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Lund, a Great Idea
- a Study in Place Branding

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Lund, a Great Idea - a study in place branding

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Abstract

Purpose: To compare Lund's different identities and create an understanding for Lund's brand. By looking at the branding process with help from a city where two strong brands already exist, we hope to contribute to the research field regarding place branding.

Methodology: The study is based on a qualitative research with an abductive approach. The data was collected through semi-structured interviews and constitutes the empirical basis of the report, which was analysed through the AC²ID model.

Theoretical perspectives: The theoretical foundation of the report consists of the concept of place branding, the corporate brand identity matrix and the AC²ID model, including the actual, communicated, conceived, ideal and desired identity of an organisation.

Empirical foundation: The empirical foundation consists of six respondents to represent the internal and external views of Lund.

Conclusions: Lund is in a unique position because of the two strong existing brands, represented by the university and the business community. As a consequence the city has started to work with place branding but it is struggling with finding its own identity and to build the brand. The city is trying to unify its communication through the tag *Lund, a great idea*. While Lund has been successful in communicating its core competence knowledge, it has a challenge when it comes communication innovation. This could be a result of a lack of core values and unified communication.

Key words: Place branding, Lund, AC²ID model, identity, organisation

Paper type: Reserach Paper

Introduction

Place branding has been around for a long time but has recently gained increased attention among researchers. While many of the ideas presented are familiar, place branding is now used with a more focused and strategic agenda (Trueman et al. 2004). The word *brand* is today related to different entities such as corporation, nations and cities. With the concept of strategic place marketing, Kotler et al. (1993) pointed out that places needed to operate and promote themselves like companies in order to respond to competition, technical change and urban decay.

One of the main reasons for place branding's regained attention is the increasingly globalised world, which adds to the competition among places (Kavaratzis, 2005). People, companies and capital are today much easier to move and as a consequence many researchers agree on the fact that having a strong brand is important. People choose places which offer the best growing opportunities for them and where they can develop their individual skills and interests as well as having a *pride of place* (Kotler, 2004). Therefore a strong brand can improve a city's possibility to attract new investments, have a positive effect on business community activities and increase the number of visitors (Trueman et al., 2004). Dahlgvist and Melin (2010) also argue that a strong brand can improve efficiency as well as create added value within the public sector. Despite this, many organisations operating in the public sector focus more on governance than building a strong brand through deliverance of high quality products and services (Trueman et al., 2004).

Place branding is a business strategy with the goal to minimise the fluctuations of internal growth and decline due to external shocks and forces (Kotler et al., 1993). Thus, place branding can be defined as "the practice of applying brand strategy and other marketing techniques and disciplines to the economic, social, political and cultural developments of cities, regions and countries" (Anholt, 2004 cited by Kerr, 2006: 278) and consequently "encompasses everything a place wishes to sell" (Lodge, 2006: 9).

While there have been research regarding place branding, for example in 2011 Aitken and Campelo presented the four Rs of place branding and Brand et al. (2013) investigated the different roles of residents in place branding, we feel the research to be rather limited. There is a need for further investigation regarding place branding, especially on how to brand a place where there already exists strong brands within the city. An example of such a city is Lund. Located in the southern parts of Sweden with a little more than 115 000 inhabitants (SCB, 2014), Lund is today famous for its as well as being the hometown of several large multinational companies.

The university has been around for almost 350 years. It is among the top 100 universities in the world and has today around 40 000 students (Lund University, 2015). The business community is among others represented by the brand of Ideon Science Park. It consists of around 450 companies with a total of 10 000 employees (Ideon Open, 2015). Ideon is a strong supporter of innovation, and many meaningful discoveries has been made there, including one of the first cellphones developed by Ericsson in

the middle of the 1980's (Westling, 2001).

Despite being a rather small city Lund has, mostly due to its long tradition of academia, historically been able to attract some of the finest minds from all over the world. However, in the future Lund's heritage might not be enough. Brand expert Frans Melin argues that Lund has a relatively strong brand right now but he doesn't believe it to be a consequence of the work of the municipality. Instead he finds Lund University to be the reason. A part of Lund's branding process started out in 2011, a process Melin is very sceptical of because he believes that it would give a weak and meaningless result (Sydsvenskan, 2011).

Melin compares Lund to its neighbour Malmö and means that Malmö has been far more successful in building its brand (Sydsvenskan, 2011). Malmö has developed a very clear identity focusing on internationality. In 2004 it set up a goal to be the new attractive European destination and meeting place and its inhabitants represent 169 of the 193 nationalities in the world. Recently a campaign called *Little Big Malmö* was launched. The campaign reaches out to the world, trying to find people from the 24 nationalities that are not represented in the city. The goal of the campaign is to make Malmö the most international city on earth (Little Big Malmö, 2015).

In order to continue to compete with Malmö and other Swedish towns as well as international cities, Lund needs to make sure it has a strong brand. But since both Lund University and the business community Ideon already exist, Lund doesn't only need to create

a strong brand but it will have to do it in interaction with the existing brands. In order to investigate Lund's unique situation and process we have decided to apply Balmer's (2001) AC2ID model to Lund. With help from the model, one can compare a city's different identities and thereafter investigate possible gaps and determine the strength of the brand (Trueman et al., 2004).

Aim

The aim of the paper is to compare Lund's different identities and create an understanding for Lund's brand. By looking at the branding process with help from a city where two strong brands already exist, we hope to contribute to the research field regarding place branding.

Methodology

Qualitative approach

The research of this report is based on a qualitative approach. This approach typically uses in-depth interviews with individuals, focus groups and in-context observations, which is appropriate for this report. The quantitative approach focuses more on larger data collection, which would limit the answers to the questions as they would for example be set in a structured questionnaire. A qualitative approach gives room for reflection and engages respondents more actively than what is possible in a quantitative approach (Bryman & Bell, 2013).

Hermeneutic

In a qualitative approach, the hermeneutic view becomes central. When applying the hermeneutic view the author employs a subjective

approach and uses his or her own knowledge when analysing the data. It helps in investigating the importance of the overall picture (Bryman & Bell, 2013). As authors it means that we look both at the different parts as well as the whole and apply an interpretive approach while conducting the study.

Abductive approach

There are three different approaches on how to relate data to theory: inductive, deductive and abductive approach. The inductive approach starts within the data, the deductive approach in a general approach or rule and the abductive approach switches between data and theory. The latter is also often combined with a qualitative approach and includes creating an understanding and not just an explanation of the subject (Bryman & Bell, 2013). We have been creating an understanding by using theory and gathered knowledge when choosing which people to interview, as well as when compiling the questions. Therefore the abductive approach is applicable to this report.

Limitations

The report is limited to examining Lund. The reason for choosing Lund is because of its convenient position which helped in conducting the interviews face-to-face, as well as its unique situation. While there are several parts of a place's identities we have chosen to only focus on the municipality, the university and the business community within Lund. You could argue that it would bring more relevance if bringing a comparison between different cities, but because of the unique qualities of Lund and because of time restrictions, we chose to focus on one city.

Collection of data

The empirical material is based on semi-structured interviews (see interview templates in appendix) with different individuals, to reflect both internal and external views of the identity of Lund city. These are conducted on the basis of a loose structure made up of open-ended questions defining the area to be explored (Bryman & Bell, 2013). The interviews were conducted face-to-face. Semi-structured interviews are appropriate for this research as it is very flexible and allows the interviewer to bring prepared questions, as well as letting the respondents be able to express their views in their own terms. The semi-structured interviews also helps in understanding things as they are, which provides a basis for a discussion and for raising issues that exists. It can however be difficult to screen the information and find what is really relevant for the study (Bryman & Bell, 2013).

Selection of respondents

The respondents were selected to represent different parts of Lund's identity. To represent the internal views of Lund city one representative from the municipality of Lund was selected, as well as one representative from Lund University and one representative from Ideon, to represent the business community. To represent the external views of Lund one student at Lund University, one person living outside of Lund and an employee in Lund were chosen.

Respondents

Below a matrix of the respondents is presented. In order to take the social context into consideration (Bryman and Bell, 2013) we have tried to chose

Name	Title	Length of the interview
Karin Lilja	Works as a brand strategist at Lund municipality, a relatively new position within the organisation. She deals with brand issues and one of her main missions is to create a new communication platform.	60 minutes
Lars Uhlin	Works as a communication strategist for Lund University. His mission is to boost the brand Lund University from different communication angles. He works on the visual identity, the overall university corporate message and on coordination.	45 minutes
Isak Edvarsson	Born and raised in Lund and is in charge of marketing at Ideon. For example he writes newsletters and takes care of the social media.	40 minutes
Sara Lindholm	Student at Lund university. Currently doing her third year on the criminology program. Comes originally from Stockholm.	10 minutes
Carina Elofsson	Store Manager at Vero Moda. Raised in Lund and lives just outside of the city.	10 minutes
Lennart Lundqvist	Retired. Raised in Malmö and lives today just outside of Malmö.	10 minutes

people with different backgrounds and gender.

Data analysis

The analysis of the data is based on the theoretical framework made up by a literature search on place branding, the AC²ID model and the corporate brand identity matrix. When analysing the empirical data, the respondents were categorised based on the AC²ID model to represent the external and internal views of Lund. We chose the revised ACID model, AC²ID as it gives us a better understanding of the different identities. The interviews were transcribed and relevant information was identified, which provided the basis for the analysis of the report.

Transcribing the interviews allowed for a more thorough examination and

simplified reflections on the responses. During semi-structured interviews a lot of extra information may surface. Identifying relevant information is therefore crucial when analysing the data (Bryman & Bell, 2013). When using the AC²ID model we focused on the different identities as the report aims to examine if these are consistent with each other.

Trustworthiness

The need for validity and reliability in a qualitative study is generally not as strong as within a quantitative study. Therefore we place greater emphasis on the trustworthiness of the study. Trustworthiness consists of four criteria: credibility, transferability, dependability and confirmation (Bryman & Bell, 2013). The table presenting the background of the respondents adds to the transferability

of the report. We have tried to present all of the steps of the research as thoroughly as possible, striving for total transparency which adds to the dependability of the report. As for confirmation, we have tried to be as objective as possible, for example by trying to ask open questions.

Reference critique

The references of the report consists mostly of scientific articles, most of them being from the 21st century. We consider the articles chosen to be relevant for this particular report. However some critique can be directed towards the data collection. Some of the respondents are chosen because of comfort, as we knew some of them from before. This could affect the credibility as there is a possibility that the interviewer and respondent have a tendency of understanding each other better (Seidman, 2006). In addition, the result of qualitative studies are usually critiqued for being based on what the author believes to be important (Bryman & Bell, 2013).

Reflections

When presenting and analysing the empirical results we decided to present the conceived identity last in order to make the analysis clearer and help the reader. The conceived identity alone represents the external view of the organisation and it is easier to compare it to all the different internal views at the same time. We also decided to put together the ideal and the desired identities when doing the analysis, as the empirical result of these are very similar to each other. When carrying out the interviews we encountered a few problems. First, some interviews had to be carried out in Swedish which thus required translation afterwards. A second problem that we encountered

was that one of the people that were to be interviewed, who owns a company that is located at Ideon, withdrew from participating. The problem was solved by turning to an individual working in Lund.

Theory

Balmer's AC²ID test

Balmer's (2001) AC²ID test of corporate identity management can be applied to companies as well as cities. The main aim of the model is to reveal and examine corporate identity and it offers a tool to detect conflicts between different stakeholders' perceptions of a company or city (Trueman et al., 2004).

The first version of the AC²ID model was developed by John Balmer in 1999 and was then called the ACID test. One idea of the ACID test was to help corporations to shift from having a reactive approach, to being more proactive and thereby taking a more strategic approach to corporate identity (Balmer, 1999).

The ACID test recommends that the organisation differentiate between four types of identities.

The Actual Identity: what the organisation is. This includes the values held by the staff and management, and how these are communicated within the organisation. The type and quality of products and services offered are also included, as well as the performance of the organisation and the behaviour of employees. Actual identity is among others shaped by the style of management and the nature of the corporate ownership. When

investigating the actual identity, one can look at the internal values, the competitive position and the organisation's strengths and weaknesses (Balmer, 1999).

The Communicated Identity: how the organisation is perceived by its public and how the organisation communicates. This is a dual concept. First, it refers to the corporate reputations the organisation has among its stakeholder groups, such as customers, society, suppliers and shareholders. Second, it includes the corporate communication such as advertising and PR, but also such as comments from the media and employees talking. Apart from the organisational communication, the non-controllable communication such as employees' behaviour and comments in the press needs to be considered. The communicated identity is also influenced by the reputation of its industry and the reputation of its leader(s). To be able to communicate a desired image to a city's stakeholders is an important part in the brand building process (Balmer, 1999).

The Ideal Identity: the optimum positioning of the organisation in its market or markets taking cognisance of its strengths and abilities in addition to environmental considerations. Refers to the optimum positioning the organisation could achieve in its market(s). This is conceptual and represent an optimal situation. The ideal identity depends on the environment, technology, competition, consumer values, buying behaviour and industry trends among others (Balmer, 1999).

The Desired Identity: the identity which the chief executive and management board wish to acquire.

Includes the management and corporate vision of the organisation and lies in the heads and hearts of the decision makers. Compared to the more logical construction of the ideal identity, the desired identity lives in the fantasies of the leaders of the organisation. It is important that the desired identity is communicated both internally and externally in order for the reputation to be aligned with the vision (Balmer, 1999).

Organisations should strive towards achieving a dynamic congruency between the different types of identity according to Balmer (1999). Balmer suggests that when conducting an ACID test, you should start by revealing the different identities. As a second step he suggests that you compare the identities by examining the interfaces, for example the actual identity versus the ideal identity. Balmer means that the interfaces represents *moments of truth*, or key questions which have to be answered by consultants and managers. The interfaces are important to study, as a lack of alignment between any two identity types is potentially harmful to the organisation (Balmer, 1999).

When Balmer, in a study from 2001, applied the ACID test he experienced some difficulties that indicated that the ACID model would benefit from further refinement. One problem that he came across was the dual concept of the *C* component of the ACID model. Balmer realised that a clear distinction between the two concepts needed to be done, and a second *C* was introduced - the *Conceived* identity. Consequently this means that when conducting research using the AC²ID model, the researcher will have to identify five types of identity types and analyse ten

interfaces

Dividing the *C* component means that it instead contains:

- Communicated identity: what, to whom and how the organisation communicates.
- Conceived identity: how the organisation is conceived by key stakeholders, stakeholder groups and networks (Balmer, 2001).

After having examined the interfaces, the next step is to diagnose the situation (Balmer, 1999). In this step Balmer proposes five questions that needs to be answered by consultants and managers.

- Is there a problem(s)?
- What is its (their) nature?
- What are the implications?
- What is urgent? Important? Desirable?
- What type of corporate identity change is needed?

Brand identity

The brand's identity is an important part of the brand management (Chernatony, 1999) and in order to better understand the different types of identities it could be interesting to look at what creates an identity. Through the corporate brand identity matrix, Urde (2013) investigates the different elements of brand identity. The nine elements are mission and vision, culture, competences, expression, core values and promises, personality, value proposition, relationships and position. The mission and vision are crucial parts of the identity and help the organisation show commitment and move forward.

Culture and internal values can act as a competitive advantage, a source of differentiation and are parts of the organisation's communication. By understanding the core competences of an organisation it is easier to understand what makes an organisation better than its competitors and what makes the brand stand out. Also the position compared to the competitors' needs to be understood in order to understand the brand's identity. The position shows where the organisation wants to be in the hearts and minds of the different stakeholders (Urde, 2013).

Another factor needed to consider in brand management is the spillover effect. While it is possible to increase marketing efficiency through brand relatedness is also necessary to remember that linkages between different brands can make them vulnerable to negative spillover. The spillover effects depends on the brand's associations and directionality. It is also important to take the number and salience of associations linked to different brands into consideration when determining the spillover effect (Lei et al, 2008).

Empirical results and analysis

The Actual Identity

According to the AC²ID test, one crucial part is an understanding of the company's or the city's strengths and weaknesses (Balmer, 1999). When speaking of Lund's strengths, different topics were discussed. Uhlin talked about the geographic region with the closeness of both Copenhagen and the rest of the continent and Lilja about the cultural elements. However, two main themes can be distinguished from the data; innovation and knowledge.

“... Lund is a meeting place for things that are opposite each other. For example old and new, it's the old church and traditions meeting the new students and science. It is new knowledge and old knowledge meeting. It is not that they are colliding but instead there is a conversation and where there is a meeting and a conversation then there is an innovation as well.” **Karin Lilja**

“Lund's strength is high competency on a small geographic surface. You can't find this anywhere else in Sweden.” **Isak Edvarsson**

Having a good understanding of Lund's strength and core competence could be a sign of the fact that the city knows what really makes it stand out. The core competence is something that is an important part of the identity (Urde, 2013) and can help Lund create and keep its competitive advantage.

However the data also shows that too much focus on knowledge could become a weakness.

“It's new so it's hard to understand why we haven't worked together before for people from the outside. But it's because, students are coming anyway, we have money for our researches and Lund...” **Lars Uhlin**

Uhlin means that because of Lund University's existence, the city of Lund has been able to take a step back and simply rely on the university's brand. Something Lilja also believes to be true.

“I think Lund University is more famous than Lund town.” **Karin Lilja**

Here Uhlin and Lilja highlight the difficulties of marketing a city that is the home of both one of the top 100 universities in the world as well as a large number of successful companies. As a consequence Lund is struggling with making sure that it is a city for everybody and not only associated with academia and business network. But the data also show that there is another side to the coin.

“If Lund didn't have a university then it would be small like Hässleholm or something like that and it would be a suburb to Malmö and nobody would think of place branding.” **Karin Lilja**

Lilja discusses the possibility that without the strong existing brands, there might not have been a discussion about place branding at all. Edvardsson is also highlighting a possible advantage of Lund's very unique position.

“You have the university, the municipality and the business community. When these three work together there is a synergy that is very unique. This is called the Triple Helix Model.” **Isak Edvardsson**

According to Balmer (1999), the competitive position is also to be analysed when looking at the actual identity. As touched upon in the introduction, globalisation has changed the world (Kavaratzis, 2005), something Lund also has experienced.

“We are competing with university cities all over the world, and as a city we are competing with all cities in the

world. That is why we have this place branding issue otherwise we wouldn't care." **Karin Lilja**

As a consequence of globalisation, people are now able to travel the world and it is even more important for Lund to make sure to have a strong brand and continue attracting new investments (Trueman et al., 2004). Since the innovation is showed to be a core competence of Lund, continuing to attract new investments is extra important in order for the city to keep its competitive advantage (Urde, 2013).

The actual identity is also made up by the internal values (Balmer, 1999), something that Lund has been struggling with.

"At the city of Lund, the organisation, we tried to have some core values but it didn't work out because the group that was responsible didn't really understand that they had to be very inclusive and discuss it through workshops." **Karin Lilja**

Lacking internal values could create problems both internally and externally. It could be difficult to organise the organisation without having common beliefs and behaviours. And if the organisation behind the brand is having a difficult time finding values that everybody support, it could affect the external communication as well (Urde, 2013). Uhlin presents one idea as to why it could be so difficult to gather Lund around a few common values.

"Sometimes we say that it's hard to work with Lund University's brand because there are so many independent researchers that develop their own

logotypes and come up with a new own brand because they are so connected with just their research area and they forget to tell people that they are working at Lund University. It's a strange way but it's hard to change people's identity." **Lars Uhlin**

The Communicated Identity

Included in the communicated identity is the image, reputation and the overall communication. Looking at Lund's external communication, the collected data indicates that it is rather limited.

"We have very little communication and I think we mostly use word of mouth" **Karin Lilja**

"I believe that Ideon relies on good old reputation." **Isak Edvardsson**

Lund has just recently started to think of the city as a brand that needs to be managed and looked after. The municipality is now taking action to work with strategic communication and according to Lilja it is very much about time that Lund has started to think about the place branding issue and the communication of the city.

"I have a colleague that focus more on marketing and he tried working with place branding a couple of years ago and then people said, is that something you have invented yourself?" **Karin Lilja**

As discussed earlier the university is itself a strong brand that attracts many people. The data shows that the university is more focused on communication than Lund municipality. The university has been

very forward in communicating an image and is constantly working on attracting new students and researchers from all over the world.

“There are many communication offices and we have this divided communication function in the central administration as well as corporate communication and external relations.”

Lars Uhlin

Lilja believes that the city needs to get more unified when it comes to communication. A unified communication strategy could help Lund make sure that its reputation is aligned with the desired identity (Balmer, 1999). Lilja says that the municipality has been very decentralised, that everyone has been focusing on themselves, and brings up the high schools as an example.

“People are very proud of their own area, for example *we* are the Katedral school and *we* are the Spyken school and there is a long rivalry between us. So when I come and say that you are all from Lund municipality, it is difficult.”

Karin Lilja

To unify the municipality more Lilja and her colleagues are currently working on a new communication platform.

“It is called *Lund*, a great idea and should be used as a tag that you can tag on everything. Sort of showing that it is made in Lund and that is something that everybody could use.” **Karin Lilja**

Edvardsson also brings up the idea of a more uniformed communication strategy.

“Medicon Village is not part of Ideon and neither is Maxlab, but everyone is using Ideon for all of it so why not *use* that?” **Isak Edvardsson**

The idea is to bring Ideon, Maxlab and Medicon Village, and perhaps more organisations, together and market it as one large Ideon. Edvardsson refers to it as sort of a small “Silicon Valley”. The business community, the municipality and the university have previously worked very independently when it comes to communication, but there has been a change towards cooperating more. The creation of small Silicon Valley is an example of this since Ideon, the university and the municipality are involved in the process. The project could help Lund to align its communication and improve its reputation (Balmer, 1999).

According to Balmer (1999) one part of the communicated identity is the corporate reputation and Uhlin explains that the Lund University brand is very delicate and that they need to be careful in letting external parties use the brand.

“Different external partners and businesses want to use the brand Lund University in their communication marketing. Sometimes it's good and sometimes it's not good because we have to be independent and people need to trust us because we are a university. So we need to be careful when we engage with social and commercial businesses and so on.” **Lars Uhlin**

Here Uhlin brings up another consequence of marketing a city with existing strong brands. The data shows that it is important for the city to not

stir too far away from the core associations of the existing brands. If Lund city was to be associated with the wrong words it would not only affect the city, it could affect the university's brand as well (Lei et al., 2008).

The Ideal and Desired Identity

When looking at the ideal and desired identity it is important to understand the optimum place for the organisation within the market, but also the organisation's mission and vision (Balmer, 1999). When analysing the collected data we can see increased efforts on collaboration.

"I think we have just began to brand ourselves together with the companies in town, so we have a lot more to win but we need to find out the best ways to do it." **Lars Uhlin**

Having a clear vision for Lund and its inhabitants can act as a source of inspiration (Urde, 2013), for both the people who work and live in Lund.

"We have a lot to do, and it's a subject we talk about with Lund municipality as well. How can we use the city and show the city a lot more to engage students in a more day-to-day life?" **Lars Uhlin**

"I also want the city to be more fun and playful and that we should use all this new cool innovations that are invented here." **Karin Lilja**

We can see that Uhlin and Lilja want to make the people who live in Lund more involved in the city life and more aware of all the opportunities that the city has to offer. Working more to involve the

inhabitants of Lund can be seen as a part of Lund's ideal and desired identity (Balmer, 1999). There is also the desire to create more synergies in order to help improve the brand. When asked about the relationship between the university and the business community, Uhlin said:

"We have been quite restrictive before and gradually opened up the brand a little bit, to see if we can cooperate and help. Other people could help us feel the brand." **Lars Uhlin**

As discussed before, Lund University needs to continue to be very careful when working together with other brands, including the city of Lund's brand (Lei et al., 2008). Even if Uhlin talks about a small change, we can see that it is critical for Lund University to remain independent.

The difficulties of branding within the public sector can also be found when applying Balmer's (1999) ideal and desired identity to Lund.

"We have talked about how to put down in words what Lund University stands for but I would like us to find what is the soul of the university, how we can put that down in words and I think we have come a long way but we have to communicate more." **Lars Uhlin**

Here Uhlin asks for an improved process regarding the internal values because even if a public organisation cannot be reduced to some words, understanding what makes Lund stand out is a critical part of the communication (Urde, 2013). Lilja also

brings up the difficulties of branding within the public sector.

“We are discussing how much fun we can have as a city, I think we can have a lot of fun and be more casual but not everybody agrees. It is a process, like everything else.” **Karin Lilja**

When looking at Lund’s future competitive position Uhlin argues for more collaborations.

“I love the fact we have so close two different areas so we need to cooperate a lot more and end with the competition between Lund and Malmö, I believe more in cooperation, we cannot compete on that region, it's unacceptable.” **Lars Uhlin**

The Conceived identity

The conceived identity of an organisation consists of the reputation it has among its individual stakeholders (Balmer, 2001). The way people perceive things is very individual. While keeping this in mind when analysing the data, it is clear that people think of Lund in different ways. However some common themes exist.

Looking at Lund’s conceived identity (Balmer, 2001) we can see that the city is associated with knowledge.

“I generally think of modern, educated people. Even the older residents of Lund are often academics. Lund is mostly students and former academics.” **Lennart Lundqvist**

“Lund has always had great schools and has always had the ability to attract very good teachers. So the schools

within Lund usually have very good reputation.” **Carina Elofsson**

Knowledge could also be found when looking at the actual identity and could therefore be a sign that Lund has managed to communicate one of their core competencies to the stakeholders and further strengthen the brand (Balmer, 1999). We can also see that because of Lund’s history of the academia, Lund’s reputation is mainly positive.

“The university has a very good reputation, and since a very long time. It has been part of history and has been around for centuries.” **Lennart Lundqvist**

The data suggests that the positive reputation is mostly due to the university and could be a sign that the university has been more successful in looking after its brand than Lund municipality has. This is consistent with the findings from Lund’s actual and communicated identities.

When looking at innovation, the other core competence presented in the actual identity, the situation is a bit different.

“There is much more like this is how we have always done it and this have always worked and then we should continue with it. There is a lack of openness to new ideas and the willingness to try out new things, instead you rely on the safe cards.” **Carina Elofsson**

While this is only one person’s opinion it could be interesting for Lund to investigate it further, in order to make

sure that it does not lose a possible competitive advantage because of poor communication. A reason as to why Lund struggle with its communication could be the lack of interval values because, as discussed earlier, interval values are an important part of an organisation's communication (Urde, 2013).

Looking at the element of communicated identity of the AC²ID model (Balmer, 2001), we could tell that the active communication of Lund seems rather limited. Something that can also be found when looking at Lund's conceived identity.

"I vaguely remember getting something in the mail but nothing that affected my decision. I mostly relied on the reputation and word of mouth. I hadn't even sat my foot in Lund before moving here" **Sara Lindholm**

"I have not experienced any active marketing about Lund as a city. Lund has that automatically from the university being there which has given Lund an international name. And there is also some automatic marketing resulting from Maxlab and ESS starting there, for example by them being mentioned in the news. But I don't look upon that as marketing from Lund, but more an interest from the media's perspective." **Lennart Lundqvist**

Lundqvist indicates that the city itself has done little communication, but highlights the fact that he has been exposed to communication from both the university and the business community. This further supports the problem of the city already having two strong brands, and the difficulty for

Lund to communicate an image of its own brand.

The rivalry with Malmö does also surface when looking at Lund's conceived identity (Balmer, 2001).

"There is a difference if you say you come from Lund compared to if you come from Malmö. I think it has a lot to do with the fact that Lund is an academic town where many well educated people live, both Swedish and international persons. I believe that in a sense it is a little bit *better* to come from Lund. I spend a lot of time in Malmö but every time I return to Lund my heart beats a little bit faster."

Carina Elofsson

When looking at Lund's desired identity (Balmer, 1999) Uhlin talked about wanting to lessen the competition between Lund and Malmö, something that could be rather difficult since the data shows that people take a lot of pride in where they come from.

Conclusion

The analysis is structured on the basis of Balmer's AC²ID test and three main conclusions, relevant to the paper's aim have been found.

The first conclusion is that Lund is focusing more and more on place branding. In the past the communication of Lund city has been very limited and has been subjected to a lot of critique. The municipality have done little work on communicating and has just recently started to think of Lund city as a brand that needs to be

managed and looked after. In the data we see examples of how Lund now tries to unify its communication through the idea of a large Ideon, the tag *Lund, a great idea* and that the university is opening up the idea of having more collaborations. Lund has a very unique position because of the so called *triple helix model*, where the city, the university and the business community all are important parts. However, the branding project is moving slowly as it is a complex process and the city has not really found the right way to do it just yet.

The data shows how Lund has two main core competences; knowledge and innovation. Lund has been successful in communicating and building its brand around knowledge and the schools within the city has a great reputation. However, Lund struggles more with how to communicate innovation. While innovation can be found within the business community it is missing from other parts of Lund and as a consequence it has been difficult for the stakeholders to experience it. One of the reasons as to why Lund has had a difficult time communicating innovation could be the lack of core values and as a consequence it is challenging to unify the city in its communication.

The third conclusion relates to branding a city with two existing strong brands. Our findings strengthen the fact that there are two strong brands existing within Lund today, the university and the business community. As a consequence Lund city has been able to take a step back and rely on the university's communication and reputation. The data also shows that it might be because of the business community and the university that Lund feels there is a need for place

branding since otherwise the city would be so much smaller and perhaps just a suburb to Malmö. But having two existing strong brands does not only bring upsides. Lund is struggling with finding its own identity and a way to work together with the other two entities in order to continue to build the brand Lund. And since Lund city share the name with the university it needs to be very careful with its communication because the brand associations could spill over on the university, an organisation that needs to be regarded as independent.

Further research

Further research on the conceived identity is recommended. The conceived identity is very much individual and we believe that it could be interesting to investigate the differences between different types of segments, for example based on age or geographic location. As place branding is something that has just recently come to Lund municipality's attention, it could also be interesting to study a city that has been working with that for a longer time. In Sweden, an interesting example to study would be Malmö, a city close to Lund but in many ways very different. In addition the research indicates that there might be a connection between existing strong brands and place branding. Further investigation regarding this could be interesting.

Practical implementations

One of the findings of the report is that neither the municipality, the university or Ideon has set core values for the organisations. We recommend them to agree on a set of core values. Core values are an important part of the actual identity of an organisation and it is crucial to create a more unified organisation in order to improve Lund's

brand building process. We also suggest that Lund try and use innovation more in its communication since it could help the city to stand out compared to its competitors. While it could be very beneficial for the business community, the city and the university to work together, we recommend them to be careful. The university is a delicate brand and that needs to be taken into consideration now that Lund is working more on collaboration and place branding. While putting a larger emphasis on collaborations, it is also important for Lund to take the opinions of the city's inhabitants into consideration. For example if Lund was to start collaborating with Malmö, it needs to remember the pride some of the individuals take in coming from Lund.

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Appendix

Appendix 1 – Interview templates

Karin Lilja

- About her
- Do you think of Lund as a brand?
→ If yes, why? How?
→ If no, why not?
- Do you feel like you have a strategic plan for Lund as a brand?

Actual Identity

- What are the core values of Lund today? How do you communicate these values? (internally and externally?)
- Which other cities do you consider being competitors to Lund?
- How are you making decisions in the city? Who is responsible
→ leadership
- What do Lund as a city offer its inhabitants?
→ both people who live here, companies established here and students
- What do you consider being the strengths and weaknesses of Lund?

Communicated Identity

- How do you work to achieve the image? Changes?
- Examples of marketing campaigns?
- Ask about media, using any PR?
- Do you have a slogan?
- Does Lund have a city symbol?
- What things are most associated with Lund, what is the city famous for?
- Do you have a long-term perspective in communication?

Conceived Identity

- Have you done any research on what people think of the city?
→ both people who live here and people who don't.

Ideal identity

- What's your ideal perception of Lund?
→ if you could transform it over night, what would it be like?
- Do you consider to be a "green" city?
→ How do you work with that?

Desired identity

- What's your vision for Lund?
- What are your focuses now to improve the city's brand?

Other:

- Is Lund University an important part of the brand?
- Do the University promote the city?
- What do you think that Lund would be without its University?
→ would the "brand" of Lund be as strong.
- What would Lund be without its famous business community?
- Do you feel like Lund puts enough effort on the brand?
→ does it rely on the University or the businesses?

Lars Uhlin

- About him
- Do you think of Lund as a brand?
→ If yes, why? How?
→ If no, why?
- Do you think of Lund University as a brand?

- Do you feel like you have a strategic plan for Lund University as a brand?
- Do you consider to be sustainable? (work with environment issues etc.)

Actual Identity

- What are the core values of Lund University today? How do you communicate these values? (internally and externally?)
- Which other universities do you consider being competitors to Lund University?
- What do Lund University offer its student and faculty?
- What do you consider being the strengths and weaknesses of Lund University?
- What do you consider being the strengths and weaknesses of Lund city?

Communicated Identity

- How do you work to achieve your image? Changes?
- Can you mention any examples of marketing campaigns?
- Do you have a slogan
- What things are most associated with the University?
- Do you have a long-term perspective in communication?

Conceived Identity

- Have you done any research on what people think of the university? → both people who study here and people who don't live here

Ideal identity

- What's your ideal perception of the University? → if you could transform it over night, what would it be like?

Desired identity:

- What are your focuses now to improve the University's brand?

Other:

- Is Lund University an important part of the brand?
- Does the University promote the city → do you work closely with the city?
- Is Lund as a city contributing to Lund University as a brand?
- Is Lund city involved in PR of the University → do they promote Lund University
- What do you think that Lund city would be without the University? → would the "brand" of Lund be as strong
- What would Lund be without its famous business community? → is that important to the university?

Isak Edvardsson

- Who are you?
- Do you think of Lund city as a brand? If yes, why? How? If no, why?

Actual identity

- What are your core values?
- What would you consider to be the strengths and weaknesses of Lund as a city?
- Does the city's image impact Ideon?
- What can Lund and Ideon offer new businesses?
- Is Ideon and "business Lund" a part of Lund's brand in your opinion?

→ what companies comes to mind?

Communicated identity

- How do you (at Ideon) work to attract new businesses?
→ do you actively work (with campaigns etc.) to attract businesses or do you rely on the good reputation to attract businesses?
- Does Lund city participate in attracting businesses?
→ do you have any ongoing projects with Lund to attract businesses and investors?
- Do you believe that Lund University is contributing in attracting new businesses in the city?
→ if yes, do you use the university when promoting Ideon?
- What would Lund be without its business community?
→ would Lund be the same without it?

Other

- What should Lund city stand for in order for you to attract as many businesses as possible?

Respondents representing the Conceived identity

- What kind of words do you associate Lund with?
- Do you think of Lund as a brand?
- Do you feel like Lund has a good reputation among your friends/family?
- Did you receive some information/advertising about the University?
→ In what form?
- What do you think about Lund University?
- What do you think about the business community in Lund?
→ do you know any companies

Questions depending on the individual

- Have you been to Lund?
→ what did you do there?
- Can you see yourself living there?
- Why did you decide to move to Lund?
- Why have you chosen to work in Lund?