# The complexity of place branding

A STUDY OF THE GAPS IN THE PLACE BRANDING OF DOKKUM
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*Dokkum is een aangenaam oord, meest uit schoon koorn lande bestaande. Zy is veel kleinder van begrip dan Leeuwaarden, doch hare gelegenheid is veel bekwamer. Zy is zeer wel bebouwd en taamlyk vol en neringryk.*
*(Hubner, 1756 p.647)*

*'Dokkum is a pleasant place to be, it mostly consists out of corn landscapes. It is a lot smaller than Leeuwarden, but her opportunity is much more proficient. It is very well built up and there is vivid zeal.'*
*(Hubner, 1756 p.647)*

*'Alles wat je zoekt in een stad, vind je in Dokkum. Een stadse uitstraling met de overzichtelijkheid van een dorp. Historische hoogtepunten en eigentijdse voorzieningen kunnen hier gevonden worden'.*
*(RegioMarketing Toerisme, 2018 p.31)*

*'Everything you're looking for in a city can be found in Dokkum. A city look with the clarity of a village. Historical highlights and contemporary amenities can be found in Dokkum.' (RegioMarketing Toerisme, 2018 p.31)*

# Colophon

## Bachelor thesis

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# Abstract

As a counter reaction to processes of globalization, places try to improve their position compared to other areas by using local resources and policies that help stimulate local socio-economic growth and reinforce the place identity. Place branding is one option to accomplish the aspects mentioned above. However, place branding strategies can have potential negative consequences. Little is known about the negative consequences in developing destinations in shrinkage areas. Therefore a qualitative case study is conducted on Dokkum, a city in a rural area in The Netherlands. The article attempts to identify possible gaps in the place branding of Dokkum and find possible solutions to bridge the gaps, so that the place brand strategy can be as effective as possible. Therefore, the 3 gap model of Govers and Go (2009) is applied on Dokkum. The study focuses on the relationship and potential mismatches between the concepts of perceived place identity of residents, the brand identity produced by the tourism industry and the brand image perceived by tourists. Interviews were conducted with these three groups of stakeholders. The results show that there is a tension between the perceived place identity and the brand identity. It is argued that in the case of Dokkum, there can be found negative consequences. Residents feel to a certain extent alienated from Dokkum. Finally, some adjustments have been made in de conceptual model to generate a more circular view on place branding strategies. This research may contain a lessons for place branding strategies in other developing destinations in shrinkage areas.

*Keywords*: place branding – perceived place identity – place images – brand identity – brand positioning – brand image – qualitative research

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# 1.Introduction

Globalization is a contested concept: authors do not agree on its impacts and definitions. Some held globalization processes responsible for homogenization of places and diminishing local differences (Waters, 1995: in Jackson 2004). Cultural boundaries become blurred, which may result in uniformity and convergence between and within places (Anholt, 2005). However, criticism on these statements are widely spread. Jackson (2004) points at the local resilience of places. Places try to improve their position compared to other areas by using local resources and policies that help stimulate local social and economic growth (Blichfeldt & Halkier, 2014). The tendency of focusing on the local and the increasing nationalism, make that the unique cultural and physical aspects of places are not mere preserved, but also emphasized. Thereof, place branding is one example. Place branding is seen as an opportunity to promote the local identity and it enables places to position themselves (Jansson & Power 2006; Hall, 2008). Place branding is gaining popularity among local governments. Especially for areas with population decline, because place branding is seen to be a way to generate a socio-economic impulse. Examples are: creating more jobs, generate more money and creating a sense of community. However, before this can be achieved, it is important that the place branding is suitable and effective.

Many models for place branding have been developed. One of them is the *3 gap tourism destination image model* (Govers and Go, 2009). The gaps identified by Govers and Go (2009) are the following: the *place brand strategy gap*, the *place brand performance gap* and the *place brand satisfaction gap*. The gaps mean respectively; a mismatch between the place identity and the projected place image. A mismatch between the projected place image and the perceived images. And a mismatch between the perceived image and the experiences at a place. A gap could negatively affect the effectiveness of the place brand strategy (Govers and Go, 2009). Therefore it is, when developing a new place brand strategy, important to know what the place identity and the perceived place image by tourist are, in order to cover any mismatches.

Despite the fact that a lot has been written about place branding, little is known about the gaps in developing destinations in shrinkage areas. In addition, the socio-economic consequences within this context are still unknown. Practical application problems can have far-reaching consequences for areas that are using the place branding strategy. Research about the place branding of developing destinations in rural areas is needed, in order to identify practical implementation problems and map out possible negative consequences.

Therefore Dokkum (see figure 1) is an interesting case to examine. Dokkum is a city in the province of Fryslân in The Netherlands, and it is located in a rural area with population decline (CBS, 2016). The municipality of Dokkum has formulated a tourism policy, of which place branding is a part. As has been mentioned in the policy, place branding should give an impetus to employment and the quality of life in Dokkum (Gemeente Dongeradeel, 2017). However, the place branding of Dokkum is still in its infancy. Dokkum does not yet have a name on (inter)national scale and little is known about the potential gaps for the place branding. Therefore, it is necessary to identify possible gaps in the place branding of Dokkum and find solutions to bridge possible gaps, so that the place brand strategy can be as effective as possible. The model of Govers and Go (2009) is applied on Dokkum. I examine whether it is a useful conceptualization to evaluate policy strategies of place branding in a rural shrinkage area. To achieve the aim of this research the following main question has been set up:
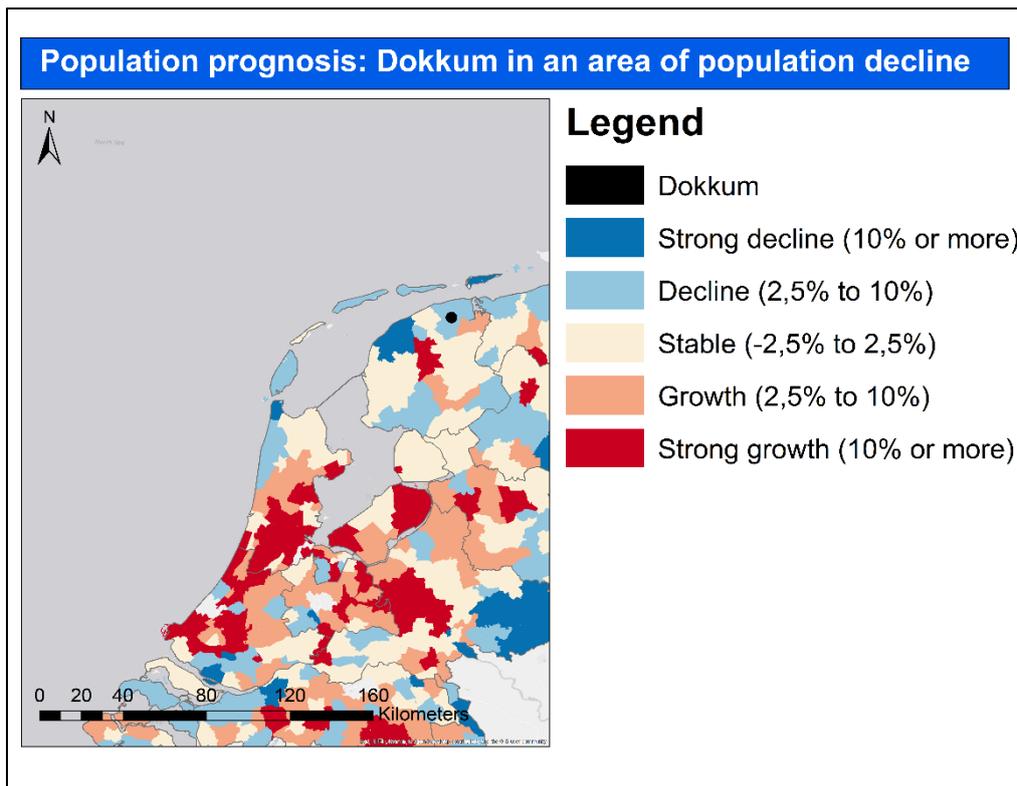
**Figure 1:** *Population prognosis: Dokkum in an area of population decline*

*To what extent does the place branding of Dokkum contain any gaps, and how can these gaps be bridged?*

The sub questions that help answer the main question are:
1. What is the perceived place identity of residents of Dokkum?
2. What is the perceived image of Dokkum from tourists who have been in Dokkum?
3. What is the brand identity of Dokkum and how is this brand positioned?
4. To what extent do the perceived place identity, the perceived image and the brand identity match?

First, four general aspects of place branding are discussed. Second, the qualitative approach for the stakeholder groups: the residents of Dokkum, tourists and members of the touristic sector, will be explained. Third, the perceived place identity of the residents, the brand identity projected by the tourism industry and the perceived place images are discussed. Fourth, I will elaborate on the existence of the place brand strategy gap and the non-existence of the place brand satisfaction gap and the place brand performance gap. How the place brand strategy gap can be bridged is also discussed. Finally, a new version of the conceptual model is shown, since the results gave reason to adjust the model.

# 2. Theoretical framework

Since the emergence of tourism geography in the academic field, models and theories of place branding are gaining popularity. Place branding is defined by many academics. Based on a literature study, four general characteristics of place branding have been identified that have to be taken into account when looking at the effectiveness of place branding strategies. First, place branding concerns interregional competition. Second, it is a complex communication process, both internally with the stakeholders and externally to the target groups. Third, perfection and non-selectivity in the transmission of images is not feasible. Finally, the uneasy relation to place identity.

## 2.1. Competition

Blichfeldt and Halkier (2014, p.1589) describe place branding as 'the competition between places for a series of valuable resources'. Competition is central in many other definitions of place branding (Govers & Go, 2009; Bigné & Cooper, 2000). The competition can be applied on various geographical entities ranging from nations, provinces, regions and cities to villages (Blichfeldt & Halkier, 2014; Bijkerk & De Ridder, 2011; Bigné & Cooper, 2000). Place branding is seen as a source to create a competitive advantage, in order to stimulate economic growth and tourism (Kavaratzis, 2004). However, it is also seen as a way to reinforce the place identity of the residents. In this way the place branding has internal and external benefits (Hall, 2008). The external focus wants to improve the competitive position of the place vis-à-vis others to attract businesses, tourists or new residents. The internal orientation aims at the residents, to reinforce their place identity, and the activities for the tourists and residents. The attention on competition between places in place branding literature is primarily focused on large cities and regions. Competition between rural areas through place branding is a topic that is less investigated (Jansson & Power 2006). However, it is argued that competition through place branding does not easily spread to economies of rural regions. This is partly due to limited accessibility and a sparsely populated area (Hall, 2008). In addition, it is easier for urban areas to set up large projects to attract tourists, because of the availability of more capital, money, knowledge and institutions. In rural areas, relatively less resources are often available to implement such a strategy. This might result in inequality between rural and urban regions.

## 2.2 Communication and selectivity

Place branding is a communication process (Herington et al., 2012; Kavaratzis & Ashworth, 2005). The producer ascribes a desired identity to a place. This is called the brand identity. The brand identity is not the real identity of a place, but the desired identity launched by the producer. The 'producer' consist mostly out of multiple stakeholders. This adds up to the level of complexity: it can be difficult to incorporate multiple perceived identities and desired images of a place in just one strong place brand (Kavaratzis & Ashworth, 2005; De Roo, 2013). Brand positioning is the communication of the brand to the target groups. How the brand is perceived is called the brand image. Williams and Lew (2015) describe the communication of images as a circular process. They state that projected images and identities are reshaped in a reaction to the expectations of the tourists. How the brand is perceived influences the brand identity. Therefore Williams and Lew (2015) see tourists as an important influencer of the place branding. It gets even more complex, when realized that presenting a brand image to tourists is often an expression of power relations (Paasi, 2009). Paasi (2009) distinguishes identity of a region, and the regional identity. Identity of a region is placed in a broader context. It is about the characteristics of a place that helps distinguish the place from others. In this process acts of power are important, someone has to decide what image of the region is presented, but also what is not. The regional identity, also called regional consciousness, refers to the identification of residents

with regions. The regional consciousness is always constructed out of more than one identity, because there is not one identity of a place. The customs and practices are institutionalized. Which one, the identity of the region or the the regional identity, is the most dominant depends on the political agenda. Projecting place images are part of cultural politics, in a way that on a political agenda some place images are favored over others. How a place is represented depends on the individuals knowledge of a place, his education, his life experience, gender (Holloway & Hubbard, 2001). It is therefore important to consider who is projecting the images - and which images are excluded in the branding - to understand the interpretations of place images. Because place branding consists of selective representations of elements of the place selected by a specific group of people in a dominant position, gaps will always arise (Ward & Gold, 1994).

The 3 gap model of Govers and Go (2009) can be interpreted as a way to unravel this selectivity. The aim of this model is not the unravel the selectivity, but it is aimed at minimizing the gaps in order to maximize the competitiveness of an area. Although the model itself is less critical on selectivity, the 3 gap model can be used to untangle it. The three identified gaps from Govers and Go indicate whether transmitted and received images match or whether there is a possible mismatch. Any dominance of a particular stakeholder can also be discovered with this model. The gaps are: (a) the *place brand strategy gap*, (b) the *place brand performance gap*, and (c) de *place brand satisfaction gap.* The place brand strategy gap refers to a mismatch between the place identity and the projected place image. If the brand is not based on place identity then it can result in an alienated brand, especially for the residents that live in that area (Therkelsen et al., 2010; Hannah & Rowley, 2015). Residents are important for place branding, because they function as place representatives. Residents have a comprehensive understanding of a place and they could disagree with a basic brand (Braun et al, 2017). The place brand performance gap refers to a mismatch between the projected place image and the perceived images. It is important that place brand is realistic and consistent. These images stimulate expectations that needs to meet the images tourists have of that place. If not, a place brand performance gap might occur. The place brand satisfaction gap refers to a mismatch between the perceived image and the experiences at a place. The place branding can be on-brand, but it fails because the tourists interpret the brand differently (Govers & Go, 2009).

### 2.3 Uneasy relation to place identity

Many place branding models draw upon on place identity. This can be explained when looking closer to the concept of place. A place, according to Canter (1977) consists of physical, emotional and social aspects. A place is created, where these aspects overlap. Place is not mere a physical construction, it is also a social construction, to which various groups ascribe different meanings (Holloway & Hubbard, 2001). The identity of a place is formed by physical attributes, experiences and conceptions, and activities. These aspects determine a distinctive character of a place. Place identity helps to distinguish one place from another, and therefore place identity is a popular concept to incorporate in place branding models. Although the importance of place identity is recognized in the place branding models, the concept is not explored very deeply. Place identity generally adopts a static position in the place branding strategies (Kavaratzis & Hatch, 2016). In the literature specifically focused on place identity, many authors conclude that place identity is an ongoing process (Proshansky et al. (1983; Kalandides, 2011; Mayes, 2008 ). For example Proshansky et al. (1983) define place identity as a component of self-identity and they state that the place identity of an individual can change over years. Kalandides (2011) distincts 5 elements that together shape place identity (see figure 2). The components defined by Kalandides (2011) are: 1) place image, 2) materiality, 3) institutions, 4) relations, and 5) people and their practices. Places images, buildings, institutions, power relations and people change over time. Therefore, Because, the place images, the materiality, the institutions, power

relations and practices change over time, Kalandides (2011) states that these 5 elements indicate that place identity is an ongoing process rather than an outcome. This is crucial for a place branding strategy to which place identity is central. However, many place branding models do not take this aspect into account.

| Aspects of place identity (Kalandides, 2011) | Explanation of the aspects |
| --- | --- |
| 1. **Place images** | The reputation of a place and the emotions that the place evokes. |
| 2. **Materiality** | These are the physical components of a place, for example: dykes, monuments etc. |
| 3. **Institutions** | The regulations and the organizations that play a role at that place. |
| 4. **Power and gender** | Relations of power and gender. |
| 5. **People and their practices** | The inhabitants of the place, the traditions that play part at the place and the actions that are embedded in the everyday lives of the residents. |

*Figure 2: aspects of place identity by Kalandides (2011)*

In addition, Mayes (2008) states that place identity in place branding strategies still rests on two outdated assumptions. The first is that although place identity is recognized as a broad concept, it is still assumed that the essence of a place can be traced. This can be referred to as the outdated idea of a genius loci (Holloway & Hubbard, 2001). This assumption is based on the idea that there is simply one aspect that covers the place identity of the place. This is in line with the mimetic communication of the meaning of place identities to the public suggested by Hall (1997). The true nature of a place is communicated. But in the place identity literature it appears that there is not one true place identity, because several individuals ascribe meanings to certain places (Holloway & Hubbard, 2001). Tracing a place identity is therefore very difficult. The second assumption underlying at place branding models is that place branding needs to expose this essence. However, the essence of a place cannot unselectively be represented to tourists. As mentioned before, how the essence of a place is interpreted depends on the powerful group. This group decides what place images is send to tourists.

## 2.4 Conceptual model

This paper takes one step in exploring a new place brand model by focusing on a specific case, namely Dokkum. The conceptual model (see figure 3) is constructed out of parts of the theories of Govers and Go (2009), Herington et al. (2012) and Kavaratzis and Ashworth (2005). The conceptual model is a simplification of reality. The model shows how gaps in the place branding strategies can emerge, and which stakeholders are involved. The arrows indicate relations between concepts and it shows possible consequences. For example, a possible place branding performance gap and a place brand satisfaction gap can emerge from a mismatch between the perceived and experienced brand image produced by the tourism industry. The brand identity is formed by the local government and the local companies involved that work within the tourism industry. The brand identity is communicated via brand positioning to the tourists, but also to the residents. Another relation is indicated by the arrows between the brand positioning and the perceived place identity by residents. Residents have in their turn their own perceived place identity. If the perceived place identity does not match with the communicated brand identity, then it will result in a place brand strategy gap. Both gaps will have an negative impact on the effectiveness of the place branding strategy.
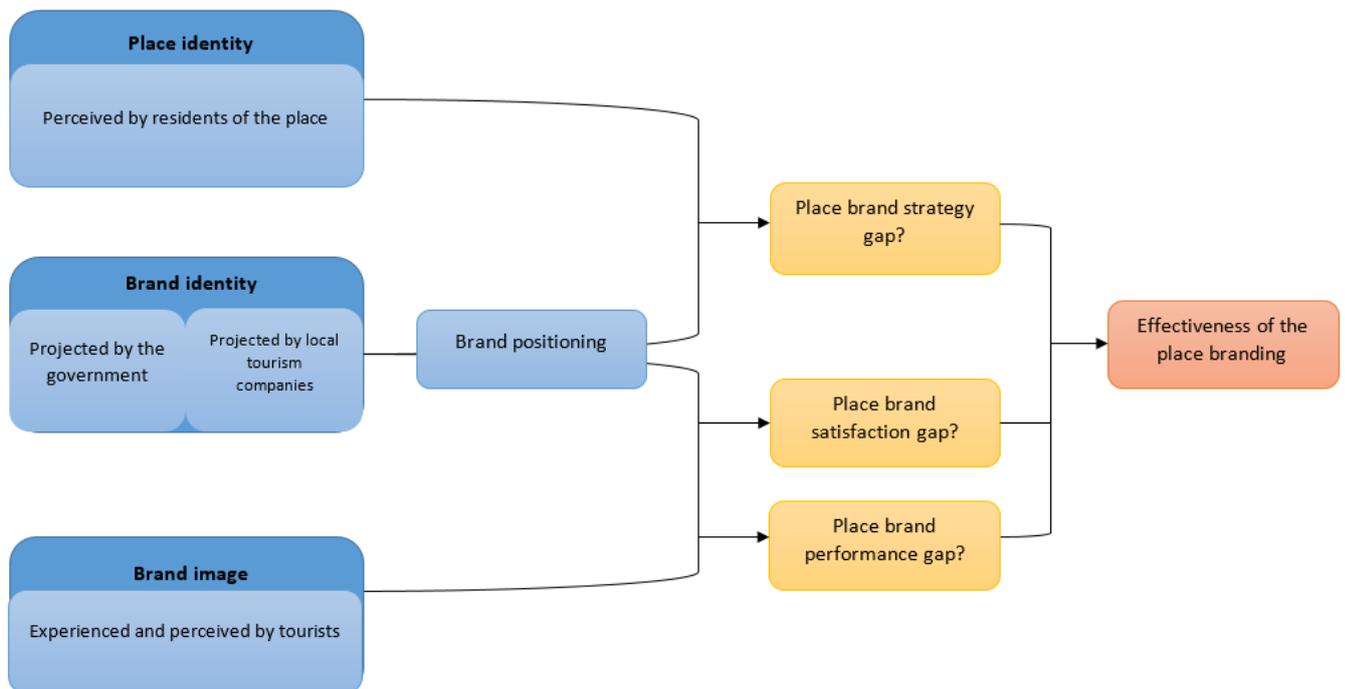


*Figure 3:* Conceptual model (own graphic)

# 3. Methodology

To understand the phenomenon of place branding in Dokkum, a case study with a qualitative approach was used (Clifford, et al., 2010). The case chosen is the place branding of Dokkum included with multiple perspectives of stakeholders to identify any gaps. The qualitative approach helps to study the behavior, needs and routines in detail and in depth of these multiple stakeholders (Anderson, 2010). Therefore semi-structured interviews were set up (Clifford, et al., 2010). In this research theoretical triangulation and method triangulation is applied (Maso & Smaling, 2004). For example, primary and secondary data were collected and both inductive and deductive codes were used for the analysis of the interviews. The process of analyzing the data is summarized in figure 4.

First, tourist brochure material from tourist institutions were requested. Policy documents have been obtained on the website of the Municipality of Dongeradeel (Gemeente Dongeradeel, 2017; Stichting RegioMarketing, 2017). The tourist brochures, advertisements, magazines and websites but also policy are analyzed by means of a word analysis. Also, the sources have been compared with each other on their content. Common themes have been exposed in this way. Subsequently, it was examined whether the themes that emerge in the policy differ from the themes presented in brochures and magazines. The results of the words analysis of the policy documents and the brochures also served as input for the semi-structured interviews. In addition, an informed consent form has been composed (see appendix). The form was handed over to the participants before the interviews. All the participants were asked whether the interview could be recorded and their information was held confidential.

A city promoter, two employees of the municipality, a brochure maker, an employee of Regio-Marketing Tourism and the chairman of Dokkum Tulpenstad were interviewed. They were asked, because the outcomes of the secondary data implied that some transmitted images overlap and other images did not. It is interesting to look at these similarities and differences. In addition, these stakeholders have different interests in the place branding. Also other companies have been approached: the business association and members of the neighborhood council. However, they had no time for an interview. The participants were approached by email, telephone or via acquaintances for an interview. Two interviews were also conducted on the phone. This meant that it was not possible to respond to body language and facial expressions that provide clues about the participant's ideas. In the semi-structured interviews, the aim and the target group of the place branding, the projected images, and communication of the place branding were discussed.

A total of five interviews were conducted among the residents of Dokkum. Residents within different age categories and different gender have been asked on the streets in Dokkum. This may have led to a bias in the research. Maybe only people who are really enthusiastic about Dokkum want to cooperate. Residents of Dokkum were asked, because it is interesting to see whether the residents agree with the themes that the policy makers and the VVV offices have mentioned. Secondly, their images of Dokkum and how they identify themselves with Dokkum need to be uncovered to identify a possible place brand strategy gap. The following themes were discussed in the interviews: feeling at home in Dokkum, the daily life in Dokkum and the region, the characteristics of Dokkum and the support and participation in the place branding. In order to make the participants feel safe and secured, the interviews were conducted at the homes of participants. One interview first took place at the participants home and ended up in a walk along interview. This was of great value: the participant explained his experiences and feelings with reference to specific buildings.

Finally, 17 tourists were interviewed. The sampling for this group is a targeted practical sampling. Tourists of different ages and gender were asked on the streets if they wanted to participate in my

research. Tourists with these two characteristics have been asked to get a more nuanced picture of the images that the tourists can have from Dokkum. The sampling, may have led to another biases in the research. Many tourists were not interested in a very long interview. Many tourists gave short answers and then wanted to proceed their trip. Unfortunately this means that the collected data is not very comprehensive. Not only the images that the tourists have of Dokkum were discussed during the interviews. Among other things, the following topics were asked: the experiences of the tourist and the activities of the tourist in Dokkum. These themes were highlighted, because I want to compare whether the images and experiences that tourists have of the Dokkum match with the projected images of the tourism industry. However, the images that tourists have of Dokkum can evolve over time. Asking tourists every day about their images would have led to a more nuanced picture of the perceived images they have about Dokkum. However, for practical reasons this was not possible to examine.

For the analysis of the data, the participants are divided once more in the three groups (residents, touristic industry and tourists). First a general analysis took place. All the interviews have been transcribed and coded. Method triangulation is applied and therefore both inductive and deductive codes were used to analyze and interpret the data. Codes were constructed based on what the participants put forward as relevant information. An advantage of deductive coding is that it is founded on a theoretical base. In the deductive coding, I made use of the 5 elements for place identity distinguished by Kalandides (2011). Not only codes were used, also the interviews were compared on their content. Then, a group specific analysis took place (see appendix). I organized the data of the residents groups in different categories, for example: place images, built environment, ambiance, place experiences etc. I did the same for the touristic industry group and the tourists group, although I used different categories to organize the data. Examples of categories for the touristic industry group are: target groups, motivations for place branding, brand identities etc. Examples of categories for the tourists groups are: experiences in Dokkum, place images, motivations for visiting Dokkum. The results of the *residents-group* and the *touristic sector-group* will be compared to identify if there is a brand strategy gap. The results of the *touristic sector-group* and the *tourists-group* will be compared to identify if there is a place brand satisfaction gap and a place brand performance gap. However, the critical question need to be asked in every phase of the analysis: are 'overlapping topics' in interviews really 'common'? Can it be assumed that the view of an individual is equal to another? In this research I support the thought that I can compare common themes. I try to see the images and meanings within the context.
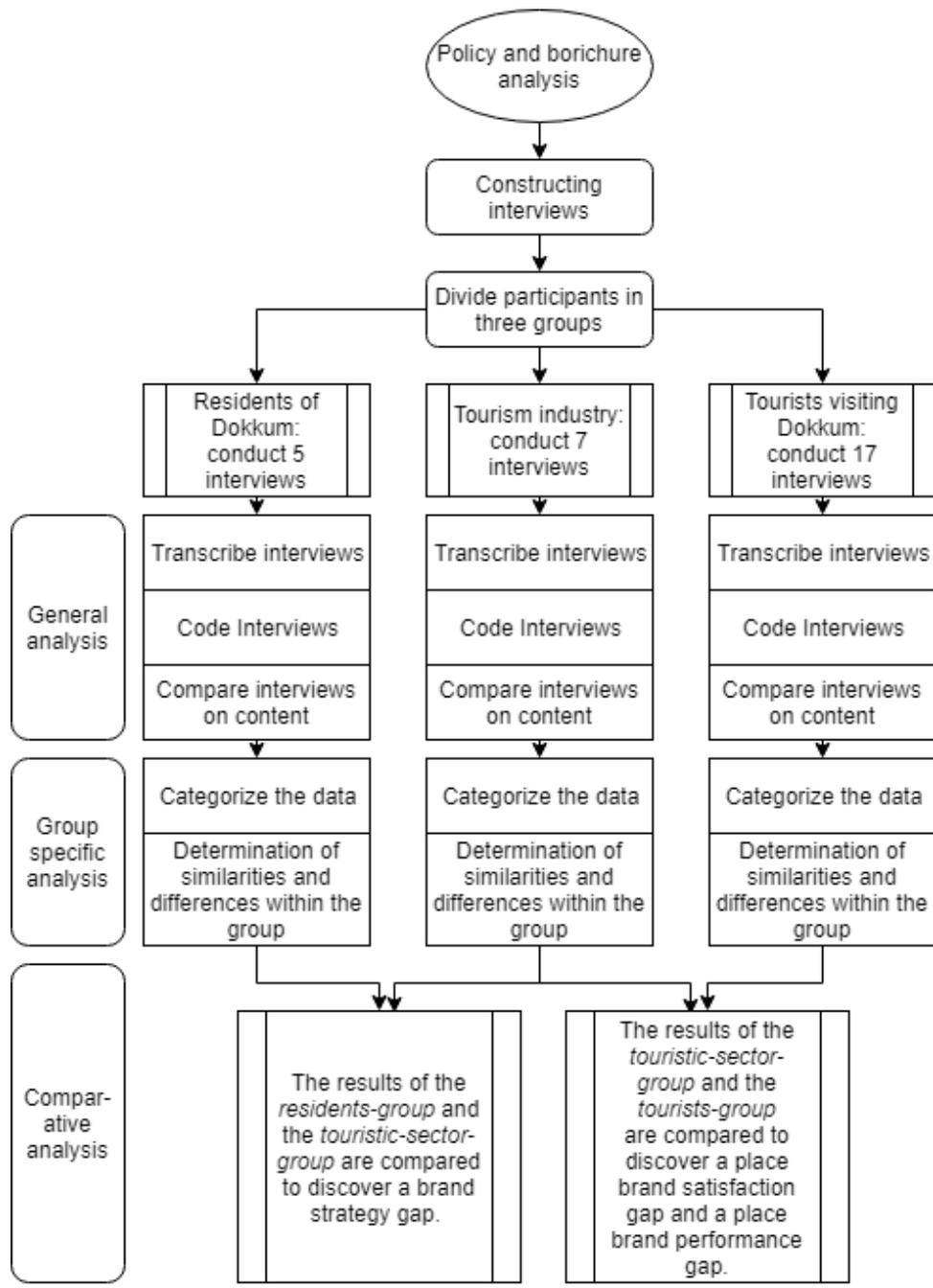
**Figure 4:** *Flow chart of the analysis*

# 4. Results

## 4.1 The perceived place identity

Looking back at the place model of Carter (1977), the outcomes of the interviews with the participants show that all the three aspects (surrounding, emotion, activity) are indeed interlinked. All the participants value the physical environment in a positive way. This is a consequence of the emotions and activities that took place there. It can also be said that the place images of the residents are linked to the physical environment (Kalandides, 2011). So, residents together create Dokkum, by giving meaning to a certain place within Dokkum. For example, participants highlighted the strongholds and the historical inner-city as decors for their place identity creation:

> *Resident A: 'In the past we used to play ball games, then we had to stay in between the strongholds. The strongholds really applied as a border. Sometimes we secretly went on the strongholds and play there, it was beautiful!'*

> *Resident D: 'Every day I go to the inner-city by bike to do my groceries. I love the historic buildings and the ambiance.'*

These places are situated in Dokkum. The surroundings of Dokkum are not often mentioned during the interviews. An explanation is that the daily lives of the participants are mainly focused on Dokkum, that is where they shop, bring their children to school etc.

Another factor that contributes to the perceived place identity of Dokkum is social interaction. A participant feels free and welcomed, because of the friendly and open residents of Dokkum.

> *Resident A: 'I think that the connection to Dokkum is not based on the buildings and the dwellings, but it is because of the people here.*

> *Resident B: Sometimes you do not know the other, but we greet each other. I experience that as very kind and friendly.'*

Coming back to the aspects for place branding of Kalandides (2011) it can be said that the aspect *people* is very important for the perceived place identity. The other two aspects institutions and gender are less important for the perceived place identity (Kalandides 2011). Another interesting aspect that stood out is that the participants make contact with the tourist and they also enjoy it. For resident A, even the pride for his place Dokkum is reinforced.

> *Resident A: '...and then I tell the tourists something about Dokkum. And then I'm also a bit proud of what we have here in Dokkum.'*

> *Resident B: ...sometimes there is an exhibition in the church. Then I welcome the tourists. I really like doing that.*

Many participants do not want to be involved in the process of place branding. Resident A says that he then should feel responsible for the well-functioning of tourism in Dokkum. He does not feel that way. And secondly, he says that he cannot personally earn from being involved. Resident C indicated that she did not need more input, it takes the participant too much effort and time. Resident D says that she has enough other activities, therefore involvement with the place branding is not necessary.

However, residents A and B wanted to be involved when something in the place branding of Dokkum happened, that was not in line with their perceived place identity.

> Resident A: 'because of Leeuwarden Cultural Capital we get a fountain. This fountain is made of ice. But why does Dokkum get it? It does not fit with Dokkum!'

> Resident D: 'It does not make sense! I do not want this fountain.'

The fountain is part of an art project of Leeuwarden Cultural Capital 2018. The placement of the fountain has consequences for how the inhabitants of Dokkum feel. The residents feel as if the fountain is forced upon them, the same accounts for the municipality of Dokkum. A dominant group created the place branding of Leeuwarden-Fryslân and the corresponding fountain. A perceived outsider came up with the design of the fountain, however the residents felt indignant. The residents had a wider understanding of Dokkum than the designer. The participants disagreed with the fountain as a simplified brand for Dokkum. The designer did not take enough account of that residents are important for place branding, since they work as place ambassadors (Braun et al, 2017). In addition, the residents found it particularly difficult that they had little say in the design of the fountain. Although the spoken residents of Dokkum indicated earlier that they did not want to have a say, they want to participate when the brand identity is changed in such a way that it is no longer in line with their perceived place identity. In addition, they also have to feel that they are being listened to.
Although, the place branding of Leeuwarden Cultural Capital has negative consequences for the connection with the place of the inhabitants, the specific place branding of Dokkum is appreciated. The participants indicated that they like it that Dokkum is put in the spotlight. They are proud that their place is promoted.

## 4.2 The brand identity and brand positioning
Many different stakeholders are involved in the place branding of Dokkum. Although there is collaboration between stakeholders, not everybody feels involved. A participant working at the Tourist Office said:

> Tourism industry member I: 'I spoke with someone of the municipality, but she had no clue what the Tourist Office was. She did not even know that she could find us in the museum. She thought the Office was at the camping. … Entrepreneurs are all on their own island, there is some collaboration, but this collaboration could be much better. I think … when we all work together as a team, together with the entrepreneurs and the municipality, we could create a much stronger brand for Dokkum.'

She mentioned that there is collaboration between parties, however partnerships can be tightened up. On the other hand, a member of association RegioMarketing Toerisme praised the cooperation as it is, she said the following:

> Tourism industry member H: 'We work together with all different kind of tourism entrepreneurs. Our method is a bottom-up method. When entrepreneurs tell us, I want to do this, then we try to help and find out whether it is possible.'

The involvement of multiple stakeholders adds up to the complexity of this case (De Roo, 2013). Many producers of the brand identity want to be involved, and some are not as much involved as they want. Another aspect is that the stakeholders project multiple different images to the tourists (see figure 5).

The word analysis showed that there are a few themes that are brought to attention. Topics as; Bonifatius, Elfstedentocht, historical inner-city and the landscape around Dokkum show up regularly in both policies and in the promotion materials. Topics as the strongholds, Admiraliteitsdagen, history, watersport and shopping also occur in both the documents, however these themes are less strong presented. There are also a whole series of themes that are presented in policies or in promotion materials of Dokkum. These themes are also less strong presented.

| Topics that occurred in policy documents | Focus on the region or on Dokkum for place branding | Topics that occurred in tourism advertisements and promotion material | Focus on the region or on Dokkum for place branding |
|---|---|---|---|
| **Bonifatius*** | **Dokkum** | **Bonifatius*** | **Dokkum** |
| **Elfstedentocht**** | **Dokkum and the region** | **Elfstedentocht**** | **Dokkum and the region** |
| **Historical inner city** | **Dokkum** | **Historical innercity** | **Dokkum** |
| **Landscape around Dokkum** | **Region** | **Landscape around Dokkum** | **Region** |
| Strongolds | Dokkum | Strongholds | Dokkum |
| Admiraliteitsdagen*** | Dokkum | Admiraliteitsdagen*** | Dokkum |
| History | Dokkum | History | Dokkum |
| Watersport | Region | Watersport | Region |
| Shopping | Dokkum | Shopping | Dokkum |
| | | | |
| Monuments | Dokkum | - | - |
| Lauwersmeer | Region | - | - |
| Waddenzee | Region | - | - |
| City Hall Style | Dokkum | - | - |
| Accessibility | Region | - | - |
| - | - | Canals | Dokkum |
| - | - | Routes | Region |
| - | - | Walking | Dokkum and the region |
| - | - | Biking | Dokkum and the region |
| - | - | Bird spotting | Region |
| - | - | Theatre | Dokkum |
| - | - | Churches | Dokkum |
| - | - | Art expositions | Dokkum |
| - | - | The old mills | Dokkum |
| *A maritime and musical festival. | **Speed skating contest on natural ice organized by eleven Frisian cities, Dokkum is one of them. | ***Bonifatius proclaimed the Christian faith, during his journey he was killed in Dokkum. The exact story is unknown. | |

*Figure 5: Themes stressed in policies and tourism material.*

The four core aspects of the place branding, Bonifatius, Elfstedentocht, historical inner-city and the landscape around Dokkum, are completely focused on the materiality of the place. Although there is also attention for the possible experiences at that place and the ambiance (Kalandides, 2011). Many stakeholders recognize this great diversity within the brand identity. They see it more as a chance than a threat for the place branding of Dokkum. Another aspect where stakeholders differ a lot is their target groups. Figure 6 shows an overview of the stakeholders, their target groups, motivations and area focus for place branding. It shows that except for the RegioMarketing Toerisme association, all the stakeholders have not defined their target group very clearly. The target groups remain superficial and broad. And coming back to the division of the external and internal focus of pace branding (Hall, 2008), only the municipality is focused on the external orientation of place branding. Only the municipality wants to attract other businesses, new residents and also tourists. All the other stakeholders are more focused on the internal side of place branding. The motivations for the place branding of Dokkum largely correspond. The last column shows the region these stakeholders focus on. This shows that half of them focus on the region and Dokkum and the other half focusses specifically on Dokkum. In addition, there are mainly specific groups that work together. The municipality works primarily with the city promoter and the RegioMarketing Toerisme foundation. While the brochure maker and the chairman of Dokkum Tulpenstad have their own small network. The networks of the smaller entrepreneurs are not interlinked with the network of the municipality and the RegioMarketing foundation. In short, each touristic network has its own strategy mapped out: own motivation, target group, associated place images etc. However, all these different strategies are not yet placed in the larger whole with one big brand identity. All these differences and versatile projected images can cause implications for the brand identity and the brand positioning (Kavaratzis & Ashworth, 2005). Because the brand identity and the brand positioning are not consistent.

| Stakeholder | Target group | Motivation for place branding | Focus area |
|---|---|---|---|
| **Municipality of Dokkum** | - New residents for Dokkum<br>- New businesses for Dokkum<br>- Tourists in general | - Improve the quality of life in Dokkum<br>- Strengthening employment<br>- Pride: showing that Dokkum is a great place to be. | Dokkum and the surroundings (Waddenislands and Lauwersmeer) |
| **Association RegioMarketing Toerisme** | - Target group is established by following a target group model. They specifically focus on the *culture tourist*. | - Making people familiar with Dokkum. Show tourists that it is a great area. | In general Northeastern part of Friesland. For Dokkum they created a specific brand. |
| **Tourist Office** | - The older tourists<br>- Families<br>- Germans and Belgians<br>- Day tourists | - Pride: showing that Dokkum is a great place to be.<br>- Making people familiar with Dokkum. | Dokkum and the surroundings (Waddenislands and Lauwersmeer) |

| Association Tulpenstad Dokkum | - Tourists in general | - Pride | Dokkum |
|---|---|---|---|
| **Brochure maker** | - The youth of Dokkum and the surroundings of Dokkum<br>- The older tourists | - Pride | Dokkum |
| **Former city promotor** | - New residents for Dokkum<br>- New businesses for Dokkum<br>- Tourists in general | - Strengthening employment<br>- Pride: showing that Dokkum is a great place to be. | Dokkum |

*Figure 6: the different stakeholders and their motivation, target group and focus.*

## 4.3 The brand image

Despite the fact that tourists who visit Dokkum are very diverse, the image of Dokkum as an Elfstedentocht city is very strong. Even when the tourists have not seen or done anything in relation with the Elfstedentocht in Dokkum, they mention the Elfstedentocht as a characterizing image for Dokkum. The same applies for the site of Bonifatius. Many participants mentioned Bonifatius even if they have not visited the Bonifatius chapel and they were not planning to visit it anyway. This means that the images of a city perceived by tourists are not only influenced by experiencing a site. Place branding is just one factor that helps tourists create images of a place. What also stood out is that tourists had previously not found much information about Dokkum on the internet or in brochures. The expected place images have been obtained in a different way, namely: word-of-mouth advertising plays a very important role in creating images of a place.

> Tourist O: 'I never went to Dokkum, but I had to see it myself once. Friends told me, that they found Dokkum a beautiful city. I listen to them, and now here I am.'

> Tourist P: '… I heard from friends that it would be very beautiful here, but then I did not request or look for additional information.'

Friends communicated their images and experiences to these tourists. The friends were judged as reliable and honest, so the tourists trusted them and came to visit Dokkum. So, only brand positioning is not the only factor, word-of-mouth advertising plays a big part in attracting new tourists too.

Also, Dokkum is placed in the context of the region by several tourists. A number of tourists indicated to have their residence in the region and go to Dokkum for one day. They also visited other activities in the region.

## 4.4 Differences between the three groups

The tourism industry mainly focusses on the images of the Elfstedentocht, Bonifatius, the historical-inner city and the surroundings of Dokkum. These projected place images are mainly focused on the physical environment, or as Kalandides (2011) calls it, the materiality of the place. The resident stressed other subjects that mattered for their place identity. These aspects were for example, social interaction with others and experiences and emotions ascribed to a site. Coming back to the aspects for place branding of Kalandides (2011) it can be said that the aspect *people* is very important for the perceived place identity. Second, the physical environment is also important for their perceived place

identity, however the physical environment is always interlinked with experiences and emotions. These meanings go deeper than the promotional texts in the brochures. However, the experience that the tourist will acquire do not have to be equal to the meanings of the inhabitant. Furthermore , although the place branding of Dokkum is largely focused on the region, the participating residents are more focused on Dokkum than on the region. Their daily lives mainly take place in Dokkum.

The images that the tourist have, are very similar to the images that the tourism industry projects. Examples are that the tourism industry transmits place images of the Elfstedentocht and Bonifatius. Several tourists have not been to the Boniface chapel, but they still mention Bonifatius as the a characterizing feature of Dokkum. These place images are therefore already immensely embedded in the tourist's thoughts. It appears, however, that the images projected by the smaller networks of the tourism industry are much less present in the minds of the tourists. For example, there are no place images associated with theatre, churches, and the old mills in the interviews with tourists emerged.

There is also a connection between the residents and the tourists. A number of residents enjoy coming into contact with the tourists. From the interviews with the tourists, there are no concrete indications that the tourists also want to come into contact with the residents. However, from the literature this relationship is often described (Williams & Lew, 2015). The encounter between tourist and locals can stimulate socio-cultural effects. The impact of the socio-cultural effect are determined among other things by the identity of the tourist and the duration of the trip. Especially places that differ a lot in values, beliefs and institutions from the home country can contribute to changing beliefs of the tourists. However, the contact between the locals and the tourists is most of the time superficial and staged in terms of its impersonal character (Williams & Lew, 2015).

# 5. Conclusion

The aim of this research is to identify possible gaps in the place branding of Dokkum and find possible solutions to bridge the gaps, so that the place brand strategy can be as effective as possible. Therefore a customized version of the model of Govers and Go (2009) was applied on Dokkum. The results of testing Govers & Go's model indicate that there is tension between the place branding of Leeuwarden Cultural Capital and the place identity perceived by the inhabitants of Dokkum. The fountain that is part of the Cultural Capital branding is not in line with the perceived place identity. In addition, the municipality of Dokkum does also not fully support the plan of the fountain. This clearly shows that place branding is subject to a complex of power relations and that it is based on selective images. (Paasi, 2003). The dominant stakeholder behind the Cultural Capital City projects its images to the public, which in this case leads to tensions among the residents of Dokkum. Despite the fact that the residents indicated earlier that they did not want to have a say in the place branding process, later they wanted to participate more in the process. However, the residents were very positive about the specific place branding of Dokkum. The place branding measures up to its internal aim: it reinforces the place identity of the residents (Hall, 2008). For residents, the broad range of projected images resulted in a lucky dip. Because the range of images in the place branding is so broad, it is easier for the resident to find aspects that fit with their perceived place identity. Still, I want to address a place brand strategy gap. The inhabitants of Dokkum have to a certain extent a feeling of alienation of Dokkum, because of the installation of the fountain (Therkelsen et al., 2010; Hannah & Rowley, 2015). To bridge this gap, there is not mere more participation in the place branding and awareness of the consequences of place branding among the residents needed. There is also a challenge for the tourism industry to set up a collaborative network in which each stakeholder is heard, especially the resident. Although the place brand strategy gap can be minimized in this way, the projected images will remain selective (Williams & Lew, 2015). This gap in selectivity will continue to exist.

In addition, there are no tensions between the brand identity of the tourism industry and the images perceived by the tourist. The tourists did not misread the brand identity. The tourism industry mainly focuses on the following images: Elfstedentocht, Bonifatius, the historic city center and the surroundings of Dokkum. The images that the tourists have of Dokkum are very similar to these themes. In fact, the images of Bonifatius and the Elfstedentocht are already embedded in the thoughts of the tourists. Even before they have visited and experienced these places, they have this image of Dokkum. Therefore a place brand satisfaction gap and a place brand performance gap cannot be found in this research. Despite the fact that the projected images of the tourism industry are selective, they fit in well with the images and experiences of the tourists.

The collected results give reason to refine the model (see figure 7). The adjustments in the conceptual model make place branding strategy a more circular process. This is in line with the views of Williams and Lew (2015) that place branding is indeed a circular process.

Word-of-mouth advertising was not included in this research and its value was underestimated. However, what emerged as an important result from the interviews with the tourists, was that word-of-mouth publicity was very important. In addition to place branding, mouth-to-mouth advertising is a significant source to attract tourists. Tourists have certain experiences and transfer them to their friends at home. Looking at other studies, word-of-mouth publicity shows a significant influence on positive emotions and feelings towards a brand (Hudson, 2015). However, it is still important that the place branding is appropriate. When the place images that are projected in the place branding do not match the experiences that the tourists have, it can lead to a place performance gap (Govers & Go, 2009). The encounter between the tourists and potential new tourists is therefore important to

recognize. The encounter between the resident and the tourist is also important. Kadt (1979) distinguishes three types of encounters between tourists and residents a) when buying or selling a product b) when using the same facilities, and c) when they exchange ideas and information. It emerged that a few inhabitants of Dokkum enjoy exchanging information with tourists, so the last distinguished category of Kadt (1979). Talking with pride about Dokkum even strengthened the place identity of a resident (Hall, 2008). From the interviews with the tourists, no concrete indications of enjoyment of these encounters have been found. Still, I added the interaction with the resident to the model, because the majority of the tourists will come into contact with residents during their trip.

Each touristic network has its own strategy mapped out: own motivation, target group, associated place images etc. However, all these different strategies are not yet placed in the larger whole with one big brand identity. Secondly, not every stakeholder feels involved enough in the place branding of Dokkum. That is why I add a gap to the conceptual model. I call the gap the brand identity gap. This gap represents a lack of good shared cooperation to create a strong brand together.
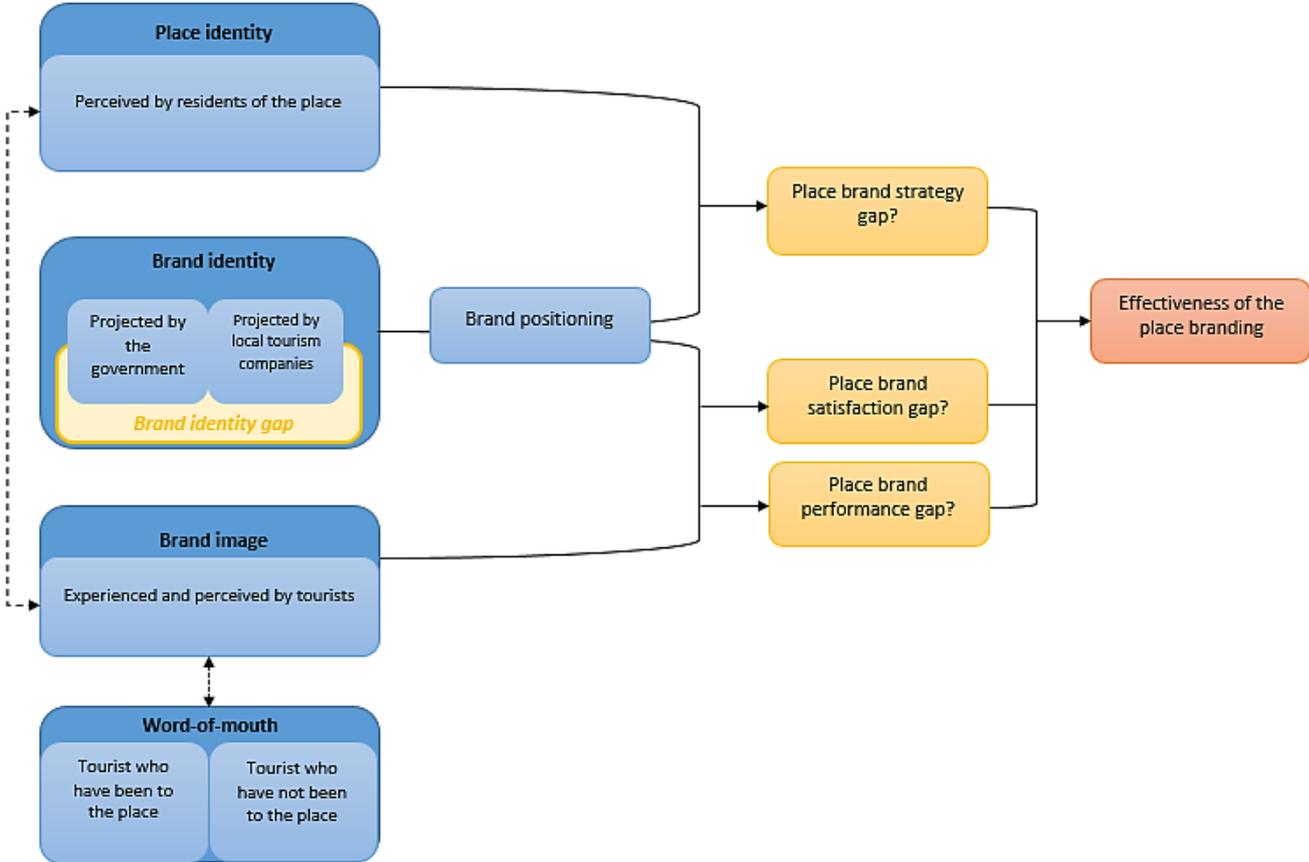


*Figure 7:* The new conceptual model with three additions

The results contribute to the formation of new place branding models. First, the results indicate that place identity in place branding models remains too superficial. The residents discussed various elements that contributed to their place identity. Yet, these elements are mainly focused on the social aspect, and the physical environment linked to feelings and emotions. Several elements of place identity distinguished by Kalandides (2011) are highlighted.  In this study it is again confirmed that place identity is indeed a multi-scalar product. There is not one place identity, it is always made up of several layers. In place branding models this should be included more. Also the model of Govers and Go (2009) is still too limited in this sense. Second, place identity also has a too static function in their

model. It does not take into account that place identities can evolves over time. Finally, this research contributes to the confirmation that place branding is a circular process to which stakeholders influence each other.

This research shows the importance of the social aspect for the place identity of residents of Dokkum. Further research can focus on whether the social aspect is considered to be important by residents in urban areas or whether this is a specific characteristic for rural areas. If the social aspect is very characteristic for the place identity of the inhabitants of rural areas, then more attention will have to be paid to this. This can also be better promoted in the place branding strategies within rural areas. Additional research will provide new lessons for place branding strategies in developing destinations in rural areas.

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# 7. Appendices

## Appendix A

### List of participants

| Participants: inhabitants of Dokkum | | |
|---|---|---|
| **Participant** | **Age** | **Location of interview** |
| Participant A: | 76 | At the home of the participant and a walk along interview |
| Participant B: | 74 | At the home of the participant |
| Participant C: | 32 | At the home of the participant |
| Participant D: | 46 | Via telephone |
| Participant E: | 19 | On the street |

| Participants: working in the field of tourism | | |
|---|---|---|
| **Participant** | **Workplace** | **Location of interview** |
| Participant F | Municipality Dongeradeel | At the municpality |
| Participant G | Municipality Dongeradeel | At the municipality |
| Participant H | RegioMarketing Toerisme | At the workoffice of RTM |
| Participant I | Tourist Office | At the Tourist Office |
| Participant J | Chairman Dokkum Tulip city | Walk along interview |
| Participant K | Former citypromotor | Via telephone |
| Participant L | Publisher of tourism brochures | Via telephone |

| Participants: tourists in Dokkum | |
|---|---|
| **Participant** | **Location of interview** |
| Participant M | On the streets |
| Participant N | On the streets |
| Participant O | On the streets |
| Participant P | On the streets |
| Participant Q | On the streets |
| Participant R | On the streets |
| Participant S | On the streets |
| Participant T | On the streets |
| Participant U | On the streets |
| Participant V | On the streets |
| Participant W | On the streets |
| Participant X | On the streets |
| Participant Y | On the streets |
| Participant Z | On the streets |
| Participant Z1 | On the streets |
| Participant Z2 | On the streets |
| Participant Z3 | On the streets |

## Appendix B

## Codebook

| Codeboek | | | | |
|---|---|---|---|---|
| **Thema's** | **Codes** | **Subcodes** | **Voorbeelden** | **Inductief / Deductief** |
| *Beelden van Dokkum* | | | | |
| | **Fysieke omgeving** | 1. Gebouwen | *1. Kerk, monument, plein* | 1. Deductief: *(Kalandides, 2011)* |
| | | 2. Instituties | *2. Museum* | 2. Deductief: *(Kalandides, 2011)* |
| | | 3. Geografische grenzen | *3. Tussen de bolwerken mochten we spelen, daarbuiten niet.* | 3. Inductief |
| | | 4. Landschap | *4 Wad, weilanden, zee.* | 4. Inductief |
| | | 5. Activiteiten | *5. Kanoën, bootje varen, schaatsen, winkelen.* | 5. Inductief |
| | **Betekenis** | A. Sfeerbeelden/beleving | *A. knus, gezellig, overzichtelijk, veilig, rust, vrijheid, actief, uniek.* | A. Deductief: *(Kalandides, 2011)* |
| | | B. Sociale relaties | *B. Vrienden, kennissen, familie, buren, passanten.* | B. Deductief: *(Kalandides, 2011)* |
| | | C. Cultuur | *C. Tradities, geschiedenis, historie, Friese taal.* | C. Inductief |
| | | D. Geen | *D. Er wordt geen betekenis gegeven.* | D. Inductief |
| *Place branding* | **Doel en belang place branding** | 6. Werkgelegenheid | *6. Economische redenen, geld, werkgelegenheid,* | 6. Inductief |

| | | | banen. | |
|---|---|---|---|---|
| | | 7. Trots | 7. Dokkum laten zien aan anderen. | 7. Inductief |
| | | 8. Leefbaarheid | 8. Community building, samenwerken, krimp tegengaan. | 8. Inductief |
| | | 9. Geen | 9. Geen doel opgezet voor de place branding. | 9. Inductief |
| | **Doelgroep** | 10. Doelgroep: woonplaats<br>a. - Friezen | 10a. Toeristen woonachtig in Friesland | 10. Inductief |
| | | b. - Nederlanders | 10b. Toeristen woonachtig in heel Nederland. | |
| | | c. - Anders | 10c. Toeristen woonachtig buiten Nederland. | |
| | | 11. Doelgroep: leeftijd<br>a. – Iedereen | 11a. Elke leeftijdscategorie. | 11. *Deductief* (CBS, 2018) |
| | | b. – Jeugd | 11b. Leeftijdscategorie: jonger dan 20 jaar oud. | |
| | | c. – Midden | 11c. Leeftijdscategorie: tussen de 20 en 40 jaar oud. | |
| | | d. - Senioren | 11d. Leeftijdscategorie: 65+ | |
| | | 12. Doelgroep: functie<br>a. – Toeristen | 12a. Toeristen in de breedste zin van het woord (dagjesmensen, cultuurtoeristen natuurtoeristen, etc.) | 12. Inductief |
| | | b. - Bedrijven | 12b. Aantrekken van bedrijven om zich in Dokkum te vestigen. | |

| | | | | |
|---|---|---|---|---|
| | | c.  - Inwoners | 12c. Inwoners van de stad Dokkum. | |
| | **Focus gebied place branding** | 13. Dokkum | 13. Hier in deze stad, alleen in Dokkum. | 13. Inductief |
| | | 14. Regio | 14. Gemeente, Noordoost Friesland, Leeuwarden Culturele hoofdstad. | 14. Inductief |
| | **Werkwijze** | 15. Sociale media | 15. Instagram, facebook, site, vlogs. | 15. Inductief |
| | | 16. Folders | 16. Magazine, brochure, stadskrant. | 16. Inductief |
| | | 17. Mond-tot-mond reclame | 17. Toeristen delen ervaringen met mensen die Dokkum nog niet hebben bezocht | 17. Inductief |

# Appendix C

## Informed consent

*Formulier voorafgaand meegeven aan de geïnterviewde*


Beste heer, mevrouw,

Ik ben student Sociale Geografie en Planologie aan de Rijksuniversiteit Groningen en ik doe onderzoek voor mijn bachelorproject. Mijn onderzoek gaat over het promoten van Dokkum om toeristen aan te trekken. Dit interview bevat vragen over uw verbodenheid met Dokkum en welk beeld u heeft van Dokkum. Het interview zal ongeveer 30 minuten duren.

Graag neem ik met een recorder het interview op. U mag altijd de recorder te stoppen. Ook mag u op elk moment in het interview zeggen dat u niet meer verder wilt en het interview stoppen. Als u een vraag niet wilt, beantwoorden dan mag dat altijd.  De verzamelde informatie wordt uitsluitend gebruikt voor dit onderzoek en wordt niet openbaar gemaakt. Uw gegevens worden vertrouwelijk behandeld en anoniem verwerkt in het onderzoeksverslag.

Bent u benieuwd naar de uitkomsten van dit onderzoek? Zo ja, vul hieronder uw emailadres in.

_____

Uw emailadres zal voor geen andere doeleinden worden gebruikt.


Hartelijk dank,


Daniëlle Hartman

# Appendix D

## Observation checklist

1. Introductie van mijzelf.
2. Uitleg geven van het onderzoek.
3. Uitleg geven waarom participant X geschikt is voor het onderzoek.
4. Opbouw van het interview uitleggen.
5. Uitleggen dat de participant niet verplicht is vragen te beantwoorden.
6. Vragen of de participant geïnteresseerd is in het onderzoek en een kopie wil.
7a. Toestemming vragen om de recorder te gebruiken.
7b. Uitleggen dat de recorder altijd gestopt mag worden.
8. Vragen of de participant nog vragen heeft.

9. Recorder starten

# Appendix E

## Interview guides

**Interviewguide voor leden van de toeristische sector**
**Topics:**
1. Introductie.
2. Doel van de place branding.
3. Tijdsduur van de place branding.
4. De geprojecteerde beelden van de place branding.
5. De manier waarop de beelden worden gecommuniceerd.
6. Doelgroep van de place branding.
6a. Waar komen zij vandaan?
6b. Wat doen zij in Dokkum?
6c. Alleen gericht op toeristen?
7. Welk beeld moet er overgebracht worden naar de doelgroep.
8. De focus van de place branding: regio of stad.
9. Samenwerkingsverbanden.
10. Participatie en draagvlak.

**Concrete vragen:**
1. Zou u uzelf kunnen voorstellen?
2. Waarom wil de gemeente Dongeradeel Dokkum promoten?
3. Hoe lang is de gemeente Dongeradeel bezig met het promoten van Dokkum?
4. Er worden op internet veel verschillende kenmerken van Dokkum benadrukt (watersport, Elfstedentocht, monumenten, historische binnenstad, feesten). Wordt er specifiek op een van deze kenmerken voor de *place branding* van Dokkum ingezet?
4A. Zo ja, waarom specifiek dit kenmerk?
4a. Op welke manier wordt dit specifieke kenmerk benadrukt?
4B. Zo nee, waarom is er voor gekozen om veel verschillende kenmerken van Dokkum te focussen?
4b. Op welke manier worden deze kenmerken benadrukt?
5. Wie hoopt u door middel van de *place branding* aan te trekken?
5A. Zijn dit voornamelijk Friezen?
5B. Zijn dit toeristen uit Noord-Nederlanders?
5C. Zijn dit toeristen uit heel Nederland?
5D. Of zijn dit toeristen uit heel Europa/de wereld?
6. Wie is uw doelgroep die u met de *place branding* naar Dokkum wilt halen?
6A. Alleen voor toeristen?
6B. Ook om bedrijven te trekken?
6C. Of ook om nieuwe inwoners te trekken?
7. Welke beeld van Dokkum wil u overbrengen naar de doelgroep?
8. Waar ligt de focus op bij het promoten van Dokkum? De regio of de stad Dokkum?
8A. Waarom de regio, waarom de stad, of waarom beide?
9. Worden bedrijven in de toeristische sector (VVV's, informatiepunten, musea, watersportbedrijven) meegenomen in het meedenken over de *place branding* van Dokkum?
9A. Zo ja, op welke manier gebeurt dat?
9B. Zo nee, waarom is daar niet voor gekozen? Is dat een mogelijkheid voor de toekomst?
10. Worden de inwoners van Dokkum meegenomen in het meedenken over de *place branding* van Dokkum?
10A. Zo ja, op welke manier gebeurt dat?
10B. Zo nee, waarom is daar niet voor gekozen? Is dat een mogelijkheid voor de toekomst?
11. Is er naar uw idee draagvlak onder de bewoners van Dokkum op de *place branding*?

**Interviewguide voor inwoners van Dokkum**
**Topics:**
1. Introductie
2. Wooncomfort in Dokkum
3. Ervaringen in Dokkum
4. Dagelijks leven in Dokkum/regio
5. Het thuis voelen in Dokkum
5a. De redenen voor het wel/niet thuis voelen in Dokkum
6. Het thuis voelen in de regio
6a. De redenen voor het wel/niet thuis voelen in de regio
7. Kenmerken van Dokkum
8. Wat maakt Dokkum 'Dokkum'
9. Omgang met toeristen
10. Draagvlak en participatie voor place branding

**Concrete vragen:**
1. Hoe heet u?
2. Hoe oud bent u?
3. Bent u geboren in Dokkum?
4. Hoe lang woont u in Dokkum?
5. Woont u prettig in Dokkum?
5A. Wat maakt het wonen in Dokkum prettig?
5B. Wat maakt het wonen in Dokkum onprettig?
6. Wat zijn de eerste drie dingen waar u aan moet denken als u aan Dokkum denkt?
6A. Waarom kwamen specifiek deze drie zaken in u op?
7. Welke gebouwen zijn volgens u kenmerkend voor Dokkum?
8. Voelt u zich thuis in Dokkum?
8A. Wat maakt dat u zich thuis voelt in Dokkum?
8B. Wat maakt dat u zich niet thuis voelt in Dokkum?
9. Voelt u zich verbonden met Dokkum?
9A. Waarom wel?
9B. Waarom niet?
10. Zou u zich tegen over toeristen positief of negatief uitspreken over Dokkum?
10A. Waarom zou u zich positief uit laten over Dokkum?
10B. Waarom zou u zich negatief uit laten over Dokkum?
11. Welke beeld van Dokkum wil u overbrengen naar anderen?
12. Waarom zouden toeristen naar Dokkum toe moeten komen?
13 Hoe zou u het vinden als er meer toeristen in Dokkum zouden komen?
13A. Waarom vindt u dat?
14. Wil u graag meedenken over het promoten van Dokkum als toeristische stad?

**Interviewguide voor toeristen in Dokkum**
**Topics:**

**Concrete vragen:**
1. Hoe heet u?
2. Hoe oud bent u?
3. Wanneer bent u in Dokkum geweest?
3A. In welk jaar bent u in Dokkum geweest?
3B. In welk seizoen bent u in Dokkum geweest?
4. Wat was uw motivatie om naar Dokkum te gaan?

5. Wat was uw verwachting van Dokkum voordat u er naartoe bent gegaan?

6. Waren er speciale activiteiten toen u Dokkum bezocht?

6A. Zo ja, welke?

6B. Heeft u deze evenementen en activiteiten ook bezocht?

6C. Wat vond u van deze activiteiten?

7. Bent u bij een VVV of Toeristen Informatie Punt geweest in Dokkum?

7A. Zo ja, waarover wilde u graag informatie verzamelen?

8. Wat heeft u gedaan in Dokkum toen u daar was?

8A. Hoe heeft u Dokkum ervaren?

9. Wat is u beeld van Dokkum?

10. Welk woord komt er bij u op als u aan Dokkum denkt?

11. Zou u Dokkum als toeristische bestemming aanbevelen bij een vriend of vriendin?

11A. Zo ja, waarom wel?

11B. Zo ja, waarom niet?

12. Wat is u het meest bijgebleven van Dokkum?

13. Zou u nogmaals Dokkum bezoeken?

13A. Zo ja, waarom wel?

13B. Zo ja, waarom niet?

# Appendix F

## Data analyse

### *Analyse tabellen voor de groep: inwoners Dokkum*

| Resident A | Resident B | Resident C | Resident D | Resident E |
|---|---|---|---|---|
| Kenmerkende zaken voor Dokkum | Kenmerkende zaken voor Dokkum | Kenmerkende zaken voor Dokkum | Kenmerkende zaken voor Dokkum | Kenmerkende zaken voor Dokkum |
| de mensen | De mensen | Groeten op straat | De mensen | X |
| Gezellig | Gezellig, knus, intimiteit | Gezellig | Gezellig | Gezellig |
| X | Voorzieningen | Winkelen | X | De winkels |
| Trots | X | Trots | Trots | X |
| Het gemeentehuis, De Zijl, gebouwen, Kerk | De Zijl, Het stadhuis, de binnenstad | Oude stadhuis | Sigarenfabriek, grootdiep, De molens, De Kapel | De gebouwen |
| Bolwerken | Bolwerken | Bolwerken | Bolwerken | X |
| X | Overzichtelijk | X | X | X |
| X | X | X | Veilige omegving | X |
| geschiedenis | X | X | X | X |

| Resident A | Resident B | Resident C | Resident D | Resident E |
|---|---|---|---|---|
| omgeving en betekenis | omgeving en betekenis | omgeving en betekenis | omgeving en betekenis | omgeving en betekenis |
| Bolwerken: speelplaats van vroeger | Bolwerken: rondje fietsen, genieten | Bolwerken: wandelen met man | Met de fiets naar de binnenstad: heerlijk | X |
| Dokkum: de mensen | Dokkum: de mensen | Mensen laten je voelen dat je welkom bent | Dokkumers groeten elkaar | X |
| Grote Kerk: toeristen ontvangen | X | Wandelen | Samen met vrienden koffie drinken in het hotel | Snackbar: samen eten met vrienden |
| Gezellig | gemoedelijk | Gezellig | Gezellig | Gezellig |
| X | Kinderen zijn hier opgegroeid | X | kinderen zijn hier opgegroeid | Op straat: spel spelen met vrienden |
| Koppeling met mensen | Koppeling aan gevoel van intimiteit | Koppeling aan de mensen | Koppeling met de mensen | Koppeling aan ervaring met mensen |
| Koppeling aan vroeger | Koppeling met nostalgie | X | Gevoel van nostalgie | X |
| X | X | X | X | Koppeling met gevoel van blijdschap |

| Resident A | Resident B | Resident C | Resident D | Resident E |
|---|---|---|---|---|
| Kalandides (2011) aspecten | Kalandides (2011) aspecten | Kalandides (2011) aspecten | Kalandides (2011) aspecten | Kalandides (2011) aspecten |
| gebouwen | gebouwen | gebouwen | gebouwen | gebouwen |
| geografische grenzen | geografische grenzen | geografische grenzen | geografische grenzen | geografische grenzen |
| sfeerbeelden | sfeerbeelden | sfeerbeelden | sfeerbeelden | sfeerbeelden |
| Overig: sociale contacten | Overig: sociale contacten | Overig: sociale contacten | Overig: sociale contacten | Overig: sociale contacten |
| Emotie gekoppeld aan omgeving | Emotie gekoppeld aan omgeving | Emotie gekoppeld aan omgeving | Emotie gekoppeld aan omgeving | Emotie gekoppeld aan omgeving |

| Resident A | Resident B | Resident C | Resident D | Resident E |
|---|---|---|---|---|

| Dokum vs Regio | Dokum vs Regio | Dokum vs Regio | Dokum vs Regio | Dokum vs Regio |
|---|---|---|---|---|
| Dokkum | Dokkum | Dokkum | Dokkum | Dokkum |
| Ik woon in Dokkum | Ik woon in Dokkum | Ik woon in Dokkum | Ik woon in Dokkum | Ik woon buiten Dokkum |
| X | werkzaam in Dokkum | Werkzaam in Dokkum | X | Ik ga naar school in Dokkum |
| Voorzieningen | Winkelen in Dokkum | X | Voorzieningen zijn hier | Naar onze stamsnackbar |
| X | Boodschappen doen | Boodschappen doen | Boodschappen doen | X |
| Vrienden in Dokkum | X | Sociale contacten in Dokkum | X | Ik spreek met vrienden af in Dokkum |
| Kinderen vroeger naar school hier | X | Kinderen naar school in Dokkum | X | X |
| X | Vrijwilligerswerk in Dokkum | X | X | X |
| Vroeger dagje naar Lauwersoog | X | X | X | X |
| Rondje over de bolwerken | X | X | X | X |

| Resident A | Resident B | Resident C | Resident D | Resident E |
|---|---|---|---|---|
| Betrokkenheid in place branding | Betrokkenheid in place branding | Betrokkenheid in place branding | Betrokkenheid in place branding | Betrokkenheid in place branding |
| voelt zich daar niet verantwoordelijk voor | X | X | X | X |
| Kan er persoonlijk niet aan verdienen | Geen persoonlijk belang bij | X | X | X |
| trots op place branding Dokkum | trots op place branding Dokkum | trots op place branding Dokkum | trots op place branding Dokkum | X |
| Gevoel van verontwaardiging bij fontein | Gevoel van verontwaardiging bij fontein | X | Gevoel van verontwaardiging bij fontein | X |
| Daarin wel betrokkenheid | Daarin wel betrokkenheid | X | Daarin wel betrokkenheid | X |
| X | X | Geen tijd voor | Geen tijd voor | Kost ook te veel tijd |
| X | X | Te veel moeite | Te veel moeite | Te veel moeite |
| X | X | X | Genoeg andere activiteiten | Niet geïnteresseerd in betrokkenheid |

# Analyse tabellen voor de groep: toerisme industrie

| Wethouder en beleidsmedewerker | TIP | Dossier Dokkum | Folders | Dokkum Tulpenstad | RTM | Stadspromotor |
|---|---|---|---|---|---|---|
| Brand identity | Brand identity | Brand identity | Brand identity | Brand identity | Brand identity | Brand identity |
| Bonifatius | Bonifatius | Bonifatius | Bonifatius | Bonifatius | Bonifatius | Bonifatius |
| bolwerk | bolwerk | bolwerk | bolwerk | Bolwerk | Bolwerk | Bolwerken |
| oude binnenstad | oude binnenstad | historische binnenstad | historische binnenstad | historische binnenstad | Historische binnenstad | Historische binnenstad |
| X | Elfstedentocht | Elfstedentocht fietsen | Elfstedentocht | X | X | Elfstedentocht |
| admiraliteistdagen | admiraliteistdagen | X | admiraliteitsdagen | X | Admiraliteitsdagen | X |
| 58 kerken | X | kerken | kerken | X | kerken | X |
| dokkum tulpendtad | Dokkum tulpenstad | X | X | Dokkum tulpenstad | X | X |
| X | molens | molens | molens | X | X | X |
| X | musea | musea | musea | X | musea | musea |
| X | X | Winkelaanbod | Winkelaanbod | X | X | X |
| X | wandelen | X | Wandelen | X | Wandelen | X |
| landschap: gebied | landschap: gebied | X | Landschap: gebied | landschap: gebied | Landschap: gebied | Landschap: gebied |
| X | Bootjesmensen | watersport | X | X | X | x |
| landschap: wereld erfgoed | X | X | X | X | X | X |
| X | X | muziek festival | X | X | theater | X |
| kunstwerken ikv culturele hoofdstad | X | X | X | X | X | X |
| X | Plek voor vogelaars | X | Plek voor vogelaars | X | X | X |
| X | fietsen | Fietsen | Fietsen | X | Fietsen | X |

| Wethouder en beleidsmedewerker | TIP | Dossier Dokkum | Folders | Dokkum Tulpenstad | RTM | Stadspromotor |
|---|---|---|---|---|---|---|
| betekenis | betekenis | betekenis | betekenis | betekenis | betekenis | betekenis |
| geschiedenis | geschiedenis | X | geschiedenis | geschiedenis | X | X |
| schitterend mooi, pittoresk | X | prachtig, uniek | X | X | X | prachtig, uniek |
| X | kleinschalig | compact | X | X | X | Compact |
| X | gezellig | gezellig | gezellig | gezellig | X | gezellig |
| historisch landschap | X | X | X | X | X | X |
| Sense of place | Friesland beleving | X | | | Friesland beleving, sense of place | X |
| X | traditie en cultuur | X | X | X | X | X |
| X | X | De Dokkumer: vriendelijk en behulpzaam | X | X | X | X |

| Wethouder en beleidsmedwerker | TIP | Dossier Dokkum | Folders | Dokkum Tulpenstad | RTM | Stadspromotor |
|---|---|---|---|---|---|---|
| Focus brand identity | Focus brand identity | Focus brand identity | Focus brand identity | Focus brand identity | Focus brand identity | Focus brand identity |
| Dokkum en de regio | Dokkum en de regio | X | Dokkum en de regio | | Dokkum en de regio | X |
| X | X | Dokkum | X | Dokkum | X | Dokkum |

| Wethouder en beleidsmedewerker | TIP | Dossier Dokkum | Folders | Dokkum Tulpenstad | RTM | Stadspromotor |
|---|---|---|---|---|---|---|
| Brand positioning | Brand positioning | Brand positioning | Brand positioning | Brand positioning | Brand positioning | Brand positioning |
| folders | folders brochures (opstarten) | Folder | Folders | fotomateriaal in folders | folders | X |
| facebook, vlogs Instagram | facebook | social media | social media | X | facebook | X |
| internet | internet | websites | websites | X | website | Websites |
| bereikbaarheid infrastructuur | X | X | X | X | X | X |
| opknappen binnenstad | X | X | X | X | X | X |
| regio verbinding | X | X | X | X | X | X |
| X | X | X | X | X | X | contact opzoeken met toerist |

| Wethouder en beleidsmedewerker | TIP | Dossier Dokkum | Folders | Dokkum Tulpenstad | RTM | Stadspromotor |
|---|---|---|---|---|---|---|
| doelgroep | Doelgroep | Doelgroep | Doelgroep | Doelgroep | Doelgroep | Doelgroep |
| bewoners zelf | X | X | X | X | X | bewoners zelf |
| Duitsers, Belgen , Engelsen | Duitsers, Belgen | X | Duitsers, Belgen | X | X | X |
| bedrijven | X | X | X | X | X | Bedrijven |
| X | gezinnen | X | gezinnen | X | X | X |
| ouderen | 55+ | ouderen | ouderen | X | X | X |
| X | X | jongeren | jongeren | X | X | X |
| bootjesmensen | bootjesmensen | bootjes | bootjesmensen | X | X | X |
| dagjesmensen | dagjesmensen | X | dagjesmensen | X | X | X |
| iedere toerist hier naartoe halen | iedereen | toeristen | toeristen | toeristen | toeristen | toeristen |
| X | Zuid Nederland en Holland | X | X | X | X | X |
| X | X | X | X | X | Cultuur toeristen | X |

| Wethouder en beleidsmedewerker | TIP | Dossier Dokkum | Folders | Dokkum Tulpenstad | RTM | Stadspromotor |
|---|---|---|---|---|---|---|
| belang place branding | belang place branding | belang place branding | belang place branding | belang place branding | belang place branding | belang place branding |
| werkgelegenheid | X | X | X | X | X | werkgelegenheid |
| extra omzet winkels | X | X | X | X | X | X |
| leefbaarheid | X | X | X | X | X | X |
| Dokkum op de kaart zetten | Dokkum op de kaart zetten | Dokkum op de kaart zetten | Dokkum op de kaart zetten | X | Dokkum op de kaart zetten | Dokkum op de kaart zetten |
| trots | trots | trots | X | trots | X | X |

## Analyse tabel voor de groep: toeristen in Dokkum

| Toerist | Info opgezocht | Ervaringen | Activiteiten | Plaats beelden | Beeld en ervaring overeen? | Dokkum of regio? | Motivatie |
|---|---|---|---|---|---|---|---|
| 1 | Nee, familie weet genoeg | Fijne rustige plek prettig om te winkelen | Familiebezoek en museum | Rustige stad | Ja | Dokkum | Familiebezoek |
| 2 | Ja, folders, TIP, internet | Knus, prachtig, schoon | Centrum in, Kapel, museum, winkelen | Schoon, Bonifatius, Elfstedentocht | Ja, ervaring overtreft beeld | Dokkum | X |
| 3 | ja, via vrienden, TIP, geen folders | Heel mooi. | Wandelen centrum, bolwerken, boottocht, museum | Bonifatius, Leuk stadje | Ja | Dokkum | Aanrader van vrienden |
| 4 | ja, via vrienden, TIP, geen folders | Fijne stad | Bolwerken, grachtentocht, museum | Bonifatius, knus, overzichtelijk | Ja | Dokkum | Aanrader van vrienden |
| 5 | Nee, vrienden raadden het aan | Pittoresk | wandelen centrum, rondvaart, bolwerken | Historie, Bonifatius, pittoresk | Ja | Dokkum | Aanrader van vrienden |
| 6 | Ja, folders en internet | gezellig, knus, mooie bloemen, steegjes | Winkelen | Elfstedentocht, Bonifatius, Historie | Ja, ervaring overtreft beeld | Ook regio | Vakantie Friesland |
| 7 | Ja, folders en internet | Knus, prachtig | Winkelen | Elfstedentocht, Bonifatius, Historie | Ja, ervaring overtreft beeld | Ook regio | X |
| 8 | Nee, familie weet genoeg | leukste plaatsje NL | bootje varen, bolwerken, centrum in | Bolwerken, Elfstedentocht | Ja | Dokkum | Familiebezoek |
| 9 | Ja, folders, internet | Fijne stad | Centrum in, Kapel, winkelen | Bonifatius, bolwerken, schoon | Tot nu toe wel | Ook regio | Vakantie in de regio |
| 10 | Ja folders, en internet, TIP | Mooi, schoon, knus | Centrum in, Kapel, winkelen | Elfstedentocht, Bonifatius, Historie | Tot nu toe wel | Ook regio | Vakantie in de regio |
| 11 | Nee, vrienden raadden het aan | Mooi, gezellig | Terras, centrum, winkelen | Winkels, oude gebouwen | Ja | Ook regio | Aanrader van vrienden |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| **12** | Ja, internet | Overzichtelijk | Keerpunt, molens, terras | Overzichtelijk, knus | Ja | X | X |
| **13** | Ja, folders, internet | Rustig, maar knus | Winkelen, terras, bootje varen | Kleine stad, winkelaanbod | Ja | Dokkum | X |
| **14** | Nee | Groot winkelaanbod, goede horeca | Winkelen, terras, wandelen | Kleine stad, winkelaanbod, horeca | Ja | Dokkum | Het winkelaanbod |
| **15** | Nee | Fijne stad met veel historie | Museum, bolwerken, keerpunt | Elfstedentocht, Bolwerken, Bonifatius | Ja | X | X |
| **16** | Nee, vrienden raadden het aan | Knus, klein | Molens, bolwerken, keerpunt | Bonifatius, Elfstedentocht | Ja | X | Aanrader van vrienden |
| **17** | Nee, familie weet genoeg | Fijne stad | Familiebezoek en wandelen | Nostalgie, historie | Ja | Ook regio | Familiebezoek |