

**How can the city of Maastricht profile itself
as an expatriate destination through city and
marketing communication?**

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Executive Summary

One of a number of cities in The Netherlands, which attract a large international community, is Maastricht, the capital of The Netherlands most southern Province. Maastricht is internationally, recognized as the European City which lies in the ‘heart’ of Europe. It is said to be in the ‘heart’ of Europe due to its proximity to both the German, as well as, the Belgian border. Furthermore, Maastricht is occasionally referred to as Europe’s smallest metropolis being a lively and busy city in-between several villages (IAF Maastricht 2008).

Despite Maastricht housing more than 125 international organizations that along with the Dutch organizations hire expatriates, the expatriate community is experiencing difficulties (Wanders, 2009). These difficulties entail the feeling that the expatriates do not feel welcomed or at ease in the city, as well as, feeling forced to be too self-reliant. Expatriates are important for Maastricht’s city vision for 2030: becoming an international knowledge, living and cultural city. With a growth in the international and expatriate community, Maastricht can portrait itself as an increasingly international city and expatriate community within the province, The Netherlands, Europe and the world.

One of the ways through which Maastricht can appeal to expatriates worldwide, is through successful city marketing and marketing communication. For the city to use city marketing and marketing communication it needs to look at the target groups which it needs to appeal to: the expatriate and international community; the organizations which hire expatriates and the international social clubs. By means of reaching the expatriate and international community, Maastricht can gain recognition as a potential city for them to temporarily settle. Through appealing to organizations, the city will not only likely enhance its economy but will also increase the number of expatriates, moving along with the organizations, who reside in Maastricht. The international social clubs are important for the international community in Maastricht; these do not only act as mediums for reaching the community but also give security and comfort to the community. The social clubs form meeting places and bring different cultures together; they can make the community feel at ease and at home.

Although Maastricht has taken steps in order to facilitate the integration of expatriates, these efforts have been limited and not made public. It has for example in cooperation with Maastricht University, organized a special evening, during which the expatriates were able to share their experiences and concerns with each other, the university, municipality and relevant organizations.

Through city marketing, the city draws attention to what it offers. Through advertising, both internally as well as externally, the city promotes itself as an international city, open to the international and expatriate community. With communication marketing and the use of appropriate communication mediums: magazines such as Crossroads, the international magazine; the internet, for example, the website of the municipality; the international social clubs and organizations for which the expatriates work, as intermediaries; and through direct mail send to the international community keeping them up-to-date of what is happening, Maastricht emphasis its efforts, hence, shows the importance of expatriates for the city. Maastricht demonstrating that it is interested and cares about its expatriates, can reduce the difficulties which the expatriates experience, consequently, making it an expatriate destination.

For Maastricht to become an expatriate destination, it needs to be more transparent regarding its efforts for expatriates, and it needs to take more initiatives to reach the expatriates community, with the right message and medium; Maastricht is an international city, which is transforming into an international knowledge, cultural and living city by 2030. Through marketing communications, Maastricht can achieve that what it wants to become, an expatriate destination.

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Introduction

According to HSBC Bank International Limited, The Netherlands ranked sixth together with Germany and Canada in the lines of the best location worldwide for expatriates to reside. This conclusion was based on research done in 2008 among 2,155 expatriates living on four continents. The Netherlands is ranked high on the basis of: the standard of living in the country, the ability to save and earn money, the popularity amongst expatriates as a country where they would like to live, period of length living in the country, as well as, , the level of luxury which an expatriate experiences. The Netherlands ranks especially high based on the period of length expatriates live in The Netherlands; 82 per cent of the expatriates stayed for a minimum of three years (The Netherlands ranks, 2008).

In The Netherlands there are a number of cities, which attracted not only the international organization which settled in The Netherlands, but also the expatriates who have been send to work and reside abroad. A few of the main cities where expatriates settle are: Amsterdam, The Hague, Nijmegen, Rotterdam, as well as, Maastricht, hence, they have a very international community.

To ease the process of adjustment and settlement for the expatriation in their new environments, Amsterdam, The Hague, Nijmegen, as well as, Rotterdam, have set up special expatriate information desks. These so called expat desks are mainly situated in the town halls, on the grounds that, administrative information, as well as, information about the city for the general public can be found here. Moreover, in the Netherlands, it is required to register oneself at the town hall; hence, it is important for expatriates that a translation service and any additional assistance which is needed when complying with this requirement, is offered. A few of the services provided include, but are not limited to, aiding with housing and finding schools, explanations of daily life issues which might differ from home countries, assisting with any necessary permits needed, and translations of official documents which are required (Expat, n.d). This service is not solely based on the city where the expatriate lives, it is meant for providing general information in regards to living, working and or studying in The Netherlands.

Maastricht has become very international and attracting a large international community due to accommodating, among others; Maastricht University, Hogeschool Zuyd, several European institutions such as the European Journalism Centre, the European Centre for Development Policy Management and European Fair Trade Association, the Mercedes-Benz Customer Assistance Center, DSM and the headquarters of Vodafone, (Links to international companies in Meuse-Rhine euroregion, n.d). Despite the large international community that resides in Maastricht, there are very limited resources for expatriates through which their transition from their own culture to the Maastricht culture can be facilitated. Maastricht has not yet taken the incentive which other international cities have done, to set up an expat desk.

Previously conducted research, has concluded that the international community in Maastricht is still experiencing difficulties feeling satisfied and at ease in the city, among other reasons because they feel as if on their own. According to Ms. Hilden, who runs the agency 'Partners in Relocation', Maastricht does not act as a strong magnet for expats. She states that if Maastricht wants to become a national expats centre, "the province should do more to attract international companies." (O expat, where art thou, 2004).

Based on this information the following central question was formed: How can the city of Maastricht profile itself as an expatriate destination through city marketing and marketing communication? To answer this question the following sub question will be answered:

- To what extent are expatriates prepared for their new country of residence?
- What are the general expectations of expatriates in the new country of residence?
- How can the process of integration of expatriates be facilitated?
- Is there a distinction between the expatriate and family members who join the assignment abroad, in regards to efforts which are made and are expected to be made by Maastricht?
- What are the general expectations of the municipality of Maastricht by the international community?
- What are the expectations of the employer's responsibility, in aiding the expatriate?
- What is Maastricht's image among expatriates?
- What efforts have been made by the city of Maastricht at this point to communicate with the expatriate community?

- What is Maastricht's expatriate policy?
- To what extent does Maastricht make use of city marketing?
- What does Maastricht's city marketing entail?
- What strategies does Maastricht have to make it an expatriate destination?

A strategic communication plan (Vos, Otte, & Linders, 2003), will advice what changes, if any, need to be made by Maastricht to accomplish this goal. The communications plan will include an introduction to Maastricht; a situation analysis with the current situation in Maastricht for expatriates and the international community; a communication analysis with the importance and task of communications; a target group analysis of the groups involved, their involvement, as well as, their objectives; a communication strategy to state what needs to be done, as well as, through what means; and finally an overview of the designing, implementing and evaluation of the plan with additional recommendations and a conclusion.

The plan is based on primary and secondary research. Primary research referring to information obtained from journals, books and articles from the internet and secondary research referring to interviews. Primary research is done to provide an overview of the situation and secondary research to obtain information on a first hand basis from those who are directly involved in Maastricht becoming an expatriate destination. These interviews are taken with expatriates and their families, municipality officials who are involved in the city marketing and officials who come in contact with expatriates. This provides information on the efforts of the city, experience of living in Maastricht and the opinion of the efforts by the city.

1. Maastricht

Maastricht, the capital of The Netherlands most southern province is recognized as the European City which lies in the 'heart' of Europe due to its close proximity to the German as well as, Belgian border. It is occasionally referred to as Europe's smallest metropolis (IAF Maastricht 2008); being a lively and busy city in between several villages. Due to its very central location, Maastricht is well situated for international and European conventions, for which individuals from all over Europe and the world are invited. Its central location is one of the reasons why on February 7th 1992 the Treaty of Maastricht was signed here, which resulted in the birth of the European Union as we now know it (Mathijssen, 2004, p. 18).

As of January 2008, The Netherlands had a population of 16 405 399 of whom 1 123 705 lived in the province of Limburg (Bevolkingsontwikkeling; levendgeborenen, overledenen en migratie per regio, 2009). In 2008 Maastricht had a population of 118 445, with 92 678 individuals being Dutch, 17 034 being western immigrants both first as well as, second generation counted, and 8 733 being non-western immigrants, again first as well as, second generation counted (Regionale prognose bevolkingsopbouw; 2007-2025, 2008). Percentage wise Maastricht's demography was of 80.4 per cent indigenous Dutch; 8.8 per cent western immigrants and 10.8 per cent non-Western immigrants (Centraal Plan Bureau Statistiek, 2008, p. 168). The majority of the western immigrant's originate from European Union countries and the former Yugoslavian republic. The majority of the non-western immigrants are from Morocco, The Netherlands Antilles, Aruba, as well as, Suriname and Turkey (Centraal Plan Bureau Statistiek, 2008, p. 178). Western immigrants tend to come to The Netherlands for work or finding a life partner; this is especially the case in the border regions, which Maastricht belongs to (van den Broek, de Jong, van Duin, van Huis, Boschman, & van Agtmaal - Wobma, 2008, p. 15).

It is expected that in 2025 The Netherlands will have a population of 16.9 million inhabitants, with a negative birth balance (i.e. the annual number of births (alive) minus the number of deaths), but a positive migration balance (more immigrants than emigrants). It is expected that the number of immigrants from other European Union countries will be increasing due to the increasing demand for labour migrants. Accordingly, the percentage of indigenous Dutch will be decreasing

from 81 per cent in 2007 to 77 per cent in 2025 (van den Broek, de Jong, van Duin, van Huis, Boschman, & van Agtmaal - Wobma, 2008, p. 14).

1.1. Maastricht, an international city

In 2007, the province of Limburg had the largest majority of western immigrants in The Netherlands with 14 per cent. Western immigrant refers to an individual who intends to reside outside of their own country permanently. In Limburg the western immigrants originated mainly from Germany and Belgium, and settle in the border municipalities. In the near future the province is expected to experience a decrease from 14 to 12 per cent of the population being a western immigrant due to the number of individuals of 65 years of age and older, among them now (van den Broek, de Jong, van Duin, van Huis, Boschman, & van Agtmaal - Wobma, 2008, p. 46).

The Netherlands in general will be experiencing an increase in the number of labour migrants and highly educated workers, among them managers and engineers who plan to reside here (temporarily). This group of expatriates is expected to mainly settle in the big cities, which deal with international business and governments, such as The Hague, Amsterdam and Eindhoven. While other cities expect a growth in their international community due to expatriates, Maastricht expects a rise due to the number of international students attending Maastricht University (van den Broek, de Jong, van Duin, van Huis, Boschman, & van Agtmaal - Wobma, 2008, p. 94-95).

Maastricht, the city in which several European Union treaties were signed in the past (Maastricht celebrates Europe) is preparing on being the European Capital of Culture 2018. Despite the city's European character, it should review its relation with the international community housed there. The own international community can be considered to be one of the showcases of how international the city actually is. Currently, only an estimate can be made of how many expatriates actually reside there. The estimates vary from 2,000 (Coulén & van Meeuwen, 2009, p. 12) to 7,000 (Salverda, 2008) expatriates working within the province of South Limburg, including Maastricht!

1.2. City Marketing

Despite the difficult time which it is experiencing, Maastricht is doing rather well both economically as well as, demographically, making it a good time to secure its future through

place marketing itself in the region, The Netherlands and Europe (Bureau Berenschot presenteert, 2005). Place marketing is aimed at increasing the name recognition and strengthening the image of the specific city or region, in this case Maastricht (Buursink, 1991). Within its region Maastricht has been using a digital biography based on four important historical themes: Maastricht as a Roman establishment, a garrison city, a religious city and early industrial city, for place marketing. This biography uses one of the six competition strategies, attracting tourism through the history of the city and allows citizens to gain knowledge of their city (Dick, 2008).

This specific city and place marketing is based on the image marketing strategy, using consistent visual symbols of the city's history. City marketing generally entails four different activities: the right mix of community features and services, setting attractive incentives for the current and potential buyers of goods and services, delivering a place's products and services in an efficient, accessible way and promoting the place's values and image so that potential users are fully aware of the place's distinctive advantages (Kotler, Haider & Rein, 1993, 18-33). The digital bibliography is especially succesful in the promotion of Maastricht's values and image concerning its history.

Unlike other cities in The Netherlands, Maastricht does not have a internationally recognized city slogan, which forms part of its place marketing. Amsterdam has the slogan: I Amsterdam (Possibly the best, n.d.). A slogan works as a short promotional placement marketing object. With an internationally recognizable slogan, a city will be internationally recognized, though the slogan is only a small part of the marketing strategy (Komans, 2008).

1.3. Maastricht objectives concerning expatriates

Maastricht wants to become an international knowledge city, referring to its image as academic and highly educated, with new innovations and businesses, as well as, a growing economy. This in all probability implies that it has to change its image of being an ageing city among its surroundings, as well as, its own inhabitants, to being a city which is young, open and has an internationally orientated society in the heart of Europe (Stadsvisie 2030, 2008).

In 2008 the city of Maastricht finalized and presented its city vision for the year 2030. Maastricht wants to become an international knowledge city, living city and cultural city. Maastricht wants its image to be that of an academic, innovative city, with good living conditions, offering a good

cultural basis. The vision is to be achieved through city marketing. In 2008 the region Maastricht which exists of a few cities and villages in the province of Limburg surrounding Maastricht, started branding the name Maastricht. Through city marketing they aim to retain and possibly strengthen 'Maastricht', in areas such as hospitality and European orientation both internally, among its citizens, as well as, , externally, in The Netherlands and abroad (Beleid-Reputatiemanagement/ citymarketing, n.d).

2. Situation analysis

To start with an image of Maastricht needs to be formed. The image is based on an internal and external insight into the city, an overview of strengths and weaknesses, the perception of the city and expectations of the responsibility of Maastricht.

2.1. Internal and External Analysis

Maastricht has its objectives, standards and values which it honours, and a mission statement which it is aiming to achieve. Even if the mission statement of Maastricht has been announced publicly and is something which the external environment is aware of, the actual perception of the city has, might differ.

2.1.1. Internal analysis

Maastricht portrays itself as a truly international city able to offer its citizens, tourists and organizations mainly, based on sound economical, cultural and demographic conditions. It wants to change from being an aging and maybe slightly boring to being a young, dynamic and vibrant city.

The city has an interesting history which it wants to promote, through among other resources the digital biography used for its placement marketing. Another aspect of importance to the city is being international, part of its city vision for 2030 which entails being an international knowledge, living and cultural city. Maastricht promotes itself as a city located in The Netherlands with a proximity to several European Union influential countries; Belgium, France, Luxemburg, Germany. Furthermore, the city is well taken care of and finds its cleanliness important. It invests quite a lot by hiring extra cleaners and forcing everyone to utilize special garbage bags which cost extra thus aiming to have its citizen's waste less and advertises this through the slogan: "Sjiek en sjoen? Samen doen" meaning fancy and clean? Lets do it together (Afvalbeleid, n.d.).

Not only is Maastricht proud of what the municipality and the city have to offer, but also of the University it houses. Maastricht is internationally known among students, alumni and their parents, due to housing the Maastricht University, one of the top ranking universities in The Netherlands and in the world, with 30 per cent of its students being international students

(Duijvestijn, 2006). The city works closely together with the university in promoting the city and making it the international destination it is aiming for. This cooperation goes from organizing events together to sponsoring university events. The city also invests money to stimulate its economy through attracting more organizations to set up an office in the city and providing the necessary services to organizations, which are being started.

However, Maastricht efforts are limited in regards to attracting the international community, apart from those from Belgium and Germany, to settle in Maastricht. To evaluate the relationship with the international community present in the city, the city should firstly consider a few aspects; the satisfaction of the international community with Maastricht's efforts aiding their integration and adaptation process, the efforts made up till now by the city to reach the international community, and the level of satisfaction and ease of the international community in the city.

Although its location is ideal for international organizations, it also invites competition from other European cities. Another weak point is its distance from the governmental cities in The Netherlands, which makes it more difficult to arrange the necessary administrative elements. Next, due to a change in globalization trends, a decrease in immigration is expected, which could result in the city becoming less international.

2.1.2. External analysis

Within The Netherlands there are just a few foreign companies, only 1 per cent of all companies are in foreign hands. Yet those foreign companies have some very interesting characteristics. They tend to be significantly larger than the average Dutch owned companies, be good for 12.5 per cent of the countries gross domestic product and more productive as well as, more innovative. They also tend to hire fewer female workers and have more highly paid employees. Especially the high influence in the Dutch gross domestic product demonstrates the growing importance of foreign investments for the national economy (Centraal Bureau voor Statistiek, 2008, p. 119). On the basis of age and nationality of the employees the Dutch and foreign companies do not differ much.

For the target group of this thesis, the population of expatriates, the foreign companies as well as, international organizations are the driving factor. The general definition of an expatriate is an individual, who lives in a foreign country. For this thesis the meaning of expatriate has slightly

been specified to an individual whom resides abroad due to having been asked or having volunteered to work for a company (or organization) abroad, for a limited period of time, and who has specific expertise or skill (most likely to be from knowledge intensive industries or institutions).

For the external environment Maastricht offers plenty of opportunities due to its central location and its good accessibility from different countries and cities. The city provides the opportunity to interact with many different cultures and individuals from all sorts of background mainly through the university having transformed into an international university. The university has additionally placed the city on the world map of high ranked universities, which gives the city a good academic reputation.

Though the city has a good reputation among academics, graduated students often choose to emigrate after obtaining their degree, either to another Dutch city or abroad (Piotrowska, 2008). This among other reasons due to the lack in occupational opportunities for the highly educated individuals and the difficulty of integrating into society. At this point the city is not able to provide all of the necessary administrative information in any other language than Dutch!

Unlike other international cities in The Netherlands such as The Hague, the only international incentives which have been taken at this point of time to ease the integration process for expatriates and foreigners in general is the Crossroads magazine (Crossroads) and the International Women's club of South Limburg (International Women's Club of South Limburg). Both initiatives are not part of the Maastricht municipality, but joined efforts of the international community residing in the area. On the contrary in The Hague a separate section of city hall is dedicated to the international community. Besides this, The Hague is in close cooperation with the international community and offers several websites, magazines and events specifically aimed at expatriates in the region and in cooperation with other Dutch cities aimed at The Netherlands in general (Informatie, nieuws en netwerken, n.d.). One of the examples of cooperation between The Hague and other Dutch cities (in particular Amsterdam) is the magazine ACCESS (Johnson, 2009). The city has also provided a service called 'The Hague Greeter', which provides anyone interested with the chance to be shown around the city by a personal guide who speaks a foreign

language (*Welcome*, n.d.). This service provides the expatriates with a feeling of being welcome and part of the community.

2.1.3. SWOT analysis

The following SWOT analysis highlights and summarizes the internal and external aspects of the international position of Maastricht.

Table 2.1 SWOT Analyses

<u>Internal</u>		<u>External</u>	
Strengths	Weaknesses	Opportunities	Threats
Good Location, close proximity to European cities	Quite far from other Dutch cities	Easily accessible	Difficult to integrate
Beautiful City	Seen as aging city	Ability to interact with different cultures	Lack of occupational opportunities
Internationally recognized university	Competition with larger, closely situated European cities	Good reputation due to University	Limited contact with the municipality
Investment in the city and economy	Majority of Germans and Belgians, living in the city but working in their own country	Efforts made to welcome organizations	An expected decrease in immigrants
	Lack of information provided in different languages		Emigration of graduated students
	Lack of initiatives towards international community		

2.2. Policies

Maastricht has several policies of relevance to the international and expatriate community; the cities vision, reputation management/ city marketing and Maastricht Europe.

Maastricht's vision for 2030 was established in June 2005 and the first part was actualised in 2008 through the economical and demographical changes, which resulted in Maastricht forming a guaranteed robust future (*Stadsvisie*, n.d). A very important aspect of this vision is the concept 'international'. The city wants international recognition. 'As Europe's smallest metropolis' it wants to provide the international community with a homely feeling. Through offering a comfortable working and living environment Maastricht aims to facilitate the main objective of expatriates, to share their knowledge and experience.

Communication marketing is aimed at strengthening the right perception and image building of the city, in order to accomplish the 2030 goals. This whilst keeping central aspects of its current identity, such as being an impressive historical city due to its many monuments, wide range of shops, restaurants, café's, squares, markets and parks. Maastricht should expose the city's offering, such as getting more international organizations to settle in Maastricht, making sure that the city is easier accessible as well as, looking into the possibility of offering certain services in several languages, and hiring multilingual employees (Reputation management/ city marketing, n.d.).

Maastricht is without a doubt a truly European city and not just because of the Maastricht Treaty of 1992. Occasionally the city is referred to as the heart of Europe, due to its ideal location, and proximity to many of the big European cities such as Brussels, Berlin, Paris and Geneva. Maastricht wants to profile itself, internally to its own inhabitants as being a very European involved city and externally as being a main city within Europe. The city is doing this in cooperation with different institutions such as the university, practical college and the province; through organizing several events, congresses and symphonies which attract audiences and participants from all over Europe. An example of such an event is the annual TEFAF, The European Fine Art Foundation, which takes place in Maastricht's conference centre in March. The city explicitly mentions the expatriate community involvement in Maastricht becoming increasingly European (Maastricht Europa, n.d.).

The city is working with many more marketing communication policies. However these are aimed more towards the Dutch community and not specifically at the international community, thus less relevant for making Maastricht a destination for expatriates.

2.3. Strategies

Maastricht wants to make all of its citizens and future citizens including the expatriate community feel welcome. It is trying to advertise itself more in order to encourage an increasing number of international organizations to open an office there. With an increasing number of international organizations settling in Maastricht, the expatriate community will simultaneously increase. Maastricht has made several efforts to facilitate the move to Maastricht among which the

organization of events, translation of the municipality's website, the prospective opening of an expat desk and the hiring of a canvasser (Wanders, 2009).

Through policies such as Maastricht Europe, the city organizes several activities aimed at expatriates and knowledge workers (*Kenniseconomie*, n.d.). These activities include the forum which took place in April 2008, during which expatriates had the possibility to talk with, among others, representatives of the municipality and the representatives of the Maastricht University which plays an important role in the international community. With the increasing number of expatriates temporarily settling in Maastricht, the city wanted to organize this forum in order to see what the community expects from them and what they can do to facilitate living in Maastricht.

As part of making Maastricht a more accessible city, it has been working on making its website more accessible to all of its citizens. The website currently contains a large database of information about Maastricht, mainly provided in Dutch only. Translation has started in order to be able to provide all interested persons and organizations with the information. In the near future the whole website will be provided in both English as well as, Dutch. Next, in October 2009 the city is going to open an expatriate desk at the city hall located in the city centre, so that the international community is able to obtain much more information about living, learning and working in Maastricht.

The city has hired staff for specific projects to make Maastricht an expatriate destination. It has a canvasser whom is advertising Maastricht because of its central geographical location. The canvasser is responsible for attracting international organizations to Maastricht and promoting the city.

Maastricht is still in the early phases of strategizing specific methods to reach the expatriate community. The necessity of approaching the expatriate and international community in general has been recognized.

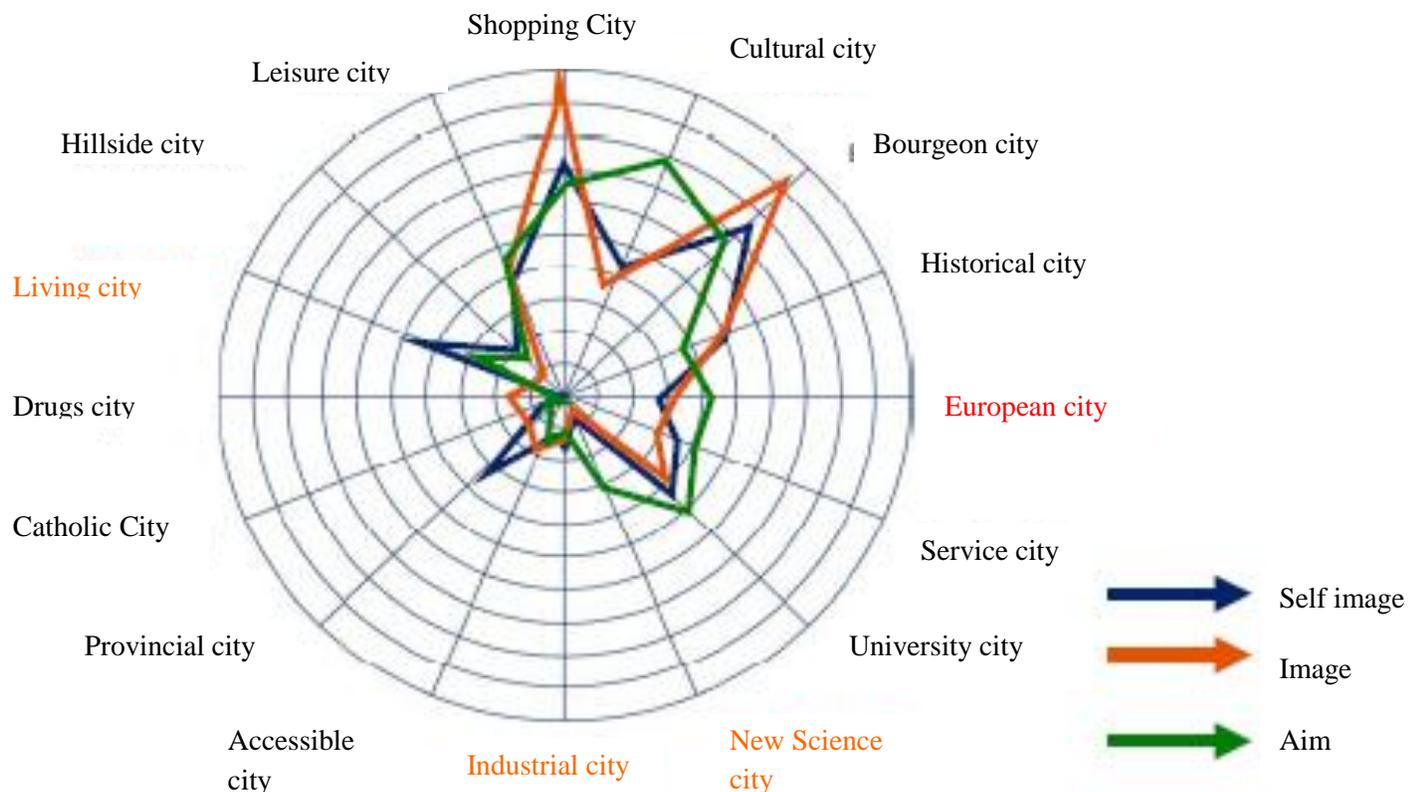
2.4. Perception of Maastricht

Maastricht is The Netherlands oldest city (Nijmegen of Maastricht oudste stad, 2009), and offers something for everyone, whether interested in sports, nature, art, culture or the culinary kitchen. The Mayor of Maastricht Mr. Leers states some important elements which make Maastricht

unique. Its relatively easy going life, which is referred to by the French as “joie de vivre”, as well as, that “the city greatly values its dynamic approach for the future, the high-quality education, international ambitions, the rolling rural countryside, and the rich cultural landscape which all together combined makes Maastricht a great place to live” (Leers, D. G., n.d.).

Currently, Maastricht is experiencing a mixed image. There are elements of the city which are very positive and a true asset, and there negative aspects, which form a negative image for Maastricht. In figure 2.2 there is a spider web of certain elements which the city is known or aiming for. The city finds being a European-, living-, new science- and industrial city important, but mainly aims to be a cultural city hence the importance of it becoming the European Cultural Capital of 2018. Currently the city sees itself as a shopping-, bourgeon-, living- and University City, as is its image, with emphasis put on shopping and bourgeon city.

Figure 2.2 Spider web of self-image, image and aimed image. (Gehrels, Munster, Duyesteyn & Knotter, 2005).



2.4.1. Among expatriates

Among expatriates Maastricht is seen as a charming international city due to the many different nationalities which reside there. It is found to offer a lot in respect to culture due to the many monuments and surroundings. They find it an intimate and relaxing city, due to the low crime rate, lack of aggression, and interesting visiting sites which it offers tourists and the expatriates. Additionally the quality of life is considered to be high (Witteveen- ter Meulen, 2008, p.2). Yet, there are also quite a few negative aspects to Maastricht, mainly the lack of integration and feeling of loneliness.

The city of Maastricht noted that there was a decline in its expatriates population and therefore asked a group of students from University College Maastricht to investigate the cause of this. The conclusion was made that there is rarely any integration with the locals. It also concluded that reality struggles with the image of Maastricht as a vibrant city, that Maastricht's position in the Meuse-Rhine Euroregion is in need of improvement and that the socio-economic situation needs to be strengthened (Piotrowska, 2008).

Although the students did not do specific research on, the expatriate community, it is likely that the expatriate community is also negatively impacted by the limited integration with the locals and the weak social economic situation, which results in fewer jobs for highly skilled workers. However the main expatriate problem which Maastricht is facing is that most of the expatriate assignments end due to difficulties which the spouse faces with housing, education and culture (Banach, 2009). Expatriates seem to find it difficult to get into contact with the 'Limburgers', as the Dutch tend to keep to themselves, and the fact that expatriates do not speak the language. This feeling of not being especially welcome, together with the lack of information aimed at the expatriate community makes the expatriate families feel rather isolated, especially for those that do not work and are not involved in 'local' social activities, where they are able to meet others who share their interest or with whom they have something in common. Expatriates also state that there is not enough recognition for the expatriate community among the Dutch (Brodin, 2009).

2.4.2. Among organizations/ companies

Maastricht hosts a number of business and organizations mainly in the fields of life science, call centres, shared services and the production industries. Some of these organizations are part of an international community or in the hands of foreigners. A few of the big foreign organizations who are represented in Maastricht are the European Journalism Centre, the European Centre for Development Policy Management, the European Fair Trade Association, the Mercedes-Benz Customer Assistance Centre, DSM, the headquarters of Vodafone, DHL, Boston Scientific and Merit Medical. For all organizations both the Dutch as well as, the foreign ones, Maastricht is ideal due to its proximity to other countries and cities, its stimulation of strengthening the economy and its cluster system, explained further on in this chapter.

Especially for the European orientated organizations Maastricht is ideal due to its proximity to Brussels, Geneva, Aachen, Paris and Luxembourg. The city has a good infrastructure with the rest of The Netherlands and with neighbouring countries. This proximity is a competitive advantage for Maastricht compared to other big cities in The Netherlands, such as The Hague and Amsterdam.

In the city vision of 2030, Maastricht also states that it aims to strengthen its economical situation; a strong economy will lead to a stronger Maastricht with more job offers, higher incomes, more participation in the society and a higher vitality for the city, as people tend to be happier when in a good economical situation (Economisch profile, n.d.). Maastricht has been investing money into its economy through stimulating more organizations to set up in Maastricht through facilitating the paper work and providing the guidance in finding a location and becoming part of a cluster (*Gemeente Maastricht*, n.d.); in turn these organizations can give back to Maastricht through providing new job opportunities among others.

To strengthen its position as an economic viable city, Maastricht is also making use of so-called cluster systems, i.e. concentration and cooperation of related companies and institutions. Through these clusters, Maastricht is able to offer organizations more and easier accessible connections and relations with others in their field. Maastricht is forming clusters in the creative industry, health and life sciences, high profile shops and is exploring possibilities into the ICT and financial sector (Speerpunten, n.d.)

Organizations seem to see Maastricht as a relatively good location for settlement. However Maastricht is not a major capital. It finds much competition with cities such as Brussels, Luxembourg and Paris, and even Amsterdam and The Hague. These cities all houses government institutions and embassies, which are of importance and relevance to international organizations.

2.4.3. Among international social clubs

Maastricht has several international social clubs; the International Women's club South Limburg, the International Playgroup and the Lions Club are the larger ones. There are also several smaller clubs, specifically aimed at target groups, such as the international theatre events and Global Culture nights. In Maastricht the international social clubs are often the means through which the expatriate community and than especially the spouses, who are unable to work, get in contact with each other. These social clubs provide the community with the support and help which they feel they do not get elsewhere. They have members from different nationalities, including Dutch, who are able to help those who do not speak the language.

These social clubs have been formed by the expatriate community itself. They are independent and do not receive aid from the city of Maastricht. These clubs would like more cooperation with the city, in providing more services and information not specifically for the clubs but for its members. An example of this is helping with the initial registration papers and administrative elements of moving to Maastricht (Witteveen- ter Meulen, 2008, p.16).

2.5. Expectations of tasks for which Maastricht is responsible

As Maastricht welcomes the expatriates, the international community and the international organization for which the expatriates work, they require certain services from the city. For the expatriates the city is expected to ease the transition from the previous location of residence to Maastricht and also to make the expatriates feel at home in Maastricht, through being welcomed and provided with the necessary information. The international organizations also have an expectation that the city offers a welcome to the expatriate families and facilitates the process of filling in the necessary paperwork for settlement in Maastricht.

2.5.1. Of the expatriates

Based on an interview done with expatriates, they generally expect that the local municipality reduces the amount of required paperwork in particular since the expatriates are only expected to

stay for a limited period of time. Currently the paperwork is not always provided in English which makes it even harder to supply the necessary information. This reduces the motivation of expats to come to work abroad; basically “it is not worth the effort” (anonymous interviewee, 2009).

Expatriates also expect the municipality of Maastricht to provide more basic information about such practical issues as public transportation, public facilities, a welcoming booklet with contact information of the city hall, the most important rules and regulations of Maastricht, and information about housing and schooling. Next, although the city has stated to be working on it, expatriates want to experience more hospitality and understanding. They now have the feeling that they are on their own, especially if also the organization does not provide the necessary and expected information. Another important element within the city’s responsibilities is to provide an expatriate service desk, where expatriates are able to get the necessary information in English. Having someone appointed to them, who has the same or a similar cultural background would be of use as well for the expatriates (Attallah, 2009). This could help the transition from the home country to Maastricht, and make the newcomers feel more accepted, welcomed and comfortable in Maastricht.

2.5.2. Of international organizations

Organizations expect Maastricht to welcome both them as well as, their employees. Maastricht has to be hospitable to their new citizens in order for the move for both the organization as well as, employees to be successful and worthwhile.

International organizations such as the European Journalism Centre hire a large number of expatriates, each of whom need to be registered and for whom several things need to be arranged, among which possibly housing and schooling. Some of the international organizations arrange a lot for their expatriate employees while others require the expatriate to do it themselves. For those organizations who arrange the move to Maastricht for the expatriate, they are at times able to make special arrangement with the local municipality in order to facilitate the registration of the expatriate. These arrangements make it easier and thus also less time and money consuming for the organization to assign an expatriate.

Those international organizations who are considering setting up an office in Maastricht also require the city's help. They need an information packet with the basic information about Maastricht, and about the rules and regulations of setting up a business in Maastricht.

3. Communication analysis

Communication plays a vital role in getting into contact with potential and current expatriates for Maastricht. In order for Maastricht to become a good destination for international organizations and expatriates to settle, the city has to open up towards the international community. Maastricht should communicate with all stakeholders who are in one way or another involved in Maastricht as expatriate destination. There is the primary target group with the expatriates themselves and their organizations and the secondary target group which is in close interaction or involvement with the expatriates. Each of these groups has their own intermediary and all of these groups together form an interconnected communication network, and an information climate.

3.1. Parties involved

The identified groups have a different influence on the ambition of Maastricht to become an attractive destination for expatriates. The primary target group is the direct group which exists of the expatriates, their accompanying family and their organizations (further extended expatriates). The secondary group is those with whom the expatriates are in regular contact with; the international social clubs, locals, international community in Maastricht, human resources departments of these organizations and international orientated market and there is a group which is of lesser significance and which has contact with the expatriates but is not influential enough on its own to be a determinant of whether Maastricht is an expatriate destination. This group exists of international schools, the international orientated shop, the province Limburg and other cities within The Netherlands with a large international community. Finally, there is the general broad internationally orientated group which include tourist offices and the media.

The most influential group which exists of the expatriates themselves, their family and their organizations, has the media as their main intermediary, not necessarily the newspapers and magazines but rather the information booklets, forums and internet, which is THE source of information for most. Internet is a dynamic intermediary; it frequently changes and gets updated by all kinds of information providers, e.g. the municipality, expatriates residing in Maastricht and social clubs. Internet is considered to be more or less reliable, depending on who provided the information. The internet is often, especially for the internationals who consider coming to Maastricht, the best way to reach them from a distance. For Maastricht intermediaries can be advantageous above contacting the potential expatriate directly, because the opinion of others can

be of significant influence when considering moving. The municipality promotes itself through mentioning positive aspects of Maastricht, but others sharing their own opinion give additional insights of Maastricht, making it more reliable. For Maastricht, internet is also an intermediary due to the forums and articles, which are published on internet, stating the different experiences and perceptions of the city. For the international organizations but especially for the international community, it is a challenge to interact directly with the municipality. Yet, through forums on which expatriate communicate among each other the municipality can take a stand back reading the comments which are published and act upon them if needed. For international organizations the internet provides a large amount of information about their potential competition and their market in Maastricht.

The second target group with locals, the international community in Maastricht, human resources departments of the organizations, the international social clubs, international schools, international orientated shop and international orientated market have the expatriates themselves as intermediary. This group obtains their information about the expatriates in Maastricht from the expatriates themselves, is thus a reliable source, as it is collected from the first hand sources. These intermediaries fill in the information themselves both actively, if intending on bringing the involved parties up to date on the situation and passively, if unconsciously mentioning their situation.

A more passive intermediary towards the expatriates is the interest groups which includes the province Limburg and other cities within The Netherlands with a large international community as well as, the tourist offices and the media. The distributing information is being filled in by the groups themselves. This group is made aware of the position of expatriates in Maastricht through several organizations welcoming new expatriates to Maastricht. With an increasing or decreasing number of expatriates coming to Maastricht the group is able to conclude that either Maastricht is doing well in regards to making expatriates feel at home or not at all. Although the positioning of Maastricht among expatriates can be a significant cause of an increase or decrease, it is not necessarily the main cause, especially not during an economical difficult period.

Although not by direct communication with each other, all of these stakeholders are somehow interconnected. All of the groups are able to exchange and distribute messages regarding

Maastricht being a destination for expatriates. The majority of the above mentioned groups tend to think along the same lines, Maastricht could become a destination for expatriates, but the city needs to do more to make this visible. Yet others such for example the locals, whom are said to be difficult to get in contact with, might not want Maastricht to become a destination for expatriates. The expatriates themselves form an important intermediary, who needs to be kept up-to-date in order to be able to effectively interact with the other parties, actively taking in the information they intend to. The HR department listens to the expatriates themselves before listening to what the municipality has to say about the feeling of belonging among expatriates, and the locals choose to listen to the media more then they would choose to listen to the international orientated market in regards to what efforts have been made by the municipality concerning expatriates.

All of the involved parties are included in the information climate of obtaining and sharing information. Yet, the one who needs to be informed and inform the most is the influential group; the expatriates and organizations. This group is the one closest to the topic of Maastricht being an expatriate destination and therefore most appropriate for informing the others. The information which they receive and send out is however not relevant to each of the involved group. It is therefore important to define what is and what is not of relevance for each of the groups and investigate what the expected information search behaviour is. Expatriates and the international social clubs are likely to search for news on initiatives for welcoming expatriates themselves, therefore the need for actively offering them the information is smaller than it is for the locals, who actively need to be feed the relevant information in the best tailored way for them.

3.2. The importance of city marketing

City marketing is a strategy which is based on the realization that a local community should try to base its position and development on its own efforts, through initiating a marketing centred policy, in an open competition relation with other cities and regions (Buursink, 1991, p. 29). The first elements which a city marketing plan requires is the organization of a planning group which is made up of citizens, business people, and local and regional government officials. This validates the importance of collaboration between the public and private sector and the need to involve all stakeholders in shaping a place's future (p.35). Thus through citymarketing Maastricht in cooperation with the locals, international community, expatriates and all organizations, should

place itself on the map of being an expatriate destination, a European, living and knowledge city and a cultural capital.

Expatriates generally reside in a country only for a limited period of time, long enough to bring across (and obtain) new skills and knowledge on how best to face a problem or issue. They have the best practices from different locations (Minbaeva & Michailova, 2004). The constant relocation makes them vulnerable to feeling as if they stand on their own, even with family joining them. Therefore, having a sense of belong is very important, through being involved in the city marketing policy of Maastricht, the expatriates will not only feel welcomed but the city will also profit with the expatriates connections through spreading the word of Maastricht around the world.

4. Communication goals

Changing Maastricht image among its citizens and the surroundings as the knowledge, living and cultural city by 2030 requires it to define its communication goals. These goals would include: making the citizens aware of Maastricht's city vision for 2030; to increase the feeling of belonging of all citizens so that they will choose to stay rather than move elsewhere; to increase the name recognition of Maastricht in the world; and to make Maastricht known as a good location for organizations and their expatriates to settle.

Maastricht needs to work on communication in several areas: on internally, externally and marketing bases. To increase the name recognition of Maastricht would belong to the external communication area. To increase the feeling of belonging and making the citizens aware of Maastricht's city vision for 2030 would be internal communication. Marketing communication would be making Maastricht known as an international city and expatriate destination. The main communication goal for Maastricht is to gain popularity among its citizens and surroundings. Through communication Maastricht needs to achieve recognition for ongoing projects and future projects which the city is organizing to become internationally recognized.

5. Target group analysis

The international city of Maastricht hostess several different interest groups as described in the former chapter, which need to be considered in order to determine how the city of Maastricht can profile itself as an expatriate destination through city and marketing communication. Each of these target groups is a direct or indirect stakeholder, though not all need to be addressed with the same priority, urgency, feasibility and accessibility. Neither do they all have the same communication objective which needs to be considered.

5.1. Target groups

From an influence perspective the different stakeholders can be divided into two main groups, the primary target groups which include the expatriates, their family, organization, international community and international social clubs. This group is the main target; through communicating effectively with them the main barrier to the becoming an expatriate destination has been passed. To get the maximum effect this group needs to be approached as soon as possible. The secondary target group consists of the media, locals, international orientated market and international facilities. This group can have a significant indirect influence, but arguably its impact on the short term is not as high as the primary target group.

The primary target group is thus the main priority. If they can be (made) aware of the intentions of Maastricht, the problem of limited recognition as an expatriate destination could be solved for the largest part. Within the primary target group the expatriates and their family are the most important followed by the organizations, international community and international social clubs. As for the urgency of the target groups, due to problem requiring the use of interactive policy formation which entails communication at several points in time starting with the formation of the of the policy, the primary target group should be communicated with in the short term. Regarding the feasibility of reaching the target groups, this is good. A change in the image of Maastricht is positive for everyone involved even those locals who do not appreciate more expatriates, because their city will gain more recognition hence tourism and accordingly a higher income. The accessibility of all target groups is not the same. Expatriates could be hard to reach especially due to uncertainty in the number of expatriates residing in Maastricht; organizations would have to be used as intermediaries. The language barrier also makes the accessibility a difficulty, not all expatriates and families speak English, and accordingly, the international community and

international social clubs would have to act as intermediaries, due to the many different cultures represented in these. Within the expatriate target group there is a further division, the expatriates who already reside in Maastricht, the easiest group to reach, the potential expatriates which need to be reached while outside of the Netherlands, and the expatriates who do not work for a specific organization, but are for example consultants, thus might not be able to be reached through the organization, and instead need to be approached personally.

Each of the target groups can be described individually based on characteristics and attributes of the group. The expatriate target group consists of individuals whom resides abroad due to having been asked or having volunteered to work for a company (or organization) abroad, for a limited period of time, and who have specific expertise or skill and are most likely to be in knowledge intensive industries or situations and their family. Expatriates can originate from all parts of the world, be of all ages applicable for having a profession and work in any field and some expatriates choose/have the opportunity to take their family with them on the assignment abroad. Some organizations see the expatriates and their families as one, the organization provides either services for both the expatriates and those who accompany them, or provides no service. Other organizations choose to only provide service to the expatriates and not to their family. Whether seeing the expatriate group and their family as one or not, the size of the group is small enough to be approached personally through the company/organization for which they work. To approach them by mass media could be interpreted as disinterest in the thoughts of the group, approaching them personally gives them a welcoming feeling. The majority of the target group is not aware of the fact that Maastricht is trying to make the city an expatriate destination and hence requires the municipality to explain the city vision for 2030 and the policies which have been designed to accomplish this goal. Expatriates stated to especially in the beginning find it hard to feel at comfort in Maastricht, and would like the city to do something about this. Due to time and motivational constraints, expatriates do not have much confidence in the municipality to change this, in the limited period that they are there, thus do not solve the problem in cooperation with the municipality, but instead make efforts among the international community. Expatriates tend to look for and to some degree expect information through the organization who send them to Maastricht and the families tend to look for information through networks they might be involved in and mass media, such as internet.

Those organizations which hire expatriates tend to be in foreign hands but not exclusively, generally expatriates could share their experiences and expertise in any organization whether Dutch or not and in every sector if there is a demand for it. This target group is not homogeneous, it can be differentiated based on the in which hands the organization is, Dutch or foreign and in which sector. Within Maastricht there are 125 international organizations (Wanders, 2009), together with the Dutch organizations who hire expatriates, this is a rather large target group which can be approached either personally or through mass media. All organizations want to use their resources to their best use, whether profit or non profit orientated. The organizations are likely to be aware of the 2030 city vision, because it includes making Maastricht an economically secure and internationally recognized city, and being economically secure is of interest to organizations. For an organization to open an office they have to be approved by the city, thus they are aware of Maastricht as information sender, but need to be informed on the policies and strategies of the city. Though the organizations are interested in a secure future for themselves which could involve having to hire expatriates to bring new knowledge to the office, it is not necessary for them to be interested in the future for expatriates in Maastricht. Through the organizations cooperating with Maastricht, can gain knowledge on what needs to be done to make it an expatriate destination. This cooperation would also be positive for the organization, as expatriates and their family would be happier to stay and be happier in staying in Maastricht in general, and a happier expatriate makes a better employee. The organizations are generally part of a cluster or unity of organizations, which communicate and interact among each other, so through being able to reach one of them, they could pass on the information to others. The sources of information used by them are the internet, newsletters and personal communication, nonetheless, the information has to be given to them for the most part.

The final target group the international social clubs consists of mainly spouses of expatriates and spouses of those whom work who are part of the international community, there are several international social clubs in Maastricht, and three big ones are the International Women's club South Limburg, Crossroads and the International Playgroups. These social clubs have regular meetings and organize events through which the international community of Maastricht can interact. These clubs were initiated by the international community themselves and have as aim to welcome all those who enter Maastricht. There are relatively few international social clubs, usually interconnected one way or another, communicating between each other and with their

members through newsletters, forums, websites and magazines. The social clubs are the intermediaries for reaching the expatriates and should be reached personally, each of the clubs individually, because they are all based on other ideas and aims. The target group could be aware of the aim of Maastricht, but should still be approached to clarify and so that the municipality can formally introduce itself, even if the clubs are aware of the municipalities existence. Social clubs give the community the opportunity to share their experiences and thoughts, thus they are aware of the problem which expatriates face in Maastricht, and open to solutions. Though the clubs might look for information on Maastricht efforts for expatriates themselves, out of courtesy the city should provide them with the appropriate information in English, as one of the problems which the expatriates face with the city is a linguistically one.

5.2. Objectives per target group

Each of the above mentioned target groups have their own objective, but only that of the two main target groups will be discussed, and the general objective for all is that Maastricht becomes an expatriate destination. The expatriates want Maastricht to become an expatriate destination, in order to facilitate their life in Maastricht, to become an expatriate destination Maastricht has to welcome the expatriates and provide them with the services which they expect prior to and during their limited period of time residing in the city. The international organizations want Maastricht to become more international, to improve their business.

5.2.1. International community/ expatriates

The primary target group, the expatriates in Maastricht want to feel welcomed and at comfort when residing in Maastricht. At this point this is not always the case, especially being welcomed, because they find the integration with locals difficult. Through the city considering the opinion of expatriates in order to change its reputation among international organizations and their international employees, the city will be able to realize its objectives.

Increase awareness of the city vision of 2030, within 3 years among all citizens and 80 per cent of the expatriates. This is a knowledge based objectives, which changes the perception of the city, if realized. Through being aware of the vision, expatriates feel part of the society and involved in the community, and may potentially make efforts in order to have Maastricht realize this aim, through joining the city marketing committee which is partially responsible for realising this. Due

to expatriates constantly moving a time limit has been set for 3 years and target aim for how many individuals to reach for 80 per cent.

Increase awareness of incentives made by the city for expatriates, within 1 year among 90 per cent of the expatriates. This is also a knowledge objective, which would change the perception which expatriates have concerning their importance for the city. Through being aware of the efforts, expatriates will know that they are not forgotten by the city and will be able to provide guidance, if they believe that the city is not doing the right thing although it has the intentions. Once more due to the temporary residence of the expatriate, a time limit has been set for 1 year among 90 per cent, because, expatriates could firstly be made aware of these incentives upon arrival in Maastricht, and additionally later on after having settled.

The next objective is one of behaviours, increase willingness of expatriates to move to Maastricht within 10 years among 50 per cent of expatriates intending on moving there. Becoming an expatriate destination signifies that the city has to attract as many expatriates as possible to temporarily settle in Maastricht. Due to expatriates residing in another country for a specific reason, Maastricht is not able to reach the entire worlds expatriate community, thus it has to focus on those who are potential expatriates moving to Maastricht. A 10 year time frame has been set, as the number of expatriates settling in a city will slowly increase with the success of expatriate experiences with the company and the expatriates themselves. A percentage of 50 has been decided upon, because the city being an expatriate destination is not the only element of importance for deciding whether to move or not.

The final objective is attitude based Increase willingness to cooperate with the municipality, to come up with new ideas, within 5 years among 60 per cent of the expatriates. With the cooperation of the expatriates the municipality is able to gain first hand knowledge on the expectations and needs of expatriates in their city. The process of involving the expatriate community is a long one which requires the expatriates to gain confidence in the intentions of the city. Next, due to the expatriates residing in Maastricht for a limited period of time, they might not be as interested as the international community which intends to settle in Maastricht permanently, to cooperate with the city making it an expatriate destination, thus the aim is to get 60 per cent of the expatriates within 5 years to be willing to cooperate.

5.2.2. Organizations

The secondary target group which is the organization want Maastricht to make the process of hiring and helping the expatriates settle easier through aid from and cooperation with the city. Maastricht however, in turn wants to realize its behavioural objective of an increase in the number of organizations which intend upon settling in Maastricht, in order to strengthen its image as an industrial and economically strong city. The aim of getting 75 percent of those organizations which are considering setting up an office in Maastricht is feasible, especially in the time frame of 5 years, during which Maastricht can promote its organization orientated policies further.

The next objective is knowledge based, Maastricht needs to promote the efforts it has made in facilitating those organizations which have already settled or which are considering settling in Maastricht. This is of importance, because it shows how important Maastricht considers the organizations to be. A time limit has been set of 3 years, because it this is a matter of marketing the city's efforts for organizations, the frame work has already been established, it is now a matter of bringing it into the open. A target of 80 percent is to be reached, because all organizations already settled in Maastricht should be aware of these, but the potential organizations first need to be reached, which could be a challenge in some cases.

Table 5.1 Objectives per target group

Target group	Objectives
Expatriates	<ul style="list-style-type: none"> ➤ Increase awareness of the city vision of 2030, within 3 years among all citizens and 80 per cent of the expatriates. (knowledge) ➤ Increase awareness of incentives made by the city for expatriates, within 1 year among 90 per cent of the expatriates. (knowledge) ➤ Increase willingness of expatriates to move to Maastricht within 10 years among 50 per cent of expatriates intending on moving there. (Behaviour) ➤ Increase willingness to cooperate with the municipality, to come up with new ideas, within 5 years among 60 per cent of the expatriates. (attitude)
Organizations	<ul style="list-style-type: none"> ➤ Increase the number of organization to set up in Maastricht within 5 years among 75 per cent of those organizations considering setting up an office in Maastricht. (behaviour) ➤ Increase knowledge of efforts made by Maastricht to potential businesses and the already settled organizations within 3 years among 80 per cent of all potential Maastricht organizations. (knowledge)

6. Communication strategy

For each objective mentioned in the previous chapter a different strategy to accomplish this has been formed. The key idea behind the strategy is formed through the communication approach, the positioning of Maastricht, the central theme behind Maastricht as an expatriate destination and the message per target group. Furthermore, the strategy is formulated through the communication instruments used.

6.1. The main idea

To reach the primary target group Maastricht should use an indirect approach and a direct approach for the secondary target group through a dialogue acting pro-actively, staying very open and using a personal style. Due to city vision being a project lasting several years, a life cycle phase approach with parallel communication is of importance. Maastricht needs to position itself as an international city and expatriate destination, within the city itself, The Netherlands and abroad, with informational and transformational positioning. The central theme for Maastricht is being international. The message for the primary target group is; Maastricht is an international destination for expatriates. For the secondary target group the message is; Maastricht is an international city which welcomes everyone.

The accessibility of the expatriates is limited unless Maastricht is able to find out precisely how many expatriates reside in the city. Even then, the indirect approach using the organizations which the expatriates work for or the international social clubs as intermediaries would be most effective, they are in regular contact with and are trusted by the expatriates. For the secondary target groups the direct approach is sufficient as this group is easier reached and more feels a closer connection to the city. Maastricht needs to have an open and personal dialogue with each of its target groups, it needs to inform and be informed. Maastricht needs to generate trust among all of its citizens and organizations housed, through listening and taking their opinion in consideration. Maastricht has to take the first steps towards approaching the target groups, act pro-actively, it should not have a wait-and-see attitude, it needs to promote itself and should not wait until questions are asked. In correlation with the interactive policy formation the city's vision requires a life cycle phase approach, the project takes place over several years and the target groups need to be involved and made aware of the developments from beginning to end. Through parallel communication Maastricht communicates with all the target groups at the same level

without a hierarchal tone of voice. Using informational on why Maastricht is an appropriate expatriate destination and transformational positioning, branding Maastricht, the central theme of Maastricht becoming an international recognized city can be realised.

6.2. Communication tools

For Maastricht to promote their message of being an international city and a destination for expatriates, it has to use a communication mix of instruments.

Maastricht should use advertising through direct marketing in the city, The Netherlands and abroad. Using promotion campaigns, the organization of events, free publicity Maastricht can market itself as that which it stands for. Promotional campaigns could refer to television or magazine ads, with a very short text describing what differentiates Maastricht from other cities. The organization of events is something which the city has already commenced, event such as The European Fine Art Foundation, the Christmas market, the fair and the international book week. These events are generally for everyone, and not limited to the citizens of Maastricht or the Dutch, international guests are actually encouraged to come, due to the international image supplied. Free publicity includes but is not limited to local newspapers and trade magazine aimed at International organizations considering settling in the province of Limburg. Sponsorship is too an option, the city could sponsor events which attract an international crowd and are of interest to different target groups. The main category of events which should be considered for sponsoring are cultural events, especially before the 2018 European Cultural Capital elections. Sponsoring profiles Maastricht as a city which cares about cultural aspects and about its people. Maastricht can sponsor through donating money in order to have an event take place or it could offer a service or location for the event to take place. In

Table 6.1 Message and instrument per target group

<u>Target Groups</u>	<u>Message</u>	<u>Instruments</u>
Expatriates	<ul style="list-style-type: none"> ➤ Maastricht is an international destination for expatriates ➤ Maastricht is hospitable for everyone 	<ul style="list-style-type: none"> ➤ Direct mail ➤ Commercial ➤ Magazine
Organizations	<ul style="list-style-type: none"> ➤ Maastricht is open all organizations 	<ul style="list-style-type: none"> ➤ Website ➤ Commercial ➤ Business meetings
International social clubs	<ul style="list-style-type: none"> ➤ Through cooperation the city wants to reach the international community 	<ul style="list-style-type: none"> ➤ Sponsorship ➤ Organization of activities ➤ Magazine

7. Organization

To accomplish the communication goals through the strategies aimed at the target groups explained in earlier chapter, a plan for execution is designed. This includes the human, financial and time aspects as well as, the procedure of the plan. At several stages of the communication process the plan needs to be evaluated in order to see if it is successful and if not which changes need to be made to still be effective.

7.1. Implementing

The city marketing plan entails using the instruments mentioned in the previous chapter, during a specific period of time and frequency. These instruments are used to bring across the messages aimed at the target groups and are being coordinated through several departments of the municipality of Maastricht.

For the expatriates the message has to be brought across through direct mail and a magazine at the end of December and beginning of August, as this is the time when most expatriates arrive. This is especially the case for those expatriates who bring their family with children along with them, as it is the end and or beginning of an academic school year, and has to be provided in cooperation with the communications department of the city. The commercial is an instrument which can be used on a more frequent basis, through providing it on a quarterly basis, the city is sure to reach the new expatriates shortly after their arrival, even if they arrived during the year. It should be provided by the marketing department of the city, as this is a promotional instrument.

The organizations message is brought across through the municipality's website, commercials and business meetings between the city and the organization. The website should start advertising its message on the website, from now of on and should keep it there continuously, updating it whenever new developments are made. The message on the website should be a project which the marketing department coordinates, as it knows how to most efficiently bring across the message to the organizations. The commercial which the marketing department also coordinates, could be distributed through the internet, as this message is aimed a specific target group, and not everyone in Maastricht is interested in what Maastricht has to offer organizations, unlike what the city has to offer the international community, which is of more relevance to all.

The final and most important instrument for reaching the organizations is through business meetings. During these meetings, Maastricht is able to personally approach the organizations and provide any information or services necessary. These meetings should be coordinated by the logistics department of the city, as they are most involved in satisfying the needs of the organizations. Dependable upon the needs of the organization, several meetings can be planned, but the city should start with an introduction, during which the two parties get acquainted with each other, so that further correspondence will easily be made.

For the international social clubs which are more of a intermediary than a real target group the instruments involve sponsorships for events or project, coordinated by the fundraising department of the city, and should be managed on a annual basis, suggesting that the sponsorship plans are made in January, so that the city and the clubs get a good overview of what is going to take place for the expatriate community each year. Along with the sponsorship, the city should also organize events for the expatriates, these events can range from meetings to get together's. These events should preferably take place several times a year, especially the smaller events, so that expatriates have regular opportunities to get in contact with the municipalities, so that the distance between the two groups can disappear.

Another instrument which is to be used for reaching the international social clubs is the use of a magazine. This magazine which is to be published and distributed among all of the international social clubs should be published four times a year, like the magazine ACCESS in The Hague and Amsterdam is being published, this way it is able to provide information concerning upcoming events and remain interesting to read.

Table 7.1 Implementation of messages

<u>Target Groups</u>	<u>Instruments</u>	<u>Time</u>	<u>Frequency per year</u>	<u>Co-ordination</u>
Expatriates	<ul style="list-style-type: none"> ➤ Direct mail ➤ Commercial ➤ Magazine 	<ul style="list-style-type: none"> ➤ End of December and beginning of August ➤ Beginning January, March, June, September ➤ Beginning January and September 	<ul style="list-style-type: none"> ➤ 2 x ➤ 4 x ➤ 2 x 	<ul style="list-style-type: none"> ➤ Communication department ➤ Marketing department ➤ Communication department
Organizations	<ul style="list-style-type: none"> ➤ Website ➤ Commercial ➤ Business meetings 	<ul style="list-style-type: none"> ➤ May onwards ➤ Early September and early January ➤ January onwards 	<ul style="list-style-type: none"> ➤ Continuous ➤ 2 x ➤ Continuously 	<ul style="list-style-type: none"> ➤ Marketing department ➤ Marketing department ➤ Logistics department
International social clubs	<ul style="list-style-type: none"> ➤ Sponsorship ➤ Organization of activities ➤ Magazine 	<ul style="list-style-type: none"> ➤ January onwards ➤ December, January, June, September ➤ Spring, Summer, Autumn, Winter 	<ul style="list-style-type: none"> ➤ 4 x ➤ 4 x 	<ul style="list-style-type: none"> ➤ Fundraising department ➤ Events organization ➤ Communication department

7.2. Evaluating

This communication plan should be evaluated after 5 years, this provides the necessary time to see if any changes have occurred in the perception of Maastricht especially among the expatriate community, but even locals stating that Maastricht has become more of an expatriate destination would demonstrate a positive result of the plan. The best methods for evaluating would be for the city to organize an event during which the expatriates have the chance to meet with representatives of Maastricht and discuss the situation for expatriates. As stated, expatriates reside in a city for a limited period of time, thus it is unlikely that the expatriates who have stated their dissatisfaction with the city today, will still be able to be reached for their opinion in five years. However, the ‘new’ expatriates stating their general satisfaction or dissatisfaction would provide the necessary feedback to form a conclusion, of the success of the plan.

7.3. Recommendations

- Maastricht should offer the expatriates who have just arrived in the city, a special service which facilitates the relocation. This service is to include providing a preparation package with a manual with the basic facts and figures of the city. It should also provide a guide which facilitates the process of finding housing, schooling and possibly work for accompanying spouses through advising them of where to look and how. Maastricht is now forcing the expatriates and their families to be very self-reliant which is difficult in a new environment especially if one does not speak the language and does not know where to look. This service should be provided by the prospective expatriate desk which is to open at the town hall.

- Maastricht should look into more ways through which they can reach the target groups. Though, direct communication is best, for example through mailing or occasions organized by the municipality during which the different parties have the occasion to meet. The city should look into other opportunities other than the organizations for which the expatriates work and the social clubs. Suggestions would be through international market orientated facilities, for example the (international) schools which expatriate children might attend or the international (orientated) media. Maastricht demonstrating that they do make effort to reach the expatriate community, shows interest which will be appreciated.

- Maastricht, first needs to do physiographic and lifestyle research into its target group: the expatriate and international community, the organizations which hire expatriate and the international social clubs. Maastricht has to determine which communication tools to use and how to do so, based on the data gathered on aspects such as age, profession and nationality, for the communication marketing to be most efficient.

- Maastricht has to use corporate image research to gather information on what the image of Maastricht is among the expatriate community and the social clubs, as well as, to get an impression of the expectations from the expatriates and the organizations, in regards to what the municipality should do and how. At this point in time, the city image among expatriates is based upon suggestions and opinions of a small portion of the expatriate community. The city should do further research into it, to see what is really expected of them, before taking any further steps.

Maastricht has to do good preparation in order to reach the expatriate community and those who are linked to them as efficiently as possible.

➤ Maastricht should look into (further) cooperation with international social clubs which form intermediaries for reaching the expatriate and international community. Through effective communication with these clubs, expatriates are able to be reached, for the reason that the clubs are the place where expatriates find the guidance and comfort they miss from the Dutch and the city. This cooperation facilitates any future initiatives which Maastricht wants to take concerning expatriates.

8. Conclusion

Based upon extensive research, Maastricht is able to become an expatriate destination through usage of city marketing and marketing communication. Using city marketing, Maastricht has to get attention within the region, The Netherlands, Europe and the world, for that which makes it unique from other cities; being able to offer something of interest for every individual. Using marketing communication, Maastricht has to make the efforts concerning the expatriate and international community, more transparent and make its citizens whether Dutch or not aware of these initiatives. Maastricht should use both city marketing as well as marketing communication to bring across its city vision for 2030 and its aim of becoming the European Cultural Capital of 2018.

As one of the big cities in The Netherlands which is very international, mainly due to its central location within Europe, accordingly, the large number of international and/or internationally orientated organization hosted in the city; Maastricht is easily accessible to the expatriate and international community. As part of its city vision for 2030, the city wants to transform its image of being an old, boring city into being a vibrant international knowledge, cultural and living city. This city vision can be emphasized by the expatriates who live in the city demonstrating that is an international knowledge and living city, welcoming all.

Expatriates who currently live in Maastricht state to be experiencing difficulties with feeling too self-reliant, unwelcome and not at ease. Although Maastricht has taken initiatives to overcome the feelings amongst the expatriates, these efforts have not been transparent; the expatriate community and locals in Maastricht are unaware of the efforts. Through using marketing communication, the city can inform its target groups of its policies and strategies; which consist of the informative evenings organized, the translation of the city's website and the prospective opening of an expatriate desk at the town hall. Unlike several large and internationally known cities within The Netherlands, Maastricht does not have a good city marketing policy. Using city marketing Maastricht is able to bring attention to the city. Maastricht has a rich history and offers something for everyone whether they enjoy nature, culture, art or shopping. Maastricht is due to its central location also advantageous for organization to settle. Additionally, Maastricht facilitates doing business through the business clusters which have been set up, which encourage

doing business amongst several fields; its proximity to European institutions accommodates cross cultural business agreements and the municipality also offers guidance in establishing the business in the city, through helping with finding a good office location; and facilitating the necessary administrative components.

Organizations often prepare the expatriates for the move from one country to another; however, the local municipalities are expected to facilitate the integration for both the organization and the expatriate. This preparation does not always extend to any family members who might join the expatriate on their assignment abroad; therefore the family members who travel along are of even greater need for service and assistance settling and integrating in Maastricht, by the municipality. Taking the time and initiative to do research into what is expected and how from the expatriates, organizations and international social clubs demonstrates interest in the community. As a consequence of this shown interest, confidence and trust in the city grow, facilitating future cooperation. Through cooperation, accomplishing goals such as the city vision of 2030 and Maastricht becoming the European Cultural Capital of 2018, is easier.

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Appendix 1

Transcript of email interview with Maastricht Municipality representative

Geachte heer Dassen,

Mijn naam is Yanday Keppel en ik ben een student e van de de opleiding Hogere Europese Beroepen Opleiding op de Haagse Hogeschool in Den Haag, ik zit momenteel in mijn laatste jaar van de opleiding en ben bezig met het schrijven van mijn scriptie. Als onderdeel van mijn opleiding ben ik nu bezig met stage lopen bij de Universiteit Maastricht op exact te zijn, bij de Maastricht Graduate School of Governance, te kapoenstraat.

Als scriptie onderwerp heb ik voor het expatriate leven in Maastricht gekozen, en als centrale vraag heb ik : how can the city of Maastricht profile itself as an expatriate destination through city and marketing communication?. Ik heb voor dit onderwerp gekozen omdat ik gedurende de maanden dat ik hier ben, heb gezien dat er veel expatriates in Maastricht wonen, maar via websites heb vernomen dat er vrij weinig speciaal op heb gericht is, qua informatie bronnen over het leven hier in Maastricht.

Ik heb via de website van de Gemeente van Maastricht vernomen dat u de contact persoon bent voor het reputatie en citymarketing beleid van de stad, daarom zou ik het heel erg waarderen als u een aantal vragen zou kunnen beantwoorden, betreft de pogingen die de Gemeente van Maastricht doet om de stad zo aantrekkelijk mogelijk voor expatriates te maken.

Indien u een kopie van mijn eind scriptie zou willen hebben, geef ik u die graag.

1. Heeft de Gemeente van Maastricht op dit moment een speciaal beleid gericht op expatriates of de international gemeenschap in Maastricht?
2. Indien ja, wat houdt dit beleid in?
3. In de stadsvisie van 2030, staat dat Maastricht een internationale kennisstad, woonstad en cultuurstad wilt worden, houdt dit in dat men ook meer internationale organisaties en hun werknemers naar Maastricht wilt brengen? En hoe wilt de stad dit bereiken?
4. Heeft de stad een algemene reputatiemanagement programma of communiceerd de stad op verschillende manieren met bijvoorbeeld nederlandse en buitenlandse bedrijven, nederlandse inwoners en de internationale gemeenschap en expatrites?
5. Wat houdt de citymarketing van Maastricht in om het doel van 2030 te bereiken?

Ik waardeer uw hulp ontzettend, bij voorbaat dank,

Met vriendelijke groet,

Yanday Keppel

Appendix 2

Transcript of email Interview with expatriates

Dear Mr. /Ms,

My name is Yanday Keppel. I am a student, currently in my final year of the bachelor degree in European Studies and Communication Management at The Hague University of European Studies, The Netherlands.

As part of the degree I am to write a thesis on a communication subject and I have chosen to research how a city can profile itself as an expatriate destination through city and marketing communication.

I am sending you this email, in order to ask for your support. I would greatly appreciate it, if you were willing to answer a few questions, which would provide me with very useful information on the opinion of expatriates regarding 'what cities and companies need to do in order to facilitate the move from one country to another'.

Any answer you are willing and able to give will definitely help me greatly.

I thank you in advance, with kind regards,

Yanday Keppel

Please note that I will treat all information you will supply as completely confidential. My thesis will be anonymous, I will not refer to any name unless you explicitly approve in writing.

-
1. Nationality :
 2. Company (please also read as Organization) :
 3. Country of Residence + length in years :
 4. Other countries lived + length in years :
 5. Spouse or children who have joined you abroad?
 6. How long have you been working as an expatriate and for which companies?
 - Most recent assignment :
 - Earlier assignments :
 7. Have you lived in a country during your period as an expatriate of which you did not speak nor understand the language?
 8. Did your company provide you with any information about the country before your departure?
 9. Did/ do those who accompanied you, learn the language:

10. Did the company arrange all official matters for you, or did you also have to do things yourself?
11. Did you receive any form of pre-departure preparation? : Yes (if so, please answer following questions) or No
- What form did this take?
 - Did you find it relevant and useful?
 - Was the pre-departure preparation extended to those who accompanied you?
12. What are your expectations regarding what the local municipality should do in order to facilitate your stay?
- -
 -
 -
 -
13. What were the main issues that you felt were difficult in the adjustment process?
- -
 - How did you overcome these?
 - How did this impact on your adjustment process?
 - Which role did your partner play in helping you overcome these difficulties
 - Which role did your company play in helping you overcome these difficulties?
 - Which role did the municipality play in helping you overcome these difficulties?

14. If you had the opportunity again, would you agree on another international assignment? Yes

15. Overall, how satisfied were you with the method in which the international assignment was managed?: Very satisfied; Satisfied; Neutral; Not satisfied; Very unsatisfied

16. What do you think should have been done differently?

17. Please feel free to add any comments; I might have missed to ask above: