



# CITY MARKETING OF THE HAGUE

How to attract more French young adults

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## Executive Summary

The purpose of this dissertation conducted at The Hague University of Applied Sciences (THUAS), is to determine how to attract more French young adults to The Hague based on the city marketing theory.

In order to answer this question, different research methods were chosen such as qualitative and quantitative research methods. For the theoretical framework the city marketing theory of Kavaratzis and some supporting elements of other professors who are experts in this field of marketing were used. Furthermore, the Business Model Canvas was used to create the value proposition and the customer profile of the target group. For getting a good picture of the marketing process an interview with Hilde Gloudemans, team leader Marketing & Communications and marketeer, of The Hague Marketing Bureau (THMB) has been conducted to discover its marketing processes. Additionally, interviews with five French exchange students at THUAS have taken place in order to understand their opinion of The Hague. Finally, a questionnaire to verify the credibility of the theory of Kavaratzis has been made and used to fill in the customer profile.

The research showed that most of Kavaratzis its city marketing theory can be confirmed as the respondents of the questionnaire agreed to the majority of its aspects. Moreover, the five French exchange students would recommend going to The Hague either to study or for a city trip. The two things these youngsters missed in the city were the lack of discount entry fees for students and bigger nightclubs. Additionally, these five persons would welcome a special travel arrangement to go to Rotterdam, Leiden, and Delft. Finally, THMB is not really focusing on the French market anymore due to lack of growth.

This led to the conclusion that there is not a perfect fit yet between The Hague and French young adults. As a result, it is recommended for THMB to focus more on the French youth, create special travel arrangements or even cultural arrangements as well as gain more social media presence, and lastly, keep focussing on promoting the beach resort Scheveningen.

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## Chapter 1: Introduction

The Hague is one of the biggest cities in The Netherlands and is also known as its political and legal capital. The Dutch parliament is located in this city, as are several European legal bodies, such as Europol and the International Court of Justice. However, tourists are not aware of the fact that beside Amsterdam, there are many other great Dutch cities to visit. For instance, The Hague is only 50 minutes by train from Amsterdam Central Station and only 30 minutes from Schiphol Airport.

In 2015, the municipality of The Hague has made a city marketing plan for 2020 to attract more (inter)national tourist to the city. The municipality of the Hague believes that the city should not focus on a single aspect as it has far more to offer. It wants to create a diverse brand that could attract several target groups. The main elements The Hague wants to be known for is being the one and only international city of peace and justice as well as a city nearby the sea that has a royal allure to it. Some supporting elements the municipality wants to showcase are its status of the policy centre of The Netherlands, and the valuable businesses and organisations in town. The key message the municipality wants to get across is that The Hague has the whole package. According to the municipality, The Hague is the only major Dutch city with a beach. One of the goals is to strengthen The Hague its image, one of the desires is to create a marketing campaign presenting a city appealing to (inter)national youth and young professionals (The Municipality of The Hague, 2015).

As a result, The Hague & Partners has been founded, which consists of three organisations. These are: (i) the Hague Business Agency, focusing on attracting (inter)national businesses; (ii) the Hague Convention Bureau, which main goal is to invite congresses to take place in the city; (iii) the Hague Marketing Bureau, the official promotional organisation aiming to attract national and international visitors. The focus groups of the plan are (inter)national tourists, students, and young and creative professionals.

The scope of this research paper has been defined by choosing one European city namely The Hague and the sole representative organisation promoting the city, the Hague Marketing Bureau. Therefore, it is necessary to know what this organisation currently is doing to attract

tourist to The Hague. Half of the paper is based on the city marketing theory, the other on the value proposition. The objective is to determine how to attract more French young adults to The Hague based on city marketing theory. The research reported in this paper is based on four sub-questions:

Sub-questions:

- a. What is city marketing?
- b. What is the target group?
- c. What does the target group think of the Hague?
- d. What is The Hague doing?

## Chapter 2: Theoretical framework

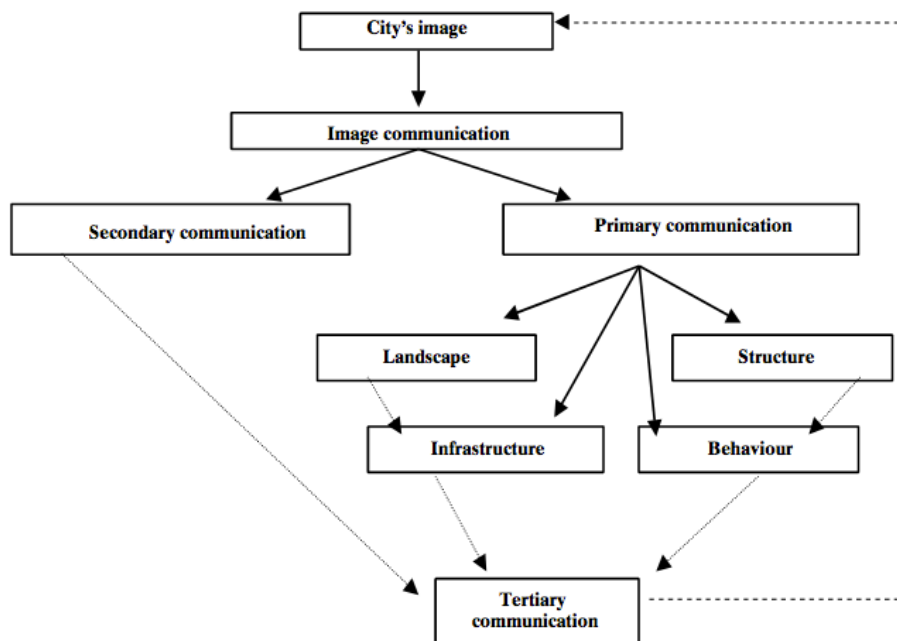
This chapter deals with the theory of city marketing, which is based on the value proposition and the image of the city. Branding, needed to uphold one's image, is an essential part of city marketing, but both concepts are not equivalent (Braun, 2008, pp. 35, 36). City marketing is divided into three types of communication namely, primary, secondary, and tertiary communication (Kavaratzis, 2004). Furthermore, the concept of the value proposition will be explained in this chapter as it helps to understand what The Hague has to offer as a city. Additionally, the customer profile is needed to create a profile of the target group namely, the French young adults.

### City marketing

City marketing is quite complex because many factors need to be considered; it is a mixture of the value proposition and the city its image. The image of the city links the real observation of a city and its perception by tourists, which is more subjective. Tourist perception is based on branding that is needed to obtain a certain image of the city. This term has been first used in The Netherlands during research in Apeldoorn in 1981 according to Dr. Peelen (Braun, 2008, p. 29). Some professionals consider the “post-modern consumer culture”, where the city its brand is an indispensable part in the creation of identity. Furthermore, the key to profitable branding is to build a connection with its consumers as this will result in a combination of the needs of the consumers and the city its values and aspirations. However, in order to be successful, the city must decide on a certain image it wants to portray and to whom this image is going to be targeted to (Kotler, 2002). Once the brand of the city satisfies its needs of the consumer, the city will obtain a distinct position (Kavaratzis, 2004).

Everything that is part of the city its identity such as of what it consists, what occurs in it, and what is done by the city, conveys a certain image. This image of a city is delivered through three different forms of communication namely, primary, secondary, and tertiary.

Figure 1. City marketing by Kavaratzis



**a. Primary communication:**

This form of communication is divided into four sub-categories.

- ⇒ *Landscape strategies*: entail the decision-making processes regarding design of the city, including its public spaces and green spaces, as well as its architecture. According to E. Braun, a Dutch lecturer specialized in city marketing at Erasmus University Rotterdam, visitors take into consideration the city its design before visiting it as well as what kind of accommodations the city has to offer, where these are located and for what price. (Braun, 2008, p. 57). A study has shown that city attractions are important because they brand the city. For instance, no one would ever return from Paris without a picture with the Eiffel tower (Melović, Mitrović, & Đokaj, 2017).
- ⇒ *Infrastructure projects*: concern improving the infrastructure of city by innovating and creating special features to its infrastructure. Thus, such projects consider the accessibility of a city its infrastructure as well as the presence of certain accommodations like cultural centres and conference buildings. Lectures at the Montenegro University agree that a city should make it as easy as possible for a tourist to move around (Melović, Mitrović, & Đokaj, 2017). According to Bonita M. Kolb, an American cultural marketing lecturer at Nashville Community Education, Tennessee, USA, the presence of such cultural institutions is a very important asset

for a city as this will attract the “cultural tourist”. This type of visitor wants to discover the history of the city and share their experience with family and friends back home (Kolb, 2005). Steven V. Ward, a professor of planning history at Oxford Brookes University, USA, also agrees with Kolb that culture is indispensable when marketing a city (Ward, 2005, pp. 16-17).

⇒ *Administrative and organizational structure*: consist of the performance and development of the municipality governing the structure of the city. The organizational structure is a major factor in the identity of city.

⇒ *Behaviour*: involves the conduct of many parties such as the leaders and the stakeholders of the city in activities as strategy or financial aid. Additionally, all forms of services provided by the city for instance sport, cultural and leisure events and, festivals are vital ingredients too (Kavaratzis, 2004). Prof Kolb agrees that cultural events and festivals are yet again essential-motivation for tourists to visit a certain city (Kolb, 2005). A case study on the Barcelona Olympic Games has shown that before the games we held the city did not have a beach. However, because the city produced and highlighted new things, visitors of the Olympics also noticed these new aspects. Till this day, Barcelona is still a much-visited city (Melović, Mitrović, & Đokaj, 2017).

#### **b. Secondary communication:**

This entails what the city communicates to the world, which is completely based on marketing strategies such as advertisement, public relations, the usage of a logo and graphic design. All of these elements are based on one element of the value proposition namely, promotion. Nevertheless, the difficult aspect of this type of communication is that anything the city transfers to the outside world needs to be in line with its reality as well as with the perception by its consumers.

#### **c. Tertiary communication:**

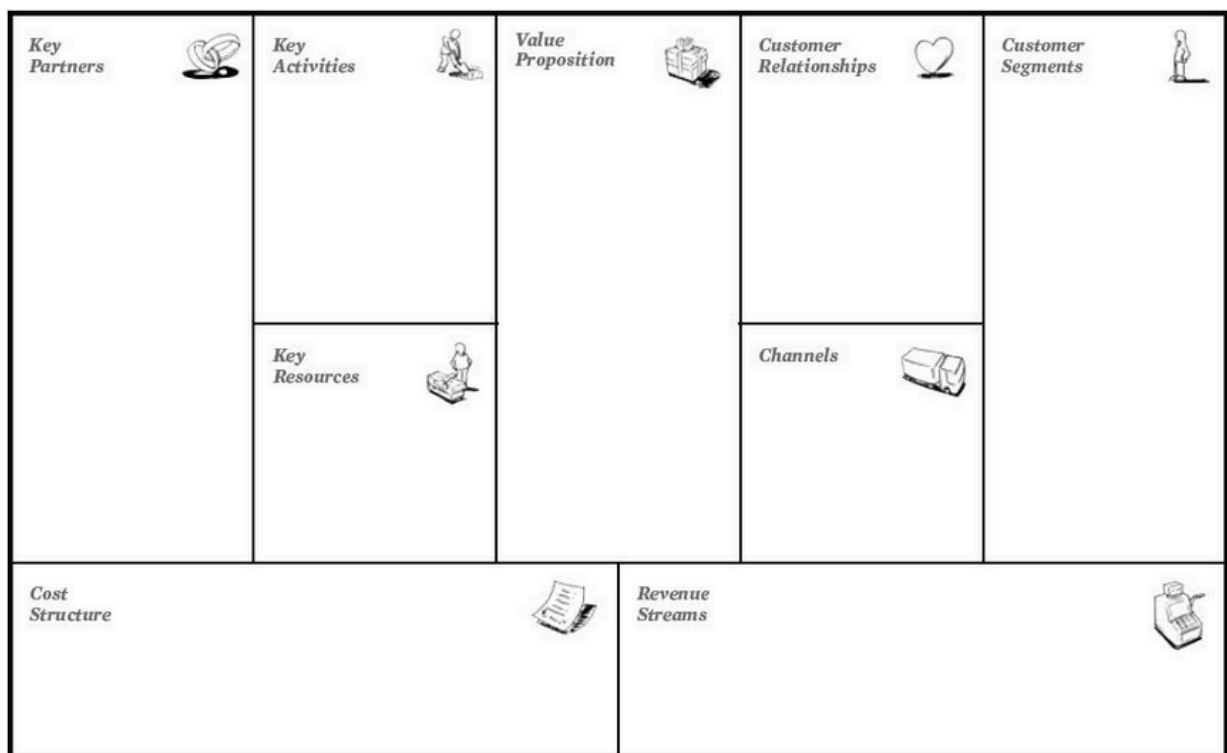
This involves word of mouth communication either through the media, its consumers or its competitors on which marketers, thus, do not have any influence. According to Schiffman and Wisenbilt the word of mouth communication is a very powerful tool as in some cases it has more effect than promotional messages (Schiffman & Wisenbilt,



2015, pp. 248-252). Therefore, the primary and secondary communication forms are prerequisites for this last form of communication. Consequently, creating and emphasizing positive tertiary communication should, ideally, be based on successful primary and secondary communication (Kavaratzis, 2004).

## The Business Model Canvas

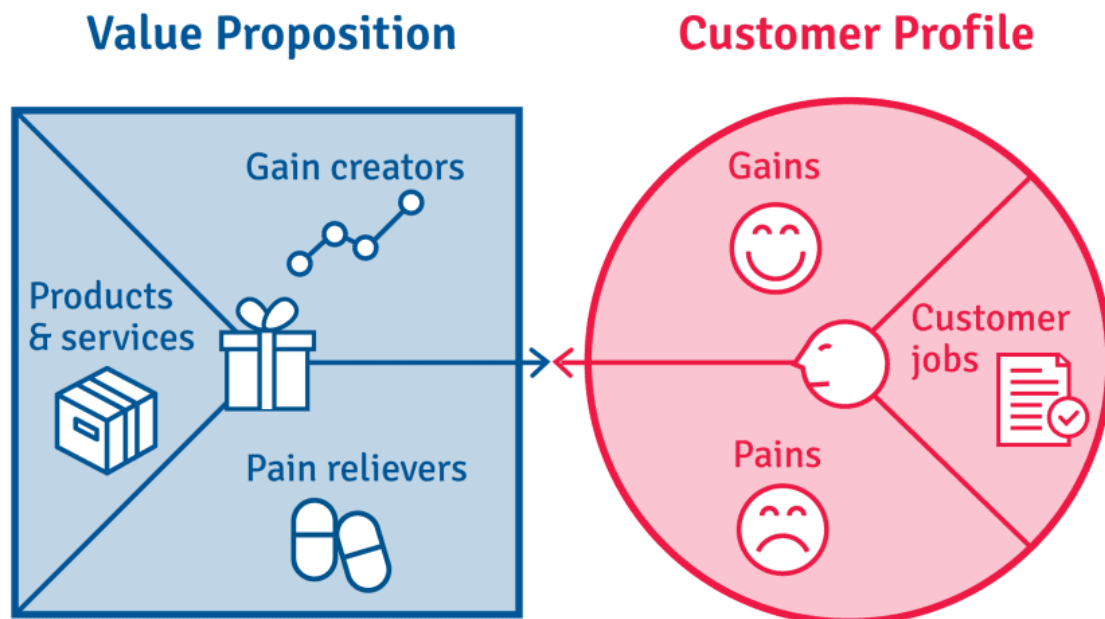
Figure 2. Business Model Canvas (North Forward, 2016)



The business canvas model will be used as it provides a great overview on how to capture value. This model has several categories such as key partners, key activities, key resources, cost structure, revenue streams, value proposition, customer relationships, channels, and customer segments (Osterwalder A. , Pigneur, Bernarda, & Smith, 2014, pp. 16, 17). This research paper is going to focus on the value proposition as that particular part is going to explain what the city of The Hague has to offer its customers. Additionally, the value proposition is also going into depth on who the French young adults are. The customer profile and the value map, together, form the value proposition.

## Value proposition

Figure 3. Value proposition (UX Studio, 2019)



## Customer profile

A customer profile is divided into three segments namely, jobs, gains, and pains. Customer jobs are subdivided into three types. The first one is *functional jobs* which entails that a certain task needs to be executed or a problem needs to be resolved, for instance, book a flight, write a review, go shopping, search where to stay, search for the right destination, or look for different types of activities. The second type is *social jobs* which means that customers wish to be regarded in a particular way by people, for example to look adventurous or to be perceived as smart, to look as if they have fun, seen as relaxed, or to look happy. The last type is *personal or emotional jobs*, which involves customers searching for a distinct emotional condition, such as feeling relaxed, feeling happy, feeling excited, or feeling fulfilled. Not all customer jobs have the same significance attached to them. Some might be less important because the customer cares less about that job in comparison to other jobs.

Furthermore, customer pains are negative feelings or thoughts when performing the customer jobs. Three types of customer pains are identified in this section of the customer profile. The

first one is *unwelcome problems, traits, and outcomes*, for instance the disliking of the environment of the hotel, the traffic in the city centre, a dirty hotel room, or unfriendly locals. The second type is *obstacles* which means that there is a barrier that withheld the customer to perform certain tasks, such as a cancelled flight, a double-booked hotel room, sickness, or lack of money. The third one is *risks* which involves the notion that things potentially could go wrong, for example what if the photos of the hotel room on the web site are nicer than in reality, possible political unrest, or closure of a museum for maintenance.

Moreover, customer gains are the advantages and result customers wish to have. There are four types of customer gains. The first one being *required gains* which means that they are necessary, for instance a guest in a hotel expects that the room has a bed, bathroom, toilet, and closet. Additionally, other required gains could be, like good infrastructure enabling to move around easily, museums to visit, or many great boutiques. The second type is *expected gains* which involves the basic expectation regarding a solution, for example, in a hotel, guests expect the personnel to be polite. Or a traveler to a warmer country expects the weather to be better. The third type is *desired gains* which entails what customers would like to have as extras, such as free shampoos and shower gels in the hotel room, or good restaurants serving tasty food. The last type is *unexpected gain* which are advantages customers did not even think about but do enjoy, such as a sports facility or swimming pool in the hotel, or that it is warm in The Netherlands (Osterwalder A. , Pigneur, Bernarda, & Smith, 2014, pp. 12-25).

### The value map

The value map is divided into three categories namely, products and services, pain relievers, and gain creators. The first, products and services, category, which can be a mix of both, includes items varying from tangible to intangible as well as financial and/or digital. The second category is the pain relievers defining how products and/or services relieve customers from their pains. Gain creators, the last category, explains how products and/or services can meet the expectations of customers. Fit has been achieved when customers are enthusiastic about the created value proposition. This happens when the value proposition relieves the biggest pains and creates fundamental gains that customers care for (Osterwalder A. , Pigneur, Bernarda, & Smith, 2014, pp. 28-43).

## Template

Categories	Variables	Examples	Questions	Ranking
<b>Customer profile</b>	General	Gender	What is your gender?	
		Occupation	What is your current occupation?	
	Interests	Leisure	What are you interested in?	
			What do you like to do for fun?	
	Decision-making	Word-of-mouth	What factors influence your decision when choosing a city?	
	City trip	Duration	For how many days would you go on a city trip for?	
		Budget	What would be your budget for this duration of a city trip?	
		Activities	What kind of activities would you like to do during a city trip?	
	Nature	Sea	On a scale of 1 to 5, how important is a good shopping experience?	1 - 5
			On a scale of 1 to 5, how likely would you go to the beach if a city has one?	1 - 5
		Forest/park	If a city would have a beach would that influence your decision when choosing a destination?	
			On a scale of 1 to 5, how likely would you go to a forest / park if a city has one?	1 - 5
<b>City marketing</b>	Landscapes	Green spaces	On a scale of 1 to 5, how important are green spaces in city for you?	1 - 5
		Architecture	On a scale of 1 to 5, how important is architecture for you?	1 - 5
			On a scale of 1 to 5, how likely would you take a photo of buildings with yourself?	1 - 5
		Public spaces	On a scale of 1 to 5, how essential do you find public spaces?	1 - 5

	City design	On a scale of 1 to 5, how valuable is the design of a city to you?	1 – 5
Infrastructure	Public transport	On a scale of 1 to 5, how crucial is having good public transport in a city?	1 - 5
	Airport	On a scale of 1 to 5, how important is an airport that is well located?	1 - 5
External communication	Advertisements	Does the advertisement of the city influence your decision to visit a certain city?	1 – 5
	Public relations	Are the city its public relations an essential factor for you?	1 – 5
	Graphic design	Do you think that visually pleasing advertisements are (more) effective?	1 – 5
Word-of-mouth	Competitors	Can you name cities that have a beach next to the city? If so, which one(s)?	

## Chapter 3: Methodology

The central question of this research is what the city of The Hague has to do to attract more French young adults. This question was addressed by doing desk research on the methodology, complemented by field research. Answers to this central theme of the research will be found through analyses of four sub-questions, the responses of the questionnaire, short interviews with a number of French youngsters living in The Hague, and, finally, an interview with an expert of The Hague Marketing Bureau on this topic.

### **a. What is city marketing?**

This sub-question will be answered in the theoretical framework section using the study of Michalis Kavaratzis, a former researcher of the University of Groningen, currently Associate Professor at the University of Leicester, UK. Kavaratzis explains very clearly that city marketing is a mix of marketing tools and an element of the city (Kavaratzis, 2004). The city marketing model by Kavaratzis, is extremely important to this research paper since it will create a clear image regarding what city marketing entails. Moreover, Kolb's 2005 research on city marketing confirms that cultural elements are needed when marketing a city since it gives more in-depth memories to share. Furthermore, Braun recognizes the quality of a city its design, which is also stated in Kavaratzis' research.

### **b. What is the target group?**

To understand who belongs to the target group, understand their behaviour and their decision-making process, a questionnaire will be needed to gather quantitative data. There are around 400,000 French persons between the ages of 18 and 25 (Statista, 2019). 80 French young adults have filled in the survey, which means that there is an 80% confidence level with a 7% margin of error according to SurveyMonkey (SurveyMonkey, n.d.). The questionnaire needs to contain questions regarding the price range, and duration of a city trip, preferred activities in a city, important aspects of a city, acquaintance with other cities with beaches, and the daily life of respondents at home. One part of the questionnaire will contain information about the customer profile to fill in correctly and the other part will examine if the city marketing theory of Kavaratzis is accurate. Some of the answers might be included in the customer profile if necessary.

**c. What does the target group think of the Hague?**

To answer this sub-question field research is the only type of investigation that could provide answers to this question. Interviewing French students on exchange at The Hague University of Applied Sciences and currently living in The Hague, could give a clearer picture regarding their opinion of the city. It is better to conduct the interviews after the target group has spent a few months in town, which enables getting to know the city better. Consequently, answers will be more reliable as the students will have had more time to form their opinion. Questions such as how these French youngsters would describe The Hague, what they are missing, and if they would recommend the city, would be essential to understand their overall view of The Hague. The customer profile will be mostly based on these interviews and is likely to give a deeper understanding of the French young adults and their opinion of The Hague (Osterwalder A. , Pigneur, Bernarda, & Smith, 2014, pp. 12-25).

**d. What is The Hague Marketing Bureau doing?**

To answer this sub-question field research will be needed, and an interview with a representative of the The Hague Marketing Bureau was planned in order to understand its activities. Questions regarding the image of The Hague; the target group; marketing campaigns; on which countries THMB is focusing; and how many French people visit The Hague need to be asked to one of the marketeers at THMB. Additionally, it is necessary to know what activities the bureau organises around promoting The Hague as well as what marketing campaign they have done in the past focused on France. This is fundamental to obtain a clear view of what THMB is doing or failing to do to put The Hague on the map. Furthermore, the value map will be filled in to find out what The Hague has to offer to please the French young adults. When combining the customer profile and the value map, the most important answers will be provided in the Business Model Canvas (Osterwalder A. , Pigneur, Bernarda, & Smith, 2014, pp. 28-43).

## Limitations

One of the limitations of this research is that the target group only comprises French nationals between 18 and 25 years old. However, including all age groups would make the study too exhaustive for the current, limited objective. There are not many personas to be found based on the questionnaire because most of the participating French young adults live in the same region.

Originally, the goal was to have 100 participants in the questionnaire because I was aiming at a confidence level of 80% with a 6% margin of error according to SurveyMonkey. A confidence level of 80% would mean that a certain answer is 80% correct. A margin of error signifies to what extent one can say that the sample size is the actual opinion of the whole target group. The smaller the percentage, the closer the answer of the sample size of to the whole target group. However, only 80 French young adults filled in the questionnaire, as a result the margin of error is 7% with an 80% confidence level (SurveyMonkey, n.d.).

Additionally, of the 80 respondents 70 were students, which means it does not represent the opinion of the working class aged between the 18 and 25. This especially influenced the results about the budget because if there were more people gaining a salary that could have resulted in another average budget persons would be willing to spend during a city trip. Naturally, this is a limitation of the questionnaire made and used for this dissertation. Likewise, all the French interviewees for chapter five are students which again will only display the opinion of what French students think about The Hague.

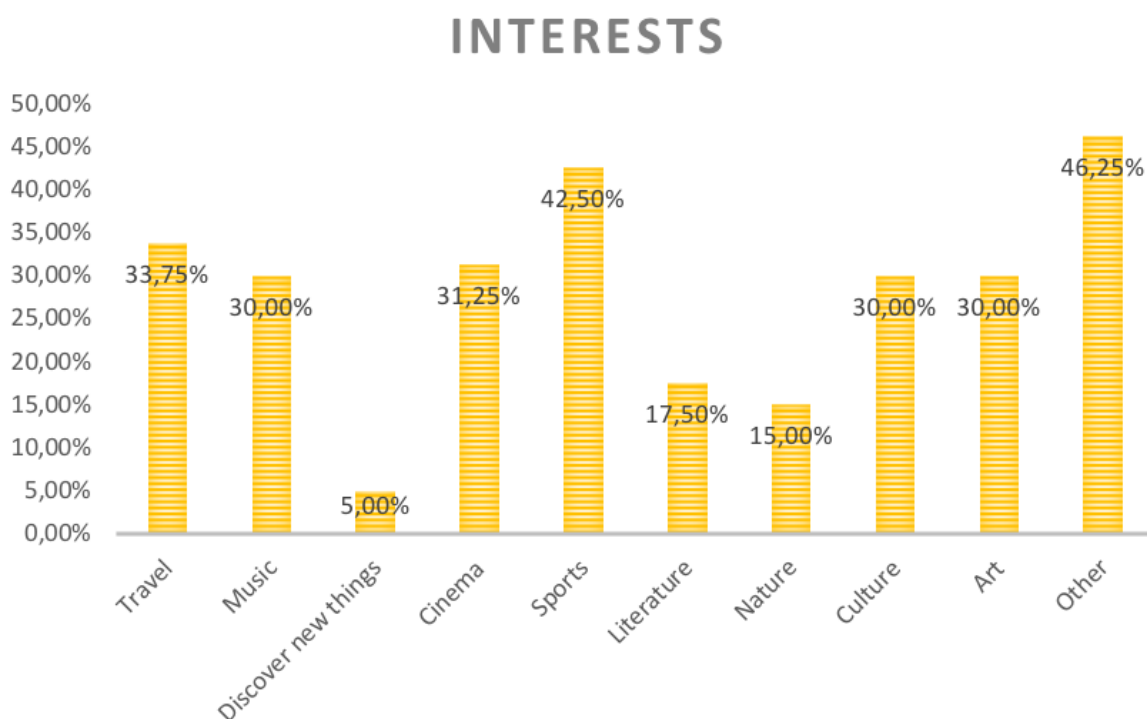


## Chapter 4: What is the target group?

This questionnaire has been designed to confirm the city marketing theory of Kavaratzis and has been filled in by 80 French young adults, between 18 and 25 years old. Gender wise the respondents form an equilibrated group (55%, female; 45% male), but the overwhelming majority (87.5%) is a student and only a very small minority are employed and working full time. The answers of all respondents are given in the Annex and only the most relevant results will be mentioned in this chapter.

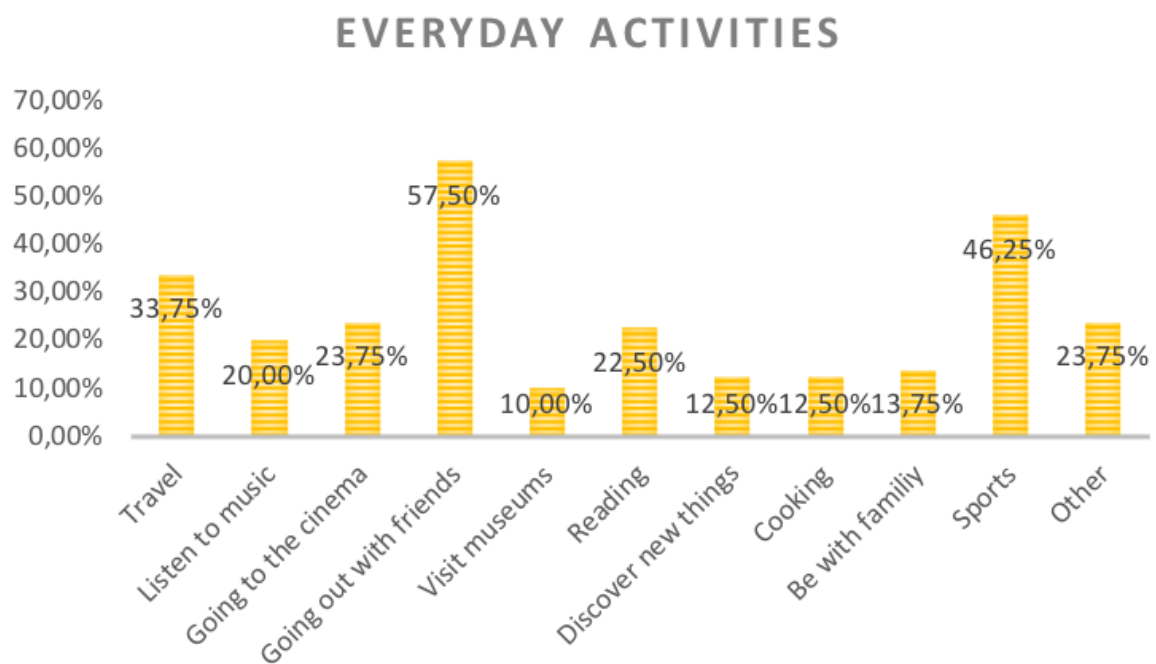
In graph 1, the interests of the target group are shown. Almost half of the respondents has a big interest in sports, whereas about a third indicates that culture, art, travel, music, and/or cinema also holds their attention. But only a small minority is interested in nature, literature, and discovering new things. Some of the other areas of interest, like history, environment, gaming, and science, were not mentioned enough, and were therefore grouped in the category “other”. The persons who have filled in the questionnaire mentioned on average three to four interests in this question.

Graph 1



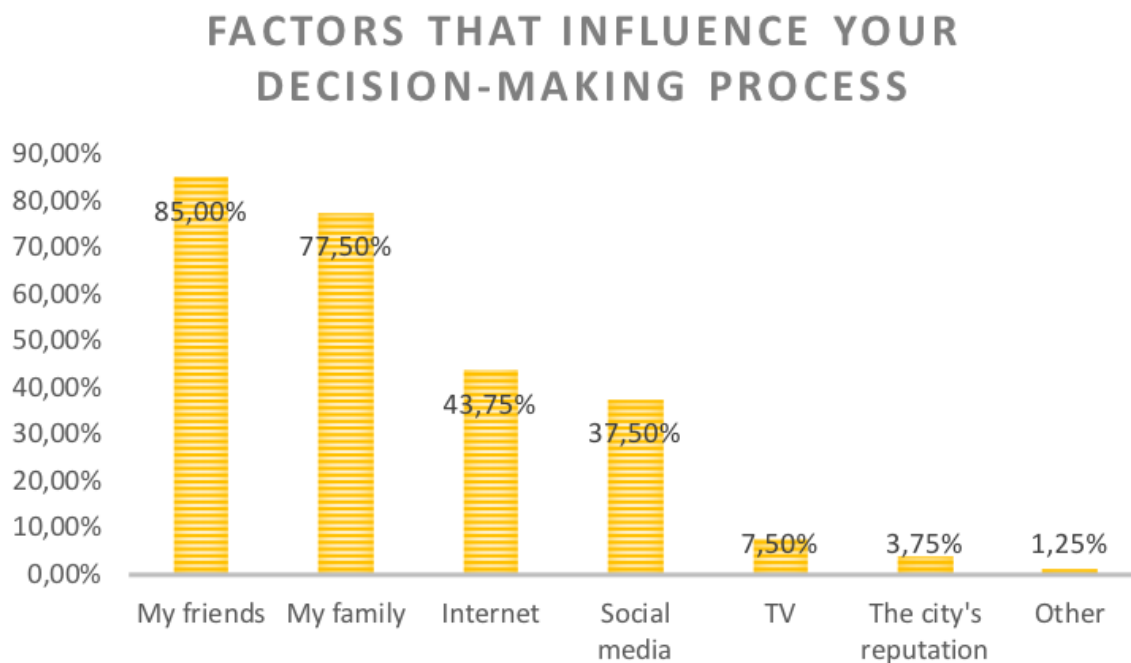
Some of the preferred everyday activities of the French young adults is to go out with friends, and have fun together. Similarly, graph 2 shows that 46.25% enjoys being active, some specified that they liked horse-riding or football. Other fairly popular activities are going to the cinema, listening to music, and travelling. Some also like to cook and be with their family. Also indicated were shopping, videogaming, motorcycle riding, museum visits, and go clubbing. Respondents high-lighted on average three activities in this question.

Graph 2



The two most important factors influencing this target groups' decision-making process regarding a city trip are their friends and family. As shown in graph 3, less than half of those responding believe that Internet and social media are influential factors. However, TV and a city its reputation can be considered a non-influential factor for this target group. On average, those answering this question came up with three to four factors.

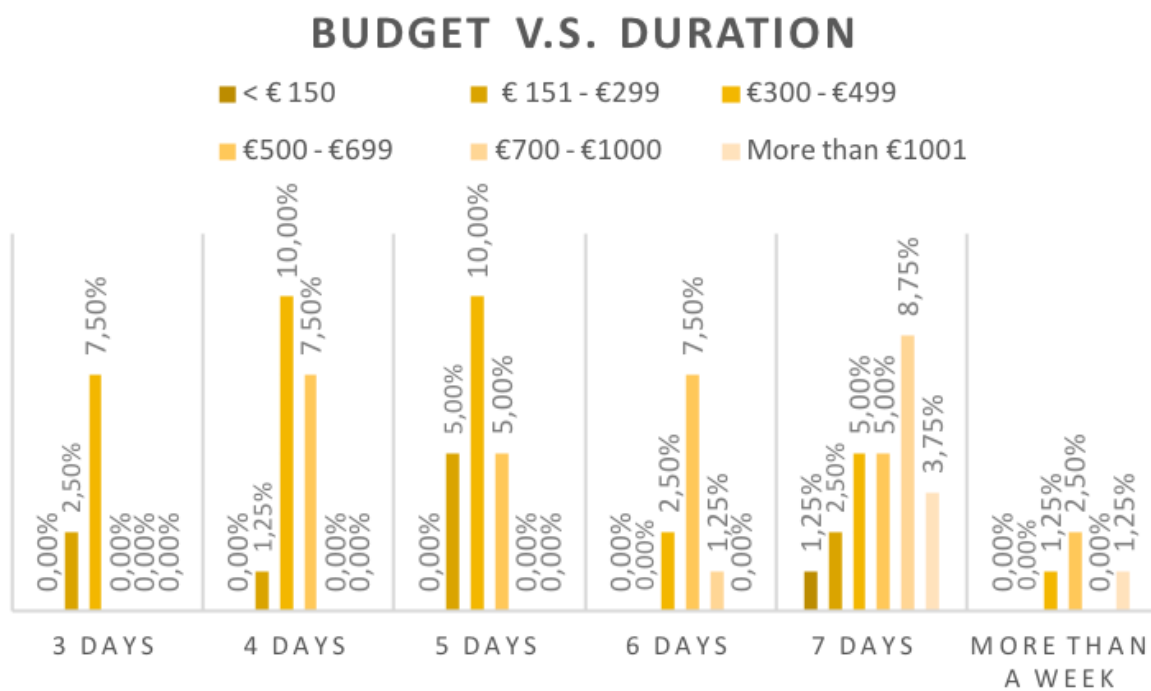
Graph 3



The ideal duration of a city trip is rather evenly spread out, namely 38.5% would go six to seven days, whereas another 42.5% would prefer a stay of four to five days. There is only a small minority in favour of a trip lasting three days, on the one hand, or more than a week, on the other. Furthermore, regarding the question about their desired budget for the number for days respondents would want to spent, 36.25% indicated a range of €300 to €499, and 27.5% a sum from €500 to €699.

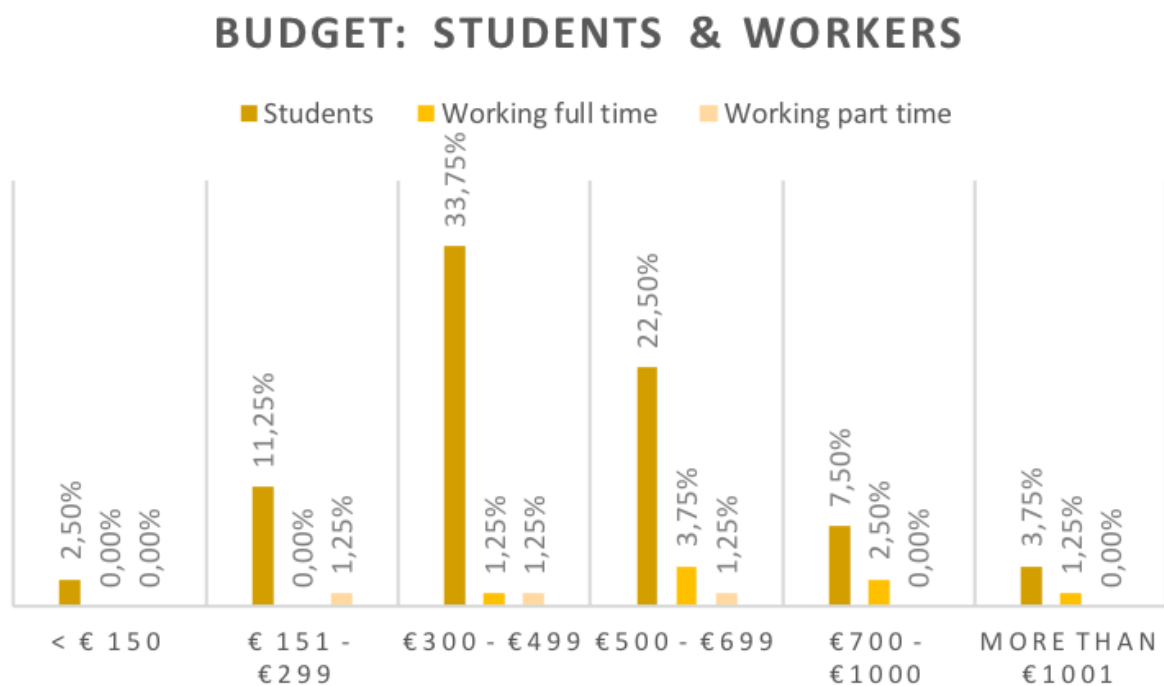
Graph 4 combines the answers to the questions about preferred length of stay and ideal budget. As four, five and seven days are the number of days the target group favours for a city trip, it would be practical to calculate the average preferred budget for these days. Firstly, for four days the average is €468.33; for five days the average is €556.25; for seven days the average is €677.34. The calculations arriving at these averages can be found the Annex.

Graph 4



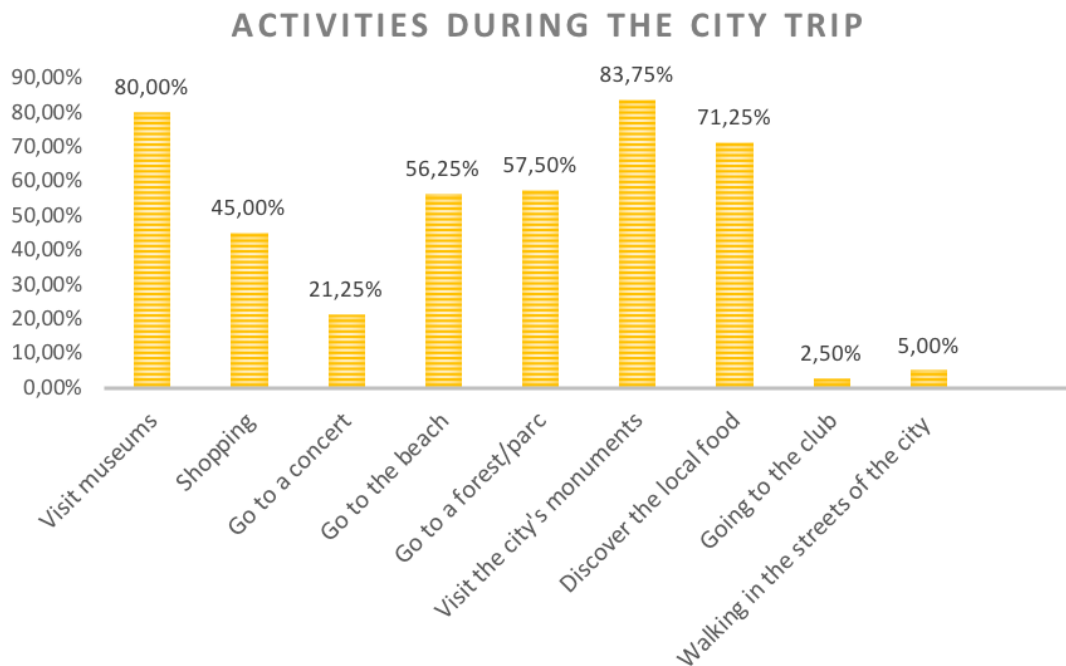
Graph 5 zooms in on the budgets of French students and workers as it might be interesting to see how these differ. A budget between €300 and €499 is sufficient for 33.75% of the French students, whereas 22.5% states that a budget between €500 and €699 is more suitable for them. Nearly 14% expressed that a budget of less than €299 is better fitting. The average sum a student would want to spend is 502 euros, which contrasts rather sharply with the average budget of 637.50 euros for the workers category.

Graph 5



With these budgets the majority of target group would visit museums and monuments of the city, discover the local gastronomy, as well as go to a beach, forest and/or parc. Still, 45% would go shopping during a city trip. Only a small minority would take the opportunity of visiting a concert during a trip. As graph 6 shows, only 7.5% envisaged other activities during their stay namely, going to a club or just wander in the streets of the city to try to see most of it.

Graph 6



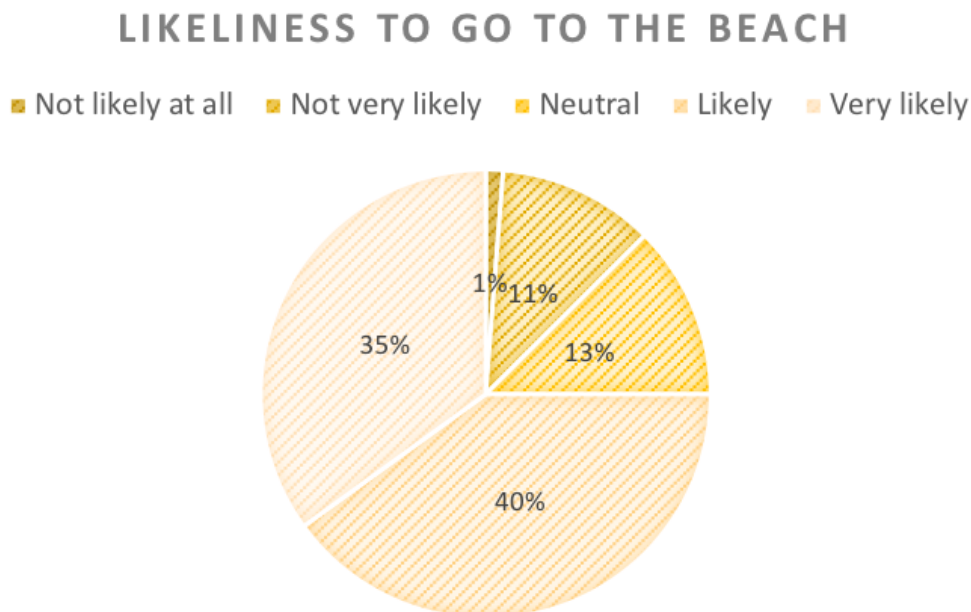
Additionally, a question has been asked about how important the target group thought a good shopping experience during a city trip was. Almost half of the French young adults answered that they did not consider it to be of importance. Surprisingly the majority that expressed to be neutral about the matter was female. Yet, 18.75% of the females did state shopping was important to them, as shown in graph 7.

Graph 7



Furthermore, graph 8 reveals that 75% would be likely to visit the beach if a city had one. Only a small group would not do so. Additionally, approximately 60% stated that a city with a beach would influence them positively when choosing between cities.

Graph 8

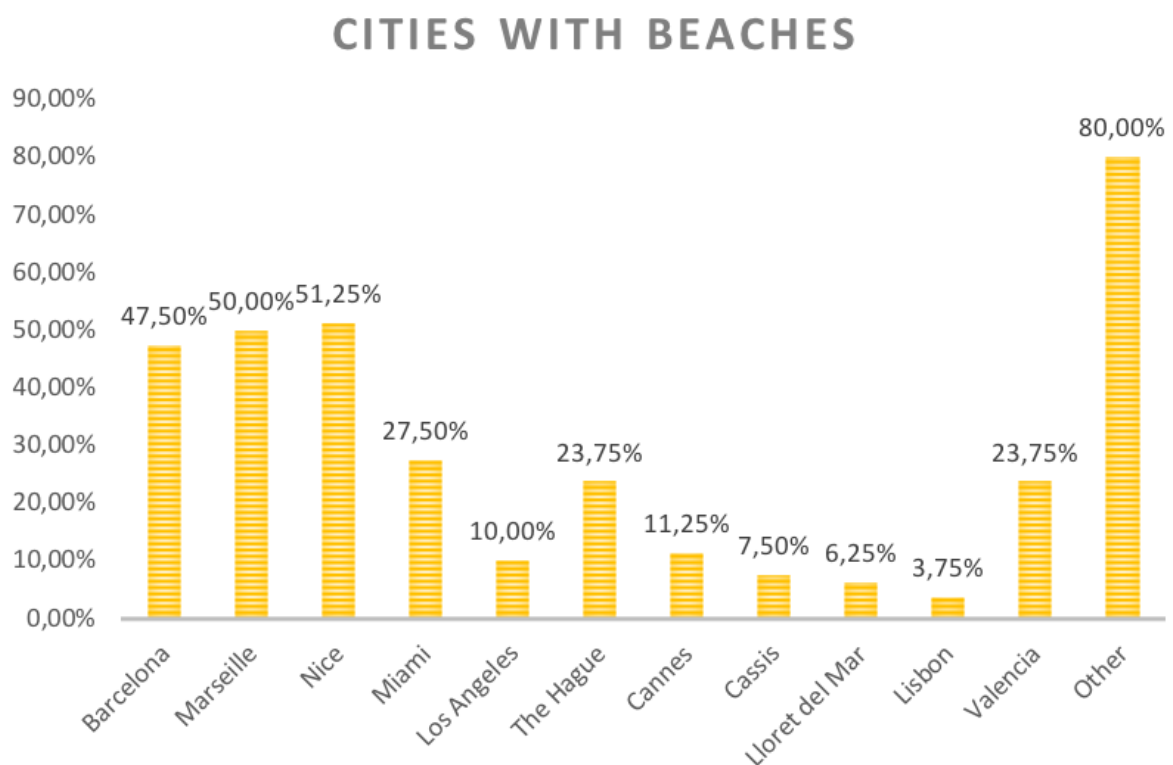


87.5% would go to a parc and/or forest if a city had one. Similarly, 85% thinks it is important for cities to have green spaces. Architecture, city design, and public spaces are other important factors for the majority of the French young adults. Just over 55% voiced an opinion that an airport needs to be well accessible. Another 25% is rather neutral about the importance of a well accessible airport, which is remarkable as nearly 90% answered that it is rather important to have good infrastructure in the city itself.

Moreover, 65% believes that advertisement of a city would influence their decision to visit, positively. Additionally, the majority also thinks that visually pleasing advertisements would be more effective when persuading people to go to that specific city. Remarkably, nearly 60% expresses that the public relations of a city are not an essential factor to base their decision on whether to visit a city or not. By public relations is meant the political situation, in case the city has political unrest for instance.

In graph 9, one can observe the most mentioned cities with beaches according to the knowledge of the target group. The persons who have filled in the questionnaire gave the names of three to four cities, on average, with Barcelona, Nice, and Marseille topping the list. Surprisingly, approximately 25% mentioned The Hague, Miami, whereas, Los Angeles, Valencia, Cannes, Cassis, Lloret del Mar, and Lisbon were less acknowledged. Many of the French young adults indicated other cities such as Split, Montpellier, Toulon, Grau du Roi, Biarritz, Zagreb, St Tropez, Mykonos. However, some of them also came up with cities without beaches, such as Toulouse and Bordeaux.

Graph 9





## Chapter 5: What does the target group think of The Hague?

A number of French students were on exchange at The Hague University of Applied Sciences in 2019. In the second half of the year they have lived at least four months in The Hague, have gotten to know the city and therefore, formed an opinion on it. Five interviewees, Margaux, Marie, Clement, Lea, and Marion, were asked to respond to the following questions,

1. which three words would best describe The Hague;
2. what their opinion is about the city,
3. what were things missing in city;
4. would promoting water sports at Scheveningen be a good idea;
5. would a special travel arrangement to visit Rotterdam, Delft and Leiden be pleasant
6. would they recommend their friends and family to visit the town;

For Margaux the three words best describing The Hague were: “cultural, alive, and international”. She finds The Hague cultural because of the many museums, she mentioned the Mesdag Museum, and the Dutch parliament. Margaux chose “alive” because she is very impressed that everything is open on a Sunday, even the bars, hence, there are a lot of people in the city centre. Lastly, she finds The Hague international because there are a lot of embassies in town and one can see the flags of all the countries represented. Margaux enjoys the architecture of The Hague because it is a combination of classic and modern. She also likes that stores and restaurants are open, and one can shop on Sundays. That is a big contrast with the town in France where Margaux is from where many shops and even some restaurants are shut. Lastly, she also appreciates the beach especially when she arrived in August, she almost went there every day. However, Margaux does think there are things missing in The Hague such as clubs, or bars with different types of music such as electronic/techno. She has also noticed there are very few ventures offering reductions for students, like museums, or restaurants. A spa in Scheveningen is something she thinks would work out very well since in such a place one can relax just like at the beach. Margaux does not think it would be useful to promote water sports at Scheveningen as the weather is not overly good in The Netherlands and the town has enough to offer such as the casino, and the bars. Also, when her parents visited her in December, they absolutely fell in love with Scheveningen. However, she does think that some kind of travel arrangement for tourists for trips to Rotterdam, Delft or Leiden would be a good idea, especially

if reduced transport fees would be proposed. Margaux had noticed it is quite expensive to go to Rotterdam from The Hague using public transport. Nevertheless, she thinks such arrangements may not be needed for Delft and because she has not been to Leiden she could not say if this would be a suitable solution for that city. Finally, she would definitely recommend her friends to go to The Hague for an Erasmus exchange or just a city trip (Salvador, 2020).

Marie would describe The Hague using the following three words “beach, administration, and typical”. She chose the word beach because the only large Dutch city by the sea has a beach, which she really enjoys visiting. This was in fact the prime reason why she wanted to study in The Hague. Administration has been chosen because there are quite a few European institutions and a lot of diplomats working in the city. Marie has chosen “typical” because she believes that The Hague is a typical Dutch city in every possible manner. Marie really likes The Hague since it is just about the right size, not too big and too small. Before she came to The Hague, she really thought it was a student-city, but she was happily surprised that it is not solely populated by students. Although she likes the city there are some things missing in her opinion such as clubs or more night events for students. The lack of discounts and special arrangements for students is something she has noticed and wished there would be more of them. Marie believes it is not necessary to promote water sports at Scheveningen because the beach is enough. Moreover, some kind of special arrangement for day trips to Rotterdam is something she would welcome. However, she does not think it is worth it for Leiden or Delft because one can go to Delft by tram. Lastly, she would highly recommend her friends to choose The Hague for their Erasmus exchange but not necessarily to go on vacation. However, if someone would go to Amsterdam, she would praise for that person to go to The Hague for a day (Burdi, 2020).

“Modern, multicultural, and dynamic” are the words Clément used to characterize The Hague. He has chosen “modern” because of the public transport as well as the architecture, especially in the city centre. The Hague is multicultural because he has noticed people from all kinds of nationality in this city, as well as a lot of embassies. Additionally, “dynamic” has been chosen because there is a lot going on in the city, especially for students therefore, he really enjoys being in The Hague. Clément noticed that The Hague is rather a modern city with a very efficient public transport system, where it is a very nice to live and to study. Additionally, he considers the city to be cool because it has a beach so close to the city centre, which he visited a lot

during the summer months. Grote Markt is also a place where one can have fun in his point of view. There are several things that Clément is missing in The Hague, one of which is green spaces such as a real forest. In his point of view “Haagsche Bos” is not a real forest. He would have loved to escape the hectic city and the stress by walking through a forest. Secondly, he wished there were more discounted entry prices for students in museums as he regards tickets as rather expensive. He would have loved to have some kind of deal to visit three museums for a certain price for example. Thirdly, he would love to see more events being hosted at Plein. Clément does think it could be a good idea to promote water sports at Scheveningen to attract more people to the beach nevertheless, he does think that it would be useless during the colder months. In addition, a special day deal to travel to Rotterdam, Delft and Leiden would be good to discover more places in The Netherlands. To conclude, he would highly recommend The Hague for one’s Erasmus exchange but not for a city trip. Nevertheless, if someone would go to Amsterdam, he really would advocate that person to visit The Hague too for a day (Boulangier, 2019).

“Cosmopolitan, windy, and beautiful” are the three words Léa choses to tag the city of The Hague. Cosmopolitan was chosen because of its international character, but she also loves the local parts such as “Haagse Markt”. As she lives on the 23<sup>rd</sup> floor of a building she often can hear the wind, the word “windy” is an obvious second choice to describe this city located on the seaboard. The word “beautiful” has been Léa her third choice because she finds the city rather pretty and loves the royal aspects as these are subtly put forward as well as all the historic monuments. There are a number of things Léa likes about The Hague. It has the perfect size for a city, neither too big nor too small, it has a beach and people live nicely together. What she especially enjoys is that it is not as touristy as Amsterdam, which she once visited on a Saturday and was overwhelmed by the mass of tourists. Additionally, The Hague is perfectly positioned between two important cities namely, Rotterdam and Amsterdam which is very practical in her opinion. Léa also thinks there are enough parks located in the city to walk. The only thing she misses, however, in The Hague is a bigger club to optimize the nightlife in the city. Léa was also shocked by the scarcity of recycling bins, as she is used to recycle things back home. Léa thinks it could be a great idea to promote water sports to attract more tourists to Scheveningen but only in the summer and springtime. A special arrangement for tourists to visit Rotterdam, Delft and/or Leiden is something she believes would be very enjoyable because

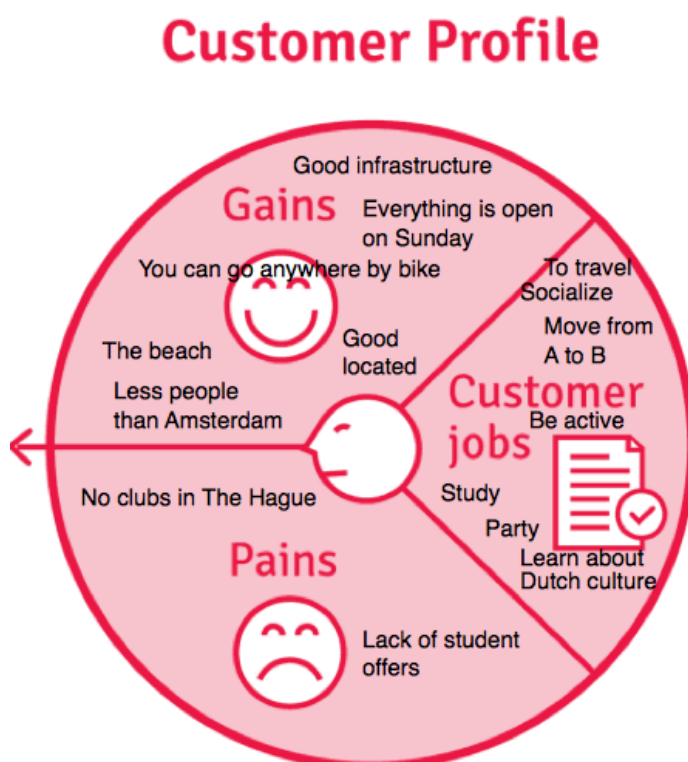
it will facilitate to see more of The Netherlands. Lastly, she would highly recommend The Hague to her entourage for an Erasmus exchange and to spend holidays (Escalmel, 2020).

Marion would label The Hague as “welcoming, cosmopolitan, and ideally placed”. She has chosen “welcoming” because she thought that the Dutch were very hospitable and nice towards her. Additionally, all the Dutch speak English, which makes it easier for foreigners to integrate in the city and country. Marion regards The Hague as cosmopolitan because due to the many events at Plein, Grote Markt, and THUAS it is easy to encounter new people. In addition, one can meet persons from all over the world because of the international schools, and THUAS. Marion has chosen “ideally placed” because she has noticed that it takes only one hour to go to Amsterdam, 30 minutes to Rotterdam, and just five minutes to Delft, all by train. Thus, if one wants to discover more of The Netherlands, The Hague is perfectly located. When only looking at The Hague, Marion thinks the city centre is very animated, at close distance to a beach, there are many parks around, and lastly, one can go everywhere by bike. Thus, she really thinks that The Hague is a magnificent city, also because there are a lot of students in town. What she also loved is that in The Hague despite being a foreigner one can feel easily at home. Maybe not surprisingly, Marion does not believe there are things missing in The Hague, except some nutrition she normally takes in France. She does think that promoting water sports at Scheveningen would be a good idea, especially for students. The examples she gave were, the organisation of a few days per year with several activities held at the beach and sea, or of a week during which students can try out different types of water sports. Furthermore, offering a special travel arrangement to go to Rotterdam, Leiden, and Delft is something Marion thinks would be very good as one can discover more of the Dutch cities and its culture. Because Marion has noticed that the cost of living in The Netherlands is higher than in France, discount train fees could be very successful. Finally, Marion would highly recommend visiting The Hague to her friends and family as she considers the city to be more pleasant than Amsterdam as well as a nice place to visit for a short trip (Mangematin, 2020).

## Matrix

	Margaux	Marie	Clément	Léa	Marion
The beach is a good aspect of the city	X	X		X	X
Promoting water sports			X	X	X
Special arrangement to go to Rotterdam/Delft/Leiden	X	X	X	X	X
Bigger clubs are missing in The Hague	X	X	X	X	
Lack of student offers	X	X	X		
Recommend for Erasmus	X	X	X	X	X
Recommend for a city trip	X			X	X
Recommend for a daytrip if someone is visiting Amsterdam	X	X	X	X	X
Nicer than Amsterdam				X	X

Figure 4. Customer Profile target group



The customer profile is mainly based on the five interviews taken with French students who have been living in The Hague the past four to five months.

## Chapter 6: What is The Hague Marketing Bureau doing?

In order to get insight into the workings of the The Hague Marketing Bureau (THMB), Hilde Gloudemans, its team leader Marketing & Communications, has been interviewed. Mrs Gloudemans has worked at THMB since November 2017, first as campaign manager and since August 2019 in her current position. As a team coordinator of that department she is responsible for online campaigns, PR policy of the department Marketing and Customer Care, and she also works as a campaign marketer. Most of the information on THMB its current activities, what their campaigns are based upon, who they try to target, which countries they focus on, and past campaigns, highlighted in this chapter is based on this interview, conducted in the autumn of 2019.

The Hague Marketing Bureau is the umbrella marketing and promotion organization for The Hague and its beach resort-Scheveningen. Its mission is to promote The Hague as a city of peace and justice with a royal allure next to the sea. Whilst doing that it does not want to strive for mass tourism as in Amsterdam, which it wants to avoid by making a tourist stay special and filled with quality. Consequently, THMB has run several national and international campaigns to attract tourists that are looking for quality time in the city. The main assignment provider is the municipality of The Hague and often the priority of the assignment is to present the city in a positive manner. According to Mrs Gloudemans, THMB sometimes collaborates with other cities that work together with the Netherlands Board for Tourism & Conventions (NBTC), in particular to get the same message across on the royal story of The Netherlands.

Primarily THMB targets neighbouring countries, Belgium, France, Germany, and the UK as well as the USA, whereas Spain and Italy are of more secondary importance. For every country THMB has a different strategy, for instance, according to their research the German tourist finds it necessary to have a beach near the city. The British tourist also enjoys the royal aspects of a country, however, tourists from Belgium are not at all interested in this, but far more in the culture of a country. The French also zoom in on this cultural aspect, especially the art of the old and famous painters; they also particularly enjoy good gastronomy and comfort. The Americans love the culture of The Hague and love the highlights of the city such as Mauritshuis,

the Peace Palace, Kunstmuseum, Panorama Mesdag, and Madurodam (Gloudemans, Team Coordinator of Marketing & Communication, 2020).

The international market is being edited by means of press and travel trade by which THMB tries to reach potential visitors of The Hague combined with some additional advertising. When it comes to advertising, THMB sends their own content to one of its media partners such as Facebook. Additionally, they except a lot of press offers from different countries, which involves different forms of press. For instance, there are press trips for one or several days, however, it can also be a TV programme that would like to shoot in The Hague during which THMB will guide the production team. Moreover, travel trade involves tour operators as a medium such as TripAdvisor with whom they recently partnered in order to attract more British tourists to The Hague.

Within the marketing team there is one person who does all the travel trade, another deals with the international press and a third employee is responsible for the national press. As both press and travel trade are as important, there is an equal distribution of promotion channels that have to work closely together to make a marketing campaign successful (Gloudemans, Team Coordinator of Marketing & Communication, 2020).

In the past, THMB has worked together with I Amsterdam for a PR stunt in September. The stunt involved taking over the I Amsterdam store on Amsterdam Central Station, which the marketing team had decorated in yellow and green, the signature colours of The Hague. They offered all tourists who came to the shop, a free trip to The Hague where a bus waited for them for a city tour. After spending a day there, the marketing team members offered these visitors to spend the night in The Hague or go back to Amsterdam. Gloudemans states that this PR stunt got a lot of positive publicity since it was seen as an original approach to city marketing (Gloudemans, Team Coordinator of Marketing & Communication, 2020).

## Campaigns and arrangements

Normally, THMB creates a marketing campaign or advertisement regarding the arrangement. The arrangements are based on what The Hague has to offer and on the parties wanting to partner up with THMB. Some of the partners are restaurants, museums, hotels, or other organisations, therefore, some arrangements can be diners, hotel stays, museum visits, or certain events.

When creating a new campaign for The Hague, the THMB marketing team first needs to consider what they want to achieve. It all starts with a concept and establishing the right strategy for it, which should be based on the message THMB wants to get across. Subsequent steps in the marketing process will depend on the group of people THMB is aiming at; for a new target group an introduction will be needed, whereas for an existent target group reactivation suffices. Depending on the type of target group, THMB searches for the right partners to work with. Naturally, The Hague can only promote the things that it has to offer. Furthermore, THMB is in charge of its own content because they prefer to reach the “quality-tourist” which is someone who prefers to have a nice glass of wine instead of going to a coffee shop. Different budgets are allocated to different kinds of marketing campaigns. For instance, there is another budget for an international marketing campaign than for a national campaign (Gloudemans, Team Coordinator of Marketing & Communication, 2020).

Moreover, the organization has different personas for national and international campaigns. Still, THMB has run less international marketing campaigns than national ones. This research paper is focusing on the international personas namely the Achiever, the Postmodern, and the Upper class which are based on NBTC Holland Marketing (NBTC Holland Marketing, n.d.)

- *The achiever*: is status oriented, individualistic, materialistic, not fond of culture. This persona likes to dance, go clubbing, and to work out in the gym. They go away several times a year, especially on small trips. One of the ways of researching a city is through blogs and social media (NBTC Holland Marketing, n.d.).
- *The postmodern*: is interested in a combination of popular culture and subculture. Whereas the majority likes and is interested in popular culture, subculture is more a niche and specific and therefore, less general. The postmodern tourist is individualistic, more interested in nonmaterial values and in experience, and also cares about self-



actualisation. This type of tourist notices that Holland is an open-minded country, has lovely landscapes, and is a cycling country. Postmodern visitors appreciate that the Dutch are open-minded, speak several languages, and are social (NBTC Holland Marketing, n.d.).

- *The upper-class*: is family oriented, and cares about traditional values, and culture. This persona tends to prefer classical or jazz music, and during spare time enjoys going to the theatre, or gallery, and likes reading or playing tennis. This persona makes a couple of trips each year, preferring to stay in a luxurious hotel (NBTC Holland Marketing, n.d.).

Even though The Hague would like to be regarded as the city of peace and justice, according to Gloudemans THMB does not offer any arrangements focussing on this aspect. This year it is 75 years ago since World War Two ended and The Netherlands was liberated. THMB has not had an official assignment yet but expects that the municipality will do so shortly. Mrs Gloudemans admits that setting up arrangements for The Hague as the city of peace and justice has not been a priority yet, but she would like to change that this year.

On the other hand, THMB has offered certain arrangements to create a royal allure. Every year the reigning monarch of The Netherlands, King Willem Alexander, addresses a joint session of the Dutch Senate and House of Representatives in The Hague setting out the main features of government policy for the coming parliamentary session. This event takes place every third Tuesday of September and is called Little Prince Day (Prinsjesdag). Each Little Prince Day THMB tries to organise several activities during an entire week. In 2018 Little Prince Day has been transformed to Little Prince Festival (prinsjes festival), which THMB helped promote. For instance, the bureau organised “The Hague Hat Stroll” which was a walking route along the Binnenhof where participants needed to wear a fun hat. Other activities included a Prince cabaret, and horse-riding practice, and also the royal entrance hall of the parliament was open for visitors. The Royal Christmas Fair, an element of the 2019 Winter Campaign held in the city centre, was also a means to highlight the royal allure of The Hague. It was a small market with a lot of small stands with food, clothing, jewellery, kids’ toys, accessories, and Christmas decorations that attracted quite a lot of people. The only royal aspects about this fair, is in the name. Moreover, there are always some permanent royal elements such as “Paleis Noordeinde” and the royal stables. These are the suggestions on the web site of THMB.

Normally, THMB tries to combine a hotel deal at the beach with a diner in the city centre or vice versa because it wants to show that it takes just 15 minutes by tramway from the city centre. Additionally, there are many attractions for different age groups such as the casino, Madurodam, the Kurhaus, the pier at Scheveningen, and a night scene the whole summer for young adults. Another element of the 2019 Winter Campaign involved a stay in a hotel at Scheveningen. Even though the marketing team knew the price of 200 euros for one night was quite expensive, they were surprised that only one person booked this arrangement. They are going to do some research why this special hotel arrangement did not work out as they had planned (Gloudemans, Team Coordinator of Marketing & Communication, 2020).

### THMB and France

Since this research paper is focussing on French young adults it is important to know what kind of collaboration between THMB and France there has been in the past. Gloudemans mentioned that THMB has run several campaigns for France with parties such as TripAdvisor, and LonelyPlanet. Additionally, THMB has done much PR work with the NBTC in Paris. For instance, 2019 was the “Rembrandt Year” to which the marketing team has also paid attention in France. However, the marketing department has noticed that the French market does not really grow much even after the several marketing attempts of THMB. Therefore, it has been decided that future marketing campaigns regarding activation will be focused on countries that are at the Dutch borders. Activation involves attracting an already existent target group to actually go to The Hague. Consequently, press and PR such as free publicity and press trips, will be the only promotional elements to attract French tourists (Gloudemans, Team Coordinator of Marketing & Communication, 2020).

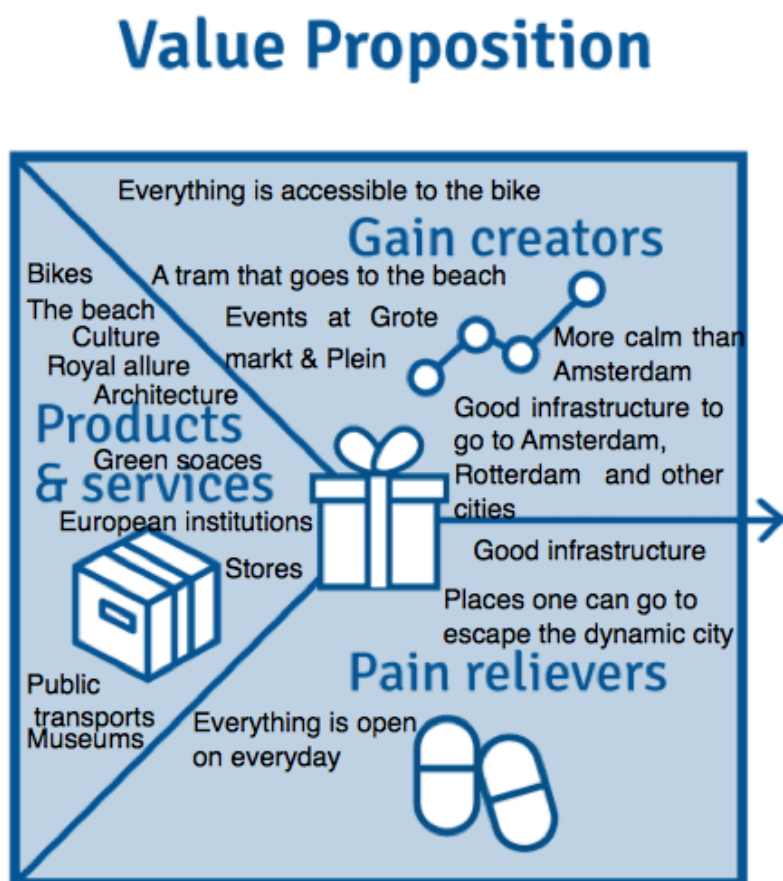
### The future of THMB

Firstly, Mrs Gloudemans really believes that The Hague can grow much more in every aspect in the future. Something she is excited about is the new web site THMB will have in February 2020 on which tourists will be able to purchase their tickets. She firmly believes this will facilitate the

holidays of a tourist because, they can purchase an entrance to the museum or a stay in a hotel themselves at any convenient moment.

Finally, Mrs Gloudemans has announced that marketing department of THMB would like to focus more on the cultural side of The Hague. Accepting that Amsterdam is and will stay the principal cultural city of The Netherlands THMB strives that The Hague becomes the second most important one. Moreover, THMB would like to target more young adults to visit The Hague and obviously design a new strategy for this target group. In the future The Hague Marketing Bureau wants to keep the “quality tourist” central in all their plans and advertising. Last but not least, there is a strong desire for more diversity in general (Gloudemans, Team Coordinator of Marketing & Communication, 2020).

Figure 5. Value proposition of The Hague



This is the value proposition regarding The Hague. It is mainly based on what The Hague has to offer and some additional information Mrs Gloudemans provided on The Hague.

## Chapter 7: Analysis

The work of Kavaratzis highlights some very important aspects of city marketing. Firstly, his studies have underlined the importance of primary communication, which concerns the city its architecture, its public spaces, its green spaces, its city design and, its infrastructure. These five aspects have proven to be also important for the respondents of the questionnaire. However, it was remarkable that there were less respondents who thought having a good connection between the airport and the city was important than interviewees mentioning good city infrastructure. All the French exchange students agreed that The Hague has good infrastructure, and everything in town is also very accessible by bike. Additionally, the studies of Kavaratzis reveal the importance of cultural buildings, such as museums or other places where tourist are able find more information about the history of a city. Indeed, respondents of the questionnaire indicated visiting museums and visiting monuments as the two most popular activities during a city trip. Some also mentioned the gastronomy of the city which could be considered to be part of discovering its history and culture. Furthermore, the French interviewees also would like to visit the museums in The Hague but the entry prices of some withheld them sometimes. Likewise, Kavaratzis has mentioned that leisure events or festivals can be a reason to go to a certain city, and one fifth of the respondents answered they would attend a concert when visiting a city. The products and services of the value proposition of The Hague consists of good public transport, architecture, and green spaces.

In the category of secondary communication, the studies of Kavaratzis showed that the public relation of a city is an essential aspect. Nevertheless, the majority of the respondents did not think public relations of the city would affect their choice. The last category of the city marketing theory regards the importance of word-of-mouth. For instance, all the French interviewees would recommend their friends to opt for an Erasmus exchange in The Hague. Three out of five would even recommend The Hague to their friends and family for a city trip. As a result, one could say that the city marketing theory is rather reliable because the majority of the aspects claimed to be imperative are confirmed by the respondents of the questionnaire as well as by some of the interviewees.

Furthermore, approximately half of the French respondents answered that sports is something they are interested in as well as it being part of their daily activities. The fact that working out is part of their lifestyle can be found in answers such as that they like to walk through the streets of cities, go to the beach, or to the forests. The majority of the interviewees have also answered they enjoy going to a beach as well as to a forest or park. Some sports one could practice at the beach would be surfing, kite surfing, peddling, swimming, and beach volleyball. Additionally, some of the French interviewees have indicated that they like the option to cycle through the city centre of The Hague. These types of activities do not require much energy, but it does mean that this target group enjoys being active.

Moreover, the average budget respondents are willing to spend for trips of four, five, and seven days increases gradually. Logically, the average budget for a student is lower than that of the salaried workers. However, because the group of full-time or part-time employees only forms 12.5% of those responding to the questionnaire it is hard to say whether or not this average is a reflection of reality. That the students have chosen a lower budget for any days could be explained by the fact that working alongside one's studies is not seen as normal in France. As a result, not every student has a paid job and thus, has a smaller budget to go on vacation, a situation somewhat similar to The Netherlands.

Surprisingly, because the target group was French, many of the named cities were in France, especially the ones that were put under "other". This could mean that this target group is more oriented on French cities than non-French cities. On the other hand, a big group did name Barcelona which is a non-French city which could indicate that their mentality is changing.

Internet and social media are rather influential factors for the target group's decision-making process on where to go for a city trip given that 40% of the respondents said so. However, THMB does not have an Instagram page and is not very active on Facebook, their last post dates back to the summer of 2019. These two social media channels are one of the most frequently used platforms at this moment. This is something THMB could work on, to create a good fit between the French young adults and The Hague.

Remarkably, when asked to describe The Hague in three words, the only word used twice was “cosmopolitan”. Therefore, one could conclude that none of the interviewed French is similar and as each one responded differently to this question; they represent different personas. Additionally, some can be connected to the used international personas of THMB for instance Clément would fit the profile of the achiever as he loves to go out. On the other hand, Marion and Lea would be more postmodern as they have noticed that The Netherlands is an open-minded country and they like to use the bike to move around within the city. However, they are all a mixture of both personas. Being students, none of them really fits the upper-class persona. Moreover, how these French students describe The Hague is somewhat similar as what THMB is trying to create. Nonetheless, the words “international” and “cosmopolitan” are not per se what THMB is focussing on, yet it might be something nice to add to The Hague its image.

The research of THMB is correct regarding the French liking culture because both the respondents of the questionnaire and the French interviewees all like to visit museums. Many of the respondents would also like to discover the local food of a country or a city, which is the gastronomy. Therefore, the research of THMB is close to the reality keeping in mind that the answers come from French young adults and not all age groups.

A remarkable aspect of THMB is that they do not promote The Hague as a political and international city, because as Mrs Gloudemans explained it is not a priority at the moment. Yet, the majority of the French interviewees did consider The Hague as an international city full of European institutions and many embassies. Therefore, the international and political aspect is a great asset The Hague has, but is not really put into a gain creator or a pain reliever by THMB. In contrast, THMB is doing a great job letting tourists know that The Hague has a beach. All the French interviewees have been there and think it is a great selling point for the city. Furthermore, for the majority of the respondents of the questionnaire, the presence of a beach would likely influence their decision to visit a city positively, and it would be rather likely for them to go to that beach as well. This creates value in The Hague its value proposition. Another thing that is remarkable is that THMB changed its strategy regarding the primary countries and decided to switch its focus on some countries. After the observation that the French market did not really respond to its marketing efforts, THMB choose to focus more on the countries at

the Dutch borders. However, perhaps by targeting the French young adults, THMB might be able to activate the market.

Lastly, THMB does not relieve all the pains of the target group namely, the lack of student offers and a bigger club or night scene. Naturally, since The Hague does not have big clubs THMB cannot promote what is not there. Nonetheless, THMB could offer student discounts for some cultural, active, or gastronomical activities. In France it is rather normal to have “student menus” or special lunch menus at a reduced price. Often, persons less than 26 years old in France, can enter a museum for free. Therefore, this target group is accustomed to this and thus, find some entry fees of the museums in The Hague too high. As a result, they select the ones they are the most interested in. Thus, there is not a perfect fit yet between the customer profile and the value proposition of The Hague.

## Chapter 8: Conclusion

The central research question for this dissertation was “in what way could The Hague attract more French young adults?” Based on desk research that revealed that THMB was in charge of attracting tourists to this Dutch city, the following sub-questions were formulated:

1. What is city marketing?
2. What is the target group?
3. What does the target group think of The Hague?
4. What is The Hague Marketing Bureau doing?

All the research is based on the theory of city marketing which can be seen as trustworthy because the responses of interviewees in the questionnaire confirm most elements of this concept. For instance, the architecture, design, and infrastructure, of a city, as well as the presence of green spaces are very important according to the respondents. Other main findings were that the target group loves to move around and to be active even when visiting a city. This translates also into escaping a hectic city by going to a forest, park, or even a beach. Additionally, of the three most often mentioned cities, only one was not in France. This probably indicates that the target group composed of French youngsters is national oriented. Nonetheless, the majority mentions at least one non-French city with a beach this could also mean that their mentality is changing.

An important result of the questionnaire is that the majority of the French exchange students would recommend The Hague because they genuinely enjoyed the city and its atmosphere. Some even preferred The Hague to Amsterdam since the capital city is too crowded in their opinion. All five French exchange students used more or less different words to describe The Hague, which could translate into different personas just like THMB has designated.

Furthermore, THMB does a lot of promotional activities towards the beach and the royal aspect but not really the political and international aspect of The Hague. THMB edits the market by means of travel trade and press and some occasional advertising. The research reported here has clearly shown that the marketing approaches of THMB regarding The Hague as a city with a beach is successful as all five French students enjoy going there and are aware how quick and



easy it is to get there. As Mrs Gloudemans has mentioned during the interview, they would like to start focussing more on The Hague its culture, which is something that this target group is interested in. However, some cultural activities such as museum visits, the five French exchange students find too expensive.

Nevertheless, the match between The Hague and the target group is not perfect yet since The Hague does not cover all the pains of the target group namely, the existence of nightclubs and student offers. For some pains THMB will not be able to offer pain relievers however for others it could. This will be discussed in chapter 9, in which I make a number of recommendations to attract more French young adults to The Hague.

All in all, despite the fact that THMB stopped communicating to French tourist due to the lack of growth in that market, it could and should be utilizing the findings of my research in possible upcoming marketing campaigns, as there seems to be a potential market of young adults from France.

## Chapter 9: Recommendations

In order to attract more French young adults, it is recommended to stay focused on the beach as all the interviewees do enjoy that aspect of The Hague very much. This research has also shown that these youngsters enjoy being active. Therefore, combining both insights, it might perhaps be good to promote beach-related activities, like surfing, kite surfing, peddling, swimming, and beach volleyball. Based on the interviews the majority thought it would be nice to do so but rather during the spring and summer time as they believe the water is too cold in the other seasons.

As focusing on Dutch culture is an aspect THMB would like to explore in the future, it might be nice to introduce special transport arrangements to go to Rotterdam, Delft and Leiden enabling visitors of The Hague to discover more of The Netherlands. Special arrangements could include for example a day card for public transport for young adults permitting to travel to one of these neighbouring cities at a lower price than a normal full-fare ticket. The interviews with the French students do show that this is something they would be interested in. Even such an arrangement for all public transport in The Hague purchasable at a reduced price from THMB its Web site might be practical. This is somewhat connected to the target groups wanting to have more student offers. Offering a public transport deal is something that falls under that category. Such an idea has already been developed in Amsterdam. For instance, I Amsterdam has two types of tickets for public transport, one for travelling in the region of Amsterdam and the other one for in town. The first one is called, the “Amsterdam Region & Travel ticket” allowing tourist to travel to Haarlem, the Zaanse Schans, and Keukenhof. One can purchase this ticket for one, two or three days (I Amsterdam, n.d.). The second one is the “city card” valid only on the entire public transport network namely, bus, tram way, and subway of Amsterdam, but also grants access to many museums, a one hour on a canal cruise, and allows to rent a bike for 24 hours. The price depends on how long the tourist is planning to stay (I Amsterdam, n.d.). Paris also has a city ticket but this one is only for public transport. The tourist is able to choose a pass for one, two, three or five days (Paris Info, n.d.). Lastly, the city of Barcelona has three types of cards, one is just for public transport starting at 48 hours. The second one having reduced entrance rates at some of highlights in Barcelona such as the soccer stadium, Camp

Nou, and the zoo. But with this card visitors also get free entrance at the major tourist attractions la Sagrada Familia and Parc Güell, as well as a free two-way ticket from and to the airport of Barcelona. The third and last type of ticket Barcelona offers is the “Barcelona Articket” (Barcelonapagina.nl, n.d.)

Yet again, Mrs Gloudemans mentioned that THMB would like to start focussing on The Hague its culture. One of the results of the questionnaire is that the target group enjoys visiting museums. Nevertheless, the French exchange students expressed that entry fees of some museums were costly, hence, they chose the ones they preferred, although they wanted to visit them all. Thus, some kind of partnership with the museums of The Hague to create discount entry fees for students and/or youth making museum visits more affordable for the target group. For instance, pay the entry for two museums, but get access to three.

Moreover, as Hilde Gloudemans has mentioned during the interview, the French market is sort of stalling. Nevertheless, perhaps by focusing on the young adults it might bring a new life. The word-of-mouth of the five French students might have significant impact. During their Erasmus exchange, some friends and family have visited them already and had a positive opinion of the city. Naturally, this is just an example of five students, but perhaps if there were more young visitors of The Hague with a good experience, positive word-of-mouth feedback could have a much wider impact.

Lastly, although THMB wants to target the “quality tourist”, gaining more social media presence is to be advised when targeting French young adults. This is a vital step as almost 40% mentioned in the questionnaire, that social media is the factor affecting them the most when choosing a city. As a result, it might create a better match between the target group and the city of The Hague.

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## Annex

### Code book excel

#### Var 1

What is your gender?

- 1= Female
- 2= Male
- 3= I prefer not to say

#### Var 2

What is your current occupation?

- 1= Student
- 2= Working full time
- 3= Working part time

#### Var 3

What are you interested in?

Var 3_1	1= Travel	1= yes 2= no
Var 3_2	2= Music	1= yes 2= no
Var 3_3	3= Discover new things	1= yes 2= no
Var 3_4	4= Cinema	1= yes 2= no
Var 3_5	5= Sports	1= yes 2= no
Var 3_6	6= Literature	1= yes 2= no
Var 3_7	7= Nature	1= yes 2= no
Var 3_8	8= Culture	1= yes 2= no
Var 3_9	9= Art	1= yes 2= no
Var 3_10	10= other	1= yes 2= no

#### Var 4

What do you like to do for fun?

Var 4_1	1= Travel	1= yes 2= no
Var 4_2	2= Listen to music	1= yes 2= no
Var 4_3	3= Cinema	1= yes 2= no
Var 4_4	4= Going out with friends	1= yes 2= no
Var 4_5	5= Visit museums	1= yes 2= no
Var 4_6	6= Reading	1= yes 2= no
Var 4_7	7= Discover new things	1= yes 2= no
Var 4_8	8= Cooking	1= yes 2= no
Var 4_9	9= be with familiy	1= yes 2= no
Var 4_10	10= sports	1= yes 2= no
Var 4_11	11= Other	1= yes 2= no

#### Var 5

What factors influence your decision when choosing a city?

Var 5_1	1= My friends	1= yes 2= no
Var 5_2	2= My family	1= yes 2= no

Var 5_3	3= Internet	1= yes 2= no
Var 5_4	4= Social media	1= yes 2= no
Var 5_5	5= the TV	1= yes 2= no
Var 5_6	6= other: the city's reputation	1= yes 2= no
Var 5_7	7= other namely:	1= yes 2= no

#### Var 6

For how many days would you go on a city trip for?

- 1= 3 days
- 2= 4 days
- 3= 5 days
- 4= 6 days
- 5= 7 days
- 6= more than a week
- 7= it depends on the city

#### Var 7

What would be your budget for this duration of a city trip?

- 1= less than € 150
- 2= € 151 - €299
- 3= €300 - €499
- 4= €500 - €699
- 5= €700 - €1000
- 6= more than €1001
- 7= it depends on the duration of the city trip

#### Var 8

What kind of activities would you like to do during a city trip?

Var 8_1	1= Visit museums	1= yes 2= no
Var 8_2	2= Shopping	1= yes 2= no
Var 8_3	3= Go to a concert	1= yes 2= no
Var 8_4	4= Go to the beach	1= yes 2= no
Var 8_5	5= Go to a forest/parc	1= yes 2= no
Var 8_6	6= Visit the city's monuments	1= yes 2= no
Var 8_7	7= Discover the local food	1= yes 2= no
Var 8_8	8= other: going to the club	1= yes 2= no
Var 8_9	9= other: walking in the street	1= yes 2= no

#### Var 9

On a scale of 1 to 5, how important is a good shopping experience?

- 1= Not important at all
- 2= Not very important
- 3= Neutral
- 4= Important
- 5= Very important

#### Var 10

On a scale of 1 to 5, how likely would you go to the beach if a city has one?

- 1= Not likely at all
- 2= Not very likely
- 3= Neutral
- 4= Likely
- 5= Very likely

**Var 11**

If a city would have a beach would that influence your decision when choosing a destina

- 1= yes
- 2= no
- 3= a little bit
- 4= it depends on the climat/temperature of that city
- 5= it depends on the season

**Var 12**

On a scale of 1 to 5, how likely would you go to a forest / parc if a city has one?

- 1= Not likely at all
- 2= Not very likely
- 3= Neutral
- 4= Likely
- 5= Very likely

**Var 13**

On a scale of 1 to 5, how important are green spaces in city for you?

- 1= Not important at all
- 2= Not very important
- 3= Neutral
- 4= Important
- 5= Very important

**Var 14**

On a scale of 1 to 5, how important is architecture for you?

- 1= Not important at all
- 2= Not very important
- 3= Neutral
- 4= Important
- 5= Very important

**Var 15**

On a scale of 1 to 5, how likely would you take a photo of buildings with yourself?

- 1= Not likely at all
- 2= Not very likely
- 3= Neutral
- 4= Likely
- 5= Very likely

**Var 16**

On a scale of 1 to 5, how essential do you find public spaces?



- 1= Not important at all
- 2= Not very important
- 3= Neutral
- 4= Important
- 5= Very important

**Var 17**

On a scale of 1 to 5, how valuable is the design of a city to you?

- 1= Not important at all
- 2= Not very important
- 3= Neutral
- 4= Important
- 5= Very important

**Var 18**

On a scale of 1 to 5, how crucial is having good public transport in a city?

- 1= Not important at all
- 2= Not very important
- 3= Neutral
- 4= Important
- 5= Very important

**Var 19**

On a scale of 1 to 5, how important is an airport that is well located?

- 1= Not important at all
- 2= Not very important
- 3= Neutral
- 4= Important
- 5= Very important

**Var 20**

Does the city's advertisement influence your decision to visit a certain city?

- 1= Yes
- 2= No
- 3= I don't know
- 4= Maybe

**Var 21**

Are the city's public relations an essential factor for you?

- 1= Yes
- 2= No
- 3= it depends

**Var 22**

Do you think that visually pleasing advertisements are (more) effective?

- 1= Yes
- 2= No

3=It depends

**Var 23**

Can you name cities who have a beach next to the city? If so, which one(s)?

Var 23_1	1= Barcelona	1= yes 2= no
Var 23_2	2= Marseille	1= yes 2= no
Var 23_3	3= Nice	1= yes 2= no
Var 23_4	4= Miami	1= yes 2= no
Var 23_5	5= Los Angeles	1= yes 2= no
Var 23_6	6= the Hague	1= yes 2= no
Var 23_7	7= Cannes	1= yes 2= no
Var 23_8	8= Cassis	1= yes 2= no
Var 23_9	9= Lloret del Mar	1= yes 2= no
Var 23_10	10= Lisbon	1= yes 2= no
Var 23_11	11= Valencia	1= yes 2= no
Var 23_12	12= other	1= yes 2= no

## Pivot tables excel

### 1. Gender

Female	55,00%
Male	45,00%
<b>Grand total</b>	<b>100,00%</b>

### 2. Occupation

Student	87,50%
Working full	8,75%
Other	3,75%
<b>Grand total</b>	<b>100,00%</b>

3. Interests	Travel	Music	Discover new Cinema	Sports	Literature	
Yes	33,75%	30,00%	5,00%	31,25%	42,50%	17,50%
No	66,25%	70,00%	95,00%	68,75%	57,50%	82,50%
Grand total	100,00%	100,00%	100,00%	100,00%	100,00%	100,00%

	Nature	Culture	Art	Other
Yes	15,00%	30,00%	30,00%	46,25%
No	85,00%	70,00%	70,00%	53,75%
<b>Grand total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

4. Activities	Travel	Listen to mu	Going to the	Going out wi	Visit museu	Reading
Yes	33,75%	20,00%	23,75%	57,50%	10,00%	22,50%
No	66,25%	80,00%	76,25%	42,50%	90,00%	77,50%
<b>Grand total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

	Discover new	Cooking	Be with fam	Sports	Other
Yes	12,50%	12,50%	13,75%	46,25%	23,75%
No	87,50%	87,50%	86,25%	53,75%	76,25%
<b>Grand total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

5. Factors th	My friends	My family	Internet	Social media
Yes	85,00%	77,50%	43,75%	37,50%
No	15,00%	22,50%	56,25%	62,50%
<b>Grand total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

	TV	The city's rep	Other
Yes	7,50%	3,75%	1,25%
No	92,50%	96,25%	98,75%
<b>Grand total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

### 6. Ideal number of days for a city trip

3 days	10,00%
4 days	21,25%
5 days	21,25%
6 days	11,25%

7 days	27,50%
More than a	5,00%
It depends or	3,75%
<b>Grand total</b>	<b>100,00%</b>

#### 7. Budget

Less than € 1	2,50%
€ 151 - €299	12,50%
€300 - €499	36,25%
€500 - €699	27,50%
€700 - €1000	10,00%
More than €:	5,00%
It depends or	6,25%
<b>Grand total</b>	<b>100,00%</b>

8. Activities	Visit museum	Shopping	Go to a cono	Go to the be	Go to a forest/parc
Yes	80,00%	45,00%	21,25%	56,25%	57,50%
No	20,00%	55,00%	78,75%	43,75%	42,50%
<b>Grand total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

	Visit the city	Discover the	Going to the	Walking in the streets of the city
Yes	83,75%	71,25%	2,50%	5,00%
No	16,25%	28,75%	97,50%	95,00%
<b>Grand total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

#### 9. Importance of a good shopping experience

Not important	17,50%
Not very imp	27,50%
Neutral	30,00%
Important	18,75%
Very importa	6,25%
<b>Grand total</b>	<b>100,00%</b>

#### 10. Likelines to go to the beach

Not likely at	1,25%
Not very likel	11,25%
Neutral	12,50%
Likely	40,00%
Very likely	35,00%
<b>Grand total</b>	<b>100,00%</b>

#### 11. Influenceness of a beach

Yes	47,50%
No	38,75%
A little bit	2,50%
It depends or	3,75%
It depends or	7,50%

<b>Grand total</b>	100,00%
<b>12. Likelihood to go to the park/forest</b>	
Not very likely	5,00%
Neutral	7,50%
Likely	43,75%
Very likely	43,75%
<b>Grand total</b>	100,00%

**13. Importance of green spaces**

Not very imp	1,25%
Neutral	13,75%
Important	55,00%
Very important	30,00%
<b>Grand total</b>	100,00%

**14. Importance of architecture**

Not important	1,25%
Not very imp	2,50%
Neutral	16,25%
Important	42,50%
Very important	37,50%
<b>Grand total</b>	100,00%

**15. Likelihood of taking a photo of buildings with yourself**

Not likely at	10,00%
Not very likely	13,75%
Neutral	18,75%
Likely	22,50%
Very likely	35,00%
<b>Grand total</b>	100,00%

**16. Importance of public spaces**

Not important	2,50%
Not very imp	8,75%
Neutral	28,75%
Important	45,00%
Very important	15,00%
<b>Grand total</b>	100,00%

**17. Importance of city design**

Not important	3,75%
Not very imp	5,00%
Neutral	20,00%
Important	38,75%
Very important	32,50%
<b>Grand total</b>	100,00%

**18. Importance of good public transport**

Not very imp	5,00%
Neutral	7,50%
Important	41,25%
Very importa	46,25%
<b>Grand total</b>	<b>100,00%</b>

**19. Importance of a good accesible airport**

Not importai	3,75%
Not very imp	15,00%
Neutral	25,00%
Important	37,50%
Very importa	18,75%
<b>Grand total</b>	<b>100,00%</b>

**20. Does the city's advertisement influence your decision to visit a certain city?**

Yes	65,00%
No	32,50%
I do not know	1,25%
Maybe	1,25%
<b>Grand total</b>	<b>100,00%</b>

**21. Are the city' public relations an essential factor for you?**

Yes	40,00%
No	58,75%
It depends	1,25%
<b>Grand total</b>	<b>100,00%</b>

**22. Do you think that visually pleasing advertisements are (more) effective?**

Yes	73,75%
No	23,75%
It depends	2,50%
<b>Grand total</b>	<b>100,00%</b>

<b>23. Cities with</b>	<b>Barcelona</b>	<b>Marseille</b>	<b>Nice</b>	<b>Miami</b>	<b>Los Angeles</b>	<b>The Hague</b>
Yes	47,50%	50,00%	51,25%	27,50%	10,00%	23,75%
No	52,50%	50,00%	48,75%	72,50%	90,00%	76,25%
<b>Grand total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

	<b>Cannes</b>	<b>Cassis</b>	<b>Lloret del Mar</b>	<b>Lisbon</b>	<b>Valencia</b>	<b>Other</b>
Yes	11,25%	7,50%	6,25%	3,75%	23,75%	80,00%
No	88,75%	92,50%	93,75%	96,25%	76,25%	20,00%
<b>Grand total</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

### Calculations of graph 4

4 days:  $(0,0125 \times 225 + 0,1 \times 400 + 0,075 \times 600) \times 100/18,75 = 468.33$  euros

5 days:  $(0,05 \times 225 + 0,1 \times 400 + 0,05 \times 600) \times 100/20 = 556.25$  euros

7 days:  $(0.0125 \times 75 + 0,025 \times 225 + 0,05 \times 400 + 0,05 \times 600 + 0,0875 \times 850 + 0,0375 \times 1250) \times 100/26,25 = 677.34$  euros

### Calculations of graph 5

Average spending of a student:  $(0,025 \times 75 + 0,1125 \times 225 + 0,3375 \times 400 + 0,225 \times 600 + 0,075 \times 850 + 0,0375 \times 1250) \times 100/81,25 = 502$  euros

Average spending if a worker:  $(0,0123 \times 225 + 0,025 \times 400 + 0,05 \times 600 + 0,025 \times 850 + 0,0125 \times 1250) \times 100/12,5 = 637.50$  euros

### Transcript interview Margaux

1. *Which three words would best describe The Hague?*  
cultural (parliament, museums), alive (one can do things on Sunday, bars are open), international (the flags, embassies).
2. *What is your opinion about the city?*  
I like the architecture, the mix of old and new. Additionally, I like the beach and the fact that everything is open.
3. *What things are missing in city?*  
Bigger clubs to go out, clubs with different atmospheres, and student offers.
4. *Would promoting water sports at Scheveningen be a good idea?*  
I do not think that is necessary because there is enough to do such as a casino, and some bars. However, a spa at Scheveningen would be nice.
5. *Would a special travel arrangement to visit Rotterdam, Delft and Leiden be pleasant?*  
Yes, especially for Rotterdam. I have noticed that the trains are expensive. Maybe it will be less necessary for Leiden and Delft but it would still be nice.
6. *Would you recommend your friends and family to visit the town?*  
Yes, for an Erasmus exchange as well as a city trip.

## Transcript interview Marie

1. *Which three words would best describe The Hague?*

Beach (it is an attraction, the reason why I came to The Hague), administration (European institutions, diplomats), typical (a true Dutch city).

2. *What is your opinion about the city?*

I really like the city. It is not as much as a student city as I thought, but I like that too. Besides, I really enjoy the fact that the city is neither too big nor too small.

3. *What things are missing in city?*

The lack of bigger clubs in the city and student offers.

4. *Would promoting water sports at Scheveningen be a good idea?*

No not really, the beach is enough.

5. *Would a special travel arrangement to visit Rotterdam, Delft and Leiden be pleasant?*

Yes, for Rotterdam, but not per se for Leiden and Delft.

6. *Would you recommend your friends and family to visit the town?*

Yes, for an Erasmus exchange but not for a city trip. Nevertheless, if someone would go to Amsterdam, I would recommend that person to go to The Hague.

## Transcript interview Clément

1. *Which three words would best describe The Hague?*

Modern (infrastructure, architecture), multicultural (many nationalities in one city, and embassies), dynamic (many activities)

2. *What is your opinion about the city?*

I really enjoy the city as there are a lot of good aspects to it such as the beach, and parks. Also, there is a lot going on at Grote Markt and Plein which I really enjoy. Furthermore, the public transport is very efficient. Therefore, it is a nice city to live and study in.

3. *What things are missing in city?*

More student offers and a real forest.

4. *Would promoting water sports at Scheveningen be a good idea?*

Yes, I think it would be good to promote water sports at Scheveningen because this way it might attract more people.



5. *Would a special travel arrangement to visit Rotterdam, Delft and Leiden be pleasant?*

Yes, because the trains are expensive in The Netherlands and this way you can discover more of The Netherlands.

6. *Would you recommend your friends and family to visit the town?*

Yes, for an Erasmus but not for a vacation. Nevertheless, if one of my friends would go to Amsterdam, I would highly recommend them to go to The Hague for one day.

### Transcript interview Marion

1. *Which three words would best describe The Hague?*

Welcoming (Dutch are friendly and welcoming, they also speak English very well which makes it easier to integrate), cosmopolitan (it is easy to meet people because there are a lot of places to meet new persons), and ideally placed (it is close to Amsterdam, Rotterdam, and Delft. Additionally, it is easy to access the city centre by bike as well as park and the beach).

2. *What is your opinion about the city?*

I really like the city because it is beautiful; there are many students there, and it is easy to integrate and to feel at home.

3. *What things are missing in city?*

Nothing really, beside some nutritional things.

4. *Would promoting water sports at Scheveningen be a good idea?*

Yes, it would be a good idea. Or even introducing sports weeks there in order to try new sports.

5. *Would a special travel arrangement to visit Rotterdam, Delft and Leiden be pleasant?*

Yes, I think it would motivate others to discover more of The Netherlands. Additionally, it is nice to have some discounts as life in The Netherlands is rather more expensive than in France.

6. *Would you recommend your friends and family to visit the town?*

Yes, without any hesitation. For an Erasmus exchange as well as for a city trip as it is much nicer than Amsterdam.

## Transcript interview Léa

1. *Which three words would best describe The Hague?*

Cosmopolitan (favourite place, “Haagsche Markt”, people live nicely together), windy (you need to adjust yourself to the climate, there is a lot of wind), and beautiful (historical monuments, culture, royalty).

2. *What is your opinion about the city?*

I think the city has a perfect size, luckily it is not as touristic as Amsterdam, the city is located on coast, close by to Rotterdam and Amsterdam, charming, and there are a lot of parks. All in all, I love the city.

3. *What things are missing in city?*

That there is no space for recycling, and the lack of bigger clubs and dynamic.

4. *Would promoting water sports at Scheveningen be a good idea?*

Yes, could be good especially during summer and springtime.

5. *Would a special travel arrangement to visit Rotterdam, Delft and Leiden be pleasant?*

Yes, it could be practical especially for tourists.

6. *Would you recommend your friends and family to visit the town?*

Yes, I would recommend The Hague for an exchange, for holidays, and also for a day trip.

## Transcript Interview Hilde Gloudemans

1. **What image is THMB trying to create?**

We position The Hague as city next to the sea, city of peace and justice and a royal city.

2. **Does this image really comes across to tourists?**

Yes, according to our yearly research.

3. **Who are your target groups?**

National: “stijlzoeker”, “harmoniezoeker”, and “adventure seeker” of SAMR.

International: Achiever, Poster Modern, and Upperclass from NBTC

4. **On which countries do you focus?**

Primary countries: The Netherlands, Belgium, Germany, United Kingdom, France, and The United States of America.

Secondary countries: Spain and Italy.

**5. What was the target group of your last campaign?**

We have several campaigns at the same time therefore there is not one target group.

**6. Are there many French who visit The Hague? If so, which age group exactly?**

7% of the international visits came from France. However, we do not know the ages of these persons.

**7. How do you edit the market?**

We focus on the local, national, and international market. The strategy changes per country or even per market. We have seen that the Germans are interested in the beach, and the Royal House. The Belgians are interested in culture. The British are interested in the Royal House, The Hague, and culture. The French are interested in culture, gastronomy, and classical art. The American enjoy the Hague its culture, the highlights of the city such as "Mauritshuis", "Meisje met de Parel" by Vermeer, the Peace Palace, Kunst Museum (Victory Boogiewoogie), and Panorama Mesdag.

**8. Is there a difference on how you edit the national and the international market? If so, how does it differ?**

The international market is being edited by press, travel trade (is via tour operators), and some advertisements. We accept many press offers, or press trips offers. For national markets we focus on press, PR, and we buy media especially for online. We write out own content and send it off to various media partners such as Facebook or magazines as ANWB. Sometimes, there is some influencer work or we write some things in journals such as "het Financieel Dagblad", "Trouw" or even radio.

**9. What channels are you using to spread your message to the international tourist?**

Through press and travel trade. We organize travel trade and in this way the tour operators offer The Hague on their channels. We have worked with TripAdvisor for the UK market.

**10. Is there a particular division between these channels?**

There is one person who does travel trade, there are two persons who are focussed on press and PR of which one is focused on the national market and the other one on the international market. Therefore, there is an equal division.

**11. How do you prepare for a campaign focused on the international market?**

In general, we first think about what we want to achieve with this certain campaign, combining the city centre and the beach is our unique selling point. We work with different personas for the national and international market of NBTC. For the international market we have the Achiever, Post Modern, and Upper Class. Based on this we create a campaign. It all starts with a concept and a strategy for that concept. A question could be, is it for a new or an existent target group? Then we search for the right partners. As I have said earlier, we create our own content. We want to reach the quality tourist because we want to avoid what is happening in Amsterdam. Additionally, the promotion depends on what The Hague has to offer.

**12. What kind of arrangements do you try to offer the international tourist?**

With our winter campaign, we try to combine city and beach. Unfortunately, it did not go as planned because we have noticed the persons thought the hotel arrangement was too expensive as only one person booked it. We had expected more than one booking. On our new web site we would like to offer the possibility to purchase tickets, which would be practical for the international tourist.

**13. Who is your assignment provider?**

Most of the times the municipality of The Hague is the main assignment provider.

**14. Does this mean you can only arrange things with them?**

Our main assignment is to show The Hague in a good way. However, we do work together with some other cities but especially with NBTC with telling the right royal story of The Netherlands. We also work with Amsterdam for instance, we did a PR stunt with them. We disguised the I Amsterdam store on Amsterdam Centraal in green and yellow and offered the tourists to go to The Hague for free. Once arrived at Den Haag Centraal, there was a carriage waiting on the tourists. We did not research if the tourists stayed in The Hague. The councillors of Amsterdam and The Hague were both there and did a small press conference.

**15. You would like the outside world to see The Hague as the city of “peace and justice”.**

**What do you do regard “the city of peace and justice”?**

There are no arrangements for this. However, this year The Netherlands will be liberated 75 years ago therefore we are hoping for an assignment of the municipality.

**16. What do you do regard the royal allure?**

Every year with “prinsjesdag” we organize things. For instance, we work with “prinsjes festival” where we organize The Hague hat stroll, prince cabaret, horse-riding, the royal entrance hall of the parliament. This year we organised the royal Christmas Fair. Additionally, there are some permanent royal elements in The Hague which are “Paleis Noordeinde”, and the royal stables.

**17. What do you focus on, the national or the international tourist?**

Regarding the budget there is definitely a division because we have a bigger budget for the international market however, we run more campaigns targeting the national market.

- For the national tourist: family, fun seeking (Scheveningen).
- For the quality tourist, the casino, the peer, going out in the summer at the beach, the Kurhaus.
- For the harmony tourist: family, Madurodam, children books museum.

The trademark of The Hague is meant for both the national and the international tourist such as the national theater, some paintings.

**18. What would you like to focus on in the future?**

We would like to focus more on culture as we would like to be the second cultural city of The Netherlands. In addition, we would like to attract younger people to the city and therefore we will have to create a new strategy. However, we would like to keep the quality tourists. Furthermore, we want to search for more diversity, innovation and would like to reach new target groups.

**19. Have you done campaign focusing on the French tourist?**

In the past we have done various campaigns with partners such as TripAdvisor, LonelyPlanet, the NBTC, lastminute.com, and Transavia.com. Last year was “Rembrandt Year” and we spend a lot of time focusing on France. However, we have come to the conclusion that the market is not really growing and therefore we have decided to stop focusing on France. We will concentrate on the countries at the Dutch borders. For France we will do some press and PR but mostly free publicity and press trips.

## European Studies Student Ethics Form

**Your name:** Hélène de Jong

**Supervisor:** Koelmeij, P., M.

### Instructions/checklist

Before completing this form you should read the APA Ethics Code (<http://www.apa.org/ethics/code/index.aspx>). If you are planning research with human subjects you should also look at the sample consent form available in the Final Project and Dissertation Guide.

- a. ☐ Read section 2 that your Supervisor will have to sign. Make sure that you cover all these issues in section 1.
- b. ☐ Complete sections 1 and, if you are using human subjects, section 2, of this form, and sign it.
- c. ☐ Ask your project Supervisor to read these sections (and the draft consent form if you have one) and sign the form.
- d. ☐ Always append this signed form as an appendix to your dissertation. This is a knock-out criterion; if not included the Final Project/Dissertation is awarded an NVD.

### Section 1. Project Outline (to be completed by student)

**(i) Title of Project:** City Marketing of The Hague: How to attract more French young adults to The Hague

**(ii) Aims of project:** The objective is to determine how to attract more French young adults to The Hague based on city marketing theory.

**(iii) Will you involve other people in your project – e.g. via formal or informal interviews, group discussions, questionnaires, internet surveys etc. (Note: if you are using data that has already been collected by another researcher – e.g. recordings or transcripts of conversations given to you by your Supervisor, you should answer 'NO' to this question.)**

YES / NO

**If no: you should now sign the statement below and return the form to your Supervisor. You have completed this form.**

This project is not designed to include research with human subjects. I understand that I do not have ethical clearance to interview people (formally or informally) about the topic of my research, to carry out internet research (e.g. on chat rooms or discussion boards) or in any other way to use people as subjects in my research.

Student's signature - date 26/02/2020

**If yes: you should complete the rest of this form.**

### Section 2 Complete this section only if you answered YES to question (iii) above.

#### (i) What will the participants have to do? (v. brief outline of procedure):

For the five interviewees, Margaux, Marie, Clement, Lea, and Marion, were asked to respond to the following questions,

1. which three words would best describe The Hague;
2. what their opinion is about the city,
3. what were things missing in city;
4. would promoting water sports at Scheveningen be a good idea;
5. would a special travel arrangement to visit Rotterdam, Delft and Leiden be pleasant
6. would they recommend their friends and family to visit the town;

For Hilde Gloudemans, Team leader and marketer there will be questions asked regarding information on THMB its current activities, what their campaigns are based upon, who they try to target, which countries they focus on, and past campaigns.

#### (ii) What sort of people will the participants be and how will they be recruited?

French young adults: searching at THUAS for French exchange students

City marketing expert: mailing The Hague Marketing Bureau if there is someone can answer my questions about what THMB does to promote The Hague.

(iii) What sort stimuli or materials will your participants be exposed to, tick the appropriate boxes and then state what they are in the space below?

Questionnaires[ X]; Pictures[ ]; Sounds [ ]; Words[ ]; Other[ ].

(iv) **Consent:** Informed consent must be obtained for all participants before they take part in your project. By means of an informed consent form you should state what participants will be doing, drawing attention to anything they could conceivably object to subsequently. You should also state how they can withdraw from the study at any time and the measures you are taking to ensure the confidentiality of data. A standard informed consent form is available in the Dissertation Manual.

(vi) What procedures will you follow in order to guarantee the confidentiality of participants' data?



Student's signature:

date: 26/02/2020

Supervisor's signature (if satisfied with the proposed procedures): i/a Bart Kuijpers date: .27/02/2020



### Informed Consent Form

- 1) Project Title: City Marketing of The Hague: how to attract more French young adults to The Hague
- 2) Project Description The objective is to determine how to attract more French young adults to The Hague based on city marketing theory.

If you agree to take part in this study, please read the following statement and sign this form.

I am 16 years of age or older.

I can confirm that I have read and understood the description and aims of this research. The researcher has answered all the questions that I had to my satisfaction.

I agree to the audio recording of my interview with the researcher.

I understand that the researcher offers me the following guarantees:

All information will be treated in the strictest confidence. My name will not be used in the study unless I give permission for it.

Recordings will be accessible only by the researcher and relevant university assessors. Unless otherwise agreed, anonymity will be ensured at all times. Pseudonyms will be used in the transcriptions.

I can ask for the recording to be stopped at any time and anything to be deleted from it.

I consent to take part in the research on the basis of the guarantees outlined above.



Signed: \_\_\_\_\_ Date: 26/02/2020



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Signed:  Date: 27/02/2020

Margaux Bonaventure

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- 2) Project Description (1 paragraph)

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I consent to take part in the research on the basis of the guarantees outlined above.

**Signed:**

**Date:** 27/02/2020

A handwritten signature in black ink, consisting of a stylized 'B' followed by a horizontal line extending to the right.

Clément Boulangier

### Informed Consent Form

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Signed: \_\_\_\_\_



Date: \_\_\_\_\_

28/02/2020

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I consent to take part in the research on the basis of the guarantees outlined above.

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

*S.O. HANENBERG*  
*HEAD OF MARKETING*

*The Hague Marketing Bureau*  
*Prinses Beatrixlaan 582*  
*2505 SM Den Haag*  
*070 304 88 08*

Sander Hanenberg (Supervisor of Hilde Gloudemans)

