

ALMA MATER STUDIORUM - UNIVERSITA' DI BOLOGNA

SCUOLA DI LETTERE E BENI CULTURALI

**Corso di laurea magistrale in
SCIENZE DELLA COMUNICAZIONE PUBBLICA E SOCIALE**

TITOLO DELLA TESI

***City Marketing in terms of strategy,
online appearance, and business attraction
A case study of the cities of Zurich and Madrid***

**Tesi magistrale di laurea in
City Marketing**

Relatore Prof: Prof. Roberto Grandi

Correlatore Prof.ssa: Antonella Mascio

Presentata da: Dario Schellenberg

Sessione
seconda

Anno accademico

2014 - 2015

ABSTRACT

City marketing has gained a lot of attention in the marketing field in recent years. Place marketing has already been a well-established aspect of public administration. The competition among cities has incremented in the last years. Competition among Cities has been increasingly intensified in seek for attention and influence. A place needs to differentiate itself from others in a positive way in order to attract investment, talent, events and visitors on a global scale. The image of a place should appear to be positive in the face of its target group. It is a great challenge for destination marketers to do an adequate job. Just promoting the place will not lead to success. Nowadays, approaches that are more sophisticated are required.

The aim of the study is to research these crucial factors in order to create a city marketing and to get a deeper insight of the concepts. The main intention of the study is to find out how the DMO of Zurich and Madrid differ from each other in terms of their strategy, online profile, and business attractiveness. The study should reveal if they evaluate the same factors/indicators in their concept of the strategy. The section about the online appearance of each DMO is related to the following research questions, how is the online appearance of Zurich in comparison with that of Madrid and if the two cities have an interactive online appearance. The last section puts emphasis on how each city promotes its destination in order to attract business.

The study is done in a qualitative research method. Information were collected from the official web page of the DMOs, brochures, documents, and through an in-depth interview. The objective is not to find factors of how DMOs work in general. Instead, the aim is to deepen few cases in order to achieve an in-depth understanding related to the existing literature and research.

Findings reaffirmed the previous studies and indicated that both cities follow a professional strategy. Whereas, in terms of online appearance and business attraction the results among the DMOs turn out to be different. The conclusions reveal that each city takes a different approach. Hence, the findings do not always conform to the theoretical framework.

This leads to the conclusion that destination marketer's job has become a complex and difficult one. It is no longer sufficient just to promote the place itself. Therefore, the role of the destination marketing organizations (DMOs) have become crucial for the destination's competitiveness.

Key words: City Marketing, Place Branding, DMO, Strategy, Online appearance, Business attraction.

TABLE OF CONTENT

1. INTRODUCTION	Fehler! Textmarke nicht definiert.
1.1. Research background	Fehler! Textmarke nicht definiert.
1.2. Research objectives and research questions	Fehler! Textmarke nicht definiert.
1.3. Structure	Fehler! Textmarke nicht definiert.
2. THEORETICAL FRAMEWORK	Fehler! Textmarke nicht definiert.
2.1. Definitions	Fehler! Textmarke nicht definiert.
2.1.1. Brand	Fehler! Textmarke nicht definiert.
2.1.2. Place Identity	Fehler! Textmarke nicht definiert.
2.1.3. Place Image.....	Fehler! Textmarke nicht definiert.
2.1.4. Place Experience	Fehler! Textmarke nicht definiert.
2.1.5. Tourism.....	Fehler! Textmarke nicht definiert.
2.2. Place Branding	Fehler! Textmarke nicht definiert.
2.2.1. Definition.....	Fehler! Textmarke nicht definiert.
2.2.1.1 The place brand experience model.....	Fehler! Textmarke nicht definiert.
2.2.2. Definition of target group.....	Fehler! Textmarke nicht definiert.
2.2.3. The brand images of tourism destinations	Fehler! Textmarke nicht definiert.
2.2.4. New place branding paradigm	Fehler! Textmarke nicht definiert.
2.3. City Marketing.....	Fehler! Textmarke nicht definiert.
2.3.1. Definition.....	Fehler! Textmarke nicht definiert.
2.3.2. Framework of City Marketing	Fehler! Textmarke nicht definiert.
2.3.2.1. The Case of Bilbao	Fehler! Textmarke nicht definiert.
2.3.3. Politics	Fehler! Textmarke nicht definiert.
2.3.4. Destination Marketing Organizations (DMO)	Fehler! Textmarke nicht definiert.
2.4. Strategy.....	Fehler! Textmarke nicht definiert.
2.4.1. Branding and strategy	Fehler! Textmarke nicht definiert.
2.4.1.1. Values of Branding.....	Fehler! Textmarke nicht definiert.
2.4.2. Dynamic wheel of tourism stakeholders	Fehler! Textmarke nicht definiert.
2.5. Online appearance	Fehler! Textmarke nicht definiert.
2.5.1. Web 2.0	Fehler! Textmarke nicht definiert.
2.5.1.1. Polyinclusive level of hedonic consumption experiences	Fehler! Textmarke nicht definiert.
2.5.2. Website.....	Fehler! Textmarke nicht definiert.
2.5.2.1. User data collection	Fehler! Textmarke nicht definiert.
2.5.3. Social Networks.....	Fehler! Textmarke nicht definiert.
2.5.4. Blogs.....	Fehler! Textmarke nicht definiert.
2.5.4.1. Micro-blogging.....	Fehler! Textmarke nicht definiert.
2.5.5. RSS feed	Fehler! Textmarke nicht definiert.
2.5.6. E-Mail.....	Fehler! Textmarke nicht definiert.
2.6. Business attraction	Fehler! Textmarke nicht definiert.

2.6.1.	Business investment	Fehler! Textmarke nicht definiert.
2.6.1.1.	Four points to attract business	Fehler! Textmarke nicht definiert.
2.6.1.2.	Three Tiers of Activity	Fehler! Textmarke nicht definiert.
2.6.2.	Business travellers	Fehler! Textmarke nicht definiert.
3.	METHODOLOGY	Fehler! Textmarke nicht definiert.
3.1.	Research method	Fehler! Textmarke nicht definiert.
3.2.	Research design.....	Fehler! Textmarke nicht definiert.
3.3.	Multiple case studies	Fehler! Textmarke nicht definiert.
3.4.	Data collection	Fehler! Textmarke nicht definiert.
3.4.1.	Primary and secondary data sources .	Fehler! Textmarke nicht definiert.
3.4.2.	Interview method	Fehler! Textmarke nicht definiert.
3.5.	Research limitation	Fehler! Textmarke nicht definiert.
3.5.1.	Errors.....	Fehler! Textmarke nicht definiert.
3.5.2.	Validity and reliability.....	Fehler! Textmarke nicht definiert.
3.6.	SWOT Analysis.....	Fehler! Textmarke nicht definiert.
4.	FINDINGS	Fehler! Textmarke nicht definiert.
4.1.	Strategy.....	Fehler! Textmarke nicht definiert.
4.1.1.	Madrid.....	Fehler! Textmarke nicht definiert.
4.1.2.	Zurich.....	Fehler! Textmarke nicht definiert.
4.2.	Online appearance	Fehler! Textmarke nicht definiert.
4.2.1.	Madrid.....	Fehler! Textmarke nicht definiert.
4.2.2.	Zurich.....	Fehler! Textmarke nicht definiert.
4.3.	Business attraction	Fehler! Textmarke nicht definiert.
4.3.1.	Madrid.....	Fehler! Textmarke nicht definiert.
4.3.2.	Zurich.....	Fehler! Textmarke nicht definiert.
5.	DISCUSSION	Fehler! Textmarke nicht definiert.
5.1.	Strategy.....	Fehler! Textmarke nicht definiert.
5.1.1.	SWOT.....	Fehler! Textmarke nicht definiert.
5.2.	Online appearance	Fehler! Textmarke nicht definiert.
5.2.1.	SWOT.....	Fehler! Textmarke nicht definiert.
5.3.	Business attraction	Fehler! Textmarke nicht definiert.
5.3.1.	SWOT.....	Fehler! Textmarke nicht definiert.
6.	CONCLUSION.....	Fehler! Textmarke nicht definiert.
6.1.	Strategy.....	Fehler! Textmarke nicht definiert.
6.2.	Online appearance	Fehler! Textmarke nicht definiert.
6.3.	Business attraction	Fehler! Textmarke nicht definiert.
6.4.	Further researches	Fehler! Textmarke nicht definiert.
7.	REFREERENCE	6
8.	APPENDICES	Fehler! Textmarke nicht definiert.
8.1.	Interview questionnaire format.....	Fehler! Textmarke nicht definiert.

- 8.2. E-Mail reply Fehler! Textmarke nicht definiert.
- 8.3. DMOs reply Fehler! Textmarke nicht definiert.

LIST OF TABLES

Table 1: Description of Clusters	Fehler! Textmarke nicht definiert.		
Table 2: Tourist Service, City of Madrid, Online Appearance	Fehler! Textmarke nicht definiert.		
Table 3: Tourism Zurich, Online Appearance.....	Fehler! Textmarke nicht definiert.		
Table 4: SWOT Analysis, Madrid, Strategy	Fehler! Textmarke nicht definiert.		
Table 5: SWOT Analysis, Zurich, Strategy	Fehler! Textmarke nicht definiert.		
Table 6: SWOT Analysis, Madrid, Online Appearance	Fehler!	Textmarke	nicht definiert.
Table 7: SWOT Analysis, Zurich, Online Appearance	Fehler!	Textmarke	nicht definiert.
Table 8: SWOT Analysis, Madrid, Business Attraction	Fehler!	Textmarke	nicht definiert.
Table 9: SWOT Analysis, Zurich, Business Attraction	Fehler!	Textmarke	nicht definiert.

LIST OF FIGURES

Figure 1: Place brand experience model.....	Fehler! Textmarke nicht definiert.
Figure 2: Dynamic wheel of tourism stakeholders....	Fehler! Textmarke nicht definiert.
Figure 3: Polyinclusive Level of Hedonic Consumption Experiences	Fehler! Textmarke nicht definiert.
Figure 4: SWOT Analysis Example	Fehler! Textmarke nicht definiert.

REFERENCE

- Aboulkheir, D., 2011. Exploring the challenges of sustainable city marketing: how can cities market themselves and be attractive while aiming towards urban sustainability? CBP Study Report in collaboration with the Ministry of Ecology, Sustainable Development and Energy (MEDDE) and the ESSEC Business School. Cedex: Cergy Pontoise.
- Adam, J., Cobos, X., and Liu, S., 2007. *Travel 2.0: Trends in Industry Awareness and Adoption*. New York, NY: New York University and PhoCusWright Inc.
- Albers-Miller N., Straughan D. and Prenshaw P. Advertising Travel Services to the Business Traveller, 2008. In: Woodside, A. G. and Martin, D., eds. 2008. *Tourism Management. Analysis, Behaviour and Strategy*. Wallingford: Cabi Publishing. pp.185–196.
- Allen, G., 2007. Place Branding: New Tools for Economic Development. *Design Management Review*, 18(2), pp.60-68.
- Anholt, S., 2002. Foreword. *Brand Management* (Special Issue: Nation Branding), 9(4–5), p.229–39.
- Anholt, S., 2004. *Brand New Justice, 2nd edition*. Oxford: Butterworth-Heinemann.
- Anholt, S., 2007. *Competitive Identity: The New Brand Management for Nations, Cities and Regions*. Basingstoke: Palgrave Macmillan.
- Anholt, S., 2010. *Places: Identity, Image and Reputation*. New York, NY: Palgrave Macmillan.
- Ashworth, G. J. and Voogd, H., 1990. *Selling the city: marketing approaches in public sector urban planning*. London: Bellhaven.
- Ateljevic, I. and Doorne, S., 2002. Representing New Zealand: Tourism Imagery and Ideology. *Annals of Tourism Research*, 29(3), pp.648–667.
- Barreiro, P. and Aguirre, J., 2005. 25 años del plan integral de saneamiento de la Ría de Bilbao. *DYNA*, pp.25–30.
- Bécherel, L. and Vellas, F., 1999. *The International Marketing of Travel and Tourism – a strategic approach*. London: Palgrave Macmillan.
- Berg, B.L, 2007. *Qualitative research methods for the social sciences*, 6th edition. Boston, MA: Pearson Education Ltd.
- Berg, L. van den and Braun E., 1999. Urban competitiveness, Marketing and the need for Organizing capacity, *Urban Studies*, 36(5–6), pp.987–999.
- Berg, L. van den, Klaassen, L.H. and Meer, J. van der, 1990. *Strategisches City Marketing (Strategic city marketing)*. Schoonhoven: Academic Service.
- Berry, T., 2008. *What is a SWOT Analysis?* [online] Available at: <<http://articles.bplans.com/how-to-perform-swot-analysis/>> [Accessed 10 May 2015].

- Bianchini, F., Dawson, J. And Evans, R., 1992. Flagship projects in urban regeneration. In: Healey, P., Davoudi, S. and Tavsanoglu, S., eds., 1992. *Rebuilding the city; property-led urban regeneration*. London: E & FN Spon. Ch.4.
- Bigné, J. E., Sánchez, M. I. and Sánchez, J., 2001. Tourism Image: Evaluation Variables and After Purchase Behaviour: Inter-relationship. *Tourism Management*, 22(6), pp.607–16.
- Braun, E., 2008. *City Marketing: Towards and integrated approach*. Rotterdam: Erasmus Research Institute of Management (ERIM).
- Brooker, E., and Burgess, J., 2008. Marketing Destination Niagara Effectively Through the Tourism Life Cycle. *International Journal of Contemporary Hospitality Management*, 20(3), pp.278–292.
- Bryman, A., 2008. *Social Research Methods, 3rd edition*. Oxford: Oxford University Press.
- Bughin, J. R., 2007, August. How companies can make the most of user-generated content. Web Exclusive. Research in Brief. *The McKinsey Quarterly*: Brussels.
- Bugliarello, G., 1999. Megacities and the Developing World. *The Bridge*, 29(4), pp.19-27.
- Buhalis, D., 2000. Marketing the competitive destination of the future. *Tourism Management*, 21(1), pp.97–116.
- Casellas, A., 2002. Moving from Decline to Revival in Post-Industrial Cities: An Examination of Why Baltimore's Tourism Strategies Do Not Work. Baltimore: Johns Hopkins University.
- Charlesworth, A., 2009. *Internet Marketing. A practical Approach*. Burlington: Butterworth-Heinemann.
- Cho, Y. and Fesenmaier, D. R., 2000. A Conceptual Framework for Evaluating the Effects of a Virtual Tour. In: D. R. Fesenmaier, S. Klein and D. Buhalis, eds. *Proceedings of the International Conference on Information and Communication Technologies in Tourism*. Barcelona, Vienna, New York, NY: Springer Verlag, pp.314–23.
- Clark, G., 2007. A Presentation to the City of Toronto, Report to the Economic Development Committee, City of Toronto. In: Council Chamber of Toronto, *Report to the Economic Development Committee*. City Hall, Toronto, Canada, 24 January 2007.
- Clark, G. and Huxley J., 2014. Business Friendly Cities: City Government and the Local-Business Growth and Investment Climate. London: Urban Land Institute.
- Collins-Kreiner, N., and Wall, G., 2007. Evaluating tourism potential: A SWOT analysis of the Western Negev, Israel, *Tourism* 55(1), pp.51–63.
- Davidson, R., 1994. *Business travel*. London: Pitman.
- Davidson, R., 2001. Distribution channel analysis for business travel. In: Buhalis, D. and Laws, E., eds., 2001. *Tourism Distribution Channels. Practices, Issues and Transformations*. London: Thomson Learning. Ch.5.

- de Chernatony, L. and Dall'Olmo Riley, F., 1997. Modelling the components of the brand. *European Journal of Marketing*, 32 (11), pp.1074–1090.
- Decrop, A. and Snelders, D., 2004. Planning the Summer Vacation: An Adaptable Process. *Annals of Tourism Research*, 31(4), pp.1008–1030.
- Del Cerro Santamaría, G., 2007. *Bilbao: Basque Pathways to Globalisation*, Oxford: Elsevier.
- Denscombe, M., 2003. *The Good Research Guide: For Small-Scale Social Research Projects*, 2nd edition. London: Open University Press.
- Destination Marketing Association International (DMAI), 2015. *Building communities & creating jobs through tourism*. [online] Available at: <<http://cdn.destinationmarketing.org>> [Accessed 15 April 2015].
- Dinnie, K., ed., 2011. *City Branding. Theory and Cases*. New York, NY: Palgrave Macmillan.
- Donaldson, T. and Preston, L.E., 1995. The stakeholder theory of the corporation: Concepts, evidence, and implications. *The Academy of Management Review*, 20(1), pp.65–91.
- dottourism.com, 2015. *Case study – Monaco*. [online] Available at: <<http://www.dottourism.com/casestudy-monaco-tourism-email-marketing.php>> [Accessed 18 May 2015].
- Drea, T. and Hanna, B., 2000. Niche marketing in intrastate passenger rail transportation. *Transportation Journal* 39(3), pp.33–43.
- Ek, R., and Hultman, J., 2007. *Plats som produkt: Kommersialisering och paketering*. Lund: Studentlitteratur.
- Eshuis, J, Braun, E., and Klijn, E., 2013. Place marketing as governance strategy: An assessment of obstacles in place marketing and their effects on attracting target groups. *Public Administration Review*, 73(3), pp.507–516.
- Eustat, 2007. *The Basque Statistics System*. [online] Available at: http://www.eustat.eus/about/sist_estad_vasco_i.html#axzz3kPMxf2ea [Accessed 5 May 2015].
- Evans, M. R., Fox, J. B., and Johnson, R. B., 1995. Identifying competitive strategies for successful tourism destination development. *Journal of Hospitality and Leisure Marketing*, 3(1), pp.37–45.
- Facebook, 2015. *Facebook Help Center: Verified Page of Profile*. [online] Available at: <<https://www.facebook.com/help/196050490547892>> [Accessed 15 May 2015].
- Facebook Madrid, 2015. *Official Facebook page of Madrid Destino Cultura Turismo y Negocio*. May 2015. Available at: <<https://www.facebook.com/MadridCiudad>> [Accessed 23 May 2015].
- Facebook Zurich, 2015. *Official Facebook page of Zurich Tourism*. May 2015. Available at: <<https://www.facebook.com/zurichtourism>> [Accessed 25 May 2015].

- Fesenmaier, D. and MacKay, K., 1996. Deconstructing Destination Image Construction. *Revue de Tourisme*, 51(2), pp.37–43.
- Florek, M., 2011. Online City Branding. In: K. Dinnie, ed. 2011. *City Branding: Theory and Cases*. London: Palgrave Macmillan. Ch.10.
- Florek, M., Insch, A. and Gnoth, J., 2006. City Council websites as a means of place brand identity communication. *Place Branding*, 2(4), pp.276–296.
- Freeman, R.E., 1984. *Strategic management: A stakeholder approach*. Boston, MA: Pitman.
- Gartner, W.C., 1989. Tourism image: attribute measurement of state tourism products using multidimensional scaling techniques. *Journal of Travel Research*, 28(2), pp.15–19.
- Gilbert, D. and Morris, L., 1995. The relative importance of hotels and airlines to the business traveller. *International Journal of Contemporary Hospitality Management*, 7(6), pp.19–23.
- Gilmore, F., 2002. A country: Can it be repositioned? Spain: The success story of country branding. *Brand Management*, 9(4), pp.281–293.
- Gnoth, J., 2002. Leveraging Export Brands through a Tourism Destination Brand. *Brand Management* (Special Issue: Nation Branding), 9(4–5), pp.262–280.
- Go, F. M. and Van Fenema, P. C., 2006. Moving Bodies and Connecting Minds in Space: It Is a Matter of Mind over Matter, *Advances in Organization Studies*, 17(1), pp.64–78.
- Go, F. M. and Pine, R., 1995. *Globalization strategy in the hotel industry*. London: Routledge.
- Govers, R. and Go, F., 2009. *Place Branding: Glocal, Virtual and Physical Identities, Constructed, Imagined and Experienced*. New York, NY: Palgrave Macmillan.
- Gower, B., 1997. *Scientific Method. An historical and philosophical introduction*. London/New York, NY: Routledge.
- Gray, B., 1985. Conditions Facilitating Interorganizational Collaboration. *Human Relations*, 38(10), pp.911–936.
- Greenberg, M., 1996. Attracting Business Capital: Can New York Compete? *Annals of the New York Academy of Sciences* 787(11), pp.213-218.
- Gunn, C.A., 1997. *Vacationscape: Developing Tourist Areas*, 2nd edition. Washington, DC: Taylor & Francis.
- Hackler, D., 2003. Invisible Infrastructure and the City: The Role of Telecommunications in Economic Development. *American Behavioral Scientist*, 46(8), pp.1034–1055.
- Hague, P. and Jackson, P., eds., 1999. *Market Research, 2nd edition: A Guide to Planning Methodology and Evaluation*. London: Kogan Page.
- Hair, J., Black, W., Babin, B., Anderson, R., and Tatham, R., 2006. *Multivariate data analysis, 6th edition*. Uppersaddle River, NJ: Pearson Prentice Hall.

- Hair, J., Bush R. P. and Ortinau, D. J., 2003. *Marketing research: within a changing information environment*. New York, NY: McGraw Hill.
- Hall, T. and Hubbard P., 1998. *The entrepreneurial city: geographies of politics, regime, and representation*. Hoboken, NJ: John Wiley & Sons, Inc.
- Hankinson, G. and Cowking, P., 1993. *Branding in Action*. London: McGraw-Hill.
- Hankinson, G., 2001. Location branding: a study of the branding practices of 12 English cities. *Journal of Brand Management*, 9(2), pp.127–42.
- Hankinson, G., 2004. Relational network brands: Towards a conceptual model of place brands. *Journal of Vacation Marketing*, 10(2), pp.109–121.
- Hankinson, G., 2005. Destination brand images: a business tourism perspective. *Journal of Services Marketing*, 19(1), pp.24–32.
- Hankinson, G., 2009. Managing destination brands: establishing a theoretical foundation. *Journal of Marketing Management*, 25(1-2), pp.97-115.
- Hartmann, R., 1992. *Strategische Marketingplanung im Einzelhandel*. Wiesbaden: Deutscher Universitätsverlag.
- Harvey, D., 1989. *The Condition of Postmodernity: An Enquiry into the Origins of Cultural Change*. Oxford: Basil Blackwell.
- Hollands, R. G., 2008. Will the real smart city please stand up? *City*, 12(3), pp.303–320.
- Hunt, J. D., 1975. Image: A Factor in Tourism. *Journal of Travel research*, 13(3), pp.1–7.
- Hurme, P., 2001. Online PR: Emerging organisational practice. *Corporate Communications: An International Journal*, 6(2), pp.71–75.
- Jamal, T., and Getz, D., 1996. Does strategic planning pay? Lessons for destinations from corporate planning experience. *Progress in Tourism and Hospitality Research*, 2(1), pp.59–78.
- Kapferer, J.-N., 2004. *The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term*, 3rd edition. London: Kogan Page.
- Kaplan, A. M. and Haenlein, M., 2011. The early bird catches the news: Nine things you should know about micro-blogging. *Business Horizons*, 53(1), pp.59–68.
- Kavaratzis, M., 2004. From City marketing to City Branding: Towards a Theoretical Framework for Developing City Brands. *Journal of Place Branding*, 1(1), pp. 58–73.
- Koenig, A., 2013. *Regenerative Sustainable Development of Universities and Cities: The Role of Living Laboratories*. Cheltenham: Edward Elgar Pub.
- Kotler, P. and Gertner, D., 2002. Country as Brand, Product, and Beyond: A Place Marketing and Brand Management Perspective. *Brand Management (Special Issue: Nation Branding)*, 9(4–5), pp.249–61.

- Kotler, P., Asplund, C., Rein, I., and Haider, D., 1999. *Marketing Places Europe: attracting investments, industries, residents and visitors to Europeans Cities, Communities, Regions and Nation*. London: Pearson Education Ltd.
- Kotler, P., Asplund, C., Rein, I., and Haider, D., 1999. *Marketing Places Europe: Attracting investments, industries, residents and visitors to Europeans Cities, Communities, Regions and Nation*. London: Pearson Education Ltd.
- Kotler, P., Haider, D. H. and Rein, I., 1993. *Marketing Places. Attracting Investment, Industry, and Tourism to Cities, States, and Nations*. New York, NY: The Free Press.
- Kotler, P., Haider, D. H., and Rein, I. J., 2002. *Marketing places. Attracting Investment, Industry, and Tourism to Cities, States, and Nations*. New York (NY): Free Press.
- Kumar, K. and Dissel, H. G. v., 1998. The Merchant of Prato – Revisited: Toward a Third Rationality of Information Systems, *MIS Quarterly*, 22(2), pp.199–226.
- Kurttila, M., Pesonen, M., Kangas, M., and Kajanus, M., 2000. Utilizing the analytic hierarchy process AHP in SWOT analysis: a hybrid method and its application to a forest-certification case. *Forest Policy and Economics* 1(1), pp.41–52.
- Lacombe, M. E. and Heaten, J., 2013. *10 Shortcuts To Marketing Success*. Brooklyn, NY: Tronvig Group.
- Leisen, B., 2001. Image segmentation: the case of a tourism destination. *Journal of Services Marketing*, 15(1), pp.49–66.
- Lichrou, M., L. O'Malley and M. Patterson, 2008. Place-product or place narrative(s)? Perspectives in the Marketing of Tourism Destinations. *Journal of Strategic Marketing*, 16(1), pp.27–39.
- Lucarelli, A. and Berg, P. O., 2011. City branding: a state-of-the-art review of the research domain. *Journal of Place Management and Development*, 4(1), pp.9–27.
- Madrid Convention Bureau, 2013. Business Tourism of Madrid. *The City of Madrid is fully committed to business tourism*. Madrid: Visitors & Convention Bureau.
- Madrid Convention Bureau, 2014. *Making business a pleasure: Meeting Manual*. Madrid: MCB.
- Madrid Destino, 2014. *Dossier de Madrid – Madrid, the dossier*. Madrid: Madrid Destino-Cultura, Turismo y Negocio.
- Madrid Destino, 2015. Asociación Turismo: Madrid has been created to increase the number of tourists by 30%. [online] Available at: <<http://www.madrid-destino.com/en/>> [Accessed 15 May 2015].
- Madrid Destino Presentation, 2015. *Public Management of Tourism*. Madrid: Madrid Destino Cultura, Turismo y Negocio.
- Madrid, 2015. *Official tourism website*. [online] Available at: <<http://www.esmadrid.com/en/>> [Accessed 18 May 2015].

- Markusen, A. and Schrock, G., 2006. The distinctive city: Divergent patterns in growth, hierarchy and specialization. *Urban Studies*, 43(8), pp.1301–1323.
- Matson, E.W., 1994. Can Cities Market Themselves Like Coke and Pepsi Do? *International Journal of Public Sector management*, 7(2), pp.35–41.
- McWilliam, G., 2000. Building stronger brands through online communities. *Sloan Management Review*, 41(3), pp. 43–54.
- Mercer Survey, 2010. Quality of Living Worldwide City Rankings. [online] Available at: <<https://www.imercer.com/content/quality-of-living.aspx>> [Accessed 18 May 2015].
- Mergel, I. and Bretschneider, S. I., 2013. A three-stage adoption process for social media use in government. *Public Administration Review*, 73(3), pp.390–400.
- Metelka, C.J., 1981. *The Dictionary of Tourism*. Wheaton, IL: Merton House.
- Middleton, A. C., 2011. City Branding and Inward Investment. In: K. Dinnie, ed. 2011. *City Branding: Theory and Cases*. London: Palgrave Macmillan. Ch.3.
- Middleton, V., and Hawkins, R., 1998. Sustainable tourism: A marketing perspective. Oxford: Butterworth-Heinemann.
- Miguéns, J., Baggio, R. and Costa, C., 2008. Social media and tourism destinations: TripAdvisor case study. *Advances in Tourism Research*, pp.26–28.
- Molenaar, C., 1996. *Interactive Marketing*. Farnham: Ashgate.
- Molenaar, C., 2002. The Future of Marketing: Practical Strategies for Marketers in the Post-Internet Age. London: Pearson Education Ltd.
- Morgan, N. and Pritchard, A., 1998. Tourism Promotion and Power: Creating Images, Creating Identities. Chichester: John Wiley.
- Morgan, N. and Pritchard, A., 1998. Tourism Promotion and Power: Creating Images, Creating Identities. Chichester: John Wiley.
- Mutum, D. and Wang, Q., 2010. Consumer Generated Advertising in Blogs. In: Burns, N., Daugherty T. and Eastin, M., eds. 2010. *Handbook of Research on Digital Media and Advertising: User Generated Content Consumption*. Hershey, PA: IGI Global. Ch.2.
- Ooi, C–S, 2011. Paradoxes of City Branding and Societal Changes. In: K. Dinnie, ed. 2011. *City Branding: Theory and Cases*. London: Palgrave Macmillan. Ch.7.
- Oreski, D., 2012. Strategy development by using SWOT – AHP. *TEM Journal*, 1(4), pp.283–291.
- Padgett, D. and Allen, D., 1997. Communicating Experiences: A Narrative Approach to Creating Service Brand Image. *Journal of Advertising*, 26(4), pp. 49–62.
- Palmer, C., Gibbons, P. and Faloutsos, C., 2002. *ANF: A Fast and Scalable Tool for Data Mining in Massive Graphs*. New York, NY: ACM.

- Paskaleva–Shapira, K. A., 2007. New Paradigms in City Tourism management: Redefining Destination promotion. *Journal of Travel Research*, 46(1), pp.108–114.
- Passle, 2013. The state of Business Blogging and Social Media Marketing 2013: Blogging and inbound marketing research 2013 – the latest trends. [online] Available at: <<https://home.passle.net/index.php/the-state-of-business-blogging/>> [Accessed 5 May 2015].
- Pearce, P. L., 1982. Perceived changes in holiday destinations. *Annals of Tourism Research*, 9, pp.145–64.
- Pike, S., 2004. Destination Marketing Organization. Oxford: Elsevier.
- Pike, S., 2007. Destination Marketing Organization. London: Routledge.
- Piller, I., 2007. English in Swiss tourism marketing. In: Flores, C. and Grossegeesse, O., eds. 2007. *Wildern in luso-austro-deutschen Sprach- und Textrevieren. Fs. zum 60. Geburtstag von Erwin Koller*. Braga: Cehum – Centro de Estudos Humanísticos. pp.57–73.
- Pine, B. J. and Gilmore, J. H., 1999. *Experience Economy: Work Is Theatre & Every Business a Stage*. Boston, MA: Harvard Business School Press.
- Plaza, B., 2007. Museums as economic re-activators: challenges and conditions for their effectiveness. In: *EURA Conference*. Glasgow, 12-14 September.
- Ploeger, J., 2007. Bilbao City Report. Bilbao: Case.
- Polunin, I., 2002. Destination Branding: Creating the Unique Destination Proposition. *Moonshine Travel Marketing Eclipse* 23(7), pp.1–5.
- Porter, M., 1985. *Competitive advantage*. New York, NY: Free Press. Siemiatycki, M., 2005. Beyond moving people: excavating the motivations for investing in urban public transit infrastructure in Bilbao, Spain. *European Planning Studies Journal*, 13(1), pp.23–44.
- Pride, R., Morgan, N. and Pritchard, A., 2003. Destination Branding, creating the unique Destination proposition. Oxford: Elsevier.
- Riecken, G., and Yavas, U., 2001. Improving quality of life in a region. A survey of area residents and public sector implications. *International Journal of Public Sector Management*, 14(7), pp.556–568.
- Ritchie, B. and Crouch, G. I., 2003. *The Competitive Destination: A Sustainable Tourism Perspective*. Wallingford: Cabi Publishing.
- Ritchie, B. and Crouch, G. I., 2010. A model of destination competitiveness/sustainability: Brazilian perspectives. *Revista de Administração Pública*, 44(5), pp.1049–1066.
- Rowe, I., 1994. *International Business Travel: A Changing Profile*. London: Economist Intelligence Unit.
- Rowley, J., 2004. Online Branding. *Online Information Review*, 28(2), pp.131–138.

- Sautter, E. T., and Leisen, B., 1999. Managing stakeholders: A tourism planning model. *Annals of Tourism Research*, 26(2), pp.312–328.
- Schoebel, A., 2006. *Optimization in Public Transportation*. New York, NY: Axel Springer.
- Schumpeter, J. A., 1975. *Capitalism, Socialism and Democracy*. New York: Harper.
- Sharp, L., 2001. Positive response action: The ultimate goal of website communication. *Journal of Communication Management*, 6(1), pp.41–52.
- Sigala, M., 2008, January. Developing and implementing an eCRM 2.0 strategy: Usage and readiness of Greek tourism firms. *ENTER 2008 conference*: Innsbruck, Austria.
- Silverman, D., 2005. *Doing Qualitative Research: a practical handbook*, 2nd edition. London: Sage.
- Smith, M. and Albaum, S., 2010. *An Introduction to Marketing Research*. London: Sage.
- Smyth, H., 1994. *Marketing the city: the Urban role of flagship developments in urban regeneration*. London: Taylor & Francis.
- Smyth, Hedley, 1994. *Marketing the city: the role of flagship developments in urban regeneration*. London/New York, NY: Taylor & Francis.
- Snepenger, D. and Milner L., 1990. Demographic and situational correlates of business travel. *Journal of Travel Research*, 28(4), pp.27–32.
- Stadt Zuerich, 2015. *Zurich for Tourists*. [online] Available at: <https://www.stadt-zuerich.ch/content/portal/en/index/services/zuerich_for_tourists.html> [Accessed 24 May 2015].
- Tashkov, N., and Dzaleva, T., 2011. Relationship between tourism policy, place image and business investments. In: *The Berlin International Economics Congress (BIEC), An International Conference on the Future of Nation Branding, Tourism, and International Investments in a Globalized World*. Berlin, 9-12 March 2011.
- Temporal, P., 2001. *Branding in Asia*. Singapore: John Wiley and Sons.
- Twitchell, J. B., 2005. *Branded Nations. The Marketing of Megachurch, College, Inc., and Museumworld*. New York, NY: Simon & Schuster Paperbacks.
- Twitter, 2015. *Media: Verification on Twitter*. Available at: <<https://media.twitter.com/best-practice/how-to-get-verified>> [Accessed 13 May 2015].
- Twitter Madrid, 2015. *Official Twitter account of the tourism service of the city of Madrid*. May 2015. Available at: <https://twitter.com/Visita_Madrid> [Accessed 23 May 2015].
- Twitter Zurich, 2015. *Official Twitter account of Zurich Tourism*. May 2015. Available at: <<https://twitter.com/VisitZurich>> [Accessed 25 May 2015].
- United Nations Population Fund (UNFPA), 2007. *State of world population 2007: Unleashing the Potential of Urban Growth*. New York, NY: UNFPA.
- Urry, J., 2002. *The Tourist Gaze. 2nd edition*. London: Sage.

- Van Gelder, S., 2003. *Global Brand Strategy: Unlocking Brand Potential Across Countries, Cultures and Markets*. London: Kogan Page.
- Van Ham, P., 2001. The Rise of the Brand State: The Postmodern Politics of Image and Reputation. *Foreign Affairs*, 80(5), pp.2–6.
- Van Ham, P., 2004. Nederland-Lite en de Opkomst van de Merkstaat. In: H. H. Duijvestijn, ed. *Branding NL: Nederland als merk*. The Hague: Stichting Maatschappij en Onderneming, pp.19–26.
- Van Ham, P., 2008. Place Branding: The State of the Art. *The Annals of the American Academy of Political and Social Science*, 616(1), p.126–149.
- Vogt, C. A. and Fesenmaier, D. R., 1998. Expanding the Functional Tourism Information Search Model: Incorporating Aesthetic, Hedonic, Innovation, and Sign Dimensions. *Annals of Tourism Research*, 25(3), pp.551–578.
- Wang, Y. and Pizam, A., eds., 2011. *Tourism Destination Marketing and Management: Collaborative Strategies*. Wallingford: Cabi.
- Wang, Y., 2008. Collaborative Destination Marketing: Understanding the Dynamic Process. *Journal of Travel Research*, 47(2), pp.151–166.
- Wang, Y., and Xiang, Z., 2007. Towards a theoretical framework of Collaborative Destination Marketing. *Journal of Travel Research*, 46(1), pp.75–85
- Ward, S.V., 1998. *Selling Places: The marketing and promotion of Towns and Cities 1850–2000*. London: E & FN Spon.
- Wenger, E., McDermott, R. and Snyder, W. M., 2002. *Cultivating Communities of Practice*. Boston, MA: Harvard Business School Publishing.
- Werthner, H. and Klein, S., 1999. *Information technology and tourism: A challenging relationship*. Vienna: Springer-Verlag.
- White, C. and Raman, N., 1999. The World Wide Web as a public relations medium: The use of research, planning and evaluation in website development. *Public Relations Review*, 25(4), pp.405–513.
- Winer, D., 2005. *What is a .River of News. style aggregator? Really Simple Syndication*. [online] Available at: <<http://www.reallysimplesyndication.com/riverOfNews>> [Accessed 15 May 2015].
- Woodside, A. G. and Lyonski, S., 1989. Towards a general model of traveller destination choice. *Journal of Travel Research*, 27(4), pp. 8–14.
- World Bank, 2002. *Foreign Direct Investment Survey: A study conducted by the multilateral investment guarantee agency (MIGA) with the assistance of Deloitte & Touch LLP*. Washington, DC: The World Bank Group/MIGA.
- World Tourism Organization (UNWTO), 2000. *Identifying Tourism Statistics: Basic References*. [online] Madrid: UNWTO. Available at: <http://statistics.unwto.org/sites/all/files/docpdf/identifying_0.pdf> [Accessed 22 May 2015].
- World Tourism Organization (UNWTO), 2004. *Survey of destination management Organisations*. Madrid: World Tourism Organization.

- Yin, K., 2014. *Case Study Research. Design and Methods*. London: Sage.
- Yuksel, I. and Dagdeviren, M., 2007. Using the analytic network process (ANP) in a SWOT analysis – A case study for a textile firm. *Information Sciences*, 177(16), pp. 3364–3382.
- Zavattaro, S. M., 2014. *Place Branding through Phases of the Image: Balancing Image and Substance*. New York, NY: Palgrave Macmillan.
- Zelinsky, W., 1994. Conventionland USA: the geography of a latter-day phenomenon. *Annals of the American Association of Geographers*, 84(1), pp.68–86.
- Zuerich, 2015. *The Official Zurich City Guide*. [online] Available at: <<https://www.zuerich.com/en#section-01>> [Accessed 19 May 2015].
- Zuerich Tourismus, Fokus 2014. [pdf] Zurich Tourism. Available at: <<https://www.zuerich.com/de/ueber-zt/partner-report>> [Accessed 16 May 2015].
- Zuerich Tourismus, annual report (Jahresbericht 2014) [pdf] Zurich Tourism. Available at: <https://www.zuerich.com/de/ueber-zt/jahresberichte-zurich-tourismus> [Accessed 17 May 2015]

