EURO CITIES

A SHARED VISION ON

CITY BRANDING IN

EUROPE

Contents

INTRODUCTION

Urban development is a constantly evolving concept. Originally focused on spatial, security, and sanitation issues, urban development has come to include an economic dimension, aimed at increasing a city's attractiveness and international visibility. In a global economy, cities compete to attract talent, investors, events and tourists. To meet this challenge, cities are engaging in marketing and branding to improve their image and position themselves on the international scene.

As city branding has become a key urban development tool, city developers are faced with a multitude of new questions: What is a city brand? How should it be developed and with whom? Which communication tools should be used? How should the brand be managed?

EUROCITIES established a working group on Brand Management and City Attractiveness in early 2010. Chaired by the city of **Lyon**, and with more than 40 cities participating, the group has met in **Lyon**, **Tampere** and **Valencia**. These meetings have allowed city policy officers to develop their understanding of city branding and to share experiences. Through a mixture of case studies, workshops, city presentations and external expert presentations, the group has discussed city brand strategy, city identity, brand governance and brand management, as well as practical tools for promoting a city brand.

The results are presented in this good practice guide, designed to serve as inspiration for cities engaging in city branding. However, the findings presented here should not be considered as proven solutions ready for implementation in any European city. Cities are, by definition, multilayered and highly varied entities, where specific tailor-made policies are a prerequisite for durable long-term results. This guide therefore presents a collection of different solutions applied in different European cities, each characterised by its own particular context.

On behalf of the entire working group, it is my hope and ambition that this guide will constitute a useful resource for EUROCITIES members who are engaging in the dauntingly complex and long-term endeavor of city branding.

Jean-Michel Daclin

Vice-president of Grand Lyon
Working Group Chair

1. WHY HAVE A CITY BRAND STRATEGY?

Cities are facing competition on an international scale. To attract inhabitants, investors, businesses and tourists, a city needs to be known and positioned on the global map of attractive cities. A city brand strategy is an essential tool in the creation of a successful city brand that will attract potential newcomers. Successful city branding can stimulate:

- increased competitiveness, resulting in a positive impact on investment, jobs, inhabitants, visitors and events;

- higher returns on investment in real estate, infrastructure and events;

- coherent city development, as the physical, social, economic and cultural aspects combine to deliver the brand promise;

- pride in the city as the inhabitants, businesses and institutions experience a new sense of purpose and direction.

With new logos and new promotional campaigns, branding and marketing can play an important role in city development. But the questions remain - what should the brand strategy be and what messages does the city wish to communicate?

CITY EXAMPLES

In the 1980s and 1990s, **Genoa** saw significant changes, evolving from an industrial port into a city of tourism, services and advanced technology. In 2007, Renzo Piano, internationally renowned architect and responsible for the regeneration of the port area in Genoa, was asked to work on a new image for the city. He developed the idea that **Genoa** can be defined as an urban laboratory: a growing and changing city that cares about its historic and artistic heritage, but is open and ready for innovation; a city which changes with its people through urban planning, to make it a place of meeting, growth and inclusion.

The result is the **Genoa** Urban Lab logo, which has become a significant element in the city's branding: a simple but evocative design, characterised by the strong presence of the name **Genoa**, with a single colour signifying warm communication. The slogan is easy to understand and can be read at different levels: from reflecting a changing town that is experimenting with new dynamics through to a laboratory that is planning for people with new urban solutions.

GE NOVA
urban lab

In contrast, **Karlstad** developed its branding to confirm the image that people already had of the city. In fact, it has developed its brand and logo from it's traditional image in Sweden: 'quality of life'. The guiding principles of this message are: an attractive growing city; a focus on people to ensure a city for everyone and a green and sustainable city. Since 1989, **Karlstad**'s logo has been a smiling sun, underlining its sunny position and disposition.

CITY OF KARLSTAD
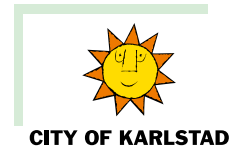
LESSONS LEARNED

Cities often strive to develop a brand which differentiates their own city from other cities. By capturing the spirit of the city and its characteristics, branding allows a city to show its distinctive strengths, to communicate a clear message, and to attract investors, firms, tourists and events at both a local and international level.

A clear city brand helps inhabitants as well as people elsewhere to understand a city's character. For example:

- a brand can help to establish a new image for the city, by highlighting the city's vision for the future;

- or a brand can confirm a city's existing image, strengthening the positive points, and distracting from any negative points.

Agreeing a city brand strategy as part of the brand development work is useful in:

- allowing cities to develop a long term vision for themselves - by thinking about what the city is, what the city wants to be, and how it wants to get there;

- helping cities to focus on how they wish to develop in the future;

- encouraging cities to think beyond their current situation in order to create new opportunities;

- creating a dynamic environment that will attract and retain collective or individual talents.

2. HOW TO BUILD A CITY BRAND FROM A CITY IDENTITY

There is a close link between a city brand and the identity and values that characterise that city. A brand is built on a city's existing strengths: the elements that constitute the city, such as the visual, economic, psychological, and symbolic elements, as well as the aspects that differentiate the city from others. These characteristics are at the core of the brand strategy, the brand statement and the brand positioning. But how should a city decide its statement and positioning? How should a city ensure a close connection between its own identity and the brand it wishes to develop? And how should the target audience be identified?

CITY EXAMPLES

In **Brighton**, a significant effort has been made to develop a brand that is closely connected with key aspects of the city's identity. As a result, brand guidelines have been developed, including a colour palette reflecting those colours perceived to evoke the characteristics of the city:

- cyan: sea, sky, calming;

- magenta: culture, health, femininity;

- purple: royal, spiritual;

- black: stylish, timeless.

The tone of voice that reflects **Brighton** and its inhabitants is defined by a number of key words:

- energetic: to get people excited about the city;

- personal: speak as we would to a friend;

- free thinking: happy to be ourselves;

- informal: chat as we would over a coffee;

- direct: no jargon, get to the point.

www.visitbrighton.com

The brand guidelines also define the type of imagery to be used by organisations in conjunction with **Brighton**'s branding.

To strengthen its brand, the city of **Zaragoza** decided to use a single slogan for all its target audiences: 'a challenge, a city'. This pro-active slogan emphasises that if you have a challenge, **Zaragoza** is the city for you, and that the city is united by the way it welcomes a challenge. The rationale behind this slogan is that it enhances the brand image and brand values of the Zaragoza city brand. This unique tagline answers two needs: it brings citizens together in a common purpose and it attracts businesses and investment to **Zaragoza**.

zaragoza

A challenge, a city.

LESSONS LEARNED

There is a very close link between a city's identity and its brand. At best, a city brand reflects the city's core values and characteristics. The brand message may also point to future aspirations and perspectives, while at the same time being rooted in the true story of the city. Cities need to be aware of the risk of creating too wide a gap between the brand message and reality. Ideally, cities should be able to first demonstrate a characteristic, then communicate it.

To be successful, city branding is often a long-term process, and should involve key local stakeholders, in a highly structured process. This allows all stakeholders to take responsibility for each stage, and also enables sufficient time to develop a brand that truly reflects a city's identity and values.

In building a brand, it is important to agree on the target audience, one or several, and to prioritise these targets along with any timescales. It is also vital to prepare a schedule for the process; and if the process is ongoing, this allows a city to focus on different targets at different stages. The many different components that can be linked to a city brand can be thought of as part of a 'branding tool box': they can be soft elements, such as slogans, colours, tone of voice or words, or hard elements, such as landmark buildings or urban planning actions.

3. WHAT TYPE OF BRAND AND STRATEGY?

W hen developing a brand, cities need to define the strategy for the brand, including the key messages, the objectives, and the target audiences. With a brand deeply rooted in a city's identity, there are several branding options. For example:

- the fully architectured brand: the brand has a logo and a slogan with a precise meaning that creates an image and is highly memorable;

- the propositional brand: the brand is a statement of, and a proof of, the positioning of the city;

- the naked brand: the brand is the city itself, and the marketer has to change people's perceptions of the city.

Whatever brand selected, it is important to keep the message simple, and based on the true strengths of the city.

CITY EXAMPLES

THE ARCHITECTURED BRAND: Before the 2006 Football World Cup, **Munich** decided to build a city brand for use in a variety of ways. The city began by defining a set of requirements for the brand: for example, it should be quick to create, self-explanatory, cover all facets of the city, build on recognised symbols, be intelligible to an international audience, be suitable for public relations and media relations, use the city as a medium, work in all kinds of media, and allow for partner integration. The selected brand slogan: '**Munich** loves you' reflects these requirements. Design features and imagery were then generated to capture **Munich**'s core characteristics:

- quality of life and leisure time;

- excellent networks, economic and scientific;

- hospitality, tolerance and a cosmopolitan outlook;

- dynamic with high-achieving sports.

The brand has been used to promote **Munich** for the 2006 Football World Cup, for the city's anniversary celebrations, and to promote **Munich** as an international city with a policy of sustainability. **Munich** decided to use both English and German versions of the slogan: the local language makes it easier for citizens to be part of the promise, while English ensures a wider understanding of the message and an international dimension.

M♥DICH
MÜNCHEN MAG DICH

M♥YOU
MUNICH LOVES YOU

THE PROPOSITIONAL BRAND: **Aarhus** wants to create a flexible brand which can convey different aspects of the city. However, like most cities, there are challenges involved. For example, the overall theme could be: 'a modern knowledge city', with several sub-brands showing that the city is more than simply knowledge. It may be difficult for a large group of stakeholders to agree to one unique brand and one unique strategy. If a small group of main stakeholders takes the decisions, other partners may be alienated and may therefore not support the brand. However, if the decision-making group is too big, decisions may take longer, and the brand may become too broad in scope to create sufficient impact. Choosing between a focused brand or a broader inclusive brand is a challenge that most cities face when developing their brand.

THE NAKED BRAND: **Manchester** has been a pioneer in the branding process. In its evolution from an industrial past to a more creative media-orientated present, the city needed strong positioning to ensure a new attractiveness. From explicit claims such as '**Manchester**, creative city', to specific activities, **Manchester** has achieved a renaissance, with new values, new leaders, new events, and new public sector organisations. **Manchester**'s current branding is, '**Manchester**, a mature city', For some, the baseline may seem almost redundant, as the city's values and brand promises can be said to be embodied in the name itself. These can be verified by simply walking through the city's streets, meeting Mancunians, and doing business in the city.

LESSONS LEARNED

W hatever the brand strategy or the type of brand, a city needs to deliver on its brand promise. A city brand may be built on one simple message that focuses, for example, on a particular aspect such as tourism; or the brand may deliver several messages. In either case, it is vital that the city can provide the benefits and experiences associated with the chosen branding, to deliver the promise and ensure brand credibility.

For the development of a city brand, different types of brand strategies are emerging:

■   the umbrella brand strategy, which delivers a flexible brand that can convey different aspects of the city, such as its economic, touristic and cultural aspects;

■   the glocal brand strategy, which consists of a global statement combined with a local positioning, based on clear local aspects;

■   the global brand strategy, which focuses on the brand as a global reference, such as the name of the city, enriched with elements of design that reflect the values of the city, its energy, pulse and positioning.

Developing a brand strategy from scratch can be challenging. It requires a significant communications programme to bring stakeholders together, prior to the brand creation. Media planning is a key success factor in reaching stakeholder target audiences. In addition, strong city assets have to be defined, described in detail, and suggested for inclusion, because the brand strategy is more about evoking an attractive environment than providing a set of clear promises. The real test for the brand will be the feelings and responses of the target audience while they are actually in the city.

4. HOW TO INVOLVE STAKEHOLDERS

The involvement of representatives not just from the city's government, but from the private sector, tourism and civil society, is fundamental to constructing and maintaining a successful city brand. This stakeholder involvement needs to meet a number of requirements:

- partnership: the stakeholder representatives need to work together using a partnership approach, to ensure buy-in and brand credibility;

- leadership: the stakeholders partners need strong leadership to overcome any internal differences and to ensure progress and effective decision making;

- continuity: continuity is fundamental in both the partnership and in the leadership, to ensure a long-term strategy and brand durability;

- shared vision: stakeholders must share a vision for the future of the city if they are to formulate a clear brand strategy;

- action-based implementation: to implement the brand strategy and create the brand, stakeholders must agree an appropriate set of actions at each stage.

CITY EXAMPLES

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. This six month process is structured around six stages:

- planning the process and naming the participants;
- analysing the region's current situation;
- structuring the brand identity;
- structuring the communication strategy;
- designing the branding;
- using the brand.

A number of working groups, involving key local stakeholders, were established to work on the process:

- a project group, including representatives from the city of Tampere and its region's marketing unit, a consultancy agency, and a communications agency; this group manages and monitors the process, with representatives of the Tampere region making final decisions on the branding;

- a steering group to test and comment on the work online, using intranet tools, and also in dedicated workshops;

- a users group to comment on the work, share ideas and keep others informed about the brand work;

- an influence group to spread the word about the branding work being undertaken; this group consists of representatives from across society, including decision makers, business people, academics, city representatives, politicians, artists and athletes.

These groups meet at least once a month and use various tools for analysis, such as benchmarking, research data, and mega trends that look at the ways people want to live. The most critical points in this project have been planning the process and deciding what aspects to include or exclude.

The development of the ONLYLYON brand in **Lyon** is the result of a partnership involving key economic and institutional stakeholders from the **Lyon** metropolitan region. The original reason for developing the ONLYLYON brand was to streamline the city's international marketing activities. These were previously undertaken by numerous local stakeholders in an un-coordinated way, resulting in a multitude of brands and logos that blurred the city's message. To create a coherent approach to international marketing, 12 economic and institutional stakeholders from the **Lyon** region decided to develop ONLYLYON.

Today, these partners all apply the ONLYLYON brand to their international communication efforts and also generally, in their marketing strategy. The success of the ONLYLYON brand is to a large extent due to clear leadership within the partnership, which ensured an efficient decision-making process, a shared vision for the city amongst members of the partnership, and subsequently the will to implement the brand.

LESSONS LEARNED

Developing a city brand can be a complex process involving a large number of local stakeholders each with their own agenda and their own vision of the city. A closely managed process appears to be a prerequisite for successful city branding that all stakeholders buy into. In addition, 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 characterises the city and projects the most commonly identified aspects;
- the expert approach, which leaves brand development in the hands of recognised professionals;
- the global co-produced process, in which citizens are engaged in a mass pooling of ideas that are used to build the brand.

5. HOW TO PROMOTE THE BRAND

Once a city brand has been developed, the next challenge is to promote and communicate it to the identified target groups. For this purpose a number of tools exist, including press relations, advertising, events, social media and ambassador networks. Since the choice of media is closely linked to the message and is therefore never neutral, cities should choose their communication strategy with care. Another point is that some targets respond better to social media, for example, while others respond more to traditional forms of advertising.

CITY EXAMPLES

PRESS RELATIONS: **Tampere** decided to develop its press relations to obtain coverage of the city in targeted magazines and newspapers. In 2009, with the help of the Finnish Tourist Board and public relations agencies, the city invited 90 overseas journalists from various papers, magazines, radio and TV stations for a 3-day thematic discovery trip. These journalists were chosen from countries with direct flights to **Tampere**'s Airport. The PR agencies took care of the inviting process, while the airlines, the Finnish Tourist Board, GoTampere Ltd, the Visit **Tampere** Region Project and other companies shared the costs. Local services were discounted because the visits were considered a marketing investment. This approach proved extremely cost-effective. With 100 media organisations involved, the city's message reached an audience of some 88 million people; and more than 73,000 mm of column space was generated. The investment by GoTampere and Visit **Tampere** Region was worth approx. €68,000, giving a price of 0.07cents per contact. If **Tampere** had purchased the equivalent media space, it would have cost approx. €310,000.

ADVERTISING: **Vilnius** invests in pure advertising, both in foreign mass media and through printed brochures and by taking part in international tourism fairs. Focusing its campaigns on the city's main marketing priorities, **Vilnius** works with airline magazines, specialist travel magazines, high-profile overseas newspapers and international TV channels. Statistical data shows that tourism from countries where Vilnius is strongly advertised is increasing every year. The city also arranges visits for foreign tour operators and media representatives: an impressive 340 journalists visited **Vilnius** in 2009. However, although these visits are cost-efficient, tangible results can be slow to materialise.

TAMPERE & REGION
FINLAND
Communists, spies and men for hire

EVENTS: Hosting major events can have a significant impact on a city and its image. For events such as the Olympic Games, even the bidding process itself brings together those stakeholders that are crucial to a city's brand development. Successful delivery of a major event can help improve international perceptions of a city and generate significant positive awareness. For example, **Manchester** won the bid to host the 2002 Commonwealth Games on the back of two bids for the Olympic Games. These helped strengthen the partnerships in the city and focused attention on the city's existing assets and those it needed to develop. The Commonwealth Games were such a success that the positive perception of **Manchester** they generated can still be measured today. Part of the legacy of those Games was a recognition that working in partnership and being genuinely ambitious are both vital to the development of a powerful city brand.

Events also offer an opportunity to communicate focused messages about the city and its attractiveness to vast numbers of people in the city's target audience. When **Oslo** hosted the 2010 Eurovision Song Contest, the host broadcaster NRK became the first organisation to integrate the local tourist office VisitOSLO into the production. In close cooperation with NRK and the city, VisitOSLO produced a programme of social events for the artists, the press and the Eurovision delegations. By creating the best possible working environment for everyone involved in the production, the event generated an enormous amount of positive press coverage worldwide, supporting **Oslo**'s image as a city of contrasts in culture and nature, and a Scandinavian centre of architecture and design.

CITY EXAMPLES

AMBASSADOR NETWORKS: For **Lyon**, the ONLYLYON Ambassador networks programme is based on the idea that the citizens of **Lyon** are its best representatives, and are therefore the city's most valuable asset. By combining the individual efforts of so many people, the city's Ambassador programme can make a real difference in raising the profile of **Lyon** on the international scene. The objective of the Ambassador programme is two-fold: to help stimulate buy-in from local citizens and to spread the word internationally.

SOCIAL MEDIA: Millions of people now regularly use social media such as FaceBook, YouTube and Twitter, and the numbers are constantly growing. This can have an important impact on how cities choose to communicate, and some cities are already capitalising on social media dynamics. For example, in autumn 2007, **Tampere** invited its citizens to enter a competition to create a two-minute video on 'My **Tampere**', hosted on YouTube. The idea was to highlight their views and experiences and to use the videos to promote the city. 50 videos were downloaded, the jury selected four winners, and the most interesting videos have been transferred to a DVD distributed by Creative **Tampere**.

MERCHANDISE: Merchandise can be used to integrate stakeholders into a city's Ambassador programme and spread the city's image across the world, in the form of viral advertising items. In **Ghent**, the department for city promotion and sports not only produces general merchandising materials for the city, bearing the slogan '**Ghent**: So Much City', it has also taken the lead by providing city service teams with coordination and administrative follow up when service teams are purchasing sector-specific promotional materials, such as '**Ghent** sport'.

LESSONS LEARNED

Cities have a wide choice of tools at their disposal to promote their brand. The approach used will be defined by the target audience and of course the resources available. A number of trends can be identified in terms of how cities currently promote their brands:

- ■ traditional media such as newspapers, magazines, radio and TV, are still very much part of the mix; approaches vary from traditional press relations to obtain editorial coverage in targeted newspapers, magazines or TV channels, to pure advertising, right through to promoting a city's ranking in national or international city comparison tables;

- ■ specific events, where cultural, sporting or economic activities are hosted, are useful in promoting the city's message to a specific target group;

- ■ Ambassador networks are helping to spread city messages across the globe and are also useful in gaining brand support from members of the local community, by giving them Ambassador status;

- ■ social media increasingly offers the opportunity to communicate with younger target audiences who may be harder to access through more traditional media;

- ■ merchandising tools can still be a very efficient way of promoting the city brand to a large audience.

6. HOW TO MANAGE THE BRAND

Just as a city is constantly evolving, so the brand that reflects that city must evolve over time. A city brand provides an efficient means of illustrating the development and dynamics of a city while at the same time representing continuity and clarity. Successful brand management helps to ensure the brand remains true to the brand strategy, while at the same time allowing the brand to adapt to change.

The way city brands are managed can vary significantly, depending on the city's geographical and political organisations, the scale of the partnership involved in the branding process, and the degree of consensus amongst stakeholders. This raises the question of the role of political will and leadership in the brand management process, how best to ensure a strong and controlled brand management, and how city rankings are used in this process.

CITY EXAMPLES

City brand management depends on the city's people, especially its leaders. They can provide guidelines, support concept development, and reassure the different partners. To gather all the stakeholders together, and develop and maintain a comprehensive view of the city, requires a network of leaders to manage the process. This traditionally includes mayors, university principals, and senior executives of the city's companies and associations. These are the people who will guarantee the delivery of the marketing promise, and they need to enjoy strong political leadership. This has certainly been the case for the more complex examples such as **Genoa** and **Lyon**. Civil servants also need to be closely involved to make sure that political leaders deliver the brand message in the right way. In addition, continuity of leadership personnel is required to protect the long-term strategy for the brand, and to overcome any short-term political objectives linked to electoral terms.

Manchester has created a dedicated body known as 'market **Manchester**', responsible for city brand management and promotion, using the city's brand, a portfolio of events and a strong tourism policy. Divided into the main functions of business development, marketing, and communications, this organisation works on events, commercial, marketing, design, press and public relations, and new media. As part of the brand management process, there is a strong collaboration between 'marketing **Manchester**' and 'visit **Manchester**'.

CONTROLLING THE BRAND: Cities control their brands in a variety of ways. Some cities allow everyone to use their branding. For example, **Ghent** allows its logo to be downloaded by anyone, from the city's website. Others have a more restrictive policy. For example, **Munich** authorises the use of its branding on corporate advertising or at specific events, on a case by case basis. The city of **Utrecht** adopts another approach to brand control, through its free monthly 'cultural Sunday' events, which are open to everyone. All artists taking part in these events can use **Utrecht**'s 'cultural Sundays' branding to promote their activities at these events. In this way, the city and some of its stakeholders can be promoted in a carefully controlled way, at events that are organized and controlled by the city.

CITY RANKING: The city ranking process and results are increasingly used in city brand management as well as by the media. In the context of international competition between cities, city rankings can provide a more accurate guide to the reality of a city than personal perceptions of a city. The ranking process can help a city understand both its current positioning and its future direction. In particular, city ranking can be useful for:

■ benchmarking practices and strategies, to identify good practice and provide inspiration for the branding process;

■ identifying new aims and objectives for a city;

■ highlighting newly emerging criteria that the city may need to focus on, in order to deliver its brand promises.

LESSONS LEARNED

City brand management can be seen as a delicate balance between ensuring effective control and encouraging innovation and creativity.

The success and style of city brand management depends on various elements:

- maturity of the stakeholders: the maturity and experience of the city stakeholders will determine their ability to support the necessary planned activities. A less experienced stakeholder team will be more successful with a limited and very structured branding approach, based on simple practical messages within a precise framework. Meanwhile a city with a greater collaborative experience will be able to successfully manage a more complex 'toolbox' approach , for example, encompassing a variety of sub-brands;

- maturity of the strategy: in general, as city brand strategies mature, sub-brands can be successfully added, for example, to support innovative policies, or for different sectors or activities. This allows city branding to strengthen the unity of a city by including a whole range of activities and sectors within the city's overall positioning, vision and values. As a city's brand strategy matures, a city's branding can evolve from a mid-term communication campaign to a long-term asset that crystallizes the city's identity;

- experience of the leading team: the leading team has to go beyond its own specific interests to build an overall frame of reference for the brand, where each public policy can be supported without diluting the overall branding. The leading team should ideally combine a wide range of skills: from marketing and communication skills through to organisational skills and a good understanding of economics;

- return on experience: it is vital to collect and learn from regular evaluation of a city's branding activities. It is important to be able to measure the success of these activities, in order to evaluate and improve them over time as brands should be flexible and adapt to changing circumstances;

- specific goals assigned: brand managers can develop and assign new goals for the brand, as the city changes over time. New brand goals can support the transformation of a city, help to reinforce the city's governance, and make the city more attractive to its target audience by further improving the city's image. New goals can also increase social cohesion through pride in the city, and generate a new pulse through new projects and events.

CONCLUSION

Cities today are increasingly engaging in a branding process. In the context of international competition, they want to differentiate themselves from other cities. A clear city brand can help the city to become better known, both globally and to their own citizens, and thereby attract newcomers and investment.

The main conclusions to be drawn from the experiences of the EUROCITIES working group on brand management and city attractiveness are:

- 'Mind the gap' - There is a strong link between a city's identity and its brand. A city brand should encompass the city's core values, characteristics and aspirations. The brand message points to a future perspective, while at the same time being rooted in the true story of the city. However, cities should be wary of stretching the gap between the brand message and reality: instead, "first demonstrate it, then communicate it!"

- 'No shortcuts' - Stakeholder involvement is an important element in successful brand development. A wide variety of stakeholders should be involved to ensure continuity and shared vision. At the same time clear leadership is necessary. Once the brand has been developed, cities can promote the brand in numerous ways: from traditional press relations, advertising and targeted events, to setting up ambassador networks, using social media and producing tailor-made merchandise. In addition, the organisation in charge of promoting the brand needs to ensure brand management and brand governance.

And finally, there is no single formula for success - each city must create and manage their brand in the way that is best for their situation, but the chances of success will be greater if they are proactive and aware of the experiences of others.

Working group members
Aarhus, Denmark
Bergen, Norway
Bonn, Germany
Bratislava, Slovakia
Brighton, UK
Bristol, UK
Budapest, Hungary
Bursa, Turkey
Dublin, Ireland
Genoa, Italy
Ghent, Belgium
Gothenburg, Sweden
Glasgow, UK
Heraklion, Greece
Izmir, Turkey
Karlstad, Sweden
Kharkov, Ukraine
Katowice, Poland
Lublin, Poland
Lyon, France
Madrid, Spain
Malmo, Sweden
Manchester, UK
Munich, Germany
Nantes, France
Netwerkstad Twente, The Netherlands
Oslo, Norway
Rotterdam, The Netherlands
Rennes, France
Reykjavík, Island
Sintra, Portugal
Strasbourg, France
Tampere, Finland
Tbilisi, Georgia
Utrecht, Netherlands
Vienna, Austria
Vilnius, Lithuania
Warsaw, Poland
Zaragoza, Spain
Algoé (Business Partner)
IBM (Business Partner)

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