PORT PROJECT

Project budget: US\$7.4 billion

**Overview:** One of the world's largest ever greenfield port projects, spanning 26.5 square km.

**Features include:**

- // Expected to become one of the largest multipurpose ports in the GCC
- // Features a cargo terminal with capacity for 1.7m tonnes of general goods, 1m tonnes of food grains and 500,000 vehicles
- // Designed to handle 6m containers annually
- // Includes a new base for the Qatar Emiri Naval Forces and Qatar Economic Zone 3 (QE3), a self-contained development with industrial and residential facilities.



Figure 6-9: Improve and expanding the port in order to maximize trades for the economy (Index Qatar, sd)

### 6.3.2 Effect “Investment in experience-hybrid city”

Doha profiled itself by a robust economic growth that is parallel with strong market fundamentals, which is based on their national visions and strategies. This has helped to increase investment and development in an effort to develop Doha in further stages. In addition, the amount of construction and influx of investment into infrastructure, healthcare, social housing and education accelerated, which is important for the population growth and developing a knowledge-economy for the future (EY, 2016).

Based on the newly obtained knowledge it is obvious that experience and being a hybrid city is most suitable for Doha. Even if they are willing to shift from strategy and go more towards the creative city. This is based on the findings that the tourism sector was acknowledged as an important sector in improving and founding Doha as a global city. But mainly was this also based on the expanding aim of their portfolio that mostly was formed by carbon recourses. In addition, had it also an extra function, which was dedicated for their branding purpose and in order to welcome additional investments. So the focus for Doha was set to develop the city into a culture centre hub, but also providing global attractiveness for visitors and events such as the hostage of international sport events. To accommodate many new projects such as hotels, developments were started, especially trough the coastal area. The possibilities for this start was by providing many creativities to refresh Doha for tourism. Contrarily, the tourism sector is seen as the early and first carbon recourses independent economy of the country. But Doha made also efforts to improve the city, so that it could become the first knowledge driven economy Arab city. However, the aim to become this is set as a longstanding project, which is still the important driver of the Qatar Foundation. Thus, this means that science and research are sponsored by its subsidiaries, the Qatar National Research Fund and the Qatar Technology and Science Park (Wiedmann, 2012).

In a lecture at Georgetown University in Qatar, Sheikh Abdulla defined the “ingredients” which leded the country Qatar in remaining its achievements and the actions that will lead in sustaining their nation for the forthcoming periods, which is:

*“Qatar’s investment in education and its drive to create a knowledge-based economy have helped create a pool of experience that enables the country to face risks and address challenge. In addition, Qatar’s investment in knowledge and its leadership’s have been key factors that have enabled the nation to thrive in the face of the on-going blockade”*

The strategy Doha deploys could have positive effect by designing and planning to build an environment to spread global positivity, which is beneficial for a global and regional brand. Currently Doha is also intended to gain high educated business persons. In order to gain benefit for the state in the field of socially and economically but also to trade ideas, goods and services provided by such people. In effect this could imply that Doha is both a vacation destination and also a suitable place where high educated employees relocate. Their culture and social norms could therefore be less effected negatively, since this is the basis for their development. They consider culture as a critical asset that should be well-looked-after. Contrarily to other gulf cities this implies that an excellent splitting will occur among global ambitions and local is acquired (Alraouf, 2016).

## 6.4 Secondary communication

The previous investments need to be promoted. Which usually is conducted by the well-known promoting practices like internal and external marketing, public relationships, illustrative plans, symbols and events. In the case of Doha, it is noticed that they used two important strategies. Namely, the hostage of a big event as the World Cup 2022 and the more standard approach of advertising such as slogans.

In case of a big event the winning bid for the FIFA World Cup 2022 has been a big achievement for the Middle and far East of the world and not just for the country. At this moment is Qatar trying to organise one of the biggest global events, which is also globally viewed. For those purpose is especially Doha experiencing a big redesign and development of their infrastructure, in order to accommodate the



visiting visitors. If this succeed positively this could be a big impulse in branding Doha. Contrarily, it is by some estimated, that the 2022 FIFA World Cup in Qatar is going to cost the country approximately \$220 billion. Compared to previous editions like the one held in South-Africa was this just \$3.5 billion and the one of 2014 in Brazil approximately costed \$11.63 billion. This means massive exceeding's to over class others (Doha News, 2018).

Figure 6-10: Doha Fifa World Cup 2022 Logo (Doha News, 2018)



Since many cities in the world have their own slogans, it follows that Doha would fall in the same tradition. Directly after the international cyclists has ended the Tour De Qatar, was their first logo and slogan revealed. This will also be used for the Doha 2020 bid, so that it should help getting the Olympic games to Qatar by the year of 2020. In addition to this was also their slogan revealed, which contains "Inspiring Change". With those actions Qatar hopes for a better view by others and development that should impact the country in a positive way by means of more commitments to sport development (Corporate Identity, 2012).

Figure 6-11: The logo of Doha has been inspired by the Arabic word for Doha - 'ad-dawha' translated as 'the nurturing tree' (Corporate Identity, 2012)

### 6.4.1 Effect "Secondary communication"

With the usage of secondary communication more promotion in the sense of branding could be achieved. The commercials that involves the logo and slogan will trigger people to visit Doha. In addition to this they have the privilege in organizing the Football World Cup. Mega events are mainly market as the main element in developing terms, which holds for infrastructure, brand perception and intangible impacts for the city and nation that hosts the event. In this case, Qatar has the opportunity to host this event. Whereby, the bid committee (Sheikh Mohammed bin Hamad Al Thani) takes advantage of this moment by claiming (Kaplanidou, 2016):

*"The economic benefit will be substantial for every country in the Middle East. It will be a huge platform towards changing the Islamic and Middle East's perception of the outside world. I truly believe that football—and people might think it's an extravagant claim—plants the seeds for an open, more accepting world towards other cultures, and that in itself will create and pave the way for the future"*

According to Kaplanidou the effect was shown that there was a greater consciousness of the World Cup, which will be held by Qatar. The results showed an improvement in brand and destination image perception, country character, choosy country views and related behaviours to either visit to Doha for holiday or for relevance visiting to attend the event, or to watch the event on Television. This was also claimed by Gibson (2008) who claimed and found that sport events are tourist attraction, saying (Kaplanidou, 2016):

*“Mega-events can attract many tourists from different parts of the world to the region of the event, and this can influence their perception of the image of the destination”.*

## 6.5 Tertiary communication

The last stage is the tertiary part. This refers to word of mouth, strengthened by internet, media and competitor’s communication. This is not controllable by marketers, while it is focussing indirectly on the promoting part. As mentioned in the table of section 4.1.5 it is almost ten years ago that Govers and Go has done an widespread investigation in relations of Arab characteristics, expected image and status. In a online survey, where 600 respondents were questioned about their feelings and what they could expect. This research was conducted almost ten years ago during the financial crisis. Now it is worth to see how some related terms based on the category of the table are searched in a global manner by a global research engine “Google” (Google, sd).

Surprisingly, Doha is attracting interest from many people over the last years. The graph below is showing an increasing in search volume in Google if the user searched with the term “Doha”. In blue is also demonstrated where most of the people in the world are searching for the term “Doha”.

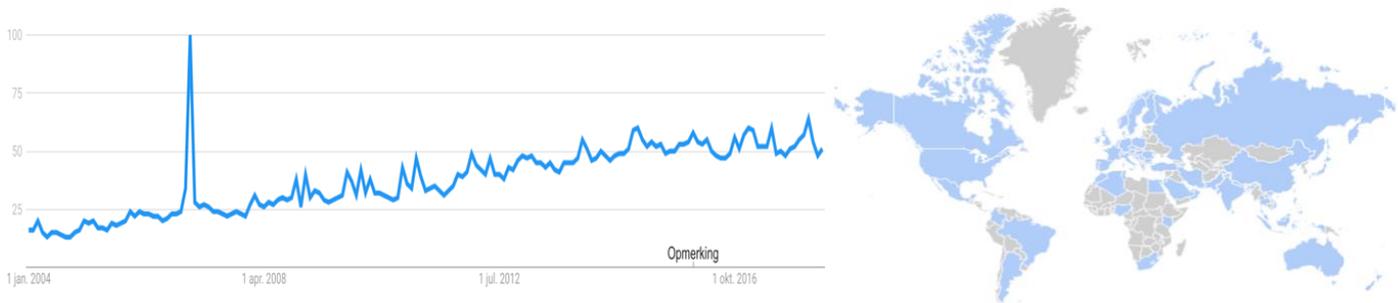


Figure 6-12: The term “Doha” from 2004 till present in the search engine google and the distribution how the search is distributed around the globe

An important factor whether to define if a city branded itself enough, is the attraction of tourist. Doha is putting a lot of effort to attract tourism. Which is increased over the last ten years and could still increase further. The graph below is showing the increase in Google search engine, if the user uses the term “Visit Doha”. Importantly, the increase of search volumes went up rapidly after they won the Football World Cup 2022 bid in 2010

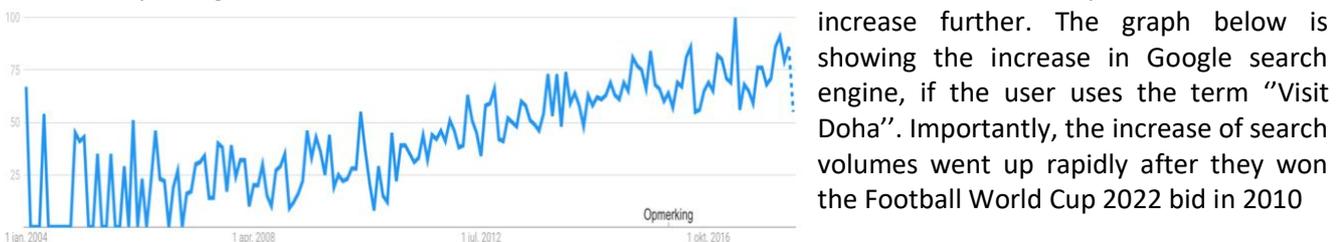
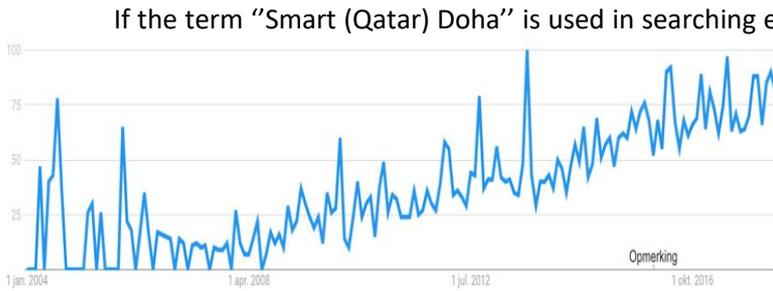


Figure 6-13: The term “Visit Doha” from 2004 till present in the search engine Google



If the term “Smart (Qatar) Doha” is used in searching engines it will find many hits. Where recently a main governmental website is (smart Doha) launched with all the smart activities the city wants to conduct. With the use of Google there is some kind of a trend that more people are globally searching for ‘Smart (Qatar) Doha. Especially in recent years after they introduced their visions and since they hosting the World Cup of 2022.

Figure 6-14: The term ‘Smart (Qatar) Doha’ from 2004 till present in the search engine Google

### 6.5.1 Effect “Tertiary communication”

The effects for the tertiary part can briefly be described. Based on the figures the effect by overseas people is positive. They are embracing the brand and more people are associating themselves with Doha, whether they are from America, Russia or Europe (see figure 6-12). As stated in the previous sections this could increase over time, since more visitors, investors and multinationals are expected to locate themselves in Doha. This will support many developments and events such as the Football World Cup. Importantly, the chart is showing some kind of positive effect after they won the bid for the Football World Cup in 2010. Some terms demonstrate an acceleration in search terms such as “visit Doha” and “smart (Qatar) Doha”. As stated earlier in this research this confirms the importance of using branding strategies that involves big events and development of a qualitative urban environment. In addition, it shows the possibilities and effects of city branding by the usage of the same approach described in this research that Doha used and this can form a blueprint for other upcoming cities that have ambitions to rise as a global hotspot city.

## 7. Case 3: Branding Kuala Lumpur

### 7.1 Image of the city

#### 7.1.1 Briefly history description

Kuala Lumpur is seen as the biggest and capital metropolitan of Malaysia. The city is surrounded by rocky borders that stretches around each side excluding the East part. This resulted that Kuala Lumpur and his neighbours have gained the nickname 'Klang Valley'. In addition, translating the name 'Kuala Lumpur' in Malay language, means this 'Muddy Capital', which is formed by the union of the Klang and Gombak rivers (Asia Web Direct, sd).

The capital city of Malaysia, Kuala Lumpur is developed and established in the year 1857. It was then found by an associate of the Selangor's clan, which was Raja Abdullah that had made the decision for opening an area for tin purposes. Immediately thereafter miners arrived from China. The miners then



succeeded by gaining traders and commercial activities. In order to succeed in those activities was an area needed, which was established in the confluence of the Klang and Gombak rivers. As result formed this the establishment of Kuala Lumpur (Asia Web Direct, sd).



The years followed resulted in huge developments, which gave Malaysia the need for becoming independent from the British government in 1957. This was accepted and professed in their capital city Kuala Lumpur, that eventually lead to an historically-significant city. Ultimately, the years after till 1974 professed the city an official disconnection from the authorities of Selangor state. That led in opening their way in becoming a Federal Territory, as Malaysia's Kuala Lumpur is thriving as wealthy capital city. Since then it became the biggest metropolitan of Malaysia, that encompass in becoming the centre of culture, commercial and transportation. Unforgotten, must be that Kuala Lumpur became an individual municipality in the year 1972 (Asia Web Direct, sd).

Figure 7-1: Kuala Lumpur between 80s/90s and present (Asia Web Direct, sd)

#### 7.1.2 Briefly present description

Kuala Lumpur has developed significantly and as a result it is now one of the vital cities in Asia. This is based on their booming economy and expanding capacities. Recently, it is also seen as a financial centre in the Far East and a tourist hub that offer first-class attractions. Some of the first class attraction are stretching from historical, traditional, malls, entertaining, exploration of the wildlife, commercial and trading, global well-known-events, health and educational matters that also is related to technology. This means that it shows the widely opportunities that Kuala Lumpur has to offer. As result it marks Kuala Lumpur with his own characteristics and identity, which for a big part is related to their past, inhabitants and culture (Visit Kuala Lumpur, sd).

Currently, Kuala Lumpur is awarded as one of the 10 best cities to go by Euromonitor. The diversified past and culture, which goes back in the days as a tiny tin mining trade centre to the metropolitan city it is became that has changed the city significantly and won many prizes. This means that it positively contribute in branding the city. As example in 2013, Kuala Lumpur was also chosen in the category of shopping as it was graded number four city in the world by CNN Travel. This is a sign of Kuala Lumpur opening up too smart and discerning travellers. The capital of Malaysia could also be seen as a modern cosmopolitan city that due his clean and safe appearance not forgot about their old heritage. The signature of this modern reflex is the current construction environment where several of the world's greatest skyscrapers are located. Those are linked by the attributes of the Malay architecture style, constructed sometimes parallel with some old colonial buildings. This implies that Kuala Lumpur tries to retain their old characteristics and culture (Kuala Lumpur City Hall, sd).

The overall inhabitants of Kuala Lumpur are 1.8 million. Similar to other modern cities also Kuala Lumpur is an ethnically diverse city. This is supported by good educated, multicultural, multilingual inhabitants. This is displayed by the usage of the English language, since mostly everyone can speak English, while the official language is Bahasa Malay. The reason for this is that the English language is a required matter for all schools. According to an survey conducted in 2010, can the main ethnics be categorised in Kuala Lumpur, which contain (World Population Review, sd):

- Malaysia: 45.9%
- China: 43.2%
- India: 10.3%
- Minority groups: 1.6%

### 7.1.3 Briefly future description

For future improvements Kuala Lumpur should contribute to the national development vision of 2020, whereas it also has its own aim and objectives for future developments. Therefore, the municipality of Kuala Lumpur and their urban planners and policy makers will contribute to this vision for the upcoming years. The stated vision that holds for Kuala Lumpur is linked through the national vision which clarifies as "KUALA LUMPUR - A WORLD-CLASS CITY" (Kuala Lumpur Government, sd).

In short can be claimed that the aim in becoming 'A World-Class City' is based on the ambitions where Kuala Lumpur strives for having a big world-wide role that will translate into benefits for their own inhabitants, employees, tourists and stakeholders that are business related. The idea is to strive and establish as much as possible a high quality of life, employed and commercial environment which is competitive with the leading ones around the globe. This is a key factor in order to gain and sustain national as well as external investors, capable and specialised works, both native and expats. This also means that the priority is set in staying and improving as a creative city. In addition, Kuala Lumpur intends to guarantee the quality of their built environment, city organization, historical and other attributes to encounter the prospects that is expected from their inhabitants, employees, tourists and stakeholders that are businesses related. To achieve this aim four cornerstones elements of a world-class city are stated, namely (Kuala Lumpur Government, sd):

- a world-class working environment;
- a world-class living environment;
- a world-class business environment;
- a world-class governance;

A world-class working environment is an important contributor to the creative city, in order to support the knowledge-driven economy, which is also driven from inside development instead of attracting skilful people from outside Kuala Lumpur. The idea is providing and having an extensive variety into the possibilities of work and growing chances, together with improving facilities such as providing trainings for the residents of Kuala Lumpur. In addition, an efficient infrastructure and transportation service, together with good communication service provides Kuala Lumpur in sustaining as a creative centre. Furthermore, in the working environment Kuala Lumpur wants to support its institutions that withholds educational centres in means of library, informational services and child support(Kuala Lumpur Government, sd).

Besides being a creative or experience city each world-class employed environment should also need the features that contribute to an environment that contains a respectable quality in means of housing and facilities in the range of health care, safety and built environment. By achieving this Kuala Lumpur needs to ensure that the ones who contribute in participating in the city should appreciate the city with their family and friends. Important is also that the city should provide a living environment in order to succeed to the previous aims by enhancing historical heritage, city values and also promotional activities so that the ones that live in the city should interact (Kuala Lumpur Government, sd).

A creative city comes with world-class business environment, the aim therefore is to have the accessibility of experienced employees among good quality of affordable valued offices, manufacture and storing spaces. By having this Kuala Lumpur will be as a creative centre attracting multinationals but also skilled people from inside and outside Kuala Lumpur. This will be reinforced by providing a varied choice of supporting and subsidiaries opportunities, that encompass service in the category of research/technology, monetary, organisational and industry. It also includes good rated infrastructure, which is linked in many facets to the city and as whole Malaysia (Kuala Lumpur Government, sd).

Lastly, providing a world-class city governance is a necessity to guarantee the attributes that makes high rated world-class workforce, live and commercial milieu. That eventually should be maintained and endlessly should improve so that it stays competitive compared to the globally leading ones. Contrarily, having a good city governance will contribute in having an effectual and reasonable economical possibilities and human recourse. But it also leads to commitment, innovative, creative and honestly quality of governance. Which eventually will provide the delivery and maintenance of the finest workforce, live and commercial environment where Kuala Lumpur is striving for (Kuala Lumpur Government, sd).

In addition, to ensure that they become a World- Class City are five goals defined and created by the city itself (Kuala Lumpur Government, sd):

- Goal 1: To enhance the role of Kuala Lumpur as an international commercial and financial centre;
- Goal 2: To create an efficient and equitable city structure;
- Goal 3: To enhance the city living environment;
- Goal 4: To create a distinctive city identity and image;
- Goal 5: To have an efficient and effective governance;

### 7.1.4 Effect “Image of the city”

Kuala Lumpur gained interest from overseas people not only by tourist attractions, but mainly by their inward city development. This means in this case that their popularity is not attracted for example by hosting big events to accommodate tourists and to boost their image, but moreover by their strategic city planning and knowledge-economy. The previous sections are telling the continuing of this approach. By investing in a knowledge-economy to sustain itself as a creative city. Only a small amount is reserved for tourists (consumption driven for experience), whereby the most interest is laid on the ones (educated) that are going to use their visit as an opportunity to see possibilities in Kuala Lumpur. The overall effect could be seen as positive, since they are continuing their early approach (endogenous) where they became successful in and by trying to improve this an improvement could be notified in order to brand Kuala Lumpur. Whereby, visitors, educated employees, multinationals and investors could be attracted. This will have as an effect a better global and brand position in branding Kuala Lumpur as a creative city that has a sustainable knowledge-economy. This approach can be regarded as a straight-forward approach since Kuala Lumpur does not have the big carbon revenue sources like Dubai and Doha. Therefore, their early approach in adapting a creative city was that it is driven by a knowledge-economy, because this has brought Kuala Lumpur on the world map.

## 7.2 Primary communication

A good vision doesn't always imply that there is no protest or blocking activities against it by their users. This is in contradiction in comparison with the previous cities, whereby in Kuala Lumpur some protests as well as blocking activities are noticed that is based on their own inhabitants.

In order to brand Kuala Lumpur and to gain tourism and economic benefits Malaysia's Tourism and Culture Minister Nazri Aziz decided to build a 77-storey hotel next to the famous twin towers. The plan will be established by Venus Assets that has collaborated with China Railway Construction Corp. It is estimated at a value of approximately \$700.4 million and it will consist 242 residential properties, whereby additional 27 apartments are included, a hotel that has a capacity of 209 rooms and on top of that 27.900 square metres of luxuries commercial attributes in the field of retail properties. Other politicians and locals are not satisfied with it, since it blocks the view of the once tallest building in the world (the twin towers). Which as a result led that the project is delayed. As example the Malaysian Association of Tour and Travel Agents (MATTA) argues the following (Naidu, 2017):

*"It should not have happened and been approved in the first place", MATTA President KL Tan told Channel NewsAsia. "Our Twin Towers are an iconic tourist attraction - they should not be blocked at all. "Tourists want to have a nice view and take photos of the twin towers, once the tallest buildings in the world".*

Other examples are that the local government of Kuala Lumpur is land-grabbing from not wealthy locals or buying it way below the market price. For example, the new Mass Rapid Transit (MRT) subway in Kuala Lumpur. As effect, complaints have occurred for those purchases by local inhabitants and property owners. They are afraid that the governmental body will extend this to their owned properties, so that they can build modern commerce assets. But this does not withhold the prime Minister Najib Razak's to continue his approach, since he thinks that the MRT-development is needed and important in order to improve the infrastructure of Kuala Lumpur and the country itself. The project contains 31 stations and it is expecting 10 million passengers. Beside the improvement of Kuala Lumpur and Malaysia as whole it is also claimed that it will produce \$3.7 billion of other upcoming developments in the field of the built environment and infrastructure, which eventually will lead to a higher value of Kuala Lumpur and Malaysia (Nie, 2011).

Contrarily, Kuala Lumpur is gaining popularity and support by overseas people. A study by PWC indicates that Kuala Lumpur wins hearts of business investors. They argue that Kuala Lumpur has a top climate and is reasonable for business related activities. As a result it has grown in ranks to the fifth place for prices that have developed to be reasonable and it also showed a growth in rankings for cooperation “doing business”, based on the newest investigation of PWC in 2014 (Hew, 2016).

Kuala Lumpur also partnered with Singapore (MRT project) in order to improve their infrastructure connection. This cooperation includes a passenger services of 350 km high speed line, which is expected to start by the end of 2026. This project is also supported by involvement of global companies such as; Siemens, Alstom, Ferrovie dello Stato Italiane, George Kent and PORR. Partnering among these companies results in a formidable team by involving the European knowledge and practise together qualitative internal capability (Global Railway Review, 2018).

### 7.2.1 Effect “Primary communication”

The effects for the primary communication in case of Kuala Lumpur can be divided in two scenarios, which are internal and external. External will be positive. Based on overseas people Kuala Lumpur is achieving a good brand name, whereby they are growing in world ranks as stated earlier in the previous section by a study of PWC. This growth is mainly based on their improvement strategies that is described in their vision in order to become a better knowledge-economy. So in this case Kuala Lumpur has not gained a bad reputation in order to brand itself as one of their development, image and vision strategy. Instead, they are growing and more people are embracing Kuala Lumpur as a creative city, which is beneficial for students, educated workers, investors and multinationals.

Contrarily, by their inhabitants as well as their political people the projects gain less support. They tried to block and delay some projects. Mainly because of their personal needs. In the long-term the effect could be contrarily by embracing the positive effects of the visible improvements in the city. Since their vision and approach is based on a knowledge-economy, which is highly profitable for their own inhabitants in order to become a creative (endogenous) city. Thus, in this case it is important to analyse the effects based on the completion of those developments. Previous as demonstrated Dubai had also set backs in their early development. However, after they finished their main projects nowadays less people are talking about the negative publicity.

## 7.3 Kuala Lumpur creative or experience city

Kuala Lumpur has the right building blocks of becoming a modern metropole city. Currently, it is already a major financial and education centre in Southeast Asia, and it has much potential to diversify its economic drivers. However, the cultural and creative economy in Malaysia as a whole is largely unexploited, with growth to its enormous and exciting potential. The cultural and creative economy is one of the great global success stories of the past years, therefore it could be beneficial for Kuala Lumpur to anticipate. While it is relatively an emerging concept that is still finding its place within the interface between creativity, culture, economics, and technology, it has real and tangible traction (Cendana, 2018).

In their vision statement Kuala Lumpur is trying to improve and brand itself as a creative city. As stated earlier in this report creative cities are the centres of technology, talent and tolerance. Kuala Lumpur wants to sustain itself as a creative city. To achieve this the government collaborated with The Cultural Economy Development Agency (Cendana), who is founded by the Malaysian governmental body in order to shape a lively, sustaining and ambitiously cultural economy, investigated in an evidential analysis of the cultural and creative economy of Kuala Lumpur and proposed an action plan to establish itself as an internationally-recognised creative city that drives growth and contributes significantly to the Malaysian economy. Their aim is the launch of “Kuala Lumpur as a Cultural and Creative City”



### 7.3.1 Investment in the urban environment

Developing the appropriate creative city will include a certain amount of spending. This section will discuss some investment projects such as infrastructure, buildings, landscape and entertainment in order to contribute to the city's brand in the form of a creative city and to achieve the city's vision. This could consist more investment categories in order to achieve the cities vision and to become the appropriated city brand. Based on the research questions and the field of research which is construction management & engineering is this reduced to the projects that will be shown in this section. Currently, Infrastructure projects push Kuala Lumpur on the global rankings. Kuala Lumpur has aimed to fulfil their vision for the year 2020 and beyond by becoming a world-class. One of the key features to achieve this is by developing the city's built environment, that encompass large infrastructure developments. During the tabling of Budget in 2018, the government body unveiled the statement to invest billions, making it possible for the city to contribute to their creative ambitions and economy. Experts believe the upcoming developments will brand Kuala Lumpur into a new creative city era, which would serve generations to come. The development projects are (The Malaysian Reserve, 2018):

- Kuala Lumpur-Singapore HSR;
- Tun Razak Exchange (including the exchange 106 building);
- Merdeka PNB 118 Tower;
- Bukit Bintang Jalil City Centre;

In the field of construction management & engineering, but also the research questions shall in an image form some related projects will be highlighted to show where some of the investment money went that positively contribute to city branding.

Kuala Lumpur-Singapore high speed railway (HSR) development. The vision for this project is that by the end of 2026 an exchange between Kuala Lumpur and Singapore could take place in the means of travellers. Yearly should this transport 22 millions of travellers, which means that Kuala Lumpur and



Singapore could become one big creative centre. They could also support each other in the means of exchanging work possibilities for (high) educated residents and travellers. This should be possible due the low travel time of only 90 minutes from Kuala Lumpur to Singapore by overbridging a length of 350km. On the other hand, it can turn Kuala Lumpur in a mega creative city which attracts more visitors, investors and workers from Singapore. The estimated total value of the project is \$17 billion. It is also estimated that it will create 111.000 jobs based on a World Bank study on other international projects. (MyHSR, 2016).

Figure 7-2: Kuala Lumpur-Singapore highspeed railway (MyHSR, 2016)



The TRX project. The aim for this project is based on competing as a creative city with other cities in the region in the field of business and finance. By providing the right infrastructure as finance and business district, accessibility, connectivity, special task force and incentives hopes Kuala Lumpur to attract multinationals and finance institutions. There are also experience elements as attraction such as a new high-rise building in the centre. With an estimated GDV of \$10 billion, the project, once completed, will partner 250 multinationals, providing 500.000 works and 40.000 knowledge employees (The Malaysian Reserve, 2018).

Figure 7-3: Kuala Lumpur Tun Razak Exchange project, including the 15th highest building in the world (The Malaysian Reserve, 2018)



The Merdeka PNB 118) skyscraper project. This project is part of the creative and experience city approach. Since it has the function to accommodate business related as well as attraction element for visitors in the sense of high rise building in the built environment. After construction in 2024 it will become the highest building in Kuala Lumpur and the fifth highest building in the world. The main purpose is set for business offices, leisure, entertainment and facilitating visitors. The tower standing at 630m tall will worth an approximately \$1.3 billion of gross development value.

Beside the fact that this project is criticized as stated in this chapter is the government and municipality of Kuala Lumpur are claiming that the development is estimated to gain a big economic benefits. Part of the marketing and economic abilities is this development estimated in creating extra 10.000 work possibilities. (The Malaysian Reserve, 2018).

Figure 7-4: Merdeka PNB 118 tower in Kuala Lumpur becoming the highest tower of Malaysia (The Malaysian Reserve, 2018)



The Bukit Bintang Jalil City Centre project (BBBC). This project is stated in an area that is seen as a new growth area for visitors in the south of Kuala Lumpur. So that it will fulfil the demand of the inhabitants, investors and tourists this project will contain a mixed-integrated development. This means that it encompasses mainly experience attributes for leisure and entertainment, which must be improved in this area in order to see an economical grow. The project, has a GDV of \$2.2 billion.

Significant components of BBCC include a \$400 million Mitsui Shopping Park named "LaLaport KL", a 28-storey "Canopy by Hilton" hotel, the Malaysia Grand Bazaar (9,290 sq. m), and the "Zepp KL" concert hall that is expected to house a capacity of approximately 2.500 seating capacity (The Malaysian Reserve, 2018).

Figure 7-5: Kuala Lumpur Bukit Bintang Jalil City Centre project (The Malaysian Reserve, 2018)

### 7.3.2 Effect "Investment in creative city"

To become or stay a creative city is the main priority for many cities. In this case a lot of effort was put by Kuala Lumpur from the start of the early 90s. The effort could be seen as highly beneficial. This has been mentioned by the Prime Minister of Malaysia (Cendana, 2018):

*"Malaysia's transformation towards becoming a high-income nation must not only include the knowledge economy and digital economy, but should also encompass a reinvigoration of our cultural economy. As Malaysia aims to transform itself from a developing nation to a developed nation, it is paramount that we advance our cultural economy and leverage on its tremendous potential for the benefit of our creative talents".*

This approach and progress continued in order to improve Kuala Lumpur economically. Therefore, in recent years the government introduced new policies and organised tactical investments to stimulate creative activities. The main reason for this was not to judge the success of their nation by its urban environment such as skyscrapers and highways, but most importantly by its own citizen’s sentiments towards their nation. Therefore, Kuala Lumpur will be seen as an international recognised creative city. This will increase the appeal of Kuala Lumpur in many ways such as talent, visitors and skilled workers (Cendana, 2018).

This effect will lead Kuala Lumpur to be perceived as a financial and education centre in the Far East. There also occurred an economic shift towards service and creative industries (Leng, 2015). The society of Kuala Lumpur is now in a developing stage compared to other cities around the globe, which means that they are, in moving in the right direction for incentives towards growth and progress in their creative city approach. This was by many key economic effects noticeable. This included reutilization of uncontrolled public and industrial assets, facility of workstations and homebased for creative performers and employees, properties and areas that increased in value, creative clustering, training and education, better housing and facilities (Leng, 2014).

## 7.4 Secondary communication

The investments need to be promoted. Which usually is conducted by the well-known promoting practices like internal and external marketing, public relationships, illustrative plans, symbols and events. In the case of Kuala Lumpur, it is noticed that no big global events are planned and even the F1 Grand Prix of 2018 is cancelled and the deal for future races is also dropped. Therefore, the city has used the more common strategy. Which is the approach of the indoor and outdoor advertising like graphic design, logos and slogans.

This to deliver the aim of Kuala Lumpur is to become a highly valued location, that excites and varies in urban experience, that is brought by world-class infrastructure and facilities; Kuala Lumpur therefore



needed a World class positioning, a positioning that reflects the Kuala Lumpur brand and its core values, unique attributes and combined into a distinct visitor promise (VisitKL). To compose all this element, the logo and slogan below is designed in order to brand itself.

Figure 7-6: The brand identity of Kuala Lumpur (VisitKL)

The figure above can be described as follows; The metallic finish symbolises the tradition of the city that back in the days was formed by mining and trading. The descriptions tagged on to the Brand name summarises the city’s unique attributes; “exciting experience at every point, surprising in many ways as features of the city are discovered and enticing the visitors to experience the variety of attractions, culinary delights, culture and accommodation” (VisitKL).

### 7.4.1 Effect “Secondary communication”

Different than the other cities did Kuala Lumpur not used big global events in order to promote itself. Instead, they put more effort in designing new promotion campaigns that involves their logo and slogan. The aim was to use this as a trigger tool to interest as many people as possible. Whether they will visit, work or invest in the city. However, after the launch by the city’s mayor the effect was not that positive as expected. Especially many experts that are linked to the city had given their opinions. Some examples are Vijay Anand, the executive creative director of BBDO Malaysia, who said (Hicks, 2016):

*“I really thought it was a brilliant hoax campaign,” he told Mumbrella. “Where they put out a really bad logo, people pour their anger and heart out for it, then they reveal that it’s actually a fake logo which was designed to prompt a debate about how emotional and passionate we are about the city as the main theme”.*

Another example is Pratik Thakar, who spent many years in Kuala Lumpur and become now the leading figure for the creative departure of Coca-Cola Southeast Asia, stated that he achieved the results as “lazy” and highlighted that branding could be beneficial, with the example that it worked well for cities in UAE, among others as examples of best practice. He added (Hicks, 2016):

*“I lived in KL for five years – it’s an amazing place. The logo and tagline doesn’t do any justice to this unique city. I suspect the logo had been created in PowerPoint, and the ‘City of Contrast & Diversity’ should have been the brief for the assignment, but not the actual tagline”*

## 7.5 Tertiary communication

The last stage is the tertiary part. This mentions the word of mouth, strengthened by internet, media and competitor’s message. While it is not controllable by marketers, it is focussing indirectly on the promoting part. It is now worth to analyse how some city brand related terms are searched in a global manner by a global research engine Google (Google, sd).

Surprisingly, is that Kuala Lumpur is attracting interest from many people over recent years. The graph below is showing an increasing search volume in the search engine Google if using the term “Kuala Lumpur”. In blue it is also shown where the most people in the world are searching the term “Kuala Lumpur”

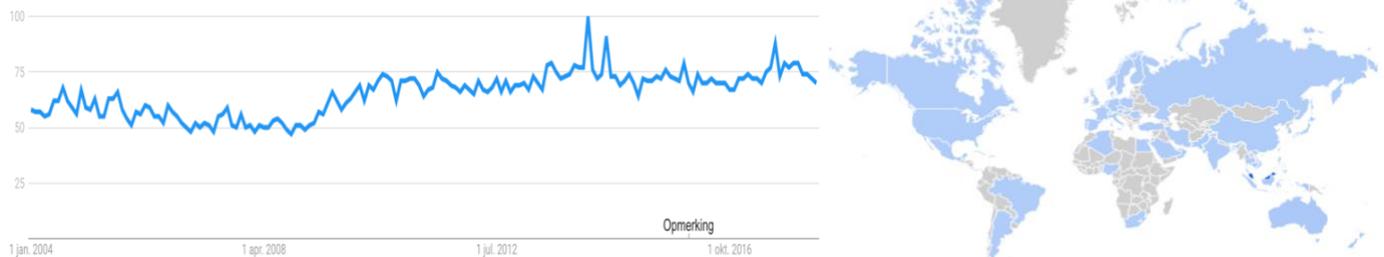


Figure 7-7: The term “Kuala Lumpur” from 2004 till present in the search engine Google and the distribution how the search is distributed around the globe

An important factor whether to define if a city branded itself enough is the attraction of visitors. Kuala Lumpur is putting a lot of effort to attract educated workers, visitors and investors. Which is increased over the last ten years and could still increase more. The graph below is showing the increase in Google’s search engine, if the term “Visit Kuala Lumpur” is used.

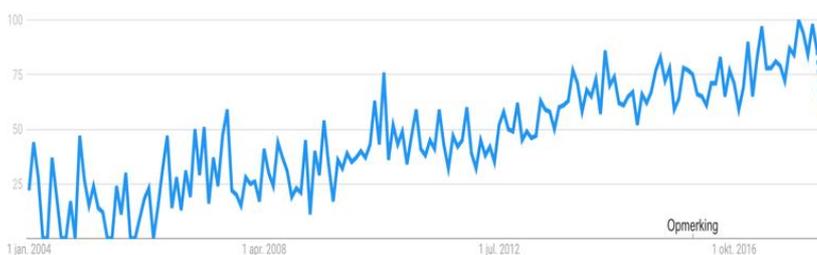


Figure 7-8: The term “Visit Kuala Lumpur” from 2004 till present in the search engine Google



Figure 7-9: The term “Smart (Malaysia) Kuala Lumpur” from 2004 till present in the search engine Google

### 7.5.1 Effect “Tertiary communication”

The effects for the tertiary part will be briefly described. Based on the figures the effect by overseas people is positive. They are embracing the brand and more people are associating themselves with Kuala Lumpur, whether they are from America, Russia or Europe (see figure 7-7). As stated in the previous sections this could increase over time, since more visitors, investors and multinationals are expected to locate themselves in Kuala Lumpur. This is supported by many incentives and developments. In addition, the search volume is approximately constant for almost 10 years when using the term “Kuala Lumpur”. Whereas the term “visiting Kuala Lumpur” increased substantially. This could imply that Kuala Lumpur is established as a name, but is still getting discovered by new visitors, educated employees and investors. Contrarily, the smart section decreased over time. Which could imply that the governmental bodies are known with this, since they started new initiatives to improve and boost Kuala Lumpur as a smart and sustainable city, which is described in earlier sections. This also demonstrates the possibilities and effects of city branding by the usage of the same approach described in this research that Kuala Lumpur is using and this can form a blueprint for other upcoming cities.

## 8. Case 4: Branding Singapore

### 8.1 Image of the city

#### 8.1.1 Briefly history description

Singapore's modern history started in the beginning of the year 1819 with the arrival of Sir Stamford Raffles as an agent of the East India Company. His first task was to set up a trading post on behalf of the British East India Company in January 1819 with William Farquhar. After this the Japanese invasion in 1942, and the events that led to the unexpected submission of "Fortress Singapore, Gibraltar of the East" has changed the course of Singapore's history (JanesTours, sd).

After the war, Singapore faced many political and economic challenges particularly in the 1950s and 60s with its initial struggle to rebuild the country. The country gained independence, first through a short membership with Malaysia, and then as a fully independent nation. This development was first started in the 1950s with increasing independence, and then a severing of its British apron strings in September 1963 with its inclusion in Malaysia, before finally achieving total independence in August 1965 (JanesTours, sd).

After the independence a lot of things changed in Singapore, it was then that it experienced from 1970s throughout the 1990s a constant economic growth. It has become one of the booming Asian economies beside South Korea, Hong Kong and Taiwan. Therefore, the term "Four Tigers" is being in use. In the introduction chapter of this report it is mentioned that the shift from manufacturing to service is noticeable. Since, labour-intensive industries were relocated to other Association of Southeast Asian Nations (ASEAN). The replacement came with high-tech industries and services. In

extension to this a stable and corruption free government was established by the People's Action Party (PAP), which was noticeable by the use of a strong central development planning and social policy. This gave Singapore an identity, which strongly distinct itself from other Malay and Chinese nations. Since then the country emerged as a nation that increasingly integrated itself into the global economy (Nations Online, sd).



Figure 8-1: Transformations that have changed the face of Singapore (Nations Online, sd)

#### 8.1.2 Briefly present description

Singapore is currently a globally known stronghold of order that is marketed by a clean safe government, but also gaining a booming economy which is based on intelligent decisions. Contrarily, it did not forget his past as it is a cultural hub and a country which increasingly recognises the importance of heritage and culture. At the same time, it boasts some of the most remarkable architecture, and has a thriving arts scene. In extension to this are the engineering achievements legendary, varying from small projects to improve the infrastructure to become as sustainable as possible (JanesTours, sd). Some therefore argue that Singapore has branded itself, by becoming one of the leading world cities, that enables a severe and continuous appearance trough whole Singapore. The achieved nickname of 'City in a Garden' reflects to the city's contrast of having antique Greenfields that combines modern architecture with its old heritage. As result you find cultural historical forest huts but also luxurious bars, which means that an blended city life is provided (Travelcounsellors, 2017).

Contrarily, Singapore as a city of skyscrapers is seen as the city which is unpolluted and the city that has implemented green into its built environment. As result a big part of Singapore is dedicated for green land areas. This helped Singapore in sustaining the wildlife that by providing many parks and gardens new plant sorts are founded in rare areas (Travelcounsellors, 2017).

The Singapore identity is divided by different origins, which consists 5.312 million origin Singapore residents, 3.285 million are those that come from external location to Singapore and approximately 0.533 million are those who achieved permanent Singapore citizenship. They are formed by the culture of China, Malay and India, which means that those are also the ones that represent the main ethnical groups. Being a city with so many diversification in its population, did the city organised a Singaporean uniqueness that demands for “rugged individualism with an emphasis on excellence” (Hawksford, sd).

### 8.1.3 Briefly future description

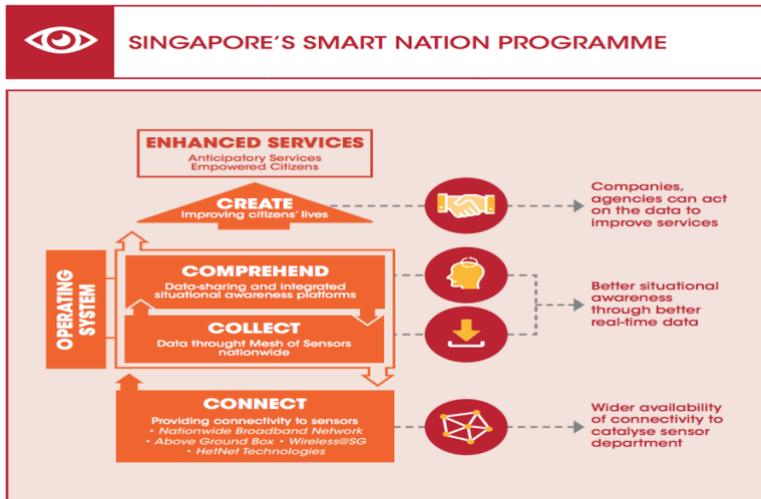
Currently, Singapore is much more than the sum of its numerous attractions. Since it is constantly evolving, reinventing, and rebranding itself. It can also be seen as a necessity since it has a population of approximately 5.4 million, which is very high compared to their land space of just 718 square kilometres. Therefore, are almost all their inhabitants enforced to live in public housings of apartments, that also could be seen as efficient and advanced, since the state has a big density that due the necessity this will sustain as a good quality of life approach. To succeed in this approach will connecting technology with communicative and informative aspect help Singapore in succeeding their approach. On the other hand, it is also seen as a blue print for other global cities that face the same challenge in managing their urban metropolitans. By using their approach are some hoping for the improvements in the field of economical, governmental, infrastructure and social development(FOO & PAN, 2016).

Therefore, Singapore aspires to stay and improve as a creative city. In order to achieve this is a vision set that encompass in becoming the first “Smart Nation”, becoming pioneer in the world by the usage of data and analytics to progress people’s well-beings. Beside the municipality of Singapore and their urban planners and policy makers is Infocomm Development Authority of Singapore (IDA) striving to convert their aim into a realism. This by consistent approach in the field of improvements in the built environment and infrastructure, by founding a liberal governance and also providing a unified experience for those who are interested in commercial stakeholders and investors. The supporting element of the Smart Nation could be seen as a countrywide radar system, that gathers data, which eventually could be used for analysing and sharing(IDA, 2014).

The usage of Smart Nation could be seen as the aim for Singapore in becoming a booming economical wealthy and a global city that provides a good quality of life by focussing on a creative knowledge-development city. As the literature explains is this also seen as a movement which is named as whole-of-nation. This movement will connect modern technology with Singapore in order to build a better future that encompass improvements in life standards, community engagement, support their inhabitants in letting them succeed in their ambitions that is based on work possibilities and also supporting the business sector in innovating and growing. In order to achieve this the following pillars are stated for the municipality of Singapore and their urban planners and policy makers (IDA, 2014):

- Build (technology and enterprises): Singapore supportive attitude towards innovative and technological companies, creating talented technical human recourses and related business abilities by the usage of IT. The foundation for this is formed by providing an IT infrastructure that adopts innovative developments;
- Govern (infrastructure and competition): Providing a good governmental structure in Singapore so that it is organizational managed by means of regulation and policy. Those structures should off course be favourable for technology and innovation in the city so that it will succeed as contribution to the aim. In addition, this will also help in their security objective and flexibility of the city’s infrastructure and connection;

- Deliver (seamless experience): The attributes that comes along a global city should be



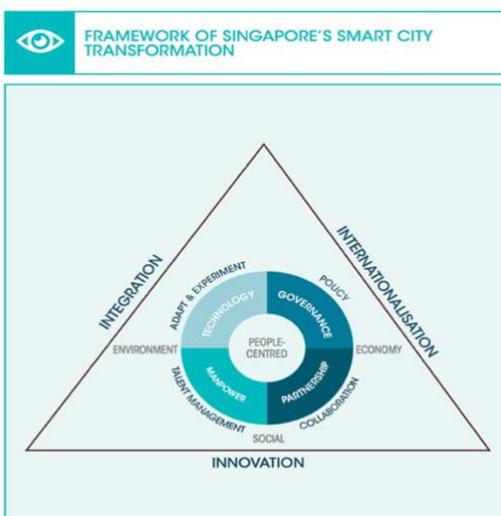
improved in the field of healthcare, economy, education and other by cooperating with different organizations so that Singapore will progress in their advanced e-Government services. As result this will reflect in a unified experience for users in any division that ranges from homes to work;

Figure 8-2: Singapore's notion of a smart nation is based on its ability to gather data, interpret it, glean insights and then translate those insights into meaningful action (FOO & PAN, 2016)

### 8.1.4 Effect "Image of the city"

Compared with Kuala Lumpur Singapore gained interest from overseas people not only by tourist attractions or events, but mainly by their inward city development. In small amount this has been acquired by hosting events to accommodate tourist and boost their image, but moreover by their strategic city planning and knowledge-economy. Based on the knowledge of the previous section it is stated that Singapore will follow the same direction (investing in a creative city and knowledge-economy), but the approach will be different and better, which is based on becoming the first city in the world that has a "smart nation". From this a small amount is reserved for visitors, since there are upcoming events that will be discussed later in this chapter. The overall effect could be viewed as positive, since they are continuing their early approach in which they became successful and by trying to improve this an improvement could be noticed. The reason for this is that their vision & strategy for the future is oriented towards their community and city users, thus overall they will make profit from their approach.

## 8.2 Primary communication



It is rarely noticed that the inhabitants are blocking the development and vision of the past years and even future years to come. Because it is beneficial for the inhabitants in order to brand as creative city. The reason for this could be that a smart city is based on the objective and aim of improving the standards of their residents. Therefore, can the method of Singapore be seen as an approach where their people are central. By means of involvement are many stakeholders such as inhabitants, investors and governmental bodies involved who will anticipate in many stages of the smart city's development. The Jurong Lake District (JLD) smart township pilot initiative can be seen as example that provided opportunities for people giving their feedback to improve the initiatives. So that results and data could be obtained what succeeded and what not (FOO & PAN, 2016).

Figure 8-3: Singapore framework which positively contributed to the support by the locals (residents & business) (FOO & PAN, 2016)

Beside support from locals there is also internationally support from the UK. Both support each other in the fields of science and innovation to drive growth. This support is dedicated to the priority areas under four pillars (Grimes, 2017):

- Advanced manufacturing and engineering;
- Health and biomedical sciences;
- Urban solutions and sustainability;
- Services and digital economy;

In addition, there is support from big companies such as Starhub. In order to succeed in the vision Starhub opened its 58.000 square feet centre to test operations before they are implemented. The facilities that are covered in this centre will also perform as acceleration in providing innovative service and co-creation among associates and also users. By using this opportunity will StarHub help facing upcoming developments that will try to thrive Singapore in pioneered city. That is lively, connected by Smart Nation through connection with inhabitant's lives, supporting enterprises abilities and also extending their international connection (StarHub, 2017).

### 8.2.1 Effect "Primary communication"

The primary communication gives insight in the adoption of the vision & strategy of the city by its own inhabitants. Obviously this is based on the approach where the community stand central in the "smart nation" approach. To realize their vision and in order to brand itself this support is highly necessary. This will lead to positive branding effect. Since no blocking actions is noticed, which implies that people will not link Singapore to negative press. Contrarily, by attracting support from multinationals such as StarHub the end result could be seen as promising, since their experience is crucial. The early engaging factor of their locals is also considered, in order that feedbacks are taken into account. The main effect could be that after branding Singapore as the first "smart nation" city in the world many other cities want to learn from them and visitors will be attracted to experience this phenomenon.

## 8.3 Singapore creative or experience city

Singapore branded itself as a creative city in developing reputation for infrastructure, safety, stability, connectedness and accessibility. It has therefore been designated as a UNESCO Creative City of Design. Currently, Singapore is also trying to move from being mainly an investment-driven economy to a one which shall be led by innovative solutions and creativity, as stated in the previous section is one of their ambitions to become the first smart-nation. (Unesco, sd).

As a result, Singapore is seen as a modern, active city and cosmopolitan where design is one of the main factors in their development. In translation these attributes can be found in the city's urban design that joins smart solutions in order to encounter the requirements of its residents. This is in means of accommodating, healthcare, schooling and infrastructure (Unesco, sd). This is also in contrast with their vision in where they want to become the first smart nation in the world, which is part of a creative city. Since Creative cities are the centres of technology, talent and tolerance. In order to become a Creative City, Singapore foresees the following (Unesco, sd):

- Improving the Design Thinking & innovation Academy by extending the training programme. This implies that more focus will be laid on design as a provider of productivity, sustainable progress and wealth;
- Concentrating more on the exact requirements of the senior inhabitants by using the "Public Service Transformation" plan. As a result, this will adapt to urban facilities and consequently improve the quality of life of the seniors in Singapore;
- Stimulating cross disciplinary tactics in order to implement the "National Design Centre – Cross-creative collaborations workshops, mixing designs with crafts and folk art and gastronomy";

- The organization of an exhibition that showcases the finest possible performs and projects of the creative city of design. Which will help as a interchange podium, whereas on the other hand this will enhance global interacting for many urban planners and designers;
- Promotion activities for multidisciplinary developments, including the highlights of design contribution to world-wide sustainable urban development;

Thus, in order to motivate and connect creative improvements, Singapore is proving its status and objectives for creative progress by its use of initiatives that are linked to the field of art, designing, commercial, but also technology and science. This is important for a creative city. In addition, it includes the establishment of teaching and organisations that cultivate and involve the creative class (Tullis, 2012).

Investing in a creative city is the main goal for Singapore as stated earlier. This does not imply that the experience elements are neglected. Marked by many visitors the tourism industry in Singapore is a good contributor to their economy. Yearly around 17.5 million visitors are attracted to visit Singapore, which is three times their own population. This achievement is based on the constantly evolving, reinventing and reimagining the city’s brand with their inhabitants (Singapore Tourism Board, sd). In addition, it is accelerated with big unique events which is described in section 4.4.5.

Similar to the other case studies the main goal for this section is to label Singapore as an experience or creative city. Based on the acquired literature body and attributes that the city has Singapore should become at least one of the two. As being described in 3.1.4 this is also based on the investment the city wants to conduct. Those investments also give the direction of the city. This is separated in this report. Thus the decision matrix below is based on the previous and next sections.

	1	1	1	1	1	1	1	1	1	1	10
	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	100%
Options for Doha	Creative economy	Limited economy	Knowledge community	Expat driven	Technology driven	Consumption driven	Built environment to accommodate	Built environment to attract	Branding involves smart & innovation	Branding involves attraction & events	Score
Creative City	80		80		75		75		60		74
Experience City		20		20		25		25		40	26

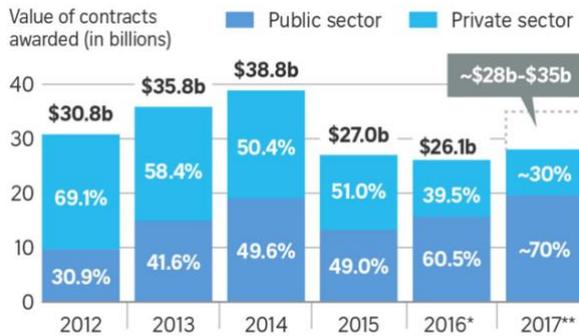
Notes: The light blue refers to creative city and the dark blue refers to experience city.

Table 8-1: Based on the gained literature is Singapore for 74% a creative city (own. Illustration)

Based on the table it is obvious that Singapore is most linked to the creative city, compared to other cities in this research. This has been demonstrated by the attributes scored by Singapore which implies a creative economy, since it is mainly driven by knowledge-economy. The majority of employees are also the natives of Singapore inhabitants (knowledge-community), which refers to less knowledge import (expats). In extension to this is the cities technology driven and less by consumption by people whom won’t live their whole lives in Singapore. This is based on the achievements whereby Singapore became known as a technology district, service oriented, high skilled community and the multinationals that are located there, which attract high educated workers. The buildings and urban development in the city is mainly related to accommodate their needs and less for the attractions purposes. To conclude, branding Singapore is mainly driven by smart and innovation and less by attraction such as events and luxuries appearance.

### 8.3.1 Investment in the urban environment

Developing the appropriate creative city will include a certain amount of financial spending. This section will discuss some investment categories such as infrastructure, buildings, landscape and entertainment in order to contribute to the city’s brand in the form of a creative city and to achieve the city’s vision. Smart nation and sustainable City is becoming Singapore’s aim and objective in order to strive for a harnessing answer through creative industries. So that eventually green, digital and well-organized urban areas will be created. Singapore will try to achieve this after they obtained solutions in the field of built environment, infrastructure, safety and water management (Singapore Economic Development Board, sd).



However, in recent years the investments decreased. The plan was made therefore that from the years 2017 till 2021 this should increase again. More effort will be put in the public division, as result to brand Singapore and to achieve their smart nation vision, in the plan its was stated that in 2018-2019 between \$26-35 billion and between 2020-2021 \$26-37 billion should be invested (En, 2017).

Figure 8-4: The decline of construction investment in Singapore and the plan to increase this till 2021

In the field of construction management & engineering, but also the research questions will be in an image form project categories be highlighted where some of the investment money went that positively contribute to city branding. Beside the big upcoming Kuala Lumpur-Singapore high speed rail line which is explained in section 4.3 the upcoming investment distribution is described in five pillars, which can be found below.

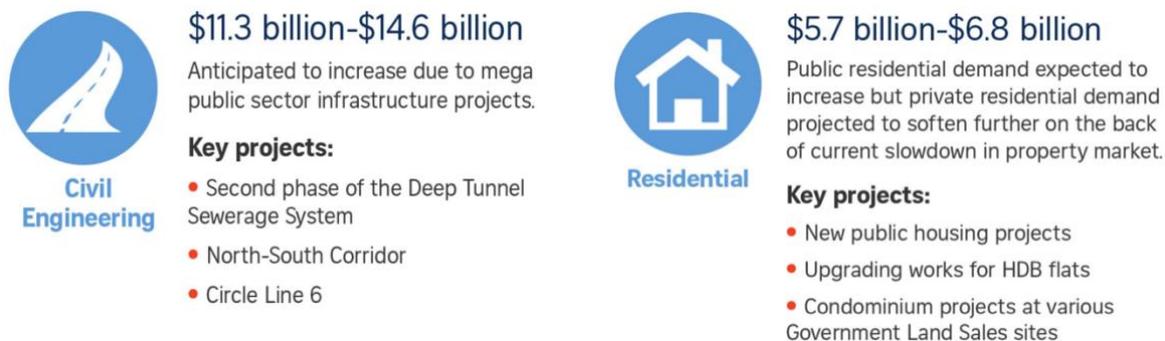


Figure 8-5: Singapore investments in the civil and residential projects (En, 2017)



Figure 8-6: Singapore investments in industrial and commercial projects (En, 2017)



Figure 8-7: Singapore investment in institutional and other projects (En, 2017)

### 8.3.2 Effect “Investment in creative city”

Being a city in the heart of Asia, Singapore faced fierce competitions from its surrounding cities that were thriving for the same creative city. Nevertheless, Singapore developed itself with a strong wealthy, high-educated human resources, first-rate connectivity and the great rating of living is offering businesses the perfect ingredients to participate with sureness. This is supported by the robust experience of achievements that Singapore has maintained that eventually will help supporting business in growing their company's through a competitive environment. As affect the value of Singapore's brand name has been increased and supported with the following awards (Singapore Economic Development Board, sd):

- Number three in most competitive economy in the world;
- Number two in the world for ease of doing business;
- Number one in Asia for intellectual property protection;
- Number one in Asia for sustainability;
- Number one in Asia for attracting a diverse base of global talent;
- Number one in South-east Asian city to be designated an UNESCO creative city of design;
- Number nine in most creative country in the world;
- Number two in the world for the most sustainable and green built environment;
- And many others;

The above findings imply that Singapore is less depend on import knowledge. Many cities want to learn from Singapore and understand how a minor nation plus scarcity of natural resources, high educated and productive workforce, succeeded in a sustainable knowledge-economy (Singapore Economic Development Board, sd).

Thus having a strong brand name is not only achieved by attraction elements but moreover by investments in their creative city and construction environment to facilitate an underpinning infrastructure element This is supported by marketing strategies such as big events in order to trigger overseas people, which will be discussed in the next section.

## 8.4 Secondary communication

The previous approach, vision and investments needs to be promoted. Which usually is conducted by the well-known promoting practices like internal and external marketing, public relationships, illustrative plans, symbols and event. In the case of Singapore it is noticed that they used two important strategies. Namely, the hosting of a big events like the first F1 grand prix which takes place in open street space (just like Monaco) and in the night for four seasons till 2021. But it also uses the more standard approach of advertising like slogans. The F1 grand prix is unlike others different since it will be held in open street space just like in Monaco, but as extra it will be the only city in the world that host F1 grand prix in the night.

In 2008, Singapore was awarded for the hosting of a new Formula one concept which contained an open street race that took place in the night. Ever since it is labelled as a big achievement by means of success due the roads, lights and famous high-rise buildings. It was also combined by the atmosphere that lived in the city where many events were attracted to hold in this period, in order to provide the right night life. The events were also viewed by many fans globally, who saw the races on public roads through the famous Marina Bay zone. Nowadays, the event is seen as a nationalised festival that attract many tourists globally. Ecclestone (the previous owner of F1) has described the event as (Scuderia Ferrari Club Riga, 2017):

"Crown jewel" of the sport. Yes, the grand prix has costed Singapore a lot of money, but we've also given them a lot of money. Singapore was suddenly more than just an airport to fly to or from somewhere".

Furthermore, Ecclestone argued that "Singapore's 23-turn Marina Bay street circuit is seen as one of the most challenging on the calendar and has proved to be popular with fans". The current owners (Liberty Media) are aware of this and have tried to make an agreement with the governmental body of Singapore. So that they could host the F1 for additional four years, that should held by the year of



2018 until 2021. It is estimated that the hostage will cost \$100 million annually. The government takes 60% of the risk. The reward that the government will get is gaining tourist to the city that want to view the F1 race. Most of them are coming from United Kingdom, United States, Germany, the Netherlands and Australia. Roughly will around 450.000 tourist be attracted to witness the Formula 1 Grand Prix race. In addition, tourists also come this season for the night events such as entertainment from superstars (Scuderia Ferrari Club Riga, 2017)

Figure 8-8: The night life during the f1 race in Singapore (Scuderia Ferrari Club Riga, 2017)



Singapore has flattered in becoming the first-ever Southeast Asian country to host a leg of the International Champions Cup (ICC). Many witnessed the opening edition as exiting, with fascinating matches that saw three of European football titans faced off in front of a crowd of more than 104.000 people. Bundesliga titans FC Bayern Munich, English Premier League champions Chelsea FC and Serie A legends FC Internazionale Milano played at the Singapore National Stadium in a round-robin, three-match tournament. The next edition is set for July 2018 (Singapore Tourism

Board, sd).

Figure 8-9: Organization of the International Champions Cup (ICC) in Singapore (Singapore Tourism Board, sd)

Similar to many other cities, Singapore is concerned with its own brand name and slogan, which has been launched in march 2010 as "YourSingapore". YourSingapore characterizes the distinctive fact



about Singapore who is aware in giving access, easy to use, authorising visitors to customize their own preference of Singapore and in what way they want it. YourSingapore is supported by Singapore's highly valuated assets, that will help in giving a unique experience in the way of views, noises, flavours, history and attractions joined by unmatched user concentration. YourSingapore can be seen as an advanced idea that embraces the own need in personalizing your unique Singapore (Singapore Tourism Board, 2010).

Figure 8-10: The brand name and slogan of Singapore (Singapore Tourism Board, 2010)

### 8.4.1 Effect “Secondary communication”

With the usage of secondary communication more promotion in the sense of branding could be achieved. The commercials that involves the logo and slogan will trigger people to visit Singapore. In addition to this it will be supported by organizing the F1 Grand Prix and Football International Champions Cup. Mega events are mostly promoted as the main element in developing terms, which holds for infrastructure, brand perception and intangible impacts for the city and nation that hosts the event. In this case, Singapore has the opportunity to host some events.

Lawrence Chong, CEO of Consulus, stated in order to sustain competitive advantage a consistently reinventing yourself is needed. This refers to the creative city approach of Singapore, mixing some experience elements is therefore beneficial in order to brand itself more globally. The previous claim is supported by Adi Satria, vice president sales, marketing and distribution for AccorHotels Malaysia, Indonesia & Singapore. According to him, the F1 Grand Prix empowered the improvement of attention gained through the event by the city in means of interest for Singapore. Which was not only in means of attracting visitors, but more importantly gaining investors for the establishment as sport, commerce and entertainment hub. He adds that “effective” organization of globally viewed event has gained Singapore building a robust status (Tan, 2017).

To summarize, a successful event like the International Champions Cup or F1 Grand Prix race could imply a better international branding and opening doors for more opportunities. On the other hand, a great portfolio like the F1 attracts top commercial investors from all over the world and therefore Singapore’s status will rise over time. The F1 has an annual global audience of almost one billion, which is important for Singapore Tourism Board's (STB) plans in order to attract more tourists by hosting world-class events and triple tourist spending. Therefore, increasing the experience approach in a highly creative city could also be seen as beneficial (DMG Partners, 2007).

## 8.5 Tertiary communication

The final stage is the tertiary part. This mentions th word of mouth, strengthened by internet, media and competitor’s communication. This is not controllable by marketers, because it is focussing indirectly on the promoting part. Thus it is now worth to see how some cities branding related terms are searched in a global manner by a global research engine “Google” (Google, sd).

Singapore witnessed a small increase in interest from 2008 up until now. The graph below is demonstrating an increasing search volume in Google if the term ‘Singapore’ is used. In blue it is also demonstrated where most people in the world are searching with the term “Singapore”. The increase from 2008 in search volume could be based on the first F1 Grand Prix that took place in the night time in Singapore.

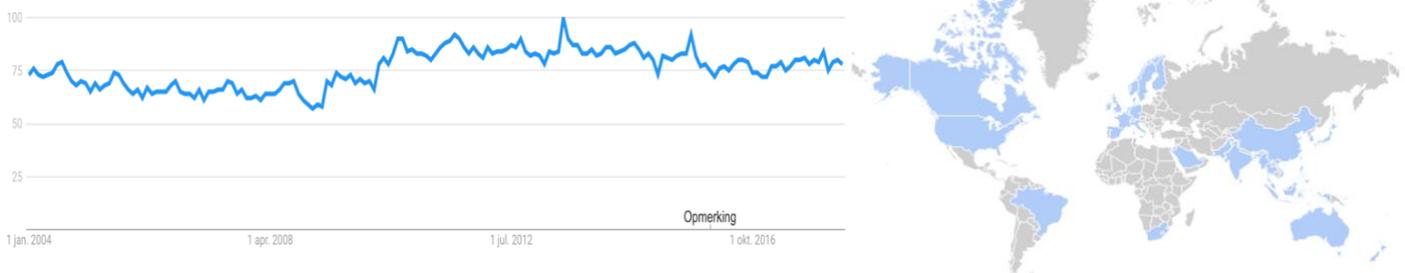


Figure 8-11: The term “Singapore” from 2004 till present in the search engine Google and the distribution how the search is distributed around the globe

An important factor in whether to define if a city branded itself sufficient is the attraction of visitors. Singapore is putting a lot of efforts to attract tourism. As a result, this is successfully increasing and it

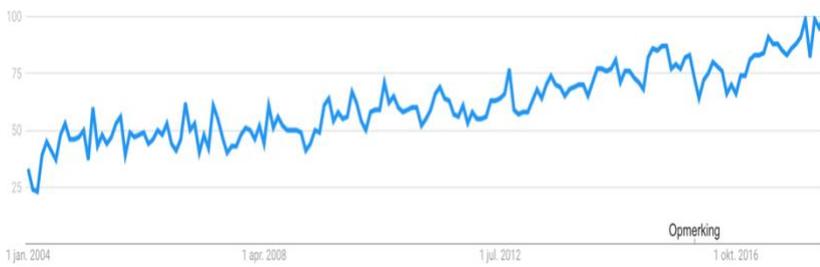


Figure 8-12: The term “Visit Singapore” from 2004 till present in the search engine Google

still increasing. The graph next is showing the increase in Google search engine, the term “Visit Singapore” is being used. Similar to the previous image it could be stated that the increases from 2008 in search volume is based on the first F1 Grand Prix that took place in the night time in Singapore.

When searching on the internet with the term “Smart Singapore” there will be a lot of hits. Within Google there is some kind of a trend in

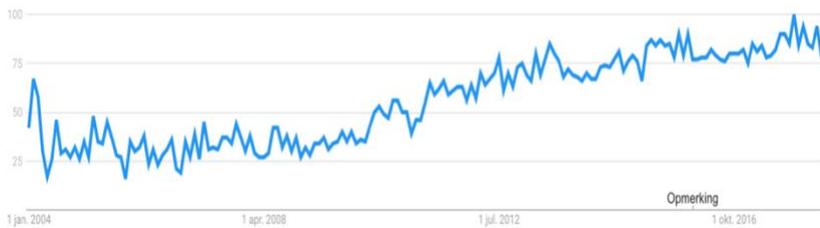


Figure 8-13: The term “Smart Singapore” from 2004 till present in the search engine Google

where the search volume is increased. The reason for this could be that Singapore is getting popular with its smart initiatives in recent years for its accommodation of millions in a smart area.

### 8.5.1 Effect “Tertiary communication”

The effects for the tertiary part will be briefly described. Based on the figures the effect by overseas people is positive. They are embracing the brand and more people are associating themselves with Singapore, whether they are from America, Asia or Europe (see figure 8-11). As mentioned in the previous sections this could increase over time, since more visitors, investors and multinationals are expected to locate themselves in Singapore. This is supported by many incentives and developments. Importantly, the chart is showing some kind of positive effect after Singapore hosted its first night F1 Grand Prix in 2008. This is similar with Doha, where an acceleration in search terms occurred after they won the Football World Cup bid. The same appears to happen with Singapore, by showing upward trends in search engines for popular terms such as “Visit Singapore” and “Smart Singapore” after 2008. In addition, it demonstrates the possibilities and effects of city branding by the use of the same approach described in this research that Singapore used and this can form a blueprint for other upcoming cities

## **Part V: Cross-Case (Comparative) Analysis**

*Chapter 9: Comparative analysis based on the previous chapters*

## 9. Cross-case (Comparative) analysis

In this part of the research will all the findings be analysed by the usage of a cross case (comparative), which is based on the previous conducted chapters. This means that the findings of the case studies will form the foundation. The goal for this chapter is therefore, giving clarification of those previous results. In extension this chapter is part of the elaboration phase in order to answer the research questions.

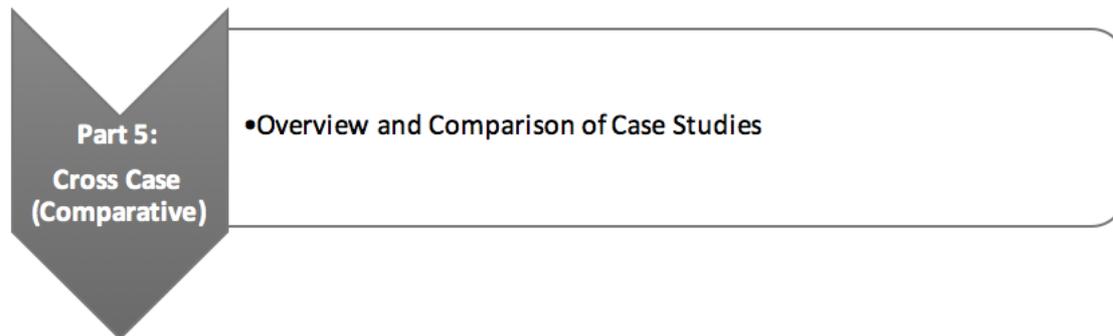


Figure 9-1: Overview part 5 (own. Illustration)

## 9.1 Overview and comparison of Case Studies

In this chapter the (comparative) cross case will be analysed. The foundation of this analysis is mainly supported by taking all the findings together, among the research attributes. The research components as discussed in chapter 3 are being outlined in the case studies. This implies that the components served as a foundation in doing a research that is based on city branding, within the field of construction management and engineering. The research components are:

- Image of the city;
- Primary communication;
- Type city (experience or creative city);
- Investment in qualitative urban development;
- Secondary communication;
- Tertiary communication;

The research components is giving a clear overview on the strong and weak points of each case study city. Starting with the 'image of the city' it implies that the city needs to be marketed, whereby the vision and strategy of each city is important in how they want to achieve their goals. Those achievements are based on attributes that support city branding and are at least mentioned in one of the case study city's vision and strategy. Clearly, Singapore and Kuala Lumpur are outperforming Dubai and Doha in sustainability as a creative city. Their vision and strategy demonstrates a trend in the direction of branding, since it is focused on sustaining and improving their inward development in terms of improving the quality of life. Singapore is applying this by becoming the first smart nation. Kuala Lumpur is doing this by improving their working, living, business and governance environment. Dubai and Doha seem to know that this is their weak areas. The reason for this is that Dubai scored low on education and knowledge, which has been mentioned in their vision and strategy, that they want to improve this by investing in education and knowledge. Doha scores on this point better than Dubai, since it is seen as one of the best education and knowledge cities in the Middle-East. Still they are investing to compete with other global cities in order to become more independent from knowledge import. Doha scores low on innovation and technology, compared with other cities. This is also a main driver in their vision and strategy, in order to diversifies their economic performance. Which is one of the reason why they score low. Their economic development is driven by carbon resources, compared to Dubai it is more diverse due to the tourist sector, while Doha attempts at the beginning of their development stage strategies to become a tourist hub like Dubai. Nowadays, a shift is noticeable in their appearance and based on their vision and strategy they are focussing more on their own inhabitants and want to distinguish themselves from the western culture, whereas Dubai is embracing it. Which means that the tourist sector is not their focal point anymore. This clarifies the low score for Doha in terms of social development. Surprisingly, each city scored high on governance in order to conduct city branding. Each city has his own approach that positively could contribute to their brand name. Dubai and Doha have the same approach which is based on tax free policies and subsidiaries that big multinationals profit from. Not only big multinationals but also the governance regulation and facilitation that workers, companies and inhabitants get are profiting from it. Kuala Lumpur is doing this by improving their efficient and effective governance. This will be done by an effective and reasonable use of their accessible financial, organisational and human resources. Singapore has a different governance approach. They strive by having policies and regulations that are favourable for innovation to succeed. With this they try to deliver a seamless experience for each business and individuals. Looking at the social and cultural aspect that is part of the image of the city as internal and external in how oversees people receive the city's brand can a distinction be made between the Arab and Asian cities. The Arab cities are linked more towards the luxurious appearance of glitter and glamour, whereby everyone is trying to surpass each other in doing things bigger and better. This also means that this is accepted and seen as normal in the city, as result they associate themselves with it and oversees people are confirming this. Which is also shown in a survey, as stated in table 5-3, were rich and luxurious pop out. On the other hand, the Asian cities have branded

themselves as a creative centre, which is serious and dullness. Off course, they have some small experience elements, but this is not at the same standards that is being used by the Arab cities. Overseas people also don't associate the Asian cities with luxurious and the community will also look up if this happens. This was also clarified in the primary section, where the community of Kuala Lumpur was blocking some projects, which they think that it does not fit in their city as prestige and luxurious appearance of high-rise buildings. From their perspective the money could be spend wisely.

The 'primary communication' explains the communicative effects by the actions of the city. In different wordings, the actions taken by the city in order to achieve the city's image. For this part Doha and Kuala Lumpur scores the lowest. The reason that Doha scored low is based on their rapidly needed development in order to host a big event and too divers their construction environment. Which are important attributes in order to attract visitors and investors, this will diverse their economy and become a smart and sustainable city. To achieve those ambitions many foreign workers were attracted, who were treated badly. As a result, Doha was criticized for winning the bid of the World Cup. Human rights protectors have continuously disapproved the handling of migrant employees, some argue that 1.200 deaths of immigrants occurred in order to develop the infrastructure of Qatar and Doha. The US State Department puts Qatar on a "watch list". For Kuala Lumpur the aim was to sustain the level of a world-class city. This comes along with improvements in their construction environment. Due to the small area of land and the combination of mixed urbanism, extra land was needed to develop and too achieve their vision and strategy. Since this was almost inconceivable to achieve a compact design and extra land buying from residents were needed. As a result, politicians and locals were not happy with some projects, that should have improved the brand name of Kuala Lumpur. They argue that some high-rise buildings will not fit in the appearance of the city and it will block the view of the once tallest building in the world (the twin towers). In addition, locals claim that the local government of Kuala Lumpur is land-grabbing from not wealthy locals or buying it below the market value in order to build new projects such as the MRT project.

The attributes of each city and the appearance should demonstrate which 'type of city' it profiles. Therefore, it is obviously that Kuala Lumpur and Singapore are awarded as creative (endogenous) city. A creative city can be seen as endogenous that embraces creative people and is driven from inside development. They are attracted by creative centres those are cities that have high concentrations of creative economic outcomes. Especially innovations and high-tech industries are diverse, tolerant and provide a variety of high-quality experience. These are the features where Kuala Lumpur and Singapore scores great. Whereas Dubai could be seen as the most experience city. Dubai is the experienced city which is driven by consumption and attraction of outside knowledge. Thus, Dubai has at this point insufficient resources for knowledge-based development. They do not have a technology component, which they are aiming for. Dubai can therefore benefit from the experiences they offer. Contrarily, Doha has not all the ingredients to offer experience in the way Dubai does and is still in a developing stage and at the beginning of their city branding development. In terms of the creative concept it is not on the same level as Kuala Lumpur or Singapore, but it is one of the most knowledge cities in the Middle-East. Therefore, an experience-hybrid city construction is most suitable for Doha. Remarkable was also that a shift occurred. At the end of each branding strategy it seems like the cities were not satisfied with their previous approach. Dubai has established and branded itself as an experience city, but this did not diverse their economic development in a way they hoped for, beside the tourist sector. Therefore, they want to focus more on a smart city. This means focussing on innovations and high-tech industries that provide a variety of high-quality in the field of a creative city. With this they hope too diverse their economic revenues and become less independent from others as knowledge-import. This holds also for Doha. Their previous attempts were based on the same approach that is used by Dubai in the field of experience and luxurious city. This gave them the winning bid for the FIFA World Cup football. However, they want to become a creative centre that is driven by technology and a city that is advanced and independent from others. In addition, they also turned more towards their own residents by investing in them and becoming the cultural hub of Arab cities in the Middle East.

The Asian cities Kuala Lumpur and Singapore have branded themselves as a creative city. However, this created the effect of being too serious and dullness. As attempt to wipe this out they want to be a creative city, but a creative city that also has the features of experience city. Therefore, Singapore is trying to achieve this in organising global events that attracts global audience. Those global events come with nightlife that is contrasted with concerts and clubs. Kuala Lumpur is doing this by changing their built environment and adding architecture as attraction elements in the field of high-rise buildings.

Generally, all four cities scored high on 'investing in the urban environment'. Compared with other cities Singapore scored low on architecture, which is mainly based on their future plans in the built environment. This does not consist top architectural works that could support and improve branding in Singapore. It was more based on their achievement in becoming a smart nation and improving their creative city in the means of actually need by their inhabitants. Such as industrial, institutional and civil projects. However, this does not imply that their current built environment does not has the right architectural attraction ingredients, which definitely contains, as showed in this research. Dubai scores low on institutional and others. The reasons for this is the lack of qualitative health care and education system, compared with the other cities. However, it is mentioned in their plans and in this research that improvements are developing, as the government mentioned to invest in this sector, in order to compete with global cities.

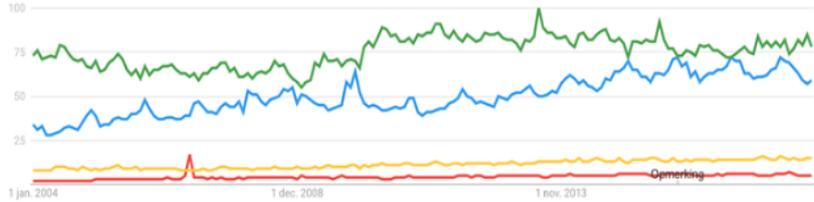
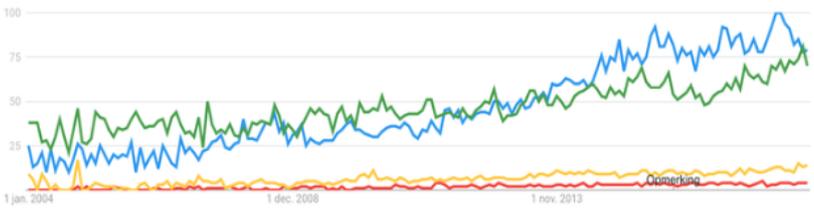
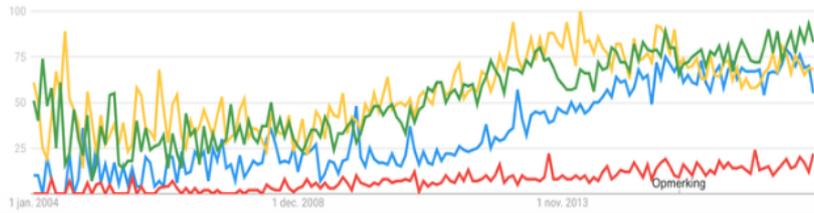
For the 'secondary communication' three cities are performing strong, except Kuala Lumpur. Kuala Lumpur had not planned big events that could be regarded as internationally popular, whereas other cities did have this element. Despite having a F1 Grand Prix in previous years, which is cancelled from 2018 it still did not have the atmosphere it had in Singapore. Since the track in Singapore was outside in the open street just like in Monaco and it is the only city in the world that host this in the night, with extra night life that includes concerts. This implies that a global audience could be missing in terms of visitors or in terms of viewers (tv, internet and radio). Contrarily, they scored low for their figures, logo, slogan and advertising strategy. As mentioned in this research their approach has been criticized by their own inhabitants and experts. They feel like the current approach is from low quality as well as not recognizable by their citizens. The other cities all have different kind of global audience that positively could contribute in accelerating their brand name. Dubai has the WorldExpo2020, Doha has the FIFA World Cup 2022 and Singapore has the F1 Grand Prix in an open street circuit in the night.

In the case study chapters each city has his own figures for the 'tertiary communication' part. If all those results are analysed together one result can be achieved that includes all four cities. This is shown as separate in the graphs and chart of table A-6 and as a whole in table 9-1. Dubai and Singapore have both different city appearance (Dubai is experience and Singapore is creative) but still are competing with each other in terms of overseas search interests. Obviously, this implies that both strategies in terms of branding could have positive effects, even if they differ from what they have to offer. Perhaps this is based on the appetite of the humanity that each audience has a different perception of a successful branded city. This holds also for Kuala Lumpur and Doha, since both scored almost the same. Kuala Lumpur scored only much better on smart and sustainability, since it competes with Dubai and Singapore. Perhaps the governmental body of Doha is also known with this trend, which could clarify the reason for investing more in this field as a city. By hosting a global event of FIFA World Cup could they also surpass Kuala Lumpur, which has not planned a global event. In addition, Doha and Kuala Lumpur are in their early stage of branding their city, which could clarify that Dubai and Singapore gained more interest from overseas people due to the fact that they started earlier in branding their city.

Experience and creative city profiles, based on the previous:

- Dubai and Doha are experience cities that fit in the luxurious, glitter and glamour stereotype of upcoming Arab cities. However, they want to focus more on the creative city approach by investing in advanced, innovations and high-tech industries. With this they want to diversify their economic development and knowledge in order to become independent from others. The cities have also set high standards by investing in their built environment. Their brand strategy will be accelerated by the usage of global events such as the WorldExpo2020 and FIFA World Cup 2022. The main difference between both is that Doha has turned more towards their residents, whereas Dubai has set other social standards in seeing cultural as less relevant;
- Kuala Lumpur and Singapore are creative cities that fit in the serious and dullness stereotype of upcoming Asian cities. Just like the other cities they want to shift from approach. Instead of only focussing on the creative brand approach, which is driven by technology and knowledge, they want to add experience elements in their brand name. Kuala Lumpur is doing this by adding luxurious buildings in their built environment and Singapore is doing this by global events such as the F1 Grand Prix that will be hold in an open street circuit (like Monaco) during the night, which includes concerts and nightlife. With this they want to wipe out their serious and dullness reputation.

In table 9-1 the results of the comparative analysis are being demonstrated as discussed in this chapter. This is obtainable in qualitative research expressions, which is ranging from ‘- -’ (as weakest) to ‘+ +’ (as strongest). For a detailed qualitative description and explanation of the attributes Appendix A offers an extensive insight in how the comparison between the four cities has been established.

	Dubai	Doha	Kuala Lumpur	Singapore
<b>Image of the city</b>				
Smart & Sustainable	+	+/-	+	++
Education and Knowledge	-	+/-	++	++
Technology and Innovation	+	-	+	++
Diverse economic development	+/-	-	++	++
Social development	++	+/-	++	++
Governance conducive for City Branding	++	++	++	++
Cultural is related to experience (Luxury)	++	++	-	-
Cultural is related to creative (Serious)	--	-	++	++
<b>Primary communication</b>				
Negative news, blocking, etc.	+	--	--	++
Positive news, support, etc.	++	++	++	++
<b>Type of city</b>				
Experience (Exogenous)	++	+/-	--	--
Creative (Endogenous)	-	+/-	++	++
<b>Investment in the urban environment</b>				
Architecture	++	++	+	-
Infrastructure	++	++	+	++
Landscape, urbanism and entertainment	++	+	++	++
Industrial and business	++	++	++	++
Institutional and others	+/-	+	++	++
<b>Secondary communication</b>				
Events	++	++	-	++
Figure and advertising like logo/slogan	++	++	-	++
<b>Tertiary communication</b>				
Case study city names:				
The charts are showing the difference between the cities, the bar chart assumes the same results as the graph. It is conducted in order to show the difference in a better way. Dubai (blue) & Singapore (green) both ++, Kuala Lumpur (yellow) - and Doha (red) --				
				
Visiting one of the case study cities:				
The charts are showing the difference between the cities, the bar chart assumes the same results as the graph. It is conducted in order to show the difference in a better way. Dubai (blue) & Singapore (green) both ++, Kuala Lumpur (yellow) - and Doha (red) --				
				
Smart/sustainable view of the case study cities:				
The charts are showing the difference between the cities, the bar chart assumes the same results as the graph. It is conducted in order to show the difference in a better way. Dubai (blue), Singapore (green) & Kuala Lumpur (yellow) score ++ and Doha (red) -				
				

Compared

Table 9-1: Results of the comparative analysis on city branding factors as represented in the framework

## **Part VI: Conclusion, Discussion & Recommendation**

*Chapter 10: The final chapter of this report, which also gives answer to the research questions*

## 10. Conclusion, Discussion & Recommendation

This chapter will contain the conclusion of the research and the discussion and recommendations. As stated in chapter 1 the research questions will be answered in the conclusion section. In addition, the influence of this investigation to the existing form of scientific literature on City Branding will be explained in the discussion section. In conclusion the recommendation will be given on the limitations, but also recommendations for an extended research, as well as recommendation for policy-makers that want to brand their city.



*Figure 10-1: Overview part 6 (own. Illustration)*

## 10.1 Conclusion

In this section there will be given a detailed answer on each research question that has been formulated in chapter 1. The main research question, which is stated in chapter 1 is as follows:

*“How do selected cities in the Middle and Far East use architecture/buildings, infrastructure, planning (urban form) and landscape to improve the branding of their city and enhance loyalty? In addition, what can the rest of the world learn from them?”*

In order to manage the investigation and to provide an answer for the main research question are a couple of sub-questions accumulated, which also contribute in finding the needed data. The following sub-questions will give solutions in order to completely answer the main research question:

- A. What is the state of the art theory on city branding?
- B. How do architecture/buildings features contribute to city branding in each of the selected cities?
- C. How do infrastructure facilities and means of transport contribute to city branding in each of the selected cities?
- D. How do landscaping, urbanism and entertainment contribute to city branding in each of the selected cities?
- E. Which factors leads to successful city branding and what can the rest learn from them in order to adopt the same approach?

**Sub question A**, had been discussed in chapter 2. The contemporary theory on city branding indicated that a shift occurred from the traditional ‘city marketing’ to the new phenomena ‘city branding’. The main difference between both is that city marketing was mainly focussing on marketing strategies, while city branding focusses on a comprehensive approach, which includes city development (urban, infrastructure, high-tech buildings, etc.). As a result, an added value in the long-term, instead of a short term value by marketing strategies. In addition to the shift in contemporary theory is that in the use of city branding a distinguished approach should be chosen. An approach that is most suitable for each city. In this case it is based on two contemporary city branding concepts; the ‘creative city’ and the ‘experience city’. In different wording, it could be represented as the ‘endogenous’ and ‘exogenous’ approach. A creative city can be seen as endogenous that embraces creative people and is driven from inside development. They are attracted by creative centres, cities that have high concentrations of creative economic outcomes. Namely innovation and high-tech industries, are diverse, tolerant and provide a variety of high-quality experience. Simplified; creative cities are the centres of technology, talent and tolerance. The other approach is the experienced city which can be seen as exogenous and is driven by consumption. This could be seen as development opportunities in case a city does not have high-tech potential in order to become a creative centre. Many cities have insufficient resources for knowledge-based development, in other words they do not have a technology component. These cities can benefit from the experiences they offer, for example primary attraction element, an experience product, urban design (architectural), activities such as service or the stage for experience events. Since, this type of cities doesn’t have the skilled people to consider knowledge-based development. Instead they are attracting tourists and people that most of the time do not lives their whole lives in the city, such as tourists and expats (knowledge import).

**Sub question B**, could actually be approached from different directions that is divided into two parts. The first approach is inspired more towards the experience city such as Dubai and the other one is more towards the creative city such as Singapore. Surprisingly, both use different approaches but yet could be seen as a successful formula in city branding, which is also shown in table 9-1 (tertiary communication), since they compete with each other and are achieved positively by oversees people. First, Dubai is becoming a global icon of engineered urbanism. It all started with investments in an

experience city that gave Dubai a big brand identity. The first investment that positively contributed to this was the Burj Al-Arab. This tower gave an enormous branding boost and a city identity, together with Burj Khalifa, which is the tallest building in the world. This approach could be seen as the modern branding strategy of cities by imposing urban development in the field of architecture. Which implies that the investment in experience assets like modern architecture could be seen as commercial. Thus the assets such as the buildings is an attraction for tourist. Placed in the context of the city itself, the environment and region where it is located, develops into a symbol of the city and society. Doha started to use this as a strategy as well, by starting the branding procedure Dubai started many years ago. Their procedure is only not in an acceleration mode such as Dubai, as shown in table 9-1 (tertiary communication). Their approach could be seen as a slow development strategy whereas Dubai released in a short period of time many architectural icons and high rise buildings. The reason for this could be the change that occurred in the vision and strategy of Doha. They are trying to find a mixture of experience as well as creative city approach in their early branding stage. However, Doha still have architectural buildings that positively contribute to their branding strategy that shows the luxurious appearance of the city. Similar to Dubai is this one of their main attraction elements in their branding approach. In order to gain more interest by overseas people that want to visit the city could more, tall and iconic buildings will be needed, which gave Dubai the brand name it achieved currently. This interest of visiting Dubai by overseas people is also shown in table 9-1 (tertiary communication). From the viewpoint of Singapore and Kuala Lumpur as a creative city, it still can be argued that architecture in the city contributed to their branding strategy, since many developed cities want to learn from them. But this is less based on attraction elements and more as smart solution in order to accommodate. As example, this gave Singapore's recognition in terms of intelligent architecture design in a small area of land. It can also be seen as a necessity since it has a population of almost 5.4 million and a spread area of 718 square kilometres and 94% of Singapore's inhabitants living mostly in tall flats, of which, 82% stay in public housing. This makes Singapore a very density state, which is effectual and advanced in the urban development in order to increase the quality of life. This also holds for Kuala Lumpur. Their buildings are unlike Dubai and Doha based on the cities need for accommodation, whether this is for multinationals or their own inhabitants. The reason why Singapore is more popular in their creative approach is due to the use of better and smart solutions in a densely area. Whereas Kuala Lumpur is trying to build iconic and tall architectural buildings that is criticised by some in order boost their brand name. This is also argued in this research project. Therefore, the approach of Singapore is more unique since connecting information and communication technology will be critical to realize their aim. On the other hand, it will serve as a helping prototype for the facing confronts by urban centres. In the areas regarding economic improvement, a consistent societal pattern, improved city administration and managing infrastructure problems. As a result, Singapore attracted more interest by overseas people, which is also demonstrated in table 9-1 (tertiary communication).

For the conclusion of **sub question C**, it does not matter if you look at it from the experience or creative city viewpoint. This because the infrastructure layer is an underpinning element for each city. Well-designed infrastructure is a key to enhancing the functionality and performance of a city. Surprisingly, all four cities scored strong, as stated in this research, but also based on a research of Arcadis. Which argues that the case study cities are graded in the top 5 in the global infrastructure index. The contribution it has on city branding is seen as an important element. For example, cities such as Dubai and Doha; They developed rapidly in their built environment, which went parallel with infrastructure facilities. Having an attractive built environment, without fully functionally infrastructure could lead to failure in branding the city. Visitors as well as their own community, workers and investors needs to be transferred from one place to another, with almost no negative effects as possible. Contrarily, Kuala Lumpur and Singapore branded themselves as a compact city that is praised for having one of the best infrastructures in the world. This gave them recognition as a city that forms a blueprint for other global cities to manage their urban design. Thus the success factors that positively contribute to city branding in terms of infrastructure depends on enhancing this with the overall built environment. Whether this is based on the experience or creative city. However, the other cities can learn from Singapore on at

least one aspect. This in means of public transport. The reason why Singapore is ranked at number one is based on success factors of all transport and infrastructure facilities, which also includes public transport. Dubai is competing with Singapore, by improving their infrastructure facilities and releasing more public transport options, as argued in the case study. That could be one of the reasons why they are seen by overseas people as a smart city (table 9-1). This also holds for Kuala Lumpur, therefore one of their main projects is the improvement of their infrastructure as argued in the case study. Doha has a better infrastructure than Kuala Lumpur (number five) but they are in an early process of branding and are less popular by overseas people. Their current infrastructure is ranked at number three in the world. Whereby a slowly development and improvements are planned in terms of public transport as stated in the case study.

**Sub question D**, comes along with sub questions b and c. Having a strong urban design in the means of architecture and infrastructure, does not automatically lead to a successful city branding strategy. If the overall landscape, urbanism and entertainment facilities does not match with the city's appearance, this could lead to failure in branding the city. The reason for this can be described in the need for leisure activities. Each inhabitant or visitor wants to spend time for his own needs. This is rooted in the genes of each humanity. Take for instance, the possibilities to use a bike, green space to do sport activities or entertainment facilities for visitors. This all encompass the way that leisure activities are needed to function as a city. The comparative analysis indicates that all four cities scored high on this part. Mostly all developments come with the facilities needed in the surrounded landscape of urban design. Beside this there are many entertainment industries established; from the best shopping malls to the world's biggest global events, that attract million visitors, as well as million viewers (television, internet and radio). The high score did not reflect in high interest by overseas people for the cities of Doha and Kuala Lumpur, as demonstrated in table 9-1. The reason for this could be that Dubai and Singapore are an established name and cities that already put many years of effort in branding their name. This came along with events and unique attraction achievements. Doha is in this aspect in a beginning stage of branding, whereby the usage of the upcoming big event (World Cup Football) can be used in order to show the possibilities. In extension to this it could also function as an acceleration factor. By attracting interest with events that account for entertainment, due to the attraction of global audience in a short period of time. Kuala Lumpur did not used this opportunity (global events). Over a period of time this could imply that Doha has caught up in having a greater brand name.

**Sub question E**, before explaining which factors actually led to a successful city branding, it should be clear which type of city it actually is. Dubai or Doha is linked towards the experience city and it can be stated that their urban development indeed led to the most successful factors for branding their city. This is based on their limited economy, which mostly is driven by carbon recourses. Thus in order to attract visitors, investors and knowledge workers the urban environment has attributes that attract the targeted groups. Since, it has barely other recourses to attract. As a result, this led to the famous brand Dubai and Doha is becoming, which both will be boosted by upcoming global events. From the viewpoint of the creative approach, Kuala Lumpur and Singapore are the urban development's mostly based on accommodation for own needs and less on attraction. That is why Singapore does not even plan top level urban developments such as Dubai and Doha. Their successful city branding strategy is more based on a city that is driven by innovation and technology. Also on a city that already is functioning for a long period, which is evolving to become better as a creative centre, that is ahead of the creative competition. This gave them recognition from visitors that are settling their business (multinationals) in the city. This is also applicable to visitors, based on the widely entertainment rage that the cities have to offer. To adopt the same strategy city policy makers should first determine which type of city they are dealing with. Loosing concession on this part could lead to failure. This implies that each city has to look for their own positive attributes, which they have to offer. Based on that the best fitted approach should be used. In this case, they could choose from the experience or creative approach. This implies that a city could have the recourse to develop their urban

design in a way Dubai or Doha did, in order to gain name and to brand itself. This approach is driven by consumption. Another possibility is if the city has the offers of Singapore or Kuala Lumpur, as creative centre, then they could use the knowledge development. That is driven by creative centres, technology and innovation, which is supported by knowledge community.

**The Main research question** can completely be answered, based on the answers of the sub questions. The selected cities use attributes in their urban development as part of their branding strategy. This implies that experience cities use architecture, infrastructure, landscape and planning as attraction element and to gain a global brand identity as a tourist hub and investment potential. The result could also be seen as effective, knowing the effect that Dubai has acquired and Doha is aiming for. The creative cities use also the same attributes in their urban development, but this is less based on attraction and more on the need for accommodation. Their aim is showing the potential of their creative centres as business potential and less as tourist hub. With this they want to strengthen their diverse economy and facilitate the underpinning element, which is the urban development. Both approaches are trying to enhance loyalty from their own inhabitants, by refining the quality of life in their cities and to facilitate the needs that comes with a global city. This is stated in their vision & strategy and supported by elements such as a good health care, education and affordable housing. In addition, loyalty from visitors is acquired by providing the right entertainment facilities. This has a widely variety that start from shopping malls to global events. For investors governance regulations that are conducive for city branding provided to make it attractive to settle in one of the case study cities. Dubai and Doha are doing this by tax policies and subsidiaries. While Singapore and Kuala Lumpur are enhancing loyalty by providing human recourses. Acceleration tools in their branding approach are big events planned, which attract a global audience. This will bring the city into the spotlights by visitors and viewers around the world.

The rest of the world could learn that the established global branded cities could have potential competition from upcoming cities in the world. This research showed that branding is a powerful tool that can give the appropriated brand name. A grow in oversees people whom are interested was therefore, noticeable in the chart of the tertiary communication. In this case the charts demonstrated that each approach (experience or creative) attracted interest from oversees people and could lead to success (Dubai and Singapore) in branding the city. Perhaps this is based on the appetite of the humanity that each audience has a different perception of a successful branded city. The already branded cities are in this case Dubai and Singapore, based on the high profile of interest by oversees people. Doha is in a developing phase and at the beginning of their branding approach, which also holds for Kuala Lumpur. To achieve the same status as Dubai or Singapore some attributes could be implemented. In case of Doha the use of iconic and tall buildings could be beneficial. While Kuala Lumpur could use global events and creative urban development, like Singapore to accelerate interest from oversees people. Overall, this implies that the cities showed that they are growing as a global competitive city. Currently, they are competing with other global cities that already gained name and have a global brand identity. Other cities, that want to brand themselves have therefore two possibilities in order to brand themselves. They can learn and implement by using the experience or creative approach, in a practical manner and as an example this means the approach of Dubai (experience) and the approach of Singapore (creative). This also means that it is not a matter of which approach is better, but moreover which profile fits in each city. If a city is for instance serious and dullness, the luxurious appearance of Dubai as a glitter and glamour city will not fit. Most of the time this is also not accepted by their residents, which is shown in this research in the primary part of the case study Kuala Lumpur. Some ministers and residents were trying to block some upcoming luxurious developments, whereby they thought that it would not fit in the appearance of their city. To conclude, it is also important to know which brand name is wanted for the long-term. Since the case studies showed that at the end a shift occurred. Whereby, they shifting from experience too creative and visa versa. A mixed city that has best of both worlds is what they are aiming for, in order too diversify their economy (experience) and on the other hand to wipe out the serious and dullness reputation of the creative city.

## 10.2 Discussion

**Discussing the scientific contribution of this research** is based on the globalization and competition between big cities and the way those cities are trying to brand themselves. This led to the growing interest from city administrations and governmental bodies for the use of urban strategies as part of their branding approach. Whereby, each objective could be different, based on various economic, cultural or socio-political reasons. In addition, cities want to take advantage of the shift that is occurring in global, national and local economic bases. The aim that is set therefore is to promote themselves worldwide in order to search for different sources of revenues.

Within the field of construction management & engineering I have argued that applying basic promotional branding principles are not enough to brand a city. Instead a comprehensive approach is needed, which is tackled in a theoretical framework. Therefore, marketing alone cannot be used as an alternative to a theoretical examination that is grounded in urban design when it comes to city branding. In this case, beside the regular marketing strategies the most important and underpinning element is the concept of the usage of urban in branding. The research results showed that the use of urban development as branding strategy not only assisted in 'selling' urban identities, instead it showed the inspiration for creating new ones. The procedure of branding and transformation is being accelerated due to the influence of global events. Those stimulations in the category of culture or entertainment has remained cities to be competitive as cultural, tourist, or business destinations. The drivers and inspirations are also very widely ranged. This implies that some of the investigated cities took their history into account as creativeness, while others completely changed in a manner whereby they deleted important cultural or religious traces. It resulted to the findings that their tradition is less important, instead top-level architectural iconic elements, infrastructure, urban development and urban design should contribute in gaining their aimed political objectives. Which means that branding became a powerful political tool in order to use it as attraction element for attention, investments, inhabitants and visitors.

The most important finding from this research is the powerful appearance of construction management & engineering in the phenomena 'city branding'. This research showed that a strong urban development and design contributes to a successful brand, whether this is the creative or experience city approach. This comes with attributes in the built environment and facilities to attract and sustain visitors, investors and educated residents. By using confirmation for this research in academic literature and **positioning research findings with ongoing city branding claims/debates**, the following can be clarified as discussion:

- The created image stands for (I) physical and practical characteristics of the location, which the visitors earn and (II) the location standpoints the norm and standards, which the visitors appreciate. Therefore, the image must include tangible and intangible attributes (Sevin, 2011). This statement embraces tangible and intangible features, which confirms the findings and results of this research. The research framework and case studies discussed and explained the tangible features like the importance for 'investment in urban development' in each city but also the intangible features that comes along with 'global events' and investment in the community as part of the branding strategy;
- According to Anholt (2007, 2008, 2010), the status or branding of a location could be straight linked to its real functioning. Which means that this claim backs the sense to change the view of a location, the location is actual the one needed to transform. This statement is claiming that branding a city comes with place change. Which is also confirmed by the research framework and case studies as part of the 'image of the city'. In this case each city's vision and strategy has been investigated for the future in order to change their appearance which is part of their branding strategy;

- The branding statement takes “place through perception and images”, nevertheless branding could not be just seen as the view of visitors. This implies that “reinforcing local identity and identification of the citizens with their place” is needed (Kavaratzis, 2008). This claim is based on the ‘primary communication’ of the research framework, which is also confirmed in this research and case studies. In order to achieve their proposed image and vision they will need support from their inhabitants and it is important to reduce as much as possible by blocking indicators such as effected news. By doing so it makes the inhabitants embrace the local identity and identify them with their place of living;
- More and more are up-to-date by using top level architectural developments that consist iconic buildings, so that it gains respect among the competition. Those features in the built environment are seen as communication and status tools for cities to gain interest from people such as tourists. This means that image attractiveness by the use of iconic developments should lead in playing an important part for giving the city promotion and fame (Riza, 2012). This claim is based on the usage of architectural iconic features as part of the branding strategy. As this research also indicates this is an important part of branding. This is shown in the case study of Dubai. That attracted a brand name due to their architectural tall buildings. Thus, each city should look at their own attributes and the approach which is most suitable for them (creative or experience city). As the discussion indicates there is probably a change needed in the built environment in order to develop and improve their urban design. This will come with tangible assets as well as possible iconic attributes in the built environment (investment in the urban environment). Those aspects were described in the research framework as well as in the case studies;
- Once the uniqueness is manufactured, the location creates an additional round of communicative steps with the external visitors (Sevin, 2011). This claim is indeed the communicative action and promotion to attract audience (secondary and tertiary communication). This is mainly accelerated by the usage of promotion marketing activities and global events that attract global audience in terms of visitors and viewers abroad. In the case studies as well as research frame work (secondary and tertiary communication) this was backed and confirmed;

The above discussion claims and debates are explicitly tackling focal points that are explained in this research, which confirms the research results. The main claim and debate in this case is whether a shift occurred from city marketing to city branding, whereby city branding is a comprehensive approach that consist of urban development and design in the field of construction management & engineering. The research framework and case studies connected the importance of this claim and debate and has shown the importance of urban development and design in order to succeed in city branding as part of construction management and engineering. Therefore, a shift occurred and branding a city should come with comprehensive urban development and design attributes to change and brand each city. Which includes tangible and intangible assets.

**Discussing the limitation of the empirical part** some aspects are important to consider. In this case this held for the usage of more city approaches, instead of just the creative or experience city. Due to the limit literature resources there were only two approaches for city branding founded and identified, explained and implemented. However, during the case study research it was difficult to label some cities. Since a shift was noticeable, whereby experience cities want to move towards the creative city or as addition they wanted attributes that comes along with the creative city approach and visa versa (from creative to experience). Take for instance Dubai, they are labelled as experience city, whereas they want to be a creative city by adding creative attributes in the field of knowledge, technology and high-tech industries. By doing so they hope too diversify their economic development and become independent from others. On the other hand, Singapore is labelled as a creative city and has the reputation of being too serious and dullness. In order to wipe out those reputations they added

experience attributes in the field of global events that consist F1 Grand Prix, which take place in the night as an open street race, that also comes with concerts and nightlife. This implies that the research could become outdated, if they achieve this goal, since cities as Dubai have the prospective to become a creative city. By diving more in the literature or involving more experts new strategies or approaches could be created, which could give more approaches to choose from.

**Discussing the limitation of the practical part**, comes with important aspects to consider. For the case studies it was very difficult to find volunteers for interviews. Involving volunteers could give more insights and perhaps a better validation. Spending much time in finding the right persons, which was not beneficial, led to a change in the direction of the research approach. The question which can be asked is; could the possibilities for finding volunteers in case of going abroad and visiting those cities give a better perspective? By visiting the case study cities an image could be formed and validated what the researcher is doing and if he/she is on the right track.

The research contains four case study cities. The result of the case studies was close to each other, which implies that the creative cities have almost the same appearance and attributes, as well as the experience city. Perhaps this occurred because Doha and Dubai are very close to each other and have mainly the same possibilities, attributes and cultures. Which also holds for Kuala Lumpur and Singapore. Due to time restriction involving many cities was not feasible, but perhaps a better choice could be made in the beginning of the research. A possibility could be the use of four cities that are located in different continents, for example; Cape city in South Africa, instead of Kuala Lumpur. But also Abu Dhabi, Macau and Hong Kong could be interesting. By doing so different insights could be gained for the research, which could be beneficial.

## 10.3 Recommendation and Suggestion

This section, there will be some recommendations and suggestions on the research findings. This means that through the investigation cherished learnings are provided that should give room for future improvements. In order to get the improvements, recommendations and suggestions are provided in this section. Firstly, the recommendation for urban planners and city policy makers that want to brand their city. Secondly suggestions will be given for future research.

### 10.3.1 Recommendation for urban planners and policy makers

City branding could for a big part be seen as a domain of urban planners and policy makers. Their involvement is sometimes lacking. This is based on the findings that cities in the Middle East are led in hierarchical manner or sometimes they contribute to the national plan and vision, which holds for Qatar (Doha) and Malaysia (Kuala Lumpur). Another reason is that those cities are the economical drivers and contribute to the development of a whole country. It is therefore recommending to involve in early stage the city halls and especially urban planners and policy makers. Since they can steer the branding vision and strategy that should fit best for the city. The challenge for them is having the consciousness that the doings of (urban) policy-makers might steer the view of future visitors in positive or negative way. In addition, knowing that sponsoring city branding should be beneficial as early involvement through their planning decisions, instead of revising it on a later stage. Luckily almost all planners and involved policy makers are conscious of the complexity that brings urban environment in which they work, where city branding take part in it. As the research results indicates city branding is therefore a comprehensive approach with mutual dependencies of many factors. Therefore, recommending not to use only marketing strategies. Instead, many disciplines should be involved. Those disciplines could be related to the approach, which is used. In this case this could be the experience or the creative city. However, the research showed that sticking to one approach led to unhappiness and change in the long-term. By shifting from the experience city to the creative city and visa versa. Therefore, one type and approach is insufficient and it is not the discussion which type is better, since both could be seen as successful. Instead, it is important by looking which profile matches with the city. Thus focussing on one approach, that is combined with the other approach the best of both worlds could be gained. This means that the city does not have to be serious and dullness (creative) or too much of glitter and glamour (experience). This was also approved by the case study cities. Part of their branding vision and campaign an important part was also dedicated to the development of the quality of life. Which held for visitors, investors and inhabitants. By adding the needs for all the user's conformity and acceptance could be achieved, that positively contributes to a successful city brand. Thus for the policy makers, beside involving urban planners to improve the urban design with iconic infrastructure it is also important to involve their ultimately wanted users. If the users don't accept the brand as a positive value this could lead to failure.

### 10.3.2 Suggestions for future research

The important suggestions for future research are based on improving and validating the research, in order to use it in the wider range of global cities. First, investigation is needed to find or design other city approaches. At this point there is only the creative or experience city investigated and implemented. By involving experts like policy makers it could be investigated if other options are possible. This could give an effect that is custom made for the case study cities. Since some cities are labelled as experience for instance, but they actually want to become a creative city and change their approach, which they used for many years. The reason for this could be different. In case of the Arab cities this was mainly based in order to diversify their economic development and becoming independent from others. In case of the Asian cities this was based on their serious and dullness

reputation, which they want to get rid of. Secondly, involving more cities from other continents in the world could be beneficial. As mentioned earlier in this research four cities are analysed and the results indicates that cities with Arabic culture are linked to each other and the Asian cultures are linked to each other. By the use of diverse cities from different continents different insights and trends could be gained. For example, a city in South Africa, Russia or Latin-America could give different outcomes. Thirdly, involving volunteers in the form of interviews. The researcher tried to find volunteers, which was difficult. Especially by finding those volunteers from the Netherlands, knowing that a research must be conducted based on a city that is located somewhere else. Visiting those cities and putting effort in finding those volunteers could give different insights and important points to consider, which could change the research results in a positive way.

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# Appendix A: Results of the comparative analysis with background information

Image of the city	Dubai	Doha	Kuala Lumpur	Singapore
<b>Smart &amp; Sustainable</b>	+	+/-	+	++
Indicator: The achievement of the government in order to strive and invest in a smart and sustainable city.	Based on their new vision and strategy is Dubai investing in a sustainable and smart City, with technology at the forefront. At this stage they have the right ingredients to achieve, based on some good smart infrastructure like their e-services. However, this is not established yet and their aim.	Doha's recently urban development was mainly based on upcoming events. Just like Dubai they are trying to change their approach by wanting to become more smart and sustainable for the long-term brand. However, the different is that Dubai got already some smart infrastructure like their e-services, where Doha is in a developing stage to achieve.	Kuala Lumpur could be seen as a smart & sustainable city. The reason for this is that their build environment is based on accommodation and less to attract. However, the research shows that improvement is needed in order sustain and become a "World Class City".	The research shows that Singapore gained a global brandname and many cities use their smart & sustainable approach as reference. This is based on their approach of accommodating millions of residents in a small piece of land area. They are also ahead in becoming the first "Smart Nation".
<b>Education and Knowledge</b>	-	+/-	++	++
Indicator: Degree of education and knowledge in the city in order to become less dependent from others and to sustain the vision & strategy.	Dubai is for a big part dependent from education and knowledge import. Many of the expats are therefore leaving after some years. The aim is therefore to sustain education and knowledge hub for the long-term so that it is not only a consumption driven city.	Doha is one of the most developed education and knowledge city in the Middle-East. This was achieved by early investment in knowledge and education, beside investing in the tourist sector and urban development. However, to compete globally with others is improvement needed, therefore are still billions been in invested.	Kuala Lumpur is not dependent from knowledge import. The city is mostly developed by their own knowledge and educated people. Their branding strategy consist therefore many facets besides urban development. This resulted in the achievement of becoming one of the big financial districts in Asia.	Singapore has among other top cities in the world highly educated and skillful people. However, to sustain and brand itself, not only in the consumption sector is the city still investing in a smart nation. Their aim is to become one of the best nations, which is remarked due people-centric development.
<b>Technology and Innovation</b>	+	-	+	++
Indicator: The effort that is put in technology and innovation in order to add value to the city's brand.	Dubai is investing in technology and innovation. Therefore, they have the tallest building, soon 3d-printed buildings and also block chain technology, etc. However, the city is not driven by this, instead it is mainly driven by consumption and carbon resources.	Compared to the other cities has Doha less technology and innovation developments. Therefore is part of their vision, expanding innovation in order to improve their economic development.	Kuala Lumpur has already established itself as a city that embraces technology and innovation. Therefore, are many multinationals located in Kuala Lumpur. However, to sustain investment needed in order to compete with other global cities.	Singapore is ahead in terms of technology and innovation, compared to the other cities. Their brand approach and vision was in the past and for the future mainly based on technology and innovation. Therefore, are they investing in smart solutions to become the first smart nation.
<b>Diverse economic development</b>	+/-	-	++	++
Indicator: The degree in how diverse the economy of each city is, instead of being driven by limited sources. Having a diverse economy could be beneficial for the long-term, in order to sustain the brand name.	The economy of Dubai saw a shift the last years. For a long period was carbon resources the main economic driver. The tourist sector added now additional value as economic development, but also more and more business related developments.	Doha is not highly developed as a big tourist resort like Dubai, but they are trying to find their way by gaining interest from the upcoming events. This means that their economy is mainly driven by carbon resources and a small amount is related to business.	Kuala Lumpur has a diverse economy. It ranges from the tourist sector to the financial sector, for being one of the top Asian countries where to locate your financial services. It attract also many skilled people and multinationals, which shows the potential.	Singapore is in the main lines the same as Kuala Lumpur. It has a very diverse economy, which also ranges from tourist to many business related drivers. This is supported by inward business development, multinationals and highly skilled people, which shows the potential.
<b>Social development</b>	++	+/-	++	++
Indicator: The social image of a city is important. These patterns could lead to positive reaction from investors and visitors. Missing a social development by turning into your community could affect the branding strategy.	Dubai was in the early days a strict Islamic city. They developed many strategies to promote their social position and changed the stereo type view of Arabic countries. This gave them international recognitions such as ranking at #1 in the region as overall best city, as stated in the research.	Doha wanted to use the same approach as Dubai, from 1970s till the vision of 2008 was a cultural and social transformation noticeable. However, the new approach shows some kind of a shift in the means of turning into their own community and distinguish themselves from the Dubai western approach.	Kuala Lumpur has a good social pattern and development. This is noticeable in the population. Many religions and cultures could work and live with each other, which resulted in a developed nation. However, the government wants to improve this so that it will meet the expectation of each resident and religion.	The other cities differ from Singapore in the majority of religion. The overhand of the other cities has Islamic as main religion, which means more than 50%. While Singapore is a city with different kind of religions. All of them fit in their social cohesion development and function very well.
<b>Governance conducive for City Branding</b>	++	++	++	++
Indicator: Governance is necessary to ensure that world-class working, living and business environment are provided, sustained and continuously upgraded.	Dubai has a quite good governance, which is attractive for their workers, companies and inhabitants. Some examples are the tax free policies and subsidiaries that big multinationals get.	Doha has quite the same approach as Dubai. They facilitate workers, companies and inhabitants with attractive governance regulations. The salary in Doha is also above average, which makes the residents one of the richest in the world.	Kuala Lumpur is striving to improve in order to have a world-class governance. This is also stated in their vision, they want to have a better efficient and effective use of available financial, organisational and human resources.	Singapore has a different governance approach. They strive by having a place policies and regulations that are conducive for innovation to thrive. With this they try to deliver a seamless experience for each businesses and individuals.
<b>Cultural is related to experience (Luxury)</b>	++	++	-	-
Indicator: Cultural and social patterns could be related to its appearance and image of the city as experience city. For some cities it holds that they fit easily in the experience city approach, since glitter and glamour is easily accepted by their community and everyone wants to surpass each other.	Dubai surely fits in this appearance and overseas seen will not everyone look up by their glitter and glamour brand as a city that has the experience city approach of showing its luxury. Due their branding strategy are those attributes also associated to the city.	Just like Dubai does Doha fit in this appearance and overseas seen will not everyone look up by their glitter and glamour brand as a city that has the experience city approach of showing its luxury. Due their previous branding strategy are those attributes also associated to the city. But as the research states are they shifting towards the more serious approach.	Kuala Lumpur is not branding itself as a experience city that has the luxury appearance of glitter and glamour. The community of Kuala Lumpur will also look up if this happens, as stated in the primary section of this report were blocking activities occurred, since it does not match with their social pattern as serious city. Offcourse, they have some experience attributes but their main focus is set as a serious creative city.	Just like Kuala Lumpur is Singapore not branding itself as a experience city that has the luxury appearance of glitter and glamour. The community of Singapore will also look up if this happens since it does not match with their social pattern as a serious and dullness city. Offcourse, they want to have some experience attributes were they are investing in, but their main focus is set as a serious creative city.
<b>Cultural is related to creative (Serious)</b>	--	--	++	++
Indicator: Cultural and social patterns could be related to its appearance and image of the city as creative city. This approach is related to the more serious and dullness appearance that some cities use, which mostly comes along the creative city.	Dubai has branded itself as non dullness and serious city, beside the many experience attributes and its luxurious appearance can be stated that their cultural and social pattern is less based on the serious and creative approach. However, as stated in their vision is their aim to become more creative and serious in their economic development.	Compared to Dubai can Doha been seen more dullness and serious city. However, it has many experience attributes and its luxurious appearance match with their cultural and social pattern. Therefore it is less based on the serious and creative approach. However, as stated in their vision is their aim to become more creative and serious in their economic development.	As stated in the experience section is Kuala Lumpur mainly focusing on the serious and creative approach. Their cultural and social pattern fits also within this approach. Offcourse, they have some experience attributes but their main focus is set as a serious creative city that is not lead by luxury, glitter and glamor.	As stated in the experience section is Singapore mainly focusing on the serious and creative approach. Singapore could also be seen as more dullness, compared to Kuala Lumpur. Their cultural and social pattern fits also within this approach. Offcourse, they have some experience attributes but their main focus is set as a serious creative city that is not lead by luxury.

Table A-1: Comparative background information regarding the results of "Image of the city"

	Dubai	Doha	Kuala Lumpur	Singapore
<b>Primary communication</b>				
<b>Negative</b>	+	--	--	++
Indicator: Degree in negativity such as blocking the urban development, which is based on the vision & strategy of the city and built environment, as part of their branding strategy.	Accidental was it stated that workers had protests and blocked the construction works in order to delay projects. This was based on claims of exploiting Foreign workers. However, this could seen as the past, since it decreased by two-third and mostly all workers are satisfied now. At this moment there are not much negative indicators stated.	Doha was criticized for winning the bid of the World Cup. Which could be gained in a corrupted way. And human rights groups have constantly criticized the treatment of migrant workers, some say that 1,200 deaths of immigrants occurred in order to develop the infrastructure of Qatar and Doha. The US State Department put Qatar on a "watch list".	Politicians and locals are not happy with some projects, that should improve the brand name of Kuala Lumpur. They claim that some high-rise buildings will block the view of the once tallest building in the world (the twin towers). They tried to block and delay the work. In addition, locals claim that the local government of Kuala Lumpur is land-grabbing from not wealthy locals or buying it below the value price in order to built new projects such as MRT project.	It is rarely noticed that the community is blocking the development and vision for the past years and even future. Simply because it is mostly beneficial for the inhabitants. The reason for this could be that a smart city is purpose-driven to enrich the living and working standards of its inhabitants. The Singapore approach is people-centric as there is comprehensive engagement of key stakeholders that is, its citizens, businesses and government agencies.
<b>Positive</b>	++	++	++	++
Indicator: Degree in positivity such as supporting the urban development in order to brand the city, based on their vision & strategy and built environment.	Dubai attracted new investors that contribute positively to achieve their vision & strategy of Dubai. The most important one is the city Frankfurt. The benefit for partner cities is that citizens learn more about the culture of the respective countries and that there is mutual acceptance of differences in culture. In addition is the community supporting Dubai.	Doha attracted global support. One of the important ones is the cooperation with Europe. During a cooperation with Europe, a basis is set for an enhanced political dialogue and strengthened cooperation on sectoral areas of mutual interest, notably private sector development and research and innovation. On the other hand, their own community is very satisfied due the high privileges and standards they get.	Kuala Lumpur is backed and supported by business investors. A study by PwC says that Kuala Lumpur is known to be an affordable and business-friendly city. They have also partnered with multinationals and Singapore in order to improve their infrastructure.	Singapore got international support from the UK. Both support each other in field of science and innovation to drive growth. There is also support from big companies such as StarHub. StarHub will help transform Singapore into a vibrant and connected Smart Nation.

Table A-2: Comparative background information regarding the results of 'Primary

Type of city	Dubai	Doha	Kuala Lumpur	Singapore
Experience City (Exogenous)	++	+/-	--	--
Indicator: In which context is the city labeled as an experience city. The research showed in this case attributes, whether a city could be labeled as an experience or creative city.	Dubai could be seen as the most experience city, of all four cities. This is based on their consumption driven economy, that mainly is supported by visitors. Their economy is also limited, whereby most knowledge is imported due expats. Their branding strategy is supported by events and their building environment is based on attract instead to accommodate.	Doha is in the threshold for being a experience city. The aim was to become a tourist resort, so that it could be seen as a experience city. However, a shift occurred in their strategy. The reason for this is that Doha is highly investing in their community to become more independent from others. Therefore, is Doha seen as one of the most knowledge cities in the Middle-East.	The attributes that are dedicated for a experience city are less linked to Kuala Lumpur. Some examples are that Kuala Lumpur has a creative economy, educated community, technology driven and their built environment is dedicated to accommodate and in less terms to attract.	Singapore is for a big part the same as Kuala Lumpur. Some examples are that Singapore has a creative economy, educated community, technology driven and their built environment is dedicated to accommodate and in less terms to attract. This means that there main appearance is not experience oriented.
Creative City (Endogenous)	-	+/-	++	++
Indicator: In which context is the city labeled as an creative city. The research showed in this case attributes, whether a city could be labeled as an experience or creative city.	Dubai wants to become a creative city, their appearance is telling something different, which is linked to experience city. However, they got some ingredients that could approve in the near future that they could become a creative city. Some creative attributes are linked to their technology and innovation investments, but also the attraction of educated people for the long-term.	Just like Dubai, wants Doha to become a creative city. Different is only that Doha invested more in attributes that goes along with creative city. In this case is that education and knowledge.	Kuala Lumpur could be seen as a creative city. The overhand of their attributes are linked towards a creative city, as described by the experience part of Kuala Lumpur.	Singapore could be seen as a the most creative city of the four cities. The overhand of their attributes are linked towards a creative city, as described by the experience part of Singapore.

Table A-3: Comparative background information regarding the results of ‘‘Type of city’’

Investment in the urban environment		Dubai	Doha	Kuala Lumpur	Singapore
Architecture	+	+	+	+	-
Indicator: The effort and investment that is put in architecture in order to attract visitors and to use as a branding strategy.	Architecture putted Dubai for a big part on the map. The city invested highly in high-rise buildings and became the first city that has a 7 star hotel and the highest building. For the future will 3D-printing technology used for buildings and architecture. In addition is in the research stated that luxurious projects of high architecture level are upcoming.	Doha is not a pioneer of architecture, compared with Dubai. But their buildings and the used architecture in the built environment contributed positively to their branding strategy for the last years. This is mostly based on it's luxurious appearance. In addition, will investments in high level architectural projects.	Kuala Lumpur has some famous architecture attributes, like the ones tallest building (twin-towers) and soon the fifth tallest building in the world. But the degree of effort did it put in architecture as a branding strategy is from a lower level compared to Dubai and Doha.	The state of architecture in Singapore can for a big part be compared to Kuala Lumpur. They are from the same level, which means that the degree of branding is less independent from architecture. And the reason why Singapore scored lower is based on their future plans, this consist less architectural projects.	
Infrastructure	++	++	+	+	++
Indicator: Degree in how infrastructure facilities and means of transport are invested in order to contribute to the city's brand.	Dubai got many recognition and is highly ranked for their infrastructure, as stated in the research. The only improvement they considered was the public transport, which is stated in their vision by investing billions in a new metro project and for the future they want to become the first country using hyperloop (fastest train in the world).	Doha is competing with Dubai. If you look at the last infrastructure global index, you can find that Dubai is ranked #2 and Doha is ranked #3, compared with other global cities. So the infrastructure like Dubai is their priority for upcoming systems of transportation (like public transport) and a better connectivity.	Kuala Lumpur is ranked at the #5 position of the last infrastructure global index. As stated in the research is Kuala Lumpur after a long period finally undergoing big infrastructure developments, which drives increasing their rankings. One of the big infrastructure projects is the HSR-project. Beside this is their ranking quite high compared with other global cities.	The rankings are leaded by Singapore, located at the #1 spot in the last infrastructure global index. For a big part is this achieved by the government effort. They consistently maintained spending on infrastructure, prioritizing this as a mechanism to support its growth ambitions.	
Landscape, urbanism and entertainment	++	+	++	++	++
Indicator: How the city is designed in terms of landscape and urbanism. But also the entertainment and leisure activities that contribute to the city's brand.	Developing each project is designed for a big part with landscape attributes such as high-rise buildings that consist cycle roads or water canals. This means that they think about their urbanism in terms of future needs, but also for leisure activities. If you look at entertainment has Dubai abundance of entertainment possibilities as other cities yet.	The landscape and urban design of Doha has the common attributes like Dubai. Which means luxurious projects that consist water canals and leisure activities. But if you look for entertainment facilities is it developing and not on the same level as other cities yet.	Kuala Lumpur has established a robust landscape and urban design. At some points you see high-rise buildings surrounded by local houses. This means that their landscape and urban design of different features can get along with each other. This is also stated in the research, where the literature indicates modern and historical landscape as urban design in one city. Their entertainment industry is widely ranged from rooftop bars to one of the best shopping malls in the world.	Singapore has a remarkable landscape and urban design. It is also named "city in a garden", based on many green fields in their landscape and urban design. But also the surprisly small land and the huge amount of residents that fits in the city, without giving attributes away such as cycle roads, parks and leisure sites. Their entertainment industry is also widely from big events to concert and shopping activities.	
Industrial and business	++	++	++	++	++
Indicator: Industrial and business projects to increase the economic development and possibilities to invest as part of the branding strategy.	Investment in industrial and business projects is part of the vision of Dubai. Billions are reserved for projects such as the Al-Maktoum airport and business districts like the creek harbour project. On the other, hand the attractive business regulations such as tax free made Dubai a popular destination for doing business, as stated in the research.	Being independent from others and diverse the economy is one of their main goals. Doha is therefore highly investing in industrial and business sectors, even more than Dubai. Billions are reserved for projects such as the economic zones, the port and Hamad international airport. They also have regulations to attract and brand Doha as a friendly business city.	The industrial and business sector is a very booming industry in Kuala Lumpur, as stated in the research that Kuala Lumpur won investor hearts, claimed by PWC. Kuala Lumpur is also seen as one of the big financial industries in Asia. Therefore are billions reserved to improve and upgrade this in order to compete. A example in this case is the TRX project.	Singapore ranked at #2 for doing business. The reason for this is the long-term investment in industrial and business sector by the government. For the future are billions reserved to improve their position in more sectors. Some of the projects that contribute to this are located in the industrial city.	
Institutional and others	+/-	+	++	++	++
Indicator: The amount of institutional investments such as the health care and education sector, which is important for a city to function.	In order to compete with global cities is improvement in health care and education needed. Among the four cities scores Dubai lower on education and health care, therefore is in their vision stated that investments will be made to achieve a first-rate education system and a world class health care.	The health system of Doha can be seen as one of the best in the world. It is ranked at #1 in the Middle East and #13 in the world. Their education is also rated as one of the best in the Middle East. But compared to other global cities it scores lower, which means that improvements are needed, therefore are high investments been made in improving the education.	The health care system of Kuala Lumpur is ranked at the top 5 position in the world. The education is also quite good as it is seen as one of the most affordable cities to study. This achievements are part of their vision to become and stay as a "world-class city". Therefore are investments been made to improve and compete with the top.	Singapore has built a first-rate education system, which is reflected to their high educated community. The health care is also ranked as one of the best in the world as it is also seen as one of the cheapest. This is based on their development strategies which is people-centric oriented. This is also stated in the research, whereby projects will be developed, such as a new national cancer center.	

Table A-4: Comparative background information regarding the results of "Investment in the urban environment"

	Dubai	Doha	Kuala Lumpur	Singapore
<b>Secondary communication</b>				
<b>Events</b>	+	+	-	++
<b>Indicator:</b> The usage of events in order to boost the city's brand and to promote itself globally.	Dubai was awarded to host the world expo of 2020. The Expo, which has a theme of "connecting minds, creating the future," is focusing on creativity, innovation, and collaboration. It is expected to attract 25 million visitors, with 70% of them coming from outside of the United Arab Emirates. The duration is 6 months.	Qatar is currently preparing itself to welcome a global audience for the Fira world cup 2022 into its home for one of the most widely-attended events in the world. Doha is therefore undergoing a complete infrastructural makeover to cater to a global audience. If this succeed positively could this be a big impulse in branding Doha, mostly attract locals.	Compared to the other cities are not big events planned in Kuala Lumpur or Malaysia. The opportunity to attract global audience in order to brand itself could therefore be missed. Some small events that take place in the city are some concerts and festivals that attract locals.	Singapore attracted some popular events that could be seen as big. This include the F1 Grand Prix which will held for 4 years. The government estimates over 450,000 visitors that will come to this event. Singapore became also the first-ever Southeast Asian country to host a leg of the International Champions Cup (ICC). This event should attract 104,000 visitors.
<b>Figure and advertising like logo, slogan and tagline</b>	++	+	-	++
<b>Indicator:</b> The usage of figures and advertising strategies in order to brand the city.	The Dubai Department of Tourism and Commerce Marketing announced new strategies in 2009. During the Arabian Travel Market was a new tagline and slogan shown that consist "Definitely Dubai". The efforts that should be made was to target more tourists, residents and business travelers. At this moment the noticeable effect is that the brand name of Dubai increased as value due interest of overseas people.	After the international cyclists in the Tour De Qatar, was the first showing of the logo and slogan (Applicant City) of the Doha 2020 bid for bringing the Olympic games to Qatar in 2020 and beyond. Doha also unveiled its bid slogan – "Inspiring Change. This slogan should have effective impact on Olympic and Paralympic Games. It should also contribute to positive effect on Qatar's vision and commitment to sport development in the region.	Kuala Lumpur designed a logo with the slogan "A city of contrast & diversity". It also featured 3 attributes. Exciting experience at every point, surprising in many ways as features of the city are discovered and enticing the visitors to experience the variety of attractions, culinary delights, culture and accommodation. Beside not having big events was their logo, slogan and advertising effort not achieved positively, as effect was it criticized by experts.	The logo and slogan consist "YourSingapore" which characterizes the unique truth of Singapore that its concentration of offerings is so easily accessible and user-friendly, empowering travelers to easily personalise their own Singapore experience according to what they like, how and when they like it. This had positive effect in showing the strengths as a destination, an experience which can be easily personalised thanks to Singapore's concentration of sights, sounds, tastes, culture and attractions.

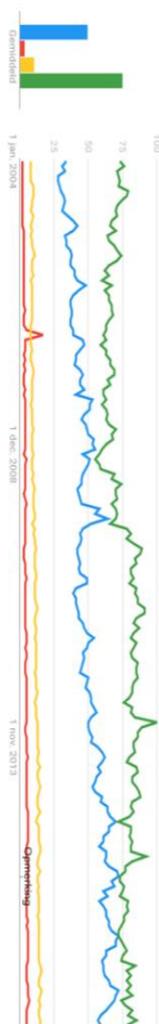
Table A-5: Comparative background information regarding the results of "Secondary communication"

**Tertiary communication**

**Case study city names**

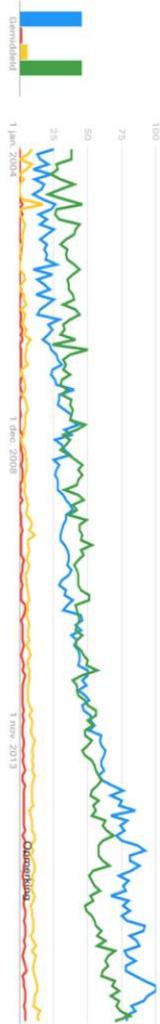
Indicator: The overseas popularity among the four case study cities by overseas people, based on city names.

Blue is Dubai, Red is Doha, Yellow is Kuala Lumpur and Green is Singapore



**Visiting one of the case study cities**

Indicator: The overseas popularity among the four case study cities by overseas people, based on the term visit city names. Blue is Dubai, Red is Doha, Yellow is Kuala Lumpur and Green is Singapore



**Smart/sustainable view of the case study cities**

Indicator: The overseas popularity among the four case study cities by overseas people, based on the term smart city names. Blue is Dubai, Red is Doha, Yellow is Kuala Lumpur and Green is Singapore

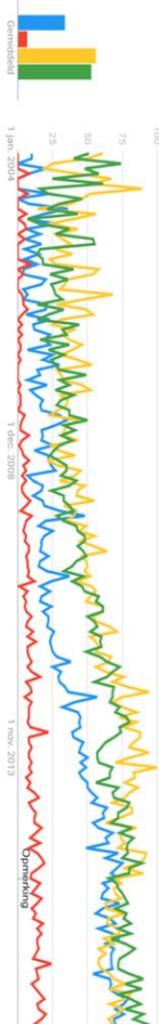


Table A-6: Comparative background information regarding the results of “Tertiary communication”

