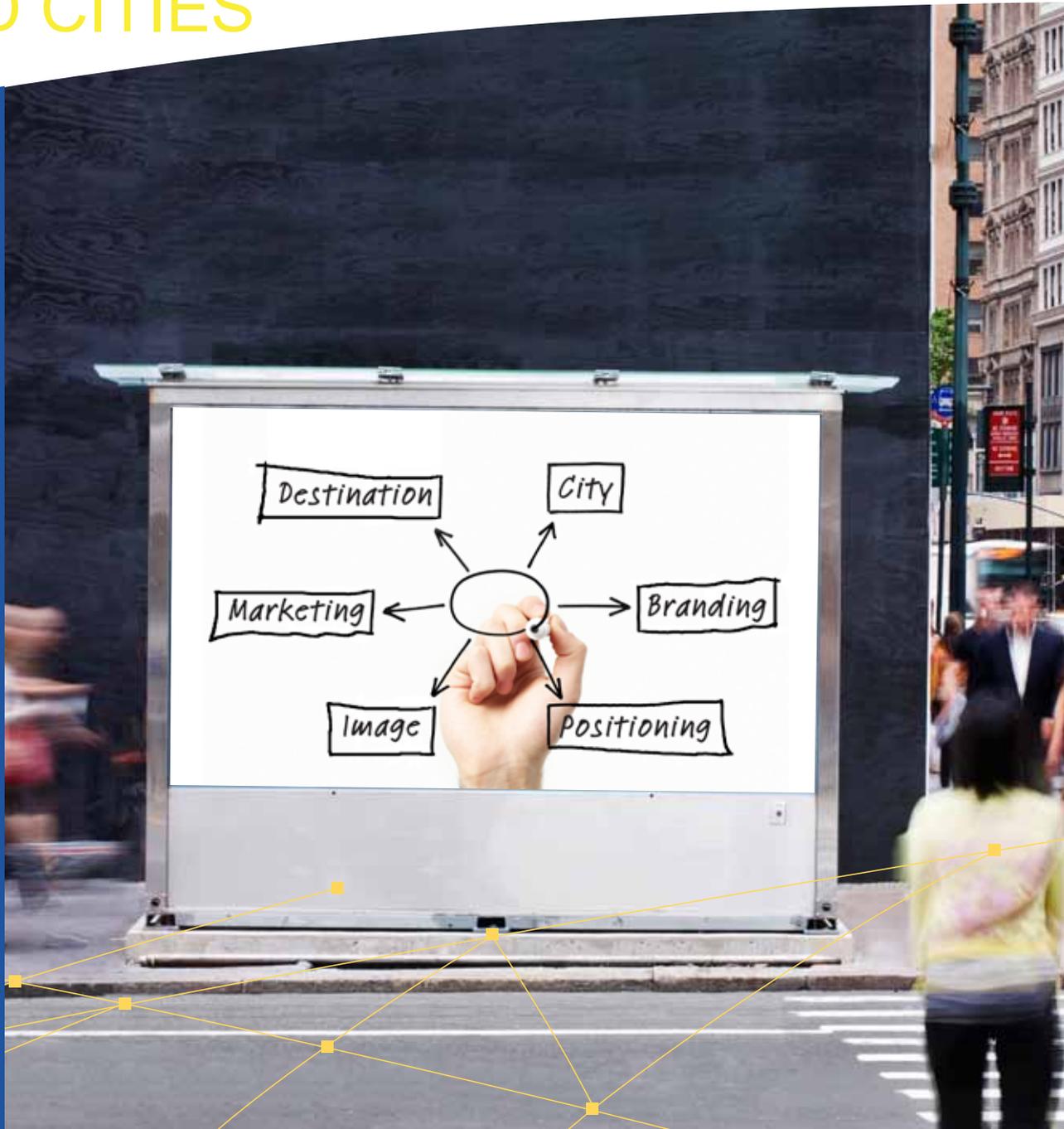


DESTINATION MARKETING (RE)POSITIONING MEDIUM SIZED CITIES

RECIPES



Recipe five

A MARINADE FOR ALL MEDIUM SIZED CITIES



The occasion: Many medium sized cities in Europe suffer from a negative image both within their country and internationally. For ESIMeC partners “positioning” is a key priority when considering economic recovery and resilience. Positioning means establishing a brand which helps you stand out from your competitors. Repositioning is about altering existing perceptions that people may have of your city and its characteristics.

This recipe is a marinade for medium sized cities to use to reap long term rewards. This marinade will work best when used for several hours prior to cooking and when combined with other recipes in the ESIMeC cookbook.

Before you start preparing your marinade it’s a good idea to consider what the flavour of your main dish would be without it and to have a think about whether a marinade is really required. Think about:

- Whether consumer / community satisfaction levels in your city are low?
- Whether your city location is perceived to be getting its “fair share” of inward investment, tourism income, etc.

Or is it just a preference? If so, is preparing this positioning marinade really a good use of resources in today’s economic environment?

If you decide that this marinade is for you, the **key ingredients of a well positioned medium sized city** are listed below:

<i>Ingredients to add to your shopping list</i>	✓	✗
Multi sectoral buy in and support		
Benchmarking of current position		
Agreement of how the city wants to be perceived and what is realistic		
Identification and shared understanding of focus market – current and potential		
Segmentation of potential customers (visitors, investors) (business, families, etc.)		
Identification of needs and wants of potential customers		
Gaps identified and filled		
Development of effective marketing techniques which attract visitors to your city – utensils as listed below		

Utensils: So now you are clear about the ingredients, what utensils do you need to blend them together effectively to re-position your city? The main utensils are:

- **BRANDING AND VISUAL IDENTITY** – it is important to identify a key message and ensure that it is reflected in a meaningful brand and visual identity that help “fix” the destination positively in the target’s mind and has resonance locally.
- **MARKETING COLLATERAL AND PAID-FOR ADVERTISING** – marketing collateral covers all materials produced by the city to promote its message and image. Paid-for advertising is when cities pay to place pictures and words about their location in the public eye, via the media or in strategic locations.
- **E-MARKETING AND SOCIAL MEDIA** – similar to the above. Many cities use E-marketing and social media to promote their identity and to position the city – if using a website it is important that it is topical and up to date to ensure that it attracts multiple hits.

Good food guide listing:

Newport, Wales - Major Events Strategy

Newport, a medium sized city in Wales, found that its inwards investment and tourism goals were hampered by a negative image and poor or low perception. Working with the national assembly government it adopted a major events strategy. Wales is a notoriously sports mad nation and made a conscious decision to pursue and bid for major sporting events. This culminated in the awarding of the 2010 Ryder Cup to Wales but also encompassed the hosting of a range of other major national sporting events in the country, such as the Soccer FA Cup Finals, the Rugby World Cup and the World Rally Championships. A wide range of research highlights the impacts that major events can have on their host cities / towns:

- **EDITORIAL** – many would say that editorial is more influential than paid advertising because it is effectively third party endorsement and therefore can be more believable. However it relies on inspiring and securing the support of a free press and this can be particularly difficult to achieve if your national media is metro centric. It is also useful to consider targeting sector specific press which is often more successful.
- **DEPLOYMENT OF LOCAL AMBASSADORS / ADVOCATES** – consider identifying a local person in the public eye who will speak up for your city – consider famous “sons and daughters” and ask them to talk about their positive experiences of their home and what it has to offer.
- **COMMUNITY PARTICIPATION AND PERCEPTION** – ultimately the people who live in your city are the most powerful advocates – if they feel good about where they live they are likely to speak positively about it to people they meet and the potential impact of this should not be underestimated.
- New venues are developed and existing ones are showcased - often to an international audience which then attracts more events.
- Events can provide a platform for local talent and local talent can evolve into regional ambassadors, see above.
- If worked right, it can endorse already established inward investment and tourism messages.
- The chance to attend high quality events improves residents’ perception of their quality of life.
- Events can act as a catalyst for regeneration. Preparations for the event can secure permanent improvements to an area’s infrastructure, for example,

access roads are improved, venues updated, hotels renovated.

- Events can increase national and international profile.
- They can operate at a profit and inject real cash into the economy.

In Newport, the Ryder Cup took 10 years to prepare for and the impact has been significant: a post event economic impact study revealed that Ryder Cup week itself yielded an extra £82.4m to the Welsh economy, of which £28.3m went directly to the city of Newport. Because of the impact of the event on the perception of Wales as a golf tourism destination, over £200 million was generated for Wales, including Newport, during the lifetime of the project as a result of golfing visitors into and within the country.

Jyväskylä, Finland – (re)positioning strategy

Jyväskylä is a city with a population of 270,000 in Central Finland. The Jyväskylä region is one of Finland's five centres of growth and an important industrial area. It is also home to a range of lively venues for congresses and fairs. In 2006 internationalisation became a key priority for the city and alongside this a decision was made to improve the city's business profile. The city decided to move from positioning itself as a high tech city to being the heart of a human technology region. The rationale was that understanding technology didn't bring a competitive edge anymore as everybody has a technology: a competitive edge comes by understanding people and people's needs!

A series of brainstorming sessions with a broad range of organisations took place all around Central Finland about the strengths of the region. The goal was to find the core of the region's know-how. Following this the international target reputation of Central Finland was defined as "The Human Technology Region". The city wanted to raise its ICT profile and point out the combination of technical and humanistic know-how.

After this an operational plan was drawn up to develop this brand and accompanying marketing

tools and to spread its international use across the whole region. More than 15 organisations agreed to work under the Human Technology umbrella.

During 2010 the brand was further refined by 6 of the core partners and perhaps surprisingly the city name – Jyväskylä – was dropped from the international brand.



The main tools developed include:

- Website: www.humantechnology.fi – includes information about the region, human technology, companies related to the theme, studying possibilities, working in the region, living conditions, etc.
- Human Technology City Magazine for international network: themes of Human Tech and the region
- Newsletter: "Success stories" and news to give information about business and other possibilities in the region
- Postcards, rollups, posters, pens, etc.
- International events

The current and anticipated impact is:

- A unique, clear and internationally recognised profile
- A clear message that the best knowledge of Human Technology is in Jyväskylä region
- Increased international awareness of the region (reputation survey 2009)
- Internationally growing companies
- New investments and companies and start ups to the region
- The best experts and students want to live, work and do business in the region

Gävle, Sweden - Convention bureau

In 2010/2011 the Convention Bureau in Gävle opened its doors for business. It was developed through cooperation between private companies, the meeting industry and the municipality and operates as a non-profit membership organisation to increase the number of meetings and events within the city. It is 74% funded by the private sector (mainly hotels, transport providers, leisure and cultural companies).

The main roles of the Convention Bureau are to:

- act as a link between conference and event organisers and local actors
- sell the resort to the organisers
- find local hosts/ambassadors
- organise site inspections
- produce presentation materials
- prepare quotes / bids for national and international events

Services are provided free of charge to the event organisers.



In the very short time since the Bureau opened the forecast income to the city is as follows:

After 8 months	32 000 000 SEK (€3.5m)
After 14 months	48 570 000 SEK (€5.3m)
After 20 months	72 500 000 SEK (€8m)

The return on investment of this positioning tool for Gävle is impressive and the long term impact is expected to be a significant factor in the city's economic recovery and growth.



Takeaway menu: if you like the sound of this marinade and want to try it in your kitchen you can find lots of useful equipment to make your life easier at:

<http://www.visitwales.co.uk/things-to-do-in-wales/major-events>

www.humantechnology.fi

<http://www.gavlecvb.se/en>

