



Place Brand Management

A Critical Perspective on Dealing with Complex Place Brands

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Agenda

1 Introduction to Place Marketing and Branding

2 Brand Complexity

3 Place Brand Management

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Place Marketing

“There are more than 300 **cities** in the world with over a million inhabitants, and all those cities want to be the most attractive. In Europe there are more than 500 **regions** and 100,000 different kinds of **communities** competing individually for the same jobs, investments and talented experts.”

(Moilanen & Rainisto, 2009, p. 3)

Place marketing is “the coordinated use of marketing tools supported by a shared customer-oriented philosophy, for creating, communicating, delivering, and exchanging urban offerings that have value for the city’s customers and the city’s community at large.”

(Braun, 2008, p. 43)

Aims of Place Marketing

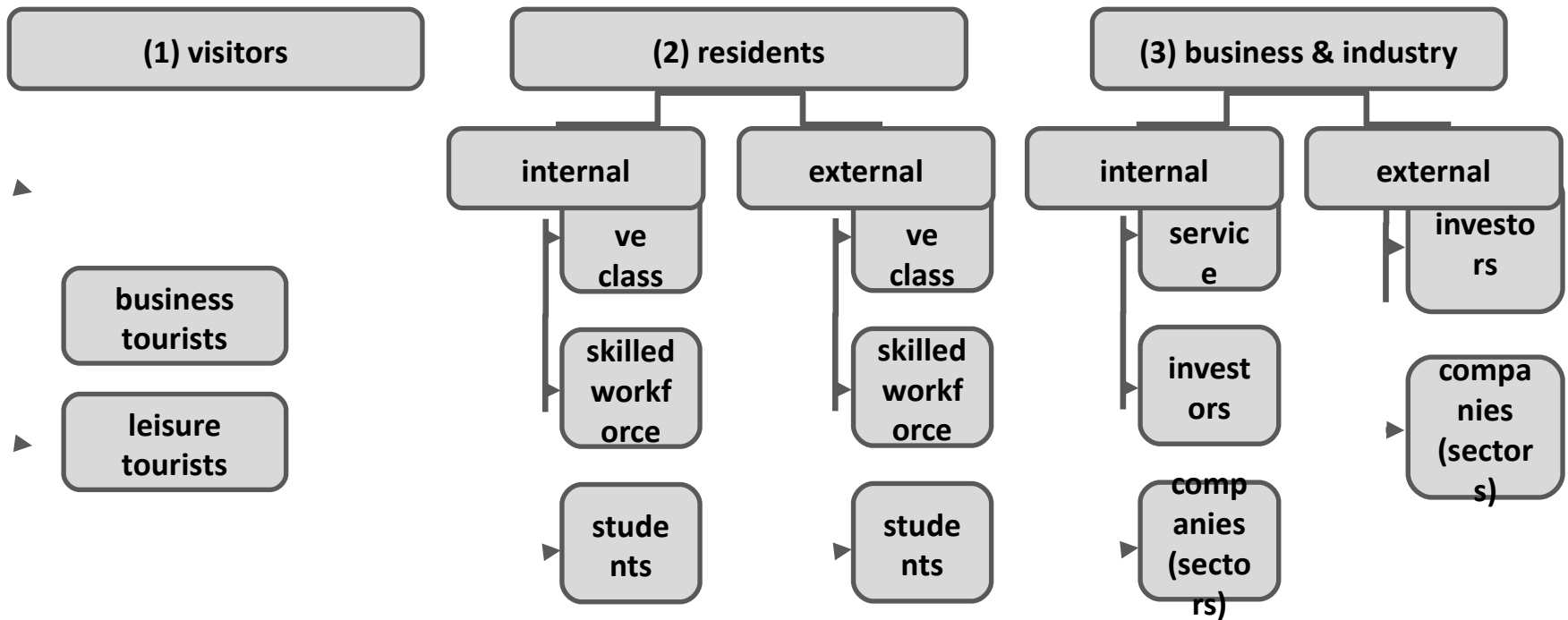
Its aim is “to maximize the efficient social and economic functioning of the area concerned, in accordance with whatever wider goals have been established.”

(Ashworth and Voogd, 1990, p. 41)

“Place marketing, (...), embraces [...] promoting the place’s values and image so that potential users are fully aware of the place’s distinctive advantages.”

(Kotler et. al., 1993, p. 18)

Target Groups in Place Marketing



(Braun, 2008; Florida, 2004; Kotler *et al.*, 1993; Zenker, 2009)

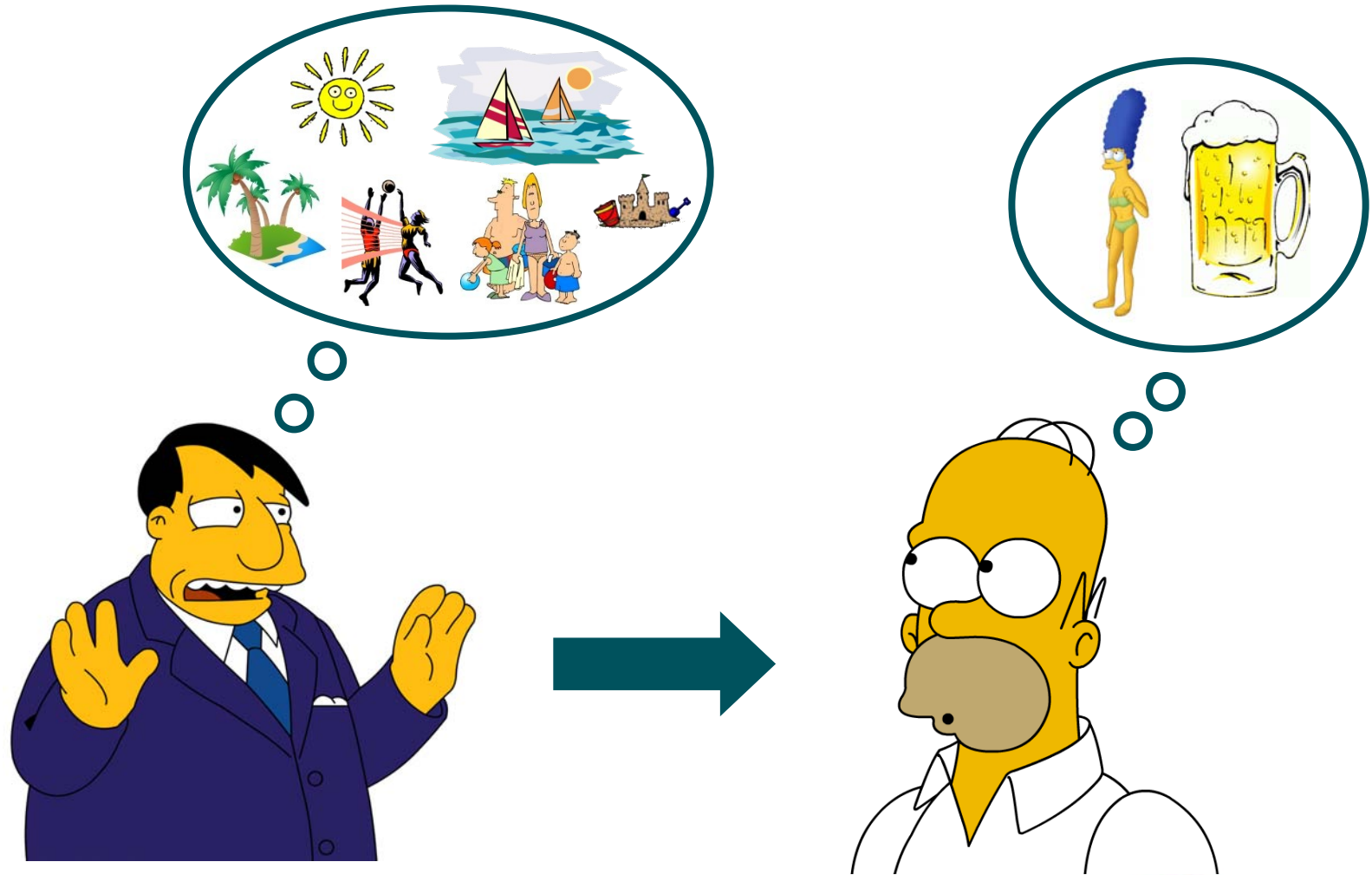
The City as a Brand

A **place brand** is “a network of associations in the **consumer’s mind** based on the visual, verbal, and behavioural expression of a place, which is embodied through the aims, communication, values, and the general culture of the place’s **stakeholders** and the overall place design.”

(Zenker & Braun, 2010, p. 4)

➤ A place brand is in the **consumer’s mind**

Perception Side



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(Zenker & Braun, 2010, p. 4)

- A place brand is in the **consumer’s mind**
- It is strongly influenced by the **residents**

The Four Roles of Residents



Target Group



**Part of the
Place Brand**



Ambassador



Citizen

(Kavaratzis, Braun & Zenker, 2010)

Cities are no Wash Powder



Place Marketing is Different

Diverse Target Groups (e.g., Braun, 2008; Kotler *et al.*, 1993; Zenker, 2009)

- Visitors, residents & business
- In-group / out-group

Diverse Place Offerings (e.g., Anholt, 2010; Braun, 2008)

- A bundle of products and services
- Hard and soft location factors

Non-Profit Aim (e.g., Ashworth & Voogd, 1990; Zenker & Martin, 2011)

- The aim is to maximize the economic and social functioning of an area

Political Environment (e.g., Braun, 2008; Moilanen & Rainisto, 2009)

- Problem of legitimization
- Different stakeholders from the place must be included
- Place marketing competences are often separated

Different Perceptions for Place Brands (e.g., Anholt, 2010; Kavaratzis, 2008)

- Places have a long history and perceptions are hard to change
- Place brand associations are very heterogeneous and complex

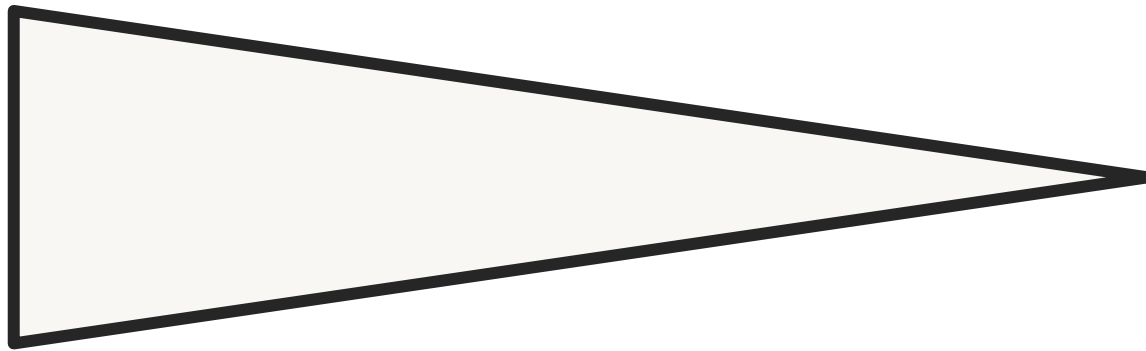
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Branding as Process of Reduction



The “**real**” Product

Brand **Essence**

Urban

Art

Culture City

Diversity

Music

Street Culture

Cosmopolitan

EVERYBODY

Vibrant

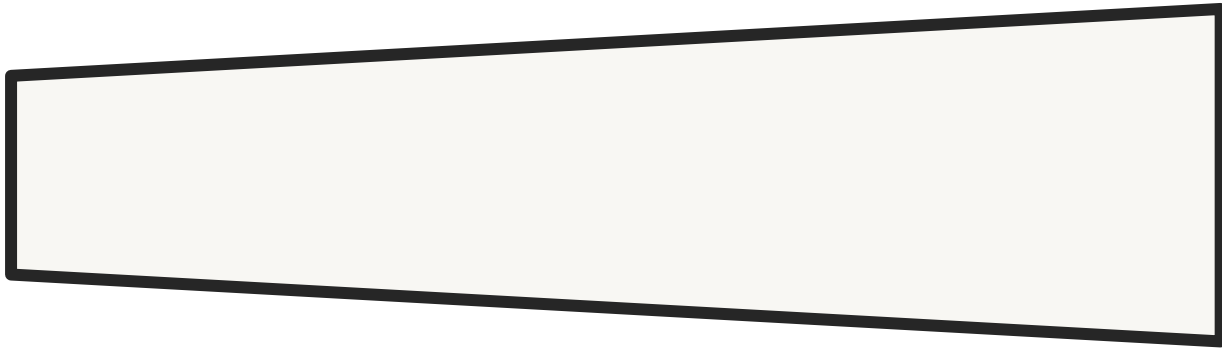
Fun

Party

Green City

Nature

Process of Complexity



The “real” city

As much as **you** can

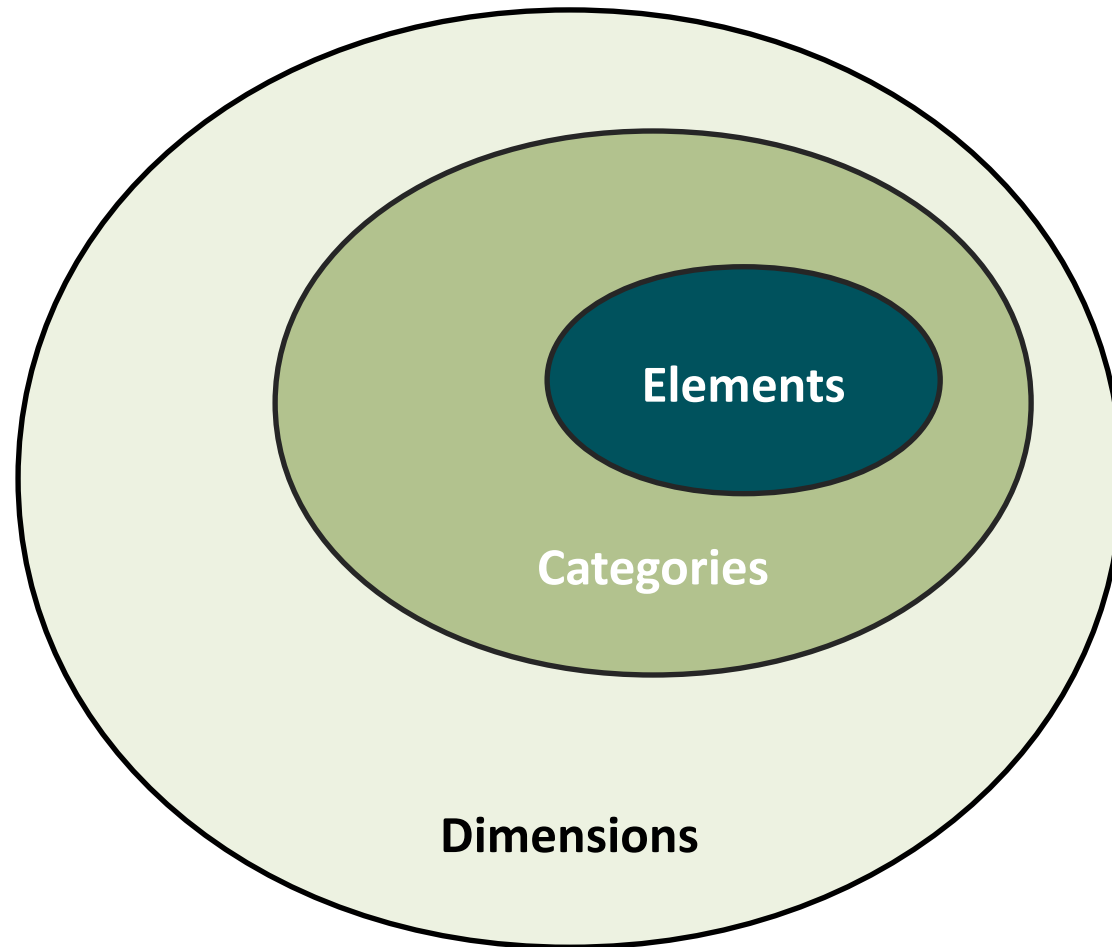
How to Manage Place Brands?



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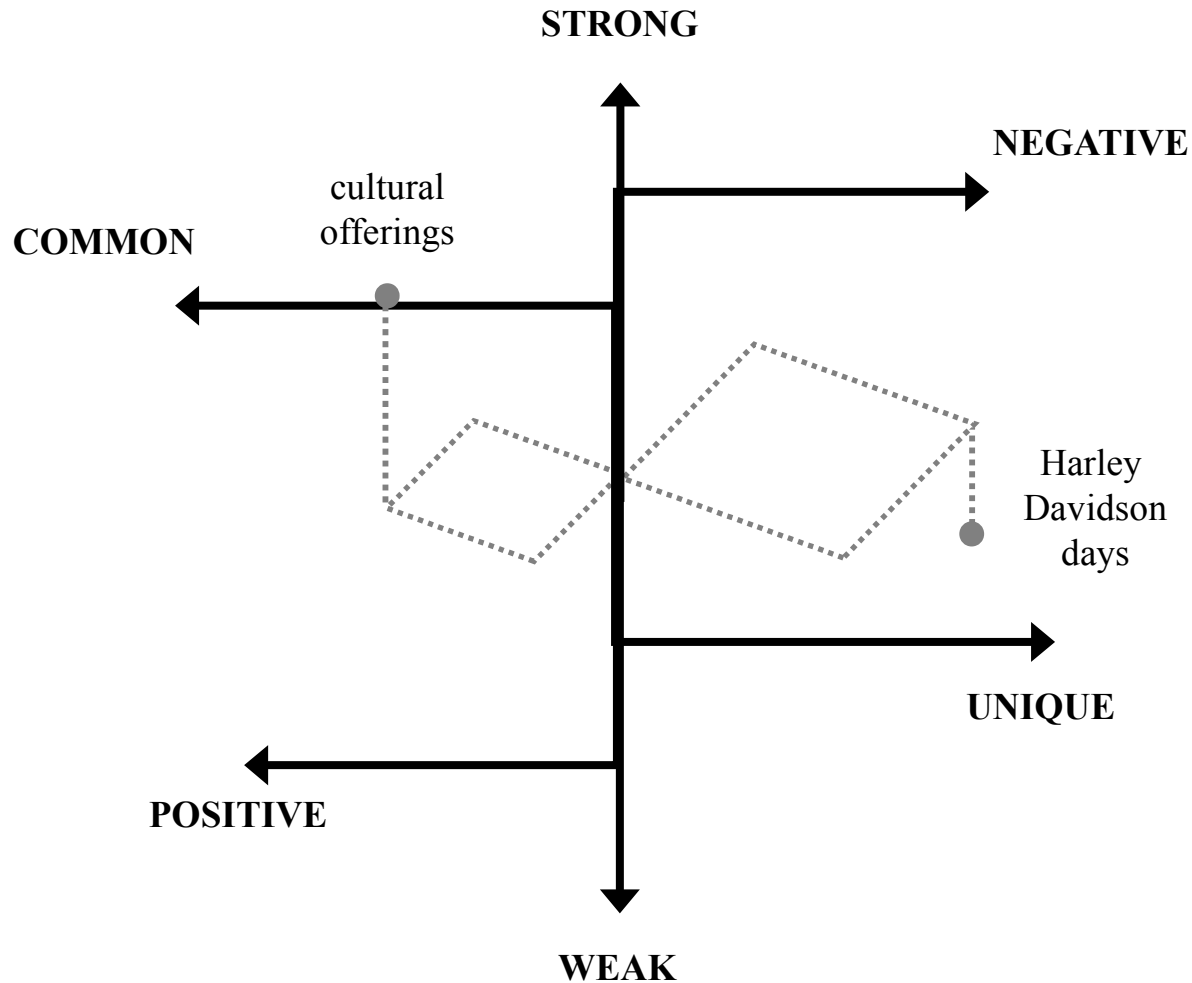
(Zenker & Braun, 2010, p. 4)

Conceptualizing Place Brands



(Zenker, 2011)

Dimensions of Brand Evaluation



(Zenker, 2011)

The Six Place Brand Categories



(Zenker, 2011)

Place Brand

For Example:



Place Inhabitants

Personality Scales

Diversity

Values

(Zenker, 2011)

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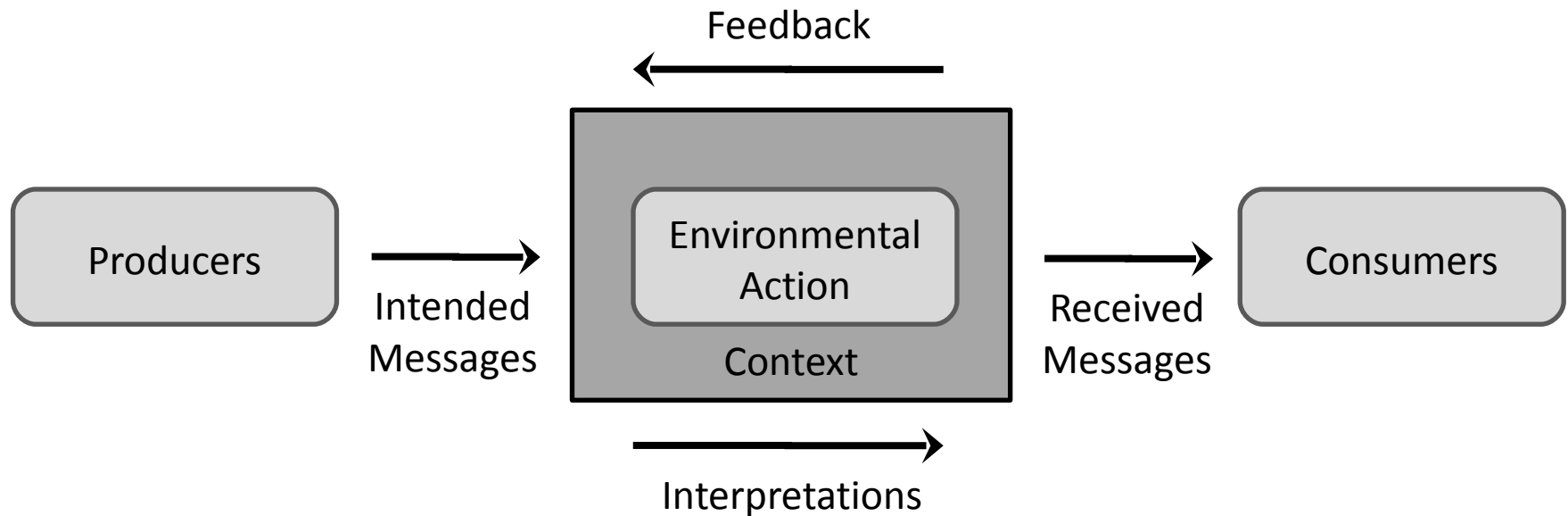
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Perception Management

Communication Model of an Environmental Action



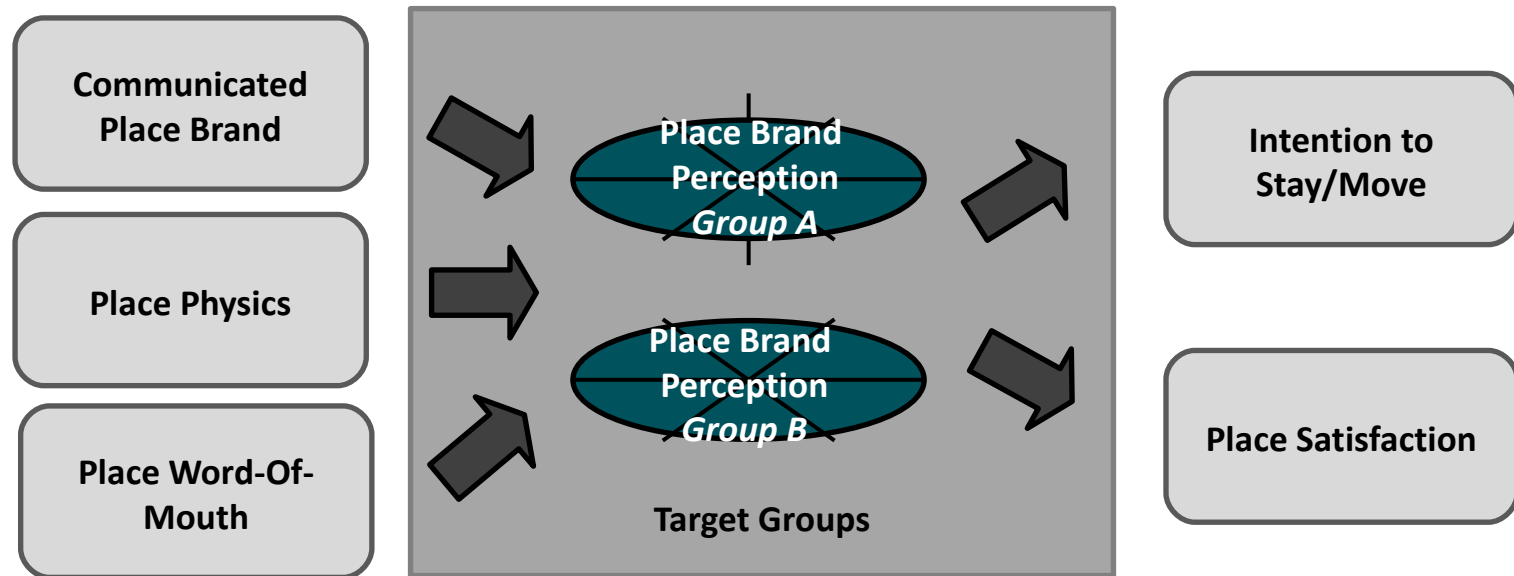
(Appleyard, 1979)

How Place Perceptions are Build

According to Kavaratzis (2008), the expressions of a place are formed by three types of city communication:

- (1) the **primary communication**, which includes the architecture and real place offerings, as well as the city's behaviour, and therefore could be labelled as **place physics**;
- (2) the **secondary communication**, which includes the formal communication through official channels, like all forms of advertising or public relations, and therefore is labelled as **place communication**; and
- (3) the **tertiary communication**, which refers to the word-of-mouth details reinforced foremost by the media and the residents themselves, and could thus be described as **place word-of-mouth**.

Place Brand Perception Model



(Zenker & Martin, 2011)

Brand Architecture and Places

Brand Architecture (e.g., Aaker, 2004)

- Hierarchical structures of brands (in the corporate context)
- Multiple target groups

Branded House Approach (e.g., Petromilli *et. al*, 2002)

- Umbrella brand
- Target group specific (product) sub-brands

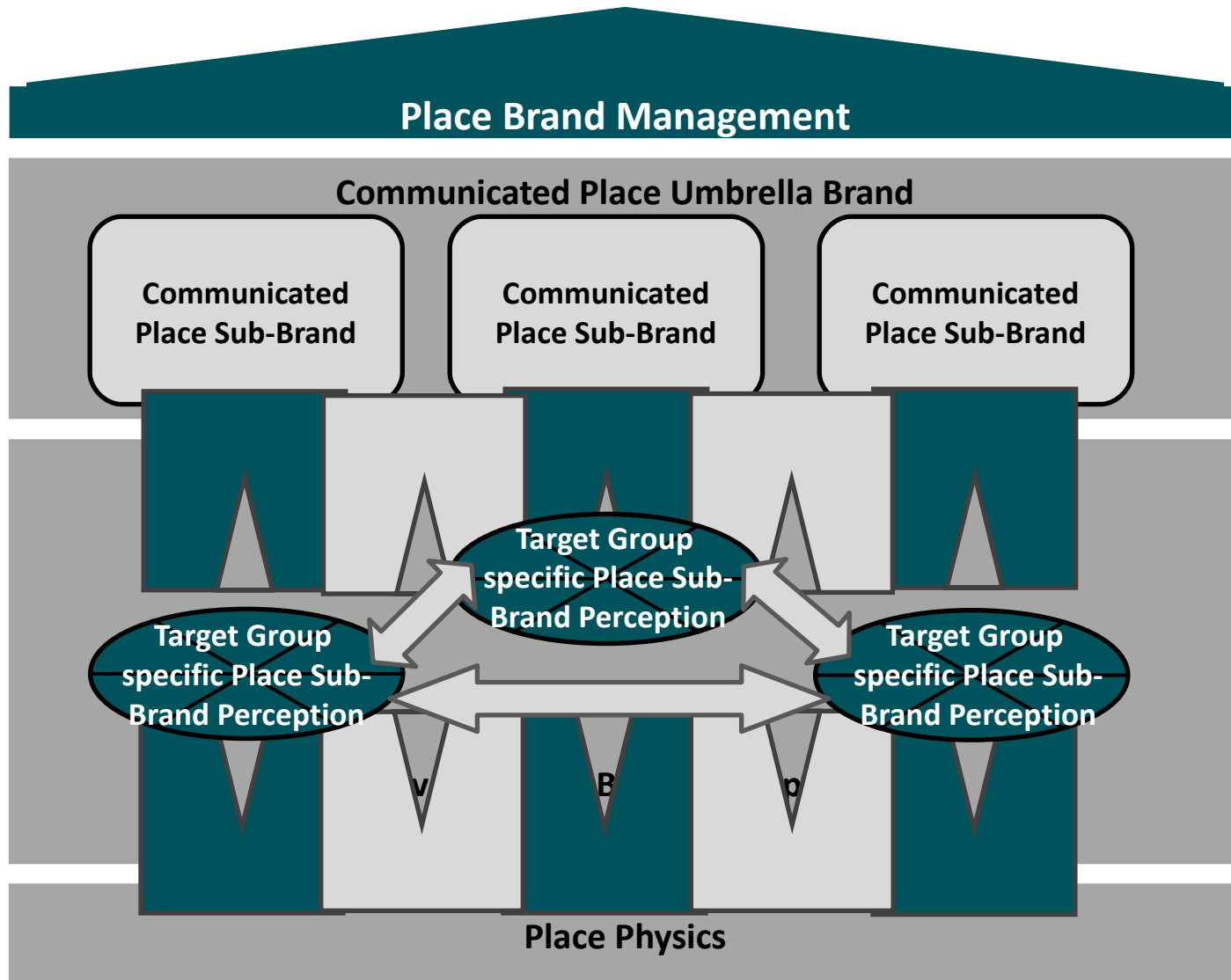
Branded House with Places (e.g., Dooley & Bowie, 2005; Kotler & Gertner, 2002)

- Product or company brand including a place brand
- Umbrella county brand and regional or provincial city sub-brands

➤ **You need a brand management structure with target group specific sub-brands**

➤ **While the shared associations could build a city umbrella brand**

The Place Brand Center



Summary

- Places strongly **compete** with each other
- Place marketing is a **customer oriented** approach
- Places have **diverse target groups**
- The **residents** fulfill a special role in this process
- The **aim** is not only to increase the economic, but also the **social** function
- The place brand is in the **consumer's mind**
- The different target groups have a **diverse** and **complex** place **perception**
- Thus, place branding is **not** a process of **reduction**, but complexity
- Place brand management is **perception management**
- Thus, places need a more advanced **brand architecture**
- With target group specific **sub-brands** and a place **umbrella brand**



Thank you for your attention

Visit my website: www.placebrand.eu

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