



**UNIVERSITY OF GOTHENBURG**  
**SCHOOL OF BUSINESS, ECONOMICS AND LAW**

Master Degree Project in Marketing and Consumption

# **Green Place Branding Through Ecosystem Service from a Stakeholder Perspective**

A case study of Gothenburg

Niklas Darefelt and Anna Gunnebo

Supervisor: Cecilia Solér  
Master Degree Project No. 2014:98  
Graduate School

**ABSTRACT** This paper aims at describing how relevant stakeholders in Gothenburg perceive urban ecosystem services in order to understand how these can be used to support a green place brand. This knowledge is needed due to the increasing urbanization, which means that cities are becoming more densely populated and in extension have a greater housing demand. Consequently, if the development of a city occurs without regard to nature, cities are increasingly contributing to the degradation in biodiversity and hence, face great challenges that need to be acknowledged. Gothenburg is a growing city which is investing heavily in sustainable development and aims at becoming a “sustainable city, open to the world”. Ecosystem services can function as a valuable link between a green city and human well-being and advantageously be integrated in the city’s place brand. Findings indicate that urban ecosystem services can work as a gateway to reach citizens if communicated in a way that demonstrates functionality and connects on an emotional level. However, there are major challenges linked to the integration in order for this scenario to become a reality and the most prominent lies on a political level. Hence, it is important that all relevant stakeholders share the vision of a future Gothenburg as a green city and forward this knowledge both upstream and downstream.

**KEY WORDS** Green place branding • Ecosystem services • Stakeholder integration • Urban development • Gothenburg

## INTRODUCTION

The world we live in today is suffering from degradation of its natural environment as the planetary boundaries are being exceeded. A reduction of our ecological footprint to more sustainable levels is an emerging issue as climate change alongside with disruption of the nitrogen cycle and loss in biodiversity are increasing societal challenges (Gustavsson et al. 2011; WWF 2014). Loss in biodiversity is only one of the aspects that threatens the ecological life cycle, which will have negative impacts on our societies and the human well-being (Millennium Ecosystem Assessment 2005). The link between human well-being and ecosystems can be understood through ecosystem services which are the benefits that humankind obtains from ecosystems (Millennium Ecosystem Assessment 2005). This case study focuses on how ecosystem services can be used to support green place branding in Gothenburg. As the city aims at becoming a “sustainable city, open to the world” there are potential possibilities for integrating ecosystem services and hence this study can contribute to an understanding of how this can be executed. Large upcoming changes such as a more densely built city, combined with the goal of a limited climatic impact, calls for a place brand strategy that allows for an inclusion of ecosystem services in Gothenburg’s brand communication. A successful place brand accompanied with ecosystem services could imply a deeper understanding of how nature interacts with and supports society. In extension, a comprehensible place brand could unify and strengthen the cooperation between the stakeholders involved and lead to a more coherent brand communication. Anderberg et al. (2002) also argue that environmental quality and awareness are attributes which increasingly are seen as competitive advantages for cities.

The current trend is that the world is becoming increasingly urbanized and with the present pace, the number of people living in urban areas will account for almost 70 % of the entire population by 2050 (United Nations 2010). When comparing this prediction to the urban population of today, which is 50 % (United Nations 2010), the need for increased attention concerning urban

areas becomes quite obvious. Thus, cities need to strive towards creating awareness and educating its citizens about these issues through place branding by focusing on functional and emotional aspects regarding how nature interacts with the urban environment. Presently, cities are responsible for over 70 % of the CO<sup>2</sup> emissions in the world and, consequently, an increasing energy demand (Bolund and Hunhammar 1999; WWF 2014). This implies that cities face unprecedented challenges, and hence, urban areas have to become an important part of the solution to a more sustainable society. For instance, urbanization opens up for opportunities to optimize and distribute resources in a more equitable way, due to the concentration of knowledge and several joint systems that range from transportation to energy supply (Mistra Urban Futures 2013). In turn this could lead to maximizations of both economic and human values, which means that it is important to notice that both environmental and societal changes need to be acknowledged in shaping our society and as guidance for urban planning (Wijkman and Rockström 2012).

It has been stated that contact with nature, and the ecosystem services it provides, has significant positive impact on both physical and mental health as well as enhanced quality of life through, for example, microclimate regulation, air and water quality as well as noise reduction (Sandell 2000; Bolund and Hunhammar 1999; van Leeuwen et al. 2010). These are qualities that are suitable for inclusion in a place brand as they are all currently invisible functions that are invaluable and clearly add to human well-being. Additionally, they are qualities that are possible to embrace for the citizens through an educationally characterized communication. However, obstacles related to institutional structures and public-private interaction are two barriers for integrating ecosystem services in a green place brand (SOU 2013). Further, differences in worldview between actors is perceived as an additional obstacle where the economic, social and ecological dimensions often are seen as independent of one another. A worldview that puts the ecological dimension as the foundation on which the others rest is therefore required. Global climate problems can be broken down to regional and local levels but since these issues are prone to increase in the future, a higher awareness concerning ecosystem services is crucial (Millennium Ecosystem Assessment 2005). UK National Ecosystem Assessment (2011) and Millennium Ecosystem Assessment (2005) classify ecosystem services in four categories, namely provisioning, regulating, cultural and supporting. Provisioning services include goods that people acquire from nature, such as food, timber and water. Regulating services is a broad category that includes carbon sequestration, clean air and water, noise reduction, flood protection and avoidance of climate stress. Cultural services stem from how people are affected by green (i.e. parks, street trees) and blue (i.e. canals, ponds) spaces, where interaction between communities and cultures takes place and results in cultural goods and benefits. The final category is supporting services, which comprise the photosynthesis, soil formation and the cycling of water and nutrients in both ground and water-based ecosystems. This study is delimited to include cultural and regulating ecosystem services and there are several reasons for this. The two categories are most prominent in an urban environment and their characteristics allow for an easier implementation in a green place brand since they clearly stand out from a conventional place brand. Hence, cultural and regulating ecosystem services are referred to as *urban ecosystem services* throughout this study. An increased quality of urban green spaces could imply an augmented demand and a more appealing green place brand.

However, branding of a city involves challenges such as economic and demographic aspects. The marketing budget comes from the inhabitants in the form of tax money and thus must be handled with great care. Further, a city has a much dispersed target group, which entails difficulties of reaching every inhabitant. A place brand with ecosystem services integrated could lead to higher awareness about these important aspects of a sustainable urban environment. Consequently, the relevant stakeholders in Gothenburg can, with increased knowledge about the benefits they enjoy, be co-creators of a greener city with the power of changing its brand (Kitchin 2005). This study identifies inhabitants, tourists, companies, city planners and the public sector as relevant stakeholders. They are relevant since an increased knowledge among them about ecosystem services and their interaction with society is needed in order for a shift in mindset towards increased awareness and appreciation of the benefits that is brought through green and blue areas. In order for Gothenburg to benefit from being a green city, place branding strategies must be consistent and include all relevant stakeholders. Only then can benefits be obtained in the form of increased attractiveness of a place that in turn could yield a greater housing demand, an improved business environment and more visitors. These benefits are experienced by Freiburg in Germany, as well as Vancouver in Canada. They are both two cities that have come a long way in the work of integrating ecological values into their urban development. Part of this is done through a dedicated involvement of the citizens who realize their important role in society (Environmental Policy in Freiburg 2011; Greenest City 2012). According to Freiburg's Environmental Department, sustainability can only be achieved when purposeful politicians engage and involve the citizens, thus helping them to make the objectives of a sustainable development their own (Environmental Policy in Freiburg 2011). This highlights the importance of actively engaging the citizens in order to achieve the benefits that can be gained from a green place brand.

In the city of Gothenburg, environmental and climate related issues accompanied by a solid sustainability focus have been strongly prioritized for many decades. For the upcoming 400th anniversary of Gothenburg in 2021 there is a track especially focusing on "the green city" with the aim of investigating how to make an international impression with a long-term perspective (Göteborg & Co. 2014). Some of the most important environmental goals for the Gothenburg region are a limited climatic impact, a good urban environment, good quality groundwater and fresh air (Göteborg & Miljön 2010). In order to make this transition possible new technical solutions are needed alongside with courageous decision-makers and conscious citizens. In relation to another obstacle for integrating ecosystem services, i.e. the need for a general understanding among the public (SOU 2013), it becomes even more clear that ecosystem services need to be acknowledged. On this basis, the purpose of this study is to describe how relevant stakeholders in Gothenburg perceive urban ecosystem services in order to understand how this knowledge can be used as an incentive for a green place brand. In extension this can lead to improved well-being for inhabitants as well as a city that take into account the values of nature in the city planning phase. To achieve the purpose, this study questions how urban ecosystem services can be used to support a green place branding of a city and addresses the challenges this may bring. As the concept *sustainable* has been eroded due to its overuse, it is in this context considered more appropriate to use the concept *green city*, which is defined as a city that aims at reducing the environmental impact with an overall objective of being environmentally sound.

## LITERATURE REVIEW

### Place branding's contribution to a shift in stakeholder mindset

Cities are characterized by complicated and unstable environments with a wide range of objectives (Gelders et al 2006). Kavaratzis and Hatch (2013) state that there is no clear distinction between the concepts of place marketing and place branding. Some scholars believe branding is the general strategic guideline for marketing (e.g. Hankinson 2010; Kavaratzis 2004) and some scholars see branding as one of the many place marketing tools (e.g. Zenker and Braun 2010). This article adapts the latter and consider place branding to be derived from the many instruments involved in place marketing. Zenker and Braun (2010, p. 5) define a place brand as “a network of associations [...] based on the visual, verbal, and behavioral expression of a place, which is embodied through the aims, communications, values, and the general culture of the place's stakeholders and the overall place design”. From this definition it becomes clear that people's perceptions derive from a variety of inputs that are both emotional and functional. It further demonstrates the importance of width and authenticity when it comes to the interaction between tangible artifacts and communication in establishing a significant place brand. It also highlights the essence of stakeholder integration.

In some aspects, place branding differs considerably compared to how traditional branding is managed (Pryor and Grossbart 2007; Baker and Cameron 2008; Kavaratzis and Ashworth 2008). For instance, a place brand is co-created by its stakeholders, which leads to a dispersed ownership and in extension absence of solid direction and governance. The absence of clear organizational boundaries is also evident in place brands. Furthermore, the users of the place brand do not have a uniform demand but instead contradictory desires and needs (Maheshwari et al. 2011; Buurma 2001). Place branding is also characterized by an interpretative technique to a greater extent compared to traditional branding since the relevant stakeholders of the city function in collaborative governance (Maheshwari et al. 2011). Unlike traditional branding, place branding also disregards logos and names since most places already have established these (Govers 2013). However, there are also some similarities between place branding and traditional branding. Both are concerned with multiple stakeholders, both represent high levels of complexity and intangibility, both have to account for social responsibility, both include manifold identities and both have to be long-termed (Kavaratzis and Ashworth 2008). Place branding most often refers to a reinforcement of the brand image, a way of making places famous (Anholt 2010). The author argues that the brand image addresses the citizens and can be understood as the associations that come to mind when thinking of a particular place. Govers (2013) underlines that the city's name or symbol should be seen as an instrument for identification and recognition and place branding as a way to ensure that citizens make the desired links. Thus, there is a clear difference between the concept of ‘brand’ and the concept of ‘brand image’, with the former being in control of the producer and the latter instead being within the domain of citizens (Anholt 2010). Place branding can therefore be seen as an aiding technique in order to change a place's brand image and deal with negative perceptions (Hildreth 2010). It has become a practice aimed at altering places, both the place itself and the ways it is conceptualized (Syssner 2010).

Place branding can have various characteristics depending on the preferable outcome. This manifests itself in the type of city and the preconditions that it has. Kavaratzis and Ashworth

(2008) state that place branding detects unique elements, which in turn could improve the position of the city in a competitive market. Silicon Valley, for example, is known as a tech-city and compared to Paris, which is the city of love, it has completely different allurements. Hildreth (2010) argues that it is nowadays undisputed to claim that making a particular place more beneficial for the citizens is the true moral purpose that underpins place branding in this competitive world. For urban development, place branding is seen as an important function that positions the city in an international context in a way that can maintain a continual economic and infrastructural growth (Maheshwari et al. 2011). Focus on economic development has during the recent decades begun to be replaced by other strategies with a more holistic view of what is preferably promoted by a city (Govers and Go 2009). It is more commonly occurring that cities wish to grow using strategies with consideration to economic sustainability in order to attract target groups who will benefit the city in terms of opportunities, prosperity and even growth (Maheshwari et al. 2011). Additionally, since there is a consensus that well-being can be derived from green areas, place branding can influence relevant stakeholders and their valuation of urban green spaces. Hence, it can lead to a shift in mindset towards increased awareness and appreciation of the benefits that urban ecosystem services bring through green and blue areas.

### The implications of branding Gothenburg as green

The definition of green branding is still rather unclear. This article follows the same definition as Hartmann et al. (2005, p. 10) who establish that a green brand identity is “a specific set of brand attributes and benefits related to the reduced environmental impact of the brand and its perception as being environmentally sound”. Being environmentally sound is an expression that, in itself, creates uncertainty. Insch (2011) argues that environmental conservation and sustainable practices need to be the primary associations if a place brand is going to classify itself as green. A sustainable approach to place branding needs to involve all three dimensions of sustainable development in order to succeed in the long-run (Zouganeli et al. 2012). The interdependence between environmental, social and economic policies and issues can be characterized by; protection and recognition of the intrinsic value of the natural environment as a resource for both present and future generations; respect for community culture and strengthening of the social cohesion; and a development at a manageable level of an economic growth rate that takes into consideration the boundaries of the environment (Mowforth and Munt 1998). Sustainable development is often discussed in terms of economic growth and, in extension, how place branding can lead to increased population growth and more business establishments. However, it is important to bear in mind that this growth needs to be adapted to the limits of the city in question and the boundaries that exist in order to continue being perceived as a green city. Economic growth is often used interchangeably with economic development but there must be a clear distinction between the two. According to Sen (1983), economic growth should be perceived as one part in the process of economic development. Economic development can hence be seen as more of an umbrella term that includes the processes and policies by which a city improves the economic and social sustainability for its inhabitants (O’Sullivan and Sheffrin 2003). It is important to be consistent as inconsistency can affect place brands negatively (Insch 2011). This implies that a green place branding strategy can solely be successfully implemented if the development that is linked to place branding occurs within the boundaries of the city’s capacity from an environmental perspective. Otherwise, the city will eventually lose the possibility

of continually possessing the green brand image. Also, there are major opportunities to gain benefits from building and improving a city's reputation on both a national and an international level through a green place brand since it will consolidate the city actors in joint strategies (Zouganeli et al. 2012).

One of the future prospects for Gothenburg is an increased population size that will be met through a more densely built city, which in extension will put greater emphasis on the urban green spaces in order to stay sustainable (Göteborg & Miljön 2010; Grönstrategi 2014). A dense and green city that aims at sustainable development can contribute to reinforcing the place brand identity through the attraction of outdoor movements, due to unique experiences in the urban environment (Grönstrategi 2014). For instance, the city of Freiburg is experiencing multiple benefits from their green place brand such as an increased provision of decentralized local supply from regional products, a reduction of the need for personal mobility, opportunities for a more sustainable way of life and neighborhoods that avoid resource waste (Environmental Policy in Freiburg 2011). Another example of a city that has gained international recognition is Hamburg with its *Grünes Netz*, a strategy that will eliminate cars from the city center and, in extension, lead to improved well-being for its inhabitants (Mehr Stadt in der Stadt 2013). These benefits could be enjoyed in Gothenburg as well with a green place brand that possess the needed dual focus of empowering and educating the stakeholders, which involves the planetary boundaries in conjunction with its inhabitants.

### The importance of stakeholder integration for a successful implementation of urban ecosystem services

*“Building a place brand strategy around the skills, aspirations and culture of its population is far more likely to result in credible, sustainable and effective results than something cooked up by a team of ministers or PR [public relations] consultants in closed meeting rooms.”*

- Anholt (2007, p. 37)

Kavaratzis (2012) asserts that there is dire need to rethink the role of stakeholders within place branding towards a practice that is more focused on participation and involvement. It supports the notion that relevant stakeholders in Gothenburg have major influence in the co-creation of the place brand. For instance, since ecosystem services create an increased quality of life (Millennium Ecosystem Assessment 2005), inhabitants achieve well-being and therefore have incentives that lay in the best interest of the city development. Tourists are also relevant in a marketing context of place branding since their experience of the city cannot be influenced by any organization but by the surroundings they are active in (Mossberg 2007). This implies that city planners and the public sector need to create an experiencescape of Gothenburg as a green city. A competitive advantage for cities can be achieved through becoming a greener city (Anderberg et al. 2002), which can lead to more headquarter establishments for businesses that want to be linked with these values. In summary, the relevant stakeholders in Gothenburg are inhabitants, tourists, companies, city planners and the public sector.

The meaning and success of a brand lies in the consistency of perceptions and experiences that people attach to the brand name when they hear it (Kitchin 2005). There must be compliance

between the place brand identity and the actual resemblance with the relevant stakeholders (Zouganeli et al. 2012). In extension, brands, and consequently place brands, are created and managed by all stakeholders. Concerning future growth aspects for a city, a solid understanding of the interrelationships between stakeholders must be established in order to achieve a substantial sustainable development (Maheshwari et al. 2011; Zouganeli et al. 2012). Place brands can be understood from the individual's perspective as a 'voltage' that bridges the gap between what is communicated to the stakeholders and what their previous experiences are (Kitchin 2005). For Hankinson (2004), stakeholder groups are essential as they disseminate the core of the place brand. Thus, place branding is seen as a process of coordination rather than a managerial process, where stakeholder orientations form the basis. Stakeholders should be regarded as active groups and encouraged to define their own meaning of the place brand (Kavaratzis and Hatch 2013; Houghton and Stevens 2011). Place brands that are developed with exclusion of stakeholders are deemed to fail (Baker 2007). The actual value of stakeholder involvement is embedded in the fact that it is a difficult and challenging process. It is from this debate and disagreement that new perspectives and ideas arise (Aitken and Campelo 2011; Houghton and Stevens 2011; Baker 2007). Hanna and Rowley (2011) state that stakeholder involvement is a part of the brand infrastructure that, together with physical infrastructure, form the arena where the brand is really created. Hence, this demonstrates the importance of communication between the actors present in a city.

Dialogical interaction among stakeholders is vital if a city is to become an integrative contributor at the social and economic level (Varey 2003). The author further argues that responsiveness in favor of a changing society rests on dialogue as a prerequisite for a message to become trustworthy. "Monologue commands and 'communication' is the means to control. Dialogue is the path to communion and the ground for self-discovery" (Varey 2008, p. 90). As the dialogue allows for interaction between several parts it also facilitates meaning creation in terms of interpreting information. Consequently, information about a city's sustainable agenda embody meanings that are connected to emotions and, hence, sustainable values cannot only be factual but must address these emotions. Therefore, brand communication and differentiation of a successful green positioning have to include both functional and emotional benefits. The emotional benefits' role is, nonetheless, quite unexplored. Hartmann et al. (2005) argue that a successfully implemented green place brand should provide clear benefits to environmentally conscious inhabitants. Accordingly, green place branding will most likely yield benefits for this stakeholder group if they are receptive to and aware of these issues. Hartmann et al. (2005) state that there are three ways in which emotional aspects can be beneficial in a green place branding. First, a feeling of well-being and moral satisfaction connected with acting in a selfless way. In extension, environmentally conscious inhabitants often experience contentment when contributing to environmental improvement. Second, personal satisfaction is experienced by inhabitants when demonstrating their environmental consciousness to others. Third, benefits derive from feelings which are normally evoked through contact with nature. Kals et al. (1999, p. 178) claim that this is grounded in "emotional affinity toward nature". Thus, well-being, and even happiness, are emotions that evoke to most people when in contact with nature.

Since perceptions of a brand derive from the communicated messages (Aaker and Joachimsthaler 2000), a place brand is going to be perceived as green when the city possesses the vital



communication tools and has detected the preferable recipients for its message. This can be stated due to the fact that for a green place branding strategy to be successful, it is crucial to identify and involve the relevant stakeholders (Zouganeli et al. 2012). As communication and differentiation of a green place brand should be grounded in environmentally sound arguments, it is important to be aware of the streams of knowledge that the relevant stakeholder possess.

## METHODOLOGY

Research about ecosystem services is in its infancy with major focus on exploration and valuation. By reconciling ecosystem services and place branding in a unifying process that accounts for reflexivity, the researchers become part of a knowledge creation that shines through the entire process. This article is breaking new ground by investigating the contemporary phenomenon of integrating green strategies in a real-life context that comprises the influential stakeholders in the city of Gothenburg. The paradigm being used is realism, and it offers a worldview in which an actual social phenomenon can be determined even if the phenomenon is imperfect (Guba and Lincoln 1994). Thus, triangulation is a necessary approach in order to provide the reality of a social phenomenon (Christie et al. 2000). Within the realism paradigm, a case study methodology should generally be used when there are particular events that are context-based (Eisenhardt 1989), the social organizational settings are complex (Orlikowski and Baroudi 1991; Parkhe 1993), the researcher desires contextual meaning within a limited system (Yin 2009) and the research is focused on inductive theory building (Gilmore and Carson 1996). As the research is scant in the area of how ecosystem services can be perceived and integrated in a city's brand, there is an obvious gap in the examining of this situation. Qualitative case study research has the particular focus of providing greater insight into boundaries and phenomena (Yin 2009) and building a holistic and detailed knowledge through analysis (Christie et al. 2000; Tellis 1997). The case study methodology adopted in this research rendered a rich analysis of the dynamics present in the brand building of a particular place. Although, some limitations do exist within the case study methodology. First, it is a complicated process to present the collected data in a comprehensible way (Hodkinson and Hodkinson 2001). The authors argue that the issues analyzed often can be presented in various ways and is therefore difficult to summarize. Second, case studies are not generalizable in the typical manner (Hodkinson and Hodkinson 2001; Yin 2009). However, this does not mean that case studies cannot transfer knowledge to situations beyond the actual case. New knowledge that is generated from case studies possesses a validity that can be further extended than the collected data that the case is built on (Hodkinson and Hodkinson 2001).

The research began with a thorough literature review in both social and natural sciences. In order to narrow down the focus of this study a pre-study was conducted, which partly consisted of a review of green place brand strategies from the cities Hamburg, Vancouver and Freiburg (Mehr Stadt in der Stadt 2013; Greenest City 2012; Environmental Policy in Freiburg 2011). Additionally, seven expert interviews, with respondents that have knowledge in the relevant field of study (see table 3.1), were carried out. This guided the main study since all the experts are at the forefront of research within the area of interest. It also aided the literature collection and gave valuable insights in ways of addressing urban ecosystem services. Hartley (2005) argues that pre-studies can be useful in order to better acknowledge the phenomenon that is of interest. Scholz and Tietje (2002) claim that it is the nature of the case that guide what type of data and what

sources that should be used. Documents and unstructured interviews are typical departures in most studies, and in embedded case designs, structured and focused interviews are common follow-ups.

Experts	Associate Professor	Physical geography University of Gothenburg, Department of Earth Sciences
	Associate Professor	Environmental economics University of Gothenburg, Department of Economics
	Assistant Professor	Environmental systems analysis Chalmers University of Technology, Energy and Environment
	Doctor of Philosophy	Environmental research University of Gothenburg, Centre for Environment and Sustainability
	Doctor of Philosophy	Green marketing University of Gothenburg, Centre for Consumer Science
	Sustainability manager	City planning Private corporation
	Landscape architects	Urban planning Public sector

Table 3.1. Pilot study

The case study design is of a single embedded nature, since there are several units that the researchers find essential in order to get a complete and unifying picture of the phenomenon. The aim is to provide a description of the context, important features and the process connected to the phenomenon, which are characteristics when a descriptive case study is conducted (Eriksson and Kovalainen 2008; Scholz and Tietje 2002; Yin 2009). In order to understand how cultural and regulating ecosystem services are perceived and can be used in Gothenburg's green place brand, twelve expert interviews were conducted with relevant stakeholders (see table 3.2), which constituted the primary data source. The participants were chosen based on the organizations that they work for and were considered important due to their knowledge and provision of evidence concerning the notion of ecosystem services and how it relates to the city of Gothenburg. The inhabitants were not included in the data collection phase since ecosystem services are complex phenomena in which the general public have low awareness (SOU 2013). However, a survey conducted by Vårt Göteborg in 2013 showed that 88 percent of the inhabitants in Gothenburg want to live close to greenery. Results also showed that sustainable housing and the possibility to cut back on their driving were prioritized questions (Vårt Göteborg 2013). Hence, this study concluded that the demand of green spaces from the inhabitants is present even though most of them may not fully realize all the benefits gained. A convenience sampling procedure, which is a common technique in qualitative business research, was

considered to be the most favorable way of choosing the respondents since both suitability and accessibility are achieved by applying this method (Eriksson and Kovalainen 2008).

Core stakeholders	Tourism	Göteborg & Co Market and sell Gothenburg
	Blue areas	Kretslopp & Vatten Water supply and sewage management
	Green areas	Park & Natur Manage and develop urban green spaces
	Environmental inspection	Miljöförvaltningen Provide a good living environment for inhabitants
	Infrastructure	Trafikkontoret Provide effective, safe and sustainable mobility
	City planning	Stadsbyggnadskontoret Provide a general plan for the entire city
	Communication	Stadsledningskontoret Meet citizens' needs for community development
Independent experts	Environmental care	Naturskyddsföreningen Monitor the nature and environmental issues
	Inspiration	Malmö Stad A frontrunner as an environmental city
	Current research	Institutionen för geovetenskaper Climate knowledge in urban design and planning
Commercial corporations	Architect	White Arkitekter Architectural firm with strong sustainability values
	Property manager	Riksbyggen Urban developer that integrates ecosystem services in their tool <i>Positive Footprint Housing</i>

Table 3.2. Primary data collection

The comprehensive selection of stakeholders implied that their roles could be seen from a holistic point of view in relation to place branding. Every stakeholder was contacted by e-mail a few weeks prior to the scheduled dates of the interviews. According to Eriksson and Kovalainen (2008), it can be challenging to find organizations that are willing to take part in research interviews due to confidentiality issues or resource requirements such as lack of time or interest. This problem was luckily not encountered as every respondent that was contacted replied with positive attitude. It was probably not a coincidence since participants are more prone to take part in research projects that are likely to benefit them (Eriksson and Kovalainen 2008). Since this study deals with a currently hot topic, it may be one explanation for the altogether positive responses. Every interview took place at the respondents' offices in Gothenburg, apart from a telephone interview with Malmö Stad. With consent of the participants, every interview was

recorded and afterwards transcribed to substantiate the analysis. The questions were of semi-structured characteristic, which requires an openness from the researchers since the participants may raise accompanying issues as the interview proceeds. Even though this technique is seen as structured, it may imply challenges in analyzing the material due to the varying responses from the participants (Eriksson and Kovalainen 2008). This was not encountered as all of the respondents gave rather similar answers, which facilitated the analysis. Questions about ecosystem services per se were avoided, due to the risk of getting biased answers and too positive views concerning this topic. Therefore, questions were of a more general character with an underlying touch of how urban ecosystem services in Gothenburg are perceived by the relevant stakeholders. Four overarching themes guided the questionnaire. It began with questions that were supposed to awake reflection concerning how green and blue areas affect Gothenburg, how awareness among citizens could be increased and how future climatic challenges can be tackled. This was followed by questions that focused on how city planning can affect the place brand of Gothenburg. Further, questions regarding the current and preferred image and brand management were asked. Finally, the stakeholders were asked questions about how the city of Gothenburg is marketed today.

A case study analysis often follows a general analytic strategy that illustrates what is going to be analyzed and why (Yin 2009). The challenge is to evaluate all of the collected material and present the interpreted evidence. The empirical data is often organized into detailed resource packages, which Eriksson and Kovalainen (2008) refer to as a case record. As the level of detail is high in these case records, it allows for comparison between different, but similar, case studies (Widdowson 2011). Further, this raises the external validity of the study in the sense that it can be replicated to some extent since the sample consists of experts who most probably would provide similar responses. The analysis in this study builds on a thematically assembled case records. Five themes were established based on recurrent patterns of the stakeholders' perceptions about ecosystem services in an urban environment, namely vicinity, compensation measures and infrastructure, dialogue, more venturesome and visualization. These themes then formed the basis of how the perceptions underpin the incentives for a green place branding. The coding of the data further led to the creation of subcategories which is advisable when having conceptual or thematic categories (Shank 2002). Eriksson and Kovalainen (2008) argue that this type of inductive-oriented case study analysis is preferred by most researchers. It is possible to use theoretical concepts from prior research in order to sensitize the collected data, even though this case analysis is not anchored in a pre-given theoretical framework (Eriksson and Kovalainen 2008). The authors underline that this will aid the analysis and description of the fundamental attributes derived from the stakeholders' perceptions.

## FINDINGS AND ANALYSIS

Due to urbanization, cities around the world are becoming increasingly concerned with finding solutions to the degradation of urban biodiversity. Apart from this, becoming more concerned about sustainable development can create a position in an international arena that is beneficial for the city and can create competitive advantages. However, sustainability is a concept that has become eroded due to over- and misuse in many different areas such as marketing. It has been used as a concept in brand communication to create added value, even though sometimes

unsubstantiated. Thus, ecosystem services can, through their more concrete characteristics, be a more accessible and comprehensive concept for green place branding.

*“When you have really understood the perspective of ecosystem services - the fact that we are completely dependent on them, well, then it will not work to just put your head in the sand and disregard them.”*

- Riksbyggen

This section builds on five themes of stakeholder perceptions (table 4.1.) that were established from recurrent patterns in the data collection: vicinity; compensation measures and infrastructure; dialogue; more venturesome; and visualization. Since the pre-study concluded that research concerning how ecosystem services can be used in a marketing context is scant, this study bridges that gap through a thorough investigation with all relevant stakeholders of Gothenburg. These findings can be used to improve the current place brand of this city and facilitate the communication to its citizens by making urban ecosystem services more easily accessible. Consequently, this accessibility can result in an increased well-being for the citizens in Gothenburg since a higher awareness of the benefits that ecosystem services provide would be an incentive to demand more green and blue spaces. Additionally, Gothenburg can become a city that take into account the importance of nature in the city planning phase, which can lead to a stronger competitive position in the international arena.

Themes	Dimensions
Vicinity	A close, easy accessible metropolis
	Beneficial location, with water and nature close-by
	Connect meeting places to the streams of people
Compensation measures and infrastructure	Early inclusion of green space value
	A qualitative, rather than a quantitative, perspective
	Restructure green spaces and create alternatives
Dialogue	Awareness and knowledge
	Ecosystem services creates solutions and possibilities
	Unifying stakeholders
More venturesome	Courageous leaders - change priorities
	Holistic, long-term thinking
	Everything is not sacred
Visualization	Demonstrate the utility
	Do not forget the core values of Gothenburg
	Build acceptance through emotional communication

Table 4.1. Thematically assembled case record

### Vicinity

There is a consensus that human-beings are benefitting both directly and indirectly from being in close vicinity to green and blue areas in various ways (e.g. Sandell 2000; Bolund and Hunhammar 1999; van Leeuwen et al. 2010). Although, most individuals are unaware about all of the effects that ecosystem services provide but still have an urge to be close to greenery. Hence, the demand is already established and the only thing missing is a reinforced and educational message about the benefits that this vicinity provides. Green and blue spaces in an urban environment primarily evoke associations that are related to cultural ecosystem services. Physical and mental health, as well as recreational values, were aspects that first came to mind for all participants in this study. One reason for this could be that well-being derived from nature is an area that has been extensively researched. Another could be that communication concerning health is a subject that evokes strong reactions and is hence easy to relate to since it has a direct effect on us.

*“There is research showing that if you only have something green outside your window at your workplace, it entails positive effects that are health rewarding. You reduce stress and heal better.”*

- Park och Naturförvaltningen

Due to the fact that human beings are positively affected by green and blue areas in a city, the core stakeholders in Gothenburg have included these aspects in the urban planning and future scenarios for how the city will be developed. The implications that this has for place branding is that cultural ecosystem services are more naturally obvious for the common man and may not evoke strong emotions. Thus, this suggests that regulating ecosystem services may be more suitable for communication concerning a green extension of the existing place brand in Gothenburg. Upcoming plans for Gothenburg involve adding green wedges between urban districts, which are going to bring the city and its inhabitants closer together and, in extension, create advantages for all stakeholders on both social and environmental levels.

*“It would be beneficial if it [passages over roads] could be designed as a perceived green passage. It does not have to be a park all the way to be experienced as green anyway.”*

- Trafikkontoret

These changes will imply a more socially connected city. It will also entail that the communication of urban ecosystem services can be anchored in these changes. Further, it is linked to one of the visions for Gothenburg; a close and easy accessible metropolis. Consequently, this strengthens the opportunities to enhance the place brand of Gothenburg as the benefits provided from cultural and, especially, regulating ecosystem services still are rather unknown and not presently included in the communication. The location of Gothenburg is suitable for green place branding as the vicinity to the ocean and nature is prominent. Also, the many green areas in the city, such as parks and street trees, play important roles that need to be accounted for. If the inhabitants became more aware of how regulating ecosystem services impacted their everyday life and made their city a more alluring place to both live and work in, the value and meaning of the communication would most likely increase.

*“Close to nature in the urban environment never hurts. I believe the citizens would appreciate it [urban ecosystem services] more if awareness existed.”*

- Göteborg & Co

In extension, the inhabitants would then be more prone to embrace the message. Hartmann et al. (2005) state that, in order for a green place brand to be successful, it must provide clear benefits to inhabitants concerning their well-being. Consequently, the benefits gained from regulating ecosystem services, in the form of noise reduction, clean air and water, and climate regulation constitute for a solid base of selling propositions. However, the stakeholders must be receptive to and aware of how these urban ecosystem services function in order to fully grasp them (Hartmann et al. 2005). Our empirical data demonstrates evidence that the core stakeholders in Gothenburg are pre-eminently aware of their importance.

### Compensation measures and infrastructure

A recurrent pattern that was derived from the empirical data was how important it is to take into account the current values that the urban green spaces possess and use these values as a basis for further development.

*“If we say that all green spaces are equally valued we get an impossible equation. We must grade them and see what is valuable for real. Only then can we build the city correctly.”*

- Stadsbyggnadskontoret

Thus, it is important to identify the ecosystem services that are present in different green spaces. The ‘green space factor’ is a tool that has been developed by Miljöförvaltningen, with the aim of simplifying this valuation. It is a scoring system where social and ecological values are calculated and summarized. The developers then compensate for the impervious surfaces with the previous calculated green space values. Riksbyggen is a frontrunner and has developed their own tool, which is reminiscent to the green space factor, called ‘ecosystem service analysis’. The overall goal for these tools is to remain the green space value even after exploitation. It is important to have the accurate knowledge about these values when planning a more densely built city, which is the intention for the future Gothenburg, as well as deciding what areas that are going to be kept green and what areas that can be transformed.

*“I believe that it is possible to build more dense and green if you value greenery based on quality and volume instead of quantity and area.”*

- Institutionen för geovetenskaper

This creates consent among stakeholders and contributes to consistency. It also leads to tenable grounds and justifies the courses of action. A challenge connected to this is to find new ways of including green and blue areas in urban planning. Technical solutions and innovations can be of utmost importance when integrating urban ecosystem services in dense environments as it shows willingness to change.

*“I believe that it is only through the technical solutions that we can move forward. Nature normally functions by itself, but in a city this cannot be taken for granted.”*

- Naturskyddsföreningen

Additionally, it is a way of showing the functionality of urban ecosystem services and can hence act as a reinforcement of green place branding, both regionally and internationally. Kavatzis and Ashworth (2008) argue that a successfully branded city will lead to a better position in international contexts and further attract businesses, tourists and inhabitants. Zouganeli et al. (2012) also underline that a successful green place brand will consolidate the city actors in joint strategies. Results from the empirical data reveal that the stakeholders in Gothenburg have become more unified as the goal of becoming a green city has merged the core stakeholders. Three strategical documents have been developed that concern traffic, green areas and development planning. These documents all include ecosystem services, either explicit or implicit. Thus they can act as guidelines towards a more uniform place brand that will be easier to assimilate for the stakeholders of the city. For instance, it is possible to use green and blue areas in a way that can direct people on specific pathways and hence make them more exposed to both cultural and regulating ecosystem services. Also, this can affect behavior and lead to unconscious changes for the inhabitants.



*“I am under the impression that green streetscapes increase people’s well-being and can change the way they move. I also believe green streetscapes can make traffic drive slower. There are many uses that are not obvious. The experience of a city becomes different if it is very green.”*

- Naturskyddsforeningen

## Dialogue

The empirical data reveal that collaboration between the core stakeholders in Gothenburg has improved significantly during the last two years. However, there are still tendencies of inertia when it comes to the ability to act.

*“Since we live in a democracy and the political system is constructed in the way that it is, I believe that it is really the politicians’ mission to set the direction. It is only a political decision that can lead us forward if we are to become that green city.”*

- Trafikkontoret

However, as all stakeholders in a city contribute to the creation of the place’s brand, the interrelationships between them must be determined (Maheshwari et al. 2011; Zouganeli et al. 2012). Campelo (2011) as well as Houghton and Stevens (2011) argue that this often creates internal debates as different stakeholders prioritize their core issues differently. Nevertheless, this study’s results show that the core stakeholders in Gothenburg are attuned and unified to a large extent, which should simplify the inclusion of urban ecosystem services in the extended green place brand of Gothenburg. The results also reveal that the core stakeholders are aware of the fact that dialogue with the inhabitants is a prerequisite for an urban development. Varey (2003) argues that in order for the brand communication to be perceived as trustworthy, there must be an ongoing and stimulating dialogue. However, there are differences between the demographic groups in the city, which implies that some inhabitants are significantly easier to reach than others.

*“Concerning regular branding, you can dismiss some target groups and segment your communication to the right recipients. But this is not possible in a city since you must reach EVERYONE, which is very difficult. Gothenburg is a city with ten urban districts that are very different in demographic structure and educational level. Citizens are also very much right here and right now, and it is therefore hard to grasp changes that will happen 20 years from now. This makes it challenging to explain why we have to do all of these investments.”*

- Stadsledningskontoret

This implies that the communication needs to be easy to embrace, in a voice that speaks to your heart, if it is going to have the slightest chance of becoming successful. Kitchin (2005) states that there must also be compliance between what is communicated and how the city is perceived by the recipients. Hartmann et al. (2005) further underline that a green brand communication must evoke to the recipients’ emotions, apart from the functional attributes, if the city is going to be successfully positioned as green. Consequently, these dialogues must address the emotional factors of urban ecosystem services and cannot only be explained in functional terms. According to Stadsledningskontoret (2014), inhabitants need informational communication if they are going to comprehend how urban ecosystem services affect their well-being. Therefore, the

informational communication must have an emotional nature if the place brand of Gothenburg is going to be perceived as green.

*“It is all about communicating on the right level. You cannot make giant changes as an individual even if you live as ascetic as possible. This will not take us forward but it is the big structural issues we must address, and then it is about awareness and making the right people who prioritize these issues win elections, which unfortunately is easier said than done.”*

- Riksbyggen

### More venturesome

If the place brand of Gothenburg is going to evolve towards an inclusion of ecosystem services, the decision-makers must have the courage to act in a manner that will not always be appreciated by all stakeholders.

*“It is the little things, like trying to push the Gothenburger in the right direction. The prohibition of studded tires on some streets is one such thing. That is an example of an uncomfortable decision that was taken”*

- Kretslopp och vatten

It is common that significant changes that directly affects the stakeholders of a city generate strong opposition at an early stage, probably due to ignorance and unawareness of the long-term plans and ultimate objectives. Therefore, green place branding must be of a characteristic that is inclusive and enhances the advantages of stakeholder involvement. As all stakeholders of a city do not have uniform demands (Maheshwari et al. 2011; Buurma 2001) it is important that politicians have the courage to take uncomfortable decisions. Dialogue can, and should, influence these decisions but everyone's desires will never be fulfilled. However, it must be kept in mind that this problem is hard to breach since politicians have limited term in office and, hence, risk not being re-elected when their propositions do not show immediate results.

*“The city is inconstant, we do not really know what the future holds. It [the development] will never be perfect, so we must be more venturesome. Take more small steps instead of one big. Then we can reduce the risk that is connected to large changes, since errors on a small scale is more acceptable.”*

- White Arkitekter

Govers and Go (2009) argue that holistic and sustainable strategies with a long-term perspective are being increasingly promoted by cities in order to attract businesses, tourists and inhabitants. Hence, there are clear incentives for prioritizing these strategies since the main message from the city of Gothenburg is to be a “sustainable city, open to the world” and by this entice these stakeholders. The results of this study revealed that all respondents agreed upon the fact that, ultimately, it is the politicians that must guide this development. Insch (2011) argues that the work towards this focus must be consistent if it is going to have a positive impact. It becomes obvious that a reprioritization is required on the political agenda, where the benefits of urban ecosystem services must be re-evaluated and weighed against questions that have higher priorities.

*“The green issues are pretty difficult, it seems like they are often secondary in the planning process. Traffic and housing comes first. It probably depends on a strong tradition, politics. Gothenburg has always been, with Volvo, planned for car traffic and it is quite a big step to change this into something new.”*

- Park och Naturförvaltningen

However, this shift can also be demanded from grassroots level through empowerment of the inhabitants. Green place branding can play a key role in providing informational communication about urban ecosystem services that will lead to the knowledge required to influence decision-makers. Consequently, being more venturesome could result in a win-win situation where decision-makers who dared to stick their necks out created ripple effects that not only benefited the urban environment, but their own political success as well.

*“Some means of control seem to work, like the congestion tax, since more people use public transportation. However, it may not be because of the individual initiative but instead it is the little push that is needed.”*

- Miljöförvaltningen

## Visualization

As Hartmann et al. (2005) underline, it is important to combine the functional and emotional benefits if the stakeholders, and primarily the inhabitants, were to embrace the image of green place branding. Especially since place branding is characterized, to a large extent, by interpretation (Maheshwari et al. 2011) and reinforcement of the communicated image (Anholt 2010). Urban ecosystem services and their benefits can therefore advantageously be communicated through demonstration objects in order to show their utility.

*“A fairly concrete way [to increase inhabitants’ awareness] is if we could work with so called demonstration objects in the city, in order to visualize it. Through demonstration objects it would be possible to add green walls on a building. Ecosystem services, as well as the green and blue values, are more naturally integrated nowadays.”*

- Miljöförvaltningen

The physical infrastructure is part of the arena where the green place brand ascends (Hanna and Rowley 2011). It must be kept in mind that the core values and unique landmarks of Gothenburg cannot be overlooked since they shape the basic identity and historical foundation of this city. Rather, these should be combined and developed with new green brand values that includes urban ecosystem services. In that sense, the recipients of the communication can more easily relate to an extended place brand for Gothenburg through a more solid acceptance and, in the end, the chances of success will increase. Demonstration objects also have the benefits of addressing a large variety of demographic groups and is also a way of slowly building and anchoring acceptance towards sustainable development. They can also form a basis of behavioral change if designed in a pedagogical manner.

*“Demonstration objects are good for educational purposes. Also for branding, as Gothenburg should be a city with a green focus. These objects can communicate to both the inhabitants and the visitors. As a visitor you can choose to visit Gothenburg for the exciting solutions that we have, both social and technical.”*

- Trafikkontoret

Since acting in an environmentally conscious way evoke feelings of well-being and moral satisfaction as well as demonstrating this consciousness to others, a personal satisfaction is achieved (Hartmann et al. 2005). Green place branding can facilitate this emotional consciousness through functional demonstration objects, such as water mirrors, green roofs, walls and corridors that all display regulating ecosystem services and make passersby embrace cultural ecosystem services to a larger extent. Ultimately, this means that citizens can become advocates for city planners by using their own neighborhood as a demonstration object.

To summarize the most relevant findings it becomes clear that Gothenburg needs to adapt to a long-term thinking regarding how the city is transforming towards a greener and more densely built city. Vicinity does not have to be vicinity per se but can be an experienced vicinity. For instance, green corridors can connect neighborhoods and mentally diminish the distances. There are unique surroundings that are within accessible distance through public transportation, such as the archipelago. Hence, greenery must be viewed from a qualitative perspective, which means that sometimes a lawn must be sacrificed for the development of the city and be compensated somewhere else. This perspective has to be adopted by the city as a whole, ranging from politicians to inhabitants.

## CONCLUSIONS AND CONTRIBUTIONS

The objective of this study was to describe how urban ecosystem services could be used to support a green place branding of a city and address the challenges that this may bring. The definition of place branding as a network of associations (Zenker and Braun 2010) indicates the relevance of the stakeholders and their perceptions of the city they live in. All citizens are co-creators of the place brand and it is therefore important that all voices are heard. In Gothenburg, knowledge among the respondents concerning urban ecosystem services as well as where the city is heading is solid, due to a relatively recent change in cooperation that lead to a more unified front. The findings suggest that urban ecosystem services can be used in a way that demonstrates their vital attributes of human survival and help the city through the necessary changes in order to become more densely built. When the citizens embrace this importance, chances are that city planning will meet less resistance. This is closely linked to a needed change in worldview towards one that puts environmental and social values as boundaries of economic development. As a result of this, urban ecosystem services can advantageously work as a gateway to reach citizens. If communicated correctly, in a way that conveniently demonstrate the functionality and connects on an emotional level, they have the power to make the citizens grasp the significance of the present degradation of biodiversity that cities currently are part of. Only then, a shift in mindset for citizens can occur that, in extension, lead to an understanding of how green and blue spaces affect human well-being. However, there are still challenges that need attention and the most prominent is connected to politics. Politicians need to be more venturesome and put the vision of a green Gothenburg in front of their own political progression. This involves making decisions that in some cases are uncomfortable but necessary in the long-run. Additionally, the probability that the citizens will respond and adapt to this change is greater if it is evident that the objective is shared by all relevant stakeholders and advocated at the political level. A future scenario for cities that do not adopt this altered worldview may lead to a situation where conscious citizens and companies emigrate to more beneficial places. The same goes for tourists, who will probably

choose other destinations. For theoretical implications, this study has shown the importance of stakeholder integration and cooperation in place branding and demonstrated their role as co-creators of a city. As this article is breaking new ground by integrating urban ecosystem services in a marketing context, there are implications for future research that involve a conceptualization of the concept of ecosystem services. This would be a valuable contribution for marketers of a city as it could imply a more comprehensible communication to its citizens.

## ACKNOWLEDGEMENTS

This article has been written in consultation with Anna Graaf at White Arkitekter who requested a study concerning ecosystem services. We would like to acknowledge the participants for their invaluable contribution to this article. We also thank our supervisor Cecilia Solér and Lena Mossberg whose comments were extremely useful in helping us to refine our line of thinking and discussion of this research. We would also like to thank Hanna Skoog and Cecilia Sandström for their constructive comments on an earlier draft. Ultimately, we would like to thank Christian Fuentes who provided helpful comments during the process of this study.

## REFERENCES

- Aaker, D. and Joachimsthaler, E. (2000). *Brand Leadership*. New York: Free Press.
- Aitken, R. and Campelo, A. (2011) 'The four Rs of place branding', *Journal of Marketing Management*, Vol. 27, Iss. 9-10, pp. 913-933.
- Anderberg, S., Sogaard, H. and Wichmann-Matthiessen, C. 2002. Environmental Performance and European Cities - A New Key Parameter in Competition between Metropolitan Centers. In: Davies, W. K. D. and Townshend, I. J. ed. *Monitoring Cities - International Perspectives*. Calgary: International Geographical Union, pp. 119-141.
- Anholt, S. 2007. Competitive identity. The new brand management for nations, cities and regions. Nation-brands and the value of provenance. In: Morgan, N., Pritchard, A. and Pride, R. ed. *Destination Branding: Creating the unique destination proposition*. Oxford: Butterworth-Heinemann, pp. 26-39.
- Anholt, S. (2010) 'Definitions of place branding - Working towards a resolution', *Place Branding and Public Diplomacy*, Vol. 6, Iss. 1, pp. 1-10.
- Baker, B. (2007). *Destination Branding for Small Cities: The Essentials for Successful Place Branding*. Portland: Creative Leap Books.
- Baker, M. and Cameron, E. (2008) 'Critical success factors in destination marketing', *Journal of Tourism and Hospitality Research*, Vol. 8, Iss. 2, pp. 79-97.
- Bolund, P. and Hunhammar, S. (1999) 'Ecosystem services in urban areas', *Ecological Economics*, Vol. 29, pp. 293-301.
- Buurma, H. (2001) 'Public policy marketing: marketing exchange in the public sector', *European Journal of Marketing*, Vol. 35, Iss. 11, pp. 1287-1300.

Christie, M., Rowe, P., Perry, C. and Chamard, J. (2000) 'Implementation of Realism in Case Study Research Methodology', International Council for Small Business, Annual Conference, Brisbane. Available at: <[http://ecsocman.hse.ru/data/588/656/1219/case\\_st.pdf](http://ecsocman.hse.ru/data/588/656/1219/case_st.pdf)> [Accessed 3 April 2014].

Eisenhardt, K.M. (1989) 'Building theories from case study research', *Academy of Management Review*, Vol. 14, Iss. 4, pp. 532-550.

Environmental Policy in Freiburg, 2011. [pdf] Stadt Freiburg im Breisgau. Available at: <[http://www.freiburg.de/pb/site/Freiburg/get/340683/Umweltpolitik\\_engl.pdf](http://www.freiburg.de/pb/site/Freiburg/get/340683/Umweltpolitik_engl.pdf)> [Accessed 26 February 2014].

Eriksson, P. and Kovalainen, A. (2008). *Qualitative methods in business research*. Los Angeles: SAGE.

Gelders, D., Bouckaert, G. and van Ruler, B. (2006) 'Communication management in the public sector: Consequences for public communication about policy intentions', *Government Information Quarterly*, Vol. 24, Iss. 2, pp. 326-337.

Gilmore, A. and Carson, D. (1996) 'Integrative qualitative methods in a services context', *Marketing Intelligence and Planning*, Vol. 14, Iss. 6, pp. 21-26.

Govers, R. (2013) 'Why place branding is not about logos and slogans', *Place Branding and Public Diplomacy*, Vol. 9, Iss. 2, pp. 71-75.

Govers, R. and Go, F. (2009). *Place Branding: Glocal, Virtual and Physical Identities, Constructed, Imagined and Experienced*. Hampshire: Palgrave Macmillan.

Greenest City, 2012. City of Vancouver [pdf]. Available at: <<http://vancouver.ca/files/cov/Greenest-city-action-plan.pdf>> [Accessed 26 February 2014].

Grönstrategi, 2014. Göteborgs Stad Park och Natur [pdf]. Available at: <[http://www5.goteborg.se/prod/Intraservice/Namndhandlingar/SamrumPortal.nsf/3493E46ADA335F53C1257C610032402A/\\$File/05\\_TU\\_PON\\_140120.pdf](http://www5.goteborg.se/prod/Intraservice/Namndhandlingar/SamrumPortal.nsf/3493E46ADA335F53C1257C610032402A/$File/05_TU_PON_140120.pdf)> [Accessed 27 February 2014].

Guba, E.G. and Lincoln, Y. S. 1994. Competing paradigms in qualitative research. In: Denzin, N. K. and Lincoln, Y. S. ed. *Handbook of Qualitative Research*. Thousand Oaks: SAGE Inc. pp. 105-117.

Gustavsson, M., Särholm, E., Stigsson, P. and Zetterberg, L., 2011. Energy Scenario for Sweden 2050: Based on Renewable Energy Technologies and Sources. [pdf] Göteborg: IVL Swedish Environmental Research Institute Ltd. Available at: <[http://www.wwf.se/source.php/1409709/Energy%20Scenario%20for%20Sweden%202050\\_bakgrundsrapport%20IVL\\_sep%202011.pdf](http://www.wwf.se/source.php/1409709/Energy%20Scenario%20for%20Sweden%202050_bakgrundsrapport%20IVL_sep%202011.pdf)> [Accessed 27 January 2014].

Göteborg & Co. 2014. Ett grönt och hållbart Göteborg. [online] Available at: <<http://corporate.goteborg.com/en-gron-stad/ett-gront-och-hallbart-goteborg/?lang=sv>> [Accessed 13 February 2014].

- Göteborg & Miljö, 2010. Göteborgs Stad Miljöförvaltningen. [pdf]. Available at <[http://www5.goteborg.se/prod/Miljo/Miljohandboken/dalis2.nsf/vyFilArkiv/GbgOchMiljon\\_enkelsid.pdf/\\$file/GbgOchMiljon\\_enkelsid.pdf](http://www5.goteborg.se/prod/Miljo/Miljohandboken/dalis2.nsf/vyFilArkiv/GbgOchMiljon_enkelsid.pdf/$file/GbgOchMiljon_enkelsid.pdf)> [Accessed 26 February 2014]
- Hankinson, G. (2004) 'Relational network brands: Towards a conceptual model of place brands', *Journal of Vacation Marketing*, Vol. 10, Iss. 2, pp. 109-121.
- Hankinson, G. 2010. Place branding theory: A cross-domain literature review from a marketing perspective. In: Asworth, G. and Kavaratzis, M. ed. *Towards Effective Place Brand Management: Branding European Cities and Regions*. Cheltenham: Edward Elgar Publishing Limited, pp. 15-35.
- Hanna, S. and Rowley, J. (2011) 'Towards a strategic place brand-management model', *Journal of Marketing Management*, Vol. 27, Iss. 5-6, pp. 458-476.
- Hartley, J. 2005. Case study research. In: Cassel, C. and Symon, G. ed. *Essential Guide to Qualitative Methods in Organizational Research*. London: SAGE Publications Ltd, pp. 323-333.
- Hartmann, P., Ibáñez, V. A. and Sainz, F. J. F. (2005) 'Green branding effects on attitude: functional versus emotional positioning strategies', *Marketing Intelligence and Planning*, Vol. 23, Iss. 1, pp. 9-29.
- Hildreth, J. (2010) 'Place branding: A view at arm's length', *Place Branding and Public Diplomacy*, Vol. 6, Iss. 1, pp. 27-35.
- Hodkinson, P. and Hodkinson, H. (2001) 'The Strengths and Limitations of Case Study Research', in Paper Presented at the Learning and Skills Development Agency conference, Cambridge, United Kingdom, 5-7 December.
- Houghton, J.P. and Stevens, A. 2011. City branding and stakeholder engagement. In: Dinnie, K. ed. *City Branding: Theory and Cases*. Basingstoke: Palgrave-Macmillan, pp. 45-53.
- Insch, A. (2011) 'Conceptualization and anatomy of green destination brands', *International Journal of Culture, Tourism and Hospitality Research*, Vol. 5, Iss. 3, pp. 282-290.
- Kabaya, K. and Managi, S. 2013. Sustainable use of ecosystem services. In: Managi, S. ed. *The Economics of Biodiversity and Ecosystem Services*. New York: Routledge, pp. 3-18.
- Kals, E., Schumacher, D. and Montada, L. (1999) 'Emotional Affinity toward Nature as a Motivational Basis to Protect Nature', *Environment and Behavior*, Vol. 31, Iss. 2, pp. 178-202.
- Kavaratzis, M. (2004) 'From city marketing to city branding: Towards a theoretical framework for developing city brands', *Place Branding and Public Diplomacy*, Vol. 1, Iss. 1, pp. 58-73.
- Kavaratzis, M. (2012) 'From "necessary evil" to necessity: stakeholders' involvement in place branding', *Journal of Place Management and Development*, Vol. 5, Iss. 1, pp. 7-19.
- Kavaratzis, M. and Ashworth, G. J. (2008) 'Place marketing: How did we get here and where are we going?', *Journal of Place Management and Development*, Vol. 1, Iss. 2, pp. 150-165
- Kavaratzis, M. and Hatch, M. J. (2013) 'The dynamics of place brands: An identity-based approach to place branding theory', *Marketing Theory*, Vol. 13, Iss. 1, pp. 69-86.

Kitchin, T. 2005. Brand Sustainability: It's about life...or death. In: Ind, N. ed. *Beyond branding: how the new values of transparency and integrity are changing the world of brands*. London: Kogan Page, pp. 69-86.

van Leeuwen, E., Nijkamp, P. and de Noronha Vaz, T. (2010) 'The multifunctional use of urban greenspace', *International Journal of Agricultural Sustainability*, Vol. 8, Iss. 1-2, pp. 20-25.

Maheshwari, V., Vandewalle, I. and Bamber, D. (2011) 'Place branding's role in sustainable development', *Journal of Place Management and Development*, Vol. 4, Iss. 2, pp. 198-213.

Mehr Stadt in der Stadt, 2013. [pdf] Available at:  
<<http://www.hamburg.de/contentblob/4146538/data/d-qualitaetsoffensive-freiraum.pdf>>  
[Accessed 21 February 2014].

Millennium Ecosystem Assessment, 2005. Living beyond our means: natural assets and human well-being. Statement from the Board. [pdf] Washington D.C: World Resources Institute. Available at: <<http://www.maweb.org/documents/document.429.aspx.pdf>> [Accessed 20 January 2014].

Mistra Urban Futures, 2013. URBES - Urban Biodiversity and Ecosystem Services. [online] Available at: <<http://www.mistraurbanfutures.org/sv/node/249>> [Accessed 30 January 2014].

Mossberg, L. (2007) 'A Marketing Approach to the Tourist Experience', *Scandinavian Journal of Hospitality and Tourism*, Vol. 7, Iss. 1, pp. 59-74.

Mowforth, A. and Munt, I. (1998). *Tourism & sustainability: New tourism in the third world*. London: Routledge.

Orlikowski, W.J. and Baroudi, J. J. (1991) 'Studying information technology in organisations: research approaches and assumptions', *Information Systems Research*, Vol. 2, Iss. 1, pp. 1-14.

O'Sullivan, A. and Sheffrin, S. M. (2003). *Economics: principles and tools*. 3. ed. Upper Saddle River: Prentice Hall.

Parkhe, A. (1993) "'Messy" research, methodological predispositions, and theory development in international joint ventures', *Academy of Management Review*, Vol. 18, Iss. 2, pp. 227-268.

Pryor, S. and Grossbart, S. (2007) 'Creating meaning on main street: towards a model of place branding', *Place Branding and Public Diplomacy*, Vol. 3, Iss. 4, pp. 291-304.

Ritov, I. and Kahnemann, D. 1997. How people value the environment: attitudes versus economical values. In: Bazermann, M. H., Messick, D. M., Tenbrunsel, A. H. and Wade-Benzoni, K. A. ed. *Environment, Ethics, and Behavior*. San Francisco: The New Lexington Press, pp. 33-51.

Sandell, K. 2000. Naturkontakt och Utveckling. In: Sandell, K. and Sörlin, S. ed. *Friluftshistoria: från "hårdande friluftsliv" till ekoturism och miljöpedagogik*. Stockholm: Carlsson Bokförlag, pp. 223-235.

Scholz, R.W. and Tietje, O. (2002). *Embedded Case Study Methods, Integrating Quantitative and Qualitative Knowledge*. Thousand Oaks: SAGE.



Sen, A. (1983) 'Development: Which Way Now?', *Economic Journal*, Vol. 93, Iss. 372, pp. 745–762.

Shank, G.D. (2002). *Qualitative Research: A Personal Skills Approach*. Upper Saddle River: Prentice Hall.

SOU, 2013. Synliggöra värdet av ekosystemtjänster - Åtgärder för välfärd genom biologisk mångfald och ekosystemtjänster. [pdf] Stockholm: Statens Offentliga Utredningar. Available at: <<http://www.regeringen.se/content/1/c6/22/61/92/97321dd6.pdf>> [Accessed 14 February 2014]

Syssner, J. (2010) 'Place branding from a multi-level perspective', *Place Branding and Public Diplomacy*, Vol. 6, Iss. 1, pp. 36-48.

Tellis, W. (1997) 'Introduction to Case Study', *The Qualitative Report*, Vol. 3, Iss. 2.

UK National Ecosystem Assessment, 2011. Synthesis of the Key Findings. [pdf] Cambridge: UNEP-WCMC. Available at: <<http://uknea.unep-wcmc.org/LinkClick.aspx?fileticket=ryEodO1KG3k%3d&tabid=82>> [Accessed 27 January 2014].

United Nations, 2010. World Urbanization Prospects: The 2009 Revision. [pdf] New York: Population Division Department of Economic and Social Affairs. Available at: <<http://www.un.org/en/development/desa/population/publications/pdf/urbanization/urbanization-wallchart2009.pdf>> [Accessed 30 January 2014].

Varey, R. J. (2003) 'A Dialogical Foundation for Marketing', *The Marketing Review*, Vol. 3, Iss. 3, pp. 273-288.

Varey, R. J. (2008) 'Marketing as an Interaction System', *Australasian Marketing Journal*, Vol. 16, Iss. 1, pp. 79-94.

Vårt Göteborg, 2013. Göteborgarna vill bo nära grönområden. [online] Available at: <[http://www.vartgoteborg.se/prod/sk/vargotnu.nsf/1/bostad,goteborgarna\\_vill\\_bo\\_nara\\_gronomraden](http://www.vartgoteborg.se/prod/sk/vargotnu.nsf/1/bostad,goteborgarna_vill_bo_nara_gronomraden)> [Accessed 4 February 2014].

Widdowson, M. (2011) 'Case Study Research Methodology', *International Journal of Transactional Analysis Research*, Vol. 2, Iss. 1, pp. 25-34.

Wijkman, A. and Rockström, J. (2012). *Bankrupting nature: denying our planetary boundaries*. Revised edition. London: Routledge.

WWF, 2014. Urban Solutions for a Living Planet. [online] Available at: <[http://wwf.panda.org/what\\_we\\_do/footprint/cities/urban\\_solutions/](http://wwf.panda.org/what_we_do/footprint/cities/urban_solutions/)> [Accessed 28 January 2014].

Yin, R.K. (2009). *Case Study Research: Design and Methods*. Thousand Oaks: SAGE Inc.

Zenker, S. and Braun, E. (2010) 'The place brand centre - A conceptual approach for the brand management of places', in Paper Presented at the 39th European Marketing Academy Conference, Copenhagen, Denmark, 1–4 June.

Zouganeli, S., Trihas, N., Antonaki, M. and Kladou, S. (2012) 'Aspects of Sustainability in the Destination Branding Process: A Bottom-up Approach', *Journal of Hospitality Marketing & Management*, Vol. 21, Iss. 7, pp. 739-757.