

OP
..... ACT

OP-ACT Workshop Leoben
City Branding - City Marketing
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Connecting cities
Building successes



The dilemma of this overview

- no EU-wide projects
- 80 % of the cities claim that they do city marketing
- most of the publications are written by marketing experts
- often city marketing is/was done by marketing experts

Thus:

- the 4 Ps dominate(d) city marketing
 - product
 - price
 - place
 - promotion

The dilemma city marketing

- there are only a few car manufacturers, but 1000s of towns and cities
- there is a hierarchy of cities, and some are a brand already
- between sameness and difference
- cities are people, people have interests
- needs stakeholders
- in case of Op-Act cities: city marketing as a result of crisis, a new focus (product?) is needed in many cases

Some basic principles of success stories

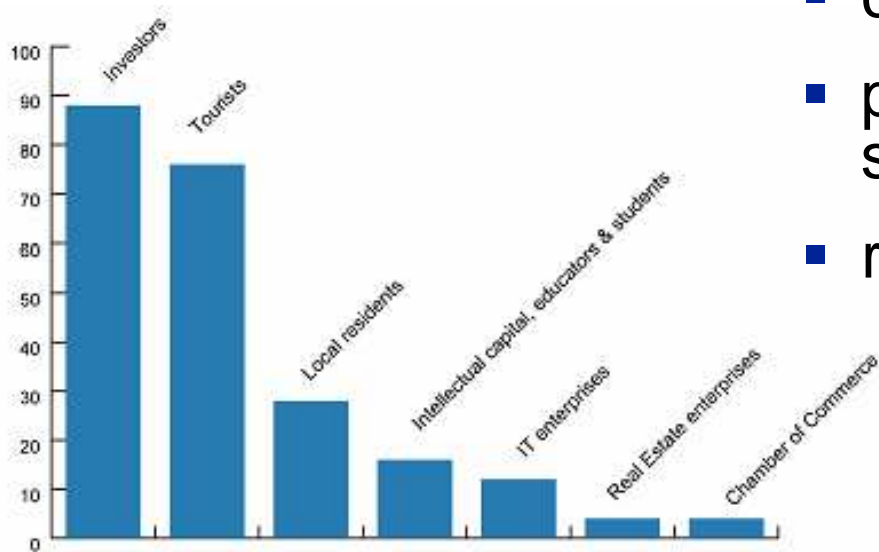
- an honest product
- an integrated approach
- inclusion of all relevant stakeholders
- acceptance by people
- transparency
- no dominators (except possibly the city)
- secure resources (staff and money)
- accountability
- key (initial) projects and activities

Aims of city marketing

- attract investment
- attract people

Target groups

- investors
- tourists
- commuters
- customers
- people (i.e. families, students, skilled workers...)
- residents



G. Seisdedos (2006): State of the Art of City Marketing in European Cities



Directions of city marketing

- internal focus
- external focus
- regional focus / cooperation



trade mark / brand:
top at the Danube

trade mark / brand:
top performance meets
quality of life

City marketing

- internal focus
- external focus

fields of action / projects

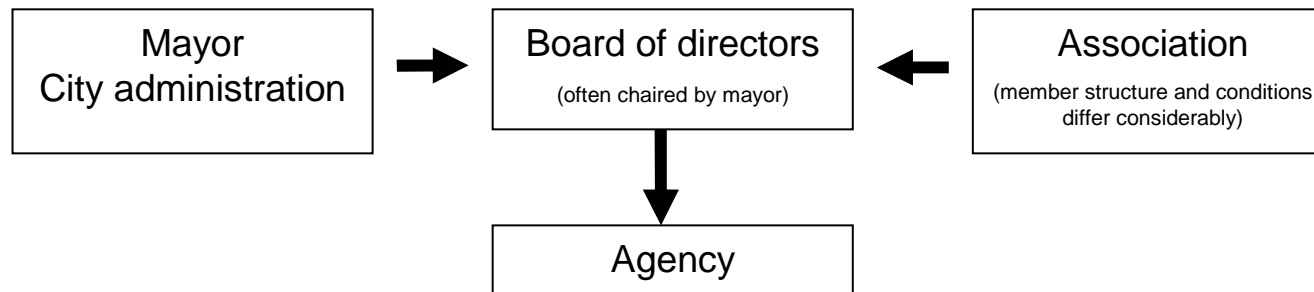
What product?

- how is the city perceived from the outside world
- how is it seen by the residents
- SWOT analysis
 - what is at place
 - what has to be changed
 - what has to be improved
 - what has to be invented
- brand / profile / product
(something to promote that is accepted)
- balance between narrowness and wideness

Organisational structure

- a unit within the city administration
- new units
- joint ventures (PPP)
- tourist offices
- new entities / companies set up by business umbrella organisations / associations

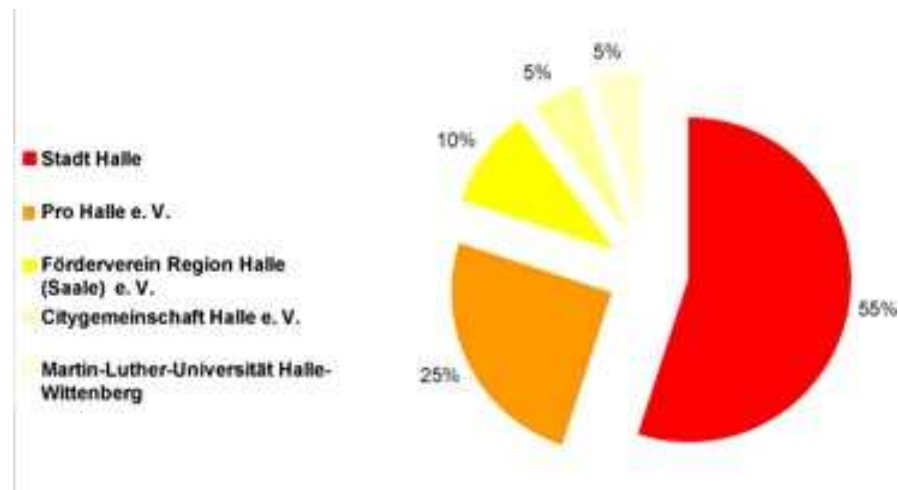
A common structure:



Organisational structure - membership

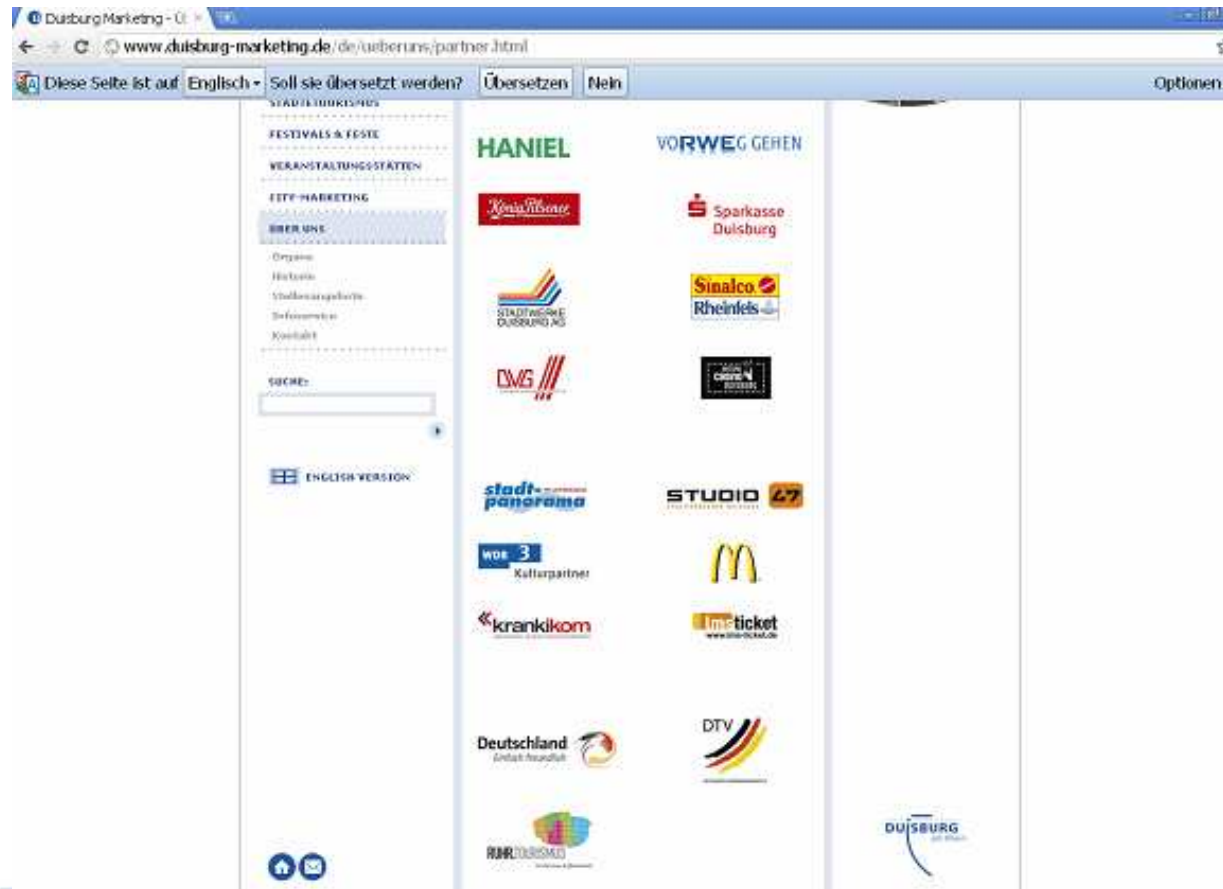
The example of Halle an der Saale

Ownership of the Stadtmarketing Halle GmbH (city marketing Ltd.)



Organisational structure - membership

The example of Duisburg (Duisburg Stadtmarketing GmbH)



Organisational structure - public private partnership

- PPP is frequently used
 - possible advantages:
 - know-how
 - interests / needs
 - improve cost effectiveness
 - reduced public sector risk
 - faster project delivery
 - improved budget certainty
 - better use of assets
 - possible disadvantages:
 - differences in public and commercial interests
 - partial interests dominate the process
 - interests of other stakeholders are not taken into account
 - information and know-how deficits of public sector
- ▶ ensure, that the final control is in the hand of the city

Finances

- city's budget
- fees from members / co-owners
- own income generation
- sponsoring

just 2 examples:

	Karlstadt (16 000 inhabitants)	Schwabach (41 000 inhabitants)
member fees	25 000 €	56 000 €
events	36 000 €	
city	8 000 €	64 000 €
total	69 000 €	120 000 €

Europe wide:

2 - 18 €/capita

aver. 4 €/capita

Seiseddos (2006); Bayerisches
Staatsministerium für Wirtschaft, Infrastruktur,
Verkehr und Technologie (2009)

Tools

- cooperative design, logo, slogan
- printed and visual material (the latter: often overestimated)
- internet
- press / media campaigns
- events
- fairs, exhibitions etc.
- lobbying, competitions, awards etc.
- different actions / supportive actions
(depending on aims / concrete tasks / projects: citizen's bus, vouchers, ...)

The process

Initiative



Analysis



Vision
strategy
concept



Implement.
management



Controlling

- search and contact potential partners and multipliers
- raising awareness and developing a common understanding of city marketing
- establishment of a project and coordination team
- determining the approach (project plan)

- analysis of existing data base (eg, statistics, expert opinions, Polls, concepts of previous urban development processes ...)
- image and location analysis in the context of competitive cities
- strengths-weaknesses-opportunities-threats analysis

- definition of the goals, mission statements (spatial and thematic priorities)
- defining the action areas
- development of policies and drafting an implementation plan (priority, responsibility, deadlines, resources)
- development of an organizational concept (organizational structure, powers of the actors ...)
- project planning and financing

- establishment and institutionalization of city marketing
- appointing a city marketing manager(s)
- recording of activity and implementation of measures
- networking with stakeholders

- establishment of control mechanisms (qualitative and quantitative)
- evaluation of implemented measures
- regular feedback with the objectives of urban marketing strategy
- if necessary adjustment of the Strategy

Barriers and pitfalls

- an dishonest product
- unclear shared view of city marketing
- too high expectations
- insecure finances
- lack of political support
- too little inclusion of the city's administration
- lack of “neutrality”
- unclear responsibilities
- too much voluntary work, lack of accountability

(Bayerisches Staatsministerium für Wirtschaft, Infrastruktur, Verkehr und Technologie, 2009)

Op-Act practice examples

	<i>objective</i>	<i>organisation / responsibility</i>	<i>strategy / instruments / tools</i>
Ancona: Gateway to the East	increase visibility in the region / EU	Marche Region, municipal department	networking implementing several Projects branding and promotion activities
DG Silesia Positive Energy	create a regional brand, attract tourists	Marchall's office in cooperation with others	branding television spots, radio, internet direct marketing outdoor activities (structured campaign)
Dabrowa Gornicza: The world of oaks	creating new identity / image (among other, non-branding aims)	city partner cities ("oak cities") volunteers NGOs	networking concrete promotion activities (actions not described)

Op-Act practice examples

	<i>objective</i>	<i>organisation / responsibility</i>	<i>strategy / instruments / tools</i>
Heerlen: We are Heerlen	create (internal) identity, positive feeling	communication department of the city of Heerlen	interviews media printed material internet “cooperative” design
Rezekne: Creation of multifunctional centre of Eastern Latvia	improve city image (among other, non-branding aims)	city new organisation	business plan (but strategy, instruments not stated)
Rezekne: creative industry centre of Eastern Latvia	improve city image (among other, non-branding aims)	partnership between city and others	not stated

What do the websites of Op-Act partner cities tell us?

<i>City</i>	<i>Slogan</i>	<i>Impression</i>	<i>Target group</i>	<i>Support for Tourism</i>	<i>Support for business</i>	<i>City marketing</i>
Altena	A city for all generations	family friendly	citizens	yes	no	no
		castle	business			
			tourists			
Ancona	no	unclear	on the first glance: unclear, but interesting search tool (“I am”; I’m interested”)	yes	no	no
Dabrowa Gornicza	the world of oaks	unclear	citizens	(no) just events	no	no
			business			
			tourists			
Eberswalde	no	unclear	(citizens)	yes	yes	no
			business			
			tourists			
Heerlen	We are Heerlen	unclear	citizens	yes	yes	no
			business			

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Legazpi	no	unclear	citizens tourists	(yes)	yes (but hidden)	no
Leoben	no	culture	citizens tourists business	yes	no (very hidden some approaches)	(yes) association city marketing, but for outsiders totally hidden (LE voucher)
Medias	no	unclear	<i>G Chrome</i>	<i>did not translate</i>		
Nagykallo	no	unclear	unclear (tourists)	no (under construction)	no	no
Notodden	blues city	(culture)	citizens	yes (but a little bit hidden)	yes (but a little bit hidden)	no
Rezekne	(The city in the heart of Latgalia)	unclear	citizens business tourists	yes	yes	no

Two information sources



<http://www.city-regiomarketing.nl/publicatie/pub10.pdf>



<http://www.stmwivt.bayern.de/fileadmin/Web-Dateien/Dokumente/wirtschaft/Best-practice-Leitfaden.pdf>