



**The role of public participation in city branding processes as a tool  
for urban regeneration in a South African City: A case study of the  
city of Durban, KwaZulu-Natal**

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By

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## DECLARATION - PLAGIARISM

I **Sindiswa Sympathy Mtetwa** declare that:

- (i) The research reported in this dissertation except where otherwise indicated, is my original work.
- (ii) This dissertation has not been submitted for any degree or examination at any other University.
- (iii) This dissertation does not contain other person's data, pictures, graphs or other information unless specifically acknowledged as being sourced from other persons.
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## Abstract

Since ancient times cities around the world have been constantly transforming themselves to meet the standards of the current regimes. In an increasingly competitive and interconnected global economy, cities are strategically adopting various models and approaches that enable them to differentiate themselves and their products from other cities. This has led to an increase in cities reinventing and renovating themselves through various urban regeneration projects and programmes. One such model is the city branding model, where cities create and develop a city brand that show a positive perception of their city. Much popular in western countries, South African metropolitan cities including the city of Durban have also adopted the concept of city branding in order to compete at a global level.

Although the concept of city branding has not received much scholarly attention, there has been an increase in the debates on city branding mainly around the issue of importance of city branding in developing countries. In the forefront of these debates is the issue of public participation in city branding and urban regeneration processes. Zooming specifically to South African cities which have been characterised with issues of inequalities and social exclusion, this study pursued to understand the role of public participation in city branding processes, using the City of Durban as a case study. The city of Durban has been specifically selected because it is spatially fascinating thus making it a unique product of urban regeneration and it is amongst the few metropolitan cities in South Africa to be branded and unlike its competitors the city of Johannesburg and Cape Town, it is not fully developed, which poses the opportunity to explore.

Applying a qualitative research approach, this study selected a sample of 37 respondents to firstly capture the knowledge and perception of residents on the Durban city brand. It also seeks to examine the nature and extent of public participation in the branding of South African metropolitan cities by ascertaining the key stakeholders.

Lastly, the study aimed to assess whether there is a correlation between city branding and urban regeneration in the city of Durban. The study findings showed that the City of Durban has made commendable progress in rejuvenating the city and developing a sustainable city brand but with a few underlying challenges. Through using various methods including social medium platforms, surveys and formulating policies, the city of Durban continues to find effective ways to engage and promote public participation. This study thus supports consistent collaborative planning in decision-making processes in order to enable communities and authorities to communicate effectively to encourage meaningful public participation.

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## **Glossary:**

ANC: African National Congress

CBD: Central Business District

CID: City Improvement Districts

COGTA: Co-operative Governance and Traditional affairs

COP: Conference of Parties

CTO: Community Tourism Organisation

CTP: Cape Town Partnership

DWCTO: Durban West Community Tourism Organisation

FIFA: Federation International Football Association

GDP: Gross Domestic Product

GEPD: Greater Ellis Park Development Programme

ICC: International Conference Centre

IFP: Inkatha Freedom Party

iTrump: Inner eThekweni Regeneration and Urban Management Programme

IUA: International Union of Architects

IDP: Integrated Development Plan

JDA: Johannesburg Development Agency

KZN: KwaZulu Natal

LAP: Local Area Plan

LTDF: Long Term Development Framework

SA: South Africa

SARS: South African Revenue Service

SDF: Spatial Development Framework

TUHF: Trust for Housing Finance

UDZ: Urban Development Zone

## Chapter one

### 1. Introduction and background of the study

Whilst the concept of city branding is widespread in western countries, in South Africa, it remains unexplored (Mlangeni, 2008). Since ancient times, cities have been constantly transforming to meet the standards of the current regimes. In an increasingly competitive and interconnected global economy, cities differentiate themselves and their products which has become an important determinant for growth and stability (Freemantle, 2007). This has resulted in the acceleration of urban regeneration and cities branding themselves to compete for investments, visitors and residents (Freemantle, 2007). According to Eshuis and Edwards (2013) critics of city branding have pointed out that branding is a form of spin that prevents the public from gaining a proper understanding of their government policies.

Thwala (2009: 37) points out that “urban renewal and inner-city regeneration have become a critical effort for the South African government to stem the tide of decline in its nine major cities”. The provision and management of branding and urban regeneration in South African cities has been facilitated by private-public partnerships between local government and business entities, given the absence of adequate transferable funds for the expanded responsibilities (Mlangeni, 2008 and Mirafatab, 2007). As a result, Mlangeni (2008) argues that the degree of involvement of residents as valuable stakeholders in city branding processes has been limited, and branding has thus been an exclusionary affair that sometimes undermines people’s cultures, languages and history.

Braun (2013) supports that the regeneration of cities has promoted municipalities to operate as a private business, as local governments are encouraged to be entrepreneurial and improve local revenues using private sector participation and using market-based strategies, such as city branding. In reaching strategic brand identity decisions, local authority would consult extensively, systemically, and formally with business interests and owners of property in the area and consultations with existing residents are irregular and usually ad hoc (Braun, 2013). However, Tayebi (2006:14) argues that, city branding is not only to create an attractive city, but also engage the interaction between the city itself, residents and visitors as it aims to tell a story about the city and bring people into the story. Eshuis and Edwards (2013) indicates that although branding can potentially be a participatory process in which the feelings and emotions of citizens are included, this potential is not always fully realized in practice.

In line with the researcher’s view, Monteiro (2016) indicates that literature indicates that managers should involve residents in the process of creating the city brand, however she indicates that it is optional. In practice managers employ private agents that facilitate the

development of the brand. It is the researcher's view that the involvement of residents in the branding and regeneration development projects has been greatly undermined in South African cities. This is a major concern in post-apartheid South African developments as it does not create a sense of belonging, a sense of place and a sense of ownership for residents (Miraftab, 2007). The decision-making processes have been exclusive and entrusted in the hands of the very few selected bureaucrats' reflecting the ideas of the current regime. As an exploratory research, this study wants to examine the level of participation in the process of branding the city of Durban. It also wishes to examine whether residents identify with the brand created and how it strengthens their connection to the city.

## **1.1. Problem statement**

Ilmonen (2014) points that brands have become an important part of urban regeneration policy, both internationally and locally. In South African cities, including the city of Durban "*The warmest place to be*", the 2010 Federation International Football Association (FIFA) Soccer World Cup accelerated many urban regeneration projects, such as the Durban Point Waterfront and Dube Trade port and created an urgency to brand the major cities in order to promote cities as tourist destinations and to appeal to the international market (Mlangeni, 2008). This was aligned to development plans drafted in the eThekweni Integrated Development Plan (IDP), the Spatial Development Framework and other governmental development frameworks and programs to rejuvenate the city. Although tourism revenues increased substantially, especially for Durban Tourism ([www.durbantourism.com](http://www.durbantourism.com)), local residents as stakeholders have been undermined by private investors and local government.

Braun, (2013:18) argues that "*The most neglected role in city branding theory and practice is the role of residents as citizens. Residents choose their local government officials; have political power and Participate in political decisions. This participation is simultaneously a right and an obligation for citizens, meaning that it is also the obligation of place authorities not only to guarantee participation but also to provide opportunities for citizens to actively contribute to decision making*".

Oliver Sutton (web: [www.newleftproject.org](http://www.newleftproject.org)) supports that city branding is understood as the means both for achieving competitive advantage in order to increase inward investment and tourism and also for achieving community development, reinforcing local identify and identification of the citizens with their city and activating all social forces to avoid social exclusion. Prilenska (2012) further supports that city branding, as a strategic approach to redevelopment, impact on residents as it threatens their sense of belonging and positioning in the city.

## **1.2. Relevance and Purpose of the Study**

The purpose of this study is to present an exploratory study which examines the role of public/stakeholder participation in city branding and the urban regeneration projects. A qualitative case study approach has been chosen for this study as it is better able to make a detailed analysis, of which the city of Durban was the chosen case study. The study hopes to highlight that stakeholder/public participation in the branding and urban regeneration of cities can produce a more effective, successful and sustainable city brand thus fostering sustainable development for the city of Durban.

The concept of city branding is becoming widely used across the globe and is now being recently applied to the promotion of South African cities. It is therefore important that we unpack the concept in order to provide meaningful ways of engaging the concept. Mlangeni, (2008) points out that, in South Africa, very little literature has been written on city branding. Tayebi (2006) affirms this in his writing stating that city branding is a new concept and, hence little literature exists on it.

Kavaratzis and Ashworth cited in Tayebi (2006) further add that there is a recognizable gap in literature with regards to the branding process of cities in general. Kavaratzis, Ashworth and Simon Anholt are some of the few authors that have provided great literature on city branding at an international level. In addition, Tayebi (2006) states that the concept of city branding and provision of urban renewal programs in South Africa have most often focused on the economic and spatial development aspects with less focus on resident participation. This study hopes to make a significant contribution in the literature on the concept of city branding, urban regeneration and the role of residents in these processes. The research can be used for both academic and professional purposes.

### **1.2.1. Research Objectives**

This study aims to examine the role of public participation in the branding and the regeneration processes of the City of Durban.

The Objectives of the study are to:

1. To examine the nature and extent of public participation in the branding of South African metropolitan cities, case of the city of Durban.
2. To ascertain the key stakeholders in the branding of the city of Durban.
3. To establish whether there is a correlation between city branding and urban regeneration in the city of Durban.

## 1.2.2. Research questions

The study poses the following question:

What is the role of public participation in the branding processes of the City of Durban?

The research will tackle the following sub- questions:

- What is the nature and extent of public participation in city branding processes?
- Who are the stakeholders involved in City branding?
- Is there a correlation between city branding on urban regeneration planning?

Throughout this study, these questions provide a set of reference points around which to structure the findings and fulfil the objectives of the study.

## 1.3. Structure of Dissertation

The Structure of this research study consists of seven (7) chapters:

### **Chapter one: Introduction**

This chapter introduces the intention of the dissertation and provides a clear guide on the background and structure of the dissertation. It covers the problem statement, where the problem which was observed in the study area is explained, the purpose of the study, including its overall intention and rationale, and the study's aim, objectives and research questions that form the core of the research.

### **Chapter two: Literature review of the study**

This chapter reviews literature informing the study as well as international and national precedents on city branding and urban regeneration.

### **Chapter three: Theoretical framework**

This chapter examines the origins and relevance of the Collaborative/Communicative Planning Theory to the study area. Current collaborative planning debates are also outlined with the intention of formulating solutions.

### **Chapter four: Research Methodology**

This chapter provides a detailed description of account of the data collection methods/techniques employed to achieve valid findings. The type of data analysis employed in order to interpret the findings accurately is explained as well as the limitations of the research and problems encountered.

**Chapter five: Study Area, The City of Durban**

This chapter provides the locality, background and history of the City of Durban and carries out an analysis of the current city brand and urban regeneration projects. It also contextualizes its role within the broader eThekweni Metropolitan Area.

**Chapter six: Research findings and analysis of data**

This chapter presents an analysis of the data collected using various data collection methods such as observations and semi-structured interviews. The findings are explained in this chapter and deductions about the study are made based on the data gathered.

**Chapter seven: Recommendations and Conclusion**

This chapter provides the summary of the study findings and provides recommendations and the concluding statement of the research.

## **Chapter two**

### **Literature review**

#### **2. Introduction**

The Literature review of this study aims to unpack and critically engage with the key concepts of this study, which will be defined below. The objective is to get an understanding of the importance of residents' participation in city branding processes in facilitating sustainable urban regeneration projects to promote socio economic development.

As it has also been noted in the introductory chapter, the development of a successful city brand requires the collaboration of various bodies. As a result, it is important to identify and critically discuss the relationship between city branding and urban regeneration. This will be achieved by firstly identifying key stakeholders in city branding processes and evaluating the role played by residents in branding of a city and lastly discuss how city branding influences urban regeneration planning and vice a versa. What this chapter also hopes to uncover is the importance or relevance of city branding in a South African city through a case study method.

#### **2.1. Definition of Terms**

In each study undertaken it is essential that concepts are explained and defined to ensure that the concepts used are fully and commonly understood to avoid ambiguity. The key concepts that have been identified in this study are city branding, urban regeneration and stakeholder/Public Participation which will be defined in the following paragraphs.

##### **2.1.1. City branding**

In formulating the concept of city branding, various disciplines such as market theorists, public relations, urban planners and international relation to name a few, have contributed in defining the concept (Gunter, 2015), as a result, its definition takes on the form of the discipline or content of which it is applied. Oguztimur and Akturan argue that, there is no "robust" definition under construction" in the city branding literature. In many cases, confusion has been made between city branding, place marketing and destination branding, the most common being with destination branding as cities compete in attracting tourists. Destination branding is used to differentiate a destination from other destinations, while conveying the promise of a memorable travel experience as well as serving to consolidate and reinforce the recollection of pleasurable memories of the destination experience (Buncle, 2003 cited in Herget, Petrů and Abrahám, 2015).

Unlike destination branding, city branding is not constructed solely for the purpose of tourism, but it involves the promotion of the whole city. Firstly, it must be noted that city branding and a city brand does not bare the same meaning. According to Korelin and

Schneider (2009), a city brand is the end product of the process of city branding. Similarly, the American Marketing Association defines a 'brand' as 'a name, term, sign, symbol or design, or a combination of these, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors (Raubo, 2010:6). Korelin and Schneider (2009) further point out that a city brand describes the promise of value of the location, while city branding is the process of designing a strategy that creates and demonstrates that value.

According to Tayebi (2006) just like the branding of product and services, city branding is defined as a network of associations in the consumers' mind based on the visual, verbal and behavioral expression of a place, which is embodied through the aims, communication, values, behavior and the general culture of the place's stakeholders and overall place design. Gunter (2015) points out that, city branding is not a logo, tagline, advertising or promotional campaign. For this study the most suited definition is the one provided by Kavaratzis and Ashworth (2005:507) who define city branding as the self-conscious application of branding to places as an instrument of urban planning and management. From this perspective, city branding is a process; an applied business discipline centered upon marketing and communication activities.

Tayebi (2006) provides an important element of city branding which is that, city branding is a tool of place identity which considers the place in relation to its residents and how they want to be portrayed by visitors. Tayebi (2006:14) further points that:

*"City branding aims at telling a story about the city and brings people into the story. It is not only to create an attractive city, but also engage the interaction between the city itself, residents and visitors".*

Prilenska (2012) reinforces this by pointing out that city branding is a set of actions aimed to improve the competitiveness of the city internationally and reinforce the identification of residents with the city. This means that city branding is a tool of place identity which considered the place in relation to its residents and how they want to be portrayed by visitors (Tayebi, 2006).

To also give clarity, Heeley (2011) makes us aware of another form of city branding which he refers to as natural or organic branding which is branding viewed from the audience's perspective. This form of branding is not constructed or strategically planned. It is branding which is based on stigma and reputation of a country for example the city of Johannesburg popularly known as the City of Gold or Cape Town which is referred to as the Mother City, Paris as a place of romance, Milan as a place of style, New York is energy, Washington is power, Tokyo is modernity, Rio is fun (CEOs of cities, 2006). All these perceptions are attributes portrayed by those cities' centuries ago, intentionally or otherwise which have influenced the way they are received and compete at an international stage. According to

Heeley (2011) cities with strong and highly positive natural or organic brands may see strategically planned city branding process as a pointless exercise. Simon Anholt quoted by the CEOs of cities (2006: 2) writes,

*“Unless you’ve lived in a particular city or have a good reason to know a lot about it, the chances are that you think about it in terms of a handful of qualities or attributes, a promise, some kind of story”.*

According to Can-Seng Ooi (2010) a successful city campaign, will provide a framework for locals and non-residents to imagine and experience the place.

### **2.1.2. Urban regeneration**

There is a wide misconception on the use of the terms urban regeneration, urban renewal and urban reconstruction within a South African policy framework. Although they have similarity in meaning, they are applied in different contexts. Stephanus (2013) cites Temelova (2009) who suggests that urban revitalisation is to put new life into cities and to upgrade areas for higher social and economic use. A typical urban revitalisation project involves investment to rebuild a portion of the urban environment for more profitable activities such as retail and housing. Within the South African context, urban renewal is a strategy associated to the national Reconstruction and Development Programme to alleviate poverty (through housing scheme but limited too) in designated urban exclusion zones that represent those areas that were previously disadvantaged, mainly former township areas and informal settlements (Housing Development Agency, 2013).

According to the research report by the Housing Development Agency (2013) urban regeneration can be defined as a process to address urban decay, especially in inner city areas, in order to revitalize the whole physical, social and economic environment of the area. Urban regeneration focuses on the infrastructural development of city rejuvenation. It is the process of programs and projects designed to rejuvenate, rebuild, and redevelop urban areas that have degraded. Early writer on urban regeneration Goodall (1988:490) cited in Steenkamp (2004) noted that urban regeneration involves the rebuilding of the city, clearing away dysfunctional buildings, finding appropriate uses for vacant sites and producing new building forms and designs. Parkinson (1992:422) states that urban regeneration as an idea, encapsulates the perception of city decline in the environment, the quality of our buildings, the hope of regeneration to reserve the existing trends and the hope for changes in economic growth and social well-being. It is important to note that in a South African context, urban regeneration does not occur in informal settlements in the periphery of the cities, but it generally targets areas with potential in terms of economic return on investment, mainly the CBDs (Housing Development Agency, 2013). Having provided clarity on the use of terms, this chapter has adopted the definition provided by the Housing Development Agency report (2013) as it puts into perspective the issues of this

research. The concept of urban regeneration is essentially a process concentrating on all elements of an area that contributes not only to the creation of a more environmentally friendly city but also to provision of social equality and economic growth which all together result in more sustainable urban space (Mehdipoura and Nia, 2014).

### **2.1.3. Stakeholder/ Public participation**

The International Association for Public Participation's (2007) definition is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process. Public participation is the process by which an organization consults with interested or affected individuals, organizations, and government entities before making a decision. It is a two-way communication and collaborative problem solving with the goal of achieving better and more acceptable decisions. Public participation is the involvement of people in a problem-solving or decision-making process that may interest or affect them ([www.dpsa.gov.za](http://www.dpsa.gov.za)).

Meaningful public participation enables citizens to provide informed and timely input and ultimately influence decisions that affect their environment. Decisions can range from individual projects (such as the location of a chemical factory) to broader strategic plans, laws and policies (such as permitting regulations). For citizens, participation can include commenting on draft policies, raising concerns at a public hearing, or serving on advisory committees ([siteresources.worldbank.org](http://siteresources.worldbank.org)).

Public participation is a process, not a single event. It consists of a series of activities and actions by a sponsor agency over the full lifespan of a project to both inform the public and obtain input from them. Public participation affords stakeholders (those that have an interest or stake in an issue, such as individuals, interest groups, communities) the opportunity to influence decisions that affect their lives (<https://www.epa.gov>).

A stakeholder is a person or an organization with a vested interest in the development being promoted (KwaDukuza Municipality Integrated Development Plan 2011-2012). These stakeholders or interested parties which are usually grouped into international donors, national, political, public, commercial, private-for-profit, civic society and community members (KwaDukuza Municipality Integrated Development Plan 2011-12). According to Bryson (1995) cited in Gomes (2004) a stakeholder is any group of individuals who can affect or are affected by the achievement of the organization's objectives. Gomes (2004) points out that policy makers and managers often use a stakeholder analysis to identify key actors and assess their knowledge, interest, position, alliance and importance related to a specified task. Furthermore, he states that stakeholder analysis allows project leaders and other managers to interact more effectively with key stakeholders and to increase support for a specified task. It is important to note that there is a distinction between defining residents, residents and citizens. Residents are people legally staying in a specific area but are not necessarily citizens.

## 2.2. Background: City Branding

Since ancient time, countries and cities have been making a conscious attempt to create positive identities through events, public figures, monuments, culture, religion, economy and various other ways that give a place its character thereby differentiating itself from other places. Governments understand that positive perceptions guide or inform where people visit, relocate or do their business. City branding is used as an urban governance strategy for managing perceptions about a place (Eshuis and Edwards, 2013). Developed cities have for many years competed with each other for United Nations bodies, Headquarters of multinational corporations and international sports events such as the Olympics and FIFA Soccer World Cup. Semi- developed and developing countries such as Brazil and South Africa have recently begun to break into this global market making the competition even tougher despite the competing grounds being uneven (Anholt, 2007).

The rise of city branding is linked to the rapid increase of globalization which put pressure on countries and cities as the competition for resources and favorable economic positioning at a global scale increased. According to Anholt (2010), who is one of the prominent scholars of “place branding, this meant that developed cities were now having competitors from smaller towns in another continent. Thus, governments had to adopt new strategies in order to compete at a global scale. Anholt (2010) further argues that, it is only in the 1990s that the concept received its required attention. Anholt (2010) points out that cities were developing new mechanisms to communicate themselves to the rest of the world using brands.

Vaggione and Seiddedos’s, (2005) understanding is that the concept emerged as an agent for urban socio-economic development which diverged from corporative branding of products. The city of New York was one of the first cities to formally adopt the concept of branding as part of their communication strategy with the “I Love New York” campaign, in 1977 in order to accentuate the positive of the area (Heeley, 2011). In his article on “Implications of urban branding to local economic development in the inner city of Johannesburg” Mlangeni (2008) quotes Hannigan (2003: 353); Kavaratzis and Ashworth (2005); Gold and Gold, (2008) who point out that the adoption of slogans, “visual images,” sports and cultural events, and designs is used internationally in order to differentiate places so as to attract business and create a “new entrepreneurial mode of local economic development in which image promotion” is central. Mlangeni (2008) further quotes McCarthy (2006) who states that this notion of mobilizing culture and aesthetics for the promotion of an area is called place, urban or city branding.

Over the years, through rigorous discussions, research and reviews, the concept of city branding has been refined significantly and it has been applied throughout European cities. The term has been embraced by scholars from the planning discipline as well as from the tourism and marketing discipline. Nowadays interest in cities as brands is growing as global

competition increases and the concept has become a strategy that provides cities with an image, a cultural significance, and a source of economic value, and constitutes an instrument that can agilely convey a city's strengths (Vaggione and Seiddedos, 2005). It is not surprising then to see a significant growth in numbers of cities, both in the developing world and from mature economies, involved in processes to create a new brand or reinvent their existing one.

Known for its famous football team- Barcelona FC, the city of Barcelona has received great recognition for its city branding, Barcelona-Be part of it. Information provided by place brand observers (<http://placebrandobserver.com>) reveal that Barcelona is one of the world's leading tourist, economic, trade fair and cultural centres, and its influence in commerce, education, entertainment, media, fashion, science, and the arts all contribute to its status as one of the world's major global cities. Carlos Beloso, the brand master behind the Barcelona city brand, cited by Dinnie (2011) argues that Barcelona is one of the world's most admired cities with one of the best images at an international level. His statement is supported by a well-known city brand ranking index, the Saffron Brand European City Brand Barometer (Hildereth-Saffron Brand Consultants), which reveals that Barcelona is one of the cities with the greatest awareness, image and reputation on a worldwide scale, and the third ranked European city brand. The presentation by Carlos Beloso showed that the Anholt-Gfk Roper City Brands Index (2009), a profile city ranking indexes, has ranked Barcelona sixth in terms of brand image. Various factors have contributed to the success of Barcelona. Beloso cited in Dinnie (2011) offers what he considers as ideal elements for a successful branding of a city, which are:

- The branding should be grounded in a profound transformation of the city
- The vision and leadership of the municipal leaders
- The involvement and participation of civil society
- The key role of Mega Events
- The unique and differentiated identity of the city
- Creativity, innovation and boldness as a common denominator

### **2.2.1. Processes in City Branding**

One needs to understand that city branding is a strategic management process that has several complex phases which need to be followed. The complexity of stakeholder engagement makes the process even more complex as there is a need to clearly define their role in each stage of the planning and execution processes. It is important that one outlines the processes of city branding in order to identify the platform for residents' participation. The CEO of cities (2006) article provides an eight-step process to develop a city brand which applies the same principles or steps as that of corporate and product branding.

- The first phase in city branding is defining clear objectives, which would be the purpose of branding, for example branding for a major sporting event. This would be the management initiative having looked at the development plan of the city.
- The second phase would then be to understand who the target audience is. Who does the city want to attract, for example tourists, workers or attract new residents?
- Phase three of the planning process is mainly conducted by the marketing team where they identify the current brand image. What is the brand saying about us? is it working for or against us? is it attracting the right people?
- Phase 4 is mainly a brainstorming session where the team sets the inspirational brand identity then the team will develop the positioning; create value propositions; execute the brand strategy and finally measure success (CEO of cities, 2006).

One of the characteristics of city branding is that it is a creative element in urban planning. It allows people to think creatively, especially in the beginning stages. Thus, it is the author's view that it is practically possible for managers to involve residents in branding processes during the early stages of city branding.

### **2.2.2. Advantages of City Branding**

There is a lot of debate around the importance of branding cities, especially cities in less developed nations. Anholt (2004) argues that few places really have any choice about whether they should adopt a brand strategy or not as they may end up with a brand created by a more powerful state such as the United States which has the resources to manipulate the image of a country, region or city. According to the CEOs for cities report of 2006, branding is a tool that can be used by cities to define themselves and attract positive attention in the midst of an international information glut. City branding does not only serve the purpose of communication, but it is also a strategic process for developing a long-term vision for a place that is relevant and compelling to key audiences (CEOs for cities, 2006). The key purpose for branding a city is firstly to promote economic growth; develop global awareness and to enhance the image of the city in order to promote community pride.

*“City brands are supposed to accentuate the uniqueness of the city, be built from the bottom-up and reflect the city's identity...a city branding campaign does not just present the city, it may change the city” (Can-Seng Ooi, 2010).*

A place brand must be true and enduring in order to be always part of changing marketing priorities. In this sense, city branding is about ensuring that the brand message and the story of an area are strategically and methodically delivered to the right audiences through the appropriate channels, to successfully reach set targets and compete for a place in target visitors' hearts.

According to Can-seng Ooi (2010) a city branding exercise works within a set of inter-related parameters: a city always representing only a positive aspect of the place: modifying public perception: tacit link between the city brand and city identity and the ability of the city brand to affect people's interpretation of the location. Overall the key advantages of city branding are to promote economic development, enhance image of the city to develop global awareness. From the above discussions, city branding could have a positive impact to a city as it can promote economic development, enhance the image of the city and develop a global awareness. These advantages will be unpacked in detail below.

### **2.2.2.1. Promote economic development**

Internationally, city branding is historically employed by cities experiencing the decline of manufacturing as an engine of economic growth (Richards and Wilson, 2004). Since the mid-1980, local authorities started to use city branding as part of their urban development policies (Oguztimur and akturan,). The article presented by the Executive Team for branding the city of Philadelphia in 2010, for example, points out that the need for successful branding strategy is clear and has been indicated quantitatively in tourism-related profits. Parkerson and Saunders (2004) cited in Tayebi (2006) supports this statement by adding that one of the objectives of branding a city are to increase the flow of visitors by improving attractiveness, to stimulate business investments and to foster people and students to live in the city. Kavaratzis (2004) explains that the first aim was to attract inward investments which results in social conflict, which is mainly caused by the complexity of stakeholders with clashing interests and desires with regards to city development.

Regardless of social issues, Tayebi (2006) states that the bottom line for branding a city has been for economic development. Seisdedos and Vaggione (2005) stress that the city has become an entrepreneurial city by defining itself as an economic, political and cultural entity that actively seeks to develop entrepreneurial activities in order to improve its competitive position. Seisdedos and Vaggione (2005) further elaborate that this redefinition of the city is strongly linked to the redesign of urban economy policies that affect the city, internationalizing its profile and delegating implementation to public-private collaboration formats.

Mommaas (2002) supports Tayebi's notion by pointing out that nowadays city brands are only managed in an economic way and not to achieve social and cultural objectives. He further argues that city branding only serves external cash-rich groups where the public space is now more experienced as a commercial environment than a social one. Seisdedos and Vaggione (2005:5) argues that this is managed by local economic policies put forward by active local governments in a strategic and integral manner through the promotion of the city towards a strong and positive image by developing infrastructures and services which

will also attract investors, visitors and solvent users to the city, and, on the other, facilitate exports.

#### **2.2.2.2. Enhance image of the city**

According to Tayebi (2006) to help people to have a good image of the city, the institutions attempt to influence people in a good way and give good arguments for coming and/or staying in the city. In an increasing competition between cities, the local governments are looking for new solutions to improve their image (Tayebi, 2006). Executive team for branding the City of Philadelphia (2010) add that branding efforts can overcome negative perceptions of a city, restoring local confidence and supporting regeneration efforts as branding provides a good starting point for city marketing and a solid framework by which to manage the city's image (Kotler et al., 1999 cited in Kavaratzis, 2004). Kavaratzis (2004) further states that the beginning lies in the realization that all encounters with the city take place through perceptions and images. Vermeulen, (2002) cited in Kavaratzis (2004) states that it is accepted that it is indeed the image of the city that needs to be planned and consequently marketed.

Various techniques can be applied in order to enhance the image of the city. Prilenska (2012) points out that cities adopt the technique of flagship projects of urban branding. Flagship projects are powerful urban regeneration tools which are designed in such a manner as to transform the area, firstly by their own presence, secondly as catalysts of additional capital investments and the attraction of consumption. Furthermore, Prilenska (2012) points out that flagship developments are not restricted to architecture icons but include a wide range of urban projects which are beneficial for public and are capable to bring life into unused spaces, such as for instance, open air swimming pool, skateboarding park or city beach. For example, Prilenska (2012) points out that city authorities use common place urban design and branding methods which result into sameness, namely upscale streetscapes, expensive shopping facilities and well-appointed residential enclaves.

Flagship projects create a sense of uniqueness or landmark for the city that can enhance the image of the city. The city of Johannesburg is exemplary too this statement as they have even used the tower in their branding strategy. The tower has been used as the logo for the city brand. Other cities such as Durban have followed pursuit to this trend by using monument building and city beach in their brands.

#### **2.2.2.3. Developing global awareness**

Through fast tracked globalization, countries and cities around the world have fast become westernized which has resulted in place losing their identity. City branding therefore

separates the place positively from other places and adds value to the place. City branding is therefore understood as communication-promotional tool of place marketing. The article presented by the executive team for branding the city of Philadelphia in 2010 pointed out that branding a city is an asset for urban development and global positioning.

According to Tayebi (2006), the difficulty for cities is developing a global and international awareness, but at the same time to keep a local concern with what is going on in the city.

*“The new global economy is articulated in territorial terms around networks of cities. Cities depend on how they are articulated to this global economy. We have seen first that the cities are today in a struggle to reach awareness in an international competition. History of each one has a strong impact on the way cities are coping with this change. The renewal involves social mutations as well as planning transformations.”* (Tayebi, 2006).

Can-Seng Ooi (2010) elaborates that even though the city brand is selectively constructed, the brand is as the identity statement of the city. He states that the brand is a summary that captures the truthful story and uniqueness of the place.

### **2.3. Limitations of City Branding**

Firstly, one of the mistakes that cities sometimes make is using taglines as their brand. O Connor cited in the CEOs for cities (2006) points out that cities should accept taglines only as a last resort. He argues that a tagline passes for branding, but it is not the same thing (CEOs for cities, 2006). Taglines are fragile, limited to too broad and they do not represent the city fully. O Connor further adds that a brand is the DNA of a place, what it is made of, what it passes from generation to generation, it is authentic and indicates what makes a place different from others (CEOs for cities, 2006).

According to Kavartzis (2009) cited in Herget, et al (2015) one of the key challenges of city branding is the difficulty of delimiting a city’s identity and core values in a manner that is widely acceptable, easily marketable, and presentable and open to experience in a daily manner. With regard to this, strategies of product branding may be less appropriate in the context of a city where ownership, stakeholder involvement and branding development are more complex.

Johns and Mattsson, 2005 cited in Mlangeni (2008) argue that branding is largely seen as a private affair in which the corporate business is involved while local economic development is placed within the mandate of the government. The lack of cultural planning leaves branding of places as an uncoordinated affair that sometimes undermines people’s cultures, language and history and leaves them vulnerable to abuse and exploitation for profit

(Mlangeni, 2008). In line with this research, the issue of stakeholder complexity seems to cause the greatest problems in allowing residents full participation in branding processes as well as political interference which is also a major setback in this regard.

### **2.3.1. Complexity of stakeholders**

According to Kavaratzis (2004) one of the main reasons for the difficulty to brand a city is that the users are multiple. The city is an intricate network of individuals businesses, public services, local government and private partnerships. Sutton (2015) points out that all these users have their own vested interests and opinions, often conflicting with each other. The challenge is to get them all aligned with a shared place brand vision.

Trueman et al. (2001) cited in Kavaratzis (2004) recognise that there is an urgent need for a robust analysis of the city as a brand that considers a wide range of stakeholders. Raubo (2010) points out that city brands are in many ways similar to company brands, especially when it comes to their complexity and the variety of targeted audiences. As a result, research on city branding has been greatly influenced by corporate branding. It is the researchers view that one of the limitations of city branding is that principles of corporate branding have been applied in the branding of cities, with little consideration on the differences between the stakeholder groups.

Firstly, corporate brands “a corporate as an entity” belonging to someone, has an owner (the CEO of the company and all its investors), and residents in this instance are treated as target audience or customers. Residents in city branding processes cannot be mere target audience, firstly because the place (as a service or a product in this case) belongs to the people and local authorities are representatives of the people who manage the place on behalf of the people. Tayebi (2006) illustrates that in opposition to a corporate brand; the target can't be chosen but are imposed. Kavaratzis (2004) stresses the fact that all activities (whether they concern economic, cultural, social, tourist or any other development of the city) are done in the name of the city's residents and their ultimate goal is to improve their quality of life.

As proposed in Tajfel and Turner's (1979) Social Identity Theory, individuals define themselves as parts of social groups according to, for example, their value setting or geographical closeness. The residence or home of a person thereby determines a strong part of the person's self (Beckmann and Zenker, 2012). As a result, residents are to be treated as stakeholder in branding processes of cities and not customers.

One of the issues with stakeholders' participation is that some stakeholders (by which they mean non-Owners) demand, “Active participation in the branding process whilst others are

not interested in being involved” (Mossberg and Getz, 2006). Similarly, Roper and Davies (2007) suggest that each stakeholder group should be communicated to in different ways, as a reflection of their differing needs. Sutton (2015) states that one of the challenges is that, local communities often tend to be cynical or dismissive about proposed place branding campaigns; probably because they feel that their home is being marketed in the same way as a product or service. It’s therefore the job of the brand manager, local authority and key stakeholders, to dispel this view and get residents actively involved in the development of the brand vision (Sutton, 2015).

Income levels have also tended to further divide stakeholders between the poor and well off. Pillay, and Bass (2010) and Miraftab (2007) agree that there is lack of respect and consideration for the poor residents pertaining redevelopment and city branding. Miraftab (2007) raise the argument that it is almost as if poor people tent or do not fit into the image that is being created.

In support of this Gregory (2007:59) cited in Wilson and Ying Fan states that “stakeholders are usually regarded as targets rather than partners,” in the development of corporate brands; and that literature seldom provides guidance on how their involvement can be facilitated. Wilson and Ying Fan point out that this is perhaps reflective of traditional approaches which focus on the needs of the owner and the effects on their brand.

In order to address social inequality probed by city brands, Tayebi (2006) points out that city brands should:

- Choose carefully the leadership of the brand with a mix of people coming from different background, with different experiences of the city.
- Listen to the city and the real life within it
- increase pride of people in the city and take care of the social equality
- be creative to foster the new way of the urban life
- be an umbrella gathering the whole identities of the city: economic, social and touristy
- segment the identity without dividing

Beckmann and Zenker argue that place branding should focus on the city brand perception of its different stakeholders; consequently, brand managers should develop strategies for how to build target group-specific place brand architecture. Gunter Soydanbay ([www.citymetric.com](http://www.citymetric.com)), a brand strategist, emphasizes that effective city brand strategy brings all stakeholders together from investors to officials to residents at the beginning of the process, in that way they can define a common vision.

### 2.3.2. Political interference

City branding has joined the vocabulary of a growing number of politicians and city officials across Europe (Braun, 2012). According to Braun (2012) the governance setting in which city branding takes place, as well as the impact of specific choices made in the branding process, greatly affect the implementation of city branding.

One of the major hurdles of city branding as well as many of regeneration projects is political interference. The issue of politics is one that affects all cities across the globe in all spheres of development. The CEOs of cities (2006) article points out that political dimension is a hurdle to the strategic branding of cities. The political process restrains the efficiency of the strategic decision making because of the man- making of the politician and the concern about their self-interest such as visible project for a good reputation, personal ambition and so on. According to Allan (2011:88) cited in <http://placebrandobserver.com>, a place brand's espoused values need to be reflected not only in political leadership. Allan further argues that:

*“Leadership is practiced says a lot about the way the place is governed, its values, and...how it wants to be seen by the rest of the world”, the actions and declarations of a country's political and corporate leaders “can attract or repel people, institutions, companies, investors, and tourists” (<http://placebrandobserver.com>).*

Power dimensions within the politics field creates loopholes for exploitation, social exclusion and undermining the rights of certain individuals. Corruption is a major issue in many developing countries, including South Africa, where projects are approved to benefit certain elite individuals while purposely socially and economically excluding the underprivileged. Zukin (1997) cited in Mlangeni (2008) points out that “power in city projects resides in the hands of those who have the authority to impose a vision on space”. Although many cities apply the principle of democracy which stipulates that people should have equal rights and equal access to opportunities that is not the case. The poor people are still being marginalized to enrich the elite.

## 2.4. Urban Regeneration

Initially the term was used to refer to housing renewal and other property-led initiatives (Oatley 1998 found in Smith, 2012). Over the years, Smith (2012) points out that the term has taken on a more holistic conceptualization having an integrated approach to addressing economic development, social and environmental conditions of the city. The term regeneration implies that efforts are being made to recover the position that a city once held (Smith, 2012). Urban regeneration has been tested and implemented in the most

advanced countries and many cities have already launched such operations such as Barcelona, Marseilles and Genoa (Priority Actions Programme Regional Activity Centre Split, 2004).

Urban regeneration influences economic development and can be used as an instrument to enrich existing communities. However, Miraftab, (2007) and Benit-Gbaffou (2009) argue that urban regeneration project lead to the displacements of residents as rents increases due to renovated buildings, pushing the less affording locals out of the city. As a result, the process of urban regeneration always poses conflict, be it political, socially or environmentally. Local resident participation is always a major issue as those that are in power forcefully impose their ideas through space design and legislative frameworks, thus socially, economically and physically excluding the oppressed groups in urban places.

Historically, inner cities have been known to hold strong photo roles for cities around the world (Engelbrecht, 2004). The magnitude of economic activity within inner cities suggests that they are recognised as a strong source of revenue for local government, as well as a significant source of regional growth. Inner cities and older declining areas are more commonly distinguished as being prone to high levels of deterioration (Couch, 1990). The rationale for regenerating inner cities is justified evidence of a strong relationship between urban regeneration and economic growth. Areas which are restored are usually those which have high levels of economic activity and those which have deteriorated attract less business.

With the continuous urban sprawl and associated decline of existing urban centres, there is pressure to establish new urban hubs in decentralised urban areas (Engelbrecht, 2004). The purpose of creating these urban centres is to provide multi-functional facilities, with strong transportation hubs, as well as commercial, retail, cultural and residential components. Despite the strong emergence of 'edge cities' in South Africa, leading cities in the country have adopted a similar approach to international countries by upholding the CBD as the core area of activity and economic growth. Less prominent South African cities have not given as much attention to their CBDs as metropolitan cities have.

### **2.4.1. Relationship between City Branding and Urban Regeneration Planning**

Prilenska (2012) points out that there is a strong causal link between city branding and urban regeneration, since branding a city stimulates urban regeneration because city branding becomes impossible if there are no tangible changes in the quality of a place. It is the researcher's view that regeneration programs have direct impact on residents as it deals with infrastructural development which impacts on the economic and the social

developmental wellbeing of residents. Ilmonen (2004) adds that brands have become important parts of urban regeneration policy as it is believed that they can contribute to the economy of a city.

Prilenska (2012) argues that these changes must be informed by, and linked to the city's development plan, including, inter alia, urban planning, conservation and upgrading programmes, and tourism strategies. If this synergy is not carefully explored, the potential disruption caused by a city brand and an urban development plan sending mixed or contradictory messages becomes significant (Prilenska, 2012).

According to Prilenska (2012) a new brand can convey a set of values that prompts a city to revise how urban life is experienced and thus guide its development or regeneration efforts. Prilenska (2012) argues that the brand should either ensure that the strengths of the city are properly connected to the needs of the marketplace, or, in the case of a need for change, support a regeneration strategy that will bring economic renaissance.

For city branding, this means that the brand should communicate a consistent identity and that too big gap between the communicated identity and the identity perceived by city's customers can interfere with the building of a strong, positive image of the city. In other words, the identity communicated by the brand needs to be honest.

Seisedos and Vaggione (2005) point out that at a professional competency level, city branding requires the combined expertise of at least two disciplines that have only recently begun to dialogue with each other. In devising a city brand, the qualities of an urban territory must be contemplated both from the perspective of managerial and marketing techniques and from the viewpoint of urban development strategies including socioeconomic and spatial planning. Kavaratzis (2004) quotes Florian (2002:24) in a book entitled 'City Branding' which states

*"...urban renewal includes the creation of an identity with its own experiential value, which is profoundly original and uncopyable. This touches upon such points as structure, programming, functions, the sort of actions and activities that characterise the image of the city, events and in the last resort the chemistry of the people who operate there".*

According to Braun (2011), Eshuis and Edward (2013) and Klijn (2014) the increased importance of urban renewal and place branding, has given rise to debates about the participation of citizens in place branding. Critics have argued that place branding has often been applied in a top-down manner that excludes residents. Kavaratzis (2008: 146) indicates that the needs and wishes of communities are often not integrated into place branding processes. Bennett and Savani (2003) find that local authorities apply top-down strategies

whereby the decision-making processes regarding development are taken by local governments in conjunction with a small selection of stakeholders.

### **2.4.2. Stakeholders Involved in City Branding Processes**

Stakeholder engagement is crucial to the success of any city branding strategy, but doing it effectively requires an approach that is more democratic and exploratory than much standard practice (Houghton and, Stevens found in Dinnie, 2011).

*“It is a regrettable fact that many city branding strategies fail, occasionally with a bang, more often with a whimper. A key reason for failure here is the absence of inadequacy of a program for engaging and energizing local people, businesses and community groups in shaping, articulating and conveying the brand. More often than not, the branding team opts for limited consultation or validation from external partners, preferring immediate buy-in and co-option over meaningful dialogue and challenge”.* (Houghton and, Stevens found in Dinnie, 2011:45).

Sutton (2015), Kavaratzis (2008) and Braun, (2013) and Kotler, Haider & Rein (1993) quoted by Beckmann and Zenker (2012) have identified three stakeholders of which city branding caters to: visitors, investors and residents. However, they point out that, the groups targeted in recent marketing practice are much more specific and complex. In Monteiro’s (2016) study, Butler, 1999; Muniz Jr & O’guinn, (2001) state that, literature indicates that there are six types of stakeholders that stand out in this process: tourists, industry, the local community, government, special interest groups and educational institutions.

Beckmann and Zenker (2012) provide a distinction between the various stakeholders. They note that stakeholders as tourists can be divided into business and leisure time visitors as well as professional visitors such as archaeologists and architects. Residents on the other hand can be separated as internal residents which are current residents and external group which are potential residents (Beckmann and Zenker, 2012). Current residents can be further divided into citizens and non- citizens. Within these groups, specific target audience segments are found such as students or the so-called creative class (Braun, 2008; Florida, 2004). A third generic group of stakeholders consists of public services, private business, and non-governmental organizations (Beckmann and Zenker, 2012).

Again, except for civil service, all these groups can be both internal and external. A final stakeholder group is composed of the media (Avraham, 2004 cited in Beckmann and Zenker, 2012), covering everything from travel books to in-flight magazines, TV, daily newspapers and so forth. All these stakeholders have a vital role in the development of a successful brand.

In developing the city brand for Tampere, many local stakeholders each with their own agenda and their own vision were involved in the branding process. The article by Daclin (2010) who is the Vice-president of Grand Lyon, a branding company -Working Group Chair -in Europe states that, for the city of Tampere, the involvement of key stakeholders was crucial in the highly structured brand-building process launched by the city in June 2010. The process was structured around six stages which included the planning process and naming the participants; analyzing the region's current situation; structuring the brand identity; structuring the communication strategy; designing the branding and using the brand. From this process one can identify the phases of the branding process which are essential or require the engagement of various stakeholders.

He points out that this was achieved by developing several working groups, involving key local stakeholders, who were established to work on the process. In addition, Daclin (2010) points out that the active involvement of stakeholders appears to be particularly important for the success of a city brand, in particular to:

- ensure an inclusive and legitimate city branding process;
- share responsibilities and costs;
- Encourage long-term commitment and durability for the brand.
- Findings from the working group show that there are several ways to build a successful city brand, depending on the local political and structural context:
- the top-down process, where an agreed shared vision is projected for the city and the assets are adjusted gradually, step by step;
- the bottom-up process, where all aspects of the city that can serve as ingredients for the brand are collected together and projected;
- the survey process, which researches what people feel best characterizes the city and projects the most commonly identified aspects;
- The expert approach, which leaves brand development in the hands of recognized professionals; the global co-produced process, in which citizens are engaged in a mass pooling of ideas that are used to build the brand.

Can- Seng Ooi (2010) stresses that respecting stakeholders is not only necessary to ensure the success of a branding campaign, it is also ethical, he further points out that brands must be developed and promoted from the grassroots resulting in a shift of moving beyond city branding as marketing exercises and into aspects of place management. Houghton and,

Stevens found in Dinnie, (2011:46) support this statement by pointing out that there is growing evidence that the most effective city branding initiatives involve and energize a wide range of local players to craft and convey the new message about the place. Equally, there is a weight of evidence that initiatives which do not engage, and in some cases, alienate, local stakeholders are almost always destined to fail. However, due to the complexity of stakeholders, it is only natural that conflict may exist, as they may have opposing views and possibly communication barriers.

## **2.5. Role of Residents in City Branding Processes as Stakeholders**

The literature of this paper has broadly discussed the concept of city branding. However, there is a dearth of research on the role played by residents in city branding. Understanding citizen characteristics, needs and aspirations are essential when defining the appropriate city brand strategy as well as involving and engaging citizens in city brand strategy and city brand building.

Broadly speaking, residents play an important role in city branding processes; firstly, as the image of the brand, secondly as direct beneficiaries, lastly as communicators of the brand. Seisdedos and Vaggione (2005) argue that creating powerful instruments that can broadcast a city's strengths to a desired audience is a holistic and inclusive process. Kavaratzis (2004) points out that everything in the city communicates its image. Kavaratzis (2004) distinguishes between three types of image communication. Primary communication, which is an effect of all actions that did not have communication as their primary goal, meaning everything that is happening and can be visible in the city and the actions of its authorities. Secondary communication, which is the intended formal type of communication, realized by the usage of different place marketing techniques. And finally, tertiary communication, that is the word of mouth, media communication about the city and the communication of the city's competitors. Although the tertiary communication is not controllable, it can be influenced by the former two types and by city branding. Therefore, the aim of city branding is to reinforce positive tertiary communication and, as a result, enhance the city's image.

Freire (2009) further discusses the role of local people in place branding, showing that they are indeed a critical dimension for the formation of place brands. For instance, Freire (2009) reveals that the perceived degree of friendliness in local peoples' attitudes is a crucial element in destination evaluation. This can be seen in the findings of the 2013 Anholt-GfK Roper City Brand Index, which ranks city brands across the world. For example, the city of Durban was considered the friendliest city in South Africa. The research explored whether the citizens were "warm and welcoming". Other topics were climate, cleanliness, environment and presence. The city of Cape Town was placed 42nd fared best among the

South African cities, with Johannesburg at 44 and Durban at 47. But respondents felt that Durban people were the nicest (Times Live, 09 September 2013).

Mlangeni, (2008) argues that the irony arising from the branding of South African cities, such as Durban, is that while they are portrayed as welcoming and accessible to everyone, it is only certain people, events, slogans, names and forms of behavior which are targeted for certain spaces. According to Braun (2013), the role of the residents in branding and urban renewal processes is limited to just target groups. Braun (2013) argues that it is important that residents should be prioritized as they form the most prominent audience for city branding and urban regeneration.

Seisdedos and Vaggione (2005) state that the main asset of a city is, after all, its inhabitants, and there is no better way to achieve sustainable development than motivated public participation. Articulating urban identity relates the spatial configuration and values towards an increase in quality of life so cities are active, diverse, inclusive, safe and fair for everyone. All activities (whether they concern economic, cultural, and social, tourist or any development of the city) are done in the name of the city's residents and their ultimate goal is to improve their quality of life.

However, having engaged with vast literature the researcher shares the same sentiment as Monteiro (2016) that literature on city branding does not make it clear, the practicality of engaging residents in the branding process, or neither specifies in which way they should be involved in the process, to achieve success. Basically, it only identifies who should be the main actors of the process of brand creation; such is the case with Barcelona. This is despite scholars across various fields agreeing on the importance of engaging residents in branding processes.

For example, the study engaged with literature from another successful branding strategy "*I am Amsterdam*" from the city of Amsterdam. As the capital and most populous municipality of the Kingdom of the Netherlands, Amsterdam is well known for its artistic heritage, elaborate canal system and legacies of the city's 17th-century Golden Age. A study conducted by Wraae (2015:55) on "Branding Amsterdam: The Roles of Residents in City Branding" revealed that one of their objectives, and as a part of their work with brand positioning, Amsterdam Marketing intended to create brand meaning for the local residents and thus make the residents an integral part of the city brand. Findings showed that the residents are used actively, as well directly as indirectly, as a communication tool in the perspective of branding the city in a promotional context. However According to Eshuis and Edwards (2013) citizens were hardly involved in selecting the main dimensions of the place brand, they point out that a consultancy selected the three main brands. In the interview with Wraae (2015:35) Manager at Amsterdam Marketing, Nico Mulder's stated that, '

*“The slogan seems to have been developed as a deliberate result of a brand strategy having in mind the residents in the role as an integrated part of the place brand”*

However, scholars pose against this form of participation where residents are merely used as communicators of the brand, and yet they are fully engaged in the development of the brand. If literature is to make any suggestions to brand managers about resident participation, it is important to understand the processes of city branding then be able to delineate how in practical residents can incorporated the branding processes. To find answers to the pressing question of public participation in city branding, it was important to first understand the processes, advantages and challenges of implementing city branding.

## **2.6. Importance of Public Participation in City Branding Processes**

Public involvement is a means to ensure that citizens have a direct voice in public decisions. Many agencies or individuals choose to exclude or minimize public participation in planning efforts claiming citizen participation is too expensive and time consuming. Yet, many citizen participation programs are initiated in response to public reaction to a proposed project or action. However, there are tangible benefits that can be derived from an effective citizen involvement program (Claridge, 2004).

Including residents in branding process will not only contribute to a sustainable brand, but it will also create a sense of pride and belonging for residents. Houghton and, Stevens found in Dinnie (2011) are in support of this statement as they point out that the participatory and interactive approach to city branding we set out is designed to generate and support a greater sense of ownership, which is a crucial ingredient in any branding initiative. In return it is the author’s view that such initiatives could facilitate and play a vital role in reducing the issue of xenophobia, social exclusion and at a greater extent the inequality gap in cities facing social ills.

According to Gelder cited in Dinnie (2011), engaging and connecting key stakeholders in the development and implementation of a city brand strategy strengthens the brand beyond what the stakeholders could achieve individually. He further points out that city branding is different from traditional location and destination marketing and investment promotion in that it drives and inspires consistent and on-brand behaviour by all its stakeholders, rather than just those organizations responsible for sending out marketing messages.

Monteiro (2016) provides a crucial point on the importance of public participation. She argues that residents of a city have rights but also an obligation. Her argument lies in the fact that, residents have the right to choose their local government official and an obligation

to do so in a responsible and balanced way and the managers who will be their representatives. She further argues that, local authorities must comply with its government plan and represent the residents, defending their place branding interests. This means that residents also have a share of the decision-making process involving their city. This process requires that people participates in the process of place branding (Monteiro, 2016).

## **2.7. City Branding and Urban Regeneration in South Africa**

The concept of city branding is a fairly new approach in South African cities firstly adopted by the city of Johannesburg and shortly after by the city of Cape Town between 1997 and 1999 with the aim to generate income for the city through real estate development and lucrative tourism. However, Bremner (2000:186) argues that, in South Africa, urban branding can be traced as far as the late years of apartheid when the city of Johannesburg was “constructed to conform to images of Western modernity” and later “transformed into little New York”.

The early stages of city brands in South Africa were characterised by taglines which did not represent the city fully. Prior to the 2010 FIFA Soccer World Cup, South African cities, as brands, were not well marketed. The 2010 FIFA Soccer World Cup in South Africa emphasised the importance of strategically applying city branding principles in their aim to create a positive image in order to meet the world’s standards. As a result, these cities began to re-brand, moving away from taglines, to portray favourable images of the city. This exposure also afforded South African cities the opportunity to receive global attention which meant that their branding strategy had to be well thought off, as they would be a representative of the country as whole. Pillay and Bass (2010:77) state that with high urbanisation rates projected, with major metropolitan cities currently contributing majority of the national GDP, and with service, infrastructure and economic disparities widening in urban areas, initiatives aimed at stimulating economic growth, and creation needed to be carefully nurtured.

In his article on Brand Africa, Anholt (2007) points out that the key issues that African countries face with regards to branding is that it does not have a positive image in the global market as it is perceived as a country of war and poverty. He notes that places with negative clichés and stereotypes fundamentally affect people’s behaviour towards those places and its residents and products. South Africa has been fortunate in that the Nelson Mandela legacy has played a role in creating an image that is favourable in the global market. This has made it easy for South African cities to be proactive participants in city branding giving them a favourable position in the global marketing stage (Anholt 2007).

According to the South African Network executive summary, in the context of South Africa, the process of urban transformation has been complicated by local factors including the legacy of apartheid, legislation and settlement pattern, private sector investment decisions, political, social and economic transition and inter-government relationships, government capacity and financial constraints. As a result, the participation of residents in these processes is arguably undermined which is one of the major issues concerning urban regeneration projects in South African cities. Benit-Gbaffou (2009) points out that, residents are seemingly seen by the state as insignificant and even considered as nuisance as they are held responsible for the crime and grime around the city centre offering tourists an image of the city the government would prefer to avoid.

The 1990's era saw many South African cities experiencing major challenges with the issue of inner decay, especially the three major cities, Johannesburg, Cape Town and Durban. This led to investments pulling out of inner-city centres to suburban areas such as Umhlanga in Durban, Sandton in Johannesburg and Waterfront in Cape Town. As a result, post 1994, one of the strategic plans for the South African government was to rejuvenate these city centres through various regeneration projects in order to attract investments back into the city centre and increase its tourism revenues. This, as mentioned before, was in line with the city branding strategies.

The two case studies that will be analysed below reflect the unconstitutional manner and lack of consideration for residents, mainly the poor, in urban regeneration projects that are designed to fit the proposed illusionary city brand. Benit-Gbaffou (2009) points out that the fast-tracking approach of urban regeneration projects in South Africa, avoids necessary debates on the disruptive effects of regeneration strategies on residents.

## **2.8. Case Studies: Local Case Studies**

### **2.8.1. The City of Johannesburg: History and Background**

Home to more than 4, 4 million people, the city of Johannesburg is a Metropolitan Municipality located in the Gauteng province of South Africa. It is the most advanced commercial city in Africa and the economic hub of the South African region. 'Empire's great gold centre' and the 'financial and economic hub of Sub-Saharan Africa' were labels Johannesburg was using during the 19th century. The 20th century saw Johannesburg being referred to as the 'little New York' and some referred to the city as 'Southern Africa's transport hub and shopping centre' (De Kiewiet, 1942; CDE, 2002 cited in Mlangeni, 2008). The city is characterised by world-class infrastructure in the telecommunications, transportation, water and power sector. It is also known to have the best health care and educational facilities, with one of the leading matric results in the country. The

demographics of Johannesburg indicate it is a large and ethnically diverse metropolitan area mainly due to a long history of local and international migration. The city of Johannesburg is the city of choice across the African continent for job seekers and people who are looking for better economic opportunities and quality of life.

- **City brand and urban regeneration projects in the inner city**

The City of Johannesburg has been applying city branding as a strategic tool for positive internal and external positioning since 1990. The city brand has been transforming to meet with the vision and future plans of the city of that time. Branded as the “World Class African City”, the brand image of Johannesburg has sustained the image of a city worthy of competing at an international stage. In a statement report by Executive Mayor Amos Masondo (<https://joburg.org.za>) he stated that:

*“The city’s strategic objectives towards becoming a world class African city informed the design...Interbrand Sampson was the appointed company that would be responsible for the development of the new brand. We have learned valuable lessons from cities like Singapore and New York that a brand is one of the most important assets of a city. ... It’s about value, prestige and emotional attachment”.*

In line with the city’s vision, various redevelopment projects have also been proposed such as the Greater Ellis Park Development project which was in preparation of the 2010 FIFA World Cup where it was anticipated that it would benefit all South Africans. The redevelopment project was aligned to the city brand “World class African city” which was a governmental vision. According to the World Bank report, the first major plan for the Inner City was the “Inner City Regeneration Business Plan”, developed by the Economic Development Unit of the City of Johannesburg in 2004 based on five pillars that would be addressing sinkholes, undertaking intensive urban management, maintaining and upgrading infrastructure, promoting ripple pond investments, and supporting economic sectors. However, due to lack of funding many elements of the plan were not realized (<https://urban-regeneration.worldbank.org>).

In partnership with private investors, the City of Johannesburg constructed mechanisms toward the revival of the inner city, which included the Urban Development Zone, City Improvement District, the Johannesburg Development Agency and the Better Building Programme (Stephanus, 2013).

According to the World Bank report, the private sector was assigned a major role with regards to inclusionary housing, however this has been debated. According to Bethlehem (2013) the first 5 years of the Johannesburg Development Agency’s (JDA) life also saw a focus on high profile once-off investments aimed at catalysing the process of regeneration

which included the Nelson Mandela Bridge, the Constitutional Court; and the Newtown development which included the establishment of a major new events space at Mary Fitzgerald Square.

However, Benit-Gbaffou (2009) argues that the processes of the Greater Ellis Park Development Programme (GEPD) projects abandoned the needs of the poor, leading to many households being evicted. Garson, 2004 and Davie, 2006 cited in Mlangeni, (2008) agree with Benit-Gbaffou as they also point out that the branding of Johannesburg as the 'World-class African City' to raise its profile and competitive edge, has resulted in the forced removal and evictions of people in derelict buildings to make way for private investors operating under the banner of city regeneration through the Better Buildings Programme. Hundreds of buildings were converted, with some 40 000 new or renovated units with an average rental of about R2500 per month (Bethlehem, 2013). Virasamy (2010) argues that the increase in building management and enhanced security threatened the poor who were unable to afford city living. As a result, there were forced evictions with no alternative accommodation which left many people homeless. Virasamy (2010) further outlines that the policy of the inner-city development does not include subsidised water, electricity and rates, which means that people who live in the city need to be earning, at the very least R 3,500.00 per month, to pay for the use of facilities.

- **Stakeholder involvement**

The Inner-City Summit held in 2007 was aimed at mobilizing stakeholders towards a refocused agenda for regeneration, where they would agree on the critical issues of concern and develop a program of solutions (<https://urban-regeneration.worldbank.org>). There was a collaboration of various sectors and institutions to maximize participation. Stakeholders involved included the Metropolitan Council, the Private Sector, utility companies, agencies, and municipal-owned corporations, the Provincial Government and the Community which included the Johannesburg Inner City Community Forum, and the Association of Social Housing Associations. According to the research conducted by the Public Affairs Research Institute (2013), partnerships have always been central to the JDA's activities. Even when the agency had access to considerable funding, it understood that property owners, landlords, tenants, citizens and other government departments all had to be willing and committed partners in order for inner-city revitalisation to be sustainable.

Regarding public participation, it is the authors' view that power dimensions played a role in undermining the residents in the processes of regeneration. To give an example, According to Benit-Gbaffou (2009) stakeholder participation was between the property owners, local government and investors in the Greater Ellis Park Development Programme (GEPD), but

the residents were excluded from the decision-making processes. According to Benit-Gbaffou (2009) the role of the private sector in the funding of the project led to the Johannesburg development Agency (JDA) having very little influence and control over the project. Benit-Gbaffou (2009:209) quotes an interview with the IFP ward councillor for the Greater Ellis Park Ntuli in 2006 who stated that:

*“We need to remove these people, allocate them somewhere else. If we develop the area, we can’t accommodate all of them: some of them are not working. In the city, we only need people who are able to pay. In the city centre, it is obvious it is expensive to be there. When we develop the city, we’ll make it expensive. There is no other way...it is time to take the city back. Put it in the way it was. You can’t deal with the 2010 if you still have these people in the city.”*

The statement made by the ward councillor is an indication that South African brands are not in line with the actual realities of the city image. Furthermore, it is an indication that the process of city branding and urban regeneration of city centres applies a pro-rich development method.

In its defence, the Public Affairs Research Institute (2013:13) argues that the real challenge for the JDA was that it did not have (and still doesn’t have) any legal or regulatory tools at its disposal to enforce partnerships: they are all voluntary, depending critically on the goodwill and commitment of a wide range of parties to maintaining the integrity of a particular area. A stakeholder participation of this nature is however questionable.

To make an example, if the method of engaging with stakeholders is not accommodating to every person that needs to be part of the project, one is mostly unlikely to not get a positive response. Firstly, notification of meetings needs to be accessible to every stakeholder one intends to engage with. Secondly, time and venue of meeting will determine who attends meetings. Meetings held during working days will mostly likely not be attended by working class residents.

### **2.8.2. The City of Cape Town: History and Background**

Being the oldest city in South Africa, it has been referred to as ‘The Mother City’, embracing an array of diverse cultures. The landscape and attractiveness of the city has aided in it becoming an internationally eminent tourist destination attracting waves of investment (McKenzie, 2004 cited in Stephanus, 2013). The City of Cape Town is a South African metropolitan municipality in the region of Western Cape, which governs the city of Cape Town. According to the 2011 South African census, it had a population of 3,740,026. Like many other South African cities, Cape Town is a multi-cultural society which is dominated by

coloured, whites and Xhosa speaking blacks. It is a perfect holiday destination and is considered the Monaco of Africa. The City is South Africa's second-largest economic centre and second most populous city after Johannesburg.

- **City brand and urban regeneration projects in the inner city**

Previously branded as “This city works for you” after much debate and public engagement with the brand and urban regeneration project when the city was branded as the world class city, Cape Town now formally branded as “Making progress possible together” has chosen to have the public interest at heart through their branding strategies. The City of Cape Town's Integrated Development Plan resulted in a changed brand strategy for the city, moving from a reputation of service delivery excellence to one of collaboration, partnership and active citizenship. The new identity needed to bring to life a shared sense of responsibility between citizens and government and position the city as a place of opportunity at a global stage (<https://www.behance.net>).

Despite its appeal, the city of Cape Town is also home to sprawling informal settlements, poverty and significant inequality within its population of three million (SACN, 2006). Like most South African cities, democracy impacted heavily on Cape Town's spatial form (Hiller, 2000). According to Hiller (2000: 442) the massive rural-urban migration led to “burgeoning squatter settlements on the margins of the major cities where lack of adequate housing and unemployment had grown to epidemic proportions”. By the late 1990s, Cape Town's central city encountered a period of gradual decline, characterised by massive decentralisation of businesses, office parks and retail malls in an attempt to forgo the rising ‘crime and grime’ associated with the city centre (Boraine, 2009). To achieve a world-class city capable of attracting business in a competitive global market, the municipal government of Cape Town, like many cities of the global north, adopted a model of urban revitalization (Miraftab, 2007). The city's plan was to renovate the inner-city infrastructure through various programs that promoted public-private partnerships such as the Cape Town Partnership (CTP) in 1999. According to Boraine (2009:2)

*“The vision of the partnership was described by the CTP as “an inclusive, productive and diverse city centre that retains its historic character and reflects a common identity for all the people of Cape Town”*

By early 2000, regeneration began to occur, attracting global and national corporate giants to the northern part of the city centre, catalysing further efforts towards revitalisation. The decision by corporate organisations to move back to the city centre encouraged other businesses to follow suite (Lemanski, 2007). However, the city did not have adequate funds to “clean up” the city as a result, just like the city of Johannesburg; private investment had

more control over the redevelopment project. According to Hankinson, 2005; Kavaratzis and Ashworth, (2005) city branding has become a domain of the private sector because it is a complex phenomenon that often requires large budgets, and if practiced by planners it is often ad hoc and they are either not aware of it or they employ only selective aspects of branding such as urban renewal and attraction of investments.

Miraftab (2007) states that given the absence of adequate transferable funds for their expanded responsibilities, local governments are encouraged to be entrepreneurial and improve local revenues by private sector participation and using market-based strategies. Furthermore, Clark (2004) cited in Miraftab (2007) adds that a financially strapped city is expected to think and act like a private sector entity, turning itself into a sort of “Municipality Incorporated” that not only is fiscally disciplined and market savvy, but also participates in dissolving the public realm.

Part of the regeneration project included renovation of decaying buildings not fit for the new image, cleaning up of the city, branding the city and passing bylaws within the city centre. The implementation of the Cape Town Partnership’s vision essentially focused on improving the performance of the central city by making it safe and clean, in order to restore public and business confidence and ultimately change the wide perception of the city. The City of Cape Town adopted City Improvement Districts (CIDs) model which is run by private entity and oversees the management of all the above-mentioned aspects of the redevelopment. Miraftab (2007) argues that the CIDs model aimed to restructure urban space to serve the ideal of a world class city integrated into the global economy, at the cost of the city’s social and spatial integration. The CIDs model will be discussed in more detail as the study looks at the different models and policies adopted by South Africa cities which guide urban regeneration and city branding practices.

- **Stakeholder involvement**

According to Patricia De Lillea’s statement, published on IOL Cape Argus (25 February 2014, 09:48AM), several mechanisms were put in place, such as communication and brand architecture forums to guide the organisation through the implications of the proposed change. She further indicated that the basis of this visual shift, the IDP and supporting policy documents, were developed with extensive public participation. Patricia De Lillea points out that:

*“It is only through government, citizens, civil society and business working together that we can build on our successes and ensure that we create a city characterised by opportunity for all” (<https://www.iol.co.za>).*

Although the revitalisation of the inner city has been praised as a huge triumph, it has generated a degree of social polarisation beyond the inner-city boundary (Lemanski, 2007). The city has been criticised for the promotion of the city centre as a private financial enterprise from which the inner-city poor have been 'excluded or victimised' (Lemanski, 2007:456).

Social inclusion is a chief theme interlinked with urban regeneration, it is not solely based on rebuilding the physical environment, Robbins (2002) and McKenzie (2008) cited by Stephanus (2013), emphasize that social upliftment is fundamental for the success of any redevelopment process. Considering these preceding arguments, it may be concluded that the city of Cape Town has not made substantial efforts to include lower income earning groups in processes towards the revitalisation of the inner city. It has conversely gained similarities to Western countries making the cost of inner-city habitation more and more unaffordable to lower income earning residents. In addition, areas designated for international corporations have been prioritised as well-resourced and exclusive zones (Lemanski, 2007). An on-going challenge for the city, is deciding whether to prioritise the needs of corporate giants above the city's poorer residents who are becoming increasingly marginalised.

## **2.9. Policies and Models Guiding City Branding and Urban Regeneration Projects in South Africa**

According to Anholt (2007) city branding should not be isolated from government policies. Anholt (2004:6) argues that for a government to make investments of taxpayers' money without considering the effects this will have on the image of the country, city or region is the height of irresponsibility. As mentioned earlier, there is a direct link between city branding and urban regeneration, this section explores whether policies that guide the implementation of both these concepts are intertwined or there are independent of each other. It must be noted that urban regeneration projects in South Africa are categorised as inner-city redevelopment. They differ from the renewal and reconstruction development in a sense that urban renewal and or urban reconstruction in South Africa focus mainly at addressing social injustices of the apartheid era and therefore target areas that have been previously disadvantaged including rural areas. Urban regeneration on the other hand focuses on the revitalisation of CBD's to secure investment into city centres.

Although there are National legislation regarding urban regeneration, much of its strategic planning comes from the local plan's frameworks. However according to the research report by The Housing Development Agency (2013), there is currently no policy framework for city

branding however, the development, planning and the importance is eluded to in several sectoral policy documents at local and national level.

*‘Metropolitan municipalities are the key providers of policies, sometimes through specific bodies such as ‘development agencies’ or ‘city partnerships’ (The Housing Development Agency, 2013:13).*

This section will discuss both the National and the Local legislation, policies and frameworks guiding the implementation of urban regeneration and city branding in South Africa.

## **2.10. National Policies**

### **2.10.1. Urban Development Zones (UDZs) Tax Incentives**

In the South African context, urban regeneration is a process that was originally led by property owners and the business sector concerned to protect their investment in CBD areas (The Housing Development Agency, 2013). In 2003 section 13quat was inserted into the Income Tax Act (No. 58 of 1962) as part of the government’s drive to revive and develop inner city areas of major cities and towns (Surtees, 2007:7). Fifteen (15) municipalities were demarcated as UDZ in South Africa amongst which EThekweni Metro, Johannesburg Metro and the City of Cape Town were included. According to the report, the Urban Development Zones (UDZs) can be considered as the only piece of policy related to urban regeneration established at a national level in South Africa and they are in line with international models to address urban decay in city centres. The purpose of the UDZ tax incentive was to stimulate the regeneration of declining urban areas, in targeted inner-city areas across South Africa, and to encourage economic development (City of Johannesburg, 2004). The Income Tax Act (No. 58 of 1962) permits property owners and developers to write off costs of refurbishment and/or new development in demarcated UDZ areas (City of Johannesburg, 2004), however, UDZ’s have to be consistent with the municipality’s IDP (<http://www.shra.org.za>) and substantial partnership between the municipality and private and corporate partnership had to be formed. There were requirements put into place that taxpayers had to abide by in order to access the allowance. Firstly, the building or part of the building that was to be redeveloped must be located within a UDZ. The SARS Guide to the Urban Development Zone Tax Incentive (issue 5: 4) show that the approval of demarcated zones by municipalities was received upon the municipalities ability to prove to the Minister of Finance that:

- The demarcated area was located within boundaries of the designated municipalities
- The area had been demarcated through formal resolution by the municipality

- The area was prioritised in the municipality's Integrated Development Plan (IDP) as a priority area for further investments to promote business or industrial activity or residential settlements to support such activity.
- The contribution from that area was undergoing decline, where previously it contributed a significant portion of the aggregated revenue collections of the municipality as measured in the form of property rates or assessed property value.

According to Surtees (2007) the provision was quite restrictive to presumably prevent exploitation by developers and so conditions were put in place which depended upon the existence of specific municipal improvement programmes involving the private sector. Surtees (2007) further points out that the section was open to entrepreneurs who arbitrarily acquired a building and improved it. However, as another control measure, the allowance was not granted to taxpayers that had previously owned the building and disposed of the building (Surtees, 2007). In Durban, areas that are considered UDZ's are the area bounded by Bell Street in the south through to Shepstone Rd, Victoria Embankment, Alexandra Street, Berea Road, Carters Avenue, Canongate Road, Warwick Avenue, Centenary Road, Carlisle Road, First Avenue, Stamford Hill Road, Croydon Road, Walter Gilbert Road, Cobham Road, Old Fort Road, NMR Avenue, Somtseu Road, Stanger Street, Argyle Road, NMR Avenue and Walter Gilbert Road in the north (<http://www.eastpoint.co.za>)

## **2.11. Local Policies**

### **2.11.1. City Improvement Districts (CIDS)**

City Improvement Districts (CIDs) is an urban reconstruction approach to city redevelopment that the City of Johannesburg and Cape Town have adopted as a strategy for inner-city management which was adopted from the United State. The model creates special zones within the city which would receive additional, privately funded public services and that would enforce the city's bylaws regulating the uses and users of public spaces (Miraftab, 2007). The city of Durban has recently adopted CIDs in their quest to rejuvenate the city. The aim of CIDs was to foster public-private partnership in revitalizing cities as the government could not afford to maintain the city. The concept was introduced with the hope to clean up the cities as well as to create jobs opportunities and promote entrepreneurship (Miraftab, 2007).

According to a research paper by the Accounting Standards Board, CIDs are defined geographic areas in which the majority of property owners determine and agree to fund supplementary and complementary services in addition to those normally provided by a municipality to maintain and manage the public environment at a superior level and thus maintaining or increasing their investment. These supplementary services include safety

and security patrol officers, pavement cleaning, litter collection, maintenance of public spaces, removal of illegal posters etc.

One of the major critics of CIDs is that it applies a top-down approach to redevelopment as it does not consider the needs of the poor. Miraftab (2007) points out that CIDs were first considered under the apartheid style. Participation processes are exclusive and create exclusionary cities and it increases the cost of living in the city centre due to basic municipality services being contracted out to private companies. During the processes of renovation, residents and commercial tenants have no say and voting is tied to property ownership (Miraftab, 2007).

### **2.11.2. Integrated Development Plan**

City branding and urban regeneration projects in South Africa are mainly managed by local governments. Municipalities are therefore responsible for the development of their own policies or frameworks regarding city branding and urban regeneration. As it currently stands, the city of Cape Town is the only city with an urban regeneration policy in place. As mentioned previously in this chapter, the city of Durban developed the iTRUMP which is aimed at tackling urban regeneration in the inner centre. Municipalities across South Africa are required at National level through various policies and frameworks to develop a strategic management plan that outlines future development plans for their areas which is referred to as the Integrated Development Plan (IDP). The South African System of Integrated Development Planning is a process by which municipalities prepare a 5-year strategic plan which is reviewed annually in consultation with communities and stakeholders (EThekweni Integrated Development Plan, 2016-2017).

These plans seek to promote integration by balancing social, economic and ecological pillars of sustainability without compromising the institutional capacity required in the implementation, and by coordinating actions across sectors and spheres of government. These plans must consider the existing conditions and problems and resources available for development (<http://www.etu.org.za>). Stakeholder participation plays a vital role in the development of the IDP. Stakeholders include the community, Councillors, the municipality, and the National and provincial sector departments (<http://www.etu.org.za>).

### **2.12. Challenges of City Branding and Urban Regeneration in a South African City**

According to Anholt cited in Heeley (2011), African cities, including South African cities suffer from natural or organic brands that are not favorable. A natural or organic brand is a term used by Heeley (2011) to describe the perception, thoughts and feelings that

customers have about a place. These natural brands have placed the African continent at a disadvantage in the international market. It is therefore necessary for African cities to come up with strategic tools that will influence their positioning in the international market. Heeley (2011) points that the challenge in this case lies in the fact that these organic brands do not communicate the desired marketing message so that they resonate positively with residents and with prospective visitors, investors and students.

Prilenska (2012) states that, the implementation of city branding and associated urban redevelopment has been criticized for production of standardized, sanitized and gentrified urban environments. Urban regeneration projects usually lead to the increase in rents and land values in the area therefore less well-off residents and local business are squeezed out. In this way socio-spatial segregation is increased and social tension are sharpened. The Urban Renewal Strategy for 2011 points out that a “people first, district-based, public participatory “approach should be adopted to carry out urban renewal. Government must balance the interests and needs of all sectors of the community without sacrificing the lawful rights of any particular group (The Urban Renewal Strategy, 2011). The aim is to reduce the number of inadequately housed people by improving the quality of life of residents in the urban areas (The Urban Renewal Strategy, 2011).

Mlangeni (2008) argues that the dominance of profit-motivated corporate business in the branding of places deprives poor people, informal traders, individual artists, and local resident’s space to participate in the decision-making processes of place branding. For example, the large sum of money (R13 million) invested by the private sector in Main Street (Johannesburg) as opposed to R2 million invested by the public sector (Davie,2005 cited in Mlangeni, 2008) gives the former sector leverage to produce spatial configurations of their choice. Mlangeni (2008) argues that the irony arising from a branding of South African cities, such as Durban, is that while they are portrayed as welcoming and accessible to everyone, it is only certain people, events, slogans, names and forms of behavior which are targeted for certain spaces. Mlangeni (2008) further supports his statement by quoting Beaverstock and Taylor, (1999); Rogerson, (2004) who point out that the 21st century has been noted by slogans such as ‘World-class city’ and lately ‘World-class African city’ which have been used to sell the city of Johannesburg to investors, tourists, students and skilled workers.

Looking at the fact that for example, South Africa is a democratic country, and political leaders’ whether at local or national level are appointed by the country (local citizens) , it is therefore of outmost importance that they are engaged in every development, mainly because they are tax payers and their money is used to develop their city.

According to the Urban Renewal strategy (2011) the key principles underlying the Government's approach to urban renewal are:

- Owners whose properties are acquired or resumed for the implementation of redevelopment projects should be offered fair and reasonable compensation;
- Tenants affected by redevelopment projects should be provided with proper rehousing;
- The community at large should benefit from urban renewal; and
- Residents affected by redevelopment projects should be given an opportunity to express their views on the projects.

The majority of South Africa's existing inner-city residents are poor; many relying on the informal sector as a means of income. Many inner-city residents reside in dilapidated apartment blocks, or 'bad buildings' as classified by the municipal government. The increase in inner city population is perceived by municipal officials, policy makers and politicians as undesirable and unmanageable obstacles in achieving a 'World Class' vision. Evidence from a study conducted by the Centre on Housing Rights and Evictions indicates that most residents residing in the inner city would rather tolerate really poor living conditions than move to the urban edge.

A study conducted by Kitchin and Ovens (2008), shows that land located close to economic opportunities is usually the most expensive land, and therefore the market tends to work against providing such land to low-income people, unless the government intervenes, or the poor themselves adopt strategies such as land invasions to access well-located land. There have been several cases where the poor have been successful in gaining access to well-located land either through their own initiatives, through private developers or lobbies, or through government action, often at local level. It is important to understand how this has been possible, as lack of access to well-located urban land has immediate and long-term economic and social implications not only for the poor themselves, but also for the sustainability and efficiency of the overall urban environment, and for the overall social fabric of the city.

Furthermore, Mommaas (2002) asserts that the city brand emphasis the social inequality because of the economic-oriented dimensions and recommends an orientation more social in order to raise the civic pride. For example, when looking at the South African context, Benit-Gbaffou (2009) points out that contrary to most national and metropolitan policy discourses about encouraging the informal economy, which is understood to be the main job provider for low-skilled, informal activities, seem to be unwelcomed in redeveloped city centres and community initiatives are not encouraged or formalized. Based on the views raised above, it is evident that city branding as a concept and a model for urban transformation has the potential to influence poverty levels within the city because a

successful city brand increases tourist and investment in the city which would increase job and business opportunities for local residents, however an exclusive city brand will leave the poor in an unfavorable condition.

### **2.13. Conclusion**

The summarized literature indicates that city branding and urban regeneration projects are often implemented in a top-down manner. The literature reviewed in this chapter, although limited, was able to indicate that active participation of local residents in city branding processes is particularly well suited to urban regeneration projects because they are able to engage people's creativity, encourage people to see things differently, encourage questioning and the imagination of possible futures and offer opportunities for participation as active citizens through self-expression. Within a South African context, reconstruction projects have overlooked the participation of residents of the city.

Furthermore, what was noted in this chapter is regeneration projects in South Africa are creating exclusionary urban cities. Gbaffou (2009) argues for debates around issues of poor residents instead of ignoring them and discarding them as if poor people are non-existing in CBD areas. It raises the question of "who belongs in the city? And development is for whom? The literature discussed above shows that regeneration projects are bound to create conflict and that development is always at the expense of poor residents' group. The key points discovered is that community involvement, of all social groups, is the key to successful development in regeneration projects as well as a successful city brand.

In conclusion, it is the researcher's view that participation of residents in city branding processes can be used effectively to facilitate sustainable urban regeneration projects in South African cities.

Having discussed various literature and still being left with some unanswered questions indicates that there is a great need to develop a theory on city branding which could pave a way firstly in understanding during which stage do we engage the community in city branding processes and which platforms can be used effectively and efficiently to foster community participation. It is the researchers' view that city branding practices should adopt a theory that promotes inclusivity and encourages public participation at all stages of the planning process. The Collaborative Planning theory and counter theories such as Habermas Communicative theory and Public Participation theory are relevant for this study.

## Chapter three

### THEORETICAL FRAMEWORK

#### 3. Introduction

This chapter discusses the theoretical frameworks that provide the foundation upon which the research is underpinned and their relevance to the research topic and in so doing, connects the researcher to existing knowledge. In a lecture presentation by Dr. Christopher E. Sunday on *“The role of theory in research”* he defines ‘theory’ as a generalised statement that asserts a connection between two or more types of phenomena, any generalised explanatory principle. The theories chosen for this research study have been selected due to their ability to explain the phenomena of city branding, urban regeneration and participation particularly because the planning and built environment has been characterised with exclusive and top down approaches to development which have been applied for centuries due to the complexity and diversity of the field.

#### 3.1. Marxism theory

The first theory that underpins the findings of this research is the Marxism theory, as several debates have emerged on whether city branding is a capitalist tool. It is not within the scope of this research nor is it fitting that this question can be partially answered by this research. None the less, the researcher aims to review the theory as applied in explaining issues of inequality and oppression in planning and city branding.

The term 'Marxism' doesn't have one exact meaning. It is a multifaceted term and it has been interpreted differently by different theorists of different times thus the different social, political and economic situations of different times have shaped the term Marxism' differently suiting to the needs of social, political and economic situations of those times (Gonde, 2009). In simple terms, Marxism is a type of economic system in which there are no classes thus the government would control all resources and means of production to, in theory, ensure equality (<https://www.enotes.com>). Gonde (2009) points out that it suggests a programme of political action for bringing about the expected change in society by making free the society from exploitation and tyranny.

The theory originates from the works of 19th-century German philosophers Karl Marx (hence Marxism) who was a philosopher and economist together with Friedrich Engels (Helemejko, not dated). The original works of Karl Marx was on the phenomena of the capitalist societies during the industrial revolution, where he argues that class conflict arises due to contradictions between the material interests of the oppressed and exploited

proletariat, which is a class of wage labourers employed to produce goods and services, and the bourgeoisie, which is the ruling class that own the means of production and extracts its wealth through appropriation of the surplus product produced by the proletariat in the form of profit, (Helemejko, not dated). With the emergence of Industrial Revolution, a new system of production came into existence in the society and that was capitalism (Gonde, 2009). The capitalistic system gave rise to two classes - owners' class and workers' class. The capitalists were men of wealth, power and property and they started to exploit the workers. According to Marxist theory, the means of production are not owned by the wealthy but by the producers themselves (<https://www.enotes.com>).

The social setting has changed dramatically since Marx's days, most notably in developed Western societies, and it is extremely difficult to define these classes and to find coherence and unified class interests within them, but the fundamental tension is still there and has many manifestations (Anttiroiko, 2014:4). To understand Marxism in the context of planning and city branding, this research analyses Marxism in two dimensions, firstly from a planning perspective which is the right to the city. This debate is essentially important for this research because in order to encapsulate the role of public participation, one needs to be conscience of the power struggle and dimensions associated to 'the city' and the exploitative systems of communication currently in place.

### **3.1.1. The right to the city**

The right to the city is an idea that was first proposed by a Marxist Scholar, Henri Lefebvre where he paid specific emphasis on the effects that capitalism had over "the city". According to King (2018) Lefebvre's account is rooted from the understanding of the historical development of urban life and its relationship to commerce and industry, and the distinction between our inhabiting urban society and the rationalist-commercial logic of urban habitat, on the other. This is derived from Marx's view on the relationship between work as an expression of our being in the world, and as such, an inevitable source of alienation (King, 2018). In his writing, King (2018) explores several plausible ways to understand the perception of "a right to the city" through questioning Lefebvre's articulation of the concept. He argues that the "right" to the city could refer:

*"To claim the right to the city in the sense I mean it here is to claim some kind of shaping power over the processes of urbanization, over the ways in which our cities are made and re-made and to do so in a fundamental and radical way" (Harvey, 2008:2).*

Those in support of this view such as David Harvey, believe that the state is the first enabling body for oppression. In a journal titled 'The Marxist Theory of the State: An Introductory Guide', Obo and Coker (2014:530) point out that Marxists clearly rejects the major propositions of the liberal theories about the State. They believe that irrespective of

how “liberal” or “democratic” a state claims to be, it is mainly an instrument for the domination, oppression and exploitation of the economically weak class (i.e. the class of the poor and non-owners of the means of production) by the powerful and dominant class (i.e. the class of the rich and owners of means of production). Gonde (2009:24) points out that:

*“In the opinion of Marx, state is an exploiting institution. No state is evolved or born for the welfare of the people. The institution like state is but a means of ruling by the influential upon the poor and weak. A state is but a tool in the hands of wealthy people. It is an institution which protects the interests of the minority like capitalist and which exploits the majority class. The wealthy class manipulates its wealth for exercising power and influence over the ruling power of the state”.*

Marx goes further to provide a historical background, on the basis of exploitation, oppression and exclusion, in the form of the three different types of states (Gonde: 2009)

- The state of slavery,
- the state of feudalism and
- the state of capitalism

Briefly put, the state is principally a tool for the establishment and maintenance of the hegemony of the rich and the powerful over the poor (Obo and Coker, 2014). For Harvey (2008:1)

*“We live in a world, after all, where the rights of private property and the profit rate trump all other notions of rights one can think of”.*

However, those opposing this view of non-Marxist theories such as Obo and Coker (2014) regard the state as a neutral and non-partisan force established in the society for the purpose of maintaining law, order, and stability, as well as the promotion of the welfare of all citizens. They argue that the state is an objective organ instituted for the protection and furtherance of the interests of all citizens, irrespective of their position in the production process or relations of production. Harvey (2008:1) argues that:

*“The right to the city is, therefore, far more than a right of individual access to the resources that the city embodies: it is a right to change ourselves by changing the city more after our heart’s desire. It is, moreover, a collective rather than an individual right since changing the city inevitably depends upon the exercise of a collective power over the processes of urbanization. The freedom to make and remake ourselves and our cities is...one of the most precious yet most neglected of our human rights”*

Peter and Heidenheimer (1981) cited by Akowuah (2015) argue that most initiatives towards welfare was achieved through autocratic or bureaucratic decision by the state. In citing Leigh (2000) Akowuah (2015) argues that the planners thus have the responsibility as the voice of the marginalized and disadvantaged in society, and their social responsibility to

advocate for the fair and just allocation of benefits to eliminate imbalances of power in social injustice and resources in the city.

King (2018) argues that among both advocates and sympathetic critics, all would agree that whatever a right to the city is, it is best understood in terms of how we use urban spaces, not the market value of those spaces. In line with the ideologies of the right to the city, the Just-City theory is for the belief that initiative to formulate redistribution policies that ensure that resources, political power, and participation move toward more inclusive approaches (Krumholz, 1997 cited by Akowuah, 2015). For Fainstein (2010) cited by Winkler (2011:646)

*“A better future is more equitable and, if necessary, a more redistributive future: a “just city” for all the citizens of that city, where “public investment and regulation produce equitable outcomes rather than support those already well off.” And in such a city, planning and policy outcomes matter as much as the process used to arrive at these outcomes, since democratic processes alone do not always, or necessarily, result in more equitable outcomes”.*

### **3.1.2. Branding and Communicative Capitalism**

The second dimension looks at ‘branding’. With the rise of modern technology, mostly communication networks, there has been a shift from the industrial capitalism which exploited labour to what Jodi Dean has termed as communicative capitalism which she argues exploits communication. Although solemnly speaking about corporate branding, in his article on *“Organizing beyond organization: Branding, discourse, and communicative capitalism”* Mumby (2016) argues that while industrial capitalism depended on the passing of laws of enclosure to privatize the common and hence produce the expropriated labour that filled 19th-century factories, neoliberalism depends on the seizure of another form of common-knowledge, language, and forms of affect that make up the social-in order to create surplus value.

According to Dean (2005) ideals of access, inclusion, discussion and participation come to be realized in and through expansions, intensifications and interconnections of global telecommunications. But instead of leading to more equitable distributions of wealth and influence, instead of enabling the emergence of a richer variety in modes of living and practices of freedom, the deluge of screens and spectacles undermines political opportunity and efficacy for most of the world’s peoples. Mumby (2016) argues that while industrial capitalism exploited labour, communicative capitalism exploits communication and does so in a way that subsumes democracy, undermining the possibilities for genuine political action and social transformation.

However, those advocating for city branding such as Ashworth (1994) cited in Briciu (2013:272) argue that ultimately, “a brand exists only in people’s minds. Branding involves a

set of techniques aimed at ensuring that people perceive the product (or the destination) in a desirable way. This is not about dishonest manipulation, but about achieving a consistency in people's perceptions of the product (or destination) in a way that makes it stand out. And this must be for positive reasons that are based on the reality of its product strengths". Like any brand, they must also be able to define where their unique attractiveness lies, or what is known as positioning' (Anttiroiko, 2014:1).

In his Editorial, Simon Anholt argues that he has often described the notion of place branding for economic development as a means of 'hacking' one of the first world's most potent and effective tools of wealth creation and pressing it into the service of the countries which most need growth. He, however, points out that

*"Taking a capitalist tool like branding and applying it to developing countries must be closely questioned and good intentions, while they go a long way, are not adequate to ensure that the benefits brought are indeed benefits to all, or that they will prove beneficial in the longer term"*

Therefore, the emphasis is increasingly on less costly and more synergistic city marketing, which utilizes symbolic assets through city branding and smart specialization through 'city profiling' that aim at attracting value within some special high value adding service or high-tech sector (Anttiroiko, 2014:1). Global intercity competition is essentially about a city's ability to attract the highest possible value from global flows of values in order to promote local development. The result of such a global intercity competition determines cities' functions and positions in the global division of labour and thus in the global urban hierarchy (Anttiroiko, 2014:1).

### **3.2. Location Theory**

The second theory to be discussed is the Location theory. Location theory seeks to explain the distribution of activities in space, the aim being to identify the factors that influence the location of individual activities, the allocation of different portions of territory among different types of production, the dividing of a spatial market among producers, and the functional distribution of activities in space (Capello, 2011:1). According to Capello (2011) location models differ according to hypotheses on the spatial structure of demand and supply which reflect the aims that the models pursue.

Early contributors to the Location Theory include Johann Heinrich von Thünen who introduced a theory of agricultural location, Alfred Weber who formulated a theory of industrial location and Walter Christaller who formulated the central place theory, which offered geometric explanations as to how settlements and places are located in relation to

one another and why settlements function as hamlets, villages, towns, or cities. His model envisaged a single market surrounded by farmland, both situated on a plain of complete physical homogeneity (The Editors of Encyclopaedia Britannica). Contributions of Location Theorist such as Johann Heinrich von Thünen and Alfred Weber placed emphasis on time and space as vital considerations on theory of economics (Isard, 1956 cited in Drost and Makgata, 2004). Thus, transportation costs and communication becoming the determining factor for location choices for both residential and business. However, with the acceleration of globalisation Anttiroiko (2014:1) argues that:

*“One of globalisations manifestations is increased intercity competition, which compels cities to increase their attractiveness in terms of capital, entrepreneurship, information, expert and consumption... such orientation paves the way to the global economy”.*

According to Summer (2002) globalisation is tied to many salient features of modernity. Driven by capitalism, it carries forward the alliance of modern science, technology and markets in shaping society. Thus, Cleavea E etl. (2016) argues that cities now face fierce international competition for footloose business and investment, spurred by loosened trade barriers, more efficient and integrated global transportation and communication systems, and the emergence of new competitive markets. This means that other forces other than those predicted by the likes of von Thünen and Weber, determine where people chose to do business and reside.

Cleavea, Arkua, Sadlerb and Gillilanda (2016) point out that city branding has become an increasingly integral part of local and regional economic development strategies in the global competition for business investment. Thus, Blakely and Bradshaw (2002) cited in Mlangeni (2008) point out that location theories postulate that firms have a propensity to curtail their overheads by choosing locations that make best use of their prospects to get to the marketplace. Labour costs, education and training facilities, availability of suppliers, communications, sanitation, local government quality and responsiveness, and the cost of energy are some of the variables that communities attempt to manipulate in order to become attractive to firms (Blakely and Bradshaw, 2002).

Location theory has shifted its attention away from cost factors, relating to the proximity of markets and suppliers, towards relatively “soft” factors as the quality of institutions, knowledge levels and environmental quality (Assink and Groenendijk, 2009). The Attraction theory provides a different dynamic which suggest that investors, residents and tourist choose their location according to the attractiveness of the city.

### 3.3. Attraction Theory

Adopted from the work of Patrick Vukile Mlangeni (2008) in his article *“Implications of urban branding to local economic development in the inner city of Johannesburg”* where he discusses attraction theory. Mlangeni (2008) states that the theory of attraction is often used by places and communities all over the world to differentiate themselves from their competitors. He argues that this approach is based on location theories of economic development widely employed by neighbourhoods around the world (Mlangeni, 2008). Anttiroiko (2014:1) points out that in the context of global intercity competition, the major goal of cities is to increase their competitiveness, in which the positioning and attractiveness of a city have a critical function.

Yananda & Salamah (2014) cited in Purwant and Genoveva (2017: 36) point out that cities are the real contributor in a nation’s economic development since the largest contributing activities for the national income are located in cities. Due to this fact, a highly competitive city would be the destination of the moving capital, modern manufactures, best talents, technologies, tourists, events, and citizens with high-income. Like brands, towns need to grow they therefore need to attract new resources (people, workers, companies, finances and so on). According to the proponents of this theory, communities’ initiate programmes and adopt policies to alter their image so as to make themselves attractive to investors, companies, tourists, students, skilled workers, and migrants (Mlangeni, 2008).

In this model communities and places are treated as products which can be packaged and through marketing have their prominent features advertised as to attract the attention of the potential investor or entrepreneur (Mlangeni, 2008). Attraction-oriented strategy aims at effective absorption of external resources from the global space of flows (Anttiroiko, 2014:1). The basic assumption underlying this model is that by offering incentives and subsidies, communities can change their market position with industrialists (Blakely and Bradshaw, 2002 cited in Mlangeni, 2008).

This is evident for South African cities such as the city of Johannesburg, the city of Cape Town and the city of Durban. For example the city of Johannesburg currently has implemented strategies to attract businesses and investment back to the inner city through the Urban Development Zones (UDZ) and strategies which promises incentives for the potential investor such as tax rebate (Urban Development Zones-UDZs-Tax Incentives) on companies that can buy and renovate the derelict buildings for accommodation and office purposes (Davie, 2006).

For van den Berg and Braun (1999) there is nothing new about cities making themselves attractive, the only thing notable is that there is now an increased consciousness of the

strategic and professionalised element to such urban branding activities. Concurring with Anholt's views, Eitel and Spiekermann (2007) cited in Mlangeni (2008) argue that by actively engaging in the creation of a distinctive brand, cities and countries actively administer the perception of their values, and thus achieve constructive public awareness while counteracting negative connotations. The operational side of attraction rests on promotion activities with tempting incentives offered to businesses, but it is assumed that such a competition is risky and may lead to a race to the bottom (Anttiroiko, 2014:1).

The Attraction model has been criticised for its baseless assumption that such attempts will eventually generate taxes and accelerate economic wealth that will reimburse taxpayers the taxes used for subsidies (Mlangeni, 2008). In most cases foreign companies hire fewer local people and most of the jobs are unsustainable and when confronted they threaten to leave for other attractive places with better incentives. Taxpayers become losers as they bear the brunt of unemployment and unsustainable jobs (Mlangeni, 2008).

As mentioned in chapter two (2), city branding is a costly exercise that is largely funded by investors in return for favourable conditions including tax exception. Some of the conditions compromise social development that could benefit the community. Thus, cities in developing countries such as South Africa should pay extra attention in the strategic planning and delivering of a city brand in order to minimise and eradicate oppression which undermines the right of the marginalised. Such threats increase the need for more participatory and collaborative approaches to both branding and planning activities within the city, which leads to the discussion of theory which has dominated the planning field but which the researcher strongly feels is applicable to city branding, the Collaborative theory.

Collaborative Theory has pillar theories, theories which extend the viewpoints and discussions of the theory such as the Communicative theory, Stakeholder theory and Participation theory. For effective Participation, there needs to be a collaboration with stakeholders thus clear and effective communication channels must be establish.

### **3.4. Collaborative theory**

The last theory to be discussed is the Collaborative theory. According to Baptista (2005), Collaborative planning emerged in the 1980, as a means to manage conflicts over the use and development of land and promoting particular qualities of places (Healey, 1997). Gunton and Day (2003) points out that the principal difference between Collaborative Planning and other participatory planning methods is that it uses a higher level of collaboration by directly delegating control of the planning process to stakeholders who work together in face-to face negotiations to reach a consensus agreement ideally in advance of dispute. There are various definitions of Collaborative planning that exist. In

Innes and Booher's (2014) article, reference is made to Lia (2011) who defines collaboration as the "mutual engagement of participants in a coordinated effort to solve a problem together." According Carlson (2016) Collaborative planning is a conceptual framework for resolving complex, multi-stakeholder planning scenarios. This approach is often applied to planning cases for the purpose of encouraging public participation and resolving and mediating stakeholder disagreements.

According to Baptista (2005:4) collaborative approaches to problem-solving were long in use in other fields such as military, international relations and industrial product development, with the use of alternative dispute resolution and consensus building efforts to cope with the inability of existing institutions and practices to meet the demands of persistence public problems. However, he states that by applying interactive techniques and including many actors who had never been formally involved in planning processes, planners were able to get around the status quo, resolve some conflict, break long lasting impasses, and address some of the complexities of cultured coordination among multiple actors with diverse and often conflicting interests (Baptista, 2005).

### **3.4.1. Principles of Collaborative Planning**

Jukuda (2010) points out that collaborative interactions are characterized by shared goals, symmetry of structure, and a high degree of negotiation, interactivity, and interdependence. The settings include regulatory negotiation, public-private partnerships, community gatherings and public meetings. Within the literature, arguments encouraging collaborative planning practices argue that collaborative planning is more likely to reach a decision on a plan because stakeholders are constructively incorporated into the process to reach a solution, instead of remaining as critics outside the process (Gunton and Day, 2003).

This is mainly because it is also more likely to develop a plan that is in the public interest because more alternatives are generated for consideration through dynamic interaction of stakeholders and the consensus decision rule ensures that mutual interests of all parties are at least partially met in the final plan (Gunton and Day, 2003).

In their article titled "*The theory and Practice of Collaborative Planning in resource and Environmental Management*", Gunton and Day (2003) engaged various literatures where they identified ten (10) principles of Collaborative Planning:

- **Determine if collaborative planning is appropriate**

Although it is difficult to determine when it is appropriate to use Collaborative planning, Gunton and Day (2003) point out it may not work in all circumstances thus it is necessary

that preconditions such as commitment of decision-making agencies, commitment of all stakeholder's interests, urgency that the issue needs resolution, absence of fundamental value differences, and existence of feasible solutions.

- **Ensure inclusive representation**

Success of Collaborative planning is contingent on having all relevant stakeholder groups represented. It is particularly important to ensure that scientific information is appropriately utilized, that stakeholders table decisions are accepted by legislative authorities and that decisions are successfully implemented. Procedures for adding new stakeholder interests that may emerge during the process should be included in the ground rules.

- **Provide Clear Ground Rules**

It is important that ground rules adopted by the table be clear and comprehensive and should include identification of clear stakeholder groups, process for adding and removing groups, role and obligation of stakeholders.

- **Reduce inequities among stakeholders**

Inequalities need to be mitigated by providing training in relevant skills such as negotiation and technical analysis, equal access to relevant information and financial resources to cover out of pocket costs for volunteer.

- **Ensure process accountability**

Stakeholder representatives at a table need to be accountable to their respective organisations to ensure that the organisations support the final agreement. The process needs to be accountable to the general public by including a comprehensive public participation program and ensuring that authority for final approval of agreements and plans is retained by democratically accountable authorities.

- **Remain flexible and adaptive**

The process needs to remain flexible enough to provide for change necessary to adapt to changing circumstances.

- **Provide sound process management**

Practitioners should be independent of any specific interests. This requires the appointment of a neutral professional to chair the table.

- **Provide realistic timelines**

A successful collaborative process requires clear timelines for all milestones; therefore, it is important that stakeholders best alternative to a negotiated agreement are defined in order to increase the success of the table.

- **Provide implementation and monitoring process**

It is important to provide a clear implementation plan with key milestones, clear responsibilities for implementation, a monitoring process that includes a compulsory public progress reporting system, and a process for mitigating implementation failures.

- **Use multi objective evaluation**

Evaluation of collaborative processes must use all objectives to judge the success of the process and evaluate the success not only against ideals, but also against alternative processes that could have been used.

### **3.4.2. Influence of Collaborative Planning Theory on City branding processes**

The rise of social inequality and the numerous social problems in cities is mainly due to diversity in cities. However, such diversity creates the interactions that generate new ideas “as it attracts new residents into the city. As noted in the previous chapter, one of the key principles of city branding is to attract new residents into the city. Florida (2002) argues that attracting talented and skilled people who share a common interest creates the interactions that generate new ideas”. He argues that such people have the ability to create new forms of economic activity, with cumulative benefits for the city in terms of wide-ranging economic growth (Florida, 2002). It must be noted that as critics of collaborative planning point out, there will be conflict between new residents and the old resident due to the difference in views. It is the researcher’s belief that the application of collaborative planning in such instances will be useful as it creates a platform for all stakeholders to share their viewpoint without alienating anyone.

The effectiveness of city brands depends on the support and commitment of local constituents, residents, local business operators and community groups (Keith, 2011). Keith (2011) further points out that in view that residents are the lifeblood of the community, they should be involved in determining the city’s long-term economic, social and environmental direction. Articulating a shared vision for the city’s future is the starting point for crafting the city brand strategy. Through engaging residents, a city’s formal marketing agency can collaborate to capture the city’s identity and distil this to produce the essence of the brand (Keith, 2011). Habermas (1984) stresses that there is a great importance for a

bottom up approach to planning and development practices which are inclusive and promotes participations by every member as opposed to an approach that excludes and oppresses certain stakeholders. Collaborative Planning is one such approach which calls for participation of all stakeholders. The application of Collaborative planning in city branding processes can yield positive results when bottom up approach to development are applied. It encourages the use of sustainable plans and it promotes good governance.

- **Bottom -up Approach**

It is debatable that conceptions of places are mere social constructs, which has led to multiple interpretations of a single 'place' by people. As a result, there is a great importance for a bottom up approach to planning and development practices which is inclusive and promotes participations by every member as opposed to an approach of exclusion and oppression of certain stakeholders. Voogd and Woltjer, (1999) cited in Jukuda, (2010), argue that the conventional planning processes can be described as being more top-down rather than bottom-up. The use of Collaborative Planning practices to city branding encourage a more bottom up approach as the public are given the opportunity to bring forth ideas on how they view their city. Gunton and Day (2003) argues that such approaches can also create what has been termed 'social capital' or the development of improved skills, knowledge, and stakeholders' relationships that benefit the community in ways beyond preparation of the specific plan.

- **Sustainability**

It is the researcher's view that the responsibility of achieving the goal of sustainable development lies with the planning professionals because turning concepts into reality must lie at the very heart of what planning is about. The use of inclusive participation concepts in city branding encourages and promotes the use of sustainable plans to development. This statement is supported by The Civic Voice (2014) who point out that the collaborative planning seeks to secure sustainable development in a long-term public interest through democratic means as often communities feel alienated from the planning process.

Through the use of participatory methods, neighbours are given the opportunity to define their vision of a desirable urban environment and influence decisions that affect their living space, often at the margin of formal planning processes. Braiterman in Keith (2011) points out that recently, local government and private sector urban leaders have been creating interconnected green spaces that transform the urban fabric for human and environmental benefit. Green infrastructure and new forms of urban living provide functional benefits, including clean air and water, and improve quality of life, as new public spaces allow inhabitants to connect with each other and with nature (Braiterman cited in Keith, 2011).

He further argues that branding cities with green space relies upon community support and participation to create vibrant new public places. Opportunities for branding cities with green space are growing with peoples' expectations for everyday experiences and quality of life (Braiterman cited in Keith, 2011).

- **Good governance**

The use of good governance principles can decrease corruption and misuse of resources and ensure that the views of minorities and the most vulnerable are included (<http://news.ccf.org>). Good governance practices can enable responsible and responsive governments and organisations (<http://news.ccf.org>). They help leaders make the right decisions with the most effective outcomes (<http://news.ccf.org>). Different interests and viewpoints need to be mediated to reach a broad consensus on what is in the best interest of the whole community (<http://news.ccf.org>). Citizens, both men and women, need to be involved in the development process. People need to participate so that the government can make informed choices (<http://news.ccf.org>).

British and Irish Ombudsman Association (2009) point out that there are key principles of good governance in the public sector which is to ensure that entities always act in the public interest. This firstly requires a strong commitment to integrity, ethical values, and the rule of law. Secondly it requires openness and comprehensive stakeholder engagement. In addition, the British and Irish Ombudsman Association (2009) state that outcomes need to be defined in terms of sustainable economic, social, and environmental benefits amongst other things.

The view of brands as co-produced with other stakeholders resonates with most of the empirical research on complex governance processes. According to various literatures, emphasis is made on the complexity and interdependency of many governance processes and the possibility of various stakeholders having veto power (Rhodes 1997; Agranoff and McGuire 2001; Mandell 2001; Koppenjan and Klijn 2004). The literature also emphasizes that many governance processes are about value conflicts (e.g. environmental versus economic values) among different actors. The complex interdependencies among actors, and the complex nature of the decision-making process itself, lead governance scholars to the conclusion that most governance processes require the inclusion of stakeholders to be successful (Edelenbos et al. 2010).

### **3.4.3. Critics of Collaborative Theory**

Collaborative planning promotes the broad participation of all concerned stakeholders which is the way to build a stronger sense of community and create shared values as well as

understand what both planners and community members values are (Jepson, 2005; Harwood, 2006 cited in Ninikazi, 2010). However, scholars such as Tewdwr-Jones and Allmendinger (1998) and Fainstein (1998) argue that there are inherent limitations in the potential of participatory processes to lead to real change because the participatory processes in themselves do little to change the power relationships that exist in a community. Baptista (2005) notes that scholars have called attention to the fact that the difference among stakeholders in access to expertise, organizational resources, or even limited access to policy-making arenas, resulting from existing power structures, may accentuate the dominance of the more articulate and powerful actors, and place the already disempowered in an even weaker position. Ninikazi (2010) further points out that critics also argue that seeking agreement between people who hold different belief systems and have different backgrounds and personal histories, may cause loss of identity, as people try to conform to one fit all agreement. However, Baptista (2005) also notes that some collaborative planning theorist argue that the critiques directed at collaborative planning by their counterparts are, at times, off-point, as some of the critics write hypothetically without real knowledge of actual practice or refer to cases that do not use the best collaborative practices.

### **3.5. Communicative theory**

Collaborative planning and communicative planning are used interchangeably and so share the same sentiments to development planning. Both theories believe that planning should be an inclusive process that brings all affected stakeholders on board in the planning processes. According to communicative theory, planning is an “interactive process” that plays out in the realm of governance, which Healey defines as an “attempt at the collective management of common concerns about co-existence in the shared spaces of urban regions” (Sokol, 2012). Murray (2006) supports this by stating that Communicative Planning theory offers opportunities for exchanging ideas, bringing stakeholders together and encouraging the development of negotiated decisions and outcomes.

Communicative Planning Theory is based on Habermas’s theory of communicative rationality (Sokol, 2012). Habermas examined the concepts of rationality and its relations to problems of social action, intersubjective communication and social- historical change (Tewdwr-Jones and Allmendinger, 1998). The theory considers the role of the planner in the planning processes. Healey and John Forester cited in Sokol (2012) argues that planners are deliberative practitioners whose work revolves around the joint search for how we shall live together. Therefore, they state that the goal of the deliberative practitioner is to make participatory planning a pragmatic reality rather than an empty ideal. One of the critiques of Communicative Planning is based on the idea that it is process-oriented and is therefore

devoid of any substantive consideration of the actual consequences that planners produce through their work (Sokol, 2012). Jukuda (2010) cites Campbell (1996) who argued that ideally, planners strive to serve the broader public interest by holistically harmonizing growth, preservation, and equality for the purpose of balancing the three goals. However, in reality and in practice, professional and fiscal constraints drastically restrict planners to serving the narrower interests of their clients. This means that planners usually represent one particular goal while neglecting the other two. The dilemma is in what or who determines which goal a planner will represent (Campbell, 1996 cited in Jukuda, 2010).

According to Martens (2014) for communicative planning to gain solid ground, dominant actors have to be willing to share their power, organisations have to be willing to change their routine practices of decision-making, and people have to be willing to open their minds to new ways of looking at the world. Communicative planning, therefore, requires change on numerous fronts (Martens, 2014).

In Cele's (2016) research thesis, Healey (1997) states that collaborative planning directly recognises and addresses the sensitivity of diversity in relation to people and planning. It acknowledges alternative methods of knowing and reasoning which enable different cultural perspectives to be considered within spatial planning processes.

### **3.6. Stakeholder theory**

The development of the stakeholder theory by Richard Edward Freeman was done from the perspective of the company (Fontaine, Haarman and Schmid, 2006). It is a theory of organizational management and ethics (Phillips, Freeman, and Wicks, 2003). According to Phillips et al (2003) Stakeholder theory is distinct because it addresses morals and values explicitly as a central feature of managing organizations. Stakeholders is a group that is broader than shareholders, since shareholder are those individuals that owns part of a public company through shares of stock, while a stakeholder has an interest in the performance of an organisation for reasons other than stock performance or appreciation. ([www.investopedia.com](http://www.investopedia.com)). Stakeholders assumes a particular relevance in both private and public sectors (Miller & Merrilees, 2013; Wæraas, Bjørnå, & Moldenæs, 2014 cited in Monteiro, 2016). In this case, the study focuses on the public sector, since it is applied to cities. In relation to city branding, Dinnie (2011) points out that key stakeholders are those that can significantly contribute to shaping the future of the city through their policies, investments, actions, behaviour and communications.

The theory of city branding stresses the importance of stakeholder participation. Identifying relevant stakeholders is crucial in maximising the success of the city brand. The complexity

of stakeholder involvement in the city branding, however, makes this process a strenuous one because unlike businesses, cities are entities belonging to all that live in it. A city is not owned by individuals. This means that a much larger diverse group are considered as relevant stakeholders. According to Freeman (2004) the difficulty with the Stakeholder theory is its inability to distinguish those individuals and groups that are stakeholders from those that are not". This has led to debates in the stakeholder literature regarding the issue of who has legitimacy and to whom managers have responsibilities to (Harrison and Wicks, 2013).

The various approaches to stakeholder theory attempt to uncover the role of manager in identifying stakeholders; managing the stakeholder and ensuring equal participation and representation of all stakeholders. In Fontaine, Haarman and Schmid's article (2006) "*Stakeholder Theory*" it is noted that the stakeholder theory literature can be seen as three branches, mainly the descriptive, instrumental and normative approach.

The aim of the Descriptive approach, according to Donaldson and Preston (1995) cited in Fontaine et al (2006) is to understand how managers deal with stakeholders and how they represent their interests. Supported in the city branding theory is the idea that the role of managers is to ensure that they have effective branding strategies, seek out and utilize the people who make the place work (Dinnie, 2011). Dinnie (2011) argues that Partnerships that are dominated by political or financial heavyweights are likely to be ineffective, as they do not consider the meaningful roles of partners with less clout but with great (potential) value to the brand of the city. However, Friedman (2006) argues that the organization itself should be thought of as grouping of stakeholders and the purpose of the organization should be to manage their interests, needs and viewpoints. This stakeholder management is thought to be fulfilled by the managers of a firm.

Secondly, the Instrumental approach studies the organizational consequences of considering stakeholders in management examining the connections between the practice of stakeholder management and the achievement of various corporate governance goals. Through this principle, the theory is able to identify the contributions of engaging stakeholders. Literature in both city branding and stakeholder theory reveals that stakeholder contribute significantly in the success of the organisation (Dinnie, 2011; Fontaine et al, 2006 and Freeman, 2004). Dinnie (2011) points out that engaging and connecting key stakeholders in the development and implementation of a city brand strategy strengthens the brand beyond what the stakeholders could achieve individually. He argues that city branding requires partnership between key stakeholders who can effectively shape and, more importantly, implement a brand strategy.

Lastly, Fontaine et al (2006) note that the normative approach identifies the moral or philosophical guidelines linked to the activities or the management of corporations. According to Freeman (2004) traditional views is that the duty of management to protect the interests of the shareholder and the stakeholder view that management should make decisions for the benefit of all stakeholders. The managers should on the one hand manage the corporation for the benefit of its stakeholders in order to ensure their rights and the participation in decision making and on the other hand the management must act as the stockholder’s agent to ensure the survival of the firm to safeguard the long-term stakes of each group.

### 3.6.1. Identifying Stakeholders

The process of identifying relevant stakeholders is crucial because involving the wrong persons or neglecting a group will lead to dispute. Each stakeholder is important because they have different roles to play in any organisation. For example, the table below indicates the different roles that each stakeholder or potential stakeholder play within a city branding process. The stakeholders have been identified through the partnerships that are formed or should be formed for a successful city brand, such partnerships include the tourism sector, private sector, the foreign and domestic policy, investment and immigration, the culture and education and the people (Dinnie, 2011). The stakeholder identified include residents.

The table below indicates that residents can be divided into two groups, potential (being the ones you want to attract) and the current residents. In the city branding process, residents will market the city, through word of mouth, as an ideal place to stay and all its favourable features to potential visitors and other persons that might want to live in the area since they know the place best. Although visitors are external stakeholders, they are important in communicating the brand through word of mouth in order to attract new visitors. This is the case with the Media who are vital in ensuring that a good image is communicated about the city brand.

Table 1: Stakeholders and communication level

stakeholder	Internal/ external	Communication
Current Residents	Internal	Tertiary communication
Potential Residents	External	Tertiary communication
Visitors	External	Tertiary communication
Public	Internal, including government, civil societies and Non-profit Organisations	Primary communication

<b>Private</b>	Internal and external- includes businesses that will invest directly (in terms of capital) into the construction of the development and those who they business will be affected by the brand.	Primary communication
<b>Media</b>	Internal and external. Print, radio television. Local and international media	Secondary communication

Source: Researcher (2019) based on Klijn, E.H., J. Eshuis, E. Braun (2012)

Despite the differences between stakeholders, most partnerships face common problems and challenges and have common development needs. This means that they need to agree on taking shared responsibility for meeting the goals of the organisation through effective communication channels (Dinnie, 2011). This can be achieved through the application of collaborative approaches in the planning processes. Dinnie (2011) argues the importance of a collaborative stakeholder approach has been acknowledged in the context of companies and has now also been recognized as fundamental to the successful branding of places.

### 3.7. Participation theory

*“Public participation, within the context of people-centred development, is an essential part of human growth, i.e. the development of self-confidence, pride, initiative, responsibility and cooperation. Without such a development within the people themselves all efforts to alleviate their poverty will be difficult, if not impossible. This process, whereby people learn to take charge of their own lives and solve their own problems, is the essence of development”* (Theron 2009 cited in The School of Public Leadership (SPL) Stellenbosch University: 1)

Citizen participation is a process which provides individuals an opportunity to influence public decisions and has long been a component of the democratic decision-making process (Claridge, 2004). According to the South African legislative Sector (2013) public participation is a two-way communication and collaborative problem- solving mechanism with the goal of achieving representative and more acceptable decisions. Other terms sometimes used are ‘public involvement’, ‘community involvement’ or ‘stakeholder involvement’ (South African legislative Sector, 2013). Public participation benefits the planning process by making the plan comprehensive and improves it by bringing in new insights and ideas (Gunton and Day, 2003). The roots of citizen participation can be traced to ancient Greece and Colonial New

England. Public involvement is a means to ensure that citizens have a direct voice in public decisions.

Many agencies or individuals choose to exclude or minimize public participation in planning efforts claiming citizen participation is too expensive and time consuming. Yet, many citizen participation programs are initiated in response to public reaction to a proposed project or action. Gunton and Day (2003) argues that public participation in the planning process can be beneficial for both citizens and local governments. Clear and specific state growth management can improve the quality of urban plans. However, there are tangible benefits that can be derived from an effective citizen involvement program (Claridge, 2004). However, Miroshnikova (2014) argues that planning needs public input on the one hand to make the process successful, but it cannot afford it on the other hand (Gunton and Day, 2003).

### **3.8. Conclusion**

In conclusion, this chapter has engaged with theories which inform this research study and has explained the theoretical basis on which the research is underpinned. It has also demonstrated the connections that exist between the theories reviewed and the practical components of the research being conducted on the topic. The theories reviewed, advocate for a social cohesive approach to planning and branding which firstly considers the importance and significance of residents, approaches that are inclusive, and approaches that are not oppressive.

The Theory of Marxism's view firstly of the city as the father and enabler of capitalism and secondly of communicative capitalism which seeks to exploit communication channels for the benefit of the elite, has resulted in collective social movements around the world that are now demanding the right to the city. King (2018) points out that the right to the city is a call to interrogate the ways that dominant legal tools and narratives exclude the voices and interests of a great many who occupy urban spaces.

Dinnie (2011) argues that successful city branding strategies appear to be characterized by a collaborative partnership approach involving multiple stakeholders who are united around the need to project a clearly identified and mutually agreed upon city brand positioning.

Collaborative approaches are therefore appropriate in the city branding process in order to ensure that the brand is communicated well and that it is embraced by all. The Attraction theory was worth discussing as it gave the foundation and basis for which city branding principles are founded. All these theories share a similar goal by providing residents with the opportunity to be part of the city vision that involves all stakeholders and also allowing

people to be part of the decision-making processes that shape the future of the city they live in.

## Chapter four

### RESEARCH METHODOLOGY

#### 4. Introduction

In order to meet the research objects of the study, the research had to develop a well-planned and most suitable research methodology. Kothari (2004) points out that it is important to consider the logic behind the methods we use in the context of our research study and explain why we are using a particular method or technique and why we are not using others so that research results are capable of being evaluated either by the researcher himself or by others. The research method that has been chosen for this study has been selected due to its effectiveness in achieving the research objectives.

In this chapter the research design employed for this study is defined, followed by an explanation and justification of the methods used for data collection and why they are chosen as the most suitable methods for this study. Furthermore, it discusses the data analysis method used to analyse the data. The chapter concludes with a discussion on the limitations of the research.

#### 4.1. Qualitative Research study

To successfully answer the research questions of this study “*What is the role of public participation in the branding processes of the City of Durban*”, this research adopted the qualitative method of research. According to Philimore and Goodson (2004), Qualitative methods are employed to collect data about activities, events, occurrences and behaviours and seek an understanding of actions, problems and processes in their social context. Golafashani (2003) cited in Tanveer (2008:38) described qualitative research uses as a naturalistic approach that seeks to understand phenomena in context-specific settings, such as real world setting in which the researcher does not attempt to manipulate the phenomenon of interest and only try to unveil the ultimate truth. Therefore, qualitative research is a research method that has the ability to provide complex textual descriptions of how people experience a given research issue and it is also effective in identifying intangible factors, such as social norms and socioeconomic status, whose role in the research issue may not be readily apparent (Mack, Woodson, Macqueen, Guest and Namey, 2005).

Qualitative research method was chosen for this study for the following benefits:

- They generate rich, detailed data that leave the participants' perspectives intact and provide multiple contexts for understanding the phenomenon under study (Shidur Rahman, 2016).

- They can be used to vividly demonstrate phenomena or to conduct cross-case comparisons and analysis of individuals or groups (<http://libguides.usc.edu>).

Limitations of the qualitative study methods are as follow:

- Data interpretation and analysis may be more difficult/complex (Richards & Richards, 1994, cited in Shidur Rahman, 2016)
- Developing the undeveloped question into a researchable form is harder, and the refining question in qualitative research may be continuous throughout a whole study (Darlington and Scott, 2003 cited in Shidur Rahman, 2016).

## 4.2. Research design

A research design is a guide in the process of collecting, analyzing and interpreting observations. In other words, a research design is the overall plan for connecting the conceptual research problems to the pertinent empirical research (<http://libguides.usc.edu>). The research design refers to the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring you will effectively address the research problem. It constitutes the blueprint for the collection, measurement, and analysis of data (<http://libguides.usc.edu>). The function of a research design is to ensure that the evidence obtained enables us to answer the initial question as unambiguously as possible (<http://libguides.usc.edu>). There are three types of research designs used to meet the research objectives which are exploratory, descriptive and explanatory.

This study has adopted the exploratory study. An exploratory design is conducted about a research problem when there are few or no earlier studies to refer to or rely upon to predict an outcome ([libguides.usc.edu](http://libguides.usc.edu)). The focus is on gaining insights and familiarity for later investigation or undertaken when research problems are in a preliminary stage of investigation. Exploratory designs are often used to establish an understanding of how best to proceed in studying an issue or what methodology would effectively apply to gathering information about the issue (Blanche, Durrheim and Painter, 2006). Exploratory research design does not aim to provide the final and conclusive answers to the research questions, but merely explores the research topic with varying levels of depth (Brown, 2006).

It has been noted that “exploratory research is the initial research, which forms the basis of more conclusive research. It can even help in determining the research design, sampling methodology and data collection method. According to Brown (2006) exploratory research tends to tackle new problems on which little or no previous research has been done. The concept of city branding, namely the role of public participation in city branding processes in

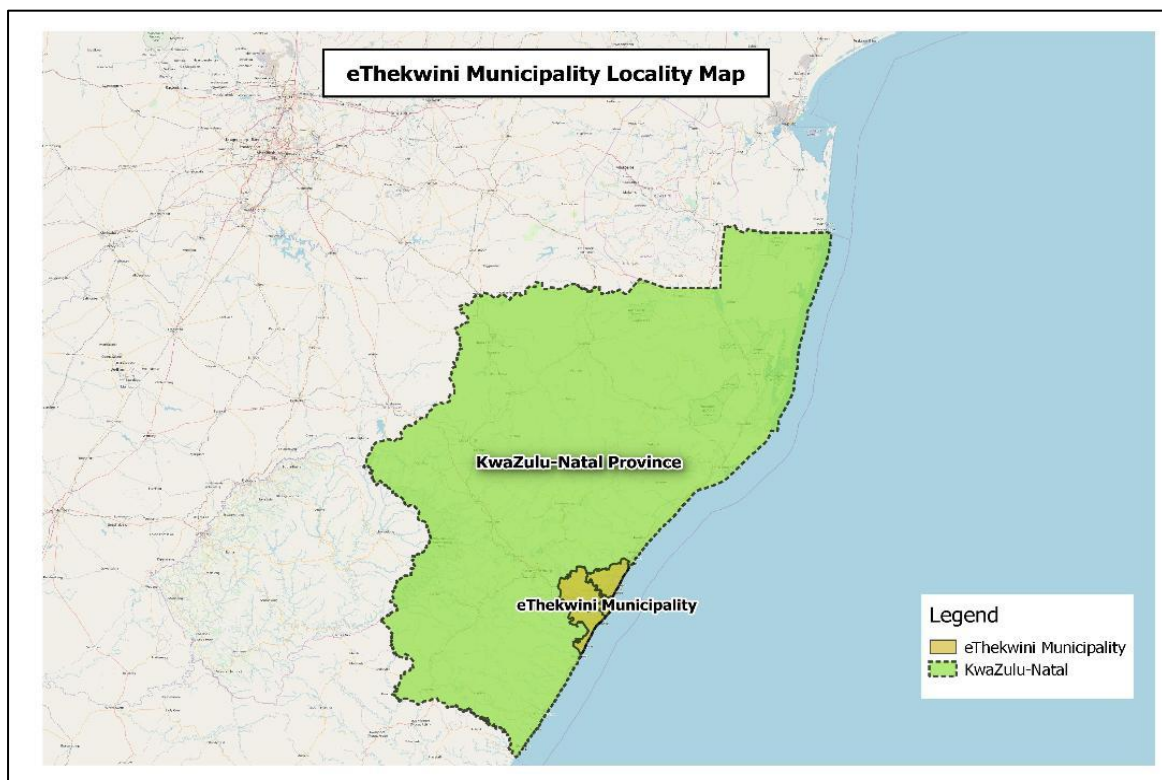
a South African context is not generally investigated. Although there has been studies and research on the relationship between city branding and urban regeneration, it has also not been explored in a South African context. The research does not aim to make conclusions but rather explore the study topic. In order to provide an in-depth analysis, a case study was chosen as a research strategy.

### 4.3. Case Study

According to Yin (2003) amongst other factors, a case study is suitable for research in city and regional planning research, such as studies of plans, neighborhoods, or public agencies. A case study is an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident (Yin, 2003).

The city of Durban is a coastal metropolitan city situated on the eastern part of South Africa in KwaZulu-Natal province. It is located in the lower Tugela.

Figure 1: Locality Map of the City of Durban in context to the KwaZulu Natal Province



Source: Researcher: (2019)

Durban was the chosen area for this study for several reasons, including:

- It is ranked amongst the most livable cities in the world
- It is spatially fascinating, a unique product of urban regeneration;

- It is amongst the few metropolitan cities in South Africa to be branded and unlike its competitors Johannesburg and Cape Town, it is not fully developed, which poses the opportunity to explore.
- The city is diverse.

#### **4.4. Data collection methods**

To support and validate the theories of this research study, multiple articles are used. Information for this research was sourced from both primary and secondary data. This study has a transparent data collection and analysis method and the sources of data are reliable.

#### **4.5. Secondary data**

Secondary data was collected and analyzed based on the theories and related themes which consist of literature reviews on city branding, urban regeneration, public participation as well as developmental policies and frameworks that govern the management and functioning of the EThekweni Municipality, focusing on the Planning and Development Department and Durban tourism Unit. In order to fulfil the first objective of this study, which is to examine the nature and extent of public participation in the branding of South African metropolitan cities, literature reviews were the most effective tool as they allowed the researcher to discern international and local trends on city branding, regeneration and the different approaches used in involving local residents in decision making processes.

- **Desktop study**

A Desktop study analysis was also conducted where social media accounts and the Durban Website was investigated to analyse the manner in which they engage and communicate with the general public as well as market the Durban Brand. The term ‘desktop study’ refers to a study that is carried out purely through research, rather than physical investigations, that is, it can be done sitting at a desk ([www.designingbuildings.co.uk](http://www.designingbuildings.co.uk)). This may be a preliminary study carried out before more detailed physical investigations are carried out, or it may be a standalone study carried out instead of a physical investigation ([www.designingbuildings.co.uk](http://www.designingbuildings.co.uk)). The website pages and social media accounts of EThekweni Municipality, Durban Tourism, the Brand South Africa and the Tourism KZN were investigated.

#### **4.6. Semi- structured qualitative interviews**

As primary source, semi- structured interviews were chosen as a second data collection method as they are relevant and generally recommended for this type of research. Semi-

structured questions are used to get as much information as possible from the sample population. The interviews are guided by questions that are prepared. Semi-structured questions are useful when one has very little information about the subject and they are a good option because they are flexible, allowing for follow up questions and answers as they contain open-ended questions. Furthermore, conducting semi-structured interviews contributes to gaining an in-depth insight into the area which is being researched. One of the benefits of using semi-structured interviews is that they are well suited for exploring attitudes, values, beliefs, motives and views of interviewee.

Assessing the impact of city branding on urban regeneration in the city of Durban required the use of interviews to ensure that the study was reliable and valid and to avoid ambiguity. The same tool was applied to ascertain the key stakeholders in the branding of the city of Durban, where interviews with relevant key informants who have worked on the branding and urban regeneration projects were adopted for this study. This form of data collection was the most suitable form of data collection because this was information that would be difficult to get anywhere else. The interviews were conducted face to face but on request by the interviewee, email format and telephonic interviews were also used.

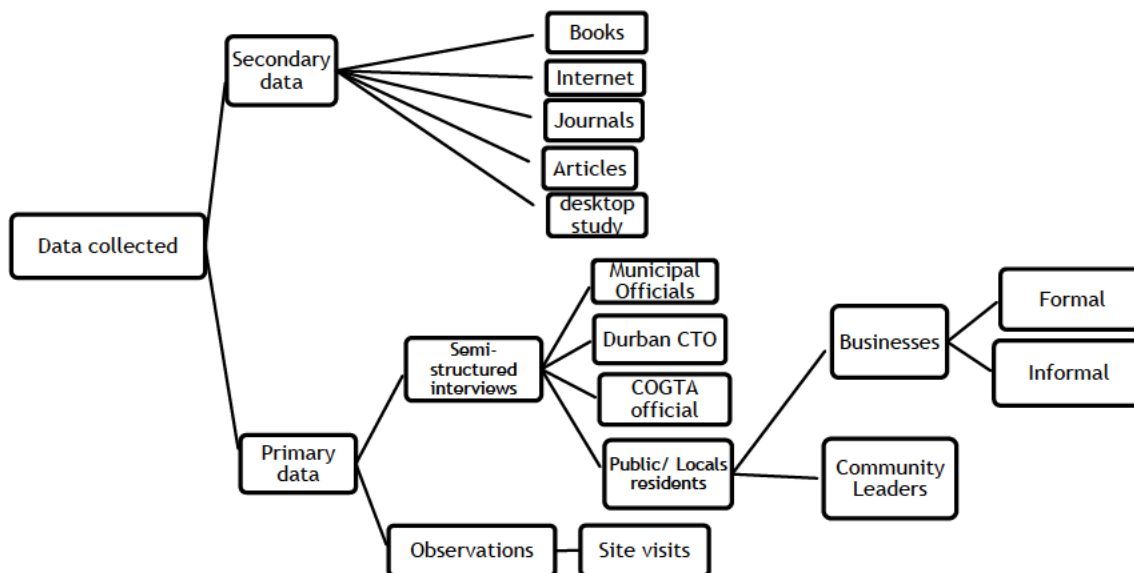
Four (4) interview schedules were created. The first was designed for the officials (key informants) working within the Planning and Development unit, attached as Annexure B. The second was designed for officials working within the Durban Tourism Offices attached as Annexure C. The purpose of creating two separate schedules for officials within the eThekweni Municipality was due to the nature of the study which required information from urban planners' participant that tourism officials would not be able to answer. However, the schedules were coherent with each other and were designed in such a manner that would answer the objectives of the study. The third interview schedule that was used as a data collection tool was for local resident, including community leaders attached as Annexure D. Lastly a schedule for local businesses (both formal and informal) was created which has been attached as Annexure E.

Lastly, individuals working outside eThekweni Municipality were also interviewed one who is a specialist in the field of urban regeneration from COGTA and the other a member of one of the CTO's. Both these participants were able to assist the researcher in getting an in-depth perspective on the topic.

In summary, the data collection methods chosen for this study were done in a manner that would best answer the objectives of the research study in the following manner:

- Examine the nature and extent of Public participation in the branding of South African metropolitan cities: Durban city brand:
- Through interviews key informant, the researcher was able to identify the nature as well as extent by providing strategies and policies that guide the implementation of public participation in both fields. Interviews with residents.
- Ascertain the key stakeholders in the branding of the city of Durban:
- The use of Semi structured and informal interviews with experts in the field allowed the research to identify stakeholders and those that participated and the nature of their participation in the branding processes.
- Establishing whether there is a correlation between city branding and urban regeneration in the city of Durban
- In order to establish whether city branding has an impact on urban regeneration, literature reviews were consulted where various substantiated evidence was given on the relationship between the concepts. Semi-structured interviews were also used with residents as well as key informants.

Figure 2: Data Collection visualisation chart



Source: Researcher (2019)

## 4.7. Observations

The final method of primary data collection was observation where field trips were taken. This was to get an in depth understanding of the city's culture, atmosphere and lifestyle.

Areas that were visited were Durban Inner CBD, uShaka Marine, Moses Mabhida, Suncoast Casino, Durban Beachfront Promenade and Umhlanga beach.

#### **4.8. Sampling procedures**

Two sampling methods were used for this study. The first sampling technique selected is judgmental sampling which is a non-probability sampling technique where the researcher selects units to be sampled based on their knowledge and professional judgment (<https://explorable.com>). This type of sampling technique is also known as purposive sampling and authoritative sampling. Purposive sampling is used in cases where the specialty of an authority can select a more representative sample that can bring more accurate results than by using other probability sampling techniques (<https://explorable.com>). The process involves nothing but purposely handpicking individuals from the population based on the authorities or the researcher's knowledge and judgment (<https://explorable.com>). Judgemental sampling was selected because the study needs expert knowledge from individuals that are working within the EThekweni Municipality who are involved in the Durban City brand and those that are involved in urban regeneration projects of the city. Such officials would provide information on the policies as well as establishing the stakeholders and the nature of public participation

The second sampling technique that was adopted for this study is the Accidental or Availability Non-probability Sampling which was used in the sampling recruitment strategy for residents and businesses. In accidental sampling, the researcher simply reaches out and picks up the cases that fall to hand, continuing the process till such time as the sample acquires a desired size (<http://www.sociologydiscussion.com/>). The population selected is easily accessible to the researcher; available subjects are simply entered into the study without any attempt at randomization

(<https://medical-dictionary.thefreedictionary.com/sampling>). It is also called also convenience sampling. It is also one of the only methods you can use when you can't get a list of all the members of a population ([www.statisticshowto.com](http://www.statisticshowto.com)).

Non-probability sampling technique was most appropriate for this study because:

- There was available data base for all those that had participated in the branding processes and
- Participation was based on availability of person (s) willingness.
- It is cost effective and relatively easy to get sample.

## 4.9. Recruitment strategy

When considering the sample size for the research, several factors were considered in order to ensure that the research was well balanced and also to ensure that the research objectives and research questions are answered in a non-biased manner. The sample size consists of a total of 37 participants. The sample size is divided into two (2) categories. The first group consists of the Key Informants which included officials working within the eThekweni municipality, namely the Business Unit (Durban Tourism Office), Planning and Development Unit, Communications Unit as well as private individuals who are experts in the field of branding/ Marketing and Urban Planning.

- **Key informants**

Firstly, the officials were chosen according to their responsibility and expert knowledge in the field. The following officials were approached:

- A Senior Town planner was identified as a suitable participant based on his position, skills and years working within EThekweni Municipality. He was selected because he is working directly with the Durban community and had a better understanding of their challenges when it came to public participation with regards to urban regeneration projects.
- Coordinator- Planning Unit
- The Brand Manager for Durban Tourism
- The Acting Head of the Business unit and is responsible for Research and product quality including brand auditing.
- The Brand Marketing Officer who was selected for this study as she is responsible for managing, coordinating and marketing the brand to the public. She was selected because she is working directly with the Durban community and had a better understanding of their challenges when it came to public participation

In addition, the following private sector individuals were approached and agreed to be interviewed for this study:

- Deputy Director: Municipal Monitoring and Evaluation at COGTA
- A member from one of Durban CTO's

In total, the sample group for category 1 consisted of seven (7) participants from both the municipality and private sector. This was done to ensure that the research was reliable and not biased.

- **Public/ Local residents**

The second group consisted of the Public which includes the business sector, community leaders and residents. Table 1 below indicates the recruitment strategy adopted for this study which also indicates the objectives of each interview. The business sector consisted of both formal and informal (including street vendors) which consists of four (4) participants. Two (2) community leaders were selected. Lastly, twenty (24) residents were selected to participate. Considerations that were made when selecting the residents for this study were age, occupation, gender, ethnicity and region. In order to avoid biasness in the sample group a sample table was created which has been attached as annexure E where participants were selected according to the above-mentioned considerations. This was done to increase the possibility of a fair representation. On the table, the participant names are not provided however participants are labelled according to order of interviews for example Participant 1; Participate 2; Participate 3 etc.

Figure 3: Sample recruitment strategy

No.	Department/ Firms	Interviewee/ Position	Objective of interview
Key informants			
1	EThekwini Municipality: Planning and Development Unit	Senior Town Planner	To understand the departmental policies that governs implementation of urban regeneration projects and public participation in the city of Durban.  To gain expert view on whether public participation in city branding can impact participation in urban regeneration projects.
1	EThekwini Municipality: Planning and	Coordinator: Planning Unit	To understand the challenges that the department faces in implementing public

	Development Unit		participation and whether public participation in city branding can impact participation in urban regeneration projects.
1	EThekweni Municipality: Durban Tourism	Brand Manager	To identify brand attributes To identify stakeholders in the branding process. To identify the role of residents in city branding processes for the City of Durban.  To identify the policies that governs public participation for the city branding for the city of Durban.
1	EThekweni Municipality: Durban Tourism	Acting Head of the Business unit.	Brand development processes. Stakeholder analysis and the role of residents in the brand development.  To identify public participation initiatives in city branding for the city of Durban.
1	EThekweni Municipality: Durban Tourism	Brand Marketing Officer	To identify stakeholders in the branding process.  To identify the role of residents in city branding processes for the City of Durban. To identify Communication and engagement strategies.
1	Community Tourism Organization (CTO)	Anonymous	Participation strategy used to engage with the public

1	COGTA	Deputy Director Municipal Monitoring and Evaluation	Policies and frameworks governing participation in South Africa and compliance of Durban.
Public			
4	Businesses	<ul style="list-style-type: none"> <li>• Owner of a BnB under DWCTO</li> <li>• Owner of a travel agency</li> <li>• Vendors and Durban Beachfront</li> </ul>	Aimed to understand the impact and perception of branding and role of businesses on public participation
2	Community leaders	<ul style="list-style-type: none"> <li>- Anonymous- Youth League Chairperson</li> <li>- Anonymous - Chairperson of a ward within EThekwini Municipality</li> </ul>	Aimed to understand their perception of the Durban city brand and the nature and extent of public participation.
24	Local residents	Resident group will consist of: <ul style="list-style-type: none"> <li>• Employed, unemployed and self-employed.</li> <li>• Age group</li> <li>• Ethnicity (race)</li> <li>• Gender</li> <li>• Region</li> </ul>	Aimed to understand their perception of the Durban city brand and the nature and extent of public participation.
Total:			
37			

Source: Researcher (2019)

- **Sample According to Race, Age and gender**

As indicated in the above table, the total population of residents that participated in this study is 24. It was imperative that the study represents all the above-mentioned categories

for this study, the first consideration was to sample according to age, race and gender. The sample was fully representative of all recognized South African races i.e. Africans, Indian, Colored and White. There was an equal representation for each gender i.e. males and female.

There were several considerations that were made in determining the age groups for this study. Firstly, considerations of whether the participant can fully and independently participate in development processes. Individuals that were not legible to participate were therefore eliminated. These were persons under the age of 18 years as they are too young to have actively participated in community participation processes as according to the South African Constitution, a person can only vote from the age of 18.

- **Sample According to Economic Activity**

It is the view of the researcher that economic status of an individual plays a factor in the way they view certain issues within their communities. It was empirical that the study considers the various economic activities in the sampling processes. The sample group consisted of an equal number of employed, unemployed, students and self-employed across spread out across the regions, age groups and gender.

- **Sample According to EThekweni Municipality Regions**

EThekweni Municipality is made up of four regions, the outer, north, south and inner west. Participants were selected from each of these regions.

#### **4.10. Ethical consideration**

During the proposal stage of this research, the researcher applied for ethical clearance from the University of KwaZulu Natal Clearance committee, which was granted attached as Annexure A. The recruitment for the sample group for this study was transparent and did not discriminate against any persons, as participation was determined by willingness to participate in the study was. A gate keeper's letter from the EThekweni Municipality was granted, permitting the researcher to interview its officials. Participants were informed of their right and the purpose of the study and they could withdraw from the study as they wish. Participants were assured that there would be no disclosure of their identities in relation to findings or responses. Lastly, questions were constructed and asked in a manner by-which all the respondents will not be offended.

#### **4.11. Reliability and validity**

Although the term 'Reliability' is a concept used for testing or evaluating quantitative research, the idea is most often used in all kinds of research (Golafshani, 2003). In qualitative research validity has to do with description and explanation, and whether the given explanation fits a given description (Punjab, Tanveer, Azeem, 2008). Stenbacka, (2001) cited by Bashir, Afzal, Azeem (2008) viewed reliability as "purpose of "generating understanding" in qualitative approach to research. All the questions related to specific themes of enquiry and all the respondents were given the same set of questions in order to increase reliability. This variety allowed the respondents to better express themselves, enhancing the quality of the results. In order to ensure transparency, the questions asked did not in any way either presume anything about the respondents or aim to make them uncomfortable. In the beginning of the interview the study concept which is 'city branding, urban regeneration and public participation" were explained so that respondents could be better equipped to answer the question.

Bashir, et al (2008) argues that in enhancing validity continuous refinement of the sampling and data collection techniques throughout the data collection process increase the validity. Any unanticipated information that could impact the results of the study was noted. Furthermore, the triangulation strategy was adopted for this study which according to Bashir, et al (2008) is typically the most agreed upon strategy for improving validity and reliability of research or evaluation of findings. Patton (2001) cited in Bashir, Afzal, Azeem (2008) states that "triangulation strengthens a study by combining methods. Triangulation was adopted by applying varies data collection techniques. Various data collection methods were used for the study. Furthermore, Durban Tourism was able to provide the researcher with a Durban Brand audit.

#### **4.12. Data analysis**

The data collected from the different participants will be analysed using thematic analysis. Thematic analysis is a qualitative analytic method for identifying, analysing and reporting patterns within data (Braun and Clarke, 2006:79). Thematic is the most common form of analysis in qualitative research. Themes are patterns across data sets that are important to the description of a phenomenon and are associated to a specific research question (Braun and Clarke, 2006:79).

#### **4.13. Limitations of the research study**

Due to language barrier there were residents that found some of the questions difficult, mainly those that were non-English speaking, the interview schedules were simplified by

translating the questions to the language that the participant could understand. The interview questions for the informal traders were translated in IsiZulu to ensure complete comprehension of the research questions. Since city branding and urban regeneration are abstract concepts for a large number of the respondents they had to be simplified.

Availability of key informants and scheduling of interviews was one of the major issues for this study. Due to the nature and responsibilities of their positions, the respondents could not commit to the agreed schedule. This was addressed by providing alternative methods of responding to the questions such as email format and telephonic interviews. However, to the benefit of the researcher for email formats, a follow up call was made to give clarity to the answers provided. For those that were unable to respond via email or through telephone, the interviews were rescheduled to the most suitable time of the respondent. Finding respondents that could meet some of the identified categories identified for this study was a challenge and took longer than anticipated.

#### **4.14. Conclusion**

This chapter outlined the research methods and design adopted in this study. Furthermore, it described in detail the sampling technique used. Lastly ethical considerations that were taken for this study are provided as well as the strategies adopted to ensure validity and reliability of the study.

The following chapter which is Chapter 5- Study Area provides a detailed background of the city of Durban. Chapter 6-Analysis describes and analyses the data elicited during interviews. Lastly, Chapter 7 Recommendations and Conclusion will provide recommendations and provide a conclusion for this research study.

## Chapter five

### Study area- the city of Durban

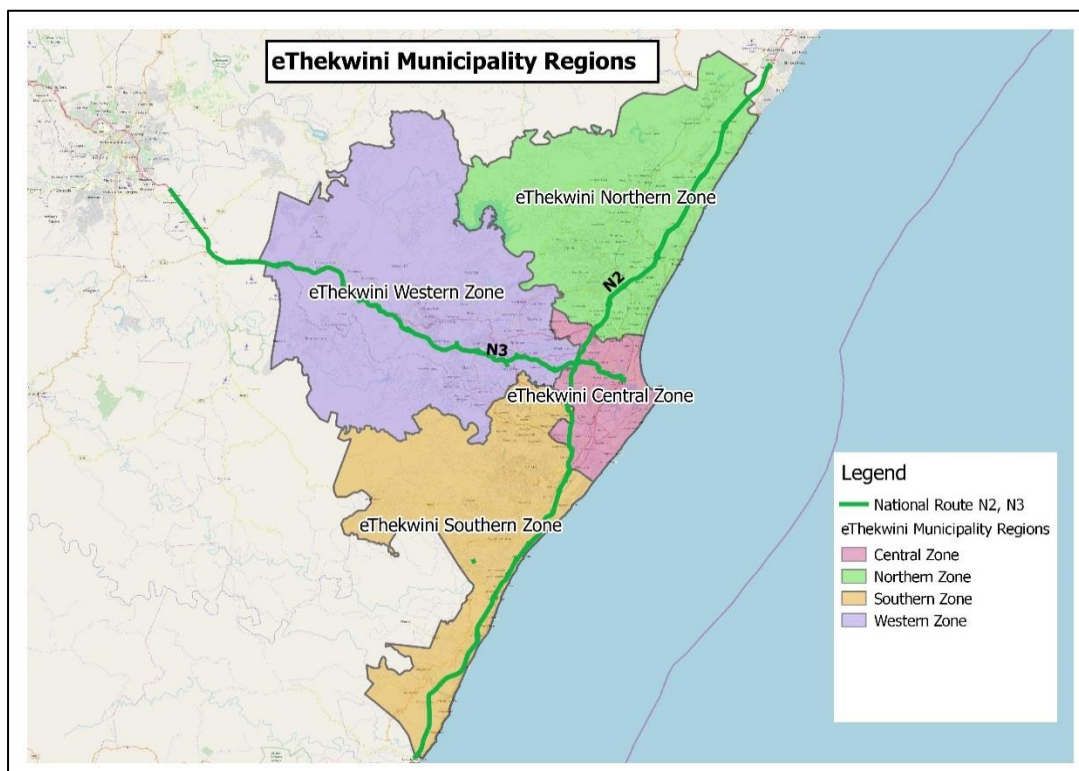
#### 5. Introduction

This chapter investigates the City of Durban as its case study. It presents its physical location and its role within the broader eThekweni Metropolitan Area. Secondly, it highlights the important factors essential for this study such as demographic analysis and community participation processes which exist within the city and the broader municipality. Through observation, this chapter also presents the characteristics or properties that make the city of Durban a unique city.

#### 5.1. Background of: The City of Durban

The city of Durban also known as iTheku or eThekweni amongst locals is under the jurisdiction of eThekweni Municipality. It is the third largest Metropolitan city in South Africa and the largest within the province of KwaZulu-Natal. EThekweni Municipality consists of 103 wards, all within the demarcation of the 4 regions (The South, Outer West, inner CDB and North region).

Figure 4: Map of eThekweni regions



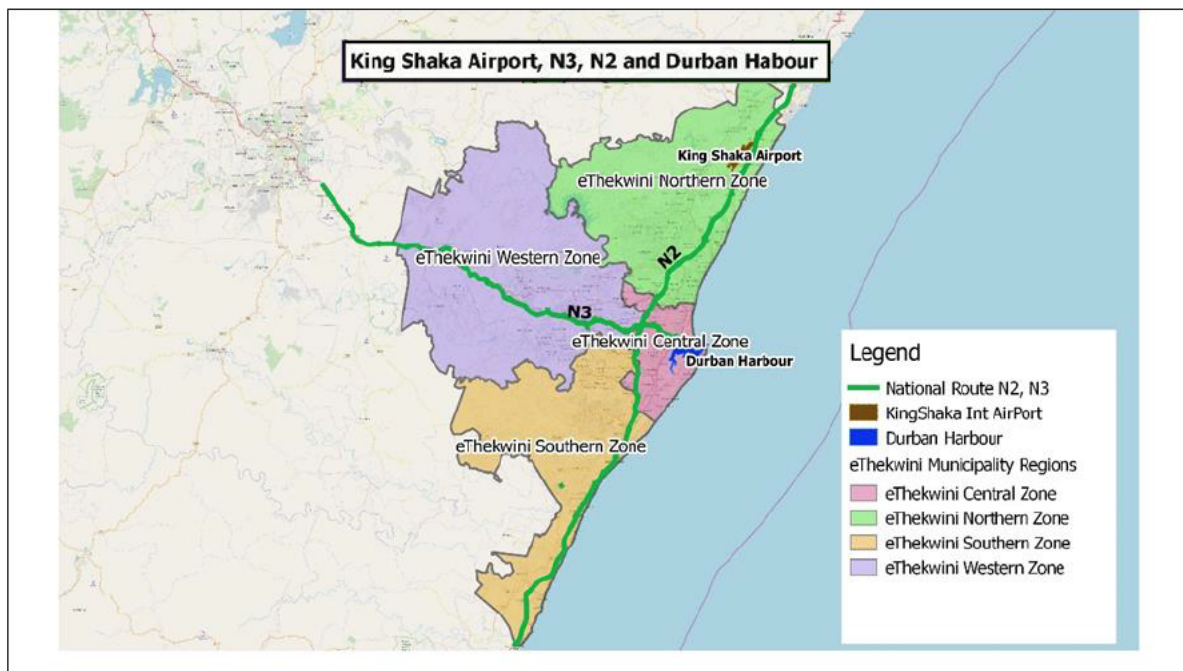
Source: Researcher (2019)

The city of Durban has a humid subtropical climate with hot and humid summers and pleasantly warm and dry winters. Its hottest month is February with an average of 25 °C and the coldest month being July with an average of 17 °C ([www.timeanddate.com](http://www.timeanddate.com)).

- **Transport and Accessibility**

There are various entrance points to the city of Durban such as the N3 when entering from the West (coming from Johannesburg) and the N2 when entering from the South (coming from Cape Town or from the North side (coming from the Mozambique)). International travels come through the King Shaka International airport which is ranked the ninth busiest airport in Africa (<https://kingshakainternational.co.za>). The Map below shows the N2 National road and N3 National road as well as the location of the King Shaka international airport and the Durban Harbour.

Figure 5: Map indicating accessibility of the City of Durban



Source: Researcher (2019)

The city of Durban has various modes of public transport including, railway, buses and most commonly used, the taxi industry. The eThekweni Municipality is currently working on various projects to improve the public transport system and accessibility under the Go Durban projects. The system has been designed with a holistic view towards connecting the city and improving the lives of Durban's citizens involve by upgrading the current bus fleets, facilities, stops and stations as well as new railways and a non-motorised transport network ([www.godurban.co.za](http://www.godurban.co.za)).

- **Durban Harbour**

Apart from its rich history and culture, the City of Durban is known as the home of Africa's best-managed, busiest port (see map above for location) which is managed by Transnet Port Terminals, a parastatal company. Historically, Durban's harbour was naturally large, leading to shipping as a major source of trade within the 36 cities. Today, Durban's harbour is the busiest container port within Africa (Freund, 2001 cited in Stephanus, 2013). The Port of Durban remains the premier multi-purpose port of the country and it is estimated to generate more than 60% of revenue (<http://www.durban.gov.za>). According to predictions by The Master Card Global Destination City Index, Durban with its important and busy seaport, will be the fastest growing city in Africa and would be the second fastest growing tourism city of the 132 cities surveyed worldwide (Durban tourism Facebook page accessed 2018.11.17).

- ***History and culture***

The city of Durban is a city that is rich in history and culture. The KwaZulu Natal province is populated by the Zulu people as it is the home of Sigidi kaSenzangakhona known as King Shaka Zulu who was a great Zulu king and conqueror. The city of Durban has a rich historical background and a strong infusion of tribal citizens and is one of the most diverse cities in South Africa. It was first discovered by a Portuguese seafarer, Vasco da Gama in 1497, and he named it "Terra do Natal", meaning Christmas Country (<http://www.durban.gov.za>).

It was later officially founded and named Durban in 1835 by Sir Benjamin Durban after the Cape Governor of the time (<http://www.southafrica-travel.net/kwazulu/edurban1.htm>). The city of Durban is also famously known as the India of Africa or the city of curry as it is historically known and associated with Civil rights activist Mohandas Karamchand known as Mahatma Gandhi who established a small village-like settlement, Phoenix Settlement, on the north-western outskirts of Inanda. Inanda is also home of John Langalibalele Dube who was the first president of the African National Congress (ANC) and is also the birthplace of the Nazareth Baptist Church.

- ***Major landmarks***

Landmarks, by their pure existence, structure environments. They form cognitive anchors, markers, or reference points for orientation, wayfinding and communication (people.eng.unimelb.edu.au). They can either be an object or structure on land that is easy to see and recognize a building or place that was important in history, or a very important event or achievement (people.eng.unimelb.edu.au). The city of Durban has several landmarks such as the Moses Mabhida, The Durban Toll gate bridge, Umhlanga light house and the Durban city Hall (used as the logo for the administrative brand for the eThekweni Municipality) just to name a few. Some of the landmarks associated with the city of Durban are pictured below. People may associate a specific landmark to a city for example the Eiffel

Towers in Paris or the Sydney Opera House in the city of Sydney in Australia. Landmarks are geographic objects that structure human mental representations of space. Landmarks are suited for communication of environmental knowledge. According to Lynch (1960) people use landmarks as identifiable objects which serve as external reference points.

*Image 1: Shows the Light house at Umhlanga Rocks beach*



*Image 2: Shows the Moses Mabhida stadium in relation to the city*



Source: Researcher (2019)

Source: <http://www.durban.gov.za>

- **Conference centre**

The city of Durban has also been identified as the ideal city for conferences, hosting several international conferences because of its various state of the art conference facilities most noticeably, the Albert Luthuli Durban International Convention Centre (ICC). Some of the international conferences hosted within the city include the 17th session of the Conference of the Parties (COP 17) in 2011. The 25th International Union of Architects World Congress (IUA) in 2014 as well as the 21st International AIDS Conference in 2016, all of which were hosted by the Durban ICC. The Durban ICC has been voted as “Africa’s Leading Meetings and Conference Centre” by the World Travel Awards no fewer than 15 times in 16 years and has been rated amongst the World’s Top 15 convention centres by AIPC (<https://icc.co.za/about/why-durban-icc/>).

- **Events and lifestyle**

The city of Durban is famously known for hosting many international and local events, such as the Vodacom Durban July which is the greatest annual horse racing, fashion and entertainment extravaganza on the African continent. Other events include the Tsogo Sun Amashova Durban Classic which is an annual mass participation cycle event that takes place

in October each year and attracts over 10 000 cyclists nationally, and the Comrade Marathon, amongst many other events, which is the world's greatest ultra-marathon, 89 kilometres long, the Comrades is a South African institution, internationally recognised for the body-sapping challenge it poses (<https://www.sa-venues.com>).

In terms of lifestyle, the city of Durban has a very laid-back lifestyle that accommodates people from all walks of life. It is described as a very homey place and ideal for raising a family. There is the world class uShaka Marine World for sea- life lovers, the Durban Botanic Gardens which is the oldest botanic garden in Africa, and Japanese Gardens, just to name a few spaces that are ideal for family outing. In an interview with Mr. Emmanuel as well as Ms Mehta, they stated that the city has been recognised as South African city with the highest quality of life. This comes from the international Mercer's 19th Quality of Living survey ([www.enca.com](http://www.enca.com)). This is attributed to a variety of factors including a city infrastructure ranking that assesses the supply of electricity, drinking water, telephone and mail services, and public transportation, as well as traffic congestion and the range of international flights available from local airports ([www.enca.com](http://www.enca.com)).

It also has a vibrant night life with Florida Road entertainment strip as the centre and a popular spot for night life experience, the Chartwell Drive in Umhlanga, Helen Joseph Road in Glenwood, Mackeurtan Avenue in Durban North and along the Golden Mile at the Beachfront (<http://visitdurban.travel/tour/foodand-lifestyle>)

The city of Durban also has a very vibrant township lifestyle that is slowly being recognised both nationally and internationally mainly for its shisa nyama (again placing emphasis on Durban as being the warmest place to be). The likes of Max's and Eyadini at Umlazi began to trend as they attracted tourists from all walks of life through promoting the township life of the city of Durban. In the north, at KwaMashu, there's Under the Moon, and Artizen and in the West region, in Clermont, there is Zazi Street which is a popular place to eat and drink for locals (<http://visitdurban.travel/tour/foodand-lifestyle>).

- ***Tourist destination***

The tourism industry is a major contributor to the economy of the city of Durban. International tourism in Durban contributes to the GDP as international tourists spend money when they come to Durban which translates into job creation for people from Durban. It is estimated that R1, 3 billion will be injected into the Durban economy ([www.iol.co.za](http://www.iol.co.za)). The hospitality industry alone employs 95 396 people. The city of Durban is also a major centre of tourism because of the city's warm subtropical climate and extensive beaches. Durban Tourism has been identified as the leading domestic destination

Image 3: The Oyster Box Hotel at Umhlanga which is a five-star hotel that is voted best hotel in South Africa



Source: Oyster Box Hotel (accessed 2018.11.17)

in South Africa (<http://www.durban.gov.za>). In 2015 New York Times named Durban a must visit City in 2015 (Durban Tourism Facebook page accessed 2018.11.17).

Image 4: The Beverly Hills Hotel rates as a five- star hotel



Source: Beverly Hills Hotel (accessed 2018.11.17)

The city hosts a variety of world class entertainment facilities and five-star hotels such as the Oyster Box and Beverly Hills Hotels both located at Umhlanga, allowing it to compete at a global stage. The vision of Durban Tourism is to position Durban as a preferred “must

visit” tourism destination, providing a unique Durban experience supported by world class facilities and infrastructure. This has been achieved through engaging with various stakeholders, namely product owners (i.e. hotels and vendors) and the five (5) Community Tourism Organisations (CTO’s) which are Non- Profits organisations that exist within its region. The CTO’s provide assistance in promoting and enhancing Durban as a tourist destination. These organisations are as follow:

- Umhlanga Information Centre
- 1000 hills Experience
- Sapphire Coast Toti Tourism
- So Durban and lastly
- Durban West

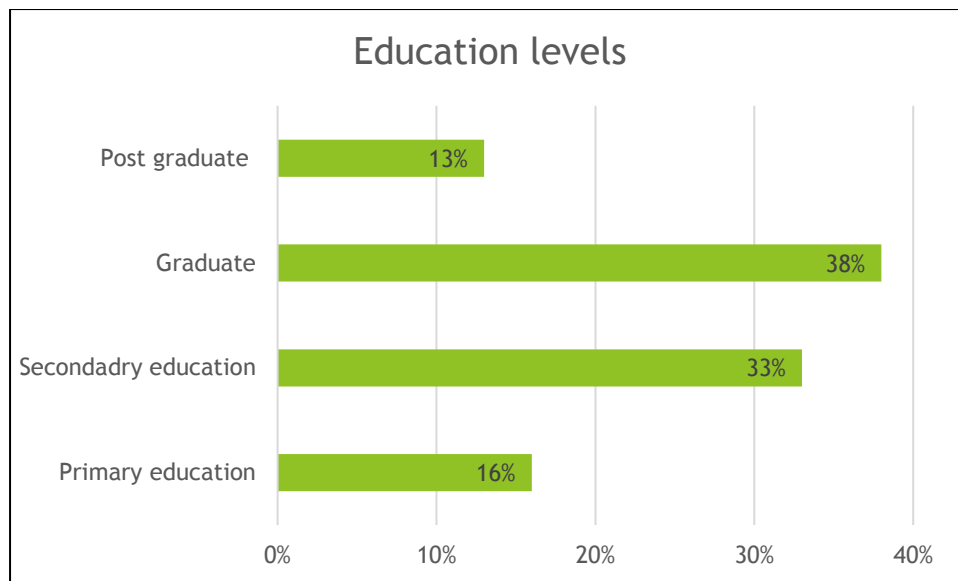
By exploring different dimensions of the city’s image, the research was able to quantify the competitive structure of Durban. The above-mentioned attributes such as the history and culture, diversity, the numerous tourist attractions which include world class conference centres, landmarks and improved transport systems, have packaged the city of Durban into a world class urban city that is able to compete at a global stage. According to Riza et al (2012) the image of the city is composed of the view of urban elements such as monumental buildings, public spaces and other special features which contribute to the three key attributes of city branding which are image, uniqueness and authenticity.

## **5.2. Demographical profile**

The semi-structured interviews for the residents required the respondents to provide basic demographic data (including age, gender, occupation, education and region). These variables are important in understanding the potential contrasts between residents’ perceptions in relation to the city brand.

- 50% of the participants were females and 50% were male.
- 25% of participants from all four (4) regions were selected.
- 25% across the economic activity (employed, unemployed, student and self-employed).

Graph 1: Indicating the education levels of participants



Source: Researcher (2019)

- 16% of the participants had primary education and do not have high school education,
- 33% of the participants had secondary education (completed matric),
- 38% of the respondents were graduates and 13% had post graduate qualifications

The city of Durban is home to 3,442,361 people of which 51.1% is females and 49.9% is males. (Stats SA, 2011). The metro is predominantly black African (74%) with coloured in the minority at 3%. The dominant home language is IsiZulu spoken by around 62 % of the population followed by English at 26% (Stats SA, 2011). In terms of population spread, the greatest population concentrations occur in the central and north planning regions. The Outer West Region which represents the largest extent of the Municipality (approximately 78 438ha) comprises of just 11% (approximately 338 000 people) of the total population of the Municipality. The northern region which represents approximately 26% of the total extent of the Municipality has approximately 1.15 million people which represent 33% of eThekweni's total population. Much of the population of approximately 1.18 million people (34% of the total population) is located in the Central region which is the second largest in extent in the municipality. The South makes up 23% (760 000 people) of the total Municipal population (eThekweni Municipality: 2018/19 IDP).

However, when one compares the city of Durban to other metro cites, one finds that the city of Durban is amongst one the most diverse cities in South African. During site visits, the researcher observed that the beachfront presented a wide demographic of races, cultures and age groups. There appeared to be a much higher level of integration compared to the

Durban Inner CBD. The recreational facilities that are free to the public promote a higher level of interaction and fundamentally do not discriminate against one's socio-economic status. It was also observed that the recreational facilities which are not free attract only middle to high income earners thus discriminating the low incomes as they are unable to afford these recreational facilities. This is becoming routine for the Durban beachfront promenade as more and more recreational facilities are now requesting a fee from users. It was also noted that most areas on the outskirts of the Inner CBD such as Umhlanga, Phoenix and Hillcrest, Umlazi and Chesterville, just to name a few are segregated by race which is the footprint of apartheid planning.

### **5.3. Socio economic analysis**

Durban has a growth rate of 1, 08% between the years 2001 to 2011. This indicates that the city of Durban is one of the fastest growing urban areas within the KwaZulu Natal province. This is confirmed in an interview with Acting Senior Manager at Durban Tourism, where she states that the city of Durban indeed is a fast-growing urban city. The growth rates are closely associated with socio economic opportunities present in the city of Durban which is a positive impact for the city as they bring business into the city. This is confirmed by an interview with Participant 1B and B2 who stated that they moved to Durban because it presented good opportunities to start their business. However, growth rates also negatively impact the city by increasing the social ills and creating overcrowding in the inner CBD as people want to be close to employment opportunities present in the CBD, but the city does not have the capacity to cater to this influx of people.

According to statistics SA 2011 report, there is a very low percentage of people that are contributing actively to the economy of Durban. Statistics show that the city of Durban has a 30.2% Unemployment rate which is 430318 people and a 39% unemployment rate amongst the youth. Out of the total population only 992560 are employed and 114230 are discouraged job seekers. The remaining person (s) that are not economically active. Economic status and education levels have shown a significant impact in the level of participation by local residents. While others may be inclined to participate as they believe they have the necessary skills to participate effectively in the development planning process, others may be reluctant to participate as they do not have the confidence to articulate the needs of their local areas.

### **5.4. EThekweni Community participation processes**

Considering Durban as being a vibrant and economically viable city, it is therefore essential to explore the role of community participation processes. As a city within a democratic country, the public is involved in various community participation processes from a national

level right through to local level. At a national level, on a five-year interval, the public has voting right to elect the ruling party and the president of the country. At a Local level the councillors are elected through a proportional representation ballot, where voters vote for a party and ward councillors are elected by the residents in each ward (<http://www.etu.org.za>).

Local governments deliver services, offer choices, make decisions, and operate in ways that affect the daily lives of community members more than other levels of government (County of Grande Prairie Public Participation Strategy & Toolkit). At a local level, the residents of the city of Durban also play a vital role in the EThekweni Municipality Integrated Development Plan (IDP) as key stakeholders. Road shows are conducted through the city to engage and ensure that the plan is accepted by the residents. Other frameworks include the city's Long-Term Development Framework (LTDF) or Imagine Durban; the Integrated Development Plan (IDP); and the Spatial Development Framework (SDF), which incorporates four Spatial Development Plans. These are strategic framework documents which provide guidelines for the way in which development is undertaken in the city.

Furthermore, the council for the city of Durban adopted a Community Participation Policy in 2006. The policy states that community participation is an open and accountable process through which individuals and groups within selected communities can exchange views and influence decision-making. It also highlights that community participation is a democratic process of engaging people, deciding, planning, and playing an active part in the development and operation of services that affect their lives. Taylor (1994) argues that practical participation in development projects is necessary to ensure that the authorities charged with promoting development are held accountable to the populations they are supposed to be serving.

The city of Durban makes use of various public participation strategies and initiatives such as roadshows, community forums, newsletter publications, surveys and social media to engage and communicate with the public.

- **Roadshows**

The roadshows are designed to provide effective ways of sharing work with the public, providing valuable public engagement infrastructure. It addresses two concerns: firstly, that public engagement activity can sometimes become too time-consuming; and secondly, that it can be tricky to turn very successful one-off events into sustainable longer-term projects ([www.southampton.ac.uk](http://www.southampton.ac.uk)). The EThekweni Municipality conducts roadshows as a means to engage the public on various development and policy issues including the drafting of the IDP. Roadshows also provide a platform for dialogue and communication between the

community, municipalities and stakeholders. In an interview with Umuziwabantu Municipality spokesperson Nkosi Zwane on News24, he stated that:

*“Local government is mandated by legislative requirements, which stipulate the importance of facilitating an environment which promotes public participation, and the roadshows gave communities a platform to voice their concerns and opinions to their councillors...”*  
(Interview with Nkosi Zwane on [www.news24.com](http://www.news24.com)).

- **Community Forums**

According to Acting Senior Manager Durban Tourism, Durban Tourism and the supporting CTO’s conduct various community forums with residents in order to. A community forum is like a public meeting, where members of the community come together at a central location to share their ideas, opinions and concerns. It is a forum is a way of consulting members of the community and is part of the community engagement process. A community forum provides the opportunity to

- provide a two-way flow of information,
- gather large amounts of information in a short period of time at a relatively low cost,
- raise awareness of the issue,
- collect the community’s ideas, beliefs, suggestions or responses
- select a course of action supported by the community
- formalise and endorse an approach
- identify new stakeholders, leaders, champions and advocates

- **Local Newsletter Ezasegagasini Metro**

The Ezasegagasini Metro (meaning coming from the city of the waves) is the official newspaper of the eThekweni Municipality, through which ratepayers and residents are kept informed about projects, programmes and activities of the eThekweni Municipality. It is also a forum for readers’ views (<http://www.durban.gov.za>). The newsletter is printed on fortnightly.

- **Surveys**

Organisations conduct surveys for all kinds of reasons, such as to assess thoughts, opinions, and feelings of people. Surveys have been used a participation method because it allows the organisation to understand and get an insight of how locals feel about a particular issue. Durban Tourism used a survey as a method to get the perception of residents about the city of Durban in order to inform the brand development.

- **Social Media**

Social media refers to online technologies and practices that users (including citizens) leverage to share concepts, experiences, insights, opinions as perspectives in a social interface. According to Gascó-Hernández and Fernández-Ple cited in Dinnie (2011) social media applications are new types of information production and sharing tools, which are used in digital environments. Social media practices in the public sector include the use of online social networking services, such as Facebook, YouTube, Twitter, blogs, Instagram or other digital media sharing sites to support the organization's mission, service delivery and relationship management (Mergel, 2006 cited in Dinnie, 2011). Social media may have an impact on governance in terms of transparency, accountability and legitimacy. Florek cited in Dinnie (2011) adds that the number of social network users has encouraged cities to focus on their online presence and to create and design creative, motivating and effective branding campaigns using social media.

The eThekweni Municipality and Durban Tourism makes use of various social media platforms to inform and engage with the general public. The eThekweni Municipality has a Facebook page- eThekweniM, a twitter account as @eThekweniM which has 112400 followers and an Instagram account as ethekweni.municipality which has 3599 followers where they engage with and inform the public. Durban Tourism also has an account on Facebook as DBNTourism, an Instagram account as dbntourism which has 17.8k followers (17800) and a twitter account as @dbntourism which has 135400 followers, where they mostly inform the public on upcoming events. In Chapter 10 of Dinnie (2011) Magdalena Florek points out that the development of the internet and its tools has changed the ways that cities can and should communicate and build their local brands. Florek cited in Dinnie (2011) argues that 'online environments are by their nature information-based service environments. However, such approaches are criticized as being a communicative capitalist approach which was unpacked in chapter 3 of this research. Dean (2005:60) argues that

*"In their online communications, people are apt to express intense emotions, intimate feelings...Precisely because of this registration effect, people believe that their contribution to circulating content is a kind of communicative action. They believe that they are active, maybe even that they are making a difference simply by clicking on a button, adding their name...which is false activity"*

## **5.5. Urban regeneration Projects within the City of Durban**

The 2010 FIFA soccer world put pressure on Durban to fast track urban regeneration projects to improve the image of the city and to market the city at an international stage. The regeneration projects consisted of major landmark projects and precincts such as the

famous Moses Mabhida stadium, redevelopment of the Durban Point Waterfront which have put Durban at a favourable position amongst tourist and the world class sporting facility has given the city an advantage when bidding for major world sporting events.

To foster regeneration projects in the city, the municipality established the Inner eThekweni Regeneration and Urban Management Programme (iTRUMP's) with a goal to improve conditions, placing strategic value on the inner city in a quest to become a sustainable city (Commercial Property News, 2013). Ellingson (2006) cited in Stephanus (2013) expressed that iTRUMP focused on two interrelated components, that being the regeneration of the eThekweni Municipality's inner city and "urban management to ensure the sustainability of capital investments on the part of the city and private investors". The establishment of the Urban Regeneration Unit has been confirmed by the Durban Tourism Brand Manager and Acting Senior Manager Durban Tourism who pointed that there is a team of urban planners and Project Planners that was deployed to enhancing the image of the city through various urban regeneration projects such the renovation of the Durban Beach Promenade.

However, there have been some challenges with regeneration projects in the city, mainly in the provision of residential development. An interview with the Urban Regeneration Senior Town Planner, confirmed that providing low cost resident within the inner CBD was a major issue due to availability of space and the inability to use high rise building due to the national low coast housing regulations. Furthermore, an article on [www.eprop.co.za](http://www.eprop.co.za) by Commercial Property News outlines the frustration that property investors have with the regeneration projects in Durban. The article questions the bureaucratic red tape that seems to be hampering efforts by private enterprise to close off on promising projects such as the TUHF's Albert Park building. As a result, Durban has not shared the same accomplishments as Johannesburg and Cape Town with tackling the issues of urban decay in the inner city.

## **5.6. Durban as a brand**

It is of importance to look at the relationship between the countries image and the city image. Jean-Noël Kapferer's cited in Dinnie (2011) notes that regardless of the country brand's image and performance, the city brand has its own momentum. However, he argues that some cities choose to brand its city as a standalone brand, with no explicit reference to its country brand in their brand tagline, while in some case the country brand act as an overarching umbrella brand under which the city brand is positioned as they consciously draw upon the country brand equity of their nation by including both the country name and the city name in their tagline, for example, 'Edinburgh: Scotland's Inspiring Capital' or 'Glasgow: Scotland with Style' (Kapferer's cited in Dinnie, 2011) .

Although it is unknown to the study the guidelines that National authorities make on city branding regulations for cities, it has been noted that marketing of South African cities does not start at local level, but it begins at a National level where the country presents how it wants to be perceived through its branding and marketing strategy. For example, Brand South Africa which is the official custodian of South Africa's nation brand, was established in August 2002 to help create a positive and compelling brand image for South Africa and for a co-ordinated marketing initiative to attract tourism and investment. South African cities have however opted to not include their country's name on their taglines, but a strong correlation exists at provincial level for cities like Durban (Gateway to Zululand) and Cape Town compiling all the cities within the Western Cape Province under the "City of Cape Town" umbrella.

At a provincial level the KwaZulu Natal province, the Zulu kingdom Exceptional, is also responsible for marketing and coordinating tourism activities and the KZN image. All of this means that the city is identified, branded and marketed through various structures. This poses a challenge for cities like Durban, who have not fully identified or defined their brand. In addition, all these structures have key stakeholders and participation strategies which might conflict with the vision and mission of the key stakeholders identified by Durban Tourism. For example, in order to engage with the public and its stakeholders, Brand South Africa uses platforms such as the South African Competitiveness Forum, where they seek input from stakeholders on factors that shape the profile, reputation, and competitiveness of the nation brand.

In an interview with the brand Manager for Durban Tourism, she clarified that the city of Durban has two brands one from the tourism perspective which is managed by the Business Unit: Durban Tourism department which is the "City of Durban the warmest place to be" with the logo of the beach. The other brand is for administrative purposes for the EThekweni Municipality which is managed by the Communications Units which is the emblem of the dome. The EThekweni municipality Communications is however in the process of re-branding to being "The most liveable city in the world by 2030".

This is done to position themselves at a global stage. Although the administrative brand is not part of the study, this has created confusion for this study because there is no clear link or relation between the two. In an article on IOL October 27, 2004, Unicity Manager Mike Sutcliffe said that the city's branding was "all over the place". This is noticeable by the difference between the EThekweni Municipality logo to that of Durban Tourism. This differs greatly with the City of Johannesburg and the City of Cape Town which have been able to push the tourism brand as an identifier for their cities.

As mentioned in chapter one, this study analyses the Durban Tourism brand mainly due to its impacts in attracting tourists and investment into the country. Since the adoption of the concept of city branding by Durban Tourism, the brand has changed three times (interview with Acting Senior Manager, Durban Tourism). The first brand was “South Africa’s Playground” which was before the 2010 FIFA Soccer World Cup. The second brand was during the soccer world cup which was “The sporting Capital”. The current brand was developed in 2011, after a brand audit was conducted that engaged the community on how they view their city. The audit revealed that the people of Durban believed that the city of Durban was the warmest city, not just because of the sunny weather but because of the food, lifestyle and the people in general.

## **5.7. Conclusion**

This chapter has first presented the physical location of the city of Durban in the context of South Africa- KwaZulu Natal as well as its role within the broader eThekweni Metropolitan Area. The demographic profile of the city of Durban has also been provided. Secondly, this chapter has unpacked the background of the city of Durban looking at the transport accessibility, its history and culture, tourism, events, and other major landmarks and characteristics which make the city of Durban a unique city.

This chapter also unpacked some of the urban regeneration projects and/or programs by the city of Durban which align it to the city brand. A background overview of the development of the Durban city brand over the years was also outlined. Lastly, it critically engaged with the various community participation strategies which exist within the city and the broader municipality. This has set the backdrop for chapter 7 where the research findings of this study are discussed and the data is analysed.

## Chapter six

### Research findings and analysis of data

#### 6. Introduction

This chapter will be structured into three parts. In the first part of the analysis, the aim is to analyse the factors that influence the development and processes of the Durban city brand as well as unpacking the correlation between city branding and urban regeneration within the city of Durban, firstly by discussing the policies and strategies that the Durban authorities make use of in order to engage public participation. The second part of this chapter identifies stakeholders in city branding and urban regeneration processes and the role of local residences. Lastly it discusses the residence perception of Durban city brand and the city as a whole.

#### 6.1. Factors influencing Durban city branding

According to Dinnie (2011), in order to develop a strong brand, policy makers need to identify a clear set of brand attributes that the city possesses, and which can form the basis for engendering positive perceptions of the city across multiple audiences. According to Paddison, (1993) cited in Dinnie (2011) the techniques of marketing and branding may be used in order to combat existing negative perceptions of a city. Marketing the city of Durban has been strategically planned and executed to ensure that the city of Durban is recognized as a world class cosmopolitan city receiving the same attention as the City of Johannesburg and the City of Cape Town. However, in an interview with Acting Senior Manager for Durban Tourism, she stated that

*“Durban cannot be compared to other cities because it is truly an African city”.*

Masjutina (2016) points out that culture plays one of the key roles in facilitating an authentic experience of a place and is one of its liveliest assets and many famous cities successfully use their cultural assets to motivate people to visit them. This has however been a challenge for the city of Durban because in a global space where cities are constantly transforming and trying to keep up with the latest trends, it tends to compromise and conflict with multicultural aspect of the city.

As mentioned in chapter two of this study, there are various reasons why cities have adopted the concept of city branding as a management strategy such as to compete globally to attract tourism, investment and talent, as well as to achieve many other objectives (Dinnie, 2011). According to the Brand Marketing officer at Durban Tourism,

*“The aim of branding the city of Durban has been to identify Durban as a unique selling point through the use of its unique traits”.*

Image 5: The City of Durban brand in blue, orange and green



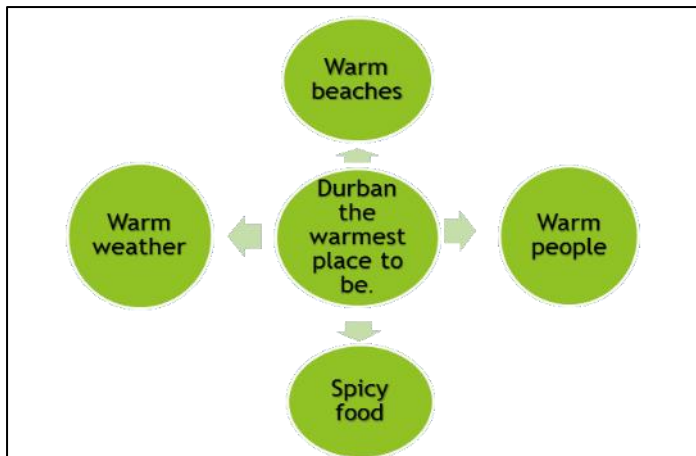
Source: <http://www.durban.gov.za>

With regards to the development of the Durban city brand logo (shown above) The Brand Manager at Durban Tourism, pointed out that:

*“Firstly, in order to indicate the different aspect of the City of Durban assets, the logo has been designed using three colour backgrounds, which is blue, orange and green. The blue logo symbolises the sea, the orange logo symbolises the sun and the green logo symbolises nature. The African prints that look like the sun hence “The warmest place to be” although they do not symbolise anything in particular, show ethnicity. Lastly, the waves on the logo represent the Durban beaches”.*

The development of the Durban city brand follows the philosophy that insight in creating a city brand should be based on beliefs and emotions and not on behaviours as behaviours changes whereas emotions are resolute (black Africa group, 2013). Eitel and Spiekermann (2007) cited in Mlangeni, (2008) have observed that in the fight for resources, investments, tourists and skilled workers, cities with strong brands are distinguished by the manifestation of emotional content to which the consumer connects straight away.

Figure 6: Attributes influencing the development of the Durban city brand

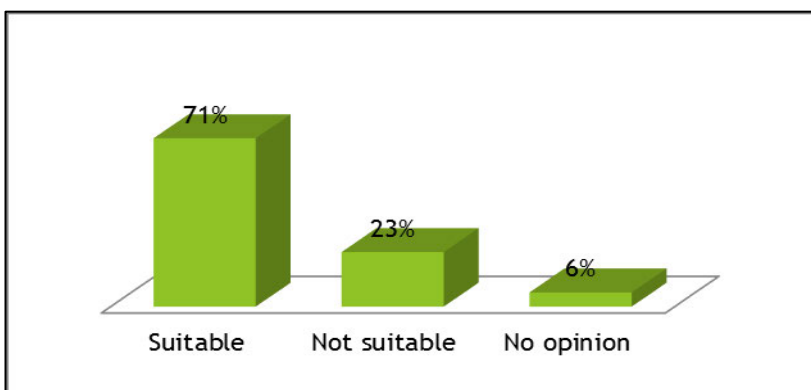


Source: Researcher (2019)

Chapter five (5) of this study discussed the attributes that make the city of Durban a unique city such as the warm beach, the warm people, it's culture and heritage, food and its warm climate. This is the slogan which says the warmest place to be sells Durban as a unique place, not only the climate but also the warm beaches, warm people and rich heritage, that Durban is not just the warmest city, but it is a very friendly city. According to the Durban Tourism Brand Marketing Officer, the slogan is a play on words.

*“Typically, the weather in Durban is always warm, even the winter months are still relatively warm. The people of Durban are known for the relaxed carefree lifestyle and for being friendly. Durban people are known for their warm reception thus adding to the Warmth of Durban. Durban is known for its Durban Curry as it is popular for its Indian spices. Majority of the Durban cuisine is very spicy, medium to hot”* (interview with Brand Marketing Officer, 2018.10.10).

Graph 2: Graph showing the brand perception



Source: Researcher (2019)

When evaluating the local resident’s perception of the Durban brand all the resident showed an understanding of why Durban is branded as the warmest place to be. This is despite their disagreement of the suitability of the branding of Durban. 71 % of the respondents felt that the brand was suitable for the city of Durban while 23% felt it was not fitting as it does not fully encapsulate what Durban is all about. Some participants stated that it omits the cultural and historic nature of the city of Durban, which is sentimental to what Durban truly is. The remaining 6% of the participant did not have an opinion as they stated they had not thought much about it. In terms of suitability to the brand slogan, the weather/climate and the beaches had the most mentions from participants.

All the respondents agreed that Durban has the best weather and beaches. Culture and diversity were ranked second as respondents believed that the city of Durban is a diverse and culturally well mixed. This is contrary to the findings of the Durban Brand Audit which indicated that locals perceive Durban a lacking history and culture. Food as an attribute received the least mentions with very few respondents referring to Durban as the city of curry. Participant number 3 stated that:

*“Durban culture is fascinating because we have a lot of Indians and Africans”.*

Table 1: indicating ranking of the attribute by respondents

Rank	Durban City brand Attributes
1	Weather Beach
2	Culture/diversity
3	People
4	Food

Source: Researcher (2019)

There were opposing perceptions about the warmth as a reflection of Durban residents. 15 of the total 37 participants mentioned that Durban people are warm. Crime was the leading reason from the respondents as to why they believed that Durban people were not warm. The second reason stated by responded for Durban not to be regarded as warm was lack of social and racial integration. What was also interesting is that respondents coming from rural areas that are now residing in Durban all felt that Durban people were not warm. This may be caused by the “Ubuntu” lifestyle that rural people have adopted, which is not particularly practised here in Durban. Some participant stated that:

*“Durban people are not patience on the road, they are not welcoming, and they will let a person go to bed without food”*

There was a total of 22 participants who did not mention anything about the people of Durban as being either warm or welcoming. In an interview with the Urban Regeneration Senior Town Planner, he outlined that the mere fact that Durban has been recognised as a South African city with the highest quality of life by the International Mercer’s 19th Quality of Living survey for the past few years indicates that the quality of life in Durban is rated quite high and people are quite happy with the standard of living, facilities, security and the future. All these qualities he argues, talk to an area as being warm.

## **6.2. Correlation between city branding and urban regeneration within the City of Durban**

Research findings of this study have shown that there is a strong correlation between city branding and urban regeneration as discussed by various authors and theorist, in the literature review on chapter two, such as Prilenska (2012); Braun (2011), Eshuis and Edward (2013) and Klijn (2014). As mentioned in chapter five, the eThekwin Municipality has undertaken various urban regeneration projects in an attempt to rejuvenate the inner-city centre. According to Acting Senior Manager at Durban Tourism, a catalytic projects team within the EThekwin Municipality has been formed to work on various urban regeneration projects that will improve the image of the city by preventing urban decay in the inner-city centre and prevention of crime. Urban Regeneration Senior Town Planner also adds that:

*“The Municipality has developed the Inner Regeneration Project which is intended to be a lead project for the entire municipality. The implementation aspect of the project once it has been undertaken, should lead as an example for other smaller CBD’s in terms of regeneration. The project is driven through the head development planning Unit. The Inner regeneration project consists of various sub-projects such as the renovation of the beachfront promenade. The Development Planning Department is also looking at refurbishing and convert some offices into high density residential development as well as public transport intervention”* (interview with Urban Regeneration Senior Town Planner 2018.10.01).

Table 2: Indicating ranking of awareness by respondents of urban regeneration projects in the city of Durban

Rank	Urban regeneration Projects	Purpose
1	Beachfront promenade Development	To add value and distinguish Durban from other coastal cities in Africa.
2	Go Durban route development project	Improve public services
3	Umhlanga interchange bridge development	Reduce congestion as Umhlanga was developing fast a fast rate causing congestion in the area.
4	Installation of Free Wi-Fi	To respond to the needs of the youth and to promote economic development, tourism and social development
5	Installation of CCTV Cameras	To eradicate crime in the inner-city centre
6	Other	General Upliftment of the City of Durban

Source: Researcher (2019)

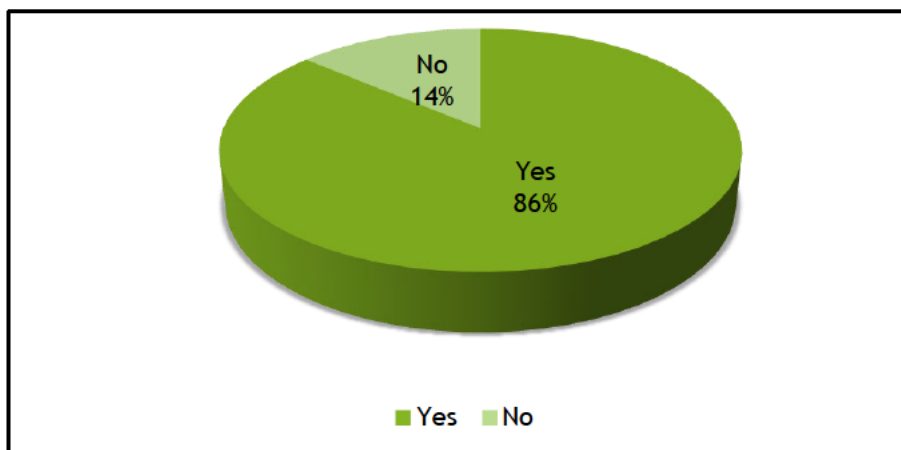
Amongst the participants of this study, the development of the Beachfront promenade (Durban Gold mile) ranked first according to awareness of urban regeneration projects, the Go Durban route development project ranked second, and the Umhlanga interchange bridge development was ranked 3rd. 4th was the installation of free Wi-Fi at strategic points within the city centre and surrounding areas, as well as the installation of CCTV cameras. Other development projects that participants mentioned were not solely spearheaded by the Municipality but are a private-public partnership initiative between the Municipality and other private entities. Participants were aware of the refurbishment of the buildings within the inner CDB which is made possible by a partnership between the Municipality and property investors such as the 8 Morrison Petruity.

The Black Africa Group (2013) argues that in an ideal world a city brand strategy is developed before any pens are put to paper for master planning, economic planning, urban and spatial design, architecture and landscapes designing.

*“The reason for this is simple, once you know what your city’s agreed promise of value is, activities then form part of what will demonstrate the brand in action. The brand becomes your decision-making tool to determine whether a certain plan, design or activity is on - brand, meaning is it in line with and reinforcing the brand or is it off –brand, meaning that it is counterproductive or harmful to the brand”* (Black Africa group, 2013:33).

Although this has not been achieved by many cities, it highlights the importance of integrating city branding activities with development activities. According to the Durban Tourism Brand Manager, there is correlation between the Durban city brand and urban regeneration projects, especially if one looks at the Beachfront development which will enhance the brand image. She noted that there is very little communication between the two departments and at a ground level, branding activities are not integrated into urban regeneration activities. However, there is evident of integration at a strategic management level, but this integration does not directly filter down to operational level. Urban Regeneration Senior Town Planner also supported this statement by pointing out that there is no direct interaction between the two departments. However, he pointed out that the IDP integrates all municipality activities and all plans within eThekweni Municipality are approved at council. The Urban regeneration Senior Town Planner argued that where the brand meets the branding activities is quite a healthy place as the two speak to each other.

Graph 2: Urban regeneration projects aligned to brand



Source: Researcher (2019)

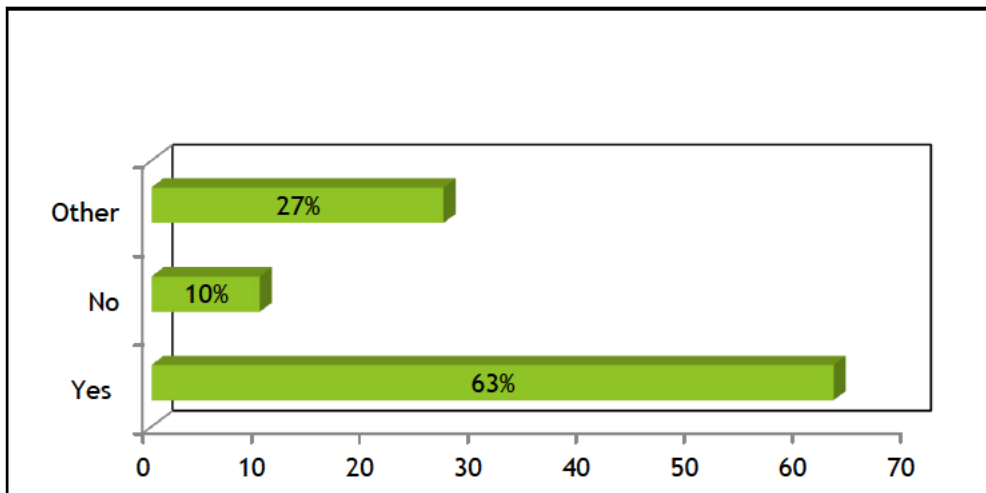
86% of the participants of the study believed that the urban regeneration projects undertaken by the Municipality are aligned to the city brand, while only 14% believed do not speak to the brand. Participants 5 stated that:

*“The projects are tourist friendly which is the driving force for the city”.*

Participant 3 supported this by stating that:

*“The developments are accommodative for everyone as they ensure that the city is safe to attract tourist. The renovation of the beachfront is to promote tourism...”*

Graph 3: City branding as a tool for urban regeneration



Source: Researcher (2019)

Furthermore, 63% of the participants believed that engaging residents in the city branding processes will impact public participation in urban regeneration projects. According to Participant 9:

*“Public participation triggers consciousness and encourages brainstorming It creates a sense of ownership. They will defend their brand and city. People must be proud of the initiative before they protect it”.*

10% of the respondent believed that engaging residents in city branding processes will not impact public participation in urban regeneration projects.

The ‘Other’ 27% was neither a yes nor a no answer but it was respondents that believed that compensation was a major factor in influencing the public to participate in any development.

### 6.3. Policy development and Public participation strategy

Durban tourism makes use of various initiatives to engage the community in branding processes and overall management of the Durban brand. As an initiative to engage the public on the branding processes, Durban Tourism conducted a Brand Audit which was the major contributing factor to the development of the Durban brand “the warmest place to

be". Currently, The Durban Tourism Brand Manager noted that there is no Branding policy in place, however the Municipality has a Branding Bible which is used by departments in the municipality that guide against the use of any municipal brands. She also noted that Durban Tourism is in the process of developing a brand strategy. According to the Black Africa Group that conducted the Durban city brand audit (2013), a brand strategy leads to successful city branding since city branding is a strategic process for developing a common vision of the future for a city that is relevant and compelling to key audience. The Brand Manager also noted that they are engaging with various key stakeholders which they have identified to develop the brand strategy for the city of Durban. The Acting Senior Manager Durban Tourism also added that the Unit also makes use of the following strategies to engage with various stakeholders:

- The Durban visitor marketing strategy,
- The economic development strategy
- The cruise strategy,
- Community Tourism Organisation (CTO) strategy.

The Acting Senior Manager outlined that in order to manage the effectiveness of the brand, Durban tourism engages with residents through forum discussion meetings, with various stakeholders such as captains of industry, trade meetings and workshops. She further outlines that whatever strategy that the department comes up with, must be accepted by the public since they do a consultation with public first before the strategy is accepted by the council.

In his response to the question on policy development and participation, Urban Regeneration Senior Town Planner stated that

*"largely what the Development and planning Unit does is to develop present plans that lead the city on how to develop or grow so built into the processes in terms of the project before it gets approved by council we would have public participation processes where we engage with members of the public across the board from businesses communities to councillors to normal residents and engage them on what their aspirations are and what they would like to get out of particular project within the city".*

Winkler (2011:646) argues that

*"In the "just city" planners and decision makers are attentive to social inequalities and asymmetrical power rationalities that arise not only between the state, the market, and civil society, but also within the state, the market, and civil society itself. Such a model of*

*planning then calls for a responsive state as well as an active and demand-making, but not a co-opted, citizenry”.*

The over- arching development plan which guides all the development strategies and implementation within eThekweni is the eThekweni Municipality integrated development Plan (IDP). The Urban Regeneration Senior Town Planner stated that this plan also informs the public how the municipal resources will be utilised including the allocation of budget. The IDP also acts as a public participation tool as it requires the input and approval from the public. The IDP also acts as a tool to integrate all the Municipal activities from various departments to meet the vision and mission of the Municipality.

As mentioned in the previous chapter, the city of Durban makes use of their free local newspaper- METRO Ezasegagasini- to engage with the public on various matters. The city published an article titled *“Progress made with rebranding of the city”* written by Charmel Payet (attached as Annexure F) in order to inform and engage with the public on the progress of the Durban rebranding process.

#### **6.4. Stakeholder Analysis**

According to van Gelder who discusses City Brand Partnerships in Dinnie (2011), for a city brand to be effective it needs to represent all of its key stakeholders and it needs to remain viable and relevant over time. Durban tourism has identified the owners of the products in the various product categories i.e. accommodation, heritage, entertainment, culture etc. as its key stakeholders in the branding processes and management. Van Gelder cited in Dinnie (2011:37) argues that the scale and nature of investment in tourism, in culture, the arts, and heritage, says a great deal about the place and how well it caters for and cares for its visitors. This was also recognised in the study all the respondent indicated that for a brand to be successful, businesses in the city need to be involved in any city branding processes (including any development projects) as they are the injectors of capital and investment in the city.

Within the branding aspect, the Acting Senior Manager also adds that CTO’s, captains of industries, trade, different institutions for example Durban chamber of Commerce and communities are major stakeholders in the branding processes. Van Gelder cited in Dinnie (2011:37) states that the principle channels through which places such as nations and cities communicate are their tourism, their private sector, their foreign and domestic policy, investment and immigration, their culture and education, and their people. For urban regeneration projects, stakeholders were identified as any persons that is affected or has an interest in the projects. As a result, stakeholders varied according to each project. Overall,

the general public including various committees and organisations, councils, inter-departments, national departments and private sector were recognised as stakeholders.

The table below indicates the ranking of stakeholders identified for the City of Durban in the branding and urban regeneration processes by the respondents and the contribution they bring.

Table 3: Ranking of stakeholders in city branding and urban regeneration projects processes identified by respondents

Rank	Stakeholder/s	Contribution
1	Residents/ Community community leaders Businesses	Residents provide their input and view Businesses provide expert knowledge and investment
2	Affected persons	Participants grouped all the above as affected persons
3	City council	For their expert knowledge
4	NGO's	For their input

Source: Researcher (2019)

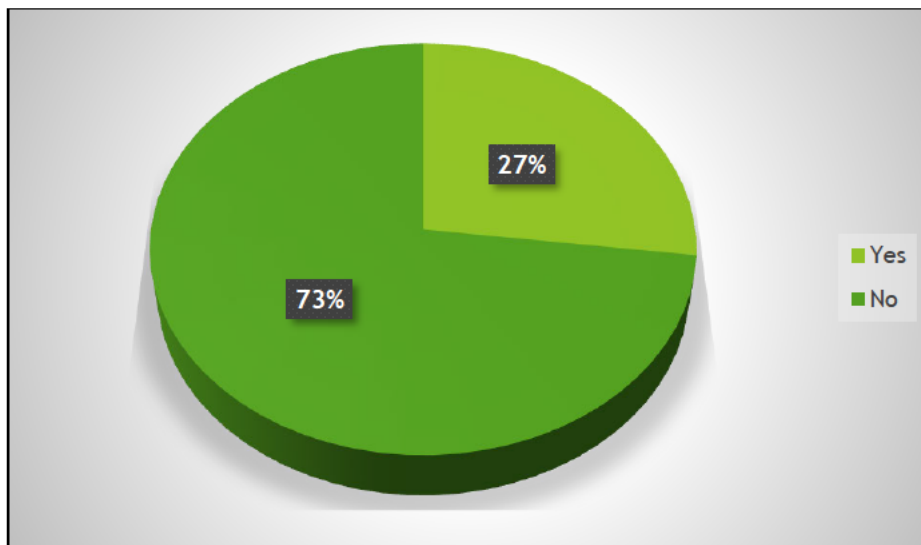
## 6.5. Participation in city branding and urban regeneration projects

Although residents were ranked first by respondents as key stakeholders, the study found that only 27% of the participants have participated in development projects and 73% of the participants had never participated in development projects. It must be noted that of the 27%:

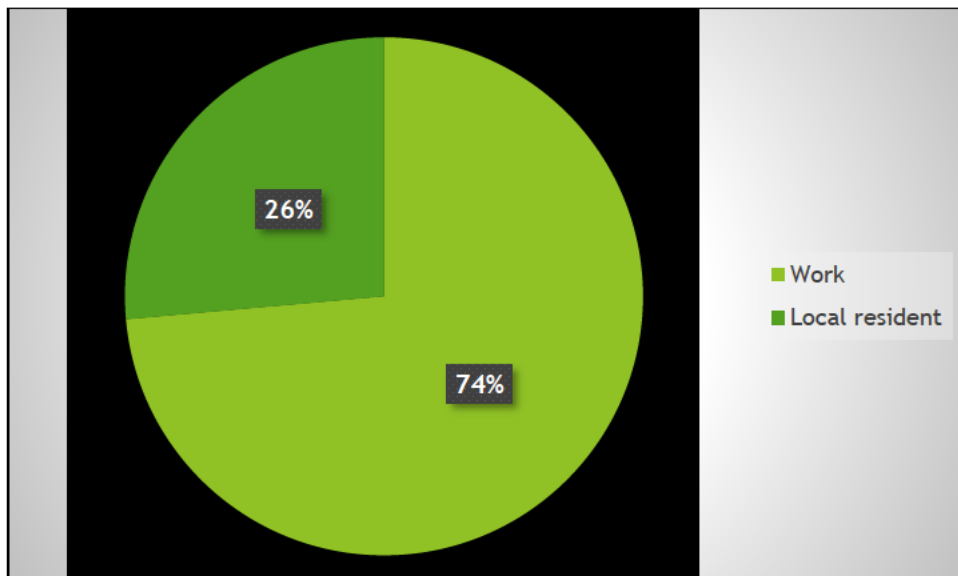
- 74% respondents that had participated had done so through performing their duties and responsibility in their place of work
- and 26% had participated as residents.

This indicates low levels of participation within the respondents of the study. Participation through the workplace does not fully equate to public participation as defined in this study (found in chapter 1) since it is merely a person performing their duties which is bound by an employment contract. This does not however, include participation through employee volunteerism where companies encourage involvement in community projects to their employees.

Graph 5: Showing respondents participation in urban regeneration projects



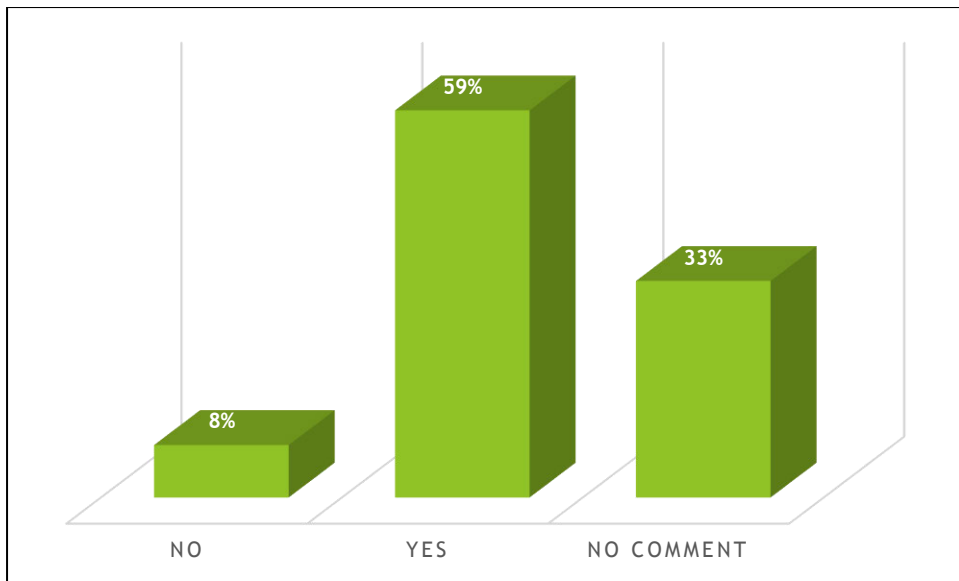
Graph 6: Showing participation channels



Source: Researcher (2019)

None of the participants of the study had participated in city branding processes. All the respondents showed willingness to participate in development projects and city branding. However, 59% of the respondents wanted compensation for participation, if they were given the opportunity, as they believed that every project is funded and therefore there is someone benefiting from it. Those that wanted compensation were unemployed, students and community leaders, regardless of race and gender. The 8% of the respondents that did not require compensation were persons who were working. 33% of the respondents did not comment on the issue of being compensated for their participation.

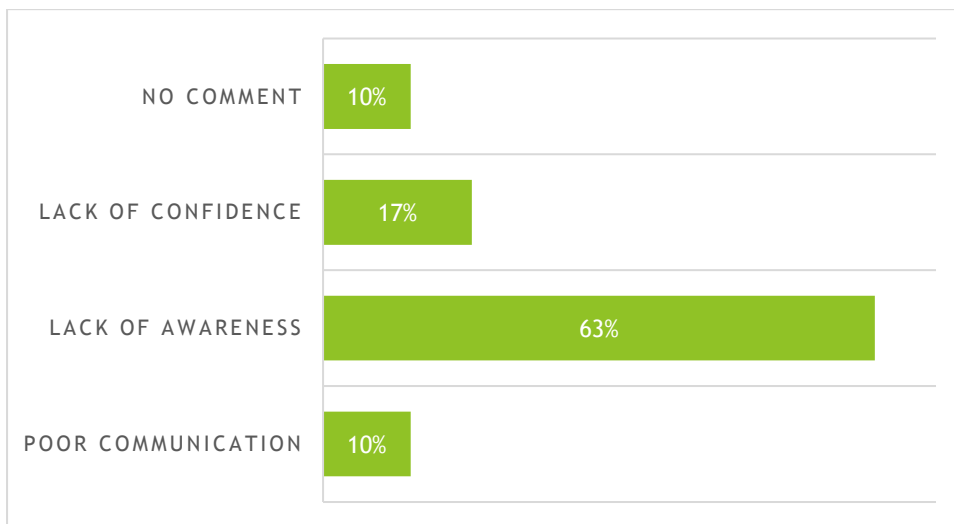
Graph 7: Showing compensation for participation



Source: Researcher (2019)

The residents were also asked to give reasons as to why they had not participated. This aimed to analyse the causes that influence their lack of participation. 10% of the respondents did not comment, 17% said it was due to lack of confidence in the Municipality, 63% said it was due to lack of awareness and 10% said it was due to poor communication.

Graph 8: Showing reasons for lack participation



Source: Researcher (2019)

The vendors interviewed in this study raised various concerns with regards to participation, firstly they stated that the municipality does not consult with them, but they just inform them on what they plan to do, and the municipality is misleading.

They come with a different plan than the one they intend to implement. One of the community leaders stated that the way tender projects are implemented is a major contributing factor to poor participation as there is a lack of communication and awareness.

*“Those awarded with tenders are disinclined to empower and capacitate the community because they are afraid, they will compete with them for future tenders”*

## **6.6. The roles of the residents**

According to Sheehan and Ritchie, (2005) residents and other internal city brand stakeholders are not paid for, their relationship with a city brand is not regulated by contracts but by brand communication. The study identified that residents and or the general public ranked high in being key stakeholders in city branding processes and urban regeneration projects followed by Municipal officials or city council and NGO's. Residents were identified as stakeholders to give their views and opinions which are believed to bring positive impact in the development of a sustainable brand that locals can be proud of. Municipal and or government officials were identified for their expert knowledge. In an interview with Brand Marketing Officer she outlined that by giving the city an identity, the local people have something to pride themselves to. The Brand Marketing Officer further states that

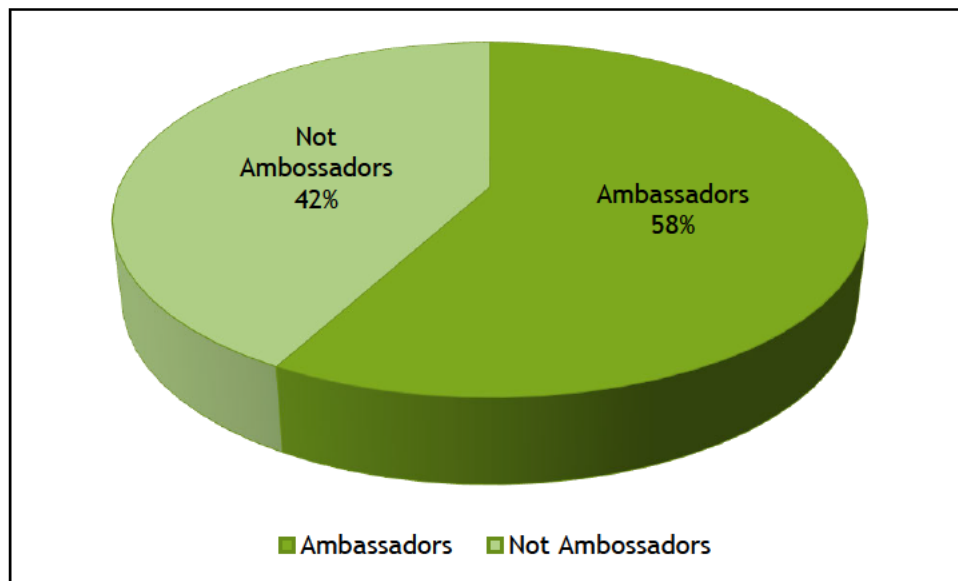
*“It guides the development of local perceptions and allows locals to be the ambassadors of the brand. Ultimately the growth of the brand and the positive feedback gives the tourist the confidence of the products and services, thus giving the brand relevant, substance, sustainability and growth”* (Brand Marketing Officer, 2018.10.10).

If the branding of any city is to be successful, it needs the support of residents, community leaders and provincial and local government to engage people in debate and motivate them to contribute time and money (Black Africa group, 2013).

- **Residents as ambassadors**

According to the Cambridge English dictionary, an ambassador is an accredited diplomat sent by a state as its permanent representative in a foreign country. However, overtime time the term ambassador has evolved. Wassler and Hung (2017) provide two general distinctions of Ambassadorship which is planned and spontaneous. The first considers the behaviour as planned to mean it is channelled over appropriate platforms therefore as directly stimulated by branding authorities. The second deals with spontaneous and highly informal such as first-hand word of mouth or other not directly triggered brand-related behaviour (Wassler and Hung, 2017). Residents are therefore identified as ambassadors as they promote local pride and commitment.

Graph 9: Local residents as Ambassadors



Source: Researcher (2019)

One of the findings of the Durban Brand Audit is that there was a lack of ambassadorship amongst residents. According to the findings of this study, 58% of the residents believed that they were ambassadors for the city of Durban. The Brand Marketing Officer confirmed that

*“Locals play an important role in positive advocacy, therefore, stimulating economic growth”.*

These respondents believed they were residents because they promoted the city of Durban to visitors and tourists and also through their social media accounts where they would post the wonderful places that they go to in Durban. This response was the same across gender, age and occupation.

42% of the respondents did not view themselves as ambassadors because they do not go out often and they do not participate in any development activities in the city. It can be established therefore that participation and social interaction have an influence in the manner that residents approach the idea of ambassadorship.

## 6.7. Durban Tourism Marketing strategy

According to the Brand Marketing Officer, Durban Tourism uses below the line and above the line advertising and creative brand communication to reach their target audience. Above the Line (ATL) advertising is where mass media is used to promote brands and reach out to the target consumers. These include conventional media as we know it, television and radio advertising, print as well as internet. This is communication that is targeted to a

wider spread of audience and is not specific to individual consumers (<http://www.theadvertisingclub.net>). Below the line (BTL) advertising is more one to one, and involves the distribution of pamphlets, handbills, stickers, promotions, brochures placed at point of sale, on the roads through banners and placards. It could also involve product demos and samplings at busy places like malls and marketplaces or residential complexes (<http://www.theadvertisingclub.net>). All the residents mentioned that they've seen the Durban Brand on the billboard (Durban Toll gate bridge on the N3) when entering the city of Durban. Other than the Billboard respondents had seen the brand:

- Advertised on TV
- Advertised on radio
- Advertised on the local newspaper (Ezasegagasini) and
- Social Media

Research findings of this study shows that there is insufficient involvement of residents in the marketing strategy.

### **6.7.1. Challenges in Durban city branding and urban regeneration processes**

As a tourist destination, the Brand Manager stressed that one of the key challenges with the city of Durban is that the products and services offered are not properly packaged to create the ultimate Durban experience. This is also supported by the findings of the brand audit. The Brand Manager also adds that there is limited research or implementation of the findings from research in order to improve the city's image and in promoting the Durban brand. According to the 2013 Durban Brand Audit, one of the key challenges for the Durban city brand is that there is no consistent vision amongst stakeholders. This is consistency with the findings of this study as Acting Senior Manager argued that people perception is different from that of the Municipality.

Another challenge in branding the city of Durban, as mentioned by Acting Senior Manager is that it is difficult to find one specific slogan for Durban, because it represents so much in terms of urban lifestyle, high end shopping, the beaches and its culture and heritage. She further states that Durban cannot be compared to other cities that have less a complex identity. According to the brand audit the insight should make the philosophy timeless and comprehensive allowing it to work across social, economic and geographical boundaries (Black Africa group, 2013).

From a business perspective, informal business respondents showed lack of confidence in the municipality's ability to meet their needs and enforce authority. When engaging with traders (informal businesses) at the Durban beachfront, Participant pointed out that

*“Ever since they changed the roof top of our stalls from thatch roof to corrugated iron roof, we are no longer attracting as many tourists as before, because overseas tourist loved the thatch roof because it had an ‘African’ feel”.*

Chang, 2000 and Peel and Lloyd, 2008 cited by Dinnie (2011) points out that a vibrant cultural life is seen as one prerequisite in branding a city and several cities have made efforts to revitalize their cultural life in this respect. Secondly, they stated that the municipality did not listen to their complaint as they have continuously informed the municipal officials that they are having issues with the illegal sellers (that do not have permits) that sell to tourist, the same products that they are selling, at lower costs. They stated that they cannot sell at a cheaper price because they must pay municipal rates, which these illegal sellers don't pay. They argued that in the beginning when they did not have permits to sell, the municipality would chase them away, but they are not doing that right now with these people.

Political interference has also been noted as a major challenge in the branding and development processes for the city of Durban. According to a participant who is a community leader in one of the wards:

*“It is our responsibility as representatives of the community to ensure that any and all development that occurs in our communities is to benefit the locals... We ensure that only people within our community are employed for projects in the area... It is the people that give the municipality the mandate for their needs”.*

According to Jamison and Araceli Castaneda (<http://regulationbodyofknowledge.org>) it is important to recognize that political involvement in regulation may be either proper or improper. Proper political involvement includes engagements that provide regulators with important information regarding the impacts of regulatory decisions and follow accepted procedures with enough transparency to ensure that the public is confident that regulation is legitimately implementing established laws and policies without stakeholder bias. Improper political interference however they argue is interference that violates procedures or seeks to bias regulatory decision making (<http://regulationbodyofknowledge.org>).

## **6.8. Conclusion**

The findings and the data analysis of this research study have been presented so that they are able to meet the research objectives and answer the research questions of this study. The first part of the analysis presented the factors that influence the development and processes of the Durban city brand. Secondly through the research analysis it was established that there is a correlation between city branding and urban regeneration within the city of Durban. An analysis of policies and strategies that the Durban authorities make use of in order to engage public participation was also presented.

The second part of this chapter presented the stakeholders in city branding and urban regeneration processes which have been identified by this research and the role played by local residences in city branding processes.

Lastly, this chapter presented the findings on the perception of residence on the Durban city brand and the city as a whole. The following chapter will thus provide a summary of the findings mentioned above and provide recommendations.

## Chapter seven

### Recommendation and conclusion

#### 7. Introduction

Firstly, this chapter provides a summary of the key findings of the study in an effort to provide recommendation on how best to integrate city branding and urban regeneration processes as well as identifying and encouraging public participation in development processes within the city of Durban.

##### 7.1. Summary of the key findings

The following section presents a summary of the researcher's findings in an attempt to determine whether the objectives of the study were met. The summary of findings of the case study is organised thematically. The researcher has used the study's research objective as a guide for the themes presented in according to the criteria for data analysis discussed in Chapter four.

It is important to note that the results presented by the participants of this study cannot be generalized to all residents, since the sample size of this study is not representative of all residents in the city. In this sense, the results are not conclusive but only refers to a certain direction. So, this method should not be used as a decision-making tool, but as an explanation of the basis. Only by electing a representative sample is possible to conclude the extent of public participation and whether all residents identify with the brand created.

- *Brand Perception and brand communication*

Firstly, the study found that the city of Durban is a vibrant urban city that is rich in history and culture and has a combination of the built environmental factors such as stability, healthcare, culture and environment, education and infrastructure which make it a good place to live and visit in line with the annual Quality of Life report through a research conducted by a business company Mercer. The report is meant to reflect the cities where the quality of life and working conditions are the most favourable (Wallace, 2018).

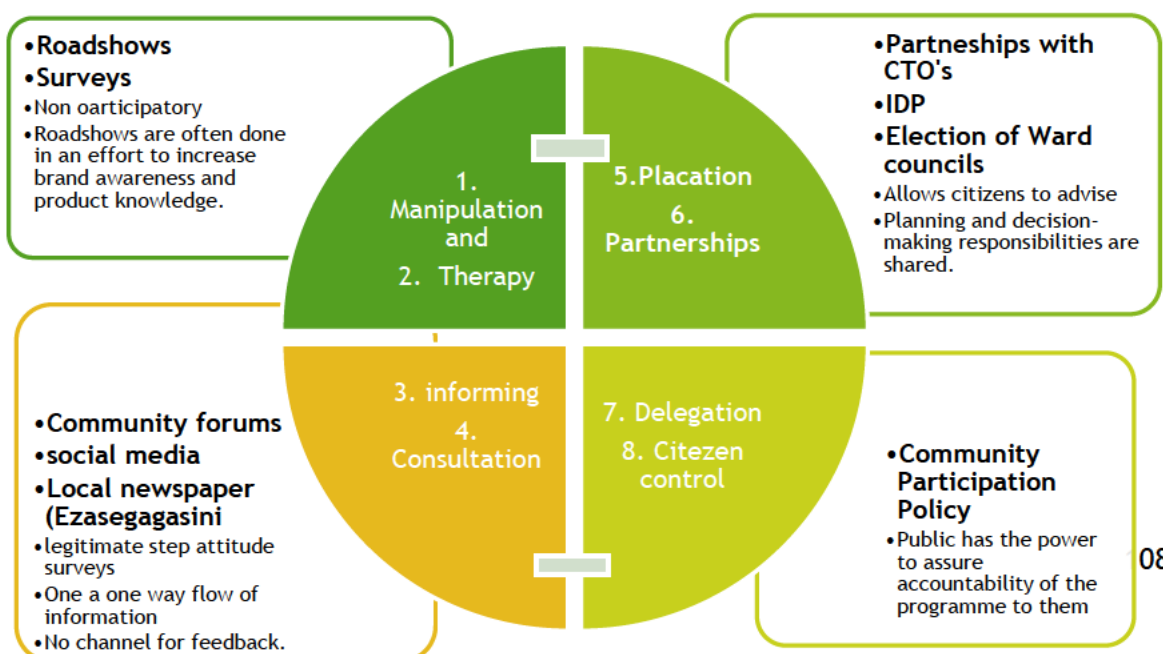
The research findings of this study showed that residents have an overall positive perception of the brand. However, respondents felt that the brand was not well communicated. This could be a result of respondent having limited knowledge of the concept of city branding because they have all seen the brand, but they did not know it was the city brand. Durban Tourism uses various platforms to communicate the brand and create brand awareness. The literature and theoretical frameworks presented in this study

placed emphasis on the importance for cities to position themselves positively so they can appeal to the global market. The attraction theory concurs to the fact that the position and attractiveness of a city have a critical function in the global market as cities compete for investment, tourist and skilled labour. The city of Durban as mentioned previously in this research has won numerous awards at a global level to vouch for its attractiveness and acceptance by the global arena. Deputy City Manager of Economic Development and Planning at EThekweni Municipality Mr Philip Sithole noted that branding is not just about the logo but is about defining a city and how it is received (Metro-Ezasegasini).

- *Extent and Nature of Public Participation*

A Brand audit was conducted with the general public to get an understanding of the perception of residents on the city. The findings of the brand audit assisted in the development of the Durban city brand, as the public viewed Durban as a warm city for various factors discussed in chapter 5 and 6. This correlated with some of the findings of the study. In particular to the exercise of developing the city brand, the brand audit appeared to be the only form of public engagement. In Arnstein's (1969) ladder of citizen participation, which provides eight (8) participation levels, the first two which are Manipulation and Therapy, Arnstein describes as "nonparticipation" that have been contrived by some to substitute for genuine participation. She argues that their real objective is not to enable people to participate in planning or conducting programs, but to enable power holders to "educate" or "cure" the participants. In theory, participation is more than just consulting but rather a continuous engagement with the public. It includes informing the public, listening to the public, engaging the public in problem solving and lastly collectively developing an agreement.

Figure 7: Developed from Arnstein's (1969) Ladder of Citizen Participation: Nature and Extent of Public Participation for the city of Durban in city branding processes



Source: Researcher (2019) using Arnstein's (1969) Ladder of Citizen

Findings of this study showed that eThekweni Municipality adopts various initiatives such as community forums, roadshows, print media and other platforms to engage residents in the city's development and branding activities in order to foster public participation. In the newsletter article attached as Annexure F in this study points out that Public participation is part of the process.

Thwala (2009) argues that public participation generally is more successful when the community takes on much of the responsibility, as compared to situations in which higher level public agencies attempt to assess consumer preferences through surveys or meetings. However, there lies a danger for these kinds of initiatives not involving residents as citizens in terms of planning process itself, but rather channels to inform the public in order to comply with the participation regulations. The study was able to discover that Durban Tourism is aware that resident's involvement means more than using residents as a tool to gather information and are thus in a process of developing a Brand strategy which will include more effective mechanisms of engaging the public.

The study was able to discover that the respondents of the study showed willingness to participate and take on the role of ambassadorship for the city. However, the department is still in a preliminary phase when it comes to initiatives and forums where a participatory approach to city branding can be implemented. In theory they have developed good mechanisms to engage the public but in practice, it seems to be challenging.

- *Stakeholder analysis*

Secondly, the study identified that Durban tourism identified the owners of the products in the various product categories i.e. accommodation, heritage, entertainment, culture etc. alongside CTO's, captains of industries, trade, various institutions and the general public as its key stakeholders in the branding development and management processes. In the rebranding process of the city, various stakeholders were consulted, and two focus groups were established with the first group consisting of city officials, religious leaders and business people. The second group consists of members of the executive committee and councillors from the Governance and Human resources Committee (Metro-Ezasegagasini). Stakeholders were identified as any person (s) that is affected or has an interest in the projects. In correlation with the brand audit, the study noted that there was no consistent vision amongst stakeholders of what the Durban brand should be and duplication of marketing efforts. It is important to identify the stakeholders and to analyse their levels of interest, expectations, importance and influence.

This is done so that each stakeholder is addressed appropriately. Gonde (2009:24) provides Marx's viewpoint of a state which Marx argues is but an executive council established for carrying out the work of the wealthy class. The purpose of every state is to protect the wealth of capitalists from internal or external aggression and safeguard their interests" (Gonde, 2009:24). As discussed in chapter five (5) the various structures that market and promote the city of Durban have their own mandate which may conflict with other local stakeholders. The purpose and aim of identifying stakeholders are maximizing positive influence and not to oppress or undermine those with less influence and power.

- *Correlation between the city brand and urban regeneration*

Lastly, there appears to be a strong correlation between the city brand and urban regeneration projects in the city. The urban regeneration projects are aligned to the city brand and thus enhance the image and brand of the city and the Durban beachfront development project is a prime example as the city's brands is aimed at promoting the Durban warm beaches. This is plausible as it is vital for cities to be able to deliver on the promises encapsulated in their brands with tangible features in the quality of a place. However, in a quest to develop attractive cities, residents tend to be alienated. In Henri Lefebvre "the right to the city" he argues that 'city' is only an object of cultural consumption for tourists, for an aestheticism, avid for spectacles and the picturesque Kofman and Lebas, (1996:148).The office of Durban tourism works closely with the Urban regeneration department to ensure that there is an alignment of projects, although at times, there are conflicting views.

## **7.2. Recommendations**

This study is in support of Thwala (2009) who recommends that in order for community participation to work, projects must include special components that address it directly. Special attention must be paid to the development of local committees and governance structures to adequately oversee local participation. These local committees and governing structures direct and execute development projects, rather than merely receive a share of project benefits. The objectives of community participation as an active process are empowering the residents, building beneficiary capacity, increasing project effectiveness, improving project efficiency, and sharing of project costs (Thwala, 2009).

The study uncovered that the respondents of the study were not participating in development initiatives because of lack of awareness. Thus, the study recommends that participation processes should be clearly defined and communicated to all stakeholders. As mentioned in this study, Dinnie (2011) warns against the exclusion or inadequacy of a program for engaging and energizing local people, businesses and community groups in

shaping, articulating and conveying the brand. He points out that more often than not, the branding team opts for limited consultation or validation from external partners, preferring immediate buy-in and co-option over meaningful dialogue and challenge.

Also, as noted in the findings of this study, the marketing strategy does not fully engage the general public and there is also conflict of interest amongst its stakeholders. In this context the researcher argues that the city of Durban will have to consider for what purpose and how to involve residents in the city branding process. In addition, city brand managers should pay attention to their own role in the contexts where residents are involved in the branding process in the form of residents' participation in advisory boards or other forms of co-creation based on dialogue and debate. It would therefore be appropriate that place brand managers in such contexts facilitate their own and other's initiatives in the field, and thus managing the process and the interaction instead of performing a more traditional leadership.

Lastly, the area present significant opportunities for improvement which can only be realized if the stakeholders involved are able to impact the decisions made in a fair manner. As the Urban regeneration Senior Town Planner pointed out that, the city of Durban has not fully developed to the rate that the city of Cape Town and Johannesburg has, as a result it still presents opportunities for growth in terms of city development and economic growth. It is therefore with intention that the results of this research can be useful to practitioners in their work with resident involvement in city branding.

### **7.3. Conclusion**

In conclusion, the aim of the study was to analyse the role of residents in city branding processes and its impact on urban regeneration. In an attempt to answer the research questions, this research engaged with various literature and a qualitative research method was adopted, and semi structured interviews were conducted with various key informants, from both the field of branding and urban planning who provided their expert knowledge to the study. Twenty-four residents, two community leaders and four businesses (both formal and informal) were also interviewed.

Local people have great impact on the way visitors, experience the city, and it is an important factor to consider in terms of branding the city. The first part of this study focused on reviewing existing literature on city branding process by first identifying stakeholders in city branding processes there after establishing the role of residents. The study also focused on the managerial aspect of city branding in order to examine what kind of initiatives Durban Tourism makes use of in order to stimulate participation and

integration of the residents in branding the city, and how the residents' roles in relation to city branding are translated into practice. By analysing the interviews with Durban Tourism Brand Manager, Brand Marketing Officer and Durban Tourism Senior Manager, it appeared that the residents' attitude towards the city and the brand is considered as an important factor in working with city branding. This also applies to urban regeneration processes.

The senior town planner noted that public participation is a pre-requisite for any development in the city and the city of Durban is doing all they can to ensure that there is meaningful participation in urban regeneration projects. The case study identified the public as important stakeholders although there is still a great challenge in engaging the public due to various factors including time and financial constraints.

According to Wassler and Hung (2017) who cite Braun, Kavaratzis, & Zenker (2010) and Pike (2009) the insufficient research on the precise role of local residents in the branding process has not only caused a significant lack of related literature, but also the belief that residents often hinder the branding process through public outrage and opposition. This is a result of limited empirical research being published on the role of residents in city branding, thus misconceptions are created.

There is a need for empirical research in relation to residents' attitudes to city branding and their view on involvement in the city branding process, since this is a topic which is only explained to an inconsequential degree. It would be interesting to unpack other than in theoretical research, how city brand managers in practice can establish a participatory approach to city branding, to focus the research on the provision of practical methods of integrating urban regeneration activities to that of city branding as well as clarifying the roles of residents as participators in the brand development that would then inform city development activities. In closing, Simon Anholt argues that branding, like any other tool, is itself ethically neutral but it is the use to which the tool is put that determines whether it complies with such strictures or not.

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## Annexure A: Ethical Clearance



11 July 2019

Ms Sindiswa Sympathy Mthethwa (207508269)  
School of Built Environment & Development Studies  
Howard College Campus

Dear Ms Mthethwa,

Protocol reference number: HSS/0168/019M

Project title: The role of local residents in city branding as a tool for urban regeneration in a South African city: Case study, the City of Durban

### Approval Notification – Expedited Application

In response to your application received on 05 March 2019, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. **PLEASE NOTE:** Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 1 year from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully,



Dr Rosemary Sibanda (Chair)

/ms

Cc Supervisor: Dr H Magidimisha  
cc Academic Leader Research: Professor Oliver Mtapuri  
cc School Administrator: Ms Angeline Msomi

Humanities & Social Sciences Research Ethics Committee

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Website: [www.ukzn.ac.za](http://www.ukzn.ac.za)



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5. What do you think the city of Durban should be known for?

#### **SECTION C: URBAN REGENERATION**

6. What urban regeneration projects has the Municipality undertaken or is currently working on?
7. Do you think these projects are aligned to the Durban city brand? If so how

#### **SECTION D: ROLE OF RESIDENTS IN CITY BRANDING AND URBAN REGENERATION**

8. What kind of initiatives does your department make use of in order to involve the local residents in urban regeneration processes?
9. Are there any challenges? Please explain.

#### **SECTION E: POLICY DEVELOPMENT**

10. What policies have been adopted by the municipality in promoting urban regeneration within the municipality?
11. Do you believe that these policies encourage Public participation?

#### **SECTION F: STAKEHOLDER/PUBLIC PARTICIPATION**

12. Who is involved (who are the stakeholders) in regeneration programs for the city of Durban and what contribution do they have in the planning processes?
13. Do you believe that engaging local residents in city branding processes will have an impact on public participation in urban regeneration projects/programmes? Please explain.
14. Do you believe branding a city impacts the livelihood of local residents and/or communities? Please explain.

#### **SECTION G: RELATIONSHIP BETWEEN CITY BRANDING AND URBAN REGENERATION**

15. How would you describe the connection between Durban's brand and Durban's image?
16. In what manner do you think are the branding activities integrated with city development activities?

#### **SECTION H: FINAL REMARKS**

17. Do you have anything to add before we finish the interview?

**THANK YOU FOR YOUR COOPERATION AND PARTICIPATION**

## Annexure C: Interview Schedule for EThekweni Municipality Officials (Business Unit, Durban Tourism and Marketing)



COLLEGE OF HUMANITIES

### SCHOOL OF BUILT -ENVIRONMENT AND DEVELOPMENT STUDIES

**The role of Public participation in city branding and its impact on urban regeneration: The case study of the city of Durban- KwaZulu Natal.**

Dear participant

This survey is designed to gather your opinions about your knowledge of the Durban city brand. Please answer the questions based on your personal assumptions and knowledge about the city. All the information will be kept confidential and will be used for academic purposes only. There are no anticipated risks and the study will provide no direct benefits to participants and the **interview should take around 30minutes**. For any further questions/concerns or queries related to the study you may contact the researcher at:

**Researcher**                      **Ms Sindiswa Sympathy Mtetwa**  
**University of KwaZulu-Natal- Howard College (Durban)**  
**Tel: 0781203196/ Email: sindymthethwa@ymail.com**

**Supervisor:**                      **Dr. Hope Magidimisha**  
**University of KwaZulu Natal -Howard College Campus (Durban)**  
**Tel: (031) 260 1353 /Email: magidimishah@ukzn.ac.za**

#### SECTION A: BIOGRAPHICAL DETAILS

Position : .....

Year in position : .....

Gender : .....

Tell me about your role within the organisation?

#### SECTION B: CITY BRANDING

1. What is the aim of branding the City of Durban?
2. What do you want that the city of Durban should be known for?
3. What factors contributed to the slogan “the warmest place to be”?
4. What do you consider as the key challenges in the branding of the City of Durban?

5. To what extent do you think that there is a correlation between the city's image and the way locals perceive the city?

#### **SECTION C: URBAN REGENERATION**

6. What are the current urban regeneration projects that you are aware of that the Municipality has undertaken or is currently working on?
7. Do you think these projects are aligned to the Durban city brand? If so how

#### **SECTION D: POLICY DEVELOPMENT**

8. What policies have been adopted by Durban Tourism in promoting city branding within the municipality?
9. Do you believe that these policies encourage Public participation?

#### **SECTION E: ROLE OF RESIDENTS IN CITY BRANDING AND URBAN REGENERATION**

10. What kind of initiatives does your department make use of in order to involve the local residents in the place brand process?
11. Are there any challenges? Please explain?

#### **SECTION F: STAKEHOLDER/PUBLIC PARTICIPATION**

12. Who is involved (who are the stakeholders) in the city branding processes for the city of Durban and what contribution do they have in the planning processes?
13. Do you believe that engaging local residents in city branding processes will impact public participation in urban regeneration projects/programmes?
14. Do you believe branding a city impacts the livelihood of local residents and/or communities? Please explain

#### **SECTION G: RELATIONSHIP BETWEEN CITY BRANDING AND URBAN REGENERATION**

15. How would you describe the connection between Durban's brand and Durban's image?
16. In what manner are the branding activities integrated with city development activities?

#### **SECTION H: DURBAN MARKETING**

17. Can you give some examples of how you reach and interact with your target audience?

#### **SECTION I: FINAL REMARKS**

18. Do you have anything to add before we finish the interview?

**THANK YOU FOR YOUR COOPERATION AND PARTICIPATION**



3. What kind of image do you think Durban has?
4. What do you want that Durban should be known for?
5. What would make Durban a good city to live in according to your opinion?
6. Do you find the elements you mention present in Durban?

#### **SECTION C: URBAN REGENERATION**

7. What are the current urban regeneration projects that you are aware of that the Municipality has undertaken or is currently working on?
8. Do you think these projects are aligned to the Durban city brand? If so how
9. Have you ever been involved on any urban regeneration project for the city of Durban and city branding processes? Please explain.

#### **SECTION D: ROLE OF RESIDENTS IN CITY BRANDING AND URBAN REGENERATION**

10. What kind of roles do you believe the local residents should have when it comes to city branding and in urban regeneration projects/programmes?
11. Do you consider yourself to be an ambassador for Durban? In what way?

#### **SECTION E: STAKEHOLDER/PUBLIC PARTICIPATION**

12. Who do you think should be involved (who are the stakeholders) in regeneration programs and city branding processes for the city of Durban and what contribution would they have?
13. Do you believe that engaging local residents in city branding processes will impact public participation in urban regeneration projects/programmes? Please explain?
14. Do you believe branding a city impacts the livelihood of local residents and/or communities? Please explain.

#### **SECTION F: RELATIONSHIP BETWEEN CITY BRANDING AND URBAN REGENERATION**

15. In what manner do you think are the branding activities integrated with city development activities?

#### **SECTION G: DURBAN MARKETING**

16. Do you believe the Durban brand is well communicated? Please explain?

#### **SECTION H: FINAL REMARKS**

17. Do you have anything to add before we finish the interview

**THANK YOU FOR YOUR COOPERATION AND PARTICIPATION**



### **SECTION C: URBAN REGENERATION**

23. What are the current urban regeneration projects that you are aware of that the Municipality has undertaken or is currently working on?
24. Do you think these projects are aligned to the Durban city brand? If so how
25. Have you ever been involved on any urban regeneration project for the city of Durban and city branding processes? Please explain.

### **SECTION D: ROLE OF RESIDENTS IN CITY BRANDING AND URBAN REGENERATION**

26. What kind of roles do you believe the businesses should have when it comes to city branding and in urban regeneration projects/programmes?

### **SECTION E: STAKEHOLDER/PUBLIC PARTICIPATION**

27. Who do you think should be involved (who are the stakeholders) in regeneration programs and city branding processes for the city of Durban and what contribution would they have?
28. Do you believe that engaging businesses in city branding processes will impact public participation in urban regeneration projects/programmes? Please explain.
29. Do you believe branding a city impacts the livelihood of local residents, businesses and/or communities? Please explain.

### **SECTION G: DURBAN MARKETING**

30. Do you believe the Durban brand is well communicated? Please explain.

### **SECTION H: FINAL REMARKS**

31. Do you have anything to add before we finish the interview?

**THANK YOU FOR YOUR COOPERATION AND PARTICIPATION**

# Progress made with rebranding of the City

**CHARMEL PAYET**

THE journey to rebrand eThekweni Municipality as well as the City of Durban was outlined in a report tabled at an Executive Committee meeting on 24 July.

This follows the approval of a review of the eThekweni Municipality brand on 28 June 2017.

This approval gave authority to City Manager Siphso Nzuza to embark on a rebranding process and to establish a project team to ensure implementation.

Nzuza has since appointed a project team, led by the Deputy City Manager of Governance and International Relations Siphso Cele, to embark on the brand review process.

The rebranding process will be guided by a format which includes consultations with various stakeholders, competition on the City's new logo, calls for proposals using local and mainstream media to invite residents to submit proposals as well as the appointment of a service provider to capture, design and refine the public's



**eThekweni Municipality's current logo.**

concept.

The rebranding exercise is scheduled to take place over six months with implementation of the new brand taking place over three years.

Public participation is also part of the process with two focus groups being established.

The first group will comprise of City officials, religious leaders and business people.

The second focus group will consist of members of the Executive Committee and councillors from the

Governance and Human Resources Committee.

The political focus group will also serve as an oversight committee.

The external consultation process will see the project team interact with Brand South Africa and hold focus group discussions with the chambers of business, the youth, non-profit and non-governmental organisations as well as Amakhosi.

eThekweni Mayor Zandile Gumede welcomed the report.

"This is not just a logo, it is a brand which will serve to further attract investors.

We will have one image for the City," she said.

Chairperson of the Governance and Human Resources Committee Councillor Barbara Fortein said: "We have discussed the merits of rebranding and this is a plan of action."

Deputy City Manager of Economic Development and Planning Phillip Sithole said rebranding is not just about a logo but was about defining a City and how it was received.

*charmelpayet@durban.gov.za*