



**Stakeholders' involvement in City Branding:
The participation and identification of Porto
residents on the image of the city**

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Dissertation

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Biographic note

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Abstract

Branding is assuming an important role in cities, since competition is strong. Places should be viewed as products, cities need to create city branding to achieve differentiation. The main studies about this topic argue that stakeholders' engagement in a process of city branding is crucial for the success, since they influence the city and they are the main evaluators of the brand.

The literature indicates that managers should involve residents in the process of creating the city brand, however it is optional. This study aims to realize if in practice the managers follow the recommendation and involve residents in the creation of the city brand.

The city of Porto was chosen as a case study of residents' participation in the creation of the brand, since a new brand of Porto was created in September 2014, and it is still being assessed the results of the brand. Furthermore, the brand created in Porto received several international awards, such as the city in terms of tourism.

It was analysed a book about the brand presentation, as a base for the next methods to be applied. To understand if the residents were involved in the creation of Porto brand, it was conducted an interview with the communication responsible for Porto City Council. To ascertain if residents identified with the brand created and perceive their sense of belonging to the city, it was hold a focus group.

The results indicate that residents were involved in the creation of Porto brand, as recommended. They identify themselves with the brand created, however they consider that the brand is applied only to tourists, which indicates that the internal communication, between managers and residents needs to be improved. Communication is the first tool to develop with residents and has to be continuous and effective.

Key words: City branding, stakeholders' engagement, residents involvement, place identity, place attachment

Resumo

Branding assume um papel importante nas cidades, dado que a concorrência é forte. As cidades devem ser vistas como produtos que precisam de criar a sua própria marca para se conseguirem diferenciar. Os principais estudos sobre este tema argumentam que o envolvimento dos *stakeholders* no processo de criação da marca da cidade é crucial para o sucesso, uma vez que influenciam a cidade e são os principais avaliadores da marca.

A literatura indica que os gestores devem envolver os residentes no processo de criação da marca da cidade, mas é opcional. Este estudo tem como objetivo perceber se, na prática, os gestores seguem a recomendação e envolvem os residentes na criação da marca da cidade.

O Porto foi escolhido como estudo de caso da participação dos residentes na criação da marca, porque uma nova marca para a cidade do Porto foi criada em Setembro de 2014, e os resultados ainda não foram apurados. A marca criada recebeu vários prémios internacionais, tal como a cidade em termos de turismo.

Analisou-se um livro sobre a apresentação da marca, como base para os próximos métodos a serem aplicados. Para entender se os residentes estavam envolvidos na criação da marca Porto, foi realizada uma entrevista com o responsável de comunicação da Câmara Municipal do Porto. Para verificar se os residentes se identificam com a marca criada e perceber o seu sentido de pertença à cidade, realizou-se um *focus group*.

Os resultados indicam que os residentes foram envolvidos na criação da marca Porto, como recomendado. Identificam-se com a marca criada, no entanto, consideram que a marca é destinada apenas aos turistas, o que indica que a comunicação interna, entre gestores e residentes precisa ser melhorada. A comunicação é a primeira ferramenta para desenvolver com os residentes neste processo e tem de ser contínua e eficaz.

Palavras-chaves: *Branding* das cidades, envolvimento dos *stakeholders*, participação dos residentes, identidade de um lugar, sentimento de pertença

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1. Introduction

The world has evolved rapidly, we have seen major developments in technology and the growing interdependence of countries originated the phenomenon of globalization. The evolution continued, the importance of the primary sector decreases taking place the tertiary sector, where dominate the services. Nowadays, tourism is an economic activity inserted in this sector, which plays a key role for the cities (Kotler & Gertner, 2002).

However, all these changes and factors led to the increase in competition at all levels. In order to face this problem, cities need to identify and explore new ways to promote themselves. To achieve this promotion it is important to stimulate the city, and for this it is necessary to develop strategies in order to advertise them. As a result, cities are like products that are in the market to sell, to be recognize and attract cash (Kotler & Gertner, 2002).

In this sense, a new concept emerge that is city branding, which the main goal is promote cities and achieve differentiation. There are more three fundamental approaches to promote cities, besides the branding of a city: cultural mega events; restoration and promoting heritage and the construction of iconic buildings. The main authors argued that iconic buildings are the most usual method, since they are visible and give identity to the city (Hankinson, 2007; Mihalís Kavaratzis & Ashworth, 2007; Riza, Doratli, & Fasli, 2012). This study focused on the promotion through the creation of the brand of a city.

Local government takes the initiative to create the brand of a city, and they are also the primarily responsible for the process of creation and development of the city brand. However, the literature indicates that the participation of residents in the creation of the brand it is also important (Braun, Kavaratzis, & Zenker, 2013).

Residents are important because they are the main agents who live and communicate with tourists. Furthermore, it was proved that the relationship established between residents and tourists is a key factor for the satisfaction and return of tourists to the city. Residents are responsible for showing the culture of the city to tourists, since they have instilled the values and main experiences in the city (García, Vázquez, & Macías, 2015). On the other

hand, residents are the main evaluators of the brand created, so if they contribute to the brand creation, their evaluation will be positive (Braun et al., 2013).

However, despite the advantages of including residents in the process of creating the brand, the governments assume that residents are only passive beneficiaries or place customers. Unlike, the main authors argued that residents can have an active role, and be an active partner (Bennett & Savani, 2003; Braun et al., 2013; Michalis Kavaratzis, 2004). Managers can exclude the participation of residents in the brand creation process and contract an external consultant to create a new logo and slogan for the city (Ares Kalandides, 2011).

In this sense, the main authors defends the participation of residents in the creation of the brand, but it is only a theoretical recommendation. In practice, each local government chooses to include, or not, residents or other agents. As result, the aim of this dissertation is to realize if in practice managers choose to include residents in the process of creation and development of a city brand. It also proposes to examine whether residents identify with the brand created and how it strengthens their connection to the city.

As an exploratory research, the city of Porto, in Portugal, was used as a case study. The reason is because in September 2014, Porto presented a new brand that gives a new identity to the city. The study of this brand becomes interesting once the brand has won several international renowned awards, such as the European Design Awards in 2015, D&DA design, and a *Graphis* in New York. These awards are the result of a good and effective understanding of the image created to Porto, which allows an efficient dissemination, either in Porto or abroad. Consequently the city benefits in terms of tourism gaining European awards in this category, namely the title of “Best European Destination”, where tourism and investment grew significantly. As result, the city of Porto is interesting and meets the requirements to incorporate the study developed.

In order to achieve the main aim of the study, ascertain whether the residents are involve in the branding creation, the methodology was based on a qualitative approach. Firstly, in order to understand the process and the actors involved, it was made an analysis of the book presentation of the brand, “Porto.”. To realize if managers involve residents in the brand creation of a city, it was integrated an interview with the Deputy Mayor of Porto

City Council and responsible for the creation of Porto branding, Nuno Santos. Finally, to perceive if residents identify with the brand created it was hold a focus group.

The study aims to demystify the participation of residents in the creation of the brand, to examine if managers involve, or not, residents in brand decision making. The identification of residents with the brand created can be a result of their involvement in the creation of the brand, this fact is analysed in this study. The case of Porto is intended to serve as an example to other countries that opt for the creation of the city brand, where it was revealed that the main strengths and weaknesses of the brand creation process. It also important to taking into account the relationship between the residents of a city and its government, as well as communication established between these two agents. Communication between the residents and the local government is crucial to get the desired results, as such should be effective and continuous. In this sense, managers should monitor and establish communication mechanisms between the various residents of his city.

This dissertation is divided into nine parts. The first part of this study consisted of a presentation of the main lines of the study, it was an introduction of the study. The second part presents the main concepts and theories surrounding the objectives that were set. Then, the third part of the study describes the methods that allowed achieve the proposed objectives: a documentary analysis of the book presentation of the brand; the interview; and the focus group. Applied the methods, chapter four presents the main results and respond to the objectives set. Later, the fifth part makes up a constructive discussion of the results achieved, highlighted major implications and contributions of the study. In the sixth and seventh part presents the findings of the study as well as the main limitations and suggestions for future research, respectively. Finally, the eight part containing the references used to develop the study and ninth are attachments.

2. Literature Review

The aim of this section is analyse the main concepts and theories constructed during all years. The research makes an emphasis, explores and analyses similar approaches and case studies that are particular relevant and analogous to Porto. This chapter is important to develop an overview and a critical approach, which helped to understand the main purpose of this dissertation.

2.1 City branding

The first important concept to explore and exploit is the concept of city branding.

In order to understand the purpose of the concept of city branding, the definition of brands plays a key role. This is because brands make it possible to create an identification and, therefore, differentiation of the place or the product, since it include meanings, symbols and values (Aitken & Campelo, 2011; Berthon, Holbrook, Hulbert, & Pitt, 2012), which help to reveal and influence the creation of identities, both collectively and individually (Askegaard, 2006). Moreover, since it supports all the features mentioned, gives it the power to influence the mind of the consumer, attitudes, and behaviours (Heilbrunn, 2006). Furthermore, brand creates impact on culture, since it reinforces the meaning in people's lives (Schroeder, 2009). To conclude, the branding are all affections, beliefs, feelings, and expectations that the brand, service, product, give us (Crețu, 2010).

When associated a place to a brand, the result is the concept of city branding. It is easy to see that this concept is born from the joining of two well-known words of our daily lives, which are branding and place, which means, there is an application of the concept of branding to places, not just to products. As Kotler refer that cities are just like products that must be designed and marketed (Kotler & Gertner, 2004).

The concept of city branding has three essential characteristics that are image, uniqueness and authenticity. The image of a city refers to urban elements, monumental buildings, public spaces, basely, special features (Riza et al., 2012). And, consequently this image creates personality that allows a city to differentiate itself from others and put themselves

in a more favourable position. However, it is not a set of images that define a city. To create an identity and differentiate itself, truly, there has to be a compelling articulation of all the social, cultural and economic activities of a city (Zhang & Zhao, 2009).

The objectives of city branding are define a unique and attractive image for people outside the country, speak well of tourists, investors and business people. On the other hand, focused to the insiders of the city: involve people in a social process which improves morality and spirit, creating a psychological route where people meet and identify the surroundings in a common environment (Ashworth, 2009; Cozmiuc, 2011).

2.1.2 The differences between city branding and product branding

According to Simon Anholt (2005), the brand is the latest component of the city (and product). Price and quality are essential pillars, however, they are not sufficient, because according to what was seen previously, there are still missing expectations and emotions associated to the city or product that is essential to create impact in person. Only the brand is capable to define an identity and, consequently, a status, and create emotions in person who enjoys the brand (Anholt, 2005).

The concept of product branding and city branding have a common word and have similar objectives, however, there are differences that should be taken into account.

The first major difference is related to the process of brand building. Once defined the identity of a product or a city and it is necessary to change the identity, the process is more complicated to carry out in a city instead of a product (Parkerson & Saunders, 2005). In the case of a product, even after being launched on the market, the company can renew it fast and in an effective way, in order to respond to market demands. However, when applied to a city everything is more complicated, once a city has a history and a set of aspects so rooted that can take years to change the branding of the city (Cozmiuc, 2011). In addition, the efforts to mobilize and the related costs are higher, and if indeed it is necessary to change the image of a city it should be noted that there was already a previous

image, and it should start from that point in the formulation of city branding (Ashworth, 2009; Cozmiuc, 2011; Crețu, 2010).

The second difference between them is related to the surrounding parts in the process. Given the case of a product in the private sector, there have specialized marketing areas and react according to the needs of a particular market. But, the opposite happens in a city, where the government and local administration are responsible to decision making, which turns the process slower, although the government wishes to get fast results. On the other hand, the government has a higher turnover rate, and consequently they should cooperate with the private sector to develop marketing strategies (Cozmiuc, 2011; Zhao, 2015).

The third difference associated with these two concepts is related to what they offer, which means that according with product branding perspective, what is offered is the product or services related to the brand. In contrast, a city has no specific product or service, but a huge collection of factors such as: people, history, culture, natural resources, political and economic systems, places (Cozmiuc, 2011; Zhang & Zhao, 2009).

As a result of the information mentioned above, it can be concluded that the benefits that city branding can bring are more linked to emotion than functionality (Cozmiuc, 2011).

Summarizing, table 1 shows the main differences between the branding of a product and the branding of the city.

Table 1: Differences between city brand and product brand

Characteristics	City Brand	Product Brand
Offer	No tangible offer: places, tourist attractions, natural resources, people, history, culture	Product or a service
Benefits	Emotional	Functional and Emotional
Image	Diversify, complicated	Simple, clear
Purpose	Promoting the city image	Increase sales, developing new relations
Owner	Stakeholders	One owner
Target	Hard to define	Well segmented

Source: Cozmiuc, 2011

After the analysis of the differences mentioned between the concept of city branding and product branding, it is possible to conclude that it is more difficult to implement and develop the branding of a city. This happens because the city has multiple relevant

aspects, which therefore makes it difficult to define a clear and impactful personality. Consequently, the multiple aspects (people, culture, history, political governance) can become confused, resulting in forgetfulness and loss of brand value (Sevin, 2014). In order to overcome this obstacle, the concept of functionality arises (MM Trueman, Klemm, & Giroud, 2001).

2.1.3 Functionality and value concepts associated with city branding

Functionality, as the word implies, refers to the functions that the city/product offers. For example, a person buys a mobile phone essentially to be able to communicate with others, and this is considered buying motivation. So, applying the concept to the study purpose, cities have to start to be functional, which means that a city should function as a job, industry, residence, public transport and recreation activities destination (Cozmiuc, 2011). In other words, this means that a city should offer social and economic conditions and cultural resources (Zhang & Zhao, 2009). So, in the first instance, the buying decision is associated with functionality, and later comes the additional value (Cozmiuc, 2011).

Adding value to a brand, to those who consume the product, is extremely important, since there are many products/cities that meet the same need, and in order to ensure the loyalty and trust of its customers must be added value to functionality (Cozmiuc, 2011; Sorkin, 2002). For example, the city of New York (NY) in functional terms has harbour, farms around and its location. Moreover, the city have theatres, restaurants, and it is full of culture, it is a hub of tourist attractions and features an incredible diversity of activities. Consequently, it becomes easy to appeal many different people with also different surroundings. This is the added value and that is why NY is a successful city branding case. In this sense, it is possible to conclude that the addition of value is related to the emotions, that in this case, the city can provide, which makes the value a component that it should be added to functionality (Sorkin, 2002).

So, it matters to know how it is possible to add value to functionality, there are four main sources of added values that should be outlined to be successful (Cozmiuc, 2011):

- Word of mouth: if the experience of the people was pleasantly, it will motivate people to share and talk about it. And the same occurs if the opposite happens;
- Perception: this is a key factor because it is the immediate association that a person does when he thinks the city in question;
- The city beliefs: there must be something that is the support of the brand and that is universal and credible for the people who live there;
- Appearance: The physical characteristics of a city are very important, since it defines their appearance, and this is the first impact.

That said, adding to city branding functionality and value, a city is able to enjoy the benefits that the city branding provides. This whole process that has been spoken of brand building, when well applied, it has seven significant advantages for a city (Popescu, 2007):

1. The scope and clear definition of an identity makes it simple consumer decision process and makes it easier to recognize, once the identity is unanimous;
2. The established and recognized identity provides the increase of tourists, which stimulates the economy, creating jobs for the community;
3. The creation of a brand is linked to the strategy of a city which allows to define a clear position, and consequently makes it possible to differentiate the city;
4. The brand introduced to the city can create an “umbrella” brand effect which will positively influence the home town brands of the city. Take the example of this research: Porto. The branding created will have a positive impact on Porto’s Wine brands;
5. It will be promoted a more conscious and effective investment, since investments must be in accordance with the image produced by the branding;
6. Branding revitalizes the city's image allowing less favourable stereotypes inserted in the city are eliminated;
7. Creating a single view that enhances sustainable development.

As indicated above, the advantages provided by city branding are able to revolutionize a city in terms of assumed identity, and in economic terms, consequently, the most developed and powerful cities have been applying the concept in order to revolutionize the market and create impact on the world.

Over the years, since 1988 until 2009, there has been an exponential growth in the number of articles related to the city branding concept. This is, undoubtedly, a global phenomenon, but most of the studies focus on the Western world. The most studied countries are the United Kingdom, the United States of America and Canada. Then are European countries, where it emphasizes the following cities: Manchester, London, Barcelona and Glasgow (Ares Kalandides, Kavaratzis, Lucarelli, & Olof Berg, 2011). As it possible to see, there is still a lack of studies in a big part of the world, especially in the southern hemisphere, and the Asian continent (Ares Kalandides et al., 2011).

One of the most successful worldwide case is the phrase "I Love New York" where the implemented branding led thousands of people around the world to wear t-shirts with this slogan, as already mentioned. However, it is important to understand how it was reached this slogan, that is, understand what defines the city and, therefore, define their identity and perceive why people is so attached to this slogan. The idea exposed will be explained in the next chapter, since the identity of a city and also the attachment to it is, inevitably, incorporated into the concept of city branding.

2.2 Place attachment

There are two concepts that are components of city branding dimension: place attachment and place identity. This chapter begins by explaining the concept of place attachment and how it relates to the concept of city branding.

However, first is relevant to understand the definition of place. The definition of place automatically assumes the physical existence. The place is where we perceive our existence and which runs our lives (Habibi, 2008). On the other hand, it is understood that the place where we develop our life is the place to which we assign values and meanings (Pourahmad, Zayyari, & Zahedi, 2014). As result, a place is a consequence of the interaction between three components: human behaviour; definitions; and physical characteristics (Abbas et al., 2015).

In this sense, place attachment or sense of place means that a person can establish an emotional bond with specific configurations, as a place, which allows the person to feel

comfortable and safe (Hidalgo & Hernández, 2001). In a simplified way, it is the emotional bond between a person and a place, is a result of the relationship between man and the environment, since the relationships between them are affected by the external environment surrounding it (Falahat, 2006; Mueller & Schade, 2012).

The concept of place attachment is intrinsically linked to the concept of word of mouth, already mentioned in the preceding section as a way to add value, since the higher attachment of residents to a place generate a positive feedback of word of mouth. This happens since people have created a strong emotional bond that allows them to create good memories related with the place, and consequently, inciting tourism through its own experience by talking in the first person (Chen, Dwyer, & Firth, 2014).

Place attachment has also been praised and investigated because of its close relationship with the concept of place identity (Wester-Herber, 2004). However there are some disagreements among authors in how these concepts relate. Brown & Werner (1985) argue that the concepts are synonymous. In contrast to that, for Lalli (1992) place attachment is encompassed in the concept of place identity. In the same way, Hay (1998) defends that the two concepts are part of the same dimension, creating the phenomenon of sense of belonging and sense of place (Jorgensen & Stedman, 2011). Finally, other authors refers that place attachment is a result of a combination of factors such as identity, place dependence and social bonds (Anton & Lawrence, 2014; Hernández, Hidalgo, Salazar-Laplace, & Hess, 2007; Kyle, Graefe, & Manning, 2005; Lee, 2013). As it is possible to evaluate, in fact, there is a strong correlation among place identity and place attachment. However, it is not possible to say that the correlation between them is positive, since a person can be attached to a place, but it does not mean she identifies with him.

However, it was developed a theory, based on place attachment, which indicates that the concept is multidimensional, consisting of three different dimensions: the actor, the psychological process, and the object of attachment. This theory is called Tripartite Organizing Framework (Scannell & Gifford, 2010).

The first dimension is the person (named as dimension of actor), and it can be individually or collectively. In individual terms, it means that the experiences lived by one person enables her to create memories associated to the place, and consequently, allows them to

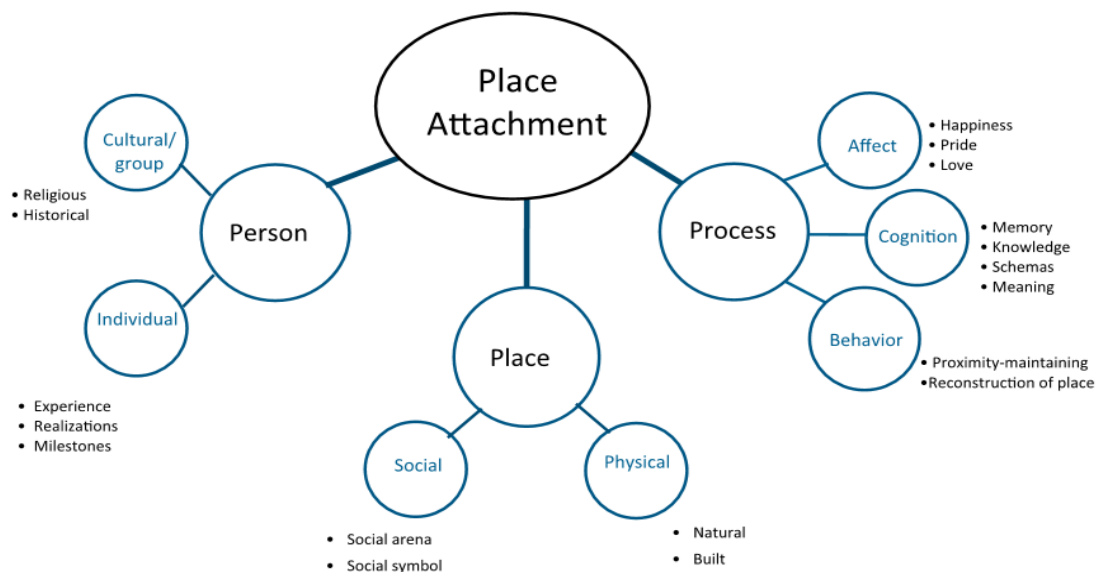
have its own meaning of place (Twigger-Ross & Uzzell, 1996). On the other hand, collective terms is a common identity symbolism, for example, culture create a collective meaning that reflects values, practices, symbols and historical experiences, enabling a common meaning that are share among members (Low, 1992).

The second dimension, psychologic process, complements the first, since it explains how people relate to space, it is the psychologic interaction between a person and a place. This type of relationship can be done through emotional bonds, cognition and behaviours, that enables to formulate beliefs, meanings, memories and life experiences (Hidalgo & Hernández, 2001).

Finally, the third dimension, the object of attachment, is the place itself. According to the main authors, this dimension can be classified in two ways: social and physical place attachment and attempts to measure three different levels: home, neighbourhood, and city (Hernández et al., 2007). The main conclusions are that home and city reveals higher levels of place attachment, however social and physical place attachment influence in the same way the bond between a place and a person (Hernández et al., 2007).

Figure 1 shows an explanatory summary of the presented theory and how the dimensions are related to each other. As a result, for the study, the dimensions can be analysed individually, however only combined reflect the truly essence of the concept.

Figure 1: The Tripartite Model of Place Attachment



Source: Scannell & Gifford, 2010

Since the dimensions can be analysed independently, the place continues to be the main actor of this research. The next chapter focuses on the identity of a place, where is discussed the concept of place identity, the other component of city branding.

2.3 Place identity

With the analysis of city branding concept, it was noticed that there were two concepts that are intrinsically connected to it, which were place identity and place attachment. As it was possible to see earlier, the city branding comprises identity, once to create the branding of a city it is necessary, above all, find out the identity of the place.

In a simplified form, the definition of identity is the degree to which a person remembers and recognizes a place, which means, the memories embedded in their minds, allowing them to identify it and differentiate it from other places (Lynch, 1960).

There are five main characteristics associated to this concept, this means that one identity should create: a distinction; be obvious and visible; and finally be exclusive and not reproducible. As a result, each city has a unique identity and the elements that create this identity are images and memories associated to the place that can be either negative or positive (Riza et al., 2012).

Over the years, many authors have developed theories that involve the concept that the study explores: place identity. Firstly, there is a theory about place identity that is particularly relevant for creating the identity of a place. According to Weichhart (2006) there are three different ways of identifying a place:

- Identification of: the way in which people recognize a place;
- Being identified: as others recognize people by their relationship with their place of origin and residence;
- Identification with: how the place is reflected in the identity of the person (Weichhart, Weiske, & Werlen, 2006).

According to the types of identification made by the author withdrawal conclusion was that it is impossible to talk about place identity without necessarily speak about the human side of people, as something independent (A Kalandides, 2012; Mihalis Kavaratzis & Kalandides, 2015). The theory demonstrated here reinforces the study is taking place, since it is being reinforced the main idea of it: the involvement of residents in the creation of the identity of Porto city. Consequently, according to the theory presented by Weichhardt (2006) in this study and also the contribution of Kalandides (2012), it is concluded that the residents are the human part required for creating an identity for a location.

Secondly, there is theory that complements the previous one, since it explains how to influence the human perceptions about places. There are four constitutive elements of places to influence perceptions, according to L  pple (1991): materiality; practices; institutions; and representations.

- (1) Materiality: It refers to the existing physical materiality in social relations;
- (2) Practices: What social individuals beings practice in their experiences, and the society considers these practices as necessary and acquired truths;
- (3) Institutions: Represent a set of rules and standard procedures, recognized, sanctioned and accepted by society, forming social values. In other words is the way of thinking and acting of a society.
- (4) Representations: Constitute the system created and developed in the network society of symbols and signs that have a certain positive or negative connotation (L  pple, 1991).

When combined these concepts, from social sciences, emerge the system of representations, and if the aim is to influence the perceptions in humans' minds, it is necessary to act and work the representations systems (Mihalis Kavaratzis & Kalandides, 2015).

The representations systems addressed, specifically the representations, which are social symbols, brings us to a new concept: Semiotics.

2.3.1 Semiotics in the creation of a brand

Semiotics is an emerging science of signs or symbols. In this sense, first, it is important to realize what a sign is. For the science of symbols, semiotics, a symbol could be anything, this means that symbols can be words, images or even objects (Zeman, 1977).

However, signs is a very broad concept, consequently it was defined three types of signs: icons; indexes; and symbols. In this study only the concepts of signs and symbols are explored (Zeman, 1977). Icons are associated with something like. Nowadays, icons are strongly related with people, place and also objects (Zeman, 1977). For example, as it was mentioned in the city branding section, an icon of a country is often associated with a monument representative of the city. On the other hand, a symbol is a convention generated by society, according to the representation system (Zeman, 1977) .

However, the common feature to them is that they all have a value or meaning (Chandler, 2007). This signs or symbols represents value to people, since it can translates a message to each one of us (Zeman, 1977). In this sense, representation system highlight that the society and its institutions plays an important role, as they are the ones who teach us to interpret the symbols, according to their ideas and paradigms (Mihalis Kavaratzis & Kalandides, 2015). This happens, mainly, because symbols are synonymous of convention and also because it is people who give the meaning to these symbols, consequently, the way the society interpret and assign meaning to things, is directly linked to the social environment where they are inserted (Berger, 2014).

Every single person communicates every day by language, but also by symbols, for example, the alphabet of deaf-mutes and the traffic signals. Regarding these examples, at the same way a person learns to speak and write, she must also learn the meaning of the symbols of the society in which she is (Culler, 1986). However, these symbols can change their meaning over the years, since the world is constantly changing (Hoffmann & Laszlo, 1991).

Since the symbols represent values and are predefined by society, symbols can assigned a message understood by the society, the use of semiotics in the branding of a city can be quite valuable. This is because the society entered in this city can effectively interpret the symbols used in brand building, and these symbols represents culture for them. As result,

the relationship established with the brand created becomes stronger, reinforcing the sense of belonging to the city. Therefore, the use of symbols becomes a good strategy to achieve a stronger brand among city residents (Michalis Kavaratzis, 2004).

The symbols are also important in defining the identity of a group, since each group usually has his own symbol/image associated, for instance, it means that a group to be view as a group, need an image, a symbol, or a code, which allows them to communicate with others (Michalis Kavaratzis, 2004; Myfanwy Trueman, Klemm, & Giroud, 2004). As we have seen the symbols also allow to define the identity of a group, as result the use of symbols in the brand of a city defines the city identity, and therefore the identity of its residents (Michalis Kavaratzis, 2004).

In this sense, in order to construct the identity of a group, speaking in a residents group of a city, place branding authorities are responsible to call all the relevant stakeholders in a city, in order to build up a strong group identity (Virgo & de Chernatony, 2006). However, local public authorities can not impose their symbols, but give to residents of a society, the opportunity to negotiate these symbolisms through a public communication process (Ashworth & Kavaratzis, 2009; Mueller & Schade, 2012; Virgo & de Chernatony, 2006).

The new logo presented by the city of Porto used semiotics science, creating a network of symbols illustrating various features and icons of the city. According to the parents of semiotics and the main exploiters of the concept of city branding, the use of symbols may have advantages in city branding, such as the identification with the brand created and a stronger sense of belonging to the city. In this study, this issue is addressed since one of the main objectives is analysed whether the Porto city's residents identify with the new brand that uses the network of symbols.

Moreover, this study is able to reinforce the idea that the symbols are well employed in the brand of a city and the study has the opportunity to explore the views and the importance of these symbols for the residents of a city, in this case the city of Porto.

2.4 Key players involved in city branding

According to the literature, the stakeholders play a key role in the development of city branding. In this section we explored the stakeholder theory applied to city branding in terms of players and also its role in the creation of a city brand, by illustrate an approach of stakeholder participation in decision-making with the managers.

2.4.1 Stakeholders involvement in city branding

First, it is important to perceive the concept of stakeholder. It is understood by stakeholders any person, group or organization with an interest in a profit or non-profit organization. Stakeholders assumes a particular relevance in both private and public sectors (Miller & Merrilees, 2013; Wæraas, Bjørnå, & Moldenæs, 2014). In this case, the study focuses on the public sector, since it is applied to cities. In this sense, there is an adaptation of the definition of stakeholders when applied to city branding: as it was seen, it can be a person, a group or an organization, but these agents are important to the functioning of a city, and consequently add value to the city (Özşahin, Kaya, & Marangoz, 2014). The literature indicates that there are six types of stakeholders that stand out in this process: tourists, industry, the local community, government, special interest groups and educational institutions (Butler, 1999; Muniz Jr & O’guinn, 2001). Table 2 categorizes the different studies conducted where the stakeholders play a significant role (Özşahin et al., 2014).

Table 2: Several Stakeholder groups categorized by different types of studies

Categories	Stakeholders involved			
City’s users	Local community	Industry	Tourists	
Target markets of place marketers	Local community	Industry	Tourists	
Place customers	New community members (New residents)	Industry, Corporate headquarters and regional offices	Tourists	
General customer group	Residents	Companies	Tourists	Investors

Source: Own construction based on Özşahin, 2014

As can be seen by observing the table, stakeholders are part of all realities, therefore, it is important to understand why they are significant to the city branding and organizations. Stakeholders have two special features: ability to influence the city; legitimacy between the parties. In other words, it is possible to establish a dimensional relationship between stakeholder and the city, once one or another may affect or be affected by the other (Mitchell, Agle, & Wood, 1997). In this sense, it is important to include these agents since they both help to create a brand or destroy it if it does not match its symbols and expectations (Klijn, Eshuis, & Braun, 2012). Furthermore, it is a network of actors that is complementary and interdependent and in order to ensure an efficient decision making, the governments are dependent on these actors (Braun, 2008; Waligo, Clarke, & Hawkins, 2013).

Nevertheless, the differences between stakeholders can originate conflicts, since there are diverse groups with interests that sometimes can be different. Given the example, residents sees a city as a place to build life, on the other hand, business men understand a city as a place to invest, as a business opportunity, and finally the tourists see the city as a place to visit (Zenker, Knubben, & Beckmann, 2010). According to this example, it is possible to conclude that the interests may collide and be different, once each of them has different values to defend primarily (Edelenbos, Steijn, & Klijn, 2010; Klijn et al., 2012; Rhodes, 1997; Waligo et al., 2013).

However, conflicts also take place between stakeholders and the managers, because they also have different interests. There are problems such as mistrust of government policy, poor administration, failure to involve local communities and unclear lines of communication (Klijn, Eshuis, & Braun, 2012). So, the communication between them must be effective and durable. Communication between managers and stakeholders is influenced in accordance with governance model used, which in turn indicates the degree of involvement of stakeholders in the decision making process. In the following table the main governance models used are presented: authoritarian; bureaucratic; political; and democratic model (Kasymova, 2014; Mphande, 2014).

Table 3: Relation of citizen participation with good governance

Stages of Participation	Model of Governance
Stage 1: Informing - Characterized by only a player process. The government just announced his decision during or after the development of the implemented processes.	Authoritarian model: In this model, the decision is made only at the top, and is subsequently applied by bureaucrats. Total process of the program lacks transparency, accountability and predictability.
Stage 2: Consulting - Involves more than one player in communication, however is limited within the decision making. Government inform people and get feedback, but the process of decision and implementation is unilateral.	Bureaucratic model: The participation of people is reduced, and consequently the concentration of power remains at the top. The program process is less transparent and predictable.
Stage 3: Involving - This program not only involves people, as people participate in the implementation process. Usually people do not get to be involved in this process.	Political model: Clear involvement of the population, but not in the same way, once people are involved in the development program in different sectors, which may result in conflicts. The governing agency is transparent and accountable, but not for the whole community.
Stage 4: Empowering - At this stage the government allows people to bring their ideas and resources to implement the program together. The governing agency works as a facilitator.	Democratic model: This model is conducive for partnerships to make decisions, and implements a program with the sharing of local knowledge. Total process of the program is highly transparent, accountable and predictable.

Source: Own construction based on Mphande, 2014

By analyzing the table 3, it is possible to verify that the way of being of the government, which means the position the government takes, influences the power of the stakeholders in the decision. As result, it is concluded that the involvement of stakeholders is only possible if the government allows it. Based on this conclusion, and transposing to the objective of this study: ascertain the involvement of residents in creating the new city's identity; it is important to analyse why the residents should be engage in the creation of the new brand of a city. It is important to understand what are the main functions of residents and yet how is that residents are a good agent to support tourism.

2.4.2 Residents involvement in city branding

As previously reported, residents are also stakeholders and in this study, they are considered the main actors.

The resident definition is a person that lives in a specific location. But will this simplistic definition summarizes the function of the residents of a city?

Residents in addition to living in the city, they perform highly motivators functions for the city, since they represents the society. Residents are the source of culture of the city, and they are responsible to foster the economy. In other words, residents are responsible to complete and make alive the city. The relationships developed between the various residents, and the interactions between them and the tourists allows to define the character and atmosphere of a place. This is because the way people relate to each other, the way they create bonds and accept other cultures, influence the good connection between the citizens and the outsiders. It is important that managers explain and emphasize the importance of instructing strong relationships based on values instilled in society (Insch & Florek, 2008).

The quality of the relationships established between residents and the outsiders influences the quality of life for residents. The quality of life and satisfaction of residents are two components that local government should take into consideration at any time in its management. This is because if residents are satisfied with the quality of life (that they consider appropriate), it is reasonable to believe that these fact originate a positive communication to outsiders, conveying a good impression of the city. Moreover, local authorities should monitor satisfaction and identify potential problems, not only among the residents themselves, but also between residents and outsiders, through control questionnaires. The control of quality of life exercised by the authorities reinforces the sense of belonging of residents to the city. This is because the residents feel that there is concern and attention by local governments responsible for management of the city where they live (Insch & Florek, 2008).

Furthermore, there is evidence that many of the tourists return to a city, in accordance with the friendliness and hospitality of the country visited. These two features are very appreciated by tourists, since being in a country that is unknown to them, it is important

that the residents make them feel like they are in their home country. However, for residents transmit these values (friendliness and hospitality), they also need to have a strong sense of belonging to the city. Obviously, these are characteristics that are natural from residents of a city, but can be reinforced if the satisfaction of residents is growing (García et al., 2015; Hunt & Stronza, 2014).

According to Braun (2013), it was defined three-fold role of residents in place branding: residents as integrated part of place brand; residents as ambassadors for their place brand; and residents exercising their rights and obligations as citizens.

Firstly, regarding the integration of residents in place brand, the study presents two different focuses. The first one and as already mentioned, the existing interactions between the residents originate special social characteristics which consequently define the personality of society, and later the identity of a city (Braun et al., 2013; Insch, 2010; Insch & Florek, 2008). Secondly, the residents of a city are used as a tool for assessing brand established in the city. Residents interact with visitors, in their jobs and in the street, and consequently, who end up being the main responsible for the brand consumption. Moreover, the unique characteristics and the culture of these residents makes them a differentiating factor. As a result, residents of a city are responsible in large part by the positive evaluation of the destination (Braun et al., 2013). These conclusions were drawn after a study of the Algarve tourists and Costa del Sol held by Freire (2009).

The other major role is residents as ambassadors of your brand place. To help understand the residents as brand ambassadors, Kavaratzis (2004) developed a study indicating that the city's perceptions are set according to the type of brand communication. So there are three types of communication.

The first type of communication refers to the communication of the city itself, or through its buildings with its own architecture, the offers the city has to provide, moments of fun and culture, in other words the behaviour of cities. The second type of communication is directed to the formal communication of the city through advertising and people deployed to act as public relations. Finally, the third type of communication, and one of the most important is the word of mouth from the residents of a city (Michalis Kavaratzis, 2004). The word of mouth communication translates into the most important communication of the residents of a city.

The word of mouth communication from residents assumes an important indicator for outsiders (Eshuis, Klijn, & Braun, 2014; Ryu & Han, 2009), since it is considered informal, authentic and truthfulness. This concept is considered as one of most important marketing definitions: the customer as co-creator of value (Achrol & Kotler, 1999).

The involvement of residents in the process of brand creation reinforces the positive word of mouth, but is also responsible for increasing the number of ambassadors of place brand. The word of mouth effort enables to increase ownership of the brand and therefore creates more sense of responsibility and external reputation (Braun et al., 2013).

Lastly, residents of a city have rights but also obligations. In this sense, residents have the right to choose their local government official. However, they also have an obligation to choose, in responsible and balanced way, the managers who will be their representatives. On the other hand, local authorities must comply with its governance plan and represent the residents, defending their place branding interests. This means that residents also have a share of the decision making process involving their city. This process requires that people participates in the process of place branding. With the involvement of the residents in this process it is possible to strengthen the place attachment and create place brand ambassadors (Braun et al., 2013).

In conclusion, residents can assume a relevant role in the creation of the brand, since, as noted, they evaluate the brand, and also are an important outreach communication tool and the most faithful. In the analysis of this chapter was noticeable that residents should be part of city branding, however, remains to be seen how it is developed the process of involving residents.

Table 4: Reasons to include residents in the process of creating the brand of the city

Reasons to include residents in the process of creating the brand of the city	Primarily responsible for interaction with tourists
	Main sources of culture
	Evaluators brand
	Have the word of mouth communication more impactful to outsiders
	Place brand ambassadors

Source: Own construction based on Braun (2013) and Almeida García (2015)

2.5 Research problem

With the exploration of the concepts around city branding, it was possible to determine the focus of research developed. As it was possible to conclude, the role of residents in the creation of city branding is crucial to the success of it, therefore the main authors argue that residents should be involved in the process of creating a brand. Throughout the literature review presented during chapter 2, it was concluded that residents are a key agent in the identification of the city. Furthermore, the identity of a city must translate the connection that residents have to the city, in order to build a brand more real and genuine. As result, it is possible to obtain benefits to the city at various levels: economic, tourist, demographic and environmental.

However, the literature does not reveal whether managers include residents in the branding process, or neither specify in which way they should be involved in the process, in order to achieve success. Furthermore, it does not specify how to develop the process of creating a brand. Basically, it only identifies who should be the main actors of the process of brand creation.

As result, this study has two main goals: the first one is intended to investigate if managers involve residents in the creation of a city identity, and consequently in city branding. If managers involved residents, it is important to know how they do it and how they manage the process in order to create the city identity.

The second objective is to realize if residents identify themselves with the city identity created, and analysed if they can establish an emotional bond with the new identity of the city.

The study was applied to the city of Porto, in Portugal, since the city branding of the city was launched in September 2014, and it is a recent case unexploited. Therefore, it was intended to know from the local authorities of Porto, if residents were included in this process, and if so, in what way they did it. Then, analysed whether the residents of Porto identify with the branding created.

3. Methodology

Once defined the objectives of this study, it was a concerned to define the methods that allows to achieve the final results, and that help answer the questions that this study highlighted. The chapter starts with the motivation and focus of the study in the city of Porto, since only after chosen the city, would be possible to determine the remaining methods.

3.1 The case study: The brand of Porto

The city of Porto has shown significant developments. The September 29th, 2014, a new logo comes as a form of communication of the city. This was an unprecedented change to the city, since the old identity nothing reflected the mood of the city.

Figure 2 presents, on the left, the old logo of the city, used before September 2014. This logo illustrates the Torre dos Clérigos, and emphasizes the Porto City Council. The same image, contains the remaining logos of institutional companies of the City Council. On the right, it is presented the identity used since September 2014. The city logo presented it was designed by White Studio agency, in order to renew the city's image. The intention of the agency was to create a set of icons in the same graphical language that portrayed the symbols presented in the city. Moreover, the slogan that accompanies this logo is "Porto is Porto, dot." which is represented exactly in the middle of the logo created (White Studio, 2014).

As it is possible to see in the figure presented, one has nothing to do with the other. The figure on the left is based on a monolithic image of the city, with Torre dos Clérigos represented in green. On the contrary, the figure on the right have several symbols of the city that represent multiple values. It is witnessing a change in the colour used, now being blue, and the most important change happens when the centre of attention becomes the Porto city instead of its institutions.

Figure 2: Old Porto city logo used before 2014 vs New Porto city logo since September, 2014



The study of the new identity of Porto turns even more interesting because the new image of the city has won several international awards, such as the European Design Awards in 2015, D&DA design, and a *graphis* in New York, premiums earned in the category of branding and branding implementation. These awards are the result of a good and effective understanding of the image created to Porto, which allows an efficient dissemination of the brand. Note also that plagiarism cases are numerous and spread throughout the world, from Spain, Colombia, Hungary and Italy, but the worst case is from New Zealand. This type of plagiarism phenomenon happened once the brand became international.

However, in addition to the new logo, the city of Porto has witnessed an incredible development throughout its history. This city came to prominence in 1996, when UNESCO awarded the city of Porto the status of "City World Heritage" because of its noble and rich history. However, the glory days begin to grow since 2001, when Porto is highlighted as "European Capital of Culture", bringing to the city numerous artistic events, which led to an invasion of tourists (Porto City Council website, 2015).

Few years later, Porto returns to be reborn. In 2012, Porto is awarded for "Best European destination". These one turns to repeat later, in 2014, with even more emphasis, a prize awarded annually by the European Consumers Choice, an independent and non-profit organization located in Brussels. In addition, the previous year, in 2013, Porto was

distinguished as "Best 10 European holiday destinations," this prize which is awarded by the publisher Lonely Planet, the world's leading publisher of travel guides. Prizes in 2013 did not stop, the city of Porto is still second in the Travelers Choice awards, assigned by TripAdvisor, in the category of emerging European destinations with the highest growth (Jornal de Notícias, 2014).

In this sense, taking into account that the city had a new identity that has won several international awards, and the city itself won several awards in tourism category, makes this city interesting to the study of the involvement of residents in the new identity created for the city of Porto.

3.2 Methods

Once justified the choice of Porto city as the base of the study, now it is relevant to define the data collection methods that allow us to get the required results. As mentioned earlier in this study, the objective of this research is to ascertain if the managers involved, or not, residents in the city's identity creation process. Additionally, the second objective is understand if the residents identify with the new brand created for Porto.

In order to achieve the answers to these questions, the methodology applied it was based on a qualitative approach, since this is an unstructured research that allow us to have a great freedom of responses, and it turns possible to know the intimate of each human, revealing values, emotions and motivations that lie in the subconscious of human beings (Malhotra, 2009). Furthermore, the qualitative approach is excellent to obtain information, in order to understand the problem set, based on a reduced sample. Consequently, the collected data is unstructured and their analysis is not statistical (Malhotra, 2009).

Moreover, there are two types of qualitative research: direct and indirect. This study was focused on the direct type, which is a qualitative research in which the objectives of the study are presented to the respondent, making it clear and defined (Malhotra, 2009).

As result, it was used three methods of qualitative research: document analysis, exploratory interview, and focus group. Three different methods were chosen for the analysis in order to get the triangulation effect, which means that applying at least three different methods it is possible to reduce the bias that only one method may cause. Consequently, are found reliable results and closer to what is the reality of facts (Denzin, 1973; Eisner, 1991).

3.2.1 Document analysis

The first method explored was document analysis. Document analysis is a method for review and evaluate documents that can be printed or electronic. The main objective of this method is analysed data in order to interpret, understand and develop empirical knowledge (Service, 2009). This means that the objective is to select, analyse, and synthesize data contained in the documents that later will be categorized or appointed relevant topics of research to develop (Gaytan, 2007).

Document analysis is an important method to qualitative studies since one of the goals is to make an intensive study about a single phenomenon (Mills, Bonner, & Francis, 2006). In this case, the phenomenon to study is Porto residents' involvement in the creation of the new identity for the city. Document analysis is also an extremely important method when the empirical study involves case studies, which is precisely the case of this study (Bowen, 2009).

Likewise, documents from the involved participants become essential tools in order to obtain crucial information to the research problem (Bowen, 2009). The document that was analysed is the official book presentation of city branding, "Porto.", provided by Nuno Santos, Deputy Mayor of Porto and also responsible for the branding created, and finally active writer of this book. The other participants of the book writers are Rui Moreira, President of the Porto City Council, and also Eduardo Aires, the Designer responsible for the logo creation. They were the main agents involved in the creation of the new brand, which makes this book important for a first analysis.

On the other hand, this method is also important since the analysis of the book, helped to raise some issues and situations to observe that went relevant for the development of other methods. For instance, the previous book analysis was an asset for the application of the next method, the interview, in the formulation of interview screenplay (Goldstein & Reiboldt, 2004).

Additionally, the document analysis provide complementary information which can be valuable to add to existing knowledge.

Finally, this method of research can be a potential way to verify findings or corroborate evidence from other sources. For example, it is important to make a comparison between the results found in other methods applied, exploratory interview and focus group (Angrosino & Mays de Pérez, 2000).

Nevertheless, document analysis have some disadvantages. For example, this method is not sufficient to achieve the proposed objectives, once this method it is most often a complementary method to other research methods (Yin, 1994). However, the study presented overcome that disadvantage, once this method is complemented by an interview and a focus group.

As result, the document analysis based on the book presentation of the brand "Porto." it was performed in order to select and analyse material information to the subject of this study. In order to help the analysis it was defined categories of analysis.

Categories of analysis were settled not only with the research problem but also according to the themes in the book presentation of the brand. The book consists on testimonies of the responsible for the creation of the brand, as already indicated, Nuno Santos (responsible for Porto City Council communication), Rui Moreira (President of Porto City Council), e Eduardo Aires (Designer responsible for the creation of the new image of Porto).

The categories of analysis are:

- The main goal and intention of the Porto brand;
- The involvement of residents in the creation of the city brand of Porto.

The book presentation of the brand is essentially graphic, highlighted the main lines of the process of creation and brand development. So, in order to obtain more specific information about the theme, and as a complementary method, comes the interview.

3.2.2 Exploratory Interview

An interview with Nuno Santos, the Deputy Mayor and also responsible for the communication and promotion of Porto City Council, the same who participated as a writer in the book presentation of the brand “Porto.” was made.

The interview was a crucial element to respond concretely and specifically to the one of the proposed objectives of this study: whether managers include residents in the creation of brand identity of Porto.

This interview took a semi-structured manner and it was conducted one to one. It was held on April 18, 2015, in Porto City Council, at the office of Nuno Santos, and lasted about an hour. In order to retain as much information as possible, and after the consent of Nuno Santos, the interview was recorded on audio. The script of the interview can be found in the annex of this document, in chapter 9 in annex number 1.

The main advantage associated with this technique is the possibility of change information according to the needs and reporting. Another advantage associated with this method has to do with the ability to collect accurate and necessary information for the study (Denzin & Lincoln, 2000; Malhotra, 2009).

The main categories of analysis highlighted was:

- **Brand strategy of Porto:** analysed the need to create a brand to integrate the city of Porto and what are the objectives of the brand created;
- **Porto identity:** realize what characterises the city of Porto and how they found the identity of it;
- **Resident’s involvement in the city’s identity creation:** analysed if residents were included in the decision-making of the new identity of the city and how they were integrated in this process.

The exploratory interview becomes an important tool to support the focus group applied as the basis for the construction of it, because just getting the interview results was possible to define the objectives of the focus group, and prepare the screenplay of it.

3.2.3 Focus Group

The focus group is the last method to be used and it promotes discussion among a group of people. This enables the enrichment of the dialogue on a topic of discussion, and it is also possible to find unexpected responses that can contribute to a high degree for the development of research, once the involvement of the main authors in the research can skew them from reality. The elements present in the focus group are the moderator and a small group of respondents, where the moderator's main function is to moderate the discussion (Malhotra, 2009).

The focus group's main objective is to gain insights and information by observing and listening a group of people, who are people of a particular target market, where they can discuss issues of concern relating to the research that is taking place (Malhotra, 2009; Rabiee, 2004). For this research, the main objective is understand if the residents of Porto realize the meaning of the brand created and, consequently, determine whether they identify with the brand created. On other hand, is intended to ascertain if residents have a sense of belonging to the city and, consequently, to the brand. Furthermore, it was intended to verify if residents are brand ambassadors, and see if they feel as an active role in what is the dissemination of the city.

Taking into account the objectives listed above, and the focus group screenplay, it was defined the following categories of analysis:

- Definition and characterization of Porto by residents;
- Identification of the main changes in Porto;
- Interpretation and familiarization with the old and new city logo of Porto;
- Investigate the role of residents in the development of the city and analyse if the residents are brand ambassadors.

There are some important characteristics of focus group that should be consider, in order to be successful.

The focus group was composed of a group of eight residents of Porto, since it seemed to be a reasonable number to create a favourable discussion, but without confusion, providing a more integrated participation of all group members (Malhotra, 2009). As it is possible to see in table 5, where it is represented the main characteristics of the group of Porto residents, the constitution of the group is not homogeneous, since it matters to have a diversity of realities, contrary to what suggested Malhotra (2009) for a good dynamic group. In this research, it is interest to perceive the perception of various residents about the brand and the city of Porto. To achieve the desired diversity, the author of the study brought together a group of different locations in the city of Porto, and also representative of all social classes of Porto. Since another question that this study aims to find out is what features dominate the residents participating in the creation and development of the brand, as it is intended to verify that all social classes are involved in this process. The same is intended in this discussion in terms of ages, professions and gender, in order to understand if different backgrounds have the same opinion, in terms of identifying with the city and the brand created. As a result, the group was heterogeneous.

Table 5 presents the group's constitution highlighting the features presented above: gender; age; profession; and home country.

Table 5: Characterization of Focus Group members

Name	Gender	Age	Profession	Home country
Participant 1	Female	19	Student	Paranhos
Participant 2	Male	25	Mechanical Engineer	Campanhã
Participant 3	Male	23	Student	Foz do Douro
Participant 4	Female	45	Professor	Bonfim
Participant 5	Male	60	Senior Technician	Boavista
Participant 6	Female	55	Banking	São Nicolau
Participant 7	Male	30	Waiter	Cerco
Participant 8	Male	53	Auditor	Senhora da Hora

Source: Own construction

As shown in table 5, there was an effort to join several age groups and different professions that consequently originate different social status. Furthermore, there was a concern to choose locations from Porto with different characteristics, but all of them representing a significant importance to town.

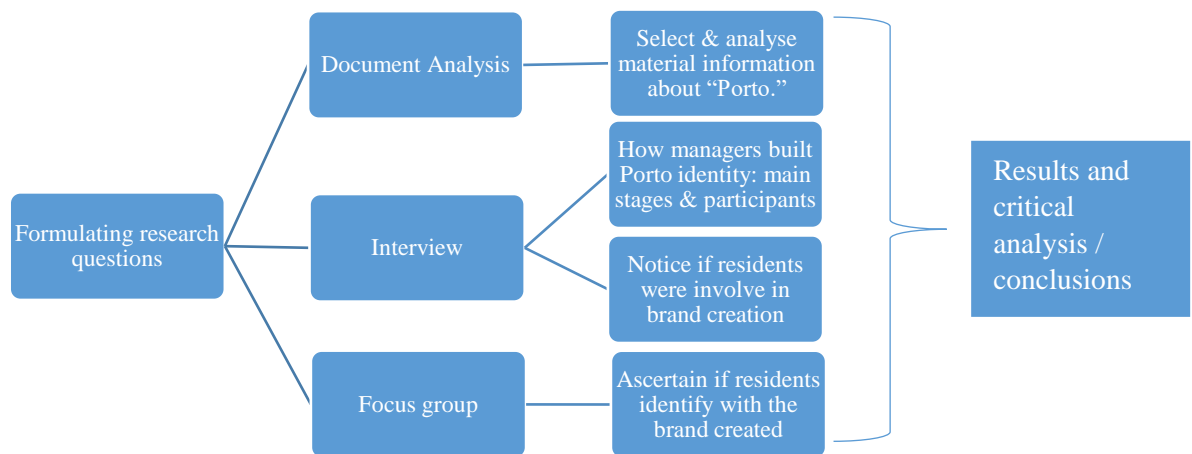
The focus group was held on 11 June 2016, at the Faculty of Economics, University of Porto, in a rented room for that purpose, and lasted approximately two hours, once Malhotra (2009) indicates that the focus group must be carried out in a casual and relaxed place and has a duration between one and three hours. After the consent of all participants, the discussion group has been recorded on audio and video. The script of the focus group can be found in the appendix to this investigation, chapter 9 in annex number 2.

The advantages associated with this method concern mainly with the total freedom of response of the participants in question, not being limited by choices of options. Freedom allows people to express more real and natural way the feelings, emotions, values and memories associated with it (Malhotra, 2009; Mansell, 2004). For the study that is taking place, and since it is intended to evaluate the affective link between residents and the city, have a clear perception of feelings and emotions is crucial to realize the identification of residents with the city. Another advantage relates to the fact that the responsible for focus group can create a selective and appropriate sample. As seen above, it was possible to choose in detail the people to participate in the focus group (Malhotra, 2009; Mansell, 2004).

However, there are also disadvantages associated with this method. The fact that people can freely express their opinion and emotions, once there is no restriction (which means that is unstructured) makes difficult the process of analyse the data collected (Rabiee, 2004). Additionally, it is difficult to moderate a focus group, since it is important to conduct the discussion without constraint the participants (Malhotra, 2009). Finally, there is another concern regarding this technique, misrepresentation. This means that, although the main aim pass through cover all existing social classes in Porto, it is essential to highlight that these people are not representative of all residents in the city, so this method should not be used as a decision-making tool, but as an explanation of the basis (Malhotra, 2009).

Finally, in order to summarize all the methods presented in chapter 3, the document analysis of the book presentation, the exploratory interview and focus group, as well as its objectives, it was constructed figure 3.

Figure 3: Representative scheme of methodology



Source: Own construction

4. Presentation of the results

Once chosen the methods to be applied, and subsequent application, in this chapter the results are presented in order to draw conclusions about the objectives outlined.

4.1 Documentary analysis of the Brand Book Presentation: “Porto.”

This chapter aims to present the baselines of brand building, its objectives and participants involved.

The book presentation of the brand “Porto.” Is essentially graphic, which means, is mostly made up of well-known pictures of Porto and the icons that represent it. This book is composed of three speeches of the authors cited above, in chapter 3.2.1 about document analysis that briefly explain the implementation and development of the brand.

First, the research introduce the brand created taking into account its objectives.

4.1.1 The goals of the city branding of Porto

Porto had a logo related with the city, but did not reveal his identity. In this sense, came the ambition to create a brand that translate the city's identity. The intention was to graphically represent the city, which means that it was intended to create a graphic image with simple concepts but, at the same time, that translate feelings. Simplicity was the key word, however, had to translate all Porto, not just one part.

“It was intended to create an image using a simple concept, but at the same time emotional and dynamic, which means, it has to represent the mirror of the soul of the city.” Cited by Rui Moreira, President of Porto City Council

At the same time, it was intended that the brand was not only contemporary and international, but also easy to apply.

The easy application appears as a requirement, once there was a chronic problem of overlapping Porto City Council, and all companies that constitute it, to the city. So, there was the desire to eliminate this overlap and enhance the city. In this sense, the main goal is to confuse the Porto City Council with the city and use the brand as external communication, replacing the appearance of all the Council logos when performed some intervention.

“Porto is Porto. Dot. And we - Council, institutional, formal - we confuse us with Porto. And the more we confuse with the city, the more we have to win. Porto will always be better than us - Council.” Cited by Nuno Santos, Deputy Mayor of Porto City Council

Furthermore, it had to be a brand that was the mirror of the soul of the city. The soul of the city reflects its identity, and the identity is revealed through the city's major facets: a historical and monumental Porto; Cosmopolitan; Modern; and Emotional.

Nevertheless, the question arises of how to put all this in an image. Here comes Eduardo Aires, the graphic designer of the brand, saying that nothing better reflects these characteristics than the word Porto. This word is timeless, providing that is independent of any local government system. And the dot after the word comes as a form of affirmation, and also giving an international reach.

“Behind a great brand there is a great city. The characterization of Porto aimed at synthesis that turned out to be the word. The word becomes enough, and satisfies our demand. We dispense any image to anchor us in the simple word. Show the essence of Porto through a word, recreates it clear as the typographic element and seeking his timelessness.” Cited by Eduardo Aires, Brand Designer of Porto

4.1.2 The strategy of Porto residents involvement in the icon network

Complementing the word comes a set of icons, emphasizing the participation of residents in the process. As seen above, the participation of residents in the construction of identity and consequently the brand is crucial since they are assessing the same, and if the review is negative, they will be a strong opposition of the brand, and consequently, may lead it to failure (Klijn et al., 2012). Another reason for the involvement of residents is precisely related to the icons created, since people attribute meanings and memories to them according to their experiences (Mihalis Kavaratzis & Kalandides, 2015). In this sense, in order to the residents identify with the brand, the symbols have to translate their stories in the city, that consequently, allows them to create a sense of belonging to the city. Taking into account these facts, the managers considered relevant include the presence of residents. The idea is that every resident can contribute to the system icons created, either through existing icons or going beyond even create an icon.

“The idea was to provide to each resident its Porto and allow the word to fill it with the reality of each one, since every word is empty without human nature and institutional dimension, without living and experience. (...) The desire contained in this image is that it works for all Portuguese¹, it can be shelter of all of them, and that everyone can find yourselves in that image.” Cited by Eduardo Aires, Brand Designer of Porto

As witnessed, it was thought how to involve residents in the process, and how they could identify with the brand. However, it is still remained the question if the city had been well interpreted. This discussion topic is an objective of this study, which was analysed with the help of focus group method.

“One of the problems we faced (...) was whether well interpret the city. When you see a Portuguese and a tourist using a t-shirt on the street, supporting the dot that Rui Moreira called the “smallest claim in the world”, I will know. Can the city interpret the simplicity of the graphic work of Eduardo Aires? Will we know to explain it? Do we need to explain it? Will it still be good if has to be explained? The city will respond.” Cited by Nuno Santos, Deputy Mayor of Porto City Council

¹ It is called *Portuense* to a resident of Porto city.

With the book analysis the following conclusions were drawn:

- Porto needed a graphic image that was featured and timeless;
- Porto has to be on top of the institution – Porto City Council;
- The graphic image created has to translate the Porto of each of resident;
- Residents were included in the brand development.

The analysis of the book presentation allowed the identification of the main ideas inherent in the process of creating the brand, however, only an interview with the responsible for the communication of Porto City Council allowed to know in detail the entire process developed.

4.2 Presentation of interview results

The interview aims to further explore the issues presented in the brand book presentation, with particular emphasis on brand strategy and also the involvement of residents in the creation of the brand.

As it was mentioned above, the interview was done with Nuno Santos, Deputy Mayor of Porto, and also responsible for communication and promotion of the Porto City Council. According with the objectives mentioned in the research and taking into account the book analysis, and also the literature, leads to the emerging categories of analysis of this interview:

- Brand strategy;
- Identity of Porto: the image created;
- Resident's involvement in the city branding creation.

4.2.1 Brand strategy of Porto

As analysed in the book review, the study begins to deepen the brand strategy, which means, identify the main goal and purpose of the brand created.

According to the book, Porto did not have an image that featured in its fullness, nor whether speak of the existence of a brand. At bottom, only had city components, such as the University of Porto, the Porto Wine, the Porto Soccer Club, architecture. According with what Riza (2012) indicates in the literature, these components defines an image, but they are not a brand. Only the brand allows to create an identity that gives to the city a distinction from others and makes it unique and authentic (Riza et al., 2012), that was what Porto sought.

Therefore, local authorities decided to create the brand of Porto which aims on the one hand promote the corporate image of the City Council and, on the other hand, promote the branding of the city. Another objective of the brand was to avoid the appearance of logos of all municipal companies/services and also eliminate the conflicts of interest.

The conflicts of interest emerge from particular interests of a specific person face to the general interests of a public institution. This means “*that the Council had a desire to simply castrating signature*”, and a public institution where there are several managers in different divisions made “*completely indecipherable corporate communication to the public*”. Finally, another objective was to ensure the sustainability of the brand. As indicated in the book analysis, Nuno Santos reinforce, once again, the idea that the brand should have a timeless character, remaining forever in the memory of *Portuenses*.

“We did this in the way that the next President (...) can not throw it to down. It was another of our goals. This is rooted in such a way that is so strong and was made to be so strong that there is to be impossible to lay it low. (...) It is a bit like "I love NY" will not die. There will come another President, who wants to make a logo for the Porto City Council, but will not be able to destroy the brand of the city.” Nuno Santos, Deputy Mayor of Porto City Council

In terms of benefits achieved with the creation of the brand, they are essentially those referred in the chapter about branding and its benefits (Popescu, 2007). However, Nuno Santos emphasized the following:

- Increase in external communication effectiveness: the attractiveness and simplicity of the image created facilitate brand advertising. For example, a cultural magazine Greek, the *Nomas*, where it was placed in a booklet a removable cover with Porto brand;
- Increase of visibility: Porto won, for example, the European Design Awards in 2015, D&DA design, and a *graphis* in New York. These awards are the result of a good and effective understanding of the image created to Porto, which allows an efficient dissemination, either in Porto or abroad;
- Uniform communication: The standardization of communication is a consequence of one of the objectives of the brand that passed to avoid the appearance of so many logos when the City Council disclose an event, for example.

These were the direct benefits of creating the brand, listed by Nuno Santos. In terms of indirect benefits - as a result of the creation of the brand and the benefits listed above - are other benefits, such as:

- Increase Tourism in the city: After the launch of the brand in September 2014, it was recorded a 17% increase in overnight stays, in the first half of 2015 against the same period last year (INE, 2015);
- Partnerships between the city and the airline companies: With the development of Porto, airlines companies, especially low cost companies (EasyJet, Ryanair, British Airways), have shown interest in multiplying their routes to Porto, and provide direct routes to the city;
- Rapid proliferation of restaurants, night establishments and hotels. The franchises in Porto grow exponentially;
- The British Financial Times, elected Porto as one of the best cities in the south of Europe for foreign investment, through the creation of European Cities ranking and Regions of the Future 2014/2015 (FDI Intelligence, 2014).

It is possible to conclude that all listed benefits are a consequence of the revitalization of the city of Porto and also the city's image refresh. However, it is important to understand

what changes occurred in the city's image and, therefore, perceived how the identity of the city was found. So, it will be introduced the following category of analysis: identity of the Porto city.

4.2.2 Porto identity

Recalling the concept of place identity: is how a person remembers and recognizes a place, which means, the memories created in the minds of people through their experiences in certain place, even if it is positive or negative (Lynch, 1960).

Having in mind the concept of place identity, the question posed by Nuno Santos is whether the Torre dos Clérigos (the symbol used to represent the city before September 2014 presented in figure 2 in chapter 3.1) is sufficient to translate the identity of the city. According to him, Porto had a monolithic image that reflected only a part of Porto, the architecture. The objective is not to remove the relevance from the Torre dos Clérigos, since it is still an attractive monument of the city for its architecture and the splendid view it offers. However, the city has not stagnated, and Torre dos Clérigos is not the only emblematic symbol of the city. In this sense, the logo should follow this evolution.

“We did not want a monolithic image, we understand that Porto is now so much that you can not translate in a single image - Torre dos Clérigos. And we are saying that iconography of Porto is Clérigos, it is the Nasoni happened back, and then nothing happened in Porto?” Nuno Santos, Deputy Mayor of Porto City Council

It was this conclusion that originate the multitude of symbols illustrated in the new logo of the city (figure 2 on the right presented in chapter 3.1). Transposing to the studied concept, the symbols presented in the logo represent the memories and experiences of residents of Porto. So, residents recognize Porto by the symbols in the image, resulting in the city's identity.

The new city logo covers another concept of this study, semiotics. Semiotics plays an important role in building the identity of a place, since it is highly related to people and places (Zeman, 1977). Residents recognize the symbols shown, since they represent

physical elements present in a city, moreover, these symbols are a language understood by all residents and also by tourists, because they live and feel it (Berger, 2014).

The creation of the endless symbols network in which people relive their moments and the stories of his life provides a sense of belonging to the city, which consequently falls within the concept of place attachment (Falahat, 2006; Mueller & Schade, 2012). The sense of belonging that is created does not have to end, once the network of symbols has no end, which it brings us to the timelessness of the brand and its sustainability, once it can always be created and built other icon, allowing the evolution of the network to monitor the evolution of the city.

“Porto could not have a monolithic image, and it has been created, on the one hand the simplicity of Porto, dot, which summarizes all, on the other hand is where it is all in, that never ends, where I can always put another icon.” Nuno Santos, Deputy Mayor of Porto City Council

Furthermore, the icons, according to Eduardo Aires, Brand Designer of Porto, does not have to be a literal or immediate capture symbol. It is intended to potentiate a moment of discovery, representation and narrative, which allows each person interprets the icon as she wants, allowing each person to build your own Porto.

Finally, another way to identify the city, according to Nuno Santos, is to call it by name, Porto plus a dot, as already explain it in the analysis of the brand book presentation, the idea presented by Eduardo Aires.

“This is an extraordinary instrument of international communication, the dot. In fact this was a criticism that was made when the brand was launched. We realize what is Porto, dot, a Portuguese realizes this, but foreigners not. But curiously, they also realized better. (...) The point is the only graphic symbol presented in all languages, the Chinese, the Arab. (...) And is the only character that is common to all languages, so this is absolutely universal.” Nuno Santos, Deputy Mayor of Porto City Council

In this way, it was built the city branding of Porto. It was explained the icons used, the use of the word Porto and also the purpose of the dot. However, there was another

objective of the interview: understand if the management of the City Council had involved the city's residents in the creation of the brand.

4.2.3 The process of residents involvement in the city branding creation of Porto

Throughout this study, it was indicated the benefits of involving residents in creating brand. The literature indicates that if local authorities responsible for the creation of the brand, as well as the residents are aligned, the impact of the brand and the satisfaction of both is greater.

However, when asked to Nuno Santos if residents were part of the process of creating the brand, the answer was no. Nevertheless, residents are not completely out of the process, this study is going to explain how they were involved in the process.

Well, when the local authorities began to make preparations for the creation of the brand, they knew they had to choose a designer to create a brand image for Porto.

The initial idea was to launch a public tender, at national level, to find designers able to submit proposals for the new city logo. However, the creation of a public tender allows the application of any national designer. In this sense, after some discussions between those responsible for the project of the brand came to the conclusion that all those who apply to the public tender launched by the Porto Council, who were not residents of the city, would not be able to translate and express it, in an authentic way, the city's identity. This was the first signal of resident's involvement in the project.

“The proposal only makes sense and benefits much more by the fact that we live in Porto. And perhaps the design responsible for the brand creation should be someone who lives in this place and knows him very well.” Nuno Santos, Deputy Mayor of Porto City Council

Therefore, since in legal terms it is not possible to restrict the application of public tender, the idea was abandoned.

Alternatively, there was a desire to praise in this project one of the strongest components of Porto, which is the University of Porto, a University known internationally for its prestige and various talents in design and architecture.

Given that it was intended that the designer was a resident of Porto city, and it was part of University of Porto, the project leaders chose to make an invitation to three designers with these characteristics. To those three designers were asked to draw up a proposal of what could be the new image of the city of Porto, but would not have to be a finished concept.

After the presentation and analysis of the proposals, the local authorities responsible made the choice. As a result, it was chosen Eduardo Aires, resident in the city of Porto for more than thirty years, where he has established a commitment to the city, and beyond learned to love.

“Work that must be done by people committed to this city, where Eduardo has lived for more than thirty years, defending the city and learning to love it.” Nuno Santos, Deputy Mayor of Porto City Council

The choice of Eduardo Aires brought significant evolutions to the project of creating a brand. As mentioned earlier, the designer presented a network icons. This network icons has a purpose: in addition to containing various symbols of the city and have a timeless character, it also allows residents to contribute to this network icons. That said, each resident can take the liberty to create, suggest and extending network. According to Nuno Santos, this revolutionary idea was immediately implemented on the date of presentation of the brand, in September 29th. On this day, there was a huge panel of tiles, which contained already designed the brand of the city, and the other side of the panel was completely blank, where residents could draw the icons that come to their minds. As indicated by Braun (2013), and applied by Porto City Council, residents must be an integrated part of the place brand.

As a result, the presentation of the brand allowed the creation of more icons, and many of them resulting from the participation of residents in the development of the brand.

So, in conclusion, the residents were involved in the creation of the brand, however were involved differently from what the literature revealed. Only a reduce number of residents were part of the brand's creation, Eduardo Aires designer and his team. The remaining residents only participated in the development of the brand, since it was only after the brand was fully conceived that residents participated.

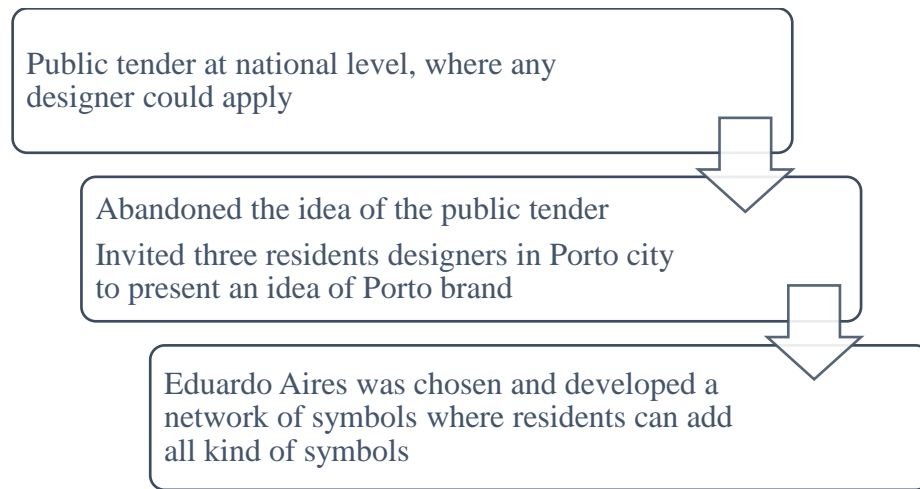
Given all the analysis made so far about the participation of residents in brand creation, it is possible to determine that the model used by local authorities is the political model, which corresponds to involving stage, since people are called to participate in the development of the brand, once it is possible that all the residents contribute to the creation of another symbol (Mphande, 2014), however there is not the same form of participation for all residents as already explained.

However, the question is how the community reacted to these changes and the new image of the city, since they become a major agent of brand evaluation (Braun et al., 2013).

According to Nuno Santos, the brand was well received in the city and the feedback was very positive. When done the briefing, Nuno Santos considered that the brand would be successful and well understood when *“he saw a tourist and a resident of Porto with a t-shirt, supporting the dot that Rui Moreira called the smallest claim the world.”* And 24 hours after the launch of the brand, had been registered thousands of requests for t-shirts, and the social network were filled with selfies with Porto Brand. Consequently, for Nuno Santos, this dynamic that emerged revealed the positive evaluation by the residents and consequently the success of the brand.

However this is the opinion of Nuno Santos, according to his experience. For the study that was developed, this was exactly the next step: decipher if residents of Porto identify with the new identity of the city, which means, understand if they perceive the brand and if they are emotionally connected to the brand. In the next section of this study is analysed this issue, where it is discovered the relationship between residents and the brand created. Figure 4, presented above, summarizes the participation of residents in the creation and development of the Porto brand, according to the results presented by the documentary analysis of the book presentation of “Porto.” and the interview given by Nuno Santos, Deputy Mayor of Porto City Council.

Figure 4: Illustration of residents' involvement in the process of creation and development of Porto brand



4.3 Focus group discussion

To complete this study and achieve the second major objective of the same, which is, understanding if Porto residents identify with the city, it remains to consider the focus group, the last method applied in this study.

To understand if residents identify themselves with the new identity of the city, first, it is important to analyse how they identify the city, which means, realize what is the city of Porto to them, and how they characterize it. Perceive how residents interpret the city is important for focus group conclusion, once if the participants do not identify with the city, a reason for this does not happen is the different interpretation between the participants involved in the focus group and the authorities responsible for drawing the creation of the identity.

4.3.1 Residents interpretation about Porto

When asked what is Porto for each of them, the answers were multiple, but all portray the same basis. Everyone agrees that what characterizes the city has to do with people warm, friendly and welcoming, on the other hand natural resources, with particular emphasis on the sea and the river, and also gastronomy and culture. As it was explored, these kind of residents characteristics are fundamental, in order to attract the tourists (García et al., 2015; Hunt & Stronza, 2014). The character of the people of the city was one of the main points of agreement of this discussion.

“I feel that Porto is a host city, (...) and I felt it on the skin, I felt the hospitality of the people, and I think it went so well because it was in Porto, elsewhere do not know if it would happen in this way.” Participant 1

Another major component of the city emphasized by all the participants was the city history. Porto is considered a city full of history, which gives a lot of wealth to the city. It could not be otherwise, it was mentioned in the discussion, one of the main landmarks in the history of the city, the Siege of Porto, which shows how the city's residents are warriors and defenders of their homeland, present characteristics in citizens even today.

“For me the city is history. As a citizen I have several Portos. Because I have lived here for many years, 50 years, but Porto to me is very large and not limited to the city itself. It has to do with my growth.” Participant 8

The Participant mentioned in the above quote brings us to the concept previously studied, place identity. With the declaration quoted, it is clear that Porto has to do with their experiences, which means, all the memories from childhood until the current age (Riza et al., 2012).

Another observation shared by the older generation of these participants was that Porto is the bourgeoisie.

“There is a very strong seriousness in this population. And this is what distinguishes us as Portuguese. This seriousness that has to do with a whole tradition. Forgive me this

reference, but this is a city that is led by the old bourgeoisie, very serious, do not mess around.” Participant 8

These elements are responsible for printing in the population very strong characteristics such as honesty and work, once again highlighting the character of *Portuenses*.

Furthermore, it was considered that Porto is not just the heart of the city, this means that Porto is not only the downtown, but also all that is around them, which means that Porto is also Matosinhos, Maia, Vila Nova de Gaia. In other words, there is an extension of the city. However, regarding these topic there are different points of view.

“Porto is not only the city of Porto, it is also Matosinhos, Vila Nova de Gaia, Maia.” Participant 1

“Porto have advantages, but remains a very fragmented city, there is little connection between the various types of people and places. For example, my life is pretty much done in Foz and in Boavista, in the summer I go to Matosinhos, but for me the downtown remains almost a tourist activity.” Participant 3

As can be see, the opinions differ when addressed the issue: connection between the various parts of the city. When listed various activities that can be held in the city, the Participant 3 has even revealed that he considered all activities aimed at tourists. In several points of agreement, in terms of characterization of the city, this is the first major divergence of the discussion, the vision of a Porto fragmented by a younger resident, versus an extensive Porto defended by older residents.

In conclusion, Porto is a very diversity and dynamic city, with friendless people, resources and history.

4.3.2 Main changes occurred in the city of Porto

Once characterized the city, it is important to understand what were the main changes that occurred in the city, in order to realize what aspects revolutionized the city. Firstly, one of the most acclaimed changes, in a negatively way, by all the participants derive from changes in the trade. Especially the older generation present in the discussion pointed out that the city's trade has changed a lot over the years. Streets like 31 de Janeiro and Sá da Bandeira Street were filled with Portuguese shops clothes, retail textile and shoes. However, nowadays, these stores no longer exist, giving way to Chinese shops. Participants indicate that the emergence of shopping centres are responsible for the degradation of national trade. Secondly, there has been significant changes in transportation and city infrastructure. In December 2002, the city of Porto inaugurated the new means of transportation, the metro, which made it faster and affordable travel between the various municipalities of the city, however, at the same time, it was a factor that helped to decentralize the Portuguese stores, since when it was only the bus most people passed to the Portuguese shops streets. Furthermore, in terms of infrastructure creating was exalted VCI, a fast road that has revolutionized the city in terms of traffic. Thirdly, as a negative change and shared with all the participants present as to do with Porto as a dormitory. With services to grow in the city, residents were almost forced to seek the peripheries as a place of residence, which displeased residents present at the discussion, calling for action to be taken in this area, taking into account other problem: the massive inflation prices in central areas of the city. Finally, Porto has leaved off to be a city of countervailing power against the centralism of Lisbon. In other words, the rivalry between Porto and Lisbon was huge, and the fact that Lisbon is the capital city could centralize everything around it, and the city of Porto was stated as a city that contested this power, and intended to sate in Portugal. However, although the participants think that the opportunities are still greater in Lisbon, on the other hand, they feel that Porto has already stated its identity and culture in Portugal and worldwide.

“Porto had always to assert its independence from Lisbon, its autonomy and its identity. And the City Council, source of political power, was who did this. However, nowadays, perhaps people have realized that it is not just a political issue, we can assert our identity.

Gone are the days when we had to ascertain our culture and our identity to Lisbon, we only have to assert our identity, dot.” Participant 8

4.3.2 The comparison between the old and the new city logo

As it can be seen, it was listed some changes that marked important differences in Porto. However, there was another change that was important, and certainly mark the history of the city, that was the creation of the city brand in September 2014 and consequently the creation of a new identity. The main goal is understand how residents interpreted this new identity, and then if they identify with the brand created. In order to achieve these results, to each of the participants of the discussion was handed a sheet on which were two images: Figure 1 showed the institutional logo with Torre dos Clérigos (old city logo) and Figure 2 presented the brand "Porto." and iconography around it. It was requested to each of the participants to observe the two figures and further comment it.

The participants were unanimous in comments made to figure 1, which emphasize that this is a one-sided view of the city, since it present a single icon, the Torre dos Clérigos. This is exactly the point of view that it was shared by Nuno Santos during the interview.

“In my opinion, this story about logos need to transmit quickly anything. I think the first logo conveys an icon that is the Torre dos Clérigos. But it is not only Torre dos Clérigos that defines the city of Porto. So the logo fails in the complexity and richness that Porto has. The second (the new logo of the city) is more confused, but, perhaps, it reflects a better point of view about Porto. This is a city with many features, and with plenty to see and learn, and the logo in that perspective works more and better” Participant 8

“The first logo is completely denotative, has a completely one-sided view, it has not multiple meanings as the other one (refers to the new logo presented in September 2014). The new logo is metaphorical, is connotative, gives rise to a multiplicity of readings and gives rise to dream.” Participant 4

The opinions of the participants regarding the logos was similar. Overall, participants refer to figure 1 was poor in terms of representation of the city, on the other hand, figure 2 is more complete in the sense of representation of the city.

Furthermore, it was highlighted the colour difference.

“(...) The first is green and Porto has some green, but not much. Maybe, the city is more linked to grey or blue.” Participant 1

It was also praised by participants the change of the illustration image, which means, the change of the Porto City Council to Porto only. According to participants, this change also represents a change already mentioned above in the city, referring to the need for affirmation of Porto to Lisbon. Once past this issue, the City Council is able to state the city.

Another notable change notice was the used of Porto plus a dot. This change was interpreted differently by the participants involved.

The opinions were divided, while some participants disagree with the dot used, since from their point of view indicates that there is nothing more to add, and it is precisely the opposite, Porto has always something more to show. Moreover, other participants interpreted differently comprising the meaning of the dot in the brand.

“I do not understand why it was used the dot.” Participant 5

“No more adjectives are needed, because Porto is everything.” Participant 1

“For example: “Where are you going?” “I go to Porto. Dot.” And you do not need to say more things.” Participant 4

On the interpretation of the brand, the dot was the most contested. Interestingly, during the interview with Nuno Santos, he said that foreigners better perceive the issue from the dot than the residents themselves, because of its global symbolism.

Moreover, comparing the two logos, the old loses strength against the new, but the participants reported that the two logos can not be compared, since they represent different seasons of the city. Participants argue that the city of Porto are living a time where Porto is autonomous and has a strong and secure identity.

“I think essentially it brought modernity to the city. It is a new image that gave dynamism to our city.” Participant 1

In conclusion, participants said they identify with the brand, using exactly these words, since in fact this is a greater symbolism and depicts various memories of their lives. Nevertheless, the participants feel that the brand is not for them (the residents) but to others who are not *Portuenses*, more specifically, for tourists.

“I honestly think that for us is not very important. My intuition, which may be wrong, is that people do not care much to this. In my opinion, for tourists the brand is very important, but for us I do not think so.” Cited by Participant 3

This point of view was shared with another participants, although they feel proud of the step taken in terms of communication and the continuous development of the city, they do not feel that this brand is for them.

4.3.3 The role of residents in the city

Even with the view that the brand is not intended for residents, the participants argue that they still have an active role in the development of the city.

“First, we do not get out of here (Porto city), without going after others.” Participant 8

“It can be for us, to wake up us as residents. For you do not go only to the Galerias², to go to other places in Porto.” Participant 6

In other words, participants believe that if they (as residents) do not come out of the city, marking it with the character that characterizes *Portuenses*, and still have pride in the city where they live, and also participate in the various activities that are streamlined in city in order to encourage and instil the culture and history, the development of the city will be sustainable. The role assumed by these participants highlights another concept

² Porto city location characterized by a nightlife space, essentially.

mentioned earlier in this study, the concept of place attachment, once the pride, the ongoing state and interest in the city turns out to be a consequence of the sense of belonging of these residents to the city of Porto (Habibi, 2008; Pourahmad et al., 2014). Since these participants took responsibility for the development of the city was asked if they considered themselves ambassadors of the brand "Porto.", to which the answer was yes. However, not all residents answer yes to this question.

"I consider myself ambassador, but not of the brand, but of the city." Participant 8

When pronounced these words in the discussion, all other participants were reticent about the fact that they are brand ambassadors, being inclined to the city's ambassadors.

This topic ended the group discussion that has developed over two hours.

In this section are presented the main results achieved by conducting the focus group. In order to summarize the information obtained and organize the main results, it was created the following table number 6.

Table 6: Summary of the main results of the focus group

Categories of analysis	Main Results
Residents interpretation about Porto	<ul style="list-style-type: none"> • Friendless, hospitality, workers and serious community; • Natural Resources; • Connected city vs Fragmented city;
Main changes in the city	<ul style="list-style-type: none"> • Trade: disappearance of Portuguese shops; • Transport and infrastructure: metro and VCI; • Competition between Porto and Lisbon;
Old city logo vs New brand	<ul style="list-style-type: none"> • Old logo: represents a single view of the city; • New logo: multiple view of the city; • Difficulties in understanding the use of dot; • Residents identify with the brand created; • Residents feel that the brand is not for them but for tourists;
The role of residents in the city	<ul style="list-style-type: none"> • Do not leave the city of Porto; • Participate in the activities developed by city; • Being ambassador of the city;

5. Discussion of the results

In this section the main results of this study are discussed, in order to understand if the results obtained fit with the knowledge from the literature. It also be explored the main implications and contributions of the present study.

The concept of city branding is undoubtedly an innovation of marketing applied to cities and a concept that still needs to be explored, since it is closely related to each city and its culture and values. However, the success of city branding is strongly influenced by the residents, according to the principal authors of the literature (Braun et al., 2013). This happens because they are the ones that represent the city, the residents are who interact with tourists (García et al., 2015). This study presents another case of exploitation which aims to demystify gap in the literature, that is, if in practice the managers involve residents in the process of creating the branding of cities. Furthermore, there is no study of city branding in Portugal taking into account the involvement of residents in the creation of the brand, which is an asset to the area, since it is a study in a country with a very small footprint and the study focus on a city very important for the country, Porto. In the specific case of Porto, in Portugal, the case of city branding was successful, since it has won several international awards and the brand allowed an exponential increase in tourism, which turn this city attractive to explore. On the other hand, residents are available to involve tourists in the city.

As shown results, in fact there was the involvement of residents in the creation of the brand, but rather limited. During the creation phase only a designer of the city participated. Only after the launch of the brand, it has been open to the public, which means that residents can contribute to develop the logo created. In this sense, we find that managers apply in practice what the literature authors recommend, and involve residents in the city branding process. The case of Porto illustrates a possible way to involve residents in the process of creating the brand of the city. However, despite having chosen a resident designer in Porto for more than thirty years, Eduardo Aires, that knows perfectly the city, which is a good option to develop a logo, and make it in a way that the remaining residents are identified, it would be more productive and effective if the managers had been involved more residents in the creation of the brand. One of the

concerns of this study was to investigate the feelings and opinions of various types of residents of different ages, social classes and especially different localities of Porto to be noticeable verify that these feelings and opinions were similar, which leads us to question if the designer would be able to portray all these different people.

Consequently, the results of the focus group was observed that the residents do not understand that the new image of the city is to them, and not only for the outsiders, which means, there is a failure of communication between managers and residents. This conclusion found was unexpected and goes against to the literature, since the literature claims that the city branding is also intended to insiders. Its purpose to the community of Porto is involve them in a social process, creating interactions, and allowing people to identify themselves through a common environment (Ashworth, 2009; Cozmiuc, 2011). However, even though the brand is not intended for them in their opinion, does not mean they do not have a role to play in the city. In this sense, according to residents, the brand serves to wake the population of Porto, in the sense that residents should enjoy and live all that the city has to offer. This study points out that this may not be the best process to involve residents in the creation of the brand of a city, which means that residents should be involved from the beginning, making possible to them understand and cooperate in the creation of the brand. Not forgetting that in this case the residents only could pay their contributions only the launch of the brand created for the city of Porto, when it was already fully developed.

As result, there is a long way to go in terms of involvement of the Porto city's residents in the projects promoted by the management of the Porto City Council, and also in decision-making process. The relationship between managers and residents has not set, and this relationship can be crucial for the sustainability of the brand created for the city of Porto. Obviously, it is not possible to involve all residents in municipal projects, but is expected to find a balance of people participating in the projects, in order to create a close relationship between city residents and managers of Porto City Council.

It should also be noted that the process of involving residents of Porto it is easier since the residents want to participate and want to be involved in the city where they live, topic addressed in conducting the focus group. In this sense, this study found an obstacle that undermines the process of city branding of cities, the lack of effective communication

between managers and residents. According with residents, the Porto city branding functions as an external communication tool, which means that the authorities develop tools to communicate with the outside, particularly to increase local visibility, however the internal communication can not be put aside. Internal communication should be a priority and should be continued. However, during the interview with the responsible for communication and creation of the brand created for the city of Porto, Nuno Santos, it was revealed that communication both internally and externally was rather poor and should be promoted. Nuno Santos indicated that for many years the priorities of the Porto City Council were almost exclusively economic, having been forgotten part of communication and promotion of the city.

With this study, we conclude that communication is the basis of the process of involve residents in the creation of the brand of a city. To achieve all the objectives defined internal and external, such as inciting relations between residents and tourists and increase the visibility of the city, respectively, it is important to first establish a close and trusting relationship between the city's residents and managers, once as the literature tells us is important to involve residents in the creation of city brand to succeed and develop a strong and sustainable brand in the market, able to capture tourists, skilled labour and even investment.

6. Conclusion

Nowadays, the city branding takes a leading role for cities around the world, especially when the world market is revealed extremely competitive, extending the competition also to cities (Kotler & Gertner, 2002). In Portugal, in addition to the case of Algarve city branding, appeared in September 2014 in Porto the brand of the city "Porto.". This brand won several international awards and the city of Porto has seen an increase in tourism and investment in the city.

The main authors of city branding defend the involvement of residents, a type of stakeholders, in the process of creation of the brand city (Klijn et al., 2012). This research is intended to understand the involvement of residents in the process brand executed in the city of Porto. On the other hand look at how residents identify with the brand created in detail knowing their opinions, and consequently realize if there is success of this strategy to serve as an example to other cities. In this research, it was pointed key success outbreaks and weaknesses of the work carried out by Porto City Council, which can serve to improve the empirical studies in this area and also serve as a tool for other cities. So, the results suggest that:

- **Managers involved residents in the process of creating the new image of the city of Porto:** It is clear that the participation of a resident designer in Porto gave a realistic, honest and emotional interpretation of the city, which in turn allowed the residents assess positively the brand created. The ability of residents to create more symbols involves them and creates an emotional connection to the new image of the city;
- **Residents want to be active and develop a leading role in the city:** The focus group concluded that the Porto city residents have a sense of belonging to the city. The residents assume an important role in the city and in its growth and development, since they are responsible for the passage of culture. They want to participate in initiatives and be engaged in the development of the city;
- **Communication between managers and residents is not yet fully effective:** Communication is not effective, since the project of the new city image is intended

to both residents and tourists, however, residents do not understand in the same way, they feel that the new image is only for tourists.

At the beginning of this study it was found that the main authors in the field of city branding advocate the participation of residents in the creation of the brand of the city. This study found that the managers of the Porto City Council concerned with the residents involvement in the creation of the brand. As result, it is possible to confirm that managers apply, in practice, the recommendation given by the authors of literature.

However, this study raises a question concerning the communication that is established between managers and city residents, since the messages of both are still misaligned. In this sense, we assume that the success of a city brand can be the result of communication established between the managers and residents. Managers must have an effective and continuous communication with residents and praised its importance in the development of a city. It is important to ascertain how communication is made between these agents, which means, understanding how it is that managers receive, hear the ideas, and insert the residents, how do managers know if their residents are satisfied with the work in the city, and what needs to be improved not only in terms of tourism, but also for your own good.

Nevertheless, the case of Porto is an international success story, since it reached historic tourist numbers in 2015 and the brand created won several international awards, but the most important is that residents identify with the branding created.

7. Limitations and future research directions

The limitation of the study is that the results presented by the focus group can not be generalized to all residents, since the residents were only 8 participants, even if the purpose was to cover the largest number of locations of Porto. In this sense, the results are not conclusive, only refers to a certain direction. As already presented in chapter 3 where it was developed the methodology, one of the disadvantages of the focus group was misrepresentation. This means that, although the main aim pass through cover all existing social classes in Porto, it is essential to highlight that these people are not representative of all residents in the city. So this method should not be used as a decision-making tool, but as an explanation of the basis. Only by electing a representative sample is possible to conclude if all residents identify with the brand created. In this sense, the survey would obtain conclusive results about resident's opinion about the new brand created, however, it would not be possible to achieve the specific results mentioned during the study.

The future recommendations is to apply a method that allows to conclude, in general, if the Porto population identified or not with the new identity. It also be interested analysed the results in terms of age, social class, and gender, in order to notice which are the most defenders classes and also more reticent on this new brand, and the study developed here would be complete. It would be interesting to know why these residents have the opinion that the brand is not for them. This conclusion take us to a misunderstanding between the concerns and objectives of the brand and the City Council face to residents.

8. References

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9. Appendices

9.1 Interview Screenplay

Interview Screenplay

1. Description of the respondent profile:

Nuno Santos, Deputy Mayor of Porto and responsible for communication and promotion of Porto City Council, Public Relations and Communications, Porto (name, carrer, educational level, demographic data)

2. Defining the purpose of the interview

The theme of this interview is related to the new logo of Porto city. The objectives of this interview is to gather information that allows to understand why it was necessary to change the logo of the city and for what purpose it occurred. Furthermore, another objective is to determine how it was designed the process of creating the new brand of Porto, identifying its key players and steps.

3. Establishment of means of communication, space and time

The form of communication is oral interview. The interview was held in the office of Nuno Santos in Porto City Council, 18 April in the afternoon and lasted about an hour.

Topics of questions

The old and the new logo of Porto

- 1) What is the importance of a brand to define Porto city? (Identify the main objectives of brand to a city)
- 2) What was the message that the old logo of the city intended to portray?
- 3) What were the main reasons to change the logo?
- 4) How was the briefing to the new brand?
- 5) How does the Porto City Council describes the new logo?
- 6) In the new logo of the city the icons have great emphasis. Why?
- 7) The phrase "Porto." is present in the logo of the city, and it means that "Porto is Porto, and that's it". What is the purpose of this sentence?

- 8) Why did you adapted this phrase to other elements of the city, such as "Metro." and "Police."?
- 9) In the view of the Porto City Council, what are the main differences between the old and new logo?

The creation of the new logo

- 1) What were the main stages of the project?
- 2) Why did you chose 2014 to present it?
- 3) Who were the key players in the creation of the new logo?
- 4) (Considering that residents of Porto were involved...) How residents were involved in the creation of the brand?
- 5) What type of social classes were involved in this process? And how many people participate?
- 6) In your point of view, what are the main advantages of residents involvement in the process?
- 7) What was the main difficulty experienced with the involvement of residents?
- 8) In your perspective, do you think that people identify themselves with the Porto branding? The identity of residents was a concerning in the creation of the brand? How did you get that identity?
- 9) Is the brand sustainable?
- 10) What are the benefits that you expected to achieve internally and externally with this brand? Ex. Regional /place identity; tourism attraction.

9.2 Focus Group Screenplay

Focus group Screenplay

The focus group will consist of 8 people and a moderator. The purpose of the technique is to trigger a discussion where participants can express freely their opinions, emotions, likes and dislikes about a certain topic. The topic for discussion is the Porto brand created in September 2014. It should also be noted that the script has a semi-structured way, and that can be changed according to the discussion.

The main objective of focus group is, essentially, understand if residents identify with the brand created, which means, perceive if the feelings translated by Nuno Santos during the interview correspond to the feelings of the city's residents. On other hand, is intended to ascertain is whether residents have a sense of belonging to the city and consequently the brand. Furthermore, another aim of this study was to verify if residents are brand ambassadors, and see if they feel an active role in what is the dissemination of the city, which means, determine the word of mouth impact in the city.

Topics of discussion

1. What is Porto for you?
2. What are the main changes you notice in Porto?
3. What do you think about these changes?
4. In your opinion, what are the main factors that enable the boom in Porto?
5. Do you think the new brand of Porto brought visibility to the city?
6. Do you know the old city logo?
7. What do you think about the old logo?
8. Do you think this logo is identified with the city?
9. Do you agree that the city needed a new image? If so, why?
10. What represents this new image for you? Did you know that this is the new brand city?
11. Do you consider that this image has marked the history of Porto?
12. What is the impact of this image outwards?
13. What is for you this set of symbols?
14. Do you understand what they are?
15. Do you think these symbols mark the identity of Porto? Why?
16. What is the meaning of "Porto."?
17. Do you agree with the change of the word Porto City Council to the word Porto in the logo?
18. Do you think that this change makes sense?
19. What is the main purpose of this?
20. What is the message that the new logo want to pass?

21. In your opinion the municipality is concerned to hear people's opinions?
22. Do you consider to be brand ambassadors? In your opinion, what should be the role of residents in brand promotion?