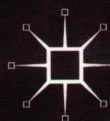


FRANK M.GO & ROBERT GOVERS

INTERNATIONAL PLACE BRANDING YEARBOOK

MANAGING SMART GROWTH
& SUSTAINABILITY

2012



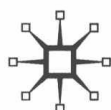
International Place Branding Yearbook 2012

Managing Smart Growth &
Sustainability

Edited by
Frank M. Go & Robert Govers



palgrave
macmillan



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First published 2013 by
PALGRAVE MACMILLAN

Palgrave Macmillan in the UK is an imprint of Macmillan Publishers Limited, registered in England, company number 785998, of Houndmills, Basingstoke, Hampshire RG21 6XS.

Palgrave Macmillan in the US is a division of St Martin's Press LLC, 175 Fifth Avenue, New York, NY 10010.

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ISBN 978–0–230–27952–0

This book is printed on paper suitable for recycling and made from fully managed and sustained forest sources. Logging, pulping and manufacturing processes are expected to conform to the environmental regulations of the country of origin.

A catalogue record for this book is available from the British Library.

A catalog record for this book is available from the Library of Congress.

10 9 8 7 6 5 4 3 2 1
22 21 20 19 18 17 16 15 14 13

Printed and bound in Great Britain by
CPI Antony Rowe, Chippenham and Eastbourne

International Place Branding Yearbook 2012

*Also by Frank M. Go and Robert Govers and published by
Palgrave Macmillan*

PLACE BRANDING

INTERNATIONAL PLACE BRANDING YEARBOOK 2010

Place Branding in the New Age of Innovation

INTERNATIONAL PLACE BRANDING YEARBOOK 2011

Managing Reputational Risk

PREFACE

Is life really getting better? If so, how can we tell? What are the key ingredients to improving life? Is it better education, environment, health care, housing or working hours? Does ‘progress’ mean the same thing to all people, to all countries, to all societies? These questions served as the basis for the Better Life Initiative, a project the OECD has worked on for almost ten years. Its purpose is to “identify the best way to measure the progress of societies – moving beyond GDP and examining the areas that impact everyday people’s lives”.

The previous editions in the International Place Branding Yearbook series looked at the themes of “place branding in the new age of innovation” (Go and Govers 2010) and “managing reputational risk” (Go and Govers 2011). A world in crisis is a subject that requires immediate and critical attention. Only by boycotting front-page news is it possible to ignore the fact that we live in an age of crisis. We read of climate change, global imbalances, unemployment, resource shortage and terrorism. These issues are rooted in the structure and development of the world economic system. And their manifestations are aggravated by economic and political policies, including the context and choices of place branding.

This third edition of the International Place Branding Yearbook series focuses on “managing smart growth and sustainability” and commemorates the 50th anniversary of Rachel Carson’s *Silent Spring*. A biologist by training and a skilled writer, here is what this visionary observed 50 years ago: “what we have to face is not an occasional dose of poison which has accidentally got into some article of food, but a persistent and continuous poisoning of the whole human environment”. In the introduction to this controversial and remarkable book Lord Shackleton wrote: “*Silent Spring* is not merely about poisons; it is about ecology or the relation of plants and animals to their environment and to one another ... Miss Carson makes a well reasoned and persuasive case for human beings to learn to appreciate the fact that they are part of the entire world inhabiting this planet, and that they must understand its conditions of existence and so behave that these conditions are not violated.”

Carson’s book helped to ignite the worldwide sustainability movement. Unlike the 1980s and 1990s, today’s sustainability movement isn’t motivated by guilt. Instead it’s led by a varied group of people who see the long-term environmental, social and economic benefits of working in sustainable

ways. Presently, climate change attracts increased attention from both investors and companies. A growing number of business leaders recognize that it will have a major impact on future product offerings, operations and reputation, and they are adapting their business strategies accordingly. It is also a main concern for place brands which seek to attract investors, residents and tourists to achieve and maintain place brand leadership. It therefore should not come as a surprise that increasingly businesses, territorial actors and researchers alike are interested in re-evaluating professional practice and improving the environmental footprint. The previous Yearbooks underscored the fact that place brands aren't merely logos, but represent a promise designed to empower humans to align external and internal dynamics collectively. Culture, image, symbols and vision are essential dimensions that empower the place branding process. Visionary place brands are in the temporal domain and of the future, implying a gap between the state of Carson's *Silent Spring* and the imagined state of sustainability. The "brand mission" refers to the knowledge domain of the creation of smart growth value propositions which countries and cities, in partnership with business, are either engaged in or are intending to join. "Managing smart growth and sustainability" represents a powerful concept which, given the "right" leadership, can attract the attention and energy of place brand stakeholders, experienced professionals and inspired novices and help to coordinate their actions so as to make the concept a self-fulfilling prophecy.

FRANK M. GO
ROBERT GOVERS

ACKNOWLEDGMENTS

We are especially grateful to all the busy authors who agreed to contribute to this volume. We would also like to thank the reviewers for their valuable critiques: Simon Anholt, government advisor and author, UK; Adeel Athiyaman, Western Illinois University, USA; Bill Baker, author of *Destination Branding for Small Cities* (Creative Leap Books), USA; Nicholas J. Cull, University of Southern California, USA. Keith Dinnie, NHTV Breda University of Applied Sciences, the Netherlands; Marc Fetscherin, Rollins College, USA; Joshua Fouts, Center for the Study of the Presidency and Congress, USA; Juergen Gnoth, University of Otago, New Zealand; Peter van Ham, Institute of International Relations "Clingendael", the Netherlands; Stephen Little, Open University Business School, UK; T. C. Melewar, Brunel University, UK; Nigel Morgan, Cardiff Metropolitan University, UK; Lena Mossberg, Norwegian School of Management, Norway; Professor Dipak Pant, Università Carlo Cattaneo (LIUC), Italy; Johan van Rekom, Rotterdam School of Management, Erasmus University, the Netherlands; and Peeter Verlegh, University of Amsterdam, the Netherlands. Last but not least we acknowledge the ever-present and unfailing support of the Palgrave Macmillan Business and Management, Academic and Professional Publishing staff, in particular Stephen Rutt, Editor, and Eleanor Davey Corrigan, together with Keith Povey and Nick Fox (of Keith Povey Editorial Services Ltd).

FRANK M. GO
ROBERT GOVERS

ABOUT THE BOOK

2012 MANAGING SMART GROWTH AND SUSTAINABILITY

This Yearbook examines how place brands interrelate and configure various attributes in the place branding process to derive “smart growth”. As opposed to a Darwinian type approach, which is based on the ability of a single organizational attribute to survive intensive place brand rivalry, smart growth draws from the emerging field of “quality of life”. It demands research as manifested in the consumption and production practices in urban locations which emphasize ethical and aesthetic concerns around which their attributes are configured so as to achieve a consistency in their internal characteristics, a synergy in their working processes and a fitness with external contexts. The smart growth approach underscores the importance of systems or networks of interrelationships concerning a specific theme around which may be created a synergistic “soft power” that connects multisector and multilayered work processes of place brand stakeholders so as to configure the selected attributes and mediate place brands in response to the multiple demands of cultural identity, state power and capital accumulation.

YEARBOOK OBJECTIVES

This 2012 *International Place Branding Yearbook* has the following objectives:

- To increase understanding that place branding dwells within multi-layered, multisector spaces, and that every situation is unique due to place-specificity, which implies that practitioners and academics must be selective in delineating brand research and projects, in contrast to applying generic approaches;
- To provide a “state-of-the art” review of research through the lens of selected individual case studies;
- To interpret the challenges that place brands face in managing smart growth and sustainability through selected themes.

OVERVIEW

This volume features perspectives of place branding that have been reviewed by an editorial board. It is not academic in the sense of laboriously expounding theory, but contributions have been screened with an eye to relevant techniques, methods and tools geared towards a focus on management for action. The final content consists of various approaches set out in three parts:

- Part 1: Examines some essential concepts and theories that underpin place branding practice.
- Part 2: Consists of a selection of chapters that addresses individual case studies of countries, regions, cities, and so on.
- Part 3: Provides state-of-the-art themes in the subject area.

We trust that the reader will appreciate the breadth of contributions and use these to view place branding through a new lens.

AUDIENCE

This Yearbook is aimed at: place branding practitioners, consultants and government agencies; ministries of economic development and cultural institutes and foundations; regional and city governments; mayoral offices; regional, cantonal, state and city tourism, investment promotion, economic and development agencies; academics and researchers in marketing, international politics, public affairs, international marketing, international relations, globalization, economics and diplomacy; and journalists who serve a wider public for debating place marketing and branding issues.

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NOTES ON THE CONTRIBUTORS

Kristof van Assche is currently Visiting Associate Professor at the Communication and Innovation Studies group at Wageningen University and Research Fellow at the German Institute for Development Research (ZEF) at Bonn University. Previously, he was Associate Professor in Planning and Community Development at St Cloud State University, Minnesota. He has been a visiting senior researcher at ZEF/Bonn University and a visiting professor in planning at McGill and Wageningen universities. He is interested in spatial and environmental governance, and often uses an evolutionary and comparative perspective. He also researches, teaches and advises in North America, Europe, Central Asia and the Caucasus.

Eli Avraham is the Head of the Public Relations Program in the Department of Communication, University of Haifa, Israel. He has published more than 30 papers and is the author and co-author of eight award winning books, among them: *Campaigns for Promoting and Marketing Cities in Israel* (The Floersheimer Institute for Policy Studies, 2003); *Behind Media Marginality: Coverage of Social Groups and Places in the Israeli Press* (Lexington Books, 2003); *Media Strategies for Marketing Places in Crisis: Improving the Image of Cities, Countries and Tourist Destinations* (Elsevier/Butterworth-Heinemann, 2008). Dr Avraham's research and consulting fields include tourism marketing, place branding and ameliorating a place's image.

Raoul Beunen is Assistant Professor at Wageningen University, the Netherlands. His research in the field of spatial planning deals with policy integration and implementation, and environmental governance. He is particularly interested in the linkages between nature and landscape conservation and tourism management. He has published over 100 articles, book chapters and reports on these subjects.

Keith Dinnie is Senior Lecturer in International Marketing at NHTV Breda University of Applied Sciences in the Netherlands. He is the editor of *City Branding: Theory and Cases* (Palgrave Macmillan, 2011) and the author of the world's first academic textbook on nation branding, *Nation Branding: Concepts, Issues, Practice* (Butterworth-Heinemann, 2008). During 2009–11 he served as Academic Editor of the journal *Place Branding and Public Diplomacy*. He has published in various international

journals including *International Marketing Review*, *Place Branding and Public Diplomacy*, the *Journal of Brand Management* and the *Journal of Consumer Marketing*. He is the founder of Brand Horizons consultancy and is Director of the Centre for City Branding.

Tim Freeman is Lecturer in Health Policy and Management within the School of Social Policy at the University of Birmingham. Recent publications include an ethnography of governance at a joint commissioning partnership board; a policy analysis of emerging organizational forms within health care service provision; and an analysis of leadership in health care settings. Recent projects include tracing contemporary public-sector leadership discourses through application of Q-methodology, the experience of partnership working within an inner-city regeneration project, and the governance of patient safety. Tim has an interest in interpretivist approaches to policy implementation, and with colleagues from Edinburgh University and the wider College of Social Sciences at the University of Birmingham holds an ESRC conference series award for exploring policy implementation as 'practice'. He is a governor of a local acute hospital trust, Director of Doctoral Studies at the Health Services Management Centre, and has successfully supervised PhD candidates in topic areas within health policy and health economics. He teaches on a range of MSc programs, collaborating with colleagues within HSMC and across the wider College of Social Sciences, Medical and Business Schools, where his main subject areas are quality improvement, governance and research methodology.

Frank M. Go is Professor and Director of the Centre for Tourism Management at the Rotterdam School of Management (RSM), Erasmus University, Netherlands. Prior to his present post he served within business faculties at universities in Canada and Hong Kong. His research focus is on marketing strategy, destination images and brand identity, ICT and innovation, and sustainable business development. He serves as Academic Director of a joint MSc program between the RSM and Hotelschool, The Hague, and is a visiting professor at Rikkyo University, Tokyo, Japan and the Open University Business School, UK. Go has also authored more than 125 journal articles, official reports and book chapters, in which most of his writing has focused on the need to integrate technological, market and organizational change in travel, destination and hospitality contexts to improve the effectiveness of organizations.

Robert Govers is an independent placing advisor and author on place branding. He is a visiting scholar in the Netherlands, Belgium, Italy and Dubai, and co-editor of the quarterly journal *Place Branding and Public Diplomacy* (also published by Palgrave Macmillan). He also teaches place

branding on the UNESCO World Heritage at Work Master programme in Turin, Italy. Besides this, Govers is an independent place branding advisor for national, regional and city government administrations. He is co-editor of the quarterly journal, *Place Branding and Public Diplomacy*. Together with Frank Go he is the author of *Place Branding: Glocal, Virtual and Physical, Identities Constructed, Perceived and Experienced* (Palgrave Macmillan, 2009). He has also co-authored over 40 journal articles, book chapters and conference papers in the field of place branding, tourism, reputation management, e-commerce and marketing research. Govers has delivered over 60 public speeches and produced more than 20 business publications.

Iulia Gramon-Suba was born in Alexandria, Romania. She has a bachelor's degree in Business and Advertising Management at Canterbury Christ Church University and graduated with distinction from her master's degree in Design and Brand Strategy at Brunel University. She completed her dissertation on green city branding, specifically on branding Bucharest. Her fields of interest include place branding, nation branding, city branding and sustainable development. She is now working as a Marketing Planner at Nisbets.

Erling Dokk Holm is Associate Professor at the Oslo School of Management, where he also serves as the head of the Master's course in Marketing and Society. He also teaches at the Oslo School of Architecture and Design. His research interests include architectural ideologies, urban planning, public spaces and consumer behavior. Erling has also written extensive popular texts on this subject.

Chris Holt graduated from Bolton College of Art and Design (now Bolton University) in 1968. Chris has spent over 35 years in the design business: as a designer with FHK Henrion; as a senior designer with British European Airways; as a design manager with the P&O Group; as Head of Design and Publicity at the Sea Containers Group; and as Head of Design Management at British Airways. He then spent three years with the Springpoint Consultancy advising clients on the effective realization of brand identity programs and now manages his own consultancy which includes leading a range of short courses. He also holds various university lecturing posts. Much of his time nowadays is spent at Brunel University where he works on the Masters Design Strategy program.

Nicholas Ind is the author of 11 books including *The Corporate Image* (NYU Press, 1990), the best-selling *Terence Conran: The Authorised Biography* (Sidgwick and Jackson, 1995), *The Corporate Brand* (NYU Press, 1997), *Living the Brand* (Kogan Page, 2001), *Meaning at Work* (Cappelen Damm

As, 2010) and *Brand Together* (Kogan Page, 2012). He was also the editor of *Beyond Branding* (Kogan Page, 2003). Nicholas is a member of the advisory board of *Corporate Reputation Review* and of the editorial board of the *Journal of Brand Management*. He is an associate professor at the Oslo School of Management and a visiting professor at ESADE, Barcelona, Spain, and at Edinburgh Napier University, UK. Nicholas has a PhD from the European Graduate School in Switzerland.

Stephen E. Little is Senior Lecturer in Knowledge Management at the Open University Business School, UK and is a fellow of the Regional Studies Association. After graduating from the Birmingham School of Architecture he studied applied psychology at Aston University. In 1983, following a decade of practice in urban renewal in Manchester and Glasgow, he was awarded a PhD on the organizational impact of computer aided design at the Royal College of Art, London. Subsequently he held full-time appointments at Griffith University Queensland, the University of Wollongong NSW and Manchester Metropolitan University. He is a board member of Asia Pacific Researchers in Organization Studies and Chairman of the Asia Pacific Technology Network, a company limited by guarantee and established to encourage collaboration amongst the UK, Europe and Asia in the area of high technology and corporate strategy. His current research interests include the global migration of skilled labor, the contribution of large science projects to the wider economy and the role of place-branding in regional development.

Ming Chien Lo is Associate Professor of Economics at St Cloud State University, Minnesota, USA. His economic research interests include applied time series econometrics, economic institutions and economic methodology. His curiosity has allowed him to engage in several on-going, interdisciplinary projects, including a series of work with Raoul Beunen and Kristof van Assche in the area of place branding. "Planning, Preservation and Place Branding: A Tale of Sharing Assets and Heritage", which is his latest work with van Assche, has been published in *Place Branding and Public Diplomacy*. Prior to receiving his PhD in economics from the University of Washington in 2000, he studied economics and philosophy at the University of Hong Kong and the London School of Economics and Political Science.

Chris Mabey is Professor of Human Resource Management at Birmingham University, UK. He leads a multi-disciplinary, international team researching knowledge leadership in ATLAS, a global scientific collaboration comprising 3,000 physicists working in 37 countries. Chris, who is a

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Alexander Otgaar is an expert in urban economics and regional development at Erasmus University, Rotterdam. He is particularly interested in the functioning of collaborative arrangements of governments, businesses and knowledge institutions. He has done research in more than 40 cities in Europe, China and North America. Alexander has a background in Business Economics (MSc, Erasmus School of Economics) and since 1997 he has worked on various projects, notably in the field of metropolitan governance, regional innovation and cross-border/cross-sector cooperation. In 2010 he finished his PhD at the Erasmus School of Economics about the development of a common agenda in industrial tourism.

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Roland Schatz is the founder and CEO of Media Tenor International. His interests include media impact, organizational development, cultural management and new methods in education. With over 180 employees and offices in Beirut, London, New York, Ostrava, Pretoria, St Petersburg, Windhoek and Zurich, Media Tenor is the world's leading provider of ongoing international media content analysis, including in-depth analysis of new and traditional global media content. In 2007, Schatz had the honor of opening the first Arab Media Institute at Emory University. He has also held teaching positions since 1990 in strategic communication management at universities in Augsburg, Atlanta, Berlin, Bonn, Lugano and Prague. In 2009 he opened the Global Media Impact Center in Boston. Together with Prince Ghazi of Jordan he founded the C1 Foundation in Basel, which supports dialogue amongst the three Abrahamic faiths. Aside from his background in teaching, Schatz has served as Secretary of the International

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Wadim Schreiner is the Managing Director of Media Tenor South Africa in Pretoria and a board member of Media Tenor International in Zurich. Media Tenor's research in terms of national and international media trends has been widely published in South African and international media, in terms of both political and economic analyses. He has a master's degree in business communication and journalism from the North West University, South Africa, the topic of his thesis being 'News Flow In and Out of Africa: The Image of Africa in International Media'. He has read in media theories and communication methods at the University of Stellenbosch and the University of Cape Town, and has led a number of seminars at universities around the country. He has spoken at several media and journalism conferences in the USA, South Africa, Asia and Africa, and has published a number of research articles in international journals and books on South African and international media trends. He is a columnist for *The Media*, South Africa's media industry magazine. He is currently studying towards his doctorate at the Rotterdam School of Management, Erasmus University, the Netherlands, focusing on nation branding.

Gildo Seisdedos has a passion for cities. As a professor at the IE Business School, he combines teaching, research and consulting activities in the fields of urban planning, local policies and city marketing. He has prepared studies on urban planning and design at the London School of Economics and Political Science, the University of California in Los Angeles, the Universidad de San Andrés, Buenos Aires, and the RCC at Harvard University. He holds a PhD in Urban Economy from Madrid's Autonoma University, a bachelor in business administration (E3) from ICADE, Madrid, an MBA degree in sales and marketing management from IE Business School and he is a member of the Madrid Bar Association and a qualified estate agent.

Jeremy Tamanini is the founder of Dual Citizen Inc., a Washington DC based consultancy providing governments and international organizations with analytic tools and strategic communications consulting for advancing economic and policy agendas. Dual Citizen Inc. publishes the annual Global Green Economy Index and will launch a social media analytic tool in 2012. Tamanini has over ten years of experience working in digital and

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Pablo Vaggione is an architect and urban planner with over 15 years of professional experience. His integrated approach to planning strives to bring together departmental programs, technical disciplines and agents of implementation. He complements skills in urban planning and spatial design with multi-stakeholder participatory processes. He has led teams preparing city-wide sustainable development strategies, plans for urban renewal that include the environmental and spatial regeneration of historic areas, and integrated plans for sustainable and scalable new districts. He is the lead author in the upcoming *UN-HABITAT Guide for City Leaders on Urban Planning*. He studied at Harvard and the United Nations University.