Exploratory study of the use of rebranding concepts and theories to rejuvenate Dublin Docklands

by

Mette Boye Hansen

MSc in Marketing

National College of Ireland

Submitted to the National College of Ireland, August 2019

Exploratory study of the use of rebranding concepts and theories to rejuvenate Dublin Docklands

by Mette Boye Hansen

Abstract

Purpose: The study explores which mainstream rebranding concepts and theories are being used to rejuvenate Dublin Docklands. The study particularly seeks to uncover the approach, processes and strategies applied as well as the method of measurements to determine success.

Context: Branding of places has seen an increase worldwide with the changes to a more competitive marketplace. Rebranding of places deserves more attention from researchers in order to establish principles and guidelines to assist practitioners and organisations.

Literature: Existing literature within place branding has mostly focused on examining its confused identity and the complexity of the application of mainstream branding concepts to an area rather than a company. There is agreement that branding strategies are used widely as a place strategy throughout the world, these uses has led to discussions around their suitability and questioning the "one size fits all" approach. There remain a lack of studies into the use of traditional rebranding concepts as a strategy to reposition and change a negative image of a place.

Methodology: This research is an exploratory study with an inductive qualitative approach. Six in-depth interviews were conducted with two different public sector organisations and two branding strategy agencies, all involved in the Dublin Docklands project in terms of management and development. A thematic analysis was used to uncover relevant themes to the research objectives.

Findings: The key findings suggests a limited application of rebranding concepts and theories to rejuvenate the Docklands, which indicated a difference from what the place branding literature proposes. The findings gives insights into which processes and strategies are applied with a focus to uplift and improve an area in terms of infrastructure and attractions offered, as well as the involvement of the stakeholder throughout. This presents a single case study, but one which provides empirical insights and theoretical thinking which can be of benefit to academia for future research and theory development of a framework for places, which can guide practitioners through the complex process of place rebranding.

Originality: There is research dedicated to the study of place branding, however research attempting to discover which rebranding concepts and theories are being used to improve the image of an urban area is scarce.

Submission of Thesis and Dissertation

National College of Ireland
Research Students Declaration Form
(Thesis/Author Declaration Form)

Name: _____Mette Boye Hansen_____

Student Number: ____X17141753_____

Degree for which thesis is submitted: ___MSc Marketing_____

Material submitted for award

> (a) I declare that the work has been composed by myself.
>
> (b) I declare that all verbatim extracts contained in the thesis have been distinguished by quotation marks and the sources of information specifically acknowledged.
>
> (c) My thesis will be included in electronic format in the College Institutional Repository TRAP (thesis reports and projects)
>
> (d) **Either *** I declare that no material contained in the thesis has been used in any other submission for an academic award. **Or *** I declare that the following material contained in the thesis formed part of a submission for the award of

(State the award and the awarding body and list the material below)

Signature of research student: _____

Date: _____

Acknowledgements

I would like to take this opportunity to thank:

- my supervisor Louise Maguire, for her support and encouragement throughout the process of writing this dissertation. Also a thank you to all the lecturers and staff of National College of Ireland.

- the participants from Dublin City Council, Fáilte Ireland, Zero G and W2 Consulting/Repucon for making the time to share their knowledge and experience with me and contribute to this study.

- also a thank you to my fellow students for making the last two years enjoyable and highly rewarding.

Finally, a special thank you to my friends and family for their continuous supported and to Eoin for believing in me every step of the way.

Table of Contents

Chapter 1

Introduction

Think like a businesses if you want to win the place wars, was encouraged by Kotler, Haider and Rein back in 1993, when describing how a place can brand its offering, as the route to find a location's competitive advantage that will want people to live, visit, or invest there.

With the world getting smaller in terms of travel and being able to reach all corners of the world communication wise, practice has seen an increase of the corporate branding strategies being applied to countries, cities and urban areas to differentiate themselves from other places (Hanna & Rowley, 2007; Ashworth, 2010, Keller, 2013). Branding in the public sector manifests itself through place branding (Zavattaro, 2010).

Academics disagrees with places applying branding strategies, with several highlighting that places are much too complex to manage due to its multiple stakeholder groups and lack of overall control (Anholt, 2014; Govers, 2011; Ashworth and Karavartzis, 2009). They further emphasise that branding strategies for products and services needs to be adapted to meet a locations needs and that it should be looked upon as more than a communication task within marketing but a field that spans several areas such as policy, planning, infrastructure and leadership (Govers, 2011). Due to the flexibility of branding concepts in terms of practicality as well as theoretically, it has seen an expansion into place branding (Merkelsen and Rasmussen, 2016). The lack of a clear branding definition, has resulted in a conceptual vagueness which enables practitioners to translate the nation branding as a practice according to their own agendas (Merkelsen and Rasmussen, 2016).

Corporate rebranding can be a challenging process (Hatch and Schultz, 2003) involving the whole organisation and its culture and is the task of redefining the brand vision and attempt to realign corporate associations to a new positioning (Gotsi and Andriopoulos, 2007, Muzellec, Doogan and Lambkin, 2003).

Within place branding there is a gap between theory and practice (Kavaratzis, 2015) with no academic underpinning of the branding of places (Zenker and Braun, 2017). There is no

agreed framework within the place branding field (Anholt, 2010; Ashworth and Kavaratzis, 2009), and little in the public domain has examined the experience of this timely and often costly process (Lomax and Mador, 2006).

1.1 Dublin Docklands

A derelict and run down area of Dublin city that had received little focus from government until a planned effort of regeneration started in the late 1990's and early 2000's, but ending with the recession in 2007. Up until then a high level of effort was put into attracting investments to the area and to create a sense of place in order to change the negative perception of the area among the domestic audience (Turtle, 2009).

The economy has since improved and construction restarted in the area with cranes seen back in the skyline. However, unless you live or work in the area you may not realise the transformation that the area has gone through and what there is on offer. The fact remains that when visiting Dublin Docklands after normal office hours, you will walk down mostly empty streets, indicating that more offerings are needed but also that the negative image of the area continues to be the perception for the domestic audience.

The aim of this research is to explore which rebranding strategies are being applied to the further development of Dublin Docklands. A large group among academics agree that branding is seen as the best option to eliminate and banish negative perceptions (Freire, 2005; Gertner, and Kotler 2004; Kavaratzis and Ashworth, 2008). The literature does indicate that branding strategies and its tools and models require adaptation to a place and its specific conditions and characteristics (Ashworth and Kavaratzis, 2009; Kavaratzis, 2009). However, few academic studies explicitly study which rebranding concepts and theories are used in practice to rebrand a place and improve its image. Insights into the approach and applied processes within the private and public sectors will increase the current knowledge for managerial benefits as well as give academia an indication of future research requirements for this particular domain.

1.2 Structure Outline

The next chapter will provide a literature review to set the academic context of this study by providing an overview of the most relevant literature and research within the area of place branding, chapter 2 will also be covering relevant corporate branding and rebranding theory that is important for the answering of the research question.

Based on the literature review, the 3rd chapter will present the research questions and objectives followed by the methodology that will be outlined in chapter 4, along with the research philosophy, strategy and design, and justification of the qualitative nature of research approach. Ethical considerations and an introduction to thematic analysis as the chosen method of data analysis is also included in this chapter.

Chapter 5 will present the findings, centred on the four themes identified through the data analysis. This new insight into the research area will be compared to previous findings. This will lead to chapter 6 which will provide a discussion of the findings related to each of the research objectives. Future research recommendations concludes this chapter before the last chapter concluding on all the previous chapters with a number of empirical and theoretical insights as well as managerial implications and limitations.

Chapter 2

Literature Review

This chapter will cover the topics necessary to get a sound basis for understanding rebranding of places. Branding, rebranding and branding of places have been researched, but very seldom has the questions been asked which rebranding concepts and strategies may be used to change the reputation of a place. A first section will focus on the following topics: branding concepts concerning identity and equity development, corporate rebranding processes and the research and practice of place branding. The second section will present Dublin Docklands, its most recent branding history and the potential of the area. This review aims to provide a comprehensive picture of the knowledge acquired by the academic community before starting to explore if rebranding concepts and theories are being applied to Dublin Docklands.

2.1 Branding

Discussions around what a brand really means and its evolving role in our culture continue among academics as well as practitioners (Interbrand, 2019; Hankinson and Cowking, 1995). When brands were recognised as having financial value and therefore part of a company's capital (Kapferer, 2012), a shift took place in the 1980's, with management moving focus from the production of products to the production of brands (Freire, 2005). Branding in general is about conceptualising an idea and selling that holistic approach to consumers (Merrilees & Miller, 2008), a systematic effort to instil a particular impression of an organisation (Aaker and Joachimsthaler, 2000, 2010).

Am organisation will strive to build a brand image with strong, favourable and unique brand associations (Kotler & Keller, 2016). According to Mihalis Kavaratzis (2004), branding needs to be seen and thought of as a complete and continuous process that will need to involve all marketing efforts. The combined activity and effort of the whole company and its stakeholders shape how consumers feel about the brand and the many different kinds of associations that will be attached to it. The central objective is to form a favourable and unique reputation within the competitive environment (Keller, 2013).

2.1.1 Brand identity and image

The areas affected when tasked with creating a brand identity to present to consumers is pictured in Kapferer's Brand-Identity prism model as seen in figure 1 below (Kapferer, 2012). The six sections in the model identifies the different aspects of brand identity: physique, personality, culture, relationship, reflection and self-image. These are further divided between the four sections that represent the created foundation and receiver and the internal and external expressions. The prism assists in the process of brand development by identifying what identity a company is creating and who they are creating it for and what the consumers will receive.

Physique and personality fall under the so-called 'sender' area of the prism to make the brand seem as a human being, while reflection and self-mage does the same for the receiver. The categories of physique, relationship and reflection tie in as social aspects that are presented externally. Internally the brands specific personality, culture and self-image is also included (Kapferer, 2012). Branding is all about creating differences according to the academic Kevin Keller (2013).
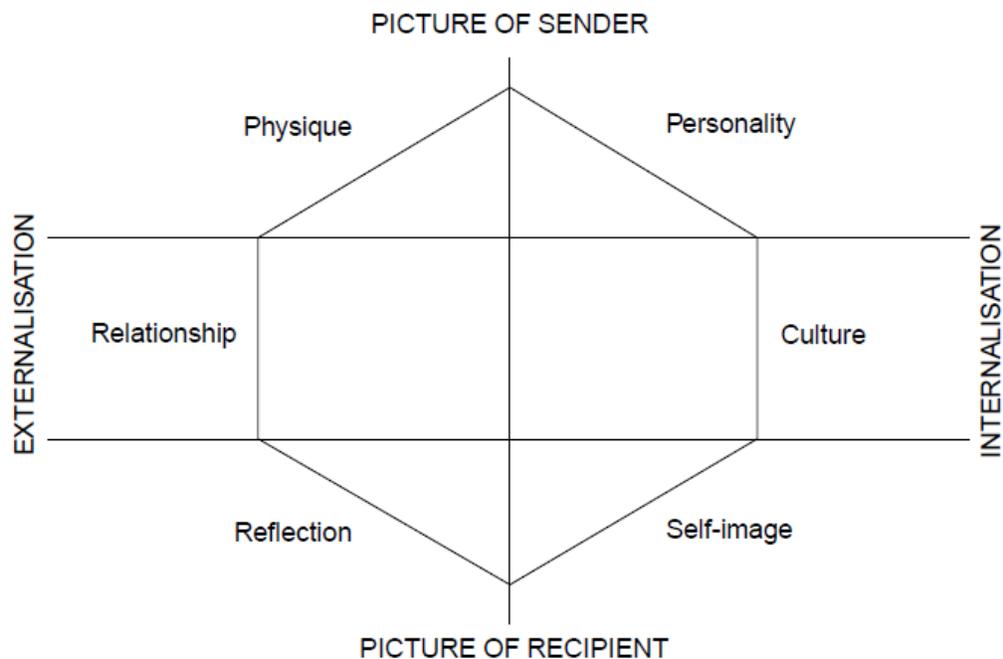
Figure 1 - Brand Identity Prism by Kapferer (2012)

2.1.2 Brand equity

Brand equity is the value of a brand well known among consumers. It is the effect of adding value to products and services or an overall company, with brand equity relating to that outcome as a result of marketing efforts uniquely linked to the brand (Keller, Apaeria and Georgson, 2012). Kapferer (2012) breaks the brand equity themes into: knowledge, relevance, esteem and differentiation

Brand equity is the consumers initially awareness and knowledge of the company as well as their esteem about a brand. The company's differentiation and relevance to the customer compared to competitors is also a factor. How well a brand is achieving superiority compared to other companies can be as simple result of customers are deciding to purchase or not. The right brand strategy can give a company a competitive advantage and brand equity by creating differences by building awareness, reputation and prominence (Keller, 2013), by identifying and developing a branding strategy, with a clear understanding of what the brand is to represent and how it should be positioned (Anholt, 2005). Customers and stakeholders have perceptions of a brand, and a brand will represent a set of associations, values and

promises that will make up the brand's image and occupy a distinct place in the minds of the consumers (Daly & Moloney, 2004; Kotler & Keller, 2016). Branding requires a long-term vision, permanently nurturing the difference, in order to become and remain a brand name with the power to influence (Kapferer, 2012).

2.1.3 Corporate branding

The corporate brand of a company is built around authenticity, by communicating the values and personality as the foundation of the company. The values are often identified by the owners of the company and other principles may be added such as respect and happiness. Intangible characteristics are often applied to add human personality traits to the corporate brand.

The brand will be promoted as a corporate entity, rather than aimed at specific products or services. The activities and thinking is broader and encompasses the whole organisation rather than just what is sold. The company will feature more strongly and is likely to use more abstract values compared to product branding, with culture, vison and image being part of the brand essence (Hatch & Schultz, 2003).

A corporate brand will encompass a much wider range of associations, compared to a product brand, and aims to evoke associations to the company's overall values, credibility as well as common products and their shared attributes in order to increase the company's brand equity (Keller, 2008, 2013). Highlighted as an important strategic asset within a company (Hatch & Schultz, 2008), but made challenging by corporate branding having different brand meanings across different stakeholders (Merrilees & Miller, 2008).

A broad range of definitions of a brand has been grouped under visual and perceptual aspects; emphasising aspects like positioning, added value, image and personality (Hankinson and Cowking, 1995) as well as a brand being a legal statement, an identity and the relationships with the consumers (De Chernatony and Dall'Olmo Riley, 1998). Kevin Lane Keller (2013) describes branding as the purpose to differentiate the brands attributes in some way from other products, offering to satisfy the same need, touching on rational and tangible product

performance or symbolic, emotional and intangible values. Academia agrees that corporate branding is more complex than simply a product or service (Freire, 2005) and can mean much more than a name, but rather is a consequence of the strategy of market segmentation and product differentiation achieved in the marketplace (Kapferer, 2012).

Branding is described as a strategy, a philosophy as well as a ideology that is much more substantive than the surface frills suggest according to Brown, McDonagh and Schultz (2013). Corporate branding is the process in which an organisation continually asks itself the universal identity question of who are we, what do we stand for, and what do we want to become (Shultz, Antorini and Csabz, 2006). Corporate branding became more and more relevant within companies, which motivated the rebrand of organisations in response to internal and external factors which triggered a new or revised strategic direction. As such, corporate rebranding became a significant part of organisational strategy (Stuart, 2018).

2.2 Corporate Rebranding

> *"Only the species who are able to adapt more successfully to the changing environment will survive"*
> *Charles Darwin's theory of evolution (Live Science).*

For a company to make changes to its positioning and representation, in order to revitalise and refresh a brand, is seen as a natural aspect of corporate branding (Aaker, 1991, 2010; Kapferer, 2012; Kotler & Keller, 2016; Keller 2013). For it to be considered rebranding, changes to a brand needs to impact the brand knowledge of the consumers' in terms of awareness and image associations (Keller 1993). Also seen as a corporate marketing transformation, giving a strong signal to stakeholders that things has changed about a company (Muzellec and Lambkin, 2006).

Corporate rebranding can involve multiple stakeholders and their mutual relationships, as well as changes to company culture, identity (Gotsi and Andriopoulos, 2007; Hatch and Schultz, 2003; Merrilees and Miller, 2008). Rebranding also relates to changes to the overall

company transformation of brand image of the company and its set goals (Hankinson, Lomax, & Hand, 2007).

Merrilees and Miller (2008, p. 538) define corporate rebranding as the '*change between an initially formulated corporate brand and a new formulation*', while Gotsi and Andriopoulos (2007) emphasise that corporate rebranding involves an attempt to assign new meaning to the corporate brand. Such definitions cast a wide net and include many designations, such as brand repositioning, makeover, renewal, refreshment and reinvention (Miller, Merrilees and Yakimova, 2013).

Within literature, the majority of the writing on rebranding has been journalistic with analysis of case studies as well as rebranding processes, with little research and theory appearing in academic journals (Muzellec, Doogan and Lambkin, 2003; Daly & Moloney, 2004; Muzellec and Lambkin, 2006; Lee, 2013). Often the rebranding literature adopts a phenomenon-driven approach, with few investigations having adopted a theoretical basis (Miller et al., 2013).

Image and poor reputation is often seen as one of the drivers which influences an organisation to rebrand itself (Lomax & Mador, 2006; Muzellec et al., 2003; Stuart & Muzellec, 2004). The model of the rebranding process by Muzellec and Lambkin (2006) outlines the drivers and objectives of rebranding within companies, as illustrated in Figure 3. The model brings together the possible causes for rebranding, the aims of rebranding as well as the importance of stakeholder involvement in the rebranding process.
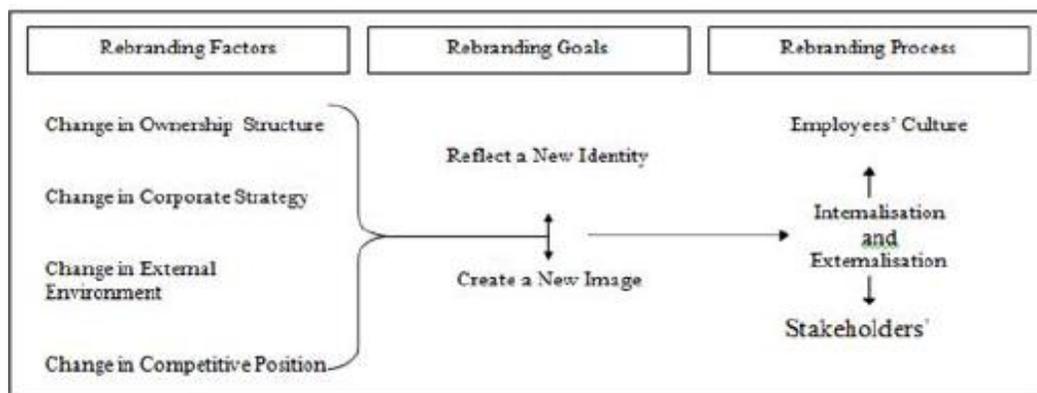

Figure 3. Rebranding process model by Muzellec and Lambkin (2006)

Corporate rebranding can be a challenging process (Hatch and Schultz, 2003) involving the whole organisation and its culture with the task to redefine the corporate brand vision by attempting to realign corporate associations into a new positioning (Gotsi and Andriopoulos, 2007, Muzellec, Doogan and Lambkin, 2003).

Corporate rebranding exercises are deemed to be risky according to the literature, they are seen as requiring large investments, with no guarantee of achieving a successful outcome (Miller et al. 2013; Stuart and Muzellec, 2004). Little in the public domain examines the experience of this often costly and long process (Lomax and Mador, 2006).

2.2.1 Processes of rebranding
The literature shows that many companies that undergo rebranding, are undertaken with the thought that the company in its current shape is misunderstood in the marketplace (Stuart and Muzellec, 2004). Being a strategic process, it requires the insight of the brand's current strengths, weaknesses and its future potential to increase long-term value (Roll, 2016). Brand revision is understanding the consumer and to meet existing as well as anticipated needs of new ones (Merrilees and Miller, 2008).

Within the literature the dominant themes in rebranding theory according to Merriless and Miller (2008) is brand revision, internal branding focused around stakeholders and the brand strategy implementation. Their corporate rebranding model has a holistic approach and integrates all the different aspects of the process in three phases, includes outcomes. Phase one, brand re-vision, where research is needed to decide on a new positioning. The second phase is internal branding activities which aims to encourage stakeholders to get behind the plan and to endorse the newly revised brand. Phase three is the strategy implementation of the corporate rebranding strategy using an integrated approach. All three phases will require focus and success if the rebranding is to be achieved.

Muzellec, Doogan and Lambkin (2003) describes the rebranding process going through four stages: repositioning, renaming, redesigning and relaunching. The redesign stage covers the brands aesthetics and tangible elements with the fourth stage being the relaunch itself, which will determine how stakeholders regard the changes.

Daly and Moloney (2004) proposed in their research, a corporate rebranding framework consisting of three key steps. These elements of their framework are situation analysis, renaming strategy, communication and training strategies followed by an overall marketing plan. The analysis is to gather knowledge that can guide you through the various decisions to be made about the new brand in the rebranding process.

For the process to be successful, Hatch and Schultz (2003) highlight the importance of establishing a connection between marketing, human resources, and strategic aspects of an organisation. As with branding strategy, rebranding can involve some or all aspects of the business all depending on the level of rebranding objectives. The process of rebranding is emphasised by academia as being multidisciplinary, with all business units needing to move from one mindset or culture to another (Lomax & Mador, 2006; Merrilees & Miller, 2008). The overall objective is for its activities to change the emotional and mental associations consumers have with a company (Roll, 2016).

2.2.2 Rebranding as a strategy

Hatch and Schultz (2003) emphasise the need of coherence and ensure that there are valid relationships between the vision, culture and images of the strategic rebranding plan. It is important that when considering rebranding, the companies core values are established, as well as its capabilities and competitive advantages, on top of knowing their customers, in order to be able to meet existing and anticipated needs (Merrilees & Miller, 2008). Within the literature the challenges are being highlighted when deciding to rebrand. Crucial questions appear from the initial drive and motivation to approach it and having to decide what should be changed to make a difference to the full implementation plan. Understanding the specific enablers and major barriers to corporate rebranding is critical in order to achieve success (Miller et al., 2013). Changing brand graphics, identity and image are among the most delicate aspects of brand management (Lucarelli and Hallin, 2015; Merrilees & Miller, 2008; Miller et al., 2013).

The literature highlights that the rebranding process is not only complex but also time-consuming and involves different stakeholder groups like employees, customers, and branding agencies (Hatch & Schultz, 2002). The cooperation from internal stakeholders is

essential for the success of the brand's rebranding (Gotsi, Andriopoulos, & Wilson, 2008; Kaikati, 2003; Stuart 2012). Research by Gotsi, Andriopoulos, and Wilson (2008) showed that companies need to gain support from employees or they may face resistance to the rebranding. 'Living the brand' was coined by Ind in 2003 when he emphasised the importance of including employees in the process of communicating the corporate brand to customers. Stuart (2012) emphasises the need for employees to be able to identify with the organisation, in order to be 'living' the new corporate brand and thereby support the rebranding process. This is achieved by companies paying equal importance to internal as well as external communication (Gotsi et al., 2008; Miller & Merrilees, 2013). Company employees have a crucial role to communicated the new meanings and positioning during a rebrand, as they are the direct link to all other stakeholders (Lee, 2013). The last and most crucial stage of the rebranding process is the evaluation of the process, by measuring the success achieved, which should be done regularly throughout the whole process in order to change it if needed (Lomax and Mador, 2006).

Gotsi and Andriopoulous (2007) point out that by identifying the pitfalls that decision-makers face when designing and implementing rebranding strategies will assist with the advancing of theory and practice in the area of rebranding.

2.3 Place Branding

Place branding is concerned with the pre-existing negative reputation of a place (Parkerson, 2007) and is the process of creating, discovering and realising new ideas and concepts to reposition the identity of a place and build a sense of place (Govers and Go, 2012). A place's image is a critical element of the way businesses and residents respond to a place, and important for cities to focus on, especially places that may be facing a negative decline (Kotler, Haider and Rein, 1993).

Robert Govers (2013) outlines place branding as the heading of creating an overarching brand strategy or competitive identity that reflects the history, accomplishments and aspirations of a place. By place branding is meant the building of brand equity in relation to the areas identity (Govers and Go, 2012), and is used to describe the marketing and branding efforts applied by nations and cities in order to gain a competitive advantage to attract visitors

(Gertner, 2011; Papadopoulos, 2004). According to Simon Anholt (2005, page 224) *the phenomenon is within the literature described as the practice of applying brand strategy and other marketing techniques and disciplines, originally developed for products and services, to the economic, political and cultural development of cities*.

Place branding is viewed as being more aligned to corporate branding rather than product branding (Kerr, 2005). Due to the flexibility of branding concepts in terms of practicality as well as theoretically, it has seen an expansion into other areas such as personal branding and places (Merkelsen and Rasmussen, 2016). Perception is how the brand concept is defined, which can open it up for a range of ways to apply the concept. In principle, anything that can be perceived could be reconceptualised as a brand. This trait is seen as flexibile and has made branding able to 'travel' to other areas; from product branding via corporate branding to place branding (Merkelsen and Rasmussen, 2016).

As with companies, places are increasingly facing global competition resulting in nations, cities and urban areas progressively turning to marketing and branding concepts to attract investors, residents and visitors (Gertner, 2011; Hanna & Rowley, 2013; Anholt, 2010; Ashworth & Kavaratzis, 2009). Having experienced an increased interest, you have seen many places around the world having adopted place branding concepts from traditional product and services marketing as a way to differentiate themselves, examples from Belfast, London, New York, Australia etc. (Brown, McDonagh and Schultz, 2013; Freire, 2005; Hankinson, 2001; Kavaratzis, 2018).

2.3.1 Research and practice

Places were historically marketed to attract settlers and over time the place marketing concept developed into place branding (Govers, 2016). The branding of places only began in the early 1990's (Kotler, Haider & Rein, 1993), with tourism in recent years becoming one of the fastest growing economic sectors in the world, with governments recognising the power of tourism to boost their nation's development and prosperity (UNWTO). Research within academia shifted the discussion from tourism to business and marketing (Hanna & Rowley, 2012), and in practice we are seeing place branding being used by public sectors as well as

tourism authorities to create place brands and positive associations in the target groups minds (Botschen, Promberger and Bernhart, 2016).

The increase in use of place branding is seen as being due to the changing government structures, relying on business practices and using customer service, seeking to achieve community development by reinforcing local identity (Kavaratzis, 2004). Merkelsen and Rasmussen (2016) have an external rather than internal argument, saying that the landscape of international politics has seen a transformation which has changed the expectations to management in public organisations. They argue that this change has led to the use of place branding in public sectors, as place branding offers a viable language with the option to present an often complex reality, which makes it a practical tool (Merkelsen and Rasmussen, 2016). Branding is a relatively new endeavour in the public sector, but marketing activities have become mainstream, not only certain marketing techniques but also involving market research, public relations and promotions (Waeraas, Bjoernaa and Moldenaes, 2015). The practice of place branding has outpaced the extent to which it has been written about publicly (Ashworth and Kavaratzis, 2009).

Early place branding articles focused on phraseology, definitions and raising awareness of the domain (Hankinson, 2007).Terminology such as place marketing (Kotler, Haider and Rein, 1993), country or nation branding coined by Simon Anholt (2007), geo-branding, location and city branding (Freire 2005) and place branding (Hanna and Rowling, 2011). In practice place branding processes and campaigns are often based on models from other case studies or governments drawing parallels between marketing practice and the management of national image (Anholt, 2014). Gertner (2011) and Anholt (2013) highlight that little progress has been made in building theoretical knowledge and frameworks due to a focus of descriptive rather than a normative approach, with no widely accepted blueprint and with a wide gap remaining between theory and practice (Ashworth and Kavaratzis, 2009; Kavaratzis, 2015).

Dinnie, Melewar, Seidenfuss and Musa (2010), Freire (2005) as well as Anholt (2003, 2008) argue that place branding has become a necessity as the media tend to stereotype, leaving

places no other choice than taking part in place branding to educate audiences and build positive stereotypes. Simon Anholt (2005) is of the opinion that in an ideal world, countries would not be branded like products, as places are too complex and too contradictory, with which he means they can be good as well as bad, and progressive as well as backward. Within the literature, place branding is seen as the most effective way to alter stereotypes and common sense narratives that may be perceived negatively by potential or existing audiences (Medway, Swanson, Delpy Neirotti, Pasquinelli, and Zenker, 2015). A proactive action can shape and influence what the world thinks of a location and areas can position and market themselves with strategic intent. Branding has become part of the twenty-first century and almost seen as a failure if a place does not participate (Ashworth, 2009; Brown et al., 2013).

Anholt (2014) points out the lack of maturity within the field, a concern that remains with no change in sight according to Fernandez-Cavia, Kavaratzis and Morgan (2018). The poor connection between academia and practitioners in the field, claiming that taxpayers' money is being spend by governments on ill- conceived, unmeasured and often failed campaigns (Anholt, 2009). Articles highlight the tendency to focus only on a new logo and slogan and advertising, rather than for a place to build reputation through substance and symbolic actions (Govers, 2011).

2.3.2 Confused identity and application complexity

Place branding is often described in the literature as a field of confused identity, with little consensus on what type of branding concepts should be applied to places (Skinner, 2008). The literature to date presents mostly instruments and techniques, through descriptive case studies often using fluctuating language to describe the same idea (Anholt, 2014; Hanna & Rowley, 2007; Skinner, 2008). There is no theory or framework of comparison allowing lessons to be drawn, and that underpins the development of place brands apart from product base theory (Ashworth and Kavaratzis, 2009; Fernandez-Cavia, Kavaratzis and Morgan, 2018). Also a lack of linking cases to theoretical knowledge, with limited work on translating learnings from other disciplines, such as corporate branding and rebranding, to be used in the field of place branding (Govers and Zenker, 2016; Govers, 2011; Kavaratzis, 2009). Among academics, there is no single accepted or clearly defined definition of place branding

(Merkelsen and Rasmussen, 2016) or a theory framework that, which may begin to explain some of the discussions and identity confusion within the field. However there is a consensus about the suitability of marketing for places (Rainisto, 2003) and that places can be marketed as brands the same way as products and services are (Kotler and Gertner, 2002; Hankinson, 2010; Caldwell and Freire, 2004; Karvaratzis, 2009). Rather than suitability it is the discussions around which concepts and theories to be used that is at the heart of the argument with articles staying vague around the question of what to do with place brands strategically (Zenker and Braun, 2017).

Corporate branding can offer lessons for implementing branding within places according Kavaratzis (2015), but place branding involves challenges beyond those of product and services, due to multiple and diverse stakeholders, the number of different groups being part of the brand, the limited control they have over the place and the different offerings as well as the diverse target segments (Virgo and Chernatony, 2006; Anholt, 2002). Kavaratzis (2015) states that place brands, like corporate brands, are fundamentally different from product brands, and that the traditional marketing framework is inadequate. Simon Anholt (2002, 2005, 2013) sees places as too complex and dissimilar to be compared to companies, with branding theory coming from commerce, with companies being very different organisations compared to places. Companies are aiming for profit with a consistent strategic branding message and hard management style and in contrast places are aiming for viable communities which will require different strategies.

2.3.3 Rebranding as a place strategy

As outlined above, branding in the public sector manifests itself through place branding (Zavattaro, 2010) and puts a focus on image and the aim to create positive associations with the place to prevent negative images that could affect the ability to generate revenue (Trueman, Klemm and Giroud, 2004). Perceived quality is changeable and has a dynamic nature according to Aaker (2010), and places can manage perceived quality by using branding techniques according to Freire (2005). In questioning if places should be branded, Ashworth (2010) sees place branding more than just an instrument, but a way of viewing the management of places as a whole. Ashworth joins the opinion among academics that

branding is seen as the best option to eliminate and banish negative perceptions (Freire, 2005; Gertner and Kotler, 2004; Kavaratzis and Ashworth, 2008). The literature does indicate that branding strategies and its tools and models require adaptation to a place and its specific conditions and characteristics (Ashworth and Kavaratzis, 2009; Kavaratzis, 2004).

2.3.4 Identity and place narrative

Within the literature, the challenge of adopting one single identity and creating one narrative that describes the place and its 'house of brands' is stressed (Ashworth, 2007; Anholt, 2010). The challenge lies in getting everyone to agree and align behind one clear, consistent and coherent brand identity (Brown et al, 2013). In order for a place brand to be authentic, it must reflect the dominant narratives about a given place, and therefore it is essential to know the attributes and narratives tied to the brand (Hansen, 2009). Amplification and not fabrication is key when developing a narrative can that can differentiate a place from others (Gilmore, 2002). The problem with applying brand positioning tools such as brand values and personality, within a narrative, is that as you risk supressing a place's reality, and natural distinctiveness (Medway et al. 2015). Place brands must try to develop a narrative that will communicate meanings and values that targeted segments will feel associated with (Hansen, 2009).

Adding to the challenge the factor of having a negative image among its potential audience, increases the importance of getting it right and be able to establish a narrative and from there a story that is interesting enough for the media to take notice The story needs to be more exciting than the negative ones as well as relevant for the audience (Anholt, 2010). David and Jennifer Aaker (2016) describes it as a signature story, with an intriguing, authentic and involving narrative for a company to strongly communicate their brand vision, values and strategy and most important connect with the customers. Findings show that with a place strategy you will seek endorsement from multiple target groups and engage a variety of stakeholders (Waeraas et al., 2015, Anholt, 2002). The one designed identity and narrative needs to be multi sold as one to these multiple stakeholders, while remaining authentic as well as true (Place branding debate, 2014).

Simon Anholt (2013) emphasises that brand image repositioning is used to improve the image of a place, in order to change the reputation and encourage word of mouth, similar to a company, just more complex. A rebranding exercise is to improve product and to move from a negative identity to a positive image (Krishna, 2011).

2.3.5 Repositioning

Place branding can only be earned through time, rooted in fundamental truths about its attributes, by building on what truly exists (Anholt, 2005, 2008; Gilmore, 2002). A mention of a place name, evokes mental images and perceived experiences (Crockett and Wood, 1999). Place branding refers to what images people have of a place and what kind of relationship they have with it, and by positioning; a place can take these images and define the place by showing how it compares to competing areas (Nickerson & Moisey, 1999). It is easier to create new positive associations than to try and refute old ones according to Kotler and Gertner (2002). Repositioning is in mainstream branding defined by Kotler and Keller (2016) as the act of redesigning a company's offering and image to occupy a distinctive place in the minds of the target market.

2.3.6 Target market and stakeholders

Places have increasingly adopted business strategies and marketing techniques to establish the place as a brand and promote it to different target segments to affect their perception of the place (Zenker and Braun, 2017). Places must take into consideration that a place strategy will affect external stakeholders as well as internal stakeholders, being residents and businesses within the area (Zavattaro, 2010). The challenges lie in the difficulty to bringing together these stakeholders, which may all be opinionated and uncoordinated (Brown et al., 2013, Kotler et al., 1993). According to Hankinson (2009), changing a negative image requires a change to the product, which with several stakeholders, all independent, of whom you have no control or ownership over, can be challenging as mentioned earlier. This ownership and leadership factor is seen as a complex issue, compared to companies, as places do not manage the product offerings (Truman, Cornelious and Killingbeck-Widdup, 2007).

Successful corporate brands seamlessly incorporate vision, culture and image and evoke feelings that translate into sales (Hatch and Schultz, 2008). The above arguments in terms of the complexity of place branding strategy, can risk an unclear brand concept that comes across as fuzzy and incoherently positioned (Zenker and Braun, 2017). Consumers may become overloaded with information that is too complex. For places to achieve similar benefits that some companies derive from branding, the knowledge needs to be underpinned with the learning from the practice and techniques acquired over the last century according to Simon Anholt (2007). To succeed a place must proactively try and shape and influence what the world thinks of them, and thereby strategically position and market itself (Dinnie, 2004, 2009). Hankinson (2002) highlights the need for consistency between the induced image created and the organic processed media, referring to a place must deliver on its promise. Krishna (2011) also argues that before undertaking a rebranding activity, a place needs to gain collective consciousness and strive to attain a high level of infrastructure as well as finding what differentiate the place from other locations. Further theory is advising to generate stakeholder ownership from the start through an open consultation process (Dinnie et al. 2010).

The theory presented in the literature review on branding, rebranding and place branding shows that there remains gaps between conceptualising and practice and commercial corporate branding and place branding (Waeraas et al., 2015). Few articles explore which rebranding concepts and theories are used in practice within place rebranding and the effectiveness of which is seldom measured (Anholt, 2014). There is a call out for academics to develop the principles, findings and theories (Anholt, 2014)

2.4 Dublin Docklands

Dublin Docklands is an area to the east of the city of Dublin, Ireland, stretching out on the north and south banks of the river Liffey comprising 1300 acres of land.
A change to the industrial landscape with containerised cargo, technology development and a move from road to rail in the 1960's, led to inner city districts of 'industrial' cities going into decline in the 1960's and 70's, resulting in high levels of economic and social deprivation. This change also affected Dublin Docklands, with Dublin port closing down

docks and warehouses positioned alongside the quays, which lead to an increase in unemployment, followed by social and economic decline. It resulted in the area developing a poor image, becoming a 'no go' area back in the 1980's (Bunbury, 2009).

The London's Docklands embarked on a project in the early 1980's with the objective to regenerate the area and finding new uses for their former docks (London's royal docks). The Irish government envisaged something similar and established Custom House Docks Development Authority in 1986, which saw the development of the International Financial Services Centre (IFSC). Later in 1997, The Dublin Docklands Development Authority was established with a temporary mandate to redevelop and regenerate the whole area (Dublin Docklands). The success of IFSC, partly due to the favourable corporation tax rate of 12.5% (IDA, 2019), and the later building development of the Grand Canal Square and its surrounding office and apartment buildings on the former derelict gas site to the south, brought companies and workers to the area as well as cafes, bars and restaurants taking a chance to establish themselves in an up and coming area.

2.4.1 Branding history of Dublin Docklands

To improve the image of the area, working alongside the building and regeneration projects, marketing campaigns were created with the aim to create a brand identity, build awareness and establish a sense of place. This marketing objective was formulated in the Authority's first Master Plan, as one of major priorities of the five strategies set out (Mola).

To encourage the domestic audience as well as tourists to visit the area, large public events were arranged on an annual basis such as The Maritime Festival, an array of concerts as well as art installations (Business to Arts) festivals such as an urban beach, and an annual Oktoberfest taking place on a purpose build event platform (Mola). Low cost business opportunities were encouraged by allowing coffee pop ups on both sides of the river Liffey to help traders avoid the high real estate costs and offer workers a place to purchase coffee and snacks. Investment was made into marketing domestically, with advertising in the main Dublin area on buses, bus stands and Irish rail to highlight the changes taking place in the area.

Before the economic downturn in 2007 the Docklands area saw a transformation with office blocks, apartments and larger scale developments such as the Grand Canal Square, The Dublin Convention Centre, Board Gas Theatre as well as two bridges increasing access possibilities over the river Liffey. Foreign and domestic investments came to the area, drawn by the favourable corporate tax, seeing companies occupying the many office blocks on both sides of the river.

The Docklands Authority had been set up as a temporary project with the aim of develop a sustainable place and community, mainly due to the recession the Authority stopping all projects in 2008 and was closed down in 2014. Dublin City Council brought the area back within their remit in 2012 and manages the area to this day. This resulted in the cessation of projects which had been creating a sense of place, and improving the area's image via regeneration, art projects, events and marketing campaigns.

2.4.2 Dublin Docklands today

Dublin Docklands has left the derelict look behind for a large portion of its area, with implementation of infrastructure, office and residential buildings and amenities, and thereby achieving the initial mission set out in the 1990 to regenerate the area. From being viewed as a 'no go' area as recently as the 1990's, the Dublin Docklands is today considered a thriving business hub. The area has also seen an addition of cafes, bars, gyms, hotels and in the last 4 years also the opening of visitor attractions with more planned in the future according to planning applications to Dublin City Council.

The nation's economy has improved and construction restarted in the area with cranes back in the skyline above Dublin Docklands. Future plans for pedestrian and vehicle bridges are in the plans with Dublin City Council, and projects being implemented to enhance and rejuvenate the area by Dublin Port, Waterways Ireland and Failte Ireland as well as private entities.

However, in terms of recreation and tourism the area is not considered worth visiting despite its close proximity to the water, its hospitality and tourism offerings or the fact that it is

located very close to the city centre. Dublin Docklands was in 2018 chosen by Failte Ireland (The National Tourism Development Authority) as a project for a Visitor Experience Development Plan (VEDP); a 5-year action plan to reposition and develop the area into a viable destination to be advertised as a place to come for tourists. The Dublin Docklands will become part of their house of brands, under the Dublin 'Surprising by Nature' brand. With the area having in recent years seen an increase in recreational offerings and amenities, the area is ripe for exploring the domestic and international tourism sector, as a different angle to try and create a sense of place. These attractions are establishments servicing a different clientele than the workers and residents in the area, which has been the focus during mornings and lunch times Monday to Friday for most ventures setting up shop here.

2.4.3 Rebranding of Dublin Docklands

Despite achieving success in terms of business; establishing a technological, legal and financial hub, the recent tourism attraction developments have highlighted their challenge of bringing people to the area due to its poor image and not being promoted as an urban area worth visiting. Dublin Docklands has potential to be viewed as not just a place to work, but also a location for recreation and tourism.

However the fact remains that when visiting Dublin Docklands after normal office hours, you will walk down mostly empty streets. The perception of the area has moved from being considered a dangerous area in the 1980's and 90's, to being a safe place but with nothing worth visiting for. Unless you live or work in the area you may not realise the transformation that the area has gone through and what there is on offer. With its rich heritage history and some high level attractions and offerings, as well as the open spaces and close proximity to the water as well as to Dublin city centre, there is huge potential for the area to develop an urban area that can compete with other tourist cities and areas within Dublin.

Changing the perception of the domestic audience and start advertising to the international visitor that Dublin Docklands is another good option when visiting Ireland. The advantages of the new developments and the improvement of product offering within in the area must be communicated in a focused and meaningfully way to the market, and for urban regeneration

to be successful people have to become aware of the existence of the new place products and recognise that they possess real benefits and deserves a visit.

Branding has become mainstream and has been accepted as an effective approach to renew or refresh an organisation identity to a target audiences in order to affect its image. The literature highlights the lack of branding and rebranding theory and frameworks applicable for places, with differences and complex factors such as ownership and multiple stakeholders. However with place branding being on the rise and with Dublin Docklands being chosen for a project development program in 2018 due to its potential within the tourism industry, it would be interesting to explore the approach and process applied to improve the area. This study is an opportunity to gather insights of the rebranding concepts and strategies used by public sector management and their branding consultants in terms of rejuvenating a place such as Dublin Docklands.

Chapter 3
Research question and objectives

This chapter presents the research question of the study and sets out objectives. This dissertation proposes to explore the use of rebranding concepts and strategies to rejuvenate the Dublin Docklands. Public sector offices, tourism authority as well as private sector branding consultants having worked on the Dublin Docklands project were interviewed.

The main reason behind choosing place branding as a topic of this research is the researcher having worked in the Dublin Docklands area since 2005. Initially as part of the public regeneration and development and for the last 6 years as part of a private attraction within the area. Through this work it has become apparent that the old saying of 'build it and they will come', simply does not apply. It has been a very slow process and challenge to try and change perceptions of the area as well as upgrade the neighbourhood, although Dublin Docklands is only a 20min walk from thriving commercial Grafton St. in the city centre of Dublin.

Having a chance to go deeper into how a place is being developed and managed from a branding point of view, in order to create a foothold and establish success and thereby sustainability was an exciting opportunity not to be missed.

3.1 Research Question and Objectives

The research question and set objectives are based on the identified gaps within existing literature covering the lack of frameworks and concepts specifically for place rebranding and lack of insights into the use of rebranding theories and concepts originally designed for corporate rebranding for the use of rebranding places.

The aim of this study is to contribute to the current academic discussion regarding use of rebranding concepts as place strategies by shedding light on how traditional rebranding methods may be used within the public sector under the guidance of branding consultants

from the private sector. The research will be guided by one overall research question and related research objectives that will work as sub- questions to the overall research question.

Research question:

How are rebranding concepts and theories being applied to help with the rejuvenation of Dublin Docklands ?

Objective 1: To explore the rebranding approach taken within an area that has a perceived negative image in terms of both recreation and tourism.

Objective 2: To understand the rebranding process applied to the Dublin Docklands area including an examination of which strategies have been implemented.

Objective 3: To understand the methods of measurements put in place to determine how successful these rebranding strategies are and will be in the future.

Saunders, Lewis and Thornhill (2012) outline how the research objectives need to stem from the research question, and that these objectives will assist the researcher in a direction that will gather information to answer the main research question. Each of the research objectives are envisaged to lead to the exploration of themes that will gather an understanding of the current methods chosen and applied in practice when rebranding a place. Each objective will work as strategies for the research design and will be the centre of evaluation in the findings and analysis as well as discussion chapters leading to a deeper understanding of application of mainstream rebranding strategies on rebranding of places, especially concerning Dublin Docklands as an area that has a negative image.

Chapter 4
Methodology

The next section explains the methodology that was utilised, using phenomenology as a philosophy and method of investigation. This chapter will list information on the choice of research participants, explanations on the research design, sampling strategy and analysis, as well as the ethical considerations for this study.

4.1 Research Methodology

According to writers Cross, David, Graham and Thralls (1996), methodology is the process procedure that a researcher will use to analyse data and is representing the way they see the world. Blumberg, Cooper and Schindler (2008) state that research methodology is crucial for a research, because of its contribution to knowledge and skills provided to solve the problems as well as achieve the objective set out for the investigation. For a researcher, it is important to have a clear methodological framework, in order to pose questions and also during the process of answering them (Cross et al, 1996).

4.2 Research Philosophy

Research philosophy, by which is meant the assumptions you make about the way you view the world. The phenomenological research approach is to be interpretivist in nature with the objective to explore, understand and explain approaches and points of view by gathering subjective data from a variety of practitioners working on development of places in a public and private settings.

An adopted research philosophy will influence the strategy of a research project, because it contains assumptions about the way the world is perceived (Saunders, Lewis and Thornhill, 2012). The philosophy of the research can be described in the overall terms of epistemology and ontology. Epistemology related to the question of what is seen as acceptable knowledge in the specific field of study, where ontology is about the nature of reality and social entities (Bryman and Bell, 2007). Both terms contain differences of importance around the assumptions of the world, which will influence both research method and process.

Epistemology can be separated into positivism and interpretivism. Saunders at al. (2012), states that the interpretivist perspective is applicable for business and management research. When it comes to acceptable knowledge, an important issue is of what can be seen as acceptable in a field of study involving whether or not the social work can and should be studied to the same principles and procedures as the natural science (Bryman and Bell, 2007). Interpretivism, contrasted to positivism, is critical for a scientific application model, to study the more complex social world and suggests that it is critical to understand the differences between humans in their role as social actors (Saunders et al., 2012). Therefore, interpretivism focuses on the interpretations and meanings of the social roles, which for the researcher makes it essential to enter into the social world of the specific research topic and understand the world from their perspective. The focus of interpretivism is to capture pick up on the complexity of social situations, the task of generalisation is not perceived to be of importance, because this will be lost in the changing and unique aspect of the social world (Saunders et al., 2012). In this study, the epistemological approach is related to the ontological perspective. Research can be led based on objectivism, which is suggesting that social entities exist in a reality external to social actors or led based on subjectivism suggesting that a social phenomenon is constructed from the perceptions and actions of social actors (Saunders et al., 2012). In accordance with interpretivism as the epistemological approach guide for this study, the overall ontological approach is subjectivism.

4.3 Research Method

The appropriate research to answer above outlined research question should be an exploratory, qualitative study conducting in-depth semi-structured interviews using purposive sampling techniques (Deshpande, 1983). Denzin and Lincoln (2008) claim that qualitative research involves an interpretive and naturalistic approach: "*This means that qualitative researchers study things in their natural settings, attempting to make sense of, or to interpret, phenomena in terms of the meanings people bring to them*" (p. 3). An exploratory approach for this research allows for an extensive examination of the place branding phenomena in a rich context which enables the collection of a variety of data from different sources. The added justification of the exploratory research approach is the fact that the information has not been found through the literature review.

4.4 Justification for qualitative research strategy

A qualitative method will be used for this particular study to better understand a topic that would be difficult or challenging to approach or to find quantitatively. By using this flexible method, the researcher can follow unexpected ideas coming up during the research and explore the processes. It is also a chance to add detail and nuances that illustrates or document existing knowledge of the rebranding phenomenon of places. Furthermore it is an attempt to try to understand a phenomenon from the perspective of the participants involved, rather than explaining it from the outside. For this research the qualitative approach was the most appropriate as it seeks to understand actions rather than trying to quantify certain phenomena with statistics. Qualitative research is a research strategy that usually focuses on words rather than quantification in the collection and analysis of data (Bryman, 2008).

4.5 Research Design

The research design will be in-depth interviews, as a way to increase the validity of the research as participants own perspectives are included into the plan. Hague and Harrop (2016) suggested that such interviews are useful in market research where the issues are not know before hand, and where attitudes and motivations need further exploration and described in detail to gather a full understanding. Generally in-depth interviews are face to face so that the interviewer can build a trust with the participant by taking time to open up about the topic and respond to body language and thereby obtain insightful results (Bryman, 2008). A small number of interviews will increase the understanding of issues concerning the research and participants and can reveal approached not previously thought of.

4.5.1 Sampling strategy

With the small sample size adopted for this research, judgmental or purposive sampling was elected to gather a non-random sample of respondents. Said to be a common approach according to Saunders et al. (2012), with similarities to snowball sampling, which sees a participants suitability for the research because of their experience within the topic.

Following a similar study conducted by Hankinson (2009), the conclusions from the literature review was supplemented by interviewing public sector employees and branding consultants from the private sector.

4.5.2 Participant selection

A criterion that all participants must have worked on one or more projects concerning Dublin Docklands was set out as a benchmark when selecting participants for the interviews. This was to ensure that the participants taking part in this research would help provide relevant insights and data to the subject.

The participants' anonymised information was as follows:

Interviewee A (INA)	Dublin City Council Area Manager for part of Dublin Docklands and previously in the DCC communications and media department
Interviewee B (INB)	Failte Ireland Dublin market
Interviewee C (INC)	Dublin City Council Managing the Dublin Docklands office and areas development
Interviewee D (IND)	Branding Consultant Private company – W2 Consulting/Rupucon Consulting
Interviewee E (INE)	Branding Consultant Private company – Zero G
Interviewee F (INF)	Dublin City Council Managing communication and media department

4.6 Ethical Considerations

According to Blumberg et al. (2008) ethical issues are part of every investigations and all parties involved in this process should be able to show a relatively high level of ethical behavioural approach.

Confidentiality in concerning the protection of the participants identity. With the in-depth interviews, each participants will have the option to stay anonymous and will be given the option of a first sight of sections that is going to be published with their specific comments and views   Should they not be comfortable with their views being published it will be removed.

In terms of codes and consent, the participants have a right to know that they are being researched and the right to be informed about the nature of the research and also have the right to withdraw at any time if they want to. Each participant will receive communication, detailing the research topic and what is being researched. Each participant will be asked to sign a consent form, to clarify their agreement to being part of the in-depth interview.

When looking into researcher bias it is crucial that reflection is used throughout the process. This is where the researcher is engaging in critical self-reflection about her potential bias's and inclinations at every step of the research. The researcher sits on the Failte Ireland committee of the Dublin Docklands visitor experience development plan and is closely linked to the development of the area. Apart from one interviewee the researcher is acquainted with each participant interviewed. The researcher was highly aware of these potential biases and understood that some participants may either feel comfortable or too comfortable sharing information and opinions, without highlighting a need for being confidential or off the record. Every effort was taken to eliminate bias throughout the research process.

4.7 Method of Data Analysis

The qualitative analysis stage requires a systematic and strategic approach (Yin, 2014). Holloway and Todres (2003) cover the thematic analysis that represents the foundation method for data analysis in the qualitative approach to research. This method will pinpoint and assign preliminary codes to the gathered data and further search for themes to be named and defined as part of the overall thematic process. Braun and Clarke's (2006) present as six step framework in their thematic method analysis to ensure the efficient and effective analysis of the collected primary data. Initially the researcher has to become familiar with the data, and is suggested to transcribe and continuedly re-read the data. They further recommend to

arrange the data into common themes to identify trends or patterns. Once this has been completed, the validation, the review and refining the date can begin. The last two steps per Braun and Clarke's (2006), is to define and name the themes and finally to draw up a report, highlighting how the data contributes to the existing theory and research questions.

4.7.1 Protocol for data collection

Each participant was emailed an outline of the request, semi-structured questions based upon the reading of the literature (Appendix A) and the time the interview will likely take at for a face to face interview at a location suitable to each participants. Following each in-depth interview, notes were written to keep track of observations made and initial reflection on the discussions and questions used. The recorded interviews were used for ensuring correct quotes were transcribed.

4.7.2 Data collection

The interviews lasted approximately 60-90 minutes in length. All 6 interviews were performed between July 2019 and August 2019.

This chapter has provided the necessary information to construct this dissertation on a sound methodological basis. The topic of this research is the exploration of the use of rebranding concepts and theories to rejuvenate Dublin Docklands. Following a phenomenological method, semi-structured interviews will provide the necessary data, and its analysis will provide the substance of the findings.

Chapter 5

Findings and Analysis

The purpose of this chapter is to present the key findings that emerged from the interviews and the subsequent analysis and exploring them in light of the existing knowledge. The process of discovery uncovered four common themes which relate to the researcher's objectives and attempt to answer the question raised. First theme presents the approach, research and initial steps taken when the participants were focusing on Dublin Docklands as part of their remit.

5.1 Getting to know Dublin Docklands

The first heading introduces the background and initial approaches to the process of developing Dublin Docklands when the area came under the remits of the two public sectors interviewed. The theme emerged from the data as the task of understanding the 'area' and knowing where it stands today, in terms of reality and perception. The theme is divided into the sub-themes; background and situation analysis.

5.1.1 Background

To establish the participants link and approach to the development Dublin Docklands, the researcher asked to the background and tasks concerning the area. In place branding literature it is suggested that the public sector has a focus on image, with the objective to create positive association to prevent negative images (Zavattaro, 2010; Trueman, Klemm and Giroud, 2004). This statement is supported in the findings with one participant describing their approach to area management:

> "We are focused on communication and promotion more than marketing and branding, promoting what we do and monitoring the media for potential negative press on a daily basis" (INF)

"Ethos within DCC Docklands and all of DCC is to be the best we can be and give the service required to our citizens and consumers and promote the DCC brand in everything we do" (INA)

Waeraas, Bjoernaa and Moldenaes (2015) pointed out that branding was a new endeavour in the public sector, with marketing activities having become mainstream, involving market research, public relations and promotions. The first quote above, confirms how they are reactive rather than proactive when it comes to negative stories and the risk of poor image building. The data suggest that image is the focus and realised via promotions rather than taking an active branding approach.

The reason for one public sector group focusing in on Dublin Docklands as a potential area for tourism was mentioned by a participant:

"A museum attraction opened in Docklands, which ensured the area was eligible to be part of a visitor experience development plan" (INB)

The specific Docklands visitor experience development plan (VEDP) was described as a way to deliver an enhanced visitor proposition with the objective to increase visitor flow into the designated area (Fáilte Ireland). The 5 year plan, involves public as well as the private sector, and its aim is to facilitate economic growth by developing existing products and creating new attractions and experiences that will motivate tourists to visit and stay longer.

5.1.2 Situation analysis
Conducting a situation analysis was discussed by all of the participants, as an initial as well as ongoing task for the Docklands area. The auditing was to establish what would be required to put the area at par with other parts of Dublin in terms of infrastructure as well as offering the area as an option for the international tourist.

"Public realm improvement is where I have my focus here in Docklands……to make sure we upgrade and lift the overall look. A nice looking space is part of

regenerating an area to try and give people some pride in their neighbourhood"
(INC)

"We need to improve the social issues in the area, one strategy is to try to bring in arts as well as artists to create a different environment" (INA)

This approach is in line with Daly and Moloney 's (2004) theory of corporate rebranding framework, where the first of three steps was a situation analysis as the initial part of the rebranding process, in order to make decisions on how they wish to rebrand.

The physique, which in the above quote by participant (INC), is mentioned as being the public realm, is highlighted as one aspect of the Brand Identity Prism developed by Kapferer (2012), and for some of the participants standpoint was one aspect of the focus and vision for the Docklands area to ensure the well-being of residents and visitors. Within the literature Krishna (2011) suggests that the infrastructure must be improved before undertaking any rebranding activities. Infrastructure is referred to by being hard as well as soft, such as street lights and cultural and social service standards.

Specifically for the visitor experience project (VEDP), a branding consulting company was hired and as part of their brief asked to establish the current attractions and experiences on offer as well as what is planned for the future. This was related to public and private companies and a way to determine the gaps and explore the potential for new attractions. A committee was set up for the 5 year project, including key stakeholders from private companies as well as several public sector all having the Dublin Docklands as part of their remit. This approach is in line with the guidelines and principles set out in the rebranding literature. The task to gather insights into a brand's strengths, weakness and future potential being essential in order to change course (Roll, 2016). Kotler and Keller (2016) defined repositioning as the effort to redesign a company's offering and thereby image to change the minds of the target market. Krishna (2011) is also of the view that the important part of a rebranding exercise, is to improve the product in order to move from a negative identity to a positive image.

Another aspect mentioned in the literature review was to understand the current consumer as well as anticipate the need of potential new segments when rebranding (Merrilees and Miller, 2008).

Participant (IND) conducted in-dept research on the Dublin Docklands as part of the VEDP project. Face to face interviews with visitors to one attraction in the area as well as meeting stakeholders to gather a full picture of the self-image and current perception of the customer. The findings shows that the public sectors are applying the principles in terms of research and looking into the potential revising of the products on offer. This was done in conjunction with the key stakeholders of the area, with them initiating the research, understanding the benefit it would give to determine next steps in the project.

Now that light has been shed on the background and initial steps taken in terms of assessing the Dublin Docklands, the next section will cover the findings and insights gathered of the process of exploring and researching the potential of the Docklands area.

5.2 Exploring the potential of Dublin Docklands

The second theme emerging was the extensive market research completed to establish the areas personality and potential. The section collects the thoughts and approach taken by the participants and their focus to improve the current offering to increase visitor numbers.

5.2.1 Market research and inspiration

When the decision was made that the Dublin Docklands qualified to be the first urban area in Ireland to go through the VEDP project, the participants described how key stakeholders were invited to brainstorm the best approach going forward. They wanted to be as transparent as possible about what the intentions were and try establishing inclusiveness and ownership early on in the project phase.

The branding consultants from one company were brought in with a brief to research what was currently on offer, as mentioned in previous section, and to establish key success factors relating to the area as well as best practice assessment and benchmark from similar places around the world.

"As a group in the VEDP we decided to involve branding experts, which would ensure a neutral party would conduct a market research to determine exactly what Docklands current have and what we may need to consider to develop the destination. We are trying to rebrand or reposition the area, which was the reason for tendering for consultants with place marketing experience" (INB)

"The brief to them was to gather a picture of Dublin Docklands, as a place in terms of its personality and identity as well as potential destination themes from which we can develop stories and project ideas from" (INB)

Research and consultations was done over a period of time to understand the areas personality and strengths, weakness and potential opportunities. The SWOT analysis conducted highlighted strengths such as the water front aspect, the rich heritage and its vast amount of space, with one of a few weaknesses being that cafes and restaurants are only open when a show or a concert would be on.

"Repositioning of Docklands is to highlight its strengths such as its heritage and character and the fact that it can offer something different than the rest of Dublin,……Docklands has the water and plenty of space" (IND)

As well as research into product offering, research was conducted with international visitors and stakeholders from private and public sectors:

"Internal and external market research was completed in the area to get a picture of self-image and the perception of the consumers" (IND)

By establishing exactly what the perception of the area was, the consultants were able to highlight any gaps between the two and to use that information to see the strong as well as weaknesses of the current identity. Social media observations were added to this knowledge of perception of the area, which determined a very low brand awareness of Dublin Docklands. A SWOT analysis was done by interviewing a wide remit of stakeholders, done

via groups and face to face interviews as well as workshops. These results were analysed and benchmark research added to produce a report that identity potential differentiation themes back to the key stakeholder group.

The data suggested that the approaches were different, with one company very much using corporate rebranding concept to establish the place identity and personality via extensive research and consultation.

> "Identity research and development is possible within a place similar to a company with multiple stakeholders…..we as humans have similar traits in terms of how we like to relax or be entertained" (IND)

Best practice assessment and benchmark research was completed and presented to the key stakeholders on the VEDP committee. This initial key stakeholders group was officially established as a committee called The Docklands Tourism Development Group, with all members having committed to project plans as well as potential collaborative projects to be completed over the 5 years.

Benchmark was completed of similar places around the world, such as San Antonio in the United States and Copenhagen, Hamburg and Bremen in Denmark and Germany. The research was presented to the group for inspiration and to show, as participant (IND) phrased it:

> "How bold do you dare to be in order to be different……it takes something special and different to attract tourist as well as the domestic audience down to a place with a poor reputation" (IND)

Previous research states that before undertaking a rebranding activity, a place needs to find what differentiate the place from other locations (Krishna, 2011, Keller, 2013, Muzellec and Lambkin, 2006). The participant (IND) pointed this out early in the interview that exactly this approach was the intentions during research, consultation and project planning:

"Differentiation and relevance are the two most important things to focus on, for a company or a place to be successful" (IND)

The participants described how a so called 'experience' workshop was conducted, inviting a wide stakeholder group to be inspired and highlight the place rebranding projects that had been done around the world and which specific attractions have been added to draw visitors to these areas.

This workshop was also a chance for the branding consultants to understand part of the personality of the area and stakeholders own view of the place.

The initial situation analysis before VEDP was considered had resulted in one of the public sector office to tender for calls to activate the river within the Dublin Docklands:

"It has been the view for a while to try and increase the activation of the river Liffey, and we have called out for tenders to do just that….potentially we are looking at a hotel and spa facility on a boat in the near future" (INC)

Another project has been brought forwarded with the aim to improve the so called entry gates to the area by uplifting the look of the streets to encourage visitors to walk down to the Dublin Docklands:

"You will on many streets leading down to the Docklands, not see anything that would encourage you to keep walking along, but rather depressing looking areas….one project is to move the Jeanie Johnston ship closer to the bridge and thereby being visible from Pearse St….another is to add cycle lanes" (INC)

The rebranding literature indicated the need for maintaining core values and cultivating the brand, linking the existing brand with the revised brand (Merrilees and Miller, 2008). The research conducted within the VEDP clearly had the intention to explore what the current Docklands stood for as well as understand its stakeholders before exploring its overall potential, which links in with the literature.

An overview of all projects was shared the key stakeholders, having added agreed potential collaboration projects and feasibility studies for attractions and experiences that can attract visitors and set the place apart. One of these new projects suggested for the visitor experience development plan (VEDP) with the intent to achieve the differentiation factor while staying relevant, as the literature refers to within marketing as well as branding to be competitive (Kotler et al., 1993, Keller, 2013; Blain, Levy, and Ritchie, 2005):

> "We took inspiration from The Highline in New York City.…Imaging the Quays in Docklands being activated with planting, art, playgrounds and street furniture, bringing visitors from the west of the city all the way down to the east by Dublin Port, through the Docklands and encouraging them along the way to venture to the right and to the left to different attractions" (INB)

The findings show that the approach to rejuvenating the area is a focus around the products on offer to the visitor coming to the area and research how the area may set itself apart. The stakeholders were very much a part of this approach and process to ensure ownership as well as leadership and that collaborations and potential partnership would appear to further increase potential of success.

5.3 Cohesive Approach to Rejuvenation

The next theme to be presented from the analysis concerns the participants approach to achieving a cohesive work relationship among all stakeholders, in order to develop new offerings in potential partnerships that will attract visitors to the Dublin Docklands area.

The rebranding literature emphasises the requirement to seek the cooperation from internal stakeholder to achieve success and avoid facing resistance (Gotsi, Andriopoulos, & Wilson, 2008; Kaikati, 2003; Stuart 2012). Stakeholder involvement is considered at every avenue in all tasks and projects in the area:

"Stakeholder involvement is essential to create ownership and ensure sustainability. We have on past projects learned that we have to be there to move development along as a kind or 3rd party." (INB)

The literature also highlights the importance of stakeholders relationships, as rebranding can mean changes to culture and identity rather than just a change of product (Gotsi and Andriopoulos, 2007; Hatch and Schultz, 2003; Merrilees and Miller, 2008). The approach to the VEDP project, which all participants are part of, prioritised this aspect and ensured that all key stakeholders on the committee had a voice and were part of the project plan while also consulting with a wider stakeholder audience from the area, which the literature research has shown that internal as well as external interactions are critical (Gotsi et al., 2008; Miller & Merrilees, 2013). Krishna (2011) underlines that specifically a place needs to gain a so called collective consciousness, which the data of the study determined was one of the aims. Examples of this were; a walking tour of the area was arranged for stakeholders to interact, and also ensuring that discussions around all ideas and projects were had at committee and sub-group committee meetings. A collective communication platform to easily communicate with each other was set up to further increase two-way communication and information sharing.

The VEDP project is in its first year after an 8 months pre-project development phase, and time will tell how well the key internal stakeholders will manage to ensure the wider stakeholder audience in the area hears about, plans and identifies with a narrative that is currently in process of being developed (see section 5.3.3 below). As Stuart (2012) indicated, it will be essential for all stakeholders to a support the rebranding process for it to succeed:

"We need to get the WOM (worth of mouth) conversations going about the different projects and the plans coming through the pipeline..….that communication piece with the Docklands stakeholders will be important to spread the word" (INB)

This data is in line with the literature which highlights members closely involved with the rebranding having an important role to communicate the new positioning to all stakeholders to shape how consumers will eventually feel about a brand (Lee, 2013; Keller 2013).

> "Our consultation workshops are very much trying to change the mindset of working in silos to working together by sharing the work they do within the area…….for everyone to see the links that the different tasks or in this case projects have and how if working together they will see better results and perhaps even an easier route" (INE)

Achieving the "buy-in" from stakeholder, which Merrilees and Miller (2008) has as one of their six principles to rebranding, was seen in the approach and processes described by the participants. It was clear that without the stakeholders commitment to action the projects, there would be no destination development, which is a key objective for the VEDP initiators. The participants discussed the emphasis put on stakeholder involvement on an ongoing basis, creating a unified and cohesive approach with potential partnerships developing.

Most participants would be focused around the product development part of the VEDP project as well as their tasks of improving the areas infrastructure in general. This indicates that the participants remit and set objectives is not strictly focused in on rebranding of an area, although rebranding concept elements are used in some parts of the process, such as situation analysis and market research. The literature findings of the challenge of moving one mindset or culture all depending to what extent a brand should be changed (Merrilees and Miller, 2008) was mentioned as an approach by the public sector participants, but the second branding consultant being asked to develop a narrative with the key stakeholders took a holistic approach focusing on mindset and culture especially as a way to achieve the project's objectives. This approach will be presented in further detail below.

5.3.1 Narrative development
Previous research describes corporate branding as the process asking itself the identity question of 'who are we?', 'what do we stand for?' and 'what do we want to become?'

(Shultz, Antorini and Csabz, 2006). Place branding can only be earned through time according to Anholt (2005, 2008) and Gilmore (2002), with the branding being rooted in the facts about the attributes of the place. If a place has a negative image Simon Anholt (2010) advises to counteract with positive stories, that are relevant to targeted audience and interesting enough for any journalist to produce superior content. The narrative must be more exciting that the negative ones, that may be creating the negative image.

The task of finding one narrative to represent the area was one rebranding concept that was focused upon for the Dublin Docklands alongside the product development and stakeholder linking as described in the previous sections above. The public sector participants explained how they involved different branding consultants for the VEDP project to work with key stakeholders to research and then develop the narrative. The two branding consultants companies worked on the VEDP project at different times and were hired due to their specialised expertise on research and consultation and for the other company especially the narrative development with stakeholders.

> "It is about finding a common ground. Tease out the characteristics within people, within the culture and the place itself" (INE)

The consultants developing the narrative wanted together with the stakeholders to look deeper into the areas culture, the people from there, alive as well as deceased and lastly also the place itself. The process was to find attributes in these three areas and find a common ground that would be honest and authentic.

> "We have taken our approach from Simon Anholt and adapted it over the years, when learning how best we approach working with public sector departments and stakeholders within different areas and change their mindset in how they work together ' (INE)

The consultant emphasised the importance for the stakeholders to understand their self-image and reflect on how each action may affect a different department, and how approaching the task differently can improve the service and the place itself.

The previous literature mentions that branding strategies and its tools and models require adaptation to a place and its specific conditions and characteristics (Ashworth and Kavaratzis, 2009; Kavaratzis, 2015). The participants described their rebranding approach as having been developed over time but initiating from Simon Anholt's concepts on place branding image. Simon Anholt (2014) highlights the focus of descriptive rather than a normative approach to place development and this being the reason that little progress has been made in building theoretical knowledge and frameworks. The branding consultants for the narrative piece focused in on the why and adopted a normative approach to create an authentic picture of Dublin Docklands.

> "Working on the narrative together with the stakeholders is essential to capture essence of the place personality and create further ownership among stakeholder" (INE)

Within the literature, the challenge of adopting one single identity and creating one narrative that describes the place and its 'house of brands' is highlighted (Ashworth, 2009). The participants experienced that key characteristics emerged when exploring the different aspects of the area, and they felt that the variety of products or brands on offer was not restrictive in developing one narrative, which contradicts the literature. A second workshop is planned to develop the narrative further, ensuring that all a wider group of stakeholders are involved.

The process of achieving a working relationship and unified cohesion among the key stakeholders, seems extremely valuable and perhaps for a place much more challenging compared to a company as argued by Hankinson (2004).

The findings show that stakeholder involvement and establishing a cohesive collaboration was seen as the highest priority for the VEDP project to get of the grounds. The branding consulting company worked closely with the stakeholders to change the mindset and develop a narrative that will represent the Dublin Docklands area without the risk or misrepresentation due to multiple stakeholders.

5.4 Attracting more visitors to the area

The literature described rebranding as a corporate marketing transformation, and a strong signal to stakeholders that something about the company has changed (Muzellec and Lambkin, 2006).

Here in 2019, the infrastructure of the Dublin Docklands has been steadily given an uplift since 2012, but these changes will not be as visible and impactful as the literature principles indicates they should be. One participant further explained:

> "Within branding you must keep changing and adapting to remain relevant regardless if you are a company or managing a place" (IND)

The findings show that a stronger impact is planned by the focus on product development. The participants recalled a presentation on benchmarking of other place branding examples around the world and remembering the message of how bold do you dare to be to be different to set the place apart. The stakeholder group has suggested the opening up of Custom House building to the public as a gateway to the Docklands. Also further development of the infrastructure, with intention to improve the wayfinding signage and bringing annual festival and events to the Docklands, to encourage domestic and the international visitor to come to Dublin Docklands.

In previous research, the theory to change a negative image requires a change to the product itself (Hankinson, 2004), which the study has shown is at the core of all the participants within in VEDP project and in the daily life of the participants in charge of the area. Hankinson (2004) further argues that as there is not one controlling part or ownership over the products, and other authors agree that the leadership factor is a complex issue within branding of places, compared to companies (Truman, Cornelious and Killingbeck-Widdup, 2007). Although early in the VEDP project, the experience expressed by all participants at this stage contradicts this claim. Of course it should be added that this only relates to the products and not a full rebranding narrative and communication being implemented. But they genuinely highlighted the positive experiences with collaborations and partnerships

appearing during the process with all having the shared objective of having signed up to deliver a specific project and wanting to succeed. However where the challenge may be to large when it comes to managing a place the issue around branding identity was highlighted by some participants:

> "Several different identities exists within the Docklands, with DCC Docklands, the wayfinding signage being different again and also companies naming Docklands in different ways, which overall leaves visitors confused " (INE)

The previous research conducted within the literature, show that the elements are interlinked and a cohesive approach is required when changing an identity (Daly and Mooney, 2014). Articles highlighted the lack of depth when rebranding and a tendency to only focus on a new logo, slogan and advertising, rather than for a place to build reputation through substance and symbolic actions (Govers, 2011). When Dublin City Council took the Docklands back from the Docklands Authority, a once off branding project was completed, resulting in an individual logo for DCC Docklands as well as a standalone website (DCC, 2014). The design was different to the wayfinding signage you will see in the area, also conducted by Dublin City Council. There wasn't any specific research conducted to create the branding visual, the focus was on creating an information platform and promote that DCC were present in the area by adding the logo to their building on Custom House Quay within Docklands. The other identities that the participant referred to are companies within the area naming on their buildings the area; Dockland, some will adds the 's' and/or 'the' in front.

Another visual brand representing the area is Fáilte Ireland's Dublin brand. Fáilte has a house of brands, with Dublin being one of four brands marketed to international visitors. In asking how it was envisaged that Dublin Docklands would be marketed, one participant responded:

> "At this stage we are envisaging that Dublin Docklands will as other areas of the city come under the Dublin brand and its identity and we will develop campaigns where key attractions and pictures of the area are featured among the other offer within Dublin to attract tourists to the city" (INB)

"Destination marketing organisation is best practice when you research place branding, it will just give more consistency and more success to have one designated entity that can push the one narrative and one message from all stakeholders" (IND)

Thoughts from the participants were around the future and how to deliver success long term with the aim to attract new visitors. They realised that the focus in terms of communication and branding will need to be considered. Who will communicate the narrative that will be developed at one point, can it be shared without risking confusing the target market, is still up in the air.

How will the rebranding project be driven over time to ensure change in image, by improve the destination development as well as creating a separate standalone identity from Dublin city, which is under Fáilte and Dublin City Council.

Another way that some participants has tried to attract visitors is by adding a visitor information point to the Dublin Docklands in 2018, with the focus to offer a service to tourist coming to the area, and encourage them to stay longer by suggesting a selection of offers within the area. This was part to create awareness and part receiving feedback as well as understand why they decided to come to the area and get a further understand of area perception and in the future its development.

5.4.1 Segmentation and Measurements of success

In terms of segmentation the participants explained how Failte Ireland for Dublin are focusing on the social energisers and the culturally curious with Dublin City Council having a much wider target group.

"We have two target groups for Dublin and do not promote the city for families" (INB)

"Destination development is our main focus but research shows us that international visitors want to meet the Irish, so the domestic audience are a focus for us too. We want to develop attractions that attract both" (INB)

The data revealed that no further research into marketing segmentation has at this stage been conducted, but it was seen as the private sector having their own target groups and overall the most relevant target markets would be focused on.

Having interviewed two different public sectors their remit and objectives were different. One remit is destination development and the other to maintain a well-functioning community and area for the well-being of the people using it. However it was clear during the interviews that participants felt that within the affected departments, the two sectors have come together on the 5 year VEDP project, which includes several other public sectors with ties to the area. Their collective objective is to develop the Docklands area as a destination for the domestic and international visitor.

In terms of measurements of success, all participants spoke of service level agreements and key performance indicators applied to all types of ongoing projects in the area. The VICE model, being a standard tool within the tourism industry, was also an approach to measure success throughout the VEDP project. The framework identifies sustainable tourism as the interaction between visitors, the industry that serves them, the community and culture that hosts them and their collective impact on and response to the environment where it all takes place (Fáilte Ireland).

Key performance indicators are focused on the demand as well as supply side and overall destination development. Further statistics such as footfall figures and bed nights from commercial properties in the area will be used to establish success overtime. Research into new technology by potentially adding footfall counters to bins around the area is also being looked at.

> "Failte focusing on KPI's is crucial to ensure a business approach and see if the efforts are working or not, and being able to react" (IND)

The visitor information desk is planned to be used for feedback reviews from visitors to the area, and for these to be fed back to the attractions.

5.5 Conclusions of findings and analysis

In this chapter, the findings and analysis from the qualitative semi-structured interviews have been presented in terms of the most prominent themes emerging from the analysis. Overall, these themes can be viewed as answers to the research objectives, which collectively will answer the overall research question concerning the use of rebranding concepts and theories to rejuvenate Dublin Docklands.

Findings are focused heavily on the visitor experience development plan (VEDP), which all interviewed participants have and continue to be part off.

The findings indicated that only very few aspects from rebranding theories were being applied to assist with the rejuvenation of the Dublin Docklands, which were within the topics of; situation analysis, research, the stakeholder consultations and partnership development and the narrative development.

The different remits and approaches were all geared towards the development of the area, seeing the area as a potential tourism destination with a focus to improve what is on offer. Objectives were to improve the areas image by increasing the number of attractions and activities on offer in the area and improve the infrastructure and thereby increase the well-being of the residents and users in area and the number of international visitors.

The processes adopted included the focus on the internal stakeholders that are to action the project plan to create momentum as well as ownership and collaborations. The processes applied to rejuvenate followed set models around stakeholder input and ownership and product development within the area. The rebranding strategies implemented for Dublin Docklands focused on an authentic narrative that would highlight attributes and differentiate the area from other places. These were underpinned by key performance indicators (KPI's) and service level agreements (SLA's) to establish a measurement of success, and venturing into new technology to count footfall.

Previous research within the literature outlines how changes to a brand need to impact consumers' brand knowledge in terms of awareness and image associations (Keller 1993) in order to be considered rebranding. Place branding is the process of discovering, creating and developing as well as realising ideas and concepts for reconstructing place identities and building a sense of place (Govers and Go, 2012). Findings show that the realising of ideas is well underway for the Docklands area and that the impact piece is in its infancy with the development of the narrative and the identity challenge and communication part being planned and implemented further down the road to create a sense of place.

This chapter provided a thematic presentation of the findings and analysis of the study. It presented the emerged themes of the participants approach of getting to know the Docklands and exploring the potential of the area. The two other themes synthesised the processes and strategy applications of stakeholder consultation to achieve a cohesive and finally attracting visitors to the area.

Chapter 6

Discussion

The purpose of this study was to explore how rebranding concepts and theories may be applied to rejuvenate Dublin Docklands. It aims to cover a variety of topics to build a comprehensive picture of the use approach to projects within the public and private sector in charge of developing Dublin Docklands. In this chapter the critical evaluation of a need of a framework development for rebranding places within the academia will be covers. Also the insight that the public sector are using branding concepts less than originally assumed within the literature and that this may be one reason for the little literature there exists within the place branding domain.

As covered in the literature review in chapter 2, there is a lack of literature on the subject of rebranding of places and little in the public domain examines the experience of this often costly and long process (Lomax and Mador, 2006). No theory or framework exist specifically for place branding but instead corporate rebranding concepts are being applied (Merkelsen and Rasmussen 2016; Ashworth and Kavaratzis, 2009; Fernandez-Cavia, Kavaratzis and Morgan, 2018). Merkelsen and Rasmussen (2016) indicated that the branding concept is being applied to a variety of areas, simply because it can be perceived and therefore reconceptualised as a brand.

The study showed that current place rebranding concepts are being adapted and years of experience added to the process as a method to apply branding aspects to a place. The current rebranding concepts and theories are not being reflective of practice and future research to explore how theory and concepts can be developed to assist with the place rebranding effort will benefit practitioners. A place rebranding framework should take learnings from practice and assist with steps of how to take the right approach to rebranding of a place, emphasising the pitfalls, and guiding the practitioners, through the complex process. These should highlight the process of finding the attributes of the place and its culture and the significance of involving external and internal stakeholders to find a common ground in order to achieve a cohesive approach and increase the chance of success in the rebranding of a place.

Corporate branding offers lessons for implementing branding within places (Kavaratzis, 2015), however place branding have added complexities compared to the branding of product and services. Multiple stakeholders and a number of organisations steering the brand with an overall limited control over the place and its different offerings (Virgo and Chernatony, 2006; Anholt, 2002). This study has a high coherence with these statements that a place requires a very different approach than when rebranding a company. It showed that places have attributes rather than core values, that stakeholders need to adapt a cohesive approach, breaking down silos and learn to work together across departments, sectors and companies. And most importantly the ownership and leadership has to be with the stakeholders as it has to be them that takes a place rebrand forward rather than as a support mechanism as you may see within a company.

Within the literature Ashworth (2010) argues that place branding is more than just an instrument, but a way of viewing the management of places as a whole. The findings provide evidence that very little rebranding concepts and theories are being implemented in the process of changing the image of Dublin Docklands. The data indicates that in practice, aspects of rebranding theories and concepts are being applied but the overall approach is not coming from a branding philosophy that Ashworth suggest as an option in above statement, where you have the brand at the heart of the 'organisation'. The interviewed public sectors do not have branding as a main objective, but rather ensuring maintenance of a space and its functions to assist with the well-being of citizens and destination development for international tourism advances.

The case may be that the public sector are in reality using far less branding concepts than the academia assumes they are applying. What this study has shown is that they are taking a business and marketing approach; being image focused and maintaining general public services as well as product development and implementing visual elements such as logo's and slogans only. It can be argued that some of the approach and processes leans more towards product development and stakeholder consultation than rebranding or indeed repositioning. This can further be a reason to why little research exist within the literature of place branding and place rebranding.

6.1 Future research

Rebranding of places having received limited academic attention and there is a need for a studies with a broader scope to be conducted.

Research is required within the public sectors into how they work together to achieve their individual and collective set strategies and objectives. How their different remits work as a positive or perhaps negative factor within these collaborations, and how place rebranding as well as corporate rebranding can be applied to assist the organisations to achieve better results and a better stakeholder relationship thinking as one and finding common ground.

It would be insightful for the development of principals within academia, to research the application of place rebranding strategies over a period of time to see effects of implementation plan, and indicate the challenges and pitfalls faced along the way.

Further research the challenges of having a house of brands from a place branding perspective, and how much the branding architecture can be spread without losing identity of main brand as well as the visibility and awareness building of the individual sub- brands.

Rebranding of places having received limited academic attention and there is a need for a study with a broader scope to be conducted. To better understand how rebranding place strategies are being applied and their measurements of success, studies following rebranding projects over a longer period would greatly improve knowledge of effectiveness as well as best application approach by learning from their experience.

This chapter provided a discussion of the findings and analysis, examining them in light of the review of literature carried out in Chapter 2. This study has touched upon some critical aspects in order to achieve a better understanding of how places approach rejuvenation and how rebranding concepts are applied to aid with this process.

Chapter 7

Conclusions

The purpose of this phenomenological research was to explore *'How are rebranding concepts and theories being applied to help with the rejuvenation of Dublin Docklands?'*. In order to answer this overall research question, three research objectives were established to guide the research focusing on the approach taken within an area that has a perceived negative image. Moreover, focus was on understanding the processes applied, including an examination of which strategies that have been implemented. Lastly to understand the methods of measurements put in place to determine how successful these rebranding strategies are. Each of these objectives was rooted in a thorough review of existing literature and findings within the research area. Although place branding is identified and acknowledged as a branding method, there is little theory available to rebrand a place and few studies have focused on which rebranding concepts and theories are being applied to improve the image of a place.

Based on these gaps, an exploratory qualitative analysis was employed, using semi-structured interviews within the public sector management and branding consultants, all with the remit to improve the Dublin Docklands. The collected date was analysed through thematic analysis, to identify recurring themes and trends. The analysis led to interesting findings contributing to a deeper understanding of how the public sector approaches a place development area and project and which processes and strategies they are prioritising under their different remits.

7.1 Empirical findings

Based on the empirical findings, the public sector implements only some principles of rebranding concepts and theories, being guided and advised by contracted branding consultants. These insight indicates that public sectors are not applying a branding philosophy to their work, which Ashworth (2010) suggests can be a way to manage a place. The involvement of branding consultants is for the focus on research and bringing together key stakeholders to establish the area's potential. Thorough secondary and primary research was conducted to specifically understand the personality of the place. Stakeholder

consultations and collaborations as well as achieving a unified cohesion was prioritised, with the view to improve and add to the products on offer and also to develop a narrative to highlight and reflect the attributes within the culture, the people as well as the place.

The situation analysis, the research and the product planning stages were evident, a process similarly suggested by Daly and Moloney (2004). A market research approach was used to understand the strengths and weaknesses of the place as part of the rebranding process, as outlined in the model of the same name by Muzellec and Lambkin (2006).

A business approach was taken to measure the current and future results of the destination improvements, being infrastructure uplift and plans of added attractions and events going forward. Measurements such as bed nights, footfall received from private as well as public attractions will overall contribute to the collective partnership where the stakeholders are the drivers of the development and future success.

7.2 Theoretical implications

The literature refer to places applying branding concepts designed for products and services, and there are mixed opinions around how fit for purpose these are, because they are designed for commercial entities rather than places that would have different objectives. There may be natural differences between the public and private sector, with companies aiming for profit with a consistent strategic branding message and hard management style and in contrast places are aiming for viable communities that will require different strategies as highlighted in this study.

The business approach taken has natural overlaps with parts of the rebranding concepts, such as market research, product development and stakeholder involvement. Merkelsen and Rasmussen argued that when operations and practices appear only remotely connected to branding practices it is often accepted as nation branding (Merkelsen and Rasmussen, 2016). This could indicate that the assumption within the literature that branding strategies are being applied to places, may not be as prevalent as first thought. This may further explain the reason for the little research completed on the place rebranding topic within the literature.

However fact remains that places are focusing on promoting and positioning themselves in a competitive market environment, with place branding therefore being a topic that gains importance among both researchers and practitioners. Further research should explore the best uses of branding and rebranding when it comes to places and explore how the branding philosophy can best be applied to a place.

The practice will benefit from rebranding concepts and theories being specifically developed to be applicable to places, rather than corporate rebranding concepts being adapted as the findings indicated they were. A framework development for place rebranding, will assist with outlining principles and concepts, highlighting the pitfalls that practice has learned over the years. Further research within the field will also ensure academia catches up with the current practice.

The findings further indicate that the application of place branding and rebranding is only an expertise found among practitioners with years of experience within the area. The research of further findings and establishing principles and theories, will allow a larger group of practitioners to adopt more suitable concepts and guidelines, in order to assist with the development of places.

7.3 Managerial implications

The above listed insights suggests that there is an opportunity for branding practitioners and the public sector to be open to a learning curve of the benefits of using a branding philosophy to manage places (Ashworth, 2010). A long-term approach must be emphasised and the fact that rebranding not only relates to changes in the brand identity but it also relates to the overall transformation of brand image of the area and its long-term goals (Hankinson, Lomax, & Hand, 2007).

Understanding the specific enablers and major barriers and pitfalls to corporate rebranding is critical in order to achieve success within place branding (Miller et al., 2013). Prioritising the importance of establishing a close relationship among researchers and practitioners to

ensure underpinning of learnings from the practice and techniques acquired over the last decade. Moreover, consider the best practice research that says that a destination marketing organisation will, especially for a place, ensure one message is communicated on behalf of multiple stakeholders, and therefore increase the chances of building awareness and changing a poor image of a place.

7.4 Limitations

Although this study was carefully crafted it is fundamental to understand that its conclusions are subject to a number of reservations.

Every effort was made to be objective, considering that the researcher is currently sitting on the Docklands Tourism Development Group within Fáilte Ireland. Since 2005, the researcher has worked for a public sector with the remit to regenerate the area and market the place and today works for a private company looking to attract visitors to an establishment within Dublin Docklands. All precautions were made to ensure that the study was free of self-created expectations. The study may have benefited from the supervisor to check for biases and doing a data triangulation.

Although the choice of participants for the study had a satisfying representation considering their remit, fact remains that other public sector bodies are indirectly involved in the development of the Dublin Docklands area; such as Dublin port, Waterways Ireland, Trinity College and also Tourism Ireland and Brand Ireland. Involving these would have broaden the knowledge further.

Appendix A

Interview Schedules

Interview Schedule 1
- Branding strategy agencies

Interview Schedule 2
- Public sector management

<u>Interview Schedule 1</u>

1. **Company Services and Projects**
   - What is the company working on in regards to Dublin Docklands?

2. **Branding as a strategy**
   - Opinion and views on branding as a strategy in general?

3. **Branding of Places**

   Opinion/Values - thoughts on the topic of using branding strategy to places?

   What are in your opinion the most important differences between a geographical area and a product in relation to brands?

4. **How did you approach the rebranding of Dublin Docklands?**

5. **How do you work with non-marketing clients?**
   Process/approach to brand strategy/planning

6. **Which rebranding strategy development processes have you used?**

7. **Which rebranding theory and concepts have you adopted?**

8. **What is you view and approach to leadership/ownership consultations approach?**

10. **What is success when working with a place – how do you measure?**

Interview Schedule 2 - Public Sector Management

This interview is aiming to research if rebranding concepts and theories are being applied to help with the rejuvenation of Dublin Docklands ?

> *'rebranding is any task or action with the aim to change someone's perception of a place'*

1. **What is the remit and your specific tasks of the organisation/department ?**

2. **What were the approach when starting to work on Dublin Docklands initially ?**

3. **Which Docklands projects are there with the aim to improve the area?**

4. **In terms of marketing what are the guidelines in the organisation?**

5. **How do you approach the work with stakeholders?**

6. **Which results have you seen and experienced with tasks of developing the Dublin Docklands?**

   - perception changes of area over time
   - challenges in terms of implementation of projects
   - stakeholder collaborations

7. **In your efforts to improve the perception of Docklands, have you used any branding tools or assistance from branding consultants?**

8. **How do you see the inhouse and stakeholder roles to succeed in rejuvenating Dublin Docklands?**

9. **How is performance measured ?**

References

Aaker, D.A. (1991) *Managing Brand Equity*. New York. John Wiley & Sons Inc.

Aaker, D. A. (1996) Measuring Brand Equity Across Products and Markets. *California Management Review*. Vol 38, no 3.

Aaker, D.A. and Joachimsthaler, E. (2000) The Brand Relationship Spectrum: The key to the brand architecture challenge. *California Management Review.* Vol 42,

Aaker, D. (2010) *Summary: Building strong brands: Review and analysis of Aaker's book* / ebook. Business Book Summaries. [Online] Available at:
https://kisslibrary.net/book/E277CC2801458FF4DB99?utm_source=ps13&utm_medium=kndslbi.tk&utm_campaign=fnom&x=3441714 [Accessed 1st Aug, 2019]

Aaker, D.A. & Joachimsthaler, E. (2010) *Summary: Brand-leadership review and analysis* / ebook. *Primento* [Online] Available at: https://www.scribd.com/book/308878113/Brand-Leadership-Review-and-Analysis-of-Aaker-and-Joachimsthaler-s-Book
[Accessed 1st Aug, 2019]

Aaker, D.A. & Aaker, J. (2016) What are your signature stories? *California Management Review*. V58, pp 49-65

Anholt, S. (2002) Nation Branding: A continuing theme. *Brand Management*. Vol 10, pp 59-60

Anholt, S.(2003) Branding Places and Nations in Profile Books Ltd.. *Brands & Branding: The Economist Series*. London p213

Anholt, S. (2005 Editorial; Nation Brand as context and reputation. *Place Branding*. Vol 1, pp 224-228

Anholt, S. (2007) *Competitive Identity: A new model for the brand management of nations, cities and regions*. Policy & Practice: a development education review. Issue 4 [Online] https://www.developmenteducationreview.com/issue/issue-4/competitive-identity-new-model-brand-management-nations-cities-and-regions [accessed June, 2019]

Anholt, S. (2008) Place Branding: Is it marketing, or isn't it? *Place Branding and Public Diplomacy*. Vol. 4, pp 1-6

Anholt, S.(2009) Editorial: Should brands be simple? *Place Branding and Public Diplomacy*. Vol 5, pp 91-96

Anholt, S.(2010) Place image as a normative construct: and some new ethical considerations for the field. *Place Branding and Public Diplomacy*. Vol 6, pp 177-181

Anholt, S.(2010) Definitions of Place Branding - Working towards a resolution. *Place Branding and Public Diplomacy.* Vol 6. pp 1-10

Anholt, S.(2010) What makes a good story? *Place Branding and Public Diplomacy.* Vol 6. pp 263-267

Anholt, S. (2013) Beyond the Nation Brand: The role of image and identity in international relations. *The Journal of Public Diplomacy.* Vol 2

Anholt, S. (2014) Afterword. *Place Branding and Public Diplomacy.* Vol. 10, pp 167-1169

Ashworth, G. (2009) The Instruments of Place Branding: How is it Done? *European spatial research and policy.* Vol 16, pp 9-22

Ashworth (2010) Should we brand places? *Journal of Town & City Management*. Vol 1, 3 p 248-253

Ashworth, G. & Kavaratzis, M. (2009) Beyond the logo: Brand management for cities. *Journal of Brand Management.* Vol. 16, page 520-531

Blain, C., Levy, S.E. & Ritchie, B. (2005) Destination Branding: Insights and Practices from destination management organisations. *Journal of Travel Research.* Vol 43, p 328-338

Blumberg, B., Cooper, D. R., & S.Schindler, P. (2008). *Business Research Methods* (2nd Europeans Edition ed.). London: McGraw-Hill Higher Education

Braun, V. & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*. Vol. 3, 77-101.

Brown, S., McDonagh, P. and Shultz, C.J. II (2013) A brand so bad it's good: The paradoxical place marketing of Belfast. *Journal of Marketing Management.* Vol 29, p151-1276

Bryman, A. (2008). Of methods and methodology. *Qualitative Research in Organizations and Management*, Vol. 3 No. 2, pp. 159-168.

Bryman, A. and Bell, E. (2007). *Business research methods*. Oxford University Press, USA.

Botschen, G., Promberger, K. & Bernhart, J. (2016) Brand-driven identity development of places. *Journal of Place Management and Development* Vol 10, no. 2, p152-172

Cladwell, N. & Freire, J. (2004) The difference between branding a country, a region and a city: Applying the brand box model. *Journal of Brand Management.* Vol 12, pp.50-61

Crockett & Wood (1999) Branding Western Australia: An totally integrated approach to destination marketing. *Journal of Vacation Marketing.* V5, pp 276-289

Cross, G.; David, C.; Graham, M.B. and Thralls, C. (1996) Thinking and rethinking research methodology. *Business Communication Quarterly*. V 59, p 105-116

Daly. A and Moloney, D. (2004) *Managing Corporate Rebranding*. Irish Marketing Review. Vol 17.

De Chernatony, L. and Dall'Olmo Riley, F. (1998) Defining A "Brand": Beyond the literature with experts' interpretations. *Journal of marketing management*. Vol 14, pp. 417-443

Denzin, N.K. and Lincoln, Y.S. (2008) *Collecting and interpreting qualitative materials*. London, SAGE 3rd ed.

Dinnie, K. (2004) Place Branding: Overview of an emerging literature. *Place Branding*. Vol 1. pp 106-110

Dinnie, K. (2009) Book review - Davis, G. - Nation Branding: Concepts, issues, practice. *Journal of Brand Management.* Vol 16, p 582-583

Dinnie, K., Melewar, T.C., Seidenfuss, K. and Musa, G. (2010) Nation branding and integrated marketing communications: an ASEAN perspective. *International Marketing Review. Vol 27, p 388-403*

Deshpande, R. (1983) Paradigms Lost: On Theory and Method in Research of Marketing. *Journal of Marketing*. Vol 47, p101-110

Dublin Docklands (2014) *Dublin Docklands* [Online] Available at:
http://www.dublindocklands.ie/about-us/docklands-history/regeneration-history
[Accessed 13th July]

Fernandez-Cavia, J., Kavaratzis, M. & Morgan, N. Place branding: A communication perspective. *Communication & Society.* Vol 31, p 1-7

Failte Ireland [Online] Available at: http://www.failteireland.ie/ [Accessed 10th June]

Freire, J. (2005) Geo-branding, are we talking nonsense? A theoretical reflection on brands applied to places. *Place Branding*. Vol 1, pp 347-362

Gilmore, F. (2001) A country – can it be positioning? Spain – the success story of country branding. *Brand Management* Vol 9 p 281-293

Gertner, D. (2011) A (tentative) meta-analysis of the 'place marketing' and 'place branding' literature. *Journal of Brand Management* Volume 19, p 112-131

Gertner, D. (2011) Unfolding and configuring two decades of research and publications on place marketing and place branding. *Place Branding and Public Diplomacy.* Vol 7, p 91-106

Gertner, D. and Kotler, P. (2004) How can a place correct a negative image? *Place Branding*. Vol 1, pp 50-57

Govers, R. (2011) From place marketing to place branding and back. *Place Branding and Public Diplomacy*. Vol. 7, 4, p 227-231

Govers, R. (2013) Why place branding is not about logos. *Place Branding and Public Diplomacy*. V 9, pp 71-75

Govers, R. (2016) Editorial - Zenker & Govers - The current academic debate calls for critical discussion. *Place Branding and Public Diplomacy*. Vol 12, pp 1-2

Govers, R. & Go, F. (2012) Book review: Place Branding: Glocal, virtual and physical identities, constructed, imagines and experienced. *Place Branding and Public Diplomacy*. Vol 8, p 181-184

Gotsi, M. and Andriopoulos, C. (2007) Understanding the pitfalls of the corporate rebranding process. *An international Journal*. Vol 2, pp 341-355

Gotsi, M., Andriopoulos, C. and Wilson, A. (2008) Corporate re-branding: is cultural aloignment the weakest link? *Management Decision*. Vol 46, pp 46-57

Hair, J.F.; Bush, R.P. and Ortinau, D.J. (2003) *Marketing Research: Within a Changing Information Environment.* McGraw-Hill/Irwinn

Hankinson, G. and Cowking, P. (1995) What do you really mean by a brand? *Journal of Brand Management.* Vol 3, pp 43-50

Hankinson, G. (2004) The brand images of torusim destinations: a study of the saliency of organic images. *Journal of Product and Branding Management*. V13, pp 6-14

Hankinson, G. (2009) Managing destination brands: establishing a theoretical foundation. *Journal of Marketing Management*, Vol 23, no. 1-2, p 97-155

Hankinson, G. (2001) Location branding: A study of branding practices of 12 English cities. *Brand Management.* Vol 9, p 127-142

Hankinson, G. (2007) Managing Destination Brands: Five guiding principles base on recent developments in corporate branding theory. *Brand Management.* Vol 14, p240-254

Hankinson, G.(2010) Place branding research: a cross-disciplinary agenda and views of practitioners. *Place branding and public diplomacy.* Vol 6, p 300-315

Hankinson, P., Lomax, W. and Hand , C. (2007) The time factor in rebranding organisations: its effects on staff knowledge, attitudes and behaviour in UK charities. *Journal of Product & Brand Development*. Vol 16, pp 236-246

Hansen, R. H. (2010) The narrative nature of place branding. *Place branding and Diplomacy*. Vol 6, p 268-279

Hanna, S. & Rowley, J. (2007) An analysis of terminology use in place branding. *Place Branding and Public Diplomacy.* Vol. 4, 1, p 61-75

Hanna, S. & Rowley, J. (2012) Practitioners views on the essence of place brand management. *Place Branding and Public Diplomacy.* Vol. 8, 2, p 102-109

Hanna, S & Rowley, J. (2013) A practitioner-led strategic place brand management model. *Journal of Marketing Management.* Vol 29, no. 15-16, p 1782-1815

Hague, R. and Harrop, M., (2016). *Political science: A comparative introduction*. Palgrave Macmillan.

Hatch, M.J. and Schultz, M. (2003) *Taking Brand Initiatives. How companies can align strategy, culture and identity through corporate branding*. Jossey-Bass. 1st Ed.

Holloway, I., and Todres, L. (2003). The status of method: Flexibility, consistency and coherence. *Qualitative Research, V3*(3), 345-357.

IDA (2019) *Invest in Ireland* [Online] Available at: https://www.idaireland.com/invest-in-ireland/ireland-corporate-tax [Accessed 15th May, 2019]

Interbrand (2019) *What does a brand really mean*. [Online] Available at: https://www.interbrand.com/views/what-does-brand-really-mean/

Kaikati, J.G. (2003) Lessons from Accenture's 3Rs: rebranding, restructuring and repositioning. *Journal of Product & Brand Management*. Vol 12, pp 477-490

Kapferer, J.N. (2012) *The new strategic brand management, advanced insights & strategic thinking*. 5th Ed. UK. Kogan Page

Kavaratzis, M. (2004) From city marketing to city branding: towards a theoretical framework for developing city brands. *Place Branding*. Vol 1, p 58-73

Kavaratzis, M. (2009) Cities and their brands: Lessons from corporate branding. *Place Branding and Public Diplomacy*. Vol 5, p 26-37

Kavaratzis, M. (2015) Place branding scholars and practitioners: "strangers in the night"? *Journal of Place Management and Development*. Vol 8, no 3, p 266-270

Kavaratzis, M.(2018) Conference report, 2nd consumer research summit - place and identity: advancing theory and practice. *Journal of Place Management and Development.* Vol 11, p 145-146

Kavaratzis, M. & Ashworth, G. (2008) Place Marketing: how did we get here and where are we going? *Journal of Place Management & Development.* Vol 1. P150-165

Keller, K. L. (1993): *Conceptualizing, Measuring, and Managing Customer-Based Brand Equity. Journal of Marketing*, V 57, p1-22

Keller, K.L. 2008. *Strategic brand management: Building, measuring, and managing brand equity*. 3rd ed. Upper Saddle River, NJ: Prentice Hall

Keller, K.L.; Apaeria, T. and Georgson, M. (2012) *Strategic Brand Management: A European perspective.* Harlow, Financial Times Prentice Hall. 2nd Ed.

Keller. K. L. (2013) *Strategic Brand Management Building, Measuring, and Managing Brand Equity*. 4th Ed. London. Pearson Education

Kerr, G. (2005) From destination brand to location brand. *Brand Management*. Vol 13, pp 276-283

Kotler, P. (2003) *Marketing Management*. 11th Ed. Englewood Cliffs, NJ Prentice-Hall

Kotler, P. (2004) Where is Place Branding Heading? *Place Branding.* Vol 1, p 12-35

Kotler, P. , Haider, D & Rein, I. (1993) *There's no Place like our Place, the marketing of cities, regions and nations*. The Futurist. Nov-Dec

Kotler, P. & Gertner, D (2002) Country as a brand, product, and beyond: A place marketing and brand management perspective. *The Journal of Brand Management.* Vol 9, p 249-261

Kotler, P. and Keller, K.L. (2016) *A framework for marketing management*. 6th Ed. London. Pearson Education

Krishna, V. (2011) *Can a nation be rebranded?* [Online] Available at: http://nation-branding.info/2011/06/29/can-a-nation-be-rebranded/ [Accessed 17th Jul, 2019]

Lee, Z. (2013). Rebranding in brand-oriented organisations: Exploring tensions in the nonprofit sector. *Journal of Marketing Management*, Vol 29,p 1124–1142.

Lomax, W. and Mador, M. (2006) Corporate re-branding: From normative models to knowledge management. *Brand Management*. Vol 14, pp 82-95

Lucarelli, A. and Hallin, A. (2015) Brand transformation: a performative approach to brand regeneration. *Journal of marketing management*. Vol 31, p 84-106

Medway, D., Swanson, K., Delpy Neirotti, L., Pasquinelli, C., and Zenker, S. (2015). Place branding: are we wasting our time? Report of an AMA special session. *Journal of Place Management and Development*. Vol 8, pp 63-68.

Merriless, B. and Miller, D. (2008) Principles or corporate rebranding. *European Journal of Marketing.* Vol 42, pp 537-552

Merrilees, B., Miller, D. and Heringtong, C. (2012) Multiple stakeholders and multiple city brand meanings. *European Journal of Marketing.* Vol. 46, No ⅞. P 1032-1047

Miller, D. Merrilees, B. and Yakimova, R. (2013) Corporate Rebranding: An Integrative Review of Major Enablers and Barriers to the Rebranding Process. *International Journal of Management Review*. Vol 16. P 265-289

Merkelsen, H. & Rasmussen, R.K. (2016) Nation branding as an emerging field - and institutionalist perspective. *Place Branding and Public Diplomacy.* Vol 12, p. 99-109

Mola Architects (2019) *Dublin Docklands* [Online] Available at: https://www.mola.ie/portfolio/dublin-docklands/ [Accessed 14th June, 2019]

Muzellec, L., Doogan, M. and Lambkin, M (2003) Corporate rebranding - and exploratory review. *Irish Marketing Review*. Vol 16, pp 31-40

Muzellec, L. and Lambkin, M (2006) Corporate rebranding; destroying, transferring or creting brand equity? *European Journal of Marketing*. Vol 40, pp 803-824

Nickerson & Moisey (1999) Branding a state from features to positioning: Making it simple? J*ournal of Vacation Marketing,* V. 5, pp 217-226

Parkerson, B. (2007) From Schlock to hot: Shifting perceptions of Brooklyn. *Place Branding and Public Diplomacy.* Vol 3, p263-267

Papadopoulos (2004) Place Branding: evolution, meaning and implications. *Place Branding*. Vol 1, pp 36-49

Rainisto, SK (2003) *Success factors of place marketing: a study of place marketing practices in northern Europe and the United States*. PhD. Finland. Helsinki University of Technology [Online] Available at: http://bestplaceinstytut.org/www/wp-content/uploads/2010/10/dissertationRainisto.pdf [Accessed, 13th Jul, 2019]

Roll, M, (2016) *Rebranding-Best practice for success* [Online] Available at: https://martinroll.com/resources/articles/branding/rebranding-best-practice-for-success-martin-roll/ [Accessed 19th May, 2019]

Saunders, M., Lewis, P., & Thornhill, A. (2012). *Research methods for business students*: Harlow, Essex. Pearson. 6th Ed.

Schultz, Antorini & Csabz (2006) *Corporate branding: Purpose, People, Process: towards the second wave of corporate branding*. Copenhagen. Business School Press

Skinner, H. (2008) The emergence and development of place marketing's confused identity. *Journal of marketing management*. Vol 24., no. 9-10. P915-928

Stuart, H. (2012) Living the Corporate Rebrand: The Employee Perspective. *Corporate Reputation Review*. Vol 15, p 158-168

Stuart, H. (2018) Corporate branding and rebranding: an institutional logics perspective. *Journal of Product & Brand Management*. Vol 27, p. 96-100

Stuart, H., & Muzellec, L. (2004). Corporate makeovers: Can a hyena be rebranded? *Journal of Brand Management, 11*(6), 472-482

Trueman, M.M., Cornelius, N, and Killingbeck-Widdup, A.J. (2007) Urban corridors and the lost city: Overcoming negative perceptions to repositions city brands. *Journal of Brand Management.* Vol 15, p 20-31

Truman, M; Klemm, M. & Giroud, A (2004) Can a city communicate? Bradford as a corporate brand. *Corporate Communication: An International Journal*. Vol 9, pp 317-330

Turtle, B. (2009) *Dublin Docklands, An Urban Voyage.* Dublin Docklands Development Authority. Dublin. Montague Publication Group

Virgo and Chernatony (2006) Delphic brand visioning to align stakeholder buy-in to the City of Birmingham brand. *Brand Management.* Vol 13, p 379-392

UNWTO (2009) *Handbook on Tourism Destination Branding*. [Online] https://www.e-unwto.org/doi/book/10.18111/9789284413119 [Accessed, 15th June, 2019]

Waeraas, A., Bjoernaa, H. and Moldenaes, T. (2015) Place, organization, democracy; three strategies for municipal branding. *Public Management Review*. Vol 17, pp 1282-1304

Zenker, S. & Braun, E. (2017) Questioning a "one size fits all' city brand, developing a branded house strategy for place brand management. *Journal of Place Management and Development.* Vol. 10, No. 3, pp. 270-287

Zavattaro, S.M. (2010) Municipalities as Public Relations and Marketing Firms. *Administrative Theory & Praxis*. Vol 32, pp191-211

Yin, R. K. (2014). *Case Study Research Design and Methods* (5th ed.). Thousand Oaks, CA. SAGE