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THE STUDY OF APPLYING
DESTINATION BRANDING TO
BUSINESS CLUSTERS

International Business
2017

TIIVISTELMÄ

Tekijä	Zhu Zhu
Opinnäytetyön nimi	Oppimisen Tehostaminen Ammattikorkeakoulussa
Vuosi	2017
Kieli	Englanti
Sivumäärä	42 + 2 liitettä
Ohjaaja	Thomas Sabel

Nopean talouden globalisaation kasvamina ja teknologian kehittymisen myötä yrityksen klustereiden kilpailu muuttuu yhä tiuksemmaksi. Brändi eroaa markkinoiden liiketoimintaklustereista, sillä on ratkaiseva rooli klusterien pitkän aikavälin kehityksessä.

Tämän opinnäytetyön päätavoitteena on tutkia brändäysklustereita. Työ selittää brändäyksen tärkeyttä selvittäen yritysten klustereiden ja paikkojen väliset vuorovaikutus suhteet ja kohdemarkkinapalvelujen käytön liiketoimintaklustereissa. Teoreettisissa osissa on monia peruskäsitteitä liike-elämässä, klustereista, brändistä ja tuotemerkeistä, kuten yritysklustereiden muodostumisesta ja brändin määrittämisestä. Lisäksi korostetaan kohteen brändäämistä ja kohteen brändäyskäsitettä, jotta ne voidaan soveltaa yritysklusteriin. Opinnäytetyö kohdistaa kohdebrändäteorian yritysklustereihin ja ratkaisee niiden keskeiset haasteet.

Empiirisessä tutkimuksessa kvalitatiivinen tutkimusmenetelmä soveltuu tarkoituksenmukaisempaan opiskeluun. Laadullista tutkimusmenetelmää soveltavat neljässä syväliiessä haastattelussa eri ihmisten kanssa Kiinassa ja Suomessa. Suurin osa haastattelukysymyksistä käsittelee yritysklustereita ja brändäystä.

Empiirisen tutkimuksen tuloksena voidaan osoittaa, että kohdebrändäystä on mahdollista soveltaa yritysklustereihin. Kaikki osallistujat tietävät brändin merkityksen yritysten klustereiden pitkän aikavälin kehitykselle ja ovat sitä mieltä, että yritysten klustereiden välillä on tiivis vuorovaikutus ja sijanilla on merkitys. voidaanko kohdebrändin pääpiirteitä soveltaa yritysklustereihin menestyksekkäästi tai ei, on käsiteltävä tarkasteltava tulevaisuudessa.

ABSTRACT

Author	Zhu Zhu
Title	The study of Applying Destination Branding to Business Clusters
Year	2017
Language	English
Pages	42+2 Appendices
Name of Supervisor	Thomas Sabel

With fast globalization of economy and the sharp development of science and technology, the competition of business clusters is becoming heavier. Branding of business clusters is different from marketing them, it plays a crucial role for the long-term development.

The main objective of this thesis was to branding business clusters. This thesis through explaining the importance of branding, to figure out the interactions between business clusters and places where they are located and apply destination branding to business clusters.

The theoretical study includes many basic theories about business clusters, brand and branding, such as the formation of business clusters, the definition of branding. This section emphasizes place branding and the concept of destination branding in order to apply them to business clusters. At the end of this section, the thesis applied the destination branding theory to business clusters step by step, and concluded the challenges.

In the empirical research, the qualitative research method was more appropriate for this study. The qualitative research method was applied to four in-depth interviews with different people from China and Finland. Most of interview questions were about business clusters and branding.

As a result of the empirical research it was shown that it is possible to apply destination branding to business clusters. All the participators knew the importance of branding for the long-term development of business clusters, and they insisted that there are compact interactions between business clusters and where they are located. Whether the main features of destination branding could be applied to business clusters successfully or not needs to be examined in practice in the future.

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1 INTRODUCTION

With the sharply increasing business clusters in the world, schoolers and professors pay much attention to the long-term development perspective for business clusters, such as the idea of consistent and well-structured communication strategy which could improve the competitiveness of business clusters.

In order to attracting more and better resources like professional specialists, internal and external investments, some business clusters need to be outstanding as ‘specialists’ in their own field (Ivan, Maria & Alessandra, 2012, 7). Marketing activities like marketing and branding could help business clusters to have better performances, but if we go back to business clusters themselves, it is not difficult to find that many business clusters face branding and image-related challenges. For instance, low visibility inside the cluster may cause indistinct wastes and responsibilities which can bring down the whole efficiency of business clusters (Marcus, Adrian & Per Ekman, 2013, 6). From a long-term perspective, branding could not only make business clusters unique, but also devotes to business clusters’ future developments and innovations.

1.1 Background

With the degree of globalization deepened in recent decades, the competitive environment stimulates the formation of business clusters. Business clusters exist, because they benefit members through maximizing efficiency. In addition, business clusters could gain more advantages for the place and promote the whole area’s competitiveness in the world (Robert & Hiro, 2011, 176).

Recently how to improve the competitiveness of business clusters has become a central question in the development of business clusters. There are many theories promoting business clusters from the perspective of marketing. The confusion of “branding is the marketing” has mislead many researches and practices. In recent decades, branding was become a contemporary point and many people have come to know the potential of a brand and the importance of branding. In other words, branding could be treated as a tool which could communicate with the target group, and create appropriate images and gain more consumer loyalty. The successful branding of a business cluster plays an important role in the cluster’s development. For example, the Silicon Valley enhances not only the

reputation of the high-technology cluster, but also improves the brand of the city even the country around the world.

Business clusters should recognize the value of branding for them, and how to brand a business cluster? Firstly, as organizations business clusters are different from other branding target groups. All the stakeholders inside and outside business clusters need to be considered. Then, by finding the interactions between a business cluster and the place where it located find the appropriate image for business clusters can be found. Thesis done using the theory of place branding and destination branding, to make the branding focus more on the business cluster.

1.2 Research questions and objective

Referring to the previous studying about marketing, branding and customer, and based on the basic knowledge of business clusters, place branding and destination branding, this research is carried out to integrate the destination branding theory with business clusters.

The aim of research is:

- a) To find the effects of business clusters
- b) To define the brands for business clusters
- c) To demonstrate the importance of branding for business clusters
- d) To figure out the main elements for branding business clusters
- e) To find the interactions between business clusters and where business clusters are located
- f) To apply main the features of destination branding to business clusters.

1.3 Scope and Limitation of the Thesis

As there are only few existing theories about branding of a business cluster, this thesis attempts to use the interaction between business clusters and the places where business clusters are located to establish a bridge between the destination branding and business clusters.

The theories about destination branding are debatable in the academic field as they are not mature and specific enough. They are used mainly in the field of tourism, and there will be some differences when applying them to business clusters.

In addition, there are different types of business clusters. Before applying the branding theory to business clusters, the actual type of the business cluster needs to be found out.

In the end, as a limitation at the thesis, the interviewees are only from two countries, the conclusion may have the cultural differences.

1.4 Layout of the Thesis

The structure of this thesis is divided into three sections. The first section is introduction of business clusters, branding and destination branding. Next is the theoretical analysis based on available theories about business clusters and destination branding. The last section is empirical study, which through open questions in the interviews offers the conclusions.

In the consideration of this study as a bachelors' thesis, the main area is the theoretical analysis. The thesis started with some theories about business cluster itself. From the formation of business cluster to the effects of business clusters, the thesis attempts to explain business clusters well in order to specialize in branding them. Next is the branding section, which demonstrate both the place branding theory and destination branding theory. Before applying destination branding to business cluster, the specific status of the business cluster orientation the branding analysis. To clear the brand of the cluster's brand and conclude the purpose of branding the business bluster is necessary. Moreover, applying destination branding for the business cluster based on the interaction between the business cluster and the location. The decision and creation of the destination image is a key process of destination branding. In the end, the destination branding activities are utilized with a view from business cluster.

2 LITERATURE REVIEW

The whole literature review could be divided into mainly three sections. The first section talks about the history and origins of business clusters, and then brand and branding aspects for business clusters are discussed. Next, the literature review tells about the branding theory from explaining what branding to place branding as well as destination branding are. The second section demonstrates the main branding theory which will be applied to business clusters. In the last section of the literature review, the thesis utilizes key features of destination branding theory to branding business clusters. This is also the most important section for this thesis. At end of this section, the thesis describes different challenges for applying destination branding theory to business clusters.

Framework of Literature Review

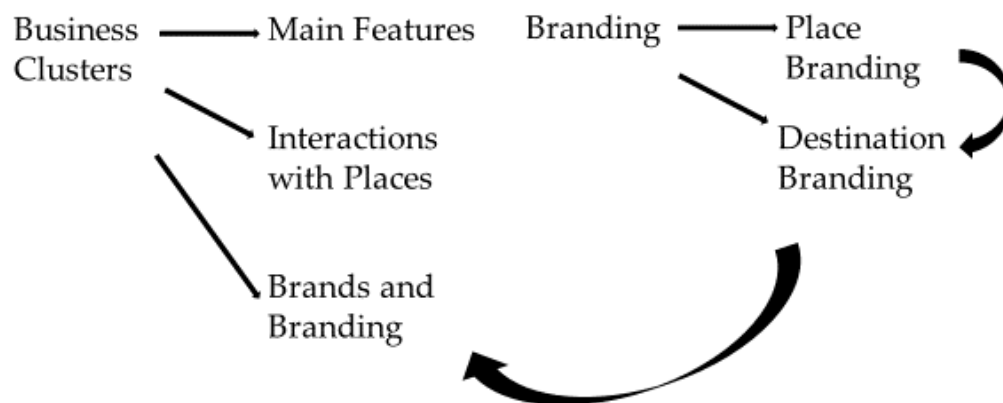


Table 1. Structure of literature review

2.1 Theory about Business Clusters

Many scholars and economists have tried to find an appropriate definition for cluster. In this thesis, cluster is the Porterian cluster, which could also be called as business cluster, industry cluster or a competitive cluster (Wikipedia 2017). This concept of clusters was developing by Professor Mike Porter accidentally during his work on competitive advantages (Robert et al. 2011, 174). This chapter firstly explains business clusters in general, and introduces the history, definition and the main features of business clusters.

The main topic is to explain why business clusters exist and grow quickly in the world. The continuing section is about the effects of business clusters, it explains the effects of business cluster from both internal and external perspectives.

2.1.1 The history of business clusters

In 1990, Mike Porter first proposed the analysis of cluster phenomena using the term "industrial cluster" in *The Competitive Advantage of Nations*. Regional competitiveness has a great impact on the competitiveness of companies. Porter, through a study of 10 industrialized countries, found that industrial clusters are usual phenomenon in the process of industrialization, and this can be clearly seen in all developed economies (Robert et al. 2011, 174-181).

Porter's study of clusters has raised from his study on company strategy during earlier times. Porter sees competition as a unifying phenomenon, the aim of his work is to find how competition affects companies, clusters, and locations. On the other hand, his work could also figure out what companies, cluster and locations can do in order to succeed in such competitive condition. (Porter 2008) Porter's work on clusters is one crucial factor of his analysis of how location affects prosperity and company performance. Porter indicated that clusters exist because they could offer substantial economic benefits to the co-located companies. The clusters can influence the competition in three different ways as mentioned by Porter:

- 1) Increase the productivity of the companies in the cluster
- 2) Drive innovation in the field
- 3) Stimulate new businesses in the field

However, companies' combination as a business cluster still needs many specific business circumstance. And enterprises need to leverage these specific circumstances more effectively (Robert et al. 2011, 176).

In order to understand cluster dynamics and avoid policy mistakes, they have to be seen with the context of the overall competitiveness framework (Robert et al. 2011, 176). A definition of cluster is: A geographically proximate group of interconnected companies

and associated institutions in a particular field linked by commonalities and complementarities (Porter 1998, 199).

In Porter's cluster theory there are two crucial dimensions for the clusters. Above all, from the definitions, the geographic proximity within the cluster provides the dynamics for the cluster to develop. Secondly, value-creation proximity is a crucial condition for co-location to be relevant, and it strengthens the relations between different activities in creates value for customers. In general, Porter revealed the economic outcomes in order to explain the clusters clearly. Porter's perspective leads to a view of clusters as entities that cut across narrowly defined industries and often also across broad economic sectors such as manufacturing or services (Robert et al. 2011, 177). There are still many key elements and interactions within the clusters.

After several decades, the definition of business cluster has become more and more specific. From Wikipedia's online page, the definition of business cluster is:

A business cluster is a geographic concentration of interconnected businesses, suppliers, and associated institutions in a particular field. Clusters are considered to increase the productivity with which companies can compete, nationally and globally (Januska 2011, 1-9; Januska, Kurkin & Miller, 2011, 1-8; Porter 2000, 15-34).

2.1.2 The effects of business clusters

Thinking about the effects of business clusters, they could be found by the general formative conditions of business clusters. Because globalization and economic reforms have increased competitive pressure remarkably in many markets, companies have responded by increasing efficiency. In order to improve outsourcing of non-central activities and systemic changes across the industry value chain, the framework of cluster could support a crucial tool in organizing individual choices within companies and joint action across clusters. In this aspect, business clusters could not only provide more assortment products and services with higher efficiency for companies, but also save companies' expenditure of information, skilled labors and so on (Best 2001; Ketels 2007; Porter 2008). At the same time, globalization has changed the relationship of location for competition by exposing companies. These companies have responded by regrouping the geographic footprint of their value chains (Baldwin 2006; Berger 2006). From this aspect, business clusters support companies with a tool to evaluate the choices and potential

locations (Robert et al. 2011, 187). As innovations play an important role in competition, business clusters also support companies with in natural context, for which can help companies take section into innovation open systems (Chesbrough 2003). Moreover, business clusters could decrease the pressures of some companies' connection with negative effects on their bottom line. Business clusters support a method to organize collaboration with the public sector to improve the external context in a modern way, and to structure the efforts of companies to address social issues in ways that are aligned with long-term competitiveness (Porter and Kramer 2006; Robert et al. 2011, 186-187). From another view, competitions and collaborations in companies inside business clusters could lead to synergic effects, improve the total efficiency and competitiveness of companies. The brand effect, synergy and spillover effects will benefit enterprises during cooperation and competition with other enterprises. With the improvement of overall competitiveness, the whole industry will attract more and more investments, specialists and businesses. With more and more resources, the whole business cluster will gain a better growing environment, which is crucial for the business cluster's growth and expansion.

2.2 Brand and branding

As brand is the basis for branding, the American Marketing Association (AMA) defines the brand as “a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competition”. Moreover, many practicing managers believe that a brand is more than that, brand could have actually created a series of awareness, reputation, prominence, and so on in the marketing aspects (Kevin 2013, 30). Kotler and Gertner postulate that brands not only ‘differentiate products and represent a promise of value’, but also ‘incite beliefs, evoke emotions and prompt behaviors’ (Kotler & Gertner, 2002, 249).

So what is branding? Fundamentally, branding is all about endowing products and services with the power of branding equity. Many observers believe that brand equity consist of the marketing effects uniquely attributable to a brand. And brand equity tells about different outcomes result from the marketing of a branded product or services than if it were not branded. In general, the brand equity enhances how crucial the brand is in marketing strategies (Kevin et al. 2013, 57).

2.2.1 Place branding

In today's highly competitive global marketplace, branding is described as "the most powerful marketing tool for contemporary destination marketers," aimed at countering increasing product parity, substitutability and competitiveness (Morgan et al., 2002, 335).

Place branding is an action of selecting regional positive factors in order to promote the place's image, and differentiates the place of others (Cai 2002, 720-742). Specifically, place branding is done through appropriate actions that use the unique strengths and experiences of the city to create, develop and demonstrate the city's value (Baker 2012, 22).

The Hankinson's theory shows the framework about the place branding functions. Firstly, the theory indicates that the brands represent a mark of ownership, and a means of product differentiation manifested in legally protected names, logos, and trademarks. Secondly, brands appeal to the consumer senses, reasons, and emotions. In addition, brands are like value enhancers. In the end, brands are like relationships. All of these theories make the important elements of the brand clearer. In conclusion, brands need their own personality, reality and positioning (Hankinson 2001 127-142).

As place branding needs to show a sanitized and appealing image of the place, how to choose the appropriate factors and put them into the image is the main challenge for the place branding. On the other hand, to put multiply different industry stakeholders' needs into consideration is a big challenge to the decision to place branding. In addition, this place, region or city already have a name earlier, a symbol, a history and a reputation. Considering this, place branding should not abandon all the factors which belong to the place originally, but they should combine the advantages with new factors from the place. Thinking about the people who create place brands are usually working in government or semi-governmental organization. Like the destination marketing organizations (DMOs) are involved.

Moreover, the 'promise of value' and 'worthwhile experiences' are created on location by all the actors, whether public or private ones, making their different contributions to the process of hosting visitors in different sections, in order to operate behavior beneficial to their own organization. The place branding is from a broad perspective which consists all the interactions of a place with its environment. The overall environment includes the

political atmosphere, outside investment, international trade, immigration and even media issue. Destination branding implies branding from a tourism perspective, it focus more on one 'place' as tourism goods, services and locations (Robert & Frank 2009 13-14). On the other hand, the target groups of place branding and destination branding are different. As the people who create place brands are usually working in government or semi-governmental organization, the place branding is mainly charged by the whole place's official institution or government. They will find the right image and select a suitable branding plan for the whole place, although all the actors in this place could operate or implement the big place image together. The destination branding is from the view of tourism, it is about combining all things associated with the "place". The essence of 'focus' is the big different place between place branding and destination branding.

2.2.2 The history of destination branding

Gnoth applied the branding theory to the tourism industry in 1998. Then the competitive tourism market and the marketing environment promoted the studying and practice of destination. Many theories and books talk about destination branding, but most of them pay more attention to a specific unit and case (Gnoth 2002, 262-80).

As Park and Petrick pointed out despite the growing popularity of branding between destinations, there has been a lack of clarity as to what brand requirements are and how they differ from existing marketing techniques. There are interactions between marketing and branding, but branding is not marketing (Park & Petrick 2006, 262-265). Marketing is tactical, and branding is strategic. For instance, if I own a shoe store, marketing is to show the benefits of my shoes to the customers, and convince them to buy my shoes. In the meanwhile, I collect feedback from the customer in order to improve my shoes, and more and more customers come to my shop. However, to have a long-term sight and gain the customers' loyalty is branding.

As Blain indicated destination branding is a series of marketing activities. Destination branding includes activities like (1) supporting the creation of names, symbols, logos, text or graphic signs designed to identify and differentiate the destination; (2) unanimously conveying a unique connection to the destination (3) reducing the search costs and perceived risks of consumers; these activities work together to create a positive impact of

the tourism experience; (4) consolidating and strengthen the emotional connections between tourists and destinations (Blain, Levy & Ritchie, 2005, 328-338).

This definition through the integration of brand, brand equity, travel experience, destination image, brand and other functions of buyers' and sellers' connotations, clearly reveals the essence of the practice of the destination branding: it is a series of marketing activities that have a well-defined goal, operational method, implementation specification, and expected market effect resulting from the "branding" model applied to the destination context of the dynamic strategy of the marketing process. It is included in the scope of the content. The same can be decomposed into the "destination" which is basically the opposite, and should have the five major work links: the development of the destination brand identity, materialized display destination brand identity, to the target market communication destination brand identity, the implementation of the destination brand identity commitment and monitoring destination brand equity.

2.3 Business Clusters' Brand and Branding

From the definition of branding mentioned before, branding is working with the power of branding equity. However, the brand is the crucial basis for both branding and brand equity. This thesis wants to apply destination branding to business clusters. Above all, business clusters should have or find an appropriate brand for the further research studies.

2.3.1 Could a business cluster have a brand?

Brands are everywhere, they run through all fields of our life: economic, social, cultural, political, sporting, even religion (Kapferer 2010, 7). There is an internationally agreed legal definition for brands: A sign or set of signs certifying the origin of a product or service and differentiating it from the competition. From the legal perspective, brands could protect the producers from theft and as an "the certificate of origin" in order to build a reputation for a producer or a distributor. Brands could affect new buyers through loyal customers' representations and relationships. In addition, a brand is a name with the power to influence the market, its power increases through consumers' trust and recommendation.

Kapferer mentioned a defect in traditional conceptualizations which was that a brand was usually perceived as a product (Kapferer 2012, 12). Today, the object of brand ranges

from different areas, such as a human being, product, service, company, organization, even the nation... For example, Lionel Messi is a famous football player, and Lionel Messi is a brand valued at about 171 million euros. Business clusters are organizations, and the organizations' naming aspect of branding, at least, is overall straightforward. These business clusters usually have well-defined images that are clearly and easily understood and liked by others. All these compete in some sense for public approval and acceptance, and all benefit from conveying a strong and desirable image (Kevin 2013, 45). For example, Silicon Valley is a brand for the southern portion of the San Francisco Bay Area in the US where there used to be many silicon chip innovators and manufacturers in the region. EnergyVaasa is a brand for the Vaasa region energy cluster in Finland consisting of 140 companies that export products and solutions to the four corners of the world. These two business clusters are named easily for public to understand, and both their brands contain the characters of the place where they are located.

2.3.2 Why branding business clusters?

With the deepening of globalization, there is a striking growth of demands for specialization and excellence is the origin of business clusters. Today, no territory or cluster can think of it set as a self-contained and sufficiently endowed of resources and competencies to operate in international markets and world-scale value chains. Local actors and places should manage their position with global value chains and re-think of their functions from the perspective of a global space. In today's competitive environment for business clusters, clusters are making great efforts to stand out in their specialized field.

From the external perspective, much of branding literature focuses on strategies and tactics that firms should take to build or manage brand equity with customers. The heart of all marketing activities is the positioning of a brand and the essence of its meaning with consumers (Kevin 2013, 97). To display the excellence and the uniqueness of a business cluster is the main aim of branding a business cluster. Generally, branding business clusters is to improve the overall image and enhance the reputation for both business clusters and locations (Marcus et al 2013, 21).

Branding business clusters could reduce the risk for actors inside and public. Reputation of business clusters can act as a surrogate for cooperate reputation and quality, which can support internationalization, especially for small and medium enterprises (SMEs). Moreover, business clusters are social systems, the proximity and visibility of it could guarantee a degree of social control. In that sense, business clusters could gain more trust from the public, and lower opportunistic behavior (Marcus et al. 2013, 21).

As a business cluster has complicated content and multiple stakeholders, branding inside the cluster is needed. Branding could be mainly divided into two aspects, internal and external branding. A business cluster as an organization needs to make sure all the stakeholders agree with the brand, understand it and even implement it. This is the main aim for branding the business cluster inside. Business clusters should engage in continual open dialogue with their stakeholders. In addition, both the whole business cluster and their stakeholders could convey an unanimous brand image to the consumers. The internal branding of business clusters' branding is a critical management priority (Kevin 2013, 97).

Back to the external branding, which could help future development of a business cluster. Branding business clusters could not only attract resources, inside and outside investments, specialists to enhance clusters themselves, but also contribute to the developments of the whole place. Because of the multiply interactions between business clusters and the located places, the development them could not be separated by others. If the reputation of business clusters have become more famous, at the same time, the reputation of the places can be more well-known and positive, and people there could be proud of both the place and business the cluster. (Marcus et al. 2013, 21)

2.4 Applying Destination Branding for a Business Cluster

To find an appropriate branding strategy for business clusters is the objective of this thesis, and the strategy needs to base on the theories about business clusters and branding. Inside the business cluster, there are many different stakeholders such as tourism destination. Place branding includes too many factors to be focus on one or two, in contrast, the destination branding considers many factors but focuses on one tourism destination.

2.4.1 Interaction between the business cluster and the located place

According to the origin and definition of a business cluster, the development of a cluster could not be taken away from the region where the cluster is located. Above all, the regional business environment influences the development of business; the economic environment of a specific place is the basic condition for the shape of a business cluster. Secondly, the place provides not only infrastructures like land, building, roads and power supplies, but also the human resources for both enterprises and the business cluster. In addition, the regional planning is a necessary factor for the distribution of enterprises. As the geographic proximity within the cluster provide the dynamics for the cluster to develop, the regional planning plays a vital role in the shape of the business cluster. Sometimes, the place policies could even help and improve the development of enterprises and the cluster.

On the other hand, the development of a business cluster brings a great amount of opportunities for the place. The business cluster provides a benign environment for local related-field enterprises, and improves the competitiveness of the whole industry. With the development of the whole industry, the business cluster and place will attract more and more businesses, investments, specialists and other resources. In addition, the business cluster could allocate the resources more efficiency and drive the development of the place. Besides, a successful business cluster could also enhance the image of the place and advance the good reputation of the place and the country.

The place and business cluster interact with each other a lot and it is more beneficial to build connections between them. When branding a place, one of the necessary processes is to select the positive factors of the place and put most of them in an image (Cai 2002, 720-742). Although a business cluster could branding itself alone, it is strategic to include the regional business cluster as one positive factor of the place branding. The public could recognize both the business cluster and the place, and this strategy is a win-win model for the cluster and the place

2.4.2 Destination branding

As Echtner and Ritchie indicated in 1991, the destination image is “not only the perceptions of individual destination attributed but also the holistic impression made by

the destination” (Echtner & Ritchie 1991, 2-12). The Destination Marketing Organization states,

“To promote the destination and create a brand are an integrated section of the destination image”.

The destination image is the place conceptions, but it is also a set of characteristics that convey the core of the place. In addition, the destination image plays an important role in the choice and purchase of a trip to a determined place. Transforming this from the tourism sight to business clusters, the destination image of the business cluster is not only the perceptions of the business cluster attributed but also the holistic impression made by the destination. The destination image for the business cluster is more than a picture of the cluster, but it also shows the core of the cluster and affects in the choice and purchase of a business to a determined cluster.

To define and manage an appropriate destination image for a business cluster is the basic and the key process for destination branding. Many factors should be involved when creating a destination image, for instance, the geography, history factors of the cluster. As the Pan and Li states (Pan & Li 2011, 135):

“Depending on the local and scale, destinations in different places at different level may demonstrate completely different characteristics”.

Like a tourism destination, different size and growth degree of a business cluster could demonstrate different characteristics. This view emphasizes the local and scale of a business cluster. The local environment and the images which the located place already has influence the destination image a lot. A well-defined destination brand is easily accepted and liked by others, especially by the native citizens (Kevin 2013, 45). Moreover, Jlivand Suggested the destination image creation should be based on the understanding of this destination’s own characteristics (Jalilvand et al., 2012, 134-136). The destination image should have the ability to represent the main characteristics of the ‘destination’ itself. In conclusion, the decision about destination image should balance the characteristics from both the located place and the business cluster itself.

On the basis of establishing the concept of the destination image, it can be seen that this image depends on many different factors, such as the visitor’s cognitive and emotional

processes, the extensive perception of the destination and the planning of the local organization or admission. The destination image will be formed through these initiatives and the individual construction of the visitor, making the identity to convey the destination core value.

Because the destination image of a business cluster is designed for the whole cluster members, the demands, needs and expectations of enterprises should be included in the identity and in the values of the cluster firstly. A common appropriate destination image contributes to consolidate the brand from a long-term perspective. The right destination image also helps to convey the coincident core to the customer by the stakeholders, business cluster and local organizations or admission.

In the meanwhile, it is necessary to give “personality” to a business cluster, which is related to the emotional context. “No fans, no brands”, the idea is to convey consumers the values and clear visual of the business cluster in order to enrich the image of the cluster. As mentioned before, the customers’ cognitive and emotional processes also affect the destination image.

2.4.3 Destination branding for a business cluster

Above all, to branding team for a business cluster should know the business cluster comprehensively and deeply. For the internal aspect, the business cluster organization and members play an important role in the process. When branding a business cluster, the view of cluster organizations and members should be considered initially. In the meanwhile, the perceptions of the stakeholders should also be taken into consideration, such as policy makers, consumers and competitors. Form the external aspect, the economic environment of where the business cluster is located affects the business cluster a lot. In the meanwhile, these different views and goals should be managed into a common decision.

The destination branding of destination is still being developed by many scholars and practitioners by now. According to Richie’s works and Blain’s findings, the definition of destination branding could be summarized as

“The set of marketing activities that (1) support the creation of a name, symbol, logo, word, mark or other graphic that readily identifies and differentiates a destination; that

(2) consistently convey the expectation of a memorable travel experience that is uniquely associated with the destination; that (3) serve to consolidate and reinforce the emotional connection between the visitor and the destination; and that (4) reduce consumer search costs and perceived risk”.(Richie et al. 1998, 89-116; Blain et al.,2005, 337)

MAIN FEATURES OF DESTINATION BRANDING

1	The set of marketing activities that support the creation of a name, symbol, logo, word, mark or other graphic that readily identifies and differentiates a destination.
2	The set of marketing activities that consistently convey the expectation of a memorable travel experience that is uniquely as-associated with the destination.
3	The set of marketing activities that serve to consolidate and reinforce the emotional connection between the visitor and the destination.
4	The set of marketing activities that reduce consumer search costs and perceived risk.

Table 2. Main features of destination branding. (Richie et al. 1998, 89-116, Blain et al. 2005, 337)

Following these features of destination branding, this thesis applies destination branding activities to business clusters step by step.

(1) The set of marketing activities that support the creation of names, symbols, logos, text or graphic signs designed to identify and differentiate the destination. Figuring out where the cluster is positioned in relation to the market and the surrounding ecosystems, such as the local institutions, business associations, innovation actors, other clusters. In the meanwhile, taking the vision, mission, strategy and tactics of the cluster into consideration. Combing and choosing the right factors to structure the appropriate destination image for the business cluster.

(2) The set of marketing activities that unanimously convey a unique connection to the destination. To find the unique connection could not leave the business cluster alone. Put

the cooperation inside the cluster and outside the cluster into consideration, make the destination branding coincident with place branding can make the connection more compact. Not only the companies in the cluster and the business cluster can convey the unique core to the customers, but also the local organization and official admission could help to convey the information. All the conveyancers communicate with the customer based on a unique value unanimously will make the destination branding more easily.

(3) The set of marketing activities that reduce the search costs and perceived risks of consumers. The cooperation inside business clusters could help to reduce the search costs and perceived risks of consumer.

(4) The set of marketing activities that can consolidate and strengthen the emotional connection between tourists and destinations (Blain et al. 2005). For tourism, it is easier to establish and strengthen the emotional connection between tourists and destinations. How to establish and strengthen the emotional connection between customers and the business cluster is related to the business cluster's destination image. In addition, strengthening the customer relationship could strength the emotional connection. The loyalty of customers is the aim of the business cluster.

2.5 The Challenges for applying destination branding to business clusters

Firstly, there are many members and stakeholders in a business cluster. Not only the vision, mission, strategy and tactics should be considered by all the members' views and stakeholders' perspectives as well as the branding strategy should be included to all (Robert et al. 2011, 200). How to manage and simplify all the different views is a difficult process. It will be challenging to select the appropriate destination image for the business cluster.

Normally, the cluster members have their own unique organization to be in charge of marketing and branding the products or services. The different actors' commitments and preferences make it more efficient to find the common values. In addition, destination branding is also supported by the local organizations and officials. The consentient image should match the place branding or the place development plan. All of these make it harder to create an agreeable destination image and convey it consistently.

Next, all the cluster members or enterprises are not in the same level of development. The cooperation inside the cluster face a difficulty as different development degrees of companies because the needs are different. Strong enterprises prefer to pay more attention to their own branding strategies rather than the branding strategy of the whole cluster. Small enterprises might rely on the branding strategy of the business cluster. The imbalance of attentions from the cluster members puts the cluster branding strategy into a dilemma, and it is even harder to implement the destination branding (Ivan et al, 2012, 20).

In addition, cooperation and competition both exist in the cluster (Robert et al, 2011, 199). How to manage the cohesion of the business cluster and make sure the 'equal' and 'balance' inside is also a problem. The local organizations and official admission help the business cluster to develop and grow, but how to manage these organizations could also be a problem.

Furthermore, as the business cluster represents a fluid phenomenon, new networks and aggregations can appear quickly modifying radically the previous structures, and therefore the cluster branding should catch the appropriate opportunities and updates. As competition becomes more and more intense, how to gain the customer loyalty and deal with the public relations make the destination branding more difficult.

Finally, different types of business clusters enquire different requirements when applying the destination branding to them. Examples are high-tech clusters which are technology-oriented like Silicon Valley and Paris-Sacaly.

Many available theories and books about destination branding are tourism-oriented, and most of them analyze a specific case or on a case-by-case basis. Few theories explain the destination branding itself. In this stage, destination branding for the business cluster could only stay on the theoretical degree. Moreover, the practice of destination branding has focuses on the tourism aspect in recent years.

3 RESEARCH METHODOLOGY AND EMPIRICAL RESEARCH

There are mainly two types of research methods: quantitative research methods and qualitative research methods. Quantitative research is carried out through collecting and measuring numerical data gained from a big group of respondents by questionnaires (Collins & Hussey 2003, 13; Bradley 2007, 304-305). On the contrary, qualitative research is normally less structured and involves a small enough group of respondents (Aaker et al. 2011, 162). The qualitative research methods is suitable for complex phenomena, and sensitive information. In addition, qualitative research methods are useful for developing new theories. There are many qualitative research techniques including, for example, direct methods like in-depth interviews and focus group interviews as well as more indirect research procedures like observation and projective techniques (Naresh & David 2007, 151-155, 181.).

3.1 Quantitative Research

When beginning the research section of the thesis, it was realized that there are few questions which could be responded by the public, such as university students, company staff and users. The quantitative research target group should be the people who know marketing and branding well, who especially have work experience which is related to business clusters. There are few suitable responders for this destination branding research.

Moreover, most business clusters are supported by governments or official organizations in the world, it is quite difficult to contact those responsible for these issues.

There are lots of business clusters in the world, but there are few business clusters located in the same place or location. To hand out the questionnaires and then collect them will cause expenses and take a long time.

Limited by these reasons, the quantitative method is not suitable for this studying.

3.2 Qualitative Research

The topic of this thesis is a new study area of applying destination branding into business clusters, which is more about theoretical research.

Based on this new study area, the qualitative research method is appropriate for the thesis. An attempt was made to find international branding specialists to have the interview with.

3.3 Research Sample

The research is on a general level, there are four interviews in the quantitative research.

NUMBER	POSITION	COUNTRY	TYPE OF BUSINESS CLUSTER
1	Marketing & Branding Manager	China	Low-cost Manufacturing business cluster & High-technology business cluster
2	Marketing Executive	China	High-technology business cluster & Knowledge service business cluster
3	CEO	Finland	High-technology business cluster & Knowledge service business cluster
4	Marketing & Branding Manager	Finland	High-technology business cluster & Knowledge service business cluster

Table 3. Information about respondents

This first interviewee comes from Xiangyang, China. He works for the government, and his job aims to market and brand a high-technology development zone in China according the government's annual plan for this zone. The development zone could also be called as business cluster or an industry cluster in China.

The second interviewee is from Wuhan, China. She works as a Marketing Executive at a High-technology Development Zone in Wuhan. This High-technology business cluster is located at a famous university in Wuhan, and it cooperates with both this university and many companies. The location of this university is in the center of Wuhan.

The third interviewee is a CEO of an internationally active professional company in the energy field. He is experienced in marketing and branding, and his company is a member of the local energy business cluster.

The fourth interviewee is a marketing communications manager of an energy business cluster. She has taken part in many marketing activities in these business clusters. She is familiar with the area of branding and she has her unique ideas and thoughts about business clusters.

3.4 Interview Analysis

There is a question list which is prepared for the interviews. According to the theoretical study of the thesis, the question list is designed to collect opinions of branding specialists about the new study.

In the question list there are eight questions:

- a. Which business cluster you are working for?
- b. Do you know the origin of this clusters' name or some history or story about it?
- c. What kind a business cluster is, a high-tech cluster, a low-cost manufacturing cluster or a knowledge services cluster?
- d. How do you think about the connections and differences between marketing and branding? In practice, what is the current marketing and branding situation of your business cluster?
- e. Talking about the branding for the business cluster, what kind of an image does the cluster convey? What are the most vital factors for branding the cluster?
- f. What are the branding activities of the cluster?
- g. Is there interaction between the business cluster and the place where it is located?
- h. Destination branding is about combining all things associated with the "place" that collaborate under a brand. Its aim is to capture the essence of the destination, in a unified manner, and it can be consumed simultaneously at a symbolic and experiential level. How do you think about branding a business cluster, as a place or destination?

The first three questions are designed to gain the basic information about the business cluster where the interviewee works at. It is easy to know the overall image from the origin of business cluster' name, and the interviewee's emotional contact with the business cluster. Question d is designed to figure out if the interviewee can distinguish the difference between marketing and branding or not. In the next question, the interviewee is able to talk about their own opinions about branding a business cluster,

especially about the vital factors for branding a business cluster. Question g is designed to understand if interviewee realizes the interaction between a business cluster and a place or not. The last question directly explains destination branding, and ask for the interviewee's suggestions.

3.5 Findings from the Interview

After four interviews. It appears that there are many common features in business clusters. Above all, these business clusters are high-technology clusters, but not 'pure' high-technology clusters. When talking about the type of business clusters, the third interviewee indicated that a business cluster has two or three different specializations. He thought business cluster which he works at is not only high-technology cluster, but also a knowledge service clusters. Others also mentioned that their business clusters are transforming now, the type of the clusters could change. Secondly, these specialists know the differences between marketing and branding well. All of them identified the importance of branding, especially for business clusters. The interesting thing is that most of business clusters cooperate with nearby universities. Two of the high-technology clusters are located inside the universities. The type of branding activities are almost the same, like taking part in verified conventions and exhibitions, having trade shows with universities and also recruitment fairs. Moreover, they also indicated that people pay much attention to the marketing the business clusters. The first interviewee said the government's annual plan about the business cluster focuses on the specific numbers, such as total income, and contract sum. There are less specific branding strategy for business clusters. In addition, four interviewees confirmed that there is significant interaction between business clusters and the place where they are located. They all thought business clusters strive for systemic branding strategies. In the end, the interviewer explained features of destination branding to branding specialists, and the interviewees showed interest in it. They found the biggest common feature for business clusters and tourism destination to be complicated combination of stakeholders. Also, when branding business clusters or tourism destinations, they have to be connected with the place where they are located.

4 CONCLUSION

The research has shown that the interaction between business clusters and the place where they are located could be used to develop branding strategy of business clusters based on destination branding theories.

The thesis found the vital interactions between business clusters and the place where they are located, which shows branding a business cluster cannot be separated from the location. As the first respondent said: “Of course, the place supports and influences the business cluster a lot, and the cluster will devote to the further development of the place”, the respondent mentioned that the development of business cluster needs space and all kinds of infrastructure, business clusters could not grow alone in China. In practice, the interviewees said their business cluster is an important element in the place image. The third respondent said the place is the origin of business cluster where he works at.

Place branding needs to combine the business cluster as one actor, on the other hand, branding a business cluster should also be concerned to the place. At least, the image of a business cluster should not run counter to the place image. The second respondent works in a high-technology business cluster which is located at a famous university in the middle of China. This university is a science and technology university, the reputation of it benefits the high-technology business clusters a lot. In the contract, will the reputation of the science and technology university benefit other types of business cluster? In some sense, business clusters image and branding should not have conflict with place branding.

There is a blank space in branding business clusters. Most of branding specialists understand the importance of branding for business clusters, but their business clusters do not have specific systemic branding strategies. As the first respondent said: “Marketing is the basis for the business cluster, branding is more like a simple promise which the business cluster want to convey to the public.”. The second respondent thought business clusters need their special branding strategies, and the branding strategies is crucial for the future development of business clusters. From the theoretical study, only few useful theories of cluster’s branding strategy were found, and most of resources are very new and online. In addition, other respondents explained that the development degree of business clusters effects on the branding section. “For vital factors to branding a business cluster, I would say the first one is cluster itself. Does it have the enough ability

to support the image and branding? What are the strengths of this cluster? ”, the first respondent demonstrated that his business cluster have to pay much attention to marketing rather than branding in this stage.

“From my perspective, it is possible to apply it to the cluster. The biggest common between tourism place and the cluster is many different sights or say companies inside it. They both have many factors to consider when branding themselves, and they need to make the factors into one big image”, as the first respondent suggested the similarities between business clusters and tourism places, it is possible to apply destination branding to business clusters. The second respondent agreed with that business clusters need unique branding strategy like destination branding strategy, because there are lots of business clusters in her city, how to stand out in the high-technology field is a big dilemma for her business cluster.

4.1 Validity

In qualitative research, the validity is more crucial than reliability. Above all, validity means that the purpose of the research is met, and the research method is measuring the needed things (Hirsjärvi, Remes & Sajavaara 1997, 226).

In this thesis, the respondents are all branding specialists or experienced CEOs, and they could understand the interview questions well in a correct way. The respondents' knowledge background supports the interview a lot. In addition, the interview questions list includes easy-understand words and short sentences, and the design of it is appropriate for the whole research. For the four interviews in this thesis, two of them were held as face-to-face interviews in China. Also, the interviewee has recordings and notes about them. The third interview was held as a phone interview about 45 minutes. The interviewee got the permission from the CEO to have a recording of the conversation. Then forth interview was carried out through email, there are histories about the emails.

But there are still some factors influences the qualitative research. Firstly, the size of this subject population is only 4, it will be more convincing if there are more than 10 respondents. And four of them are from different business clusters, and the development degree of theses business clusters are different. And because of schedule, the collection way of information are in three ways: face-to-face interview, phone interview and email

interview. Different research environment and atmosphere may influence the answer of respondents.

4.2 Suggestions for the Further Study

As there are few directly related theories about branding business clusters, this study applied destination branding to business clusters in a very broad manner. The research through an analysis of existing theories and interviews with branding specialists to find the appropriate branding strategy for business clusters.

Most of theories about destination branding are found in specific situations or cases, the further studying of applying destination branding to business clusters could be put into a specific case or situation. It is noteworthy that different types of business clusters have different demands and factors.

As mentioned before, the branding of business clusters is almost non-existed. Branding is a key marketing strategy for the long-term development of business clusters. The future studies could focus more on branding for business clusters.

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APPENDICES

APPENDIX 1. THE INTERVIEW QUESTIONNAIRE

1. Which business cluster you are working for?
2. Do you know the origin of this clusters' name or some history or story about it?
3. What kind a business cluster is, a high-tech cluster, a low-cost manufacturing cluster or a knowledge services cluster?
4. How do you think about the connections and differences between marketing and branding? In practice, what is the current marketing and branding situation of your business cluster?
5. Talking about the branding for the business cluster, what kind of an image does the cluster convey? What are the most vital factors for branding the cluster?
6. What are the branding activities of the cluster?
7. Is there interaction between the business cluster and the place where it is located?
8. Destination branding is about combining all things associated with the "place" that collaborate under a brand. Its aim is to capture the essence of the destination, in a unified manner, and it can be consumed simultaneously at a symbolic and experiential level. How do you think about I branding a business cluster, as a place or destination?

APPENDIX 2. THE ACCORDINGS OF INTERVIEWS

1. Which business cluster you are working for?

Respondent 1: “I work for a high-technology development zone in Xiangyang.”

Respondent 2: “Do you know the Huangzhong University of Science and Technology? My business cluster is located inside this university.”

Respondent 3: “I work with my company in Vaasa where is well-known for energy cluster and business.”

Respondent 4: “I work in a leader energy business cluster in the Nordic countries.”

2. Do you know the origin of this clusters’ name or some history or story about it?

Respondent 1: “The name of it is quite clear, right? Including the location and type. In 1992, the XiangFan High-technology Development Zone and XiangFan Automobile Industry Development Zone were found by the government. In order to gain more advantages for the whole region, the government emerged these two zone in to the Xiangyang High-technology development zone.”

Respondent 2: “It uses the name of the university where it is located, it was found in 2000 and it is pretty new business cluster.”

Respondent 3: “According to my knowledge about the it, the name of the energy cluster maybe come from 2000. There are two big energy companies inside the energy cluster have been established for many years. Both of them originate from this place.”

Respondent 4: “Yes, the cluster put the name of the place into its’ name.”

3. What kind a business cluster is, a high-tech cluster, a low-cost manufacturing cluster or a knowledge services cluster?

Respondent 1: “As the name said, it is a high-technology business cluster.”

Respondent 2: “I think it is both a high technology business cluster and a knowledge service cluster.”

Respondent 3: “It is definitely a high-technology cluster that could be for sure. And I would also say it is correct if we called it as knowledge services cluster.”

Respondent 4: “Firstly, it is an high-technology cluster. Then it is also a knowledge service cluster.”

4. How do you think about the connections and differences between marketing and branding? In practice, what is the current marketing and branding situation of your business cluster?

Respondent 1: “There are connections between marketing and branding. From my point of view, marketing is the basis for the business cluster. Branding is more like a simple promise which the business cluster wants to convey to the public.

The Xiangyang High-technology development zone pays much attention to the marketing part rather than the branding part. Because the cluster is still on the stage of development, the whole cluster focus on improving facilities and manage the whole supply chain inside it. The most of investments and supports are from the government, although there are some personal and foreign investment. However, the government and Xiangyang High-technology find the branding is very important from the long-term perspective. In the advertising video of this Xiangyang, you could find some pieces about the cluster.”

Respondent 2: “Marketing and branding are really easy to be misunderstood. They are both marketing activities for the products or companies, but the marketing could be measured and seen in a short term, branding is hard to be measured.

To be honest, my business cluster is focusing on marketing now. Because this cluster is located inside the university, the reputation of this university already brings some advantages to the cluster.”

Respondent 3: “I am not sure, they lives very closer, but I could say there have big different between them. Branding is a very important part of marketing activities, maybe marketing is an umbrella term, branding is a section of it.

As I am also an energy professional expert, the business of my company is about energy services and education. My company try to brand itself through energy cluster, the name of my company is trying to connect with energy cluster. I think my company as a member of energy cluster, the company gains more advantages.”

Respondent 4: “As a marketing and branding manager, I feel that marketing towards the public which is outside the business cluster, and branding is both inside and outside the cluster.

My business cluster focuses on the branding part now, because the marketing part is almost mature.”

5. Talking about the branding for the business cluster, what kind of an image does the cluster convey? What are the most vital factors for branding the cluster?

Respondent 1: “The image of this cluster is high-technology automobile industry and innovative aerospace industry. The industry structure of this cluster could be divided into mainly parts.

The first image is the high-technology automobile industry cluster. The Dongfeng motor is a Chinese state-owned automobile manufacturer, which is the biggest company inside the cluster. Originally, the automobile industry cluster’s development can’t leave the help of Dongfeng. Because Dongfeng has many key technologies, this automobile business cluster is changing from a low-cost manufacturing cluster to a high-technology cluster.

The second image is the innovative aerospace industry. Inside this cluster, there are still six small group clusters. There are aerospace, mechanical and electrical control, new materials. New energy vehicles, bio-medicine and electronic information industry cluster. Most of these clusters are related to the automobile industry, but the aerospace industry cluster is more unique. This aerospace industry cluster has the only rocket prying rail test ground in Asia, and from the government report and plane about the zone, the aerospace will be the next prior development direction.

For the vital factors to branding a cluster, I would say the first one is cluster itself. Does it have the enough ability to support the image and branding? Is the cluster unique enough? What is the strength part of this cluster? To find the appropriate image is the first stage, the next will be find enough supports. The supports is not only from the clusters needed, but also from the government. Most of clusters in China are found and supported by the government, it is hard to talk about development without government. Moreover, branding is a long-term period. Once the cluster decided the image they wanted to convey, the cluster needs to consisting branding rather than changing the promise all the time. In the end, the aim of branding is to gain trust from the customers and let them tell the story of your products and services to others. Change your position with customers, to figure out what are the customers want and needed, and then to maintain the relationship and build new connections.”

Respondent 2: “It is clear that high-technology. The vital factor must be the university where it is located, this university are the best science and technology university in the middle of China, and it is famous in the whole country. This university trains many specialist in the technology area which could support the high-technology cluster”

Respondent 3: “It must be the energy, as I said before, my companies’ main businesses are about energy and solution, this image lives close with my company. Talking about the important factors for branding business cluster, I would say the similarities which most of companies have inside the business cluster. Before branding the business cluster, the similarities are needed in order to convey the same image to the market or public.”

Respondent 4: “The image which we convey is ‘the specialist in the energy field’, we introduce the energy history of this business cluster to the public and establish a different emotional connection with customers. The most vital factors will be the experiences.”

6. What are the branding activities of the cluster?

Respondent 1: “There are many activities to branding our cluster. Usually, we hold a big trade show in the theme of Xiangyang High-technology development zone half a year in the center of Xiangyang. In this trade show, we exhibit our new technology and products to the public in order to advertise our cluster. In addition, we will take part in some important exhibitions and meetings in Peking, Shanghai and other places. As I mentioned before, there are some pieces of our cluster in the city’s advertising video. This video is made by the government, we cooperate with them in some aspects. Other activities are like recruitment fair, students’ exhibition day and so on.”

Respondent 2: “Shortly speaking, the main branding activity of this high-technology cluster is the recruitment meeting inside the university.”

Respondent 3: “There are many branding activities in my business cluster. Such as trade fairs and exhibitions in different universities, and also some meetings which are arranged by the government or private customers. Moreover, we have the special online address for this business cluster. In this page, you could find all the companies inside business cluster and you could know the cluster related activities easily.”

Respondent 4: “Oh, we held lots of activities every year. Firstly, our business cluster has an official organization which will take care of the whole cluster, I am a member of it. We choose to cooperate with governments and universities. We take part in many big official meetings, cooperate with international customers and held a whole week exhibition in the universities and etc.”

7. Is there interaction between the business cluster and the place where it is located?

Respondent 1: “Of course, the place supports and influences the business cluster a lot, and the cluster will devote to the further development of the place. A free and wide zone is the first condition for a cluster. The administrative area of Xiangyang High-technology Development Zone is about 200 square kilometers, and the place where it located is about 80 square kilometers. There are 200,000 people live and

work in this area in 2010, the human resources is also from the place. And there are still many factors.

On the other hand, the cluster's development devotes to where it located. More and more specialists comes to the place because of the cluster. Different investments comes from all of the worlds, and promote the economic development.

They could not leave each other to grow and develop along, especially in China. ”

Respondent 2: “Yes, there are close interaction between them.”

Respondent 3: “Of course yes, the unique location of this place is the origin of this business cluster. There are two big international energy companies are found in this place, and they are the main companies inside the energy cluster.

This place supports the development of energy, and this place is also famous for energy.”

Respondent 4: “Yeah, if not the business cluster would not put the name the place into their brand.”

8. Destination branding is about combining all things associated with the “place” that collaborate under a brand. Its aim is to capture the essence of the destination, in a unified manner, and it can be consumed simultaneously at a symbolic and experiential level. How do you think about I branding a business cluster, as a place or destination?

Respondent 1: “From my perspective, it is possible to apply it to the cluster. The biggest common between tourism place and the cluster is many different sights or say companies inside it. They both have many factors to consider when branding themselves, and they need to make the factors into one big image. I hope you could study successful about it, and then find the right method to branding a business cluster. Thank you.”

Respondent 2: “I like this new idea or say I agree with you. Branding this business cluster needs unique strategies, because there are lots of business clusters in Wuhan. It is impossible to brand the cluster with this city but the destination.”

Respondent 3: “It could be, the essence of my business cluster will the energy. Normally, people prefer something experienced and skilled. To find and put all the things which are related to energy into one big image could make a deeper impression to the market and public.”

Respondent 4: “You could have a try in the future. Normally, the governments will support business clusters with plenty of resources which include basic infrastructures. Inside a business cluster, there will have complete work and live infrastructure, maybe you could see the business cluster as a tourism place directly to brand.”