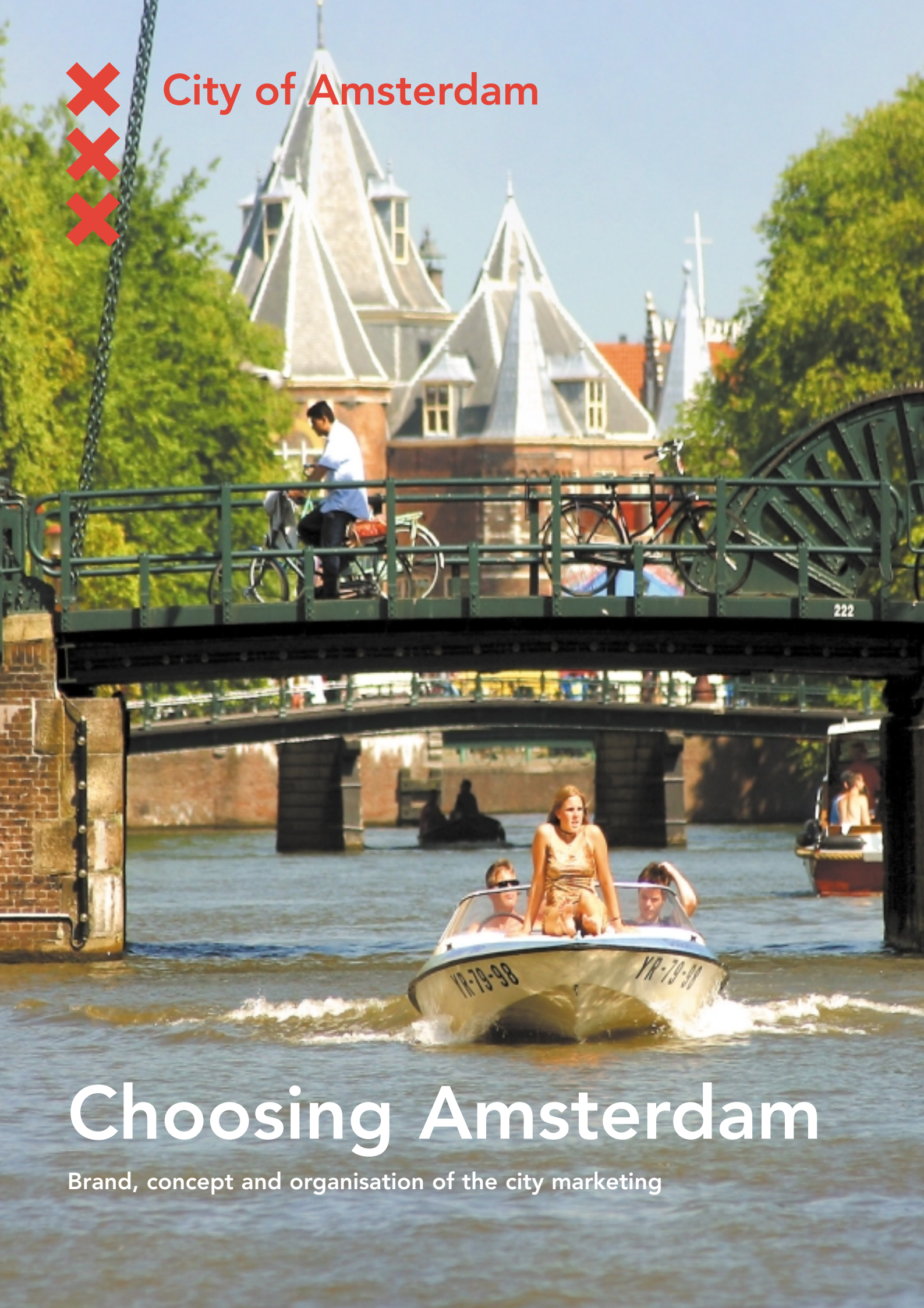




City of Amsterdam



# Choosing Amsterdam

Brand, concept and organisation of the city marketing



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**City of Amsterdam**  
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# Summary

## Why city marketing and why city marketing in Amsterdam?

Amsterdam's image across the world determines the attitude of companies, visitors and inhabitants towards the city's economic and cultural activities. In this world in which cities are starting to resemble each other ever more, offering similar basic facilities, a city needs to present itself, distinguish itself and excel. Cities will benefit from this. Attracting and keeping the right companies, visitors and inhabitants leads to greater economic and cultural activity.

According to this research, Amsterdam should intensify its city marketing efforts. The benchmark report comparing Barcelona, Berlin, Dublin, Rotterdam and Amsterdam from early 2003, emphasises this. There are various reasons for this.

- Amsterdam is competing with many other European cities, a competition which is becoming ever fiercer due to European unification. More East-European countries are presenting themselves as attractive alternatives. They are investing intensively in city marketing to attract the desired companies, visitors and residents.
- The market is taking decisions faster and has access to all possible information. Amsterdam has not pointed out its advantages clearly and unequivocally. Amsterdam is a competitor in many areas. "We take part in everything, but

do not top any of the lists."

Amsterdam does not emphatically opt for key values and fails to shed sufficient light on its distinctive characteristics.

- Nobody in Amsterdam feels they have the final responsibility for the 'Amsterdam' brand name. We need one view of the Amsterdam brand, based on an unequivocal vision. Other cities have benefited from this. It is about a clear division of tasks and responsibilities between the municipality, support organisations involved and private parties. Intensive cooperation should lead to a stronger identity and image.
- Other cities have developed their brands clearly and consistently in the past few years, making unequivocal choices to this purpose. Festivals and events prove to be important support devices when it comes to city marketing. Large events encourage (international) companies to put the city of Amsterdam on the international map.

## Conclusions regarding the Amsterdam brand

Amsterdam has a strong brand name and is associated with many good connotations. It simply cannot be summarised in one pay-off or one slogan. The idea is to present Amsterdam as a brand using the best design and model work and to have brand-carriers present 'Amsterdam'

through such things as stories, iconography, images and people. Amsterdam owes its unique position to a combination of creativity, innovation and spirit of commerce and it has therefore been suggested to tune next years' city marketing to these three key values. The region and the companies too contribute significantly to Amsterdam's image.

City marketing targets both current and new companies, visitors and inhabitants. Amsterdam is associated with various dimensions or qualities. Research consultants Berenschot identified sixteen dimensions on the basis of which Amsterdam will have to set its priorities for coming years. Our research presents three dimensions in which Amsterdam already takes a strong position and three more to which the city should dedicate itself in the years to come. These dimensions can be developed coherently. Continuity is the essential condition as development of name awareness takes time.

	Already strong	Strengthen intrinsically/invest
<b>Key values</b>	Creativity Innovation Spirit of commerce	Excellence
<b>Dimensions</b>	Cultural city Canal city (old and new) Meeting place	Business city Knowledge city Residential city

### Organisation of the city marketing and promotional organisations

We propose introducing a line to guide and promote Amsterdam's city marketing based on a new vision and new policy, clearly defining all responsibilities. This means major interventions can be igno-

red. The analysis of Amsterdam's promotional organisations resulted in eighteen conclusions on the organisations themselves and the organisation of city marketing in Amsterdam (see chapter 2.8). Below are the three most important proposals targeting a solid city marketing approach for the city of Amsterdam (see chapter 4).

#### 1. Vision and brand development at the City of Amsterdam

- Due to its public responsibility it is the City of Amsterdam that formulates the brand vision, lays down the brand, verifies policy implementation and evaluates the brand. This is called collective city marketing and 'brand development'. The direct control instruments are also used from this perspective. The brand will be developed between 2003 and early 2004.
- The municipality organises the input of all relevant parties in and around Amsterdam, focusing particularly on distinctive and unique qualities, now and in the future. The field will follow policy because the municipality uses its guidance and financing tools. So, once every year the Municipal Executive sets out city marketing policy based on prioritising the sixteen dimensions. All municipal departments involved prepare this policy together; they organise the necessary input of the organisations in and around Amsterdam, the regional municipalities, companies and urban districts. The common action leads to a critical mass, which is essential in view of the intended marketing impact.
- Both the municipality and all other parties share responsibility for the promotion and marketing activities of specific sectors and specific domains. Here the municipality has a coordinative and encouraging function and acts as booster of private initiatives. All other parties also focus on product-based promotion for specific target groups. The municipality acts as cooperative partner.

- The Municipal Council initiates the city marketing fund for four years, including the associated marketing cycle, to be able to establish policy priorities and to co-finance specific projects and activities. In principle, companies will make the same contribution. These will be spent on the development of target activities and promotions emanating from the conceptual analysis. The fund should also encourage new participants in the promotional field and stimulate existing organisations to innovate. The future public-private platform will have a substantial financial advisory task.
- The Alderman of Economic Affairs is politically responsible for policy and direction; the Mayor is the face of Amsterdam and should be seen and recognised as such across the world.

## 2. Control and brand management at a public-private platform

- To manage city marketing both public and private companies must combine forces and be willing to shed more light on the city of Amsterdam. Therefore we suggest a public-private city marketing platform which will have a supervising task, and which will not be restricted to city boundaries – ‘Partners of Amsterdam’ (AmPro new style). Supervision means responsibility for policy implementation and boosting new initiatives to better present the brand. In this new situation supervision should mean much more due to policy being supported with appropriate steering instruments and the city marketing fund.
- On the one hand the control platform must have great authoritative representation and on the other hand it must have the power of decision, and be decisive and efficient. The General Board control platform consists of twelve members from government, the scientific sector, business and social organisations. The Mayor is the chairman of the General Board, which includes a Daily Management Team of four

people who have the power of decision. The Alderman of Economic Affairs is the chairman of the Daily Management Team.

- The Partners of Amsterdam has a clear-cut development function. They share responsibility to strengthen organisations and create new structures that will have a role in priority areas. They advise the municipality about the intended city marketing policy.
- Wherever possible and wherever this may strengthen the Amsterdam brand, the Partners of Amsterdam will manage organisations focusing on specific products and certain target groups.
- Events and festivals are instruments par excellence to present Amsterdam in the desired manner. So the Partners of Amsterdam are specifically responsible for events and festival policy; the cycle indicates which top events Amsterdam will pay special attention to in the next four years (European and world championships, world exhibitions, competitions and such). This programming is outlined every four years and adapted every year.

## 3. Introducing a four-year city marketing cycle

The proposal is to introduce a city marketing cycle. Once every four years all organisations wanting to be involved in this field can submit project proposals which can be accepted by the city marketing fund. The Partners of Amsterdam will set the briefing for the city marketing cycle in the form of a note of key principles, based on the Municipal Council policy principles and the companies’ priorities. On the basis of this, all organisations will submit their proposals. Partners of Amsterdam has a heavy advisory responsibility in honouring proposals from the city marketing fund.

The strength of a city marketing cycle is the fact that it leads to a consideration framework which on the one hand dovetails with policy and on the other hand continues to do justice to the multiformity

and the self-determination of the organisations. The basis is a vision and a policy with spearheads, equal evaluation of the performances of all organisations and the periodical creation of possibilities to innovate. This multiformity expresses itself in the various objectives and deliverables (products, activities), however the criteria are the same for all organisations. In principle, the chances are the same for both old and new organisations. Such a cycle is thorough, provides clarity and allows the possibility to create the desired image of the city of Amsterdam together.

### Decisions as proposed by the Municipal Council (see chapter 5)

#### A.

Involve regional partners and (international) companies in the further development of the city marketing of Amsterdam, given the regional and public-private nature of the cooperation and to benefit from existing positive experiences in this field.

#### B.

Set up 'Partners of Amsterdam' (AmPro new style) with a board, daily management, members, contributors and office.

#### C.

Introduce a four-year city marketing cycle based on the municipality's vision on the long-term development of Amsterdam and city marketing policy.

#### D.

Encourage the city marketing of Amsterdam, which to implement the strategy, would mean:

- Work out the key values of creativity, innovation and spirit of commerce in specific brand 'carriers': one image style for Amsterdam of all partners together, one basic story for Amsterdam, one festival and events policy, one policy on new media focus

on visitors, companies and potential inhabitants.

- Using the system of sixteen Amsterdam 'dimensions' for next year's city marketing policy (see diagrams on the last pages of this report). The idea is to benefit from the strong dimensions (cultural city, canal city and meeting place) and to invest in knowledge city, business city and residential city for the sake of Amsterdam's medium-long term future.
- Challenging organisations and private parties to come up with new ideas as to the image of Amsterdam as hospitable city.



# 1. Introduction

## 1.1 Reason

Amsterdam can present itself more effectively in the world by making conceptual changes and combining forces.

Amsterdam's Municipal Council and representatives of promotional organisations are all aware of this, and show both the ambition and energy to ensure impulse to city marketing. In December 2002 Mr. Dales, the responsible Alderman, thus commissioned this research on the city marketing of Amsterdam. The client delegates included Mr. Vehmeyer (Director Economic Development Department) and Mr. Van Ark (Director Communications of the City of Amsterdam).

## 1.2 Two objectives to the Amsterdam city marketing research

This research has two objectives: a conceptual and organisational research. The conceptual objective is to develop a vision on the image of Amsterdam.

Research questions included: 'What is Amsterdam's mission?'. 'What should we do to strengthen the image?'. 'What is likely to succeed?', 'What is not likely to succeed?', 'Who are the priority target groups?' and what is 'business as usual'?

The organisational objective is to develop a proposal for the city marketing organisation, whereby special attention is paid to the role of Amsterdam Promotion

(decision-making structure, mission statement, interpreting the supervising function) and the social field. Research questions included: 'How powerful are the social field and the individual factors?', 'who is working together with whom?', 'where is the overlap?', 'who is drawing up their own plan?', 'how can we intensify cooperation?'

## 1.3 Research domain

The research will allow the Alderman of Economic Affairs to submit the strategic choices Amsterdam is facing in city marketing, to the Municipal Council on 2 June, 2003. Political-governmental priorities will be set on the basis of this. Subsequently, both companies and the region will be involved to detail these choices. After the decision process both concept and organisation will be developed.

## 1.4 Progress of the research

The exploratory phase started late in December 2002. We had a large amount of studies, including the LaGroup benchmark research dated 19 March, 2003.

During the detailed phase Berenschot interviewed representatives of twenty 'midfield' organisations as to the conceptual and organisational objectives, as well as a number of opinion leaders from the same sector (see appendix D). A number

of conceptual statements were listed for the official residence discussion on 24 March, 2003. Which was a significant source for the proposals regarding organisation and concept. The outcome of those discussions have been incorporated in this report. On 7 May a concept version of this report was presented to the representatives of the promotional organisations who reacted positively; remarks and additions regarded mainly further elaboration and depth. They have been included in this final version of the report.

In this report Berenschot submits a proposal for the Amsterdam brand, a city marketing system to incorporate policy over the coming years and a proposal for the organisation. The Municipal Council will be discussing this report on 2 June next, and on 26 June next it will be discussed by the Economic Affairs Committee to which the General Affairs Committee has been invited. The Board will be discussing city marketing after the summer recess. The proposals will be implemented after the decision process.

## 1.5 Structure of the report

Chapter 2 analyses the organisations and eighteen recommendations and conclusions. Chapter 3 is about the conceptual side of the brand and it also analyses the results, recommendations and conclusions. Chapter 4 describes the consequences for the organisations and the brand whereas chapter 5 summarises the main decisions of the Municipal Council and discusses the implementation process.

All terms have been defined in Appendix A. Appendix B provides insight into Amsterdam's position in the world with regard to competitors and summarises the benchmark report. Appendix C is

about the flow of funds, with a small additional note. Appendix D provides a list of our discussion partners in the previous months, Chapter E covers the literature consulted.

# 2 Promotional organisations of Amsterdam: results, analysis, conclusions

## 2.1 Basic principle for the organisation research

City marketing is not a democratic process, nor a centrally guided system. City marketing is a combination of many active actors working on various chessboards operating to a great extent independently in their different fields of expertise and networks. Too much central guidance cannot function in such a multicoloured field of operations. The important thing is that all actors operate from one common basis using the same toolkit when it comes to the Amsterdam brand. Only the critical elements to this should be arranged at central level.

Our approach has been that the city should not endeavour to control the entire field, but rather steer a restricted number of specific issues associated with the brand. The municipality will also clearly allocate tasks and responsibilities, and encourage and stimulate new issues and areas which have been neglected by the field. Field organisations should have the possibility to take the initiative, however they must know beyond doubt where the municipality is heading and they must also be familiar with the rules of the game. These rules will be set out together with business, 'the social midfield'\* regional interests and other partners.

## 2.2 Results

Amsterdam accommodates many organisations which focus on city marketing or parts of city marketing. All of these organisations have a different history of development, different structures and different participants. Many of them receive subsidies and contributions which are subject to agreements. Many of them focus on the promotion of certain products and target groups. The purpose of this research was to develop a picture of the total field, to come up with recommendations to strengthen Amsterdam's city marketing organisation. In other words, this research was not meant to analyse strengths and weaknesses nor was it intended to list the contributions offered by organisations in the various product market sectors individually.

Our results were based on more than twenty interviews with representatives from the promotional sector and the official residence discussion on 24 March 2003. We came up with four dominant themes: the passion of 'Amsterdammers' (people of Amsterdam) for their city, the Amsterdam 'social midfield', vision and direction and finally bottlenecks in the functioning of the organisation. We have made a note of the various perceptions; sections 2.3 to 2.6 represent a summary of the results. The last section covers the conclusions.

\* Social midfield or midfield, a typically Dutch term referring to that broad grouping of interests and organisations linking the business and political environment and people, thus including such bodies as chambers of commerce, representative organisations, branch associations and support groups.

## 2.3 The passion of the 'Amsterdammers'

### **Inspiration to effort comes from the passion for Amsterdam's products**

Amsterdam's promotional organisations grew from a passion for a certain product or the need to better sell a certain product. They love Amsterdam, with balance and subtle distinction. Content drives the people behind them: the port, the cruise business, architecture, the airport, sports, science and neighbourhoods of the city. They act as intermediaries between clients on the one hand and the rank and file party on the other hand. Work is often a mix of content and promotion. Organisations promote certain products and they also develop activities such as network facilities in that sector, support the sales process, employment market communication, and adapt media messages to those specific target groups. Each of them serves specific target groups and knows how to reach their hearts as they operate close to content. They use Amsterdam because the city has a strong position in the world and because it has advantages when it comes to selling their own products.

### **Involvement**

The character of Amsterdammers is said to lend itself poorly for common city marketing. The people of Amsterdam are self-willed and creative and do not wish to be guided. "That'll never work in Amsterdam." A statement however that is receiving ever more confrontation. Self-will may easily lead to conceit. Amsterdam was doing so well that it seemed hardly necessary to do anything to keep visitors, companies and inhabitants coming. Nevertheless, everyone is noticing the competition between cities and we met great willingness to work together to launch the city marketing of Amsterdam.

## 2.4 The Amsterdam midfield

### **Numerous supporters involved**

Amsterdam has a finely-woven 'social midfield' which to varying extent deals with city marketing. We noticed a great multiplicity of companies in particular, whereby the striking fact is that organisations often have a whole range of objectives from which marketing and promotion derive. It is about trade organisations whereby harmony, representation of interests and common purchasing are often the basis of cooperation. Marketing and promotion are imbedded in these. As most trade organisations developed from the bottom, many supporters are involved and are willing to make efforts. The network is relatively tight; especially in specific sectors (culture, architecture, sports, knowledge, port, airport, the creative industry, hotel business) networks are special groups of people who focus on tailored work and operate on the basis of great expertise and a heart that loves Amsterdam.

### **City marketing is work of man**

Organisations emphasise the fact that marketing is work of man above all. Whether anything will develop depends much more on personal relationships rather than objective factors as many outsiders might generally believe. Many of the institutions which we have studied invest the greatest efforts to organise meetings. We believe the midfield, at the interface of local business and city marketing, is remarkably vital, certainly if compared to the image we get from other sectors. This can partly be ascribed to Amsterdam's special scale: it is big enough to operate in its own niche, yet too small to do everything or reach the top by itself.

### **The other side of the tight midfield**

Sector-crossing organisations represent a small group that invests great effort and find each other easily. The group is based on many double functions in terms of management and organisation. Of course

here we bump into the disadvantages of the tight midfield: a small group of people who meet each other regularly and who have different positions, which makes it difficult for an outsider to separate the many and various responsibilities.

#### **Criticising each other**

One of Amsterdam's typical cultural aspects is the fact that the municipality of Amsterdam and the midfield organisations, who partly owe their existence to municipal subsidies, come and go. According to the organisations money is insufficient, the municipality does not understand why good projects are no longer submitted to qualify for project subsidies in order to substantiate the economic structure. This affects the images of both the municipality and the organisations involved.

#### **International companies do not commit themselves to Amsterdam**

Another striking fact is the poor link between Amsterdam and its top companies. International companies do not want to commit themselves to Amsterdam and operate in an entirely different world to, for instance, the municipality and chambers of commerce. Top entrepreneurs are not acknowledged for their contributions to the city, the municipality and the promotional organisations and they are turning their backs ever more on these networks. We have the impression that the international business network is used insufficiently for the sake of Amsterdam, despite its enormous power and potential.

#### **Fragmentation**

All in all we believe the Amsterdam network has much more to offer. Companies fail to submit proposals, organisations report, probably too early, that there is no money. Reason could be disinterest, the impression that there are no organisations, or a 'things-are-going-fine-anyway' attitude. There is nobody to steer all parties in the same direction for the field is highly fragmented.

## **2.5 Vision and direction**

### **Strong need for one common direction, one vision**

Interviewees confirmed unanimously that the municipality of Amsterdam lacks a vision on city marketing, a vision on the Amsterdam brand and related policy. There is no political leader for the Amsterdam brand and no official centre. The municipality operates from the various portfolios in the various sectors, and the Amsterdam brand revenues appear not to be a criterion on which funds can be assigned. We believe the municipality is not making clear its target. And we are under the impression that the central city and the city district departments are going their own way and increasingly developing their own marketing initiatives. The lack of vision and continuity result in poor faith. Companies are said to be withdrawing from shared activities such as trade missions and portals because of these reasons. The municipality's complaints on disintegration and overlap in the field are often waved aside with the argument that it is mainly within the municipality itself that there is no agreement between the various actors. The interviewees are unanimously positive about the fact that the Municipal Council will come up with a vision and give impulse to the Amsterdam brand.

### **Willingness to accept direction**

The field needs direction. The available plans provide the necessary guidance beacons for Amsterdam's development process: the Hermez Economic Development Programme, the 2010 Structural Plan, the Art Plan and the Large Cities Policy Plan. City marketing does not stand on its own, it needs a foundation built on fact (see appendix A, para C). In this context companies should make clear choices on the city's functions. The field is most willing to accept direction. The perception is that private initiatives drown in bureaucracy in organising, for instance, sports events or festivals in public spaces: the initiative taker has to

visit sixteen city district departments to come out empty-handed in Amsterdam and end up in Haarlemmermeer.

Lack of direction results from lack of vision for the Amsterdam brand. Amsterdam has not identified responsibility for the Amsterdam brand. There is no brand builder, no brand manager, and various separate organisations are suppliers. In this way Amsterdam misses out on many opportunities; each party invests in its own business, powers are fragmented and other cities thus always score better in all fields. There is nobody to intervene in case of conflicting interests, which leads to sub-optimisation or to second, third and fourth place. Lack of direction leads to a multicoloured collection of tools such as logos, stories, flyers, brochures, videos, maps, websites, telephone information lines and reception centres. Amsterdam lacks a proper design it can be proud of. There is harmony, but hardly any cooperation. The only form of cooperation is based on personal relationships.

## 2.6 The organisations

### **The selection needed for the sake of total overview**

Below we discuss the singularities and bottlenecks of each organisation within the scope of Amsterdam city marketing. For a general description of activities we suggest consultation of the separate annual reports. This choice makes the overview below incomplete and unbalanced. The purpose of this research, however, is to create a picture of the entire field and to identify all possibilities of improvement. Since the discussions covered many topics and because we did not always have the chance to put things in perspective and make them more profound, we restricted ourselves to the first important statements which have briefly been reproduced below.

### **The selection of interviewed representatives of the institutions**

We restrict ourselves to those institutions which provided specific promotional objectives and receive substantial subsidy from the municipality. It should be clear that many organisations are public-private joint ventures; their scopes are often beyond the municipal boundaries and they often operate at regional level. The municipality of Amsterdam is thus one of their business partners. Besides companies, the province and surrounding municipalities too participate quite frequently.

### **Amsterdam Promotions (AmPro)**

The Amsterdam Promotion Foundation (AmPro) is a public-private organisation with the aim to substantiate the image of Amsterdam and its region as a prominently economic, cultural and scientific centre at national and international level. AmPro is the network organisation par excellence where business and regional leaders meet. The municipality of Amsterdam, the province of North-Holland and a number of regional municipalities provide subsidies and there are approximately 75 private contributors.

AmPro is suffering from the various roles it is expected to play: is it a platform, director, producer of promotional material or an organiser of activities? The borderlines have always been rather unclear and nobody knows its exact role. There has been lack of vision and direction. Effects are not measured, there is no contribution policy, the platform hardly gets together and there are no instruments. The decision-making structure is poor, partly due to too many members of the board (about 30) while targets remain vague. All in all AmPro does not function properly although the AmPro chairman has urged an energetic new approach several times.

This was one of the primary reasons to carry out this research. There is a great willingness to change whereby the current city marketing developments are

considered to be an opportunity to give an impulse to the city marketing of Amsterdam.

The involvement of business deserves explicit attention. Since AmPro is considered to be a 'forward position' of the city rather than a shared platform, it is perceived that companies have the tendency to withdraw from it. Sometimes the municipality's action is inexplicably unclear; the status on promotional travel seems illustrative. The municipality is under the impression that it is providing a good service environment, and that it appreciates participants' considerable input, whereas the field blames the municipality for discontinuity and arbitrariness. Business people seem to believe unjustly that the municipality is deciding where this year's mission will take place and who will be allowed to go on it.

#### **Amsterdam Tourist Board (ATB)**

The Amsterdam Tourist Board (ATB) is a public-private, non-profit organisation. The budgets intended for promotional purposes are strengthened by charging consumers, companies or other clients for products and activities. Commercial rates are not charged for shared tasks. Thinking in terms of fixed and variable costs is not widely accepted. Especially the hotel sector is critical, expecting more purposeful promotion and service. The implementation of public tasks is evaluated on the basis of ATB's satisfaction ratings. Many believe visitors should be better welcomed to Amsterdam. The ATB has not yet managed to find a suitable location around the Leidseplein. For the time being the ATB has redecorated the premises in the Leidsestraat. Another point that needs improvement is how to adapt rates for information services (ATB's € 0.55 a minute against AUB's € 0.40 a minute). ATB's international promotion is carried out by the Netherlands Tourism & Recreation organisation, on the basis of contract and result, as they maintain a network of international offices in the main countries of origin of those visi-

ting Amsterdam. By the participation of international companies and the Ministry of Economic Affairs, ATB generates millions of euros a year extra for Amsterdam's promotional activities.

#### **Amsterdam Congress Bureau (ACB)**

Amsterdam Congress Bureau (ACB) serves the market of meetings, incentives, conferences and events (the MICE market in technical parlance) focusing on promotion and sales in particular. Nevertheless, it is too small to make a strong impression in that market. Which explains the desire to join forces with the ATB. The field also seeks harmony between MICE suppliers and the hotel business. Presently this function is hardly fulfilled. The ATB could play a part in this too.

#### **Amsterdam Uit Bureau (AUB)**

Amsterdam Uit Bureau (AUB) focuses on bringing the supply and demand for 'culture' in Amsterdam, targeting also a Dutch audience by means of the 'Uitlijn' and 'Uitmarkt'. AUB works closely with ATB in terms of information supply to the public. There are no plans to merge these functions, however the desire to open up a large tourist and cultural information centre in or around Leidseplein has existed for years. The AUB does not have the organisation or the capacity to invest in the city marketing of Amsterdam. There is no money for systematic cultural marketing. International cultural promotion is hardly looked at. Nevertheless, the final report of AUB's collective marketing project clearly demonstrated the need.

#### **Amports**

Amports provides services to its members, serving the entire North Sea Canal Region, with the Municipal Port Authority as by far the largest contributor. With a small organisation Amports seeks to effectively and efficiently deliver the products members demand. Except for promotion, Amports is also responsible for service and harmony between parties in the port region. Typical promotional efforts include employment market com-

munication, a newspaper, network meetings and activities such as fairs and the Havengilde dinner.

### **Amsterdam Cruiseport**

Amsterdam Cruiseport focuses on IJmuiden and river-cruise sailing. It is a small midfield organisation serving all links in the cruise chain. The sensitive question is whether the organisation should be a maritime or a tourist organisation. Eventually the boats follow the tourists whereas promotion should target the tourists. Therefore we believe this small organisation should merge with the ATB.

### **Amsterdam Airport Area**

Amsterdam Airport Area (AAA) focuses on the establishment of international companies in the Schiphol area through international promotional and sales activities. The Schiphol Area Development Center (SADC) is 'chairman' of the AAA. The AAA recently evaluated the Amsterdam brand and came up with a new pay-off: 'Nerve center for your European business'. They have a clear story for both the promotional and acquisition activities, whereby Schiphol's image obviously leans heavily on Amsterdam.

### **ARCAM**

ARCAM deals with Amsterdam's architecture, bringing many parties and initiatives together and focusing, on the basis of content, on how to promote the city's architecture. ARCAM is seeking the lime-light for instance by declaring 2004 the 'Year of Architecture in Amsterdam' together with the ATB.

### **Topsport Amsterdam**

Topsport Amsterdam considers content to be its primary task; the organisation does its own promotion but would like to outsource this to another because it believes it is not its key task and because it would prefer to progress on the basis of the expertise and knowledge of professionals in this field.

### **Knowledge Foundation Amsterdam**

The Knowledge Foundation Amsterdam does not have a clear promotional objective; it is a functioning network of companies and educational institutions.

However it has limited scope and is not in a position to act on initiatives which result from network activities. In the current context it cannot effectively or internationally promote Amsterdam as a knowledge city.

## **2.7 Sixteen dimensions and representation**

A large number of parties contribute to Amsterdam's image on the basis of communication or lack thereof. The police have a major role when it comes to Amsterdam's image as a liveable city; campaigns influence the feelings of inhabitants and visitors, press releases may sometimes travel around the world and confirm unintentionally the ideas about Amsterdam as the city where everything is possible. Transport companies such as GVB (local public transport), Connexion and the Nederlandse Spoorwegen (Dutch Railways) play a major part in the feelings of hospitality by visitors and inhabitants alike. It is about availability, accessibility and the unequivocal character of information on public transport, parking facilities and traffic jams. Organisational power is poor in a number of areas important to Amsterdam's image. If policy indicates willingness to strengthen a certain sector such as 'residential city' or 'knowledge city', it will have to better involve existing organisations in city marketing (e.g. Housing Department) or improve organisation.

The organic growth of the promotional sector has caused disproportionate attention for those dimensions which together create Amsterdam's image. Consequently various target groups remain ignored and Amsterdam misses out on opportunities. Amsterdam should invest in this, depending on the spearhead priorities.

## 2.8 Conclusions and recommendations

### 1.

The passion of the people of Amsterdam for their city and for certain sectors and products, allow them to achieve great performances with relatively thin resources. We confirm that in the city marketing process a vital midfield is an essential element to success and that city marketing penetrates through to finest capillaries of urban society. The involvement and the, unpaid, input of many parties is something Amsterdam should cherish.

### 2.

The Amsterdam midfield is strong; some of the possibilities to strengthen it have been mentioned. The following links are necessary in order to excel:

- Amsterdam's contacts with the international top exist, but parties are not willing to commit to the city;
- Connections between the international top, the Amsterdam midfield and the municipality should be made more functional for city marketing by paying more attention to each other's interests and by working on these together. Amsterdam's typical international companies such as Heineken, ABN AMRO, Schiphol, KLM and multinationals who have clearly opted for Amsterdam (Philips is a striking example), were often mentioned;
- It is possible to substantiate relationships by crossing the bridge between the general midfield organisations which focus on the masses, the small-scale organisations which target multi-form groups, and organisations between manufacturing industry and business services.

Each party recognises the greater opportunities of more substantial links, and they all believe increasing effort is worthwhile. Resources to reinforce are one shared vision, one strongly shared direction, and binding international companies by increasing input in specific acti-

vities and events. In this way it will be possible to break through the atmosphere in which parties watch each other interestedly but fail to take action. The Mayor and Alderman of Economic Affairs have both already indicated their serious intention to invest efforts to strengthen contacts in the scope of Amsterdam's city marketing.

### 3.

Amsterdam goes beyond city boundaries. Noordwijk for instance calls itself 'the beach of Amsterdam' and this is but one of the many examples. There are less, but also many good experiences in regional and national cooperation, whereby many show a rising line: ATB, the partners in the port, the partners around Schiphol, partners in sports. It is about initiatives such as Amsterdam Plus and Amsterdam Area. We recommend developing these experiences and using them in the city marketing project.

### 4.

Fragmentation in the organisational sense is not the main problem. According to the field one vision provides sufficient direction, and strong direction makes large-scale structural adjustments unnecessary and undesirable.

### 5.

The field considers the municipality of Amsterdam to be the one partner who can take the lead to develop one vision of the Amsterdam brand. At the moment there are many visions, uncoordinated.

### 6.

The field sees opportunities to strengthen Amsterdam's image by working together to bring in or initiate top events and festivals. The current top events can be better linked to Amsterdam. At an international level this would be possible through Sail, European football championships, Van Gogh Museum, the Rijksmuseum, the Royal Concertgebouw Orchestra, Ajax, Amsterdam Marathon, Jumping Amsterdam, activities by the creative sec-

tors, dance; at national and international level this would be possible with the Uitmarkt (Entertainment market), Koninginnedag (Queen's Birthday) and the Museumnacht (Museum Night).

**7.**

According to the field direction is a responsibility which should be shared by both the municipality and the field. During the interviews and the official residence discussion many parties indicated their willingness to participate.

**8.**

A number of organisations are trapped in double or unclear roles. AmPro cannot perform the intended function as a public-private platform being perceptibly too close to government. The ATB carries out public and commercial tasks; this should be clarified more in the perception of the public.

**9.**

Some of the organisations are too small or too weak to contribute to city marketing. Mergers or extended cooperative initiatives are here the answer.

Recommendations:

- Amsterdam as cultural city lacks a marketing organisation to focus on the international audience; combined forces would provide a stimulus;
- The City of Amsterdam might encourage Amsterdam Cruiseport (ACP) to work with the ATB on a more intensive level, given the overlap of target groups they have in mind. Intensive cooperation with Amports is also a possibility, since it is mainly about ship owners who determine whether tourists will call on Amsterdam by cruise ship. ACP, ATB, Passenger Terminal Amsterdam, Amports and the Port Authority are currently evaluating the results of the cooperation; the outcomes should lead to proposals to increase the scope of, inter alia, ACP;
- The municipality of Amsterdam should encourage the ACB to speed up the merger with the ATB as both parties

realise the fact that a merger will positively effect their effectiveness;

- Knowledge Foundation Amsterdam proved insufficiently capable of presenting Amsterdam as a knowledge city, while the Economic Development Department provides sufficient resources. They are interested, but not yet able. The municipality might help them to promote Amsterdam as a knowledge city elsewhere, for instance by a future central organisation;
- Topsport Amsterdam is handling its own promotional activities through 'sports', however they would rather have one central organisation taking care of this, partly in view of more professionalism, continuity and distribution of knowledge.

**10.**

The sectors that will serve as spearheads for Amsterdam's image (e.g. business city, residential city, cultural city) deserve every assistance.

**11.**

According to the field, departments such as the Economic Development Department, the Department of Communications, the Department of Social Development, the Port Authority, the City Planning Authority and the City Development Company could work together much better in city marketing. The field wants one contact for private initiatives for festivals and events.

**12.**

Reallocating funds to promote organisational changes or to increase efficiency leads to hardly anything. Besides, many organisations combine content and promotion so it is almost impossible to find out how much money exactly is invested in content and how much goes to promotional activities.

**13.**

Financial guidance by the municipality provides many possibilities; the current subsidies have the character of structural

subsidies. Larger institutions especially need improving by strengthening the link between policy on the one hand and products/services on the other.

**14.**

Intrinsic steering is possible; the field is in favour of one city marketing policy with one 'head' on top of existing activities. This requires money. City marketing policy allows for the possibility to better arrange the organic whole. The funds flows can be adjusted on the basis of shifting priorities. Existing institutions will respond to this approach, new participants will have the opportunity once in a while and provide fresh blood. In this way the municipality will be responsible for policy rather than responsible for the institution as is now the case.

**15.**

The midfield should better use the currently available project subsidies. Large amounts of money remain unused.

**16.**

The pallet of promotional products shows blank spaces, of wasted financial resources and people's efforts due to lack of a number of basic agreements:

- segmentation of target groups developed organically, however it is not the consequence of policy. 'Vision and direction' is progressing. Direction means prioritising target groups and may prevent overlap (e.g. in leisure and business visitors, cruise sailors).
- lobbies are incidental and sector-oriented;
- criteria for trade delegations are unclear. We recommend finding out whether promotional travels or trade missions should be organised from one coordination point or whether companies should take the initiative.

**17.**

Promotional activities and related recruitment material and activities overlap considerably. The municipality's housestyle might serve as a basic start position for

Amsterdam's image also familiar to private partners. The field believes Amsterdam's hospitality would benefit from the physical combination of reception and information functions (e.g. the ATB and AUB facilities) based on accommodation and Internet portals.

**18.**

The field is desperate for basic promotional material which has been produced together and efficiently (a basic story, an image style for Amsterdam, pictures, maps, stories, events calendar, website).

# 3. The Amsterdam brand: results, analysis, conclusions

## 3.1 Conceptual approach and translation into action

Amsterdam is attractive to many companies, visitors and inhabitants. Where is the power of Amsterdam, now and in the near future?

### Target groups

City marketing focuses on three target groups: companies, visitors and inhabitants, both existing and potential groups at national and international levels. They each look at Amsterdam from their own perspectives. City marketing is about both current and future customers: after all that is what leads to growth. The next phase is to produce a list of target groups and related intermediaries who make contributions in order to reach these target groups. It is also time to match supply and demand in the form of product-market combinations: which target groups are interested in which Amsterdam products and services? It is about questions such as: how do we address the various geographical markets, business visitors, Dutch tourists and so on. Attention is paid to the various reasons to visit or even settle in the city. On defining and positioning the Amsterdam brand, the experiences and images of the target groups should weigh

heavier than municipal boundaries or other institutional barriers.

One element of city marketing policy is the prioritisation and development of specific propositions for the sectors.

### Typifying Amsterdam's profile: a spread of sixteen dimensions

Amsterdam owes its strength to versatility. We thus created a profile of Amsterdam based on sixteen dimensions. Only together do they clearly typify the city of Amsterdam. We based this selection on:

- Image research among various target groups (visitors, companies, inhabitants).
- Scientific literature about city marketing<sup>1</sup> and establishment factors.
- Interviews (we asked people about Amsterdam's unique and distinctive elements).
- The 'official residence' discussion on 24 March, 2003.
- A large amount of statements about Amsterdam, from policy documents to television programmes, from travel guides to promotional material to newspaper reports (see appendix E).
- The municipality's Omnibus questionnaire among 424' Amsterdam residents<sup>2</sup>.

<sup>1</sup> Porter, M. (1990) *The competitive advantages of nations*. London: The MacMillan Press.  
Kotler, P., D.H. Haider en I. Rein (1993) *Marketing places. Attracting investment, industry and tourism to cities, states and nations*. London: Free Press, H. Grosveld, *The leading cities of the world and their competitive advantages*, Naarden, 2002, Patteeuw, V. (red) (2002) *City branding. Image building and building images*. Rotterdam: NAI Uitgevers/Publishers.

<sup>2</sup> The way in which respondents were asked to score was slightly different between discussion partners and the Amsterdammers who were interviewed. However we believe this does not interfere with the outcomes and emphases.

In fact, the city marketing vision on these sixteen dimensions dovetails with the intrinsic view on Amsterdam's development process; product and promotion should be in line.

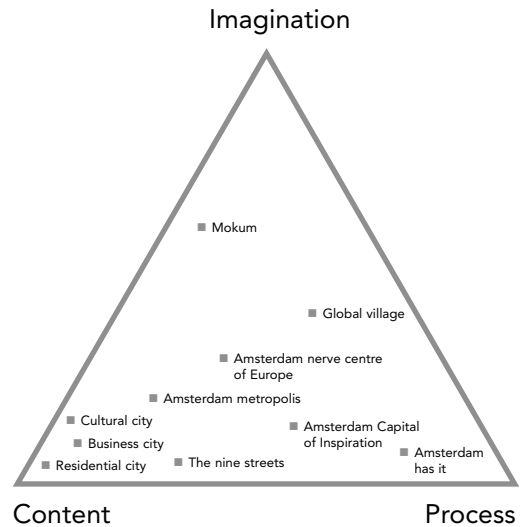
**The key values**

Amsterdam's profile - with the sixteen dimensions - presents a number of key values. Of course here too we used image research, interviews, the official residence discussion, promotional material and travel guides.

When combined the key values are unique and distinguish Amsterdam. They cannot be expressed in a slogan or a pay-off - that would be adding cream to a cream cake - but are the underlying terms which present the basic ingredient to all statements - cream in the cake. They describe the character of Amsterdam.

Amsterdam owes its unique position to the combination of creativity, innovation and spirit of commerce (basic grounds follow in sections 3.3 and 3.4). They can be developed in coherence. Continuity however is a necessary condition, creating familiarity takes time.

We choose present Amsterdam using the best model and by having brand carriers present 'Amsterdam' such as stories, icons, images, festivals, events and people who carry the brand.



The power of the carriers can be established by positioning them in a 'naming triangle' or 'slogan triangle'. This represents the link between names and slogans on the one hand and the possibility to add associations, stories, images, people and icons on the other. On top you find the imaginary terms, frequently used in the marketing of consumer products such as crisps or chocolate bars. A name like 'crispy' says nothing but by adding colours, smells, sounds, flavours and associating this with a brand name, the concept or term will come to life. Bottom left inside the triangle is the descriptive terms which refer to an intrinsic aspect of a product, e.g. 'North-South Line' or 'Station Neighbourhood'. Bottom right is the descriptive process terms, which call on users' own imagination. The trick is to find carriers that rise as high as possible in the triangle, that are distinctive and recognisable because of the carrier's cargo. The higher you get in the triangle, the more characteristic, the easier the direction.

Key values

Already strong	Strengthen/invest
Creativity	Excellence
Innovation	
Spirit of commerce	

These key values are connected to stories, symbols, images, people to "load" the terms with brand carriers: that is how the terms will live, that is how they will be able to transfer and that is how many statements will contribute to properly presenting the Amsterdam brand to the world.

**The brand carriers**

Amsterdam is a strong brand, with many good connotations which simply cannot be summarised in one pay-off or slogan.

## 3.2 Amsterdam's place in the world

City marketing's starting point is the current position of Amsterdam in the world. So La Groupe also carried out benchmark analyses of the municipalities of Barcelona, Berlin, Dublin, Amsterdam and Rotterdam for organisational structure, strategy and activities, finances and achievements. Appendix B provides an overview and summary.

Cities are often evaluated on the basis of various criteria. Recent research showed that the 'quality of life' in Amsterdam was number 10 on the list of great urban centres<sup>3</sup>. Between 1995 and 1999 Amsterdam was also the best business location in the world<sup>4</sup>.

Nevertheless, other lists claim Amsterdam's competitiveness is under pressure. More East-European cities are presenting themselves as interesting alternatives. Brussels too is becoming a feared competitor due to its attractiveness as 'European capital'. Competition focuses greatly on city marketing and knows how to attract the desired companies, visitors and inhabitants. Example: after London (44 million), Paris (23 million), Rome (10 million) and Dublin (8 million) Amsterdam is the fifth tourist city at 7.2 million international nights, followed directly by Prague (7 million) and Vienna (6.3 million). In the past few years Amsterdam accommodated fewer conferences, going down from number five to number eleven.

Such lists provide a clear yet fragmented picture. A more complete picture of Amsterdam's international position was presented by Grosveld in 2002, a study among 'city makers' in eighty cities<sup>5</sup>. The study presented an image of the per-

ception of 1,300 prominent 'city makers'<sup>6</sup>. This study proves that Amsterdam scores high, mainly in trade & transport and museums (both at number six). Appendix B provides a more extensive overview.

Table 1. Amsterdam's place in the world according to 1,300 prominent city makers based on a number of clusters

Cluster	Order
Trade & transport	6
Museums	6
Performing arts	8
Business services	9
Hospitality	13
Universities	13
International organisations	14
Multinationals & financial sector	14
Media	>20
Property & architecture	>30

On the basis of an integral analysis of the various clusters that can make or break a city, Grosveld came to the conclusion that Amsterdam was number twelve on the world list of leading cities, together with Frankfurt for quite different reasons (see appendix B).

Table 2. Opinion of 'city makers' about the classification of the 'world leading cities'

City	Order	City	Order
London	1-4	Chicago	8-10
New York	1-4	Singapore	8-10
Paris	1-4	Washington	8-10
Tokyo	1-4	Beijing	11
Hong Kong	5-6	<b>Amsterdam</b>	<b>12-13</b>
Los Angeles	5-6	Frankfurt	12-13
Sydney	7	Brussels	14

<sup>3</sup> Mercer Global Information Services, March 2003. The 'quality of life' is based on 39 indicators which provide an image of the political-social climate, economic development, social-cultural development, health, education, recreation, consumer goods, accommodation and natural environment.

<sup>4</sup> Economist Intelligence Unit, 2000

<sup>5</sup> See: Grosveld, H. (2002) *The leading cities of the world and their competitive advantages. The perception of city makers*. Naarden: World Cities Research.

<sup>6</sup> City makers include: art institutions, tourist organisations, architects and property traders, transport and trade companies, business service providers, universities, media institutions, governments, multinationals and financial institutions.

### 3.3 Analysis: strengths, weaknesses and opportunities

How do we find the priority dimensions and key values? Appendix A3 tables show the strengths, weaknesses and opportunities of each dimension, supplemented and summarised. Here we have also taken account of the context: what will the internationally important competitive values be in the near future? What are Amsterdam's opportunities in this context, given the intrinsic plans used? International trend studies and research provide the decisive answer (also see appendix E).

The graphical presentation in the form of a spiders' webs shows a number of striking similarities and explicable differences. Amsterdam scores high on canals (old and new, atmosphere, history of monuments), culture (artistic and entertainment) and as a meeting place (including the dimension people).

#### Dimensions

Already strong / benefit from	Strengthen, invest and benefit from later on
Cultural city	Business city
Canal city (old and new)	Knowledge city
Meeting place	Residential city

If we compare the Omnibus score to previous research among Amsterdammers, it does not surprise us that they would like a more liveable city in the future: safer, cleaner, better accessible, greener. In some cases the current image and target image are quite the opposite, as is the case with interviewees ideas on the 'sex, drugs and rock & roll' dimension. It was said that some of the images are already so deeply established that there is no need for the municipality to carry out any promotional activities in that area.

If we look at the strengths, weaknesses and opportunities we end up with an image which obtains its power from versatility and which at the same time should be careful not to lose itself in this versatility. There are plenty of opportunities to differentiate the city. Appendix A3 presents a qualitative analysis for each dimension, with the conclusion showing the target image as set off against the current self image.

#### Amsterdam's strengths: the versatile city

Amsterdam's strengths lie in the combination of the Amsterdam associations, the versatile city. Amsterdam's canals are so special that many see them as a wonder of the world; as boulevards they provide necessary style. The canals create new connections. However there is more to Amsterdam than the city centre, or the old city boundaries. It is the capital of the Netherlands, connected to places and functions across the Netherlands and Europe. Schiphol (within 20-minute distance) from the inner city, the port (the fifth in Europe) and the many virtual logistics centres, Amsterdam is one of the most popular business and tourist junctions in Europe. Amsterdam offers low business set-up costs and high-quality business properties for all kinds of enterprises.

However, there is more that makes Amsterdam an attractive business city. Compared to London, Paris and Frankfurt, thanks to its relatively low business set-up costs, special historic inner city, highly-skilled and multilingual working population, the possibility to live in a city, receive proper education and enjoy the cultural climate, Amsterdam is an interesting alternative to investors and a great business location for companies. Amsterdam is a unique combination of airport, seaport, international city and region which fulfils the set-up needs for international companies. Both the people and the city's design express openness and diversity, inviting you to meet and fall in love with the city. The presence of art,

culture and entertainment, from Rembrandt's 'Night Watch' to galleries, from dance events to Ajax football club and its many monuments, seduce many people to the city. A complete city, where one can find anything one might need to feel both inhabitant and tourist at the same time and which is always interested in more. Amsterdam's various elements supplement each other, the power lies in the combination. Amsterdam is the city where you want to be, not only to see. The complete city stretches until way beyond the official city boundaries: Schiphol, the bulb fields, the beach, Almere, het Gooi too belong to Amsterdam, certainly to foreigners.

### **The city's weaknesses: Amsterdam poorly organised**

There is also another side to this versatile city. Whoever can do everything cannot do anything properly ... that is Amsterdam's image. For instance, the city should better emphasise the fact that neighbourhoods have their own identity, whereas urban district departments should realise that it would be better to join hands with Amsterdam rather than compete with the city to make it even stronger. Facilities and services are under pressure. Matters that are considered to be the power of Amsterdam such as openness, high educational levels, multilingualism, the historic centre, require better investment. Amsterdam is becoming less hospitable and accessibility too. A problem, partly due to coming year's building work in the city. International accessibility remains a point of attention; visitors find the regional and local transport system quite complicated.

Whoever is tolerant offers freedom to many tastes, but at the same time risks are involved. Amsterdam must be sharp-eyed to a decline of the city's 'style', cheap, less authentic, restricted quality of the retail picture. Many European cities grimace when they see cheap tourist flights arriving. A compact city can some-

times be very small, Dutch and hardly distinctive.

### **Amsterdam's opportunities: the progressive city**

The progressive city has produced its history and today's Amsterdam. That is what typifies Amsterdam. Rembrandt, the canals and trade are the products of a modern city. The history of Amsterdam as a progressive and free city is an opportunity for the future. The combination of old and new makes Amsterdam unique in many ways. Amsterdam needs to better identify and claim these unique elements.

Amsterdam's historic and monumental places are icons of creativity, innovation and spirit of commerce of the city throughout the centuries. The icons allow the city to meet today's opportunities. Old and new can be combined proudly and daringly, without harming the old and without making concessions to the new. Amsterdam hardly needs to think of anything new, it should only claim more, like its region which should benefit from the fact that it belongs to Amsterdam, and which would turn Amsterdam the junction (airport city) into a more attractive business city. By which the villas outside the city also belong to Amsterdam. Amsterdam is better known to the world than the Netherlands, and from this perspective the entire Randstad (urban agglomeration of Western Netherlands) belongs to Amsterdam. New development projects imitate and elaborate the style of the old canals, in a way appropriate for this century and new houses.

Other areas too present the possibilities to combine old and new, present and future. Amsterdam the knowledge city has much to offer, it could also claim the nearness of other universities in institutions and emphasise intrinsic fields such as life sciences and sustainability. Amsterdam excels in medical knowledge and sciences and the GG&GD (Department of Health) dominates at a

national level. Both in terms of healthcare and art, Amsterdam can combine a renowned past, presence and future.

Art and spirit of trade for example find each other in the creative industry: design, fashion, dance, photography, television and multimedia. Most happenings take place in Amsterdam. Both the new Zuidas (Southern city axis) and the established Museumplein (Museum Square) are potential icons of the progressive city, for economy has become culture and culture has become economy. The development of Amsterdam as a knowledge city, business city and residential city should improve the city's long-term economic health. It is precisely these qualities which are becoming ever more significant in a world where globalisation leads to worldwide competition between cities. Due to the omnipotence of the knowledge economy only social and economic added value will be created wherever top performances are made. Amsterdam too provides 'quality of life'; to this end Amsterdam has plenty to offer to excel, shed light on its unique qualities and justify high ambitions.

### 3.4 Analysis of carriers or slogans of the Amsterdam brand

Over the past few years Amsterdam has had many brand 'carriers'; remains of old brands - or are they still used? – can be found in promotional material. 'Amsterdam has it', 'Amsterdam Capital of Inspiration', 'Capital of Sports', 'Small City, Big Business' and 'Cool City' are some of the examples of carrier slogans we ran into. However Amsterdam needs continuity, while carriers need time to be recognised and become functional.

What should brand carriers comply with? An intrinsic descriptive name is recognisable yet less distinctive and specific for the

brand it refers to: there are several artistic cities in the world so 'Amsterdam city of art' or 'Amsterdam the metropolis' is not quite unique and distinctive when it comes to the communication war between cities. The same goes for a process-based descriptive name: a slogan such as 'Amsterdam has it' does not say much about Amsterdam's identity. In the new world of brands and identities it calls up an image of dull lack of colour rather than a unique distinctive profile. Which does not mean that these intrinsic and process-oriented slogans cannot work well in areas of city marketing. Slogans such as 'Amsterdam airport area. Nerve centre for your European business' prove functional in the logistics sector. So carriers should also provide specific sectors the possibility to build on these slogans. Mokum is an example of an imaginary name. An imaginary name is creative, surprising and creatively refers to the brand. The disadvantage, however, is that recognition might cause problems because the imaginary name only means something if it is combined with the brand. These terms often come up undirected or unmanaged. Inventing them requires a lot of energy because they need to be associated in the market. Unique carriers such as Big Apple and the City of Light lead instantly to associations and are recognised by all. These are loaded imaginary names which have developed a huge meaning.

Contact points to loading the new brand include: Zuidas including Schiphol and Zuidoost, the Museumplein, the theatre district with the Leidseplein as the centre point, the Dam square with the stylish Palace, the area between Central Station and the passengers terminal, soon with the new musical building and the library; making beautiful 'destination areas' recognisable to people with specific purposes like shopping, the nine streets and the markets, architectural visits to inter alia old and new canals and the route along tram number 7.

Famous inhabitants are also on hand (Rembrandt as the best known international name yet strongly associated with 'art for the large audience'). We need to find out which associations go along with which Amsterdammers: H.P. Berlage, Johan Cruyff, Coornhert, Coster, Descartes, Anne Frank, Freddy Heineken, Albert Heyn, Constantijn Huygens, Johnny Jordaan, Henrick de Keyser, Wim Kok, Abraham Kuyper, Antonie van Leeuwenhoek, Leibniz, Harry Mulisch, the house of Orange, Albert Plesman, Isaac de Pinto, Rembrandt, Michiel de Ruyter, Sint Nicolaas (Amsterdam's patron saint), Spinoza, Jan Tinbergen, Tuschinsky, Paul Verhoeven, Joop den Uyl, Jelle Zijlstra and so on. When offering brand carriers to the market certain personified concepts provide advantages. We may refer to persons: images, stories, physical places, social context, ideas, works and actions. And in our media-based society communication by means of idols is accepted more widely.

### 3.5 Conceptual conclusions and recommendations

1. Based on the conclusion of the associations and the images which the Amsterdam brand calls up, we come to the conclusion that we should not target one or a combination of dimensions and thus exclude other dimensions. Amsterdam's power lies in the combination of Amsterdam associations, Amsterdam the versatile city. Amsterdam should not reject sectors, as did 'Tilburg Modern Industry City' in the past. Our suggestion is not to choose Amsterdam Sports City or Cultural City to the detriment of the Sex, Drugs and Rock & Roll profile. We choose to make the entire range of dimensions as strong as possible. This is also the strategy used by New York about ten years ago: it attacked both dirt and non-safety, but it also gave impulse to the city's culture, knowledge, hotels, shops, housing and so on.

2. According to our research Amsterdam should take advantage of the strengths of its current image based on dimensions such as cultural city, old and new canal city (extensively including history) and as a meeting place, referring to values such as creativity, innovation and spirit of commerce. Amsterdam can easily cash many opportunities (see 'dimensions' at the diagram on the last pages of this report). Nevertheless, the municipality needs to better display these dimensions.

3. Our research also shows that Amsterdam's opportunities in the medium-long term (2005 – 2010) lie in the domain of the development of dimensions such as business city, knowledge city, residential city, linked to excellence and intellect. In a couple of years Amsterdam will be able to score well in these dimensions however in order to present them emphatically, investments will have to be made and paid for. Which does not mean that Amsterdam will drop its current good dimensions (cultural city, canal city); it does mean that Amsterdam will gradually use its distinctive dimensions to increase its competitiveness and eventually use this competitiveness (compare to New York's strategy years ago).

4. Amsterdam also needs to find new brand carriers. Carriers that have been selected in such way that they emphasise the aspects of the Amsterdam identity which we would like to strengthen. Amsterdam needs to select a unique and recognisable concept which is both attractive and powerful. Using people as a symbol will make it is easy to communicate messages. To the question which famous Amsterdammer would best profile the message Amsterdam wants to bring across, depends on what message Amsterdam wishes to convey. The message should regard the three key values of creativity, innovation and spirit of commerce and to 'load' this message with the

current strengths of the image (culture, history, meeting place) and future ambitions in which Amsterdam needs to invest before using them (business city, residential city, knowledge city). So it is about people who personify those key values; it could be artists, philosophers, sportsmen, architects, businessmen or politicians. The ideas developed by the interviewees and researchers will be elaborated in the implementation phase.

#### 5.

The development of an intrinsic and a city marketing vision for Amsterdam are close. We suggest information exchange in the current projects as to vision and policy development, communication and city marketing. The power of this will be one strong approach to vision, policy and brand.

#### 6.

Amsterdam could strengthen its brand name using both existing and new events and festivals emphasising what Amsterdam stands for. An international comparison shows that these are important brand carriers and significant milestones to mobilise the entire field. Amsterdam should focus on bringing together large international events and festivals which give shape to the key values and emphasise the priority dimensions. In autumn for instance, Amsterdam will be hosting a great international happening of cities that will lead the 'creative industries'. Events such as Sail emphasise the old and new trade, events like rowing championships on the Bosbaan turn Amsterdam into more than just a city centre, the same goes for two top sports events every year. Queen's Day for instance could emphasise the purpose of the areas every year; which means street theatre in the theatre district, new forms of art in a new context, the Zuidas. All collected and generated ideas will be worked out in the implementation phase. The Department of Social Development has also made the first move to formulate clear basic principles:

- The events should contribute to a wide and high-quality urban facility level.
- The events should have at least a regional image, at least half of them a national/international image.
- The events should dovetail with the key values and dimensions. This would be expressed in the programme: the Canal Festival strengthens the image of the Canal City, a new image strengthens the image of Amsterdam the Knowledge Centre and so on.
- The events should contribute to the city's development. This would be mainly about paying attention to new urban areas, urban renewal, tourism, cultural climate and so on.
- The events should be well spread over the year.
- Many events are annual or biannual. This increases the familiarity, communicative power and the number of repeat visits.
- A number of creative and innovative events should be selected every year. Partly responding to that year's city marketing themes, partly as research & development for new events and festivals.
- Organisers are expected to show (business plan, knowledge, experience) that they are capable of organising events professionally.

#### 7.

Amsterdam needs to work on and invest in the hospitality factor (one of Philip Kotler's four conditions, see appendix A), without mentioning this explicitly in all statements to the target groups. It is a conclusion which people draw instinctively during their visit to Amsterdam. The municipality of Amsterdam should create frameworks in which private parties, organisations and private individuals feel the challenge to take the initiative and work on these initiatives together, for instance for a welcoming reception location at the Leidseplein. Connection to current initiatives.

# 4. Translation of concept into organisation

## 4.1 Organisation of the Amsterdam city marketing

### Basic principle

We suggest guiding and promoting the city marketing of Amsterdam by means of a new vision and a new policy. Clearly pointing out the responsibilities. Which means major actions can be left out.

Below we outline recommendations; we do not repeat recommendations mentioned in previous chapters.

The new thing about this proposal is the fact that:

- The municipality of Amsterdam will be operating on one line, at both content and organisational level.
- Content and financial guidance will be based on policy.
- Input will be increased, both human and financial input.
- A larger and new group of people will be involved.

### Vision and brand development at the municipality of Amsterdam

- All interviewees believe that, due to its public responsibility, it is the municipality who should formulate the brand vision, set the brand, supervise policy execution and evaluate the brand. This is called collective city marketing and brand development. The direct steering instruments will also be used from this perspective. This brand will be developed in 2003 – early 2004.

- The municipality organises the input of all relevant parties in and around Amsterdam, focussing primarily on distinctive and unique dimensions, now and in the future. These are 'cultural city', 'historic/canal city', 'meeting place', 'residential city', 'business city' and 'knowledge city'. The field targets policy as the municipality uses its management and financing instruments. Once every four years the Municipal Council sets out city marketing policy based on sixteen dimensions. It is about presenting a progressive vision on Amsterdam's image in the long term based on key values, brand carriers and the priority of the sixteen dimensions. This policy is prepared by all previous mentioned official departments involved. They will organise the necessary input of organisations in and around Amsterdam, the regional municipalities, companies and urban district departments. The shared action will lead to a critical mass which is essential to realise the intended 'marketing impact'.
- The municipality and the field are equally responsible for the promotion and marketing activities of specific sectors and fields. The municipality has a coordinative and encouraging role, it also acts as a 'booster of private initiatives'. The field also focuses on product-based promotion for specific target groups. The municipality also acts as a cooperative partner.
- The Municipal Council initiates the

launch of a city marketing fund for a period of four years, to be able to carry out policy priorities and co-finance specific projects and activities. The official residence discussions proved sufficient consensus. In principle companies contribute equally. The funds will be spent on developing spearheads and actions which result from the conceptual analysis. This fund should encourage new participants in the promotional field and motivate existing companies to continue to innovate. The future public-private platform will have a substantial financial advisory task.

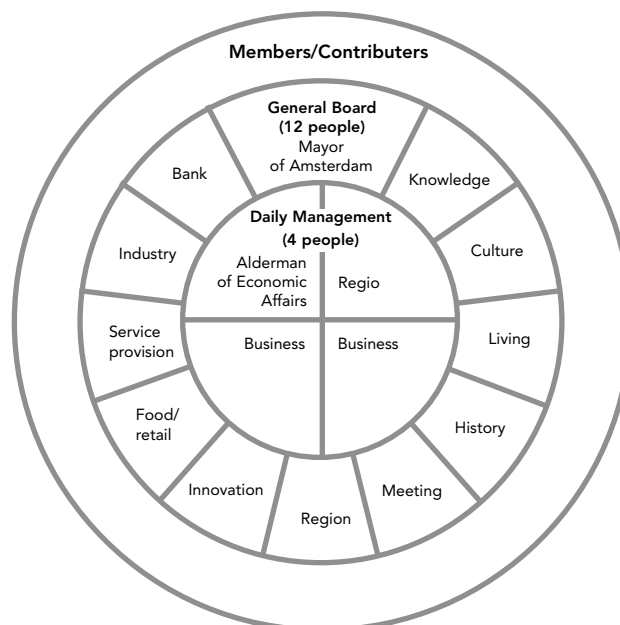
- The Alderman of Economic Affairs is politically responsible for vision and direction; the Mayor is the face of Amsterdam and must be recognised as such across the world.

**Direction and brand management on a public-private platform**

- Direction of city marketing is only possible if all public and private interests are combined and all have the willingness to raise familiarity as to the city of Amsterdam. The city marketing of Amsterdam is not subject to city boundaries. The added value of the

Amsterdam brand is also substantial at regional and national level. Therefore it is essential to act together which is why we suggest a public-private city marketing platform which will have a supervising task, and which is not restricted to the city's boundaries: 'Partners of Amsterdam' (AmPro new style or rather the conversion of the AmPro foundation). The platform does not concern Amsterdam only; attention will be paid as to how regional and national partners could participate. Supervision means responsibility for policy execution and boosting new initiatives to better present the brand. In this new situation supervision could mean much more due to a policy with appropriate steering instruments and by using the city marketing fund.

- On the one hand the control platform must have great authoritative representation and on the other hand it must have the power of decision, and be decisive and efficient. The General Board control platform consists of twelve members from government, the scientific world, companies and social organisations. These are all authoritative Amsterdammers; city marketing is work of man. Together they have a



powerful network especially in the sectors which are significant to Amsterdam. They contribute a minimal amount of for instance € 25,000 a year or they generate this amount from supporters. They get together three times a year. The Mayor is chairman of the General Board. Members are admitted by the chairman. The General Board includes a Daily Management of four people who have the power of decision. The Alderman of Economic Affairs is the chairman of the Daily Management Team. They get together once every three months. And finally we have the monthly official meeting on the preparation and updating of the decisions. A new policy for members and contributors will be presented. Finally, in the next stage the organisation of city marketing in Amsterdam will be worked out in an organisation chart, clearly describing tasks, responsibilities and authorities together in deliberation with twenty promotional organisations. It is not quite about implementation, but rather a combination of vision, policy development and knowledge, product development and initiatives of marketing and promotional activities.

- Amsterdam's partners have a clear-cut development function. They share the responsibility for stronger organisations and the creation of new structures which are important to the priority dimensions. If Amsterdam wants to present itself strongly as a business city, it should encourage organisations such as ATB, AUB, Arcam, City Planning Authority and Housing Department, companies and the art sector to take new charismatic initiatives. They advise the municipality on the pursued city marketing policy.
- Wherever possible and wherever this may lead to a stronger Amsterdam brand, the partners of Amsterdam supervise organisations that focus on specific products and certain target groups.

- Events and festivals are the instruments per excellence to present Amsterdam in the desired manner. Therefore the Partners of Amsterdam are specifically responsible for the events and festival policy; the cycle indicates which top events Amsterdam will pay special attention to in the next four years (European and world championships, world exhibitions, competitions and such). This programming is outlined every four years and adjusted every year.

### **Introducing a four-year city marketing cycle**

The idea is to introduce a city marketing cycle. Once every four years all organisations that want to join this work domain can submit project proposals which may be accepted by the city marketing fund. The Partners of Amsterdam will set the briefing for the city marketing cycle in the form of a note of key principles based on the Municipal Council's policy principles and the companies' priorities. On the basis of this all, organisations submit their proposals. Partners of Amsterdam has a heavy advisory task in honouring the proposals from the city marketing fund.

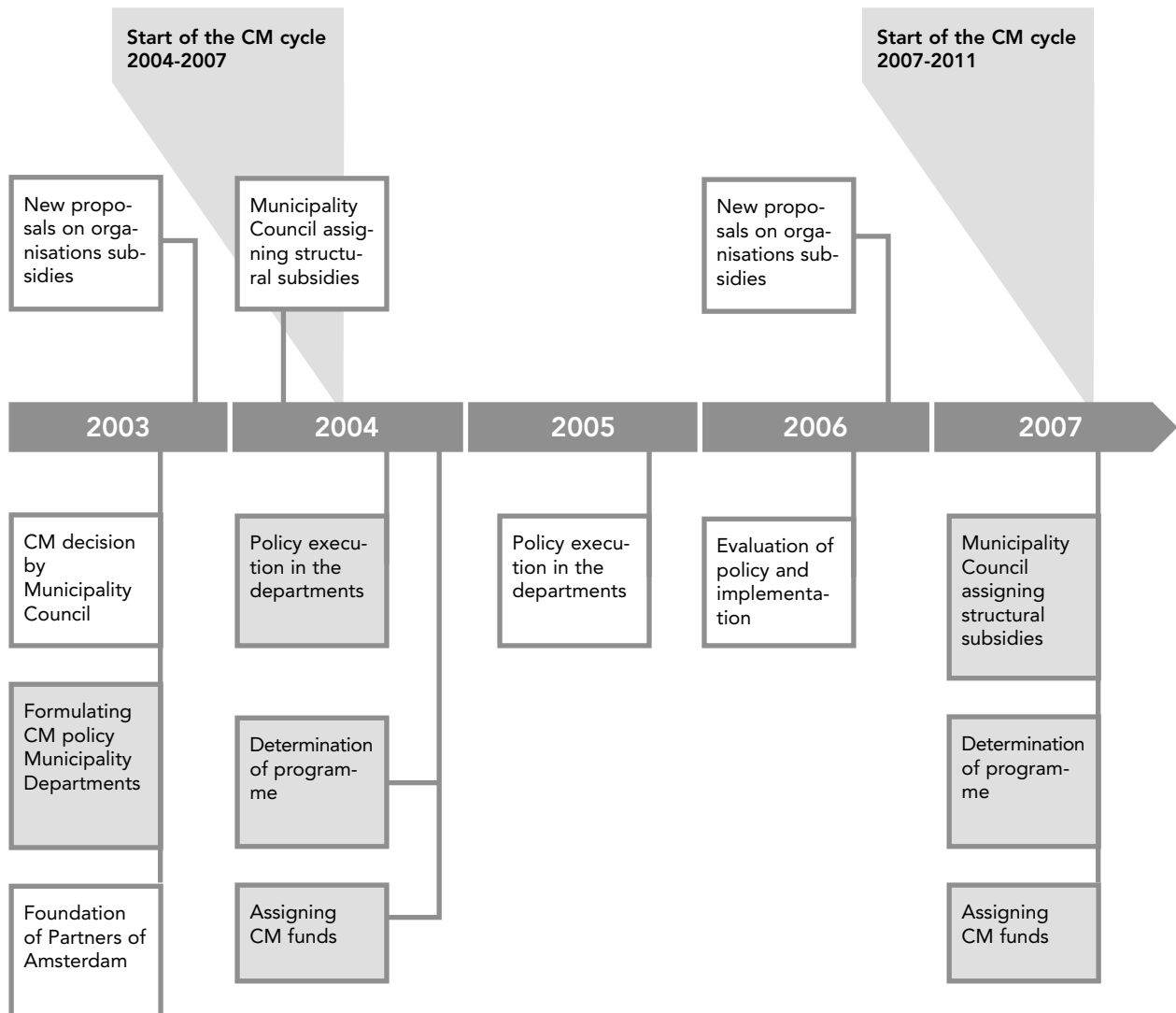
The power of a city marketing cycle is the fact that it leads to a consideration framework which on the one hand dovetails with policy and on the other hand continues to do justice to the multiformity and the self-will of organisations involved. It is certainly not about steering a new course once every four years, this would not do justice to the efforts and time that are required to present a recognisable brand, but it is indeed about shifting accents every four years and meeting new developments.

The basis is a vision and a policy with spearheads, equal evaluation of the performances of all organisations and the periodical creation of possibilities to renewal. This multiformity expresses itself in the various objectives and deliverables

(products, activities) however the criteria are equal to all organisations. In principle, opportunities are the same for both old and new organisations. Such a cycle is

scrupulous, provides clarity and allows for the possibility to create the desired image of the city of Amsterdam, together.

### City marketing cycle Amsterdam 2003-2007



## 4.2 Processing responsibilities into tasks

The municipality and the platform need to work closely together. Physical proximity is important. We recommend studying the advantages and disadvantages.

### Tasks of the municipality of Amsterdam

Municipal coordination includes:

- Wielding the pen on formulating the municipal city marketing vision
- Contributing to the input of all relevant private partners
- Carrying out the municipal city marketing vision:
  - Working out the brand and the brand carriers
  - Presenting brand carriers with appropriate visual style
  - Encouraging policy makers to give shape to the city marketing policy
  - Encouraging urban district departments to carry out the city marketing policy in the specific areas and around events
  - Steering fund flows to the field based on clear-cut choices and performance agreements with institutions by the shared departments
- Protecting and observing agreements which have been made by organisations on behalf of all city departments involved with regard to projects that are financed by the municipality.
- Coordinating activities for the sake of instruments and basic promotional tools which have been assigned to the municipality:
  - Input for programming
  - One shared website and the supply of content to a shared portal
  - Management of the municipal data and information system.

### Tasks of the Partners of Amsterdam agency

The 'Partners of Amsterdam' control platform includes an agency which is responsible for the daily management of the brand. The agency can only be steered at public-private level because it regulates the daily execution of decisions which have been made by Partners of Amsterdam.

The Partners of Amsterdam agency

- Encourages new companies and parties to contribute promotionally and financially to the Amsterdam brand [by means of Amsterdam's image].
- Sets the briefing for the four-year cycle.
- Protects the plan and control cycle as well as the related financial matters.
- Implements the strategy in 2004, for instance through target-group-based actions, campaigns and so on, whereby harmony with current campaigns and promotional activities is necessary.
- Draws up a new events and festival policy, taking account of the existing policy of the municipality and the organisations.
- Detects blank spaces in the city marketing field in Amsterdam and brings powers in the field together; timely boosts dimensions.
- Makes sure the basic criteria for all statements are observed.
- Sets up a share portal for Amsterdam
- Manages the data base of public and private organisations.
- Prepares the board's meetings.

To carry out its tasks, the agency will consist at least of a board secretary, a brand manager who is responsible for implementation and an events/festival manager as well as two assistants.

### **Instruments and basic promotional material**

Amsterdam lacks a number of essential instruments and basic promotional material. It is about the following:

- The municipality provides the basic story about Amsterdam based on the city marketing vision.
- Partners of Amsterdam:
  - Provides a basic image style for the city marketing of Amsterdam
  - Sets up and manages an image database (photo, video and Internet)
  - Organises delegations and any possible international trade missions.

### **4.3 Other organisational and financial consequences**

The introduction of the above proposals involves a number of organisational and financial consequences.

- The current AmPro should be converted to be able to handle its new mission and fulfil the roles of the 'Partners of Amsterdam' agency.
- The municipal organisation needs to prepare itself for this new policy, whereby the official coordinative centre (Department of Communications) will have more difficult tasks.
- Representatives of the promotional field are involved in further developments, as well as the region, companies and urban district departments wherever relevant.
- A reasonable amount of money is necessary to carry out tasks/responsibilities; another reasonable amount of money is necessary to present the brand with appropriate statements. A number of preparatory calculations have already been made to be tackled during the discussions for the 2004 budget.

# 5. Decision-making and implementation

## 5.1 The decisions as proposed by the Municipal Council

### A.

Involve regional partners and (international) companies in the further elaboration of the city marketing of Amsterdam, given the regional and public-private nature of the cooperation and to benefit from existing positive experiences in this field.

### B.

The municipality of Amsterdam will take part in the foundation of 'Partners of Amsterdam' (AmPro new style) with a General Board, a Daily Board and an agency. Moneys from subsidy estimates will be shifted to cover the higher costs compared to the current AmPro.

### C.

Introduce a four-year city marketing cycle based on the municipality's intrinsic vision on the long-term development of Amsterdam and the city marketing policy.

### D.

Give impulse to the city marketing of Amsterdam, to implement the strategy, which means:

- Work out the key values of creativity, innovation and spirit of commerce in specific brand 'carriers': one image style for Amsterdam of all partners together, one basic story for Amsterdam, one festival and events

policy, one policy on new media focusing on visitors, companies and potential inhabitants.

- Using the system of sixteen Amsterdam dimensions for next year's city marketing policy (see diagrams on the last pages of this report). The idea is to benefit from the strong dimensions which are cultural city, canal city and meeting place and to invest in knowledge city, business city and residential city for the sake of Amsterdam's medium-long term image.
- Challenging organisations and private parties to come up with new ideas as to the image of Amsterdam as a hospitable city.

## 5.2 The municipality's implementation project

The entire field expresses the wish to carry out more profound discussions with companies and the region in the next stage. To this end a project will be set up after 2 June, 2003, which might consist of a consultation session in the region and official residential discussions/dinners.

Specific activities:

- Discussions with companies and the region by the Mayor and Alderman of Economic Affairs, as of June 2003.
- Further development of official deliberations with departments involved, as of April 2003.

- Prepare the city marketing policy to be set by the Municipal Council, on determining the main lines on 2 June 2003.
- Start of the official coordination and implementation process for specific tasks as described in this chapter.

### 5.3 Foundation of the Partners of Amsterdam

#### June 2003

- The Alderman of Economic Affairs approaches the Mayor of Amsterdam, Mr. Cohen, as chairman of 'Partners of Amsterdam'.
- The Alderman of Economic Affairs informs promotional organisations on adjustments and the introduction of the innovation fund.
- The Mayor and Alderman of Economic Affairs approach eleven other members from top companies, and top scientific and social organisations.

#### Summer 2003

- Constitution meeting of 'Partners of Amsterdam'.
- Meetings of promotional organisations on further shared elaboration and harmony.

#### Autumn 2003

- Determination of the new Amsterdam brand with appropriate statements, images and a basic story.
- Formulating the basic principles for the briefing on the city marketing cycle.

#### Winter 2003 – 2004

- Start of the city marketing cycle for 2004 – 2007.



# Appendices



# Appendix A

## Research framework

### 1. Necessity, horizon and playing field

Public and private parties both endorse the necessity to focus on city marketing in Amsterdam. These are the specific reasons:

- Amsterdam competes with many European cities, a competition which is becoming ever fiercer due to European unification.
- The market is taking decisions faster and has access to every possible piece of information. Amsterdam has not profiled its advantages clearly and unequivocally.
- City promotion seems to be greatly fragmented and nobody takes the final responsibility for the Amsterdam brand.

### 2. Defining city marketing and related activities

Amsterdam's image across the world determines the attitude of companies, visitors and potential inhabitants to the city's economic and cultural activities. In this world in which cities are starting to resemble each other more offering similar basic facilities, a city needs to present itself, distinguish itself and excel. Cities will benefit from this: attracting and keeping the right companies, visitors and inhabitants leads to greater economic and cultural activity.

City marketing is a matter that concerns all who contribute to the city. Companies have a major role, being major users of the city. Inhabitants give meaning to what Amsterdam stands for. Visitors enjoy the attractive aspects and thus co-determine the image. Besides, they develop a certain image which they introduce to the world. This makes companies and inhabitants consumers and producers at the same time.

In the past few decades tens of (scientific) publications were published on the subject of city marketing. We take two striking definitions:

"City marketing is the market-oriented operation of a municipal organisation in order to bring urban actors far enough to have the city present itself to the outside world as a whole" <sup>7</sup>

"City marketing is a collection of the city's activities to promote, simplify and speed up exchange transactions, insofar these activities fit the strategy of and are coordinated by the municipality" <sup>8</sup>

In all definitions two things attract attention: first of all the fact that all urban actors should present themselves as a whole to the outside world and secondly the fact that activities within the scope of city marketing should meet the municipality's strategy.

<sup>7</sup> Krouwels (1994)

<sup>8</sup> Daniels, A.J. (1995) *Strategic planning of cities: an approach from city marketing*. Rotterdam: Erasmus University

A third definition from the literature consulted is the necessary balance between a city's identity and image. It is about the combination of Amsterdam's identity and Amsterdam's image. The image determines at large the choices of the city's potential users. The heart of both the identity and the image present the city's personality, or rather its character. The overall picture of people, history and economic, social and cultural facilities determines the personality and expresses itself through behaviour, symbolism and communication.

The fourth basic principle is the fact that the phrasing and depiction of a city's brand hides a certain ambition which describes the path from self-image to the target image. Amsterdam needs to invest in this target image to be able to present it as the future's image. Presenting this image takes at least five to ten years.

City marketing is an instrument to develop identity and image. It is about four types of activities:<sup>9</sup>

- Developing a strong and attractive position and image for the city, starting by choosing a number of unique and distinctive key values which, combined, characterise the city and magnify Amsterdam's characteristic features. The position allows a city to present a certain feasible ambition; claims and proofs go hand in hand.
- Efficient and accessible supply of the city's products and services, whereby it is important to provide proper infrastructure, high facility level, new attractions/events to maintain new activity and public support and also to attract new investors.
- Promotion and communication: telling the world what Amsterdam is and what the city has to offer. It means promoting the city's attraction and advantages, to emphasise the distinctive

advantages. A second instrument is to offer interesting incentives to current and potential buyers and users of product and services.

- Inhabitants too determine the city's identity and image, therefore it is important to be friendly and hospitable and to bring across the positive ideas about the city to new target groups ('civil pride').

### 3. City marketing does not stand on its own

City marketing goes hand in hand with the municipality's social-cultural, economic and physical spatial policy as it has been laid down in the current board's programme<sup>10</sup> with the related elaboration in policy documents (e.g. Hermez) on Amsterdam's economy in 2004 - 2008, the Kunstenplan 2005 - 2008, the Structuurplan 2010, the Nota Topsport 2003 - 2010 and 'Grote Stedenbeleid' programme<sup>11</sup>. The programmes are the policy's points of departure for the city's condition and image. In addition, the Amsterdam programmes include many actions which target better living and working conditions in terms of safety, accessibility, healthcare, education and social measures.

Also, there are various similarities to and links with national promotional policy. The Dutch Tourism & Recreation organisation (TRN) already has a significant coordinative role in the international promotion of the Netherlands and Amsterdam<sup>12</sup>. They promote incoming and internal tourism and focus on how to attract business travellers, international conferences and events. Besides the promotion of specific product-market combinations Holland 'branding' has become more significant. In this Amsterdam is an important tourist and business magnet. The Holland Image

<sup>9</sup> Kotler, P. (1999) *Marketing places Europe*.

<sup>10</sup> City of Amsterdam (2002) *It's the outcome that counts. Board's approval 2002-2006 PvdA-VVD-CDA*.

<sup>11</sup> City of Amsterdam (2002) *Working together on the city's power. Action plan for the large-cities policy 2002-2009*.

<sup>12</sup> TRN carries out a major part of the Holland Promotion for the Amsterdam Tourist Board (ATB). To this end the ATB offers about € 600,000 every year, whereas TRN as well as national and international companies add approximately € 600,000 and € 900,000 respectively.

Working Group is the coordinative body, consisting of national public and private organisations that deal with international communication in a structural manner<sup>13</sup>.

The region too has an important role. Whereas regional cooperation on traffic and transport provided better results for the Amsterdam region in the past, now parties are also inclined to work together at promotional level to present the city to the outside world. Source is the intensifying cooperation of many municipalities and the province in the public-private organisations.

<sup>13</sup> Participants are: Netherlands Government Information Service, Ministry of International Affairs (+ International Information Department), Economic Information Service Department, Netherlands Foreign Investment Agency, Ministry of Agriculture, Nature Management and Fisheries (+ Industry and Trade Department), Ministry of Transport, Public Works and Water Management (Information Department), Ministry of Health, Welfare and Sports (Sports Department), Association of Netherlands Municipalities, TRN, MKB Nederland, VNO-NCW, Amsterdam Promotion (AmPro).

# Appendix B

## Amsterdam's place in the world

'Leading cities' in the world: Top-20 and a number of Amsterdam's important 'competitors' (source: Grosveld, 2002)

Ranking based on integral perception		Ranking based on functional perceptions ('top city' status)				
'Leading cities': Top-20		Performing arts	Hospitality	Property & architecture	Trade & transport	Universities
1-4	London	2	1	2	2	1
1-4	New York	1	2	1	1	3-4
1-4	Paris	4	3	3	7-8	2
1-4	Tokyo	11	5-6	7	3	3-4
5-6	Hong Kong	-	4	4	4	-
5-6	Los Angeles	-	18-19	10-11	11	6
7	Sydney	-	12	12-14	-	-
8-10	Chicago	7	9	5	9	9
8-10	Singapore	-	5-6	12-14	5	-
8-10	Washington	-	14-16	-	-	10
11	Beijing	-	-	-	-	16
12-13	Amsterdam	8	13	-	6	13-15
12-13	Frankfurt	-	14-16	10-11	7-8	-
14	Brussels	-	17	-	13	-
15	Shanghai	-	-	9	10	-
16	Buenos Aires	-	-	-	-	-
17-18	Milano	6	-	15	-	-
17-18	Toronto	-	-	-	-	17
19	Mexico City	-	-	-	-	-
20/	Rio de Janeiro	-	-	-	-	-
<b>Other important 'competitors' to Amsterdam</b>						
21	Berlin	5	8	6	-	8
26	Rome	-	7	17	-	-
30	Barcelona	-	18-19	8	-	-
31-32	Madrid	-	14-16	-	-	-
31-32	Zurich	-	-	-	-	-
33	Vienna	3	10-11	-	-	-
35	Stockholm	-	-	-	-	13-15
40	Petersburg	10	-	-	-	-

Ranking based on integral perception		Ranking based on functional perceptions ('top city' status)				
'Leading cities': Top-20		Business departments	Museums	Media	International organisations	Multinationals & financial sector
1-4	London	1	3	2	2	1
1-4	New York	2	2	1	1	2
1-4	Paris	5	1	5	3	4
1-4	Tokyo	4	16	4	6	3
5-6	Hong Kong	6	-	11	10-11	5-6
5-6	Los Angeles	-	12-14	7	13	-
7	Sydney	-	-	-	-	-
8-10	Chicago	8	15	-	-	8
8-10	Singapore	12	-	-	-	7
8-10	Washington	7	5	3	5	-
11	Beijing	-	-	6	-	-
12-13	Amsterdam	9	6	-	14	-
12-13	Frankfurt	3	12-14	9-10	10-11	5-6
14	Brussels	13	-	8	7	-
15	Shanghai	-	-	-	-	-
16	Buenos Aires	-	-	-	-	-
17-18	Milano	-	-	-	-	-
17-18	Toronto	-	-	-	-	-
19	Mexico City	-	-	-	-	-
20/	Rio de Janeiro	-	-	-	-	-
<b>Other important 'competitors' to Amsterdam</b>						
21	Berlin	-	4	9-10	12	-
26	Rome	-	7		9	
30	Barcelona	-	11			
31-32	Madrid	-	8	13		
31-32	Zurich	-	-			9
33	Vienna	-	9	-	8	
35	Stockholm	-	-	-		
40	Petersburg	-	10	-		

## Summary of the outcomes of La Group Benchmark, 19 March 2003

### Organisational structure

Amsterdam dedicates about 36 full time employees to city marketing, which is comparable to Barcelona. Dublin is far below (9), Rotterdam and Berlin are on top at 52 and 99 respectively. Marketing strategies and regularly structured intensive discussions between local promotional organisations take place in Berlin and Rotterdam.

### Strategy and activities

Berlin and Rotterdam have a position statement; Berlin maintains consistently the slogan 'Das Neue Berlin' using frequently the same Brandenburger Tor logo. All parties in Rotterdam have complied with the new Rotterdam recognition image. And all cities have a clear picture of their target countries and current competition.

### Finances

If we compare finances we see the following:

	Local government Outsourced	Local government Internal	Non-government	Total
Amsterdam	4.6	1	4.85	10.45
Barcelona	1.5	6	2.23	9.73
Berlin	16.2	0	17.75	33.95
Dublin	0.42	3.38	0.75	4.55
Rotterdam	7.96	1.15	7.26	16.37

(x 1 million euro).

### Results

In Berlin all marketing organisations measure the results of their activities; 'Partner Für Berlin' carries out the image research. In Barcelona almost every marketing organisation measures the results of its activity. Amsterdam's results are measured by the ATB and AUB; the ATB and the municipality carry out market research whereas AmPro and ATB are responsible for image research.

### Description of research for each city

For the city of Amsterdam we studied a number of organisations: the Stichting Amsterdam Promotion, the Amsterdam Tourist Board BV, the Amsterdam Congres Bureau, the Amsterdams Uit Buro and the City of Amsterdam. We have come to the conclusion that city 'branding' is fragmented and poorly worked out. In terms of marketing the Amsterdam brand is a 'cash cow': the city lives on its own strength, investing insufficiently in a new image.

Berlin's city marketing has been mapped by analysing Berlin Tourismus Marketing, Partner für Berlin, Referat für Tourismus, the Technologiestiftung Innovationszentrum Berlin and the Wirtschaftsförderung Berlin. The PPS organisation Partner für Berlin has the main responsibility for city 'branding', determining the basic approach (position statement, slogan) of the marketing strategy. The fall of the wall forced Berlin to start from a new 'zero situation'. Berlin has opted for the 'much market, little government' marketing principle and a 'bottom-up' approach.

In Rotterdam we studied the municipality's executive department (image policy and cultural affairs), the Rotterdam Marketing Foundation, the Rotterdam Development Company and the Rotterdam Festivals Foundation. In Rotterdam promotional institutions are working on a common recognition image under Rotterdam Marketing's supervision. The project manager for image policy is

responsible for the protection of budget and public affairs. Rotterdam, which is represented by promotional and municipal institutions, believes in and also supports city marketing providing money, time and manpower.

In Barcelona we studied the following institutions: the Direcció de Comunicació and the Direcció de Serveis de Promoció Turística i Qualitat de Vida within the Ajuntament de Barcelona, the Turisme de Barcelona, the Institut de Cultura de Barcelona, de Barcelona Activa and the Fundació Barcelona Promoció. The 1992 Olympic Games introduced the city to the world. To this end major investments, including a strategic plan for the city, were made way before the year 1992 (30% for sports, 70% to upgrade the city and the city infrastructure). In 2004 the city will invest in five large-scale projects which, in terms of investment, exceed largely the investments that were made for the Olympic Games.

As for the city of Dublin we mapped Arts Office, Corporate services and the Economic Development Unit within the Dublin City Council and the Dublin Regional Tourism Authority Ltd. According to the organisations involved the 'Dublin' brand is like an 'untouchable product' combining elements such as 'quality of life', 'hospitality' and 'cultural inheritance'. The 'Celtic Tiger' shows great economic and tourist growth figures in the past few years, however they can hardly be ascribed to local city marketing efforts as the organisational aspect is still in its infancy.

# Appendix C

## Financial overview and notes

amounts x 1,000 euro

Income from	Amsterdam Promotion (AmPro)	Amsterdam Tourist Board BV	Amsterdam Congress Bureau	Amsterdam Uit Buro (AUB)
Department of Communications	148		12.5	
Department of Economic Development	148	2,700		
Social Department				1,700
City Planning Authority				
Port Authority	6.8			
City Development Company				
<b>Total contribution City of Amsterdam</b>	<b>302.8</b>	<b>2,700</b>	<b>12.5</b>	<b>1,700</b>
Members/contributors	305	173	143	
Regional municipalities	61.3			
Province of Noord-Holland	29.5	450		
Chamber of Commerce	22.7		12.5	
ATB			22	
Sponsors		364		400
Income from activities		3,917	139	1,800
Other	23.6	292	33.5	1,600
<b>Total other income</b>	<b>442.1</b>	<b>5,196</b>	<b>350</b>	<b>3,800</b>
<b>Total in general</b>	<b>744.9</b>	<b>7,896</b>	<b>362.5</b>	<b>5,500</b>

Amsterdam Ports	Topsport Amsterdam	Amsterdam Airport Area	Amsterdam Cruiseport	Industrial promotions	ARCAM	Total
						160.5
		22	25	25		2,920
	544.5				156	2,400.5
					155	155
263		22	25			316.8
		22				22
<b>263</b>	<b>544.5</b>	<b>66</b>	<b>50</b>	<b>25</b>	<b>311</b>	<b>5,974.8</b>
		250				1,208
337						61.3
			40			519.5
			40			75.2
						22
			45		121	930
						5,856
	499.2				83	2,531.3
<b>337</b>	<b>499.2</b>	<b>250</b>	<b>125</b>	<b>0</b>	<b>204</b>	<b>11,203.3</b>
<b>600</b>	<b>1,043.7</b>	<b>316</b>	<b>175</b>	<b>25</b>	<b>515</b>	<b>17,178.1</b>

## Note to the overview of financial flows

The overview covers the regular structural amounts which are spent on intrinsic activities, organising meeting, promotional activities and, sometimes, activities such as city marketing. Some of the amounts are spent on the promotion of Amsterdam as part of, for instance, the promotion of the province of Noord-Holland (€ 460,000). The ATB receives finances from Amsterdam and other regional governments; the latter can be retrieved in 'income from activities' and 'other'.

A great circle of, legally, incidental means with a structural nature (budgets which are intended for reoccurring projects). Finally a number of project budgets, which are assigned on the basis of project plans.

It is about annual finances from the Economic Development Department in particular:

- promotional activities           € 220,000
- public attracting events       € 400,000
- substantiation of  
  tourist activities               € 2,200,000
- substantiation of economy,  
  product innovation           € 8,000,000

# Appendix D

## List of discussion partners

### List of participants in the official residence discussion on 24 March 2003

Participant	Organisation
Berger, J.C.	De Bijenkorf BV
Claus, F.	Claus & Kaan Architects
Dales, G.J.	Alderman of Economic Affairs Amsterdam
Diender, S.G.M.	Amsterdam Tourist Board
Faber, W.G.	Alderman of Economic Affairs Almere
Gehrels, C.G.	Project manager city marketing Amsterdam
Guttman, F.	Canal Bike & Canal Bus BV
Hellendoorn, J.C.	KLM N.V.
Helmann, M.H.	Eurocongress Conference Management BV
Hermanides, P.	Hotel Arena
Hodes, S.J.	La Group
Kervezee, R.T.	Van Gogh Museum
Leeser, B.	Gassan Diamonds BV
Luijten, P.	Schiphol Group
Meggelen, B. van	Idee & Organisatieontwikkeling Maatwerk
Noorda, S.J.	University of Amsterdam
Praag, M. van	AFC Ajax
Raaij, W.F. van	Katholieke Universiteit Brabant
Ramakers, L.	Mojo concerts
Rost Onnes, J.J.N.	Amsterdam Promotion Foundation
Taminiau, O.	Amsterdam Promotion Foundation
Stutterheim, D.C.P.	ID&T
Van Ark, R.J.	Municipality of Amsterdam, Concerncommunicatie
Vehmeyer, W.	Municipality of Amsterdam, Economische Zaken
Veldhuis, A.L.	Amsterdam New Media Association
Wijsmuller, M.A.	WorldWide Marine Holding BV
Windt, F.H.	Mercure Hotel Amsterdam Airport

Note: the official residence discussion on Amsterdam's international competitiveness in February 2003 covered the subject of city marketing. Discussions were attended by representatives of international companies and Dutch multinationals, headquartered in or around Amsterdam.

## Interviewed representatives from the promotional field

	Organisation	Discussion partner	Position	Date
1.	AMPRO	Mrs. O. Taminiau	Director	29 January 2003
		Mr. E. Bökenkamp	Marketing Manager	3 March 2003
2.	AMPRO	Mr. J. Rost Onnes	Chairman	6 May 2003
		Mrs. O. Taminiau	Director	6 May 2003
3.	ARCAM	Mr. M. Kloos	Director	25 March 2003
		Mrs. A. Toorop	Business Manager	25 March 2003
4.	Amsterdam Airport Area	Mrs. L. Kuijjer-Campfens	Marketing Manager	18 February 2003
5.	Amsterdam Cruiseport	Mr. H. van Appeldoorn	Chairman	18 February 2003
6.	Amsterdam Ports Association	Mr. W. Ruijgh	Director	12 February 2003
7.	Topsport Amsterdam	Mr. T. Krijns	Director	5 February 2003
8.	Amsterdam Tourist Board	Mr. S. Diender	Director	31 January 2003
		Mrs. A. Bevers	Communications Manager	26 March 2003
9.	Amsterdams Congress Bureau	Mr. M. Schreuder	Director	7 March 2003
10.	Amsterdams Uitbureau	Mr. M. Buchel	Director	26 February 2003
11.	Bedrijvenvereniging Zuidoost	Mr. M. La Rose	Director	6 February 2003
12.	City of Amsterdam	Mrs. T. van den Berg	Director of the Cultural Department	3 February 2003
		Mrs. R. Marijnissen	Programme Manager	17 February 2003
13.	City of Amsterdam	Mr. G. Dales	Alderman of Economic Affairs	11 Dec. 2002 13 March 2003
14.	City of Amsterdam	Mr. W. Vehmeyer	Director of Economic Development Department	Two-weekly as of Jan. 2003
		Mr. R. J. van Ark	Director of Communications	
15.	City of Amsterdam	Mr. H. Gerson	Director Port Authority	14 March 2003
		Mr. H. Bosma	Communications Manager Port Authority	14 March 2003
16.	Industrial Promotions	Mr. P.D. Hoogenraad	Industry Manager	12 February 2003
17.	Kunst en Meerwaarde	Mrs. F. Gieben	Director, member of the ATB board	18 February 2003
18.	Amsterdam Chamber of Commerce	Mr. J. Bevaart	Director	18 February 2003
		Drs. P. Oderrmatt	-	
19.	City Development Company	Mr. J. Swaans	City of Amsterdam	17 February 2003
20.	ORAM	Mr. J. Steyn	Director	12 February 2003
21.	SADC	Mr. W.M. Trommels	Director	18 February 2003
22.	Foundation Amsterdam Destination	Mrs. H. Hooftman	Repr. of local hotels	19 February 2003

	<b>Organisation</b>	<b>Discussion partner</b>	<b>Position</b>	<b>Date</b>
23.	Knowledge Foundation Amsterdam	Drs. H. Eppink	Director	7 March 2003
24.	De Balie	C. Buchwald	Director	6 March 2003
25.	Maison Descartes	C. De Voogd	Director	24 March 2003
26.	Groentenkraam Jopie	J. Roozen	Owner of M5200 Albert Cuyp	20 March 2003
27.	De Waag – Society for Old and New Media	Mw M. Stikker	Director	24 March 2003
28.	University of Groningen	Prof. dr. G.J. Ashworth	Professor in city mar- keting and urban geography	6 March 2003
29.	Imca Group BV	E. de Vlieger	Director	19 March 2003
30.		P. Kranenberg	Former chairman of AmPro	7 March 2003
31.	University of Amsterdam	S. Majoor	Doctoral student city marketing	25 March 2003

Note: almost everybody attended the preliminary talks on the draft report on 7 May, 2003.

# Appendix E

## Reports, documents and literature consulted

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# Appendix F

## Proposal to build the brand / basis for city marketing policy

 **Current situation**

 **Target picture**

**Hub**  
 Amsterdam functions as an infrastructure link (Schiphol, the port, A10 ring road) in the Netherlands and in the world, also the digital world. Amsterdam is Europe's nerve centre, also because of AMS-IX (Amsterdam Internet Exchange) as the largest hub on the European mainland. Although the city suffers from congestion, this is limited compared to other capitals.

**Residential city**  
 Amsterdam characterizes as 'urban living' on a human scale: a global city. As opposed to what is commonly thought, space in Amsterdam is not scarce. Amsterdam is the least densely populated major city in the world. Opportunities for improving liveability and architecture lie in connecting old neighbourhoods and newly developed areas, via the new canals for example (KNSM, IJburg).

**Meeting place**  
 Amsterdam is a great place, this is supported by the identity of its residents: world-oriented, curious and multilingual. The image of a grand café: a collection of individuals. Opportunities lie in facilitating informal meetings, combination of high and low culture, combinations of art, science and society and gatherings involving themes such as religion.

**City of knowledge**  
 The city's intellectualism and creativity are rooted in its past. Examples are the VOC (Dutch East India Company) printers and publishers. The city's strength with regard to knowledge is its drive to experiment: a free haven and breeding place. It must excel in certain areas instead of just offering a broad range of fields, for example the field of life sciences.

**City of canals**  
 The appeal and boulevard function of water: Amsterdam life, works and leisures on the water. The canals as image of old Europe, symbol of style and prosperity, a wonder of the world. The city of canals threatens to lose its authenticity if the heritage is not preserved.

**City of events**  
 The city misses international events with the exception of sports (Sail, Ajax, European Championships). There is no suitable area for this in the centre. The second 'ring' of the city (Amsterdam South-East) provides opportunities for large-scale events geared to the area's function (theatre festivals on the Leidseplein, Art events on the Museumplein).

**Capital**  
 To the rest of the world Amsterdam is the Netherlands and vice versa. As capital the city competes with The Hague, which is the Dutch political centre. The Dam Palace is an opportunity to claim the city's 'grandeur': the palace as international symbol of the city: events, grand events, Remembrance Day, demonstrations. Amsterdam as capital of Europe at specific times.

**Shopping centre**  
 A varied supply but inaccessible: a lack of parking space is often an argument to avoid Amsterdam. The shops are ordinary, shoppers do not visit the city to find something specific. The challenge is to excel in variation, to claim sector brands like Milan has done for haute couture.

**Business city**  
 Amsterdam has a good mix of soft and hard establishment factors, which makes it a competitor of London, Paris and Frankfurt. Its scale gives it enormous potential: the city is large enough to possess many disciplines, it excels in some areas, and at the same time is so small that you must combine forces to achieve anything. It enables the city to take on projects collectively, as in the field of the creative industries. For international business it must increase its scale by bonding with other regions. The combination of Amsterdam Schiphol, Southern Axis, South East and the city centre is unique throughout the world.

**Night life**  
 Amsterdam has a lot to offer in this field. However the city is threatened with becoming a 'theme park' as well as with vulgarisation. The city's style and allure which it had in the 1920s has disappeared. Trendy cafes in the region are an interesting phenomenon, the Amsterdam-by-the-sea feeling. The challenge is to combine high and low culture, content and context.

**Sex, drugs and rock&roll**  
 The city's disorderly character shows its freedom of expression and behaviour. Sex, drugs and rock&roll occurs in most major cities in the world in one way or the other. More exceptional is Amsterdam's historic link to the sex industry and the port, the romantic side of the 'wild life'.

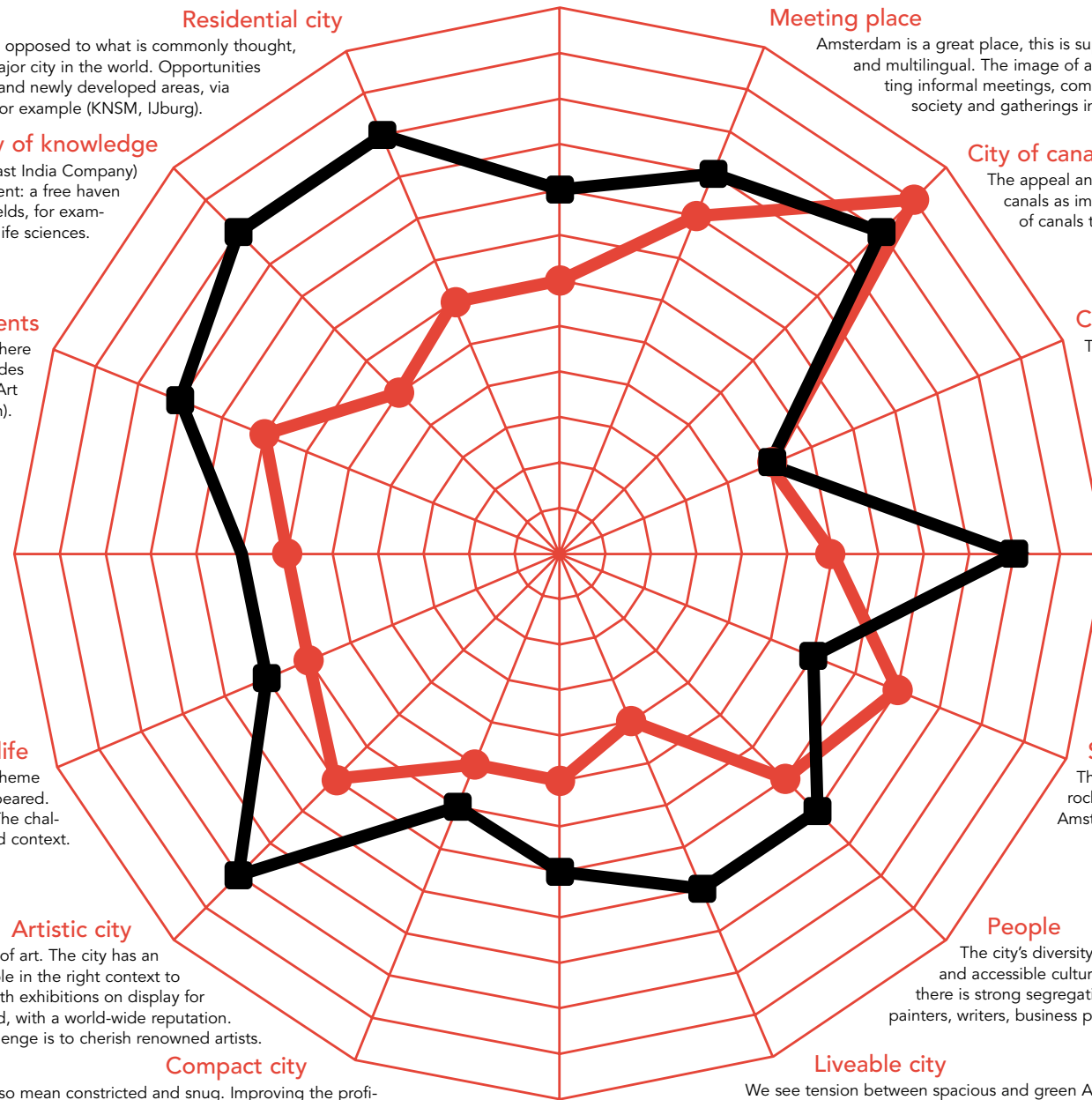
**Artistic city**  
 The combination of high and low culture provides interesting crossovers creating new forms of art. The city has an enormous amount of culture to offer. It could create a place on the Southern Axis for example in the right context to draw potentially large numbers of people: a cultural centre with constant programmes, with exhibitions on display for many weeks and surrounded by symposiums for persons involved, with a world-wide reputation. The challenge is to cherish renowned artists.

**People**  
 The city's diversity: the residents are cosmopolitan, individualist and informal. However the so-called open and accessible culture does show gaps: there are no middle class groupings, drop outs are very noticeable, there is strong segregation, Amsterdam has many faces and celebrities (Spinoza, Descartes, Leibniz, Rembrandt, painters, writers, business people, sporters and architects).

**Compact city**  
 Amsterdam is a global village, everything is accessible on foot. Compact can also mean constricted and snug. Improving the profile of the areas will add to the benefits. The challenge is to 'label' areas in the city, with the emphasis on proximity. Easy access to open areas: you can be out of the city and in the country site or on the open water in no more than ten minutes.

**Liveable city**  
 We see tension between spacious and green Amsterdam, with its water, the low building height of monuments and parks on one hand and unsafe, dirty, decrepit Amsterdam on the other. Residents are happy to live in the city, non-residents are happy not to live there. Its opportunities as residential city do not just lie with maintenance, renovation and modernisation of the infrastructure, but also with the people: to cherish the visitors and the city and to express hospitality.

**Architecture**  
 Amsterdam is the symbol of the Golden Age, access to architectural heritage must improve. Visitors must be able to see things up close. The architectural high points of the 17th century show through in multifaceted, innovation and quality of house building of the 20th century, from Berlage to IJburg.



# Appendix G

## SWOT Analysis

### 16. Residential city

**Strengths**  
Compact, everything in the area  
Global village  
Architecture of homes  
Urban living  
Space is not scarce: Amsterdam is the least densely built city in the world

**Weaknesses**  
Middle class groups have left  
Segregation  
Outdated housing stock  
Difficult for starters

**Opportunities**  
Restructuring old neighbourhoods  
Connections to new developments  
Business location factor for high-grade companies  
Excellent homes for Internet managers/professors

### 15. City of knowledge

**Strengths**  
Two universities  
AMC/VU Hospitals  
Students  
Colleges of higher education  
Science park  
Education (numerous fields, international, specialties)  
Amsterdam's creativity

**Weaknesses**  
Not highly profiled  
No achievement/individual leadership  
No campus  
Decline in quality

**Opportunities**  
Special because of combination of science, culture and society  
Everything in the area (LUW, TUD, RUL, space travel)  
Internationalisation  
Specialist trades  
Knowledge infrastructure  
IT  
Life sciences  
Sustainable  
Intellectual climate

### 14. City of events

**Strengths**  
Ajax football club  
Sail  
Roeien Amstel (rowing)  
Uitmarkt market  
Queen's birthday  
RAI exhibition centre

**Weaknesses**  
Insufficient public space in centre for events  
No major festivals  
Dutch appeal instead of international

**Opportunities**  
Doors of perception  
Space in the 'second ring' (not in centre)  
Amsterdam and South East  
Sports  
Concert hall/orchestra

### 13. Shopping city

**Strengths**  
Huge variety  
Wide range  
PC Hoofdstraat (shopping street)  
Bijenkorf (department store)

**Weaknesses**  
Difficult to park  
No 'areas'  
No special shops, same as in other places  
No distinctive clusters  
Not enough liveliness  
Building pit

**Opportunities**  
Quality/excellence  
Variation  
Labeling (Waterlooplein, PCH, markets, 9 streets)

### 12. Night life

**Strengths**  
Varied availability of theatre  
Cabaret  
AUB: accessibility  
City of premieres  
Drugs (party)  
Wallen (red-light district)  
Trendy  
Everything is available

**Weaknesses**  
Strict closing times  
Difficult to park  
Limited access/accessibility  
Insufficient information about nightlife  
Chic nightlife (allure) not available  
City is turning into an amusement park  
Taxis are not appealing  
Rancid  
No chain management with regard to nightlife

**Opportunities**  
Combination tickets  
Music (Paradiso, Heineken Music Hall, 'Vrienden van Amstel' concerts)  
Trendy beach tents 'Amsterdam by the sea'  
Parading/flaunting  
Appealing to young people

### 11. Artistic city

**Strengths**  
Concentration of art/culture  
Courses, performance, stage  
Trend setting  
Literature/writers  
Paintings  
Festivals  
Amsterdam is the scene  
Museums  
Sandberg Institute – esteemed, Rietveld slightly less so

**Weaknesses**  
Quality; art  
Not open enough

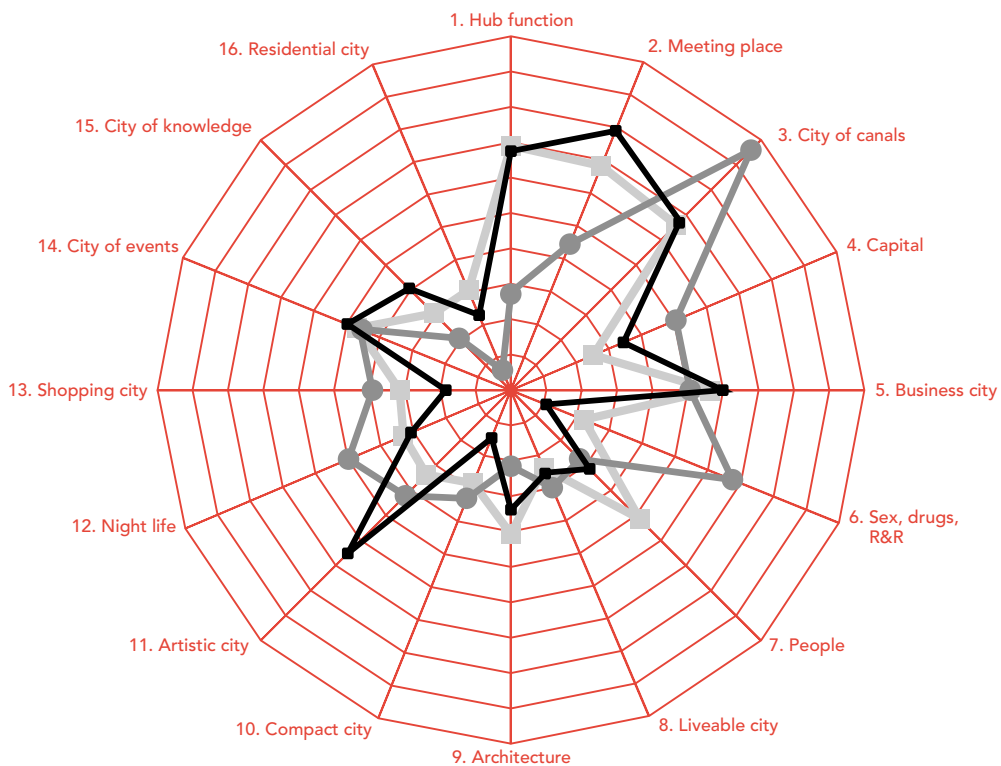
**Opportunities**  
Crossover: combination of high and low culture results in very interesting new forms of art.  
Combination of content and context  
Creative industries  
Museum Square  
Rijksmuseum renovation  
The free Rijksmuseum formula at Amsterdam Airport unique in world.  
Specialist trades  
Design museum Southern Axis  
Spinoza (religion, Portuguese synagogue)  
Descartes

### 1. Hub function

**Strengths**  
Schiphol  
Fifth European port  
A10 Ring road  
Nerve centre of business Europe  
Virtual logistics centre  
The digital city Amsterdam. The first of its kind in the world, AMS-IX (Amsterdam Internet Exchange) is the largest Internet hub on the European mainland.  
Gateway to Europe

**Weaknesses**  
Congestion  
Insufficient public transport, especially outside office hours  
Quality of public transport outdated  
Limit on Schiphol Airport's capacity  
Low innovative capacity

**Opportunities**  
Accessibility campaign  
Randstad South connection  
Airport City concept connection to IJmuiden  
Human dimension quality  
New trams



### 9. Architecture

**Strengths**  
Old, Golden Age  
Amsterdam School  
Style, 1900  
Icons  
Multifaceted  
[Human size]

**Weaknesses**  
Modern can also be ugly or an eyesore  
Limited access to old buildings, disappointing

**Opportunities**  
ARCAM  
House building (IJburg, East port area)  
'Renovation' architecture combination old and new  
Southern Axis/ South East (banana)  
Dam Palace: style, fair to Stationsplein, South East  
Portuguese Synagogue

### 10. Compact city

**Strengths**  
Global village  
Cosmopolitan village

**Weaknesses**  
Inaccessible  
Inconveniently arranged public transport  
Too full  
Parking

**Opportunities**  
Urban living  
North-South line  
Labelling areas: emphasis on proximity  
'Everything available' sectors  
Interrelatedness

### 2. Meeting place

**Strengths**  
Neighbourhood bars  
Squares  
Knowledge of foreign languages  
Ambiance  
Sociable, feel at home  
Organised and facilities available

**Weaknesses**  
Peer group cafés, no mixing  
Networking and groups

**Opportunities**  
Labeling/ creating distinct profile of areas  
Combination of high and low culture  
Grand café feeling (alone but together)  
Social and cultural networks  
Informal meeting places (chess on the squares)  
Religious places

### 3. City of canals

**Strengths**  
Water has numerous functions  
Combined function: living and working  
Connection via water, canals make boulevards  
Amsterdam is seen as a wonder of the world from the water  
Image of old Europe  
Expresses style and wealth

**Weaknesses**  
Dirty  
Too many functions in the ring of canals (too much pressure)  
Too many new buildings  
Loss of authenticity (Damrak seen as character assassination)

**Opportunities**  
Details/variation  
New canals (KNSM, IJburg)  
Preserve heritage  
Appeal

### 4. Capital

**Strengths**  
Events  
Amsterdam is the Netherlands  
Residents proud of the city

**Weaknesses**  
Not a political centre  
Confusing for foreigners  
Arrogance

**Opportunities**  
Lobby  
Dam palace as heart of the Netherlands (demonstrations, Remembrance Day)  
Give back the Dam Palace to the people  
European capital

### 5. Business city

**Strengths**  
Proximity of airport and seaport combined with appealing city  
Plenty of business accommodation  
Low business set-up costs compared to Paris, London, Frankfurt  
High level of work force  
Conurbation effect  
Good mix of hard establishment factors (price/quality ratio) and soft factors (dynamic, competences)

**Weaknesses**  
Bureaucracy, too many desks  
Inaccessible  
Legislation and regulations obstruct  
Room for investment  
Small scale character  
No city  
No sector brands  
Quality of the work force under pressure

**Opportunities**  
Southern Axis, South-East  
Urban living  
Combination society, knowledge, culture  
Business climate  
Prices  
Enormous potential due to scale (PPS form)  
Co-operation  
Creative industries (IT, marketing)  
creative city  
Silicon Alley  
Region  
Hang on to businesses  
TV makers move North, in other words, Hilversum is emptying

### 6. Sex, drugs R&R

**Strengths**  
Economically interesting  
Tolerance  
Teasing/appeal  
Freedom of expression and behaviour

**Weaknesses**  
Dirty  
Disorderly  
Not appealing for families  
No modernisation, saturated  
Drugs industry (politics, criminals)

**Opportunities**  
Jacques Brel's harbour romance  
Historic link prostitute harbour

### 7. People

**Strengths**  
Diversity  
Languages  
Celebrities  
Individualism

**Weaknesses**  
Groups (English, Chinese) with regard to scale  
City routing  
Lack of middle class groups  
Drop outs too noticeable

**Opportunities**  
Outdoor life  
Amsterdam's inhabitants  
Power of diversity  
Brand faces (the idols of Amsterdam)  
Religion  
History: faces 'live'

### 8. Liveable city

**Strengths**  
Parks  
Water  
Building height  
Street height  
Human dimension  
Relaxed atmosphere

**Weaknesses**  
Unsafe  
Dirty  
Insufficient order  
Fear  
Deterioration  
Cheap  
Poorly maintained neighbourhoods early 20th century

**Opportunities**  
Objective safety increasing  
Hospitality  
Cleanup actions  
Amsterdam is a metropolis, with advantages and disadvantages  
Challenging environment  
Well-laid out, accessible (traffic signs in the city and periphery)  
Invest in green areas  
Renovation and renewal of sports facilities



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