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CITY BRAND IN RELATION TO LOCAL DEVELOPMENT

Abstract: The hereby paper discusses problems referring to city brand in relation to local development. The introduction presents an attempt to define local development putting particular emphasis on the approach aimed at mobilization and coordination of local resources and energy. Next selected brand definitions are presented as well as the role of local community and self-government authorities in local development processes. Emotional dimensions of the city brand in the context of such development are discussed in a complex and structural manner. Ideological, psychological, sociological and cultural dimensions are also characterized. Within the framework of each dimension key components are listed as well as their relation and influence on local development. Finally, these potential benefits for local development are emphasized which result from having a strong city brand and presented in division into economic and social sphere.

Keywords: city brand, local development, territorial marketing.

1. Introduction

The definition of development in local scale, due to the concept complexity, turns out to be relatively complicated and its unique nature is difficult to present in an explicit way. Professional literature suggests an approach according to which co-dependence and development integrity, in a long time perspective, constitute determinants for lasting and sustainable local development in the sphere of economic, social and natural subsystems manifesting themselves in a material manner by means of specific usage and management of geographical space¹. Local development can be understood as e.g. the process of changes occurring in a city, a rural commune, an urban-rural one, or in a sub-region determined in some other way (in a local socio-territorial system) featuring specific spatial, economic and cultural attributes, as well as local preference of needs and hierarchy of values².

¹ T. Markowski, *Teoretyczne podstawy rozwoju lokalnego i regionalnego*, [in:] *Gospodarka regionalna i lokalna*, ed. Z. Strzelecki, Wydawnictwo Naukowe PWN, Warszawa 2008, p. 14.

² R. Bról, *Zarządzanie rozwojem lokalnym. Definicje, cele, zasady i procedury*, [in:] *Zarządzanie rozwojem lokalnym. Studium przypadków*, ed. R. Bról, Wydawnictwo Akademii Ekonomicznej, Wrocław 1998, pp. 9, 10.

Out of numerous definitions of local development, for the purposes of the hereby paper³, it has been accepted as the process of differentiating and enriching economic and social activities at a defined territory and manifesting itself in mobilization and coordination of its own resources and energy. This perspective allows for the relation of local development and city brand to be well visible. Places characterized by a strong, well-recognized brand face an easier task in the context of entrepreneurship enhancement and local community stimulation which is observed in more intense participation in solving developmental problems of their residents. Additionally, brand allows for more effective exposition of local resources and overall potential, it may also serve as the source of positive energy and enhancement for creative initiatives and behaviours.

Among the general local development goals, the implementation of which may be indirectly influenced by place branding, the following are distinguished⁴:

- opening high quality work places,
- obtaining local economic stability,
- establishing diversified economic background in the local system, resistant to the occurring disturbances in certain economic sectors.

The paper attempts to emphasize selected problems related to city brand, which refer to its positive influence on local development, with particular focus on presenting potential advantages for city development resulting from its strong brand.

2. The significance of city brand in the process of local development

While attempting to define brand as such, two basic groups of definitions may be distinguished. The first refers to a brand as the sum of a product and a certain added value related to it. In the context of such approach a product is understood as objects, services, individuals, regions, cities, organizations or ideas. In the times of global and intensified competition the added value mentioned above may become decisive in terms of success resulting from the undertaken development-oriented initiatives⁵. The second group of definitions refers to a brand as the product added value, e.g. an image, however, without taking the product itself into consideration⁶. For the local development enhancement certain brand functions also seem crucial, especially those which refer to social behaviour integration and provide for the

³ A. Jewtuchowicz, *Strategie rozwoju dużych miast i ich wpływ na proces transformacji gospodarki*, [in:] *Strategie rozwoju wielkich miast*, ed. R. Domański, PAN KPZK, Warszawa 1995, p. 87.

⁴ E. Blakely, N. Leigh, *Planning Local Economic Development. Theory and Practice*, Sage Publications, Thousand Oaks 2010, p. 215.

⁵ A. Raszkowski, *Selected aspects of territorial units promotion*, [in:] *Regional Development and Planning*, ed. M. Šašek, Faculty of Social and Economic Studies, J.E. Purkyně University, Ústí nad Labem 2010, p. 213.

⁶ G. Urbanek, *Zarządzanie marką*, PWE, Warszawa 2002, pp. 13, 14.

sense of belonging to certain social groups, acting as self-esteem boosters or creating culture-oriented behaviours⁷.

While listing the key local development qualities it is well visible that the process itself is, to a great extent, dependent on both activities and creativity represented by the local community, as well as its self-government representatives (local authorities). Sources of such activities originate from the local community awareness of both capabilities and potential it presents in defining and solving local problems. Creativity is understood as an individual talent, which manifests itself in the ability of generating new ideas, opinions, non-standard solutions coming up at some unexpected occasions and resulting from a human mind creative thinking⁸. Professional literature also provides examples of joint approach which combines creativity and inborn motivation. It stimulates activities aimed at accomplishing the set targets which require innovatory approaches or solutions⁹.

From the perspective of the above discussed problems local development expresses itself in searching for independence and distinctiveness as well as local identity¹⁰. In the global and competitive world city brand may, in a significant way, construct and strengthen local identity.

The sense of belonging to an elite and a quickly developing or unique place offering special atmosphere, which allows for enjoying higher living standards, apart from the measurable indicators, also influences better inter-human relations, lasting and strong family ties, city cultural offer, local cuisine quality or customer service level in public institutions¹¹.

A city does influence the personality of its inhabitants and vice versa, it is the residents who stimulate the city development. Those who live in cities famous for and proud of a well established city brand, generally recognized as well organized and managed locations, do declare themselves as happier than inhabitants of other cities. They are also characterized by higher creativity, cognitive needs, openness, eagerness for improving their skills and acquiring knowledge. The local community qualities listed above, influenced by the city brand, definitely shape its development and strengthen its competitive position with reference to other territorial units¹².

⁷ M. Hereźniak, *Marka narodowa. Jak skutecznie budować wizerunek i reputację kraju*, PWE, Warszawa 2011, p. 47; J. Kapferer, *The New Strategic Brand Management. Creating and Sustaining Brand Equity Long Term*, Kogan Page Publishers, London 2008, p. 22.

⁸ A. Green, *Creativity in Public Relations*, Kogan Page Publishers, London 2010, p. 4.

⁹ B. Hennessey, T. Amabile, *The conditions of creativity*, [in:] *The Nature of Creativity. Contemporary Psychological Perspectives*, ed. R.J. Sternberg, Cambridge University Press, New York 1988, p. 13.

¹⁰ R. Brol, *Region jako obiekt badań*, [in:] *Taksonomia struktur w badaniach regionalnych*, ed. D. Strahl, Wydawnictwo Akademii Ekonomicznej, Wrocław 1998, p. 31.

¹¹ T. Zalewski, *Inne Stany. Czym różni się od nas Amerykanie*, Biblioteka Polityki, Warszawa 2011, p. 23; J. Denhardt, R. Denhardt, *The New Public Service. Serving, Not Steering*, M.E. Sharpe, New York 2011, p. 64.

¹² T. Stawiszyński, *Szczęśliwe adresy*, "Newsweek Polska" 2011, nr 19, pp. 40, 41.

City brand is largely and mostly established by people – local residents who, by their involvement in its development, allow for their city to cross subsequent developmental thresholds and create a favourable image. One of strong brand determinants, which may exert favourable influence on local development, becomes its acceptance and understanding by a relatively large group of recipients made up of e.g. residents, tourists or entrepreneurs.

The city branding strategy, which in an optimum way does stimulate local development, should be based on the following elements¹³:

- creating transparent, distinctive, ambitious and realistic brand position,
- referring brand placement to social potential and the system of the accepted types of behaviour and internal attributes,
- considering local development strategy in force and especially its components referring to creative abilities, skills or human potential enhancement,
- flexible adjustment to potential expectations voiced by groups of recipients,
- efficient communication with local leaders,
- effective cooperation with the media,
- consistency in the implementation of the set goals.

Professional literature, relatively frequently, emphasizes strong relations between a brand referring to territorial units and people. It results from the assumption that human knowledge, skills, ambitions make a certain place more attractive, a “branded” place since they influence its tourist, cultural, market, social and political potential¹⁴.

3. Emotional dimension of city brand for the benefit of local development

With reference to the above presented discussion four emotional city brand dimensions are characterized below (Fig. 1). Once referring to reality from the perspective of emotions and feelings, the dimensions mentioned above are relatively difficult to capture in a quantitative framework, nevertheless their quality-oriented description may be attempted. Additionally, emotional approach to city brand, in the context of local development, corresponds well with the new trends in place marketing based on diagnosing and meeting the needs and desires of city products and service users. In this context one can reach beyond standard brand perception and search for added value, for the activation of unmanaged human energy reservoirs, creativity or entrepreneurship focused on local development. Among basic advantages related to positive emotions generated by city brand the following may be distinguished: loyalty of

¹³ A. Middleton, *City branding and inward investment*, [in:] *City Branding. Theory and Cases*, ed. K. Dinnie, Palgrave Macmillan, New York 2010, p. 20.

¹⁴ S. Anholt, *Competitive Identity. The New Branding Management for Nations, Cities and Regions*, Palgrave Macmillan, New York 2007, p. 75.

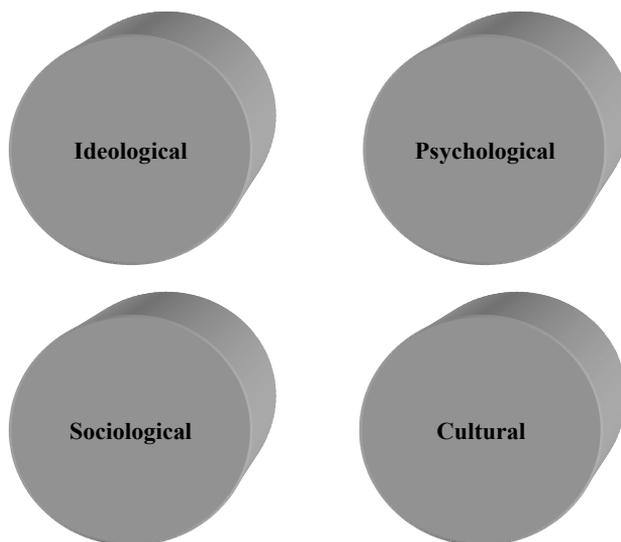


Fig. 1. Emotional dimensions of the city brand

Source: prepared based on: I. Ellwood, *The Essential Brand Book. Over 100 Techniques to Increase Brand Value*, Kogan Page, London 2002.

potential clients for local products and services¹⁵ as well as recognition at the background of other competing cities.

The ideological dimension of brand represents one of the most important and strongly rooted in consumers' minds notions which are difficult to change in a short time perspective, especially regarding emotional approach to a certain location. At this point one deals with such values as religiousness, patriotism, ethics, ecology. The cities which meet such non-material needs stand a chance of accelerated growth. It is worth emphasizing that patriotic feelings are directly related to the desire of purchasing, by local community, those products which are manufactured in their closest area. Ecology refers to issues regarding urban policy performed in line with sustainable development principles, respecting natural environment or applying pro-ecological infrastructural solutions. The role of urban space aesthetics is unquestionable in the context of city overall attractiveness, therefore one may assume it constitutes an indispensable background for further activities and upgrading its competitive position. The opposite pole of city brand ideological dimension is filled with negative emotions related to immorality, ugliness and low self-esteem.

Within the framework of psychological dimension analysis an opinion may be put forward that it is responsible for satisfaction (e.g. from the place of residence),

¹⁵ P. Kotler, K. Keller, M. Brady, M. Goodman, T. Hansen, *Marketing Management*, Pearson Education, Harlow 2009, p. 426.

professional fulfilment, successful personal creation, experiencing triumph, mental satisfaction (opposite emotions are expressed by: boredom, the feeling of failure, absence of any satisfaction, reduced professional and personal success). Satisfied inhabitants, investors, tourists, on the one hand represent the city natural asset and, on the other, if stimulated by the psychological dimension of its brand are more willing to participate in activities aimed at local development intensification¹⁶.

Sociological dimension of city brand results from a human, natural need to belong to and mix with certain social groups. A community which lives under a peculiar umbrella of city brand satisfies, in this way, its need for social identity, importance of its status, represents an elite, unique and recognized place with which it can identify itself together with other representatives of local community. Among positive components related to this dimension the following may be listed: friendship, love, the feeling of assimilation, establishing groups of joint belonging and aspirations. Opposite emotions are as follows: loneliness, isolation, distrust, fear, anonymity. Just like in case of psychological dimension, such accumulation of positive emotions influenced by a city brand results in measurable benefits for local development manifesting themselves in professional and private activities performed by the local community.

Cultural dimension of city brand, in this particular case, refers to strong leadership performed by iconic and legendary individuals, charismatic personalities, city brand ambassadors, but also to famous events, products and services associated with the city as a part of its identity components and its history. Certain positive emotions may be listed at this point as referring to iconic personalities, intellectual and spiritual leaders, cult-oriented events, objects, products or services. Emotional counterbalance manifests itself in the absence of charisma, in imitating and replicating, in passive attitudes or absence of distinctiveness. It did happen in the past that strong leaders, representing certain domains of sport, politics, business or art determined and influenced city brand practically on their own, which resulted in brand strengthening and local development enhancement. Additionally, all legendary, iconic events, objects and personalities (present and historical) related in some way to the city are capable of stimulating its development for many years to come.

4. Benefits from the city brand for local development

Strong and recognized city brand may exert favourable influence on local development in many dimensions. It has to be emphasized that some of such positive changes occur in certain time intervals. As compared to activities undertaken e.g. in the area of technical infrastructure the effects of which may be easier and faster noticeable, positive changes related to city brand require time and consistency in creating

¹⁶ L. Chernatony, M. McDonald, E. Wallace, *Creating Powerful Brands*, Elsevier, Oxford 2011, p. 125.

and strengthening an image of the city. The table below presents selected elements of the city brand beneficial influence on local development divided into economic and social sphere.

Table 1. Selected spheres of the city brand beneficial influence on local development

The area of city brand influence	Potential elements of the city brand beneficial influence on local development
1	2
Economic sphere	<ul style="list-style-type: none"> – better city perception at national and international arena, – stimulating international cooperation, including twin cities, – higher investment attractiveness of a city, – more favourable investment climate, – easier access to target trade markets, – higher recognition of the city, – intensified tourist traffic, – possibility of minimizing irregular demand effects for tourism-oriented services, – higher loyalty among tourists, – positive experiences and opinions expressed by previous investors, – increased attractiveness of the city products and services, – higher interest in the city regarding its history, culture and art, – increased interest in educational offer, – growing efficiency of promotional activities performed by local authorities with the participation of urban environment, – more developers interested in the city, – greater interest in the city by the media, – possibility of commercial chains accelerated development, – more sponsors interested in the city, – higher turnout at organized events, – easier purchasing decisions made by potential clients of local products and services, – possibility of better recognition among other cities, – more chances for significant national and international institutions established in the city.
Social sphere	<ul style="list-style-type: none"> – perception of the city in terms of a place for spending time in an attractive way, – higher level of confidence in local authorities, – extended opportunities for carrying out important activities, not popular among local community members, – prestige resulting from working and living in the city of a well known brand, – strengthening the feeling of loyalty towards the city, – simplification of reality, selective perception of positive impressions about the city in the minds of potential local space users, – mental association of the city with a group of places attractive for business and potential place of residence, – easier elimination of negative information about the city, – residing in the city as the manifestation of social status, – local identity strengthening,

Table 1, cont.

1	2
	<ul style="list-style-type: none"> – improved meeting these needs which refer to the sense of aesthetics, uniqueness, exceptional character, – higher level of local community creativity, – activating the sense of cultural identity, – local community smaller inclination towards migrations, – better relations between particular social groups in the city, – higher social participation in local problems solving, – attracting creative personalities and famous individuals to the city.

Source: author's compilation based on: T. Metaxas, *Place/City Marketing as a Tool for Local Economic Development and City's Competitiveness: A Comparative Evaluation of Place Marketing Policies in European Cities*, University of Thessaly, Volos 2002; S. Rainisto, *Success Factors of Place Marketing. A Study of Place Marketing Practices in Northern Europe and the United States*, Helsinki University of Technology, Institute of Strategy and International Business, Espoo, Finland 2003; A. Raszkowski, T. Kołakowski, *Analiza i ocena korzyści na poziomie regionalnym w związku z pomocą publiczną udzielaną przez dolnośląskie samorzady inwestorom zagranicznym*, [in:] *Badanie atrakcyjności inwestycyjnej i potencjału gospodarczego Dolnego Śląska w ujęciu lokalnym*, Millward Brown SMG/KRC, Warszawa 2011; B. Baker, *Destination Branding for Small Cities. The Essentials for Successful Place Branding*, Total Destination Management, Creative Leap Books, Portland 2007; B. Baker, *Twenty Benefits of a City Branding Strategy*, "Total Destination Marketing" 2010; P. Kotler, C. Asplund, I. Rein, D. Haider, *Marketing Places Europe. How to Attract Investments, Industries, Residents and Visitors to Cities, Communities, Regions and Nations in Europe*, Financial Times Prentice Hall, London 1999.

Positive role of a brand in an economic sector may manifest itself in upgrading investment attractiveness of the city since it is the brand which becomes one of the elements influencing the choice of location for potential investments. Business sector representatives, apart from economic factors, more and more often pay attention to the city image, its position in national and international rankings of territorial units, its investment climate, diversified educational offer, opportunities for spending free time, tourism-oriented potential, promotional campaigns, innovative approach and involvement of local authorities. It is also crucial for them to see how attractive local products and services are, which translates itself into easier and simpler purchasing decisions, as well as increased loyalty of the city space users, or higher interest in the city by the media.

With reference to social sphere the city brand influence on local development becomes well visible in the strengthening of local identity. City community is proud of residing and working in a prestigious location characterized by a well known brand, where standards of living keep improving and result from all material goods at the city disposition and the feeling of satisfaction from positive and promising perspectives. Satisfied residents present higher level of creativity, willingness to explore the surrounding environment, to improve their skills, upgrade their knowledge and present openness towards changes. Within the framework of social sphere attention should also be paid to an increased activity of local community and higher confidence in self-government authorities, which altogether becomes stimulated as the result of a well-recognizable brand.

5. Final remarks

While researching the components which exert favourable influence on local development, the issues related to city brand seem to keep gaining importance. City brand can, in an indirect or direct way, influence the whole range of phenomena which support the process of local development. In the competitive environment of territorial units the possibility of becoming distinguished, of having a favourable image and reputation result in the growing number of residents, new investments, work places, slow down migration processes and facilitate international cooperation.

Additionally, the city brand opens space for more effective promotion of local resources and functions as a cementing emotional component of initiatives undertaken for the benefit of local development. With reference to city community it may play the role of a catalytic agent in stimulating entrepreneurial, creative attitudes and enhancing participation in solving development problems. It also helps in experiencing more completely both prestige and satisfaction from the place of residence and, at the same time, acts as a peculiar buffer alleviating the occurring unfavourable situations and makes the city management much easier for local authorities.

In the situation when the sense of bonding with a certain place is significantly low, the process of city brand creation should become one of major priorities for local authorities. By means of complex activities, in the area of technical and social infrastructure or place marketing, confidence in local authorities and the sense of satisfaction from place of residence should be gradually restored in a long-term perspective. Strong city brand may, beyond any doubt, support the process of local development, however, it is determined by meeting fundamental standards regarding urban infrastructure and the quality of territorial unit management. Once negative changes occur at a local level, city brand may play the role of a peculiar buffer for negative processes. A similar phenomenon is observed in case of brands referring to traditional products and services. Places marked by a well-recognized brand experience, as a rule, higher loyalty, better image, are observed as more stable for starting and running a business and in crisis times may attract creative personalities searching for areas to carry out their development objectives and fulfil their aspirations.

Additionally, it has to be pointed out that not all initiatives undertaken by city managers, in the domain of city brand creation, are received with due appreciation and support by the urban space users. In some cases a clash between the authorities' ideas and the opinion of inhabitants about them, does occur. In such circumstances the best option seems to be working out common solutions based on social consensus¹⁷. It is supported by the desire to accomplish final success in city brand creation, determined by recognizing the chosen development targets as their own by urban community.

¹⁷ K. Wardrop, *Edinburgh. Scotland's inspiring capital*, [in:] *City Branding. Theory and Cases*, ed. K. Dinnie, Palgrave Macmillan, 2010, s. 149.

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MARKA MIASTA W RELACJI DO ROZWOJU LOKALNEGO

Streszczenie: W niniejszym artykule poruszone zostały zagadnienia związane z marką miasta w odniesieniu do rozwoju lokalnego. Na wstępie podjęta została próba zdefiniowania rozwoju lokalnego, ze szczególnym uwzględnieniem podejścia zwracającego uwagę na mobilizację i koordynację własnych zasobów i energii. W dalszej części zaprezentowano wybrane definicje marki, podkreślono rolę aktywności i kreatywności społeczności lokalnej oraz władz samorządowych w procesie rozwoju lokalnego. W sposób kompleksowy scharakteryzowano emocjonalne wymiary marki miasta w kontekście tego rozwoju. Przedstawiony został wymiar ideologiczny, psychologiczny, socjologiczny i kulturowy. W każdym z wymiarów wskazano kluczowe elementy oraz ich powiązanie, oddziaływanie na rozwój lokalny. Na zakończenie wyszczególnione zostały potencjalne korzyści dla rozwoju lokalnego, wynikające z posiadania silnej marki miasta, w rozbiciu na obszar sfery gospodarczej oraz społecznej.

Słowa kluczowe: marka miasta, rozwój lokalny, marketing terytorialny.