



CITIES

THE DESTINATION IDENTITY



The Communication Group plc



About The Communication Group plc

The Communication Group plc has developed a leading reputation for advising locations around the world on how to become destinations – *places where people want to be*.

Our dedicated destination practice has worked with some of the world's leading cities and countries. The practice undertakes bespoke research into the realm of destinations and the attraction of tourism, talent and inward investment.

Established in 1986, The Communication Group plc is a full service public relations and communications consultancy. We bring together specialists across all the main communications disciplines, ensuring an integrated and seamless approach.

From global to local campaigns for multinationals or ambitious start-ups; from reputation and crisis management to product launches; from financial communication to public affairs, we provide the excellence that

our clients need to stand out from the crowd. Most recently we authored the award winning report, *'The Power of Destinations: Why it matters to be different'*, which demonstrated that in order for locations to stand-out, they should communicate their assets in a compelling way through unique stories and experiences.

We understand the power of effective communication. We do it every day.



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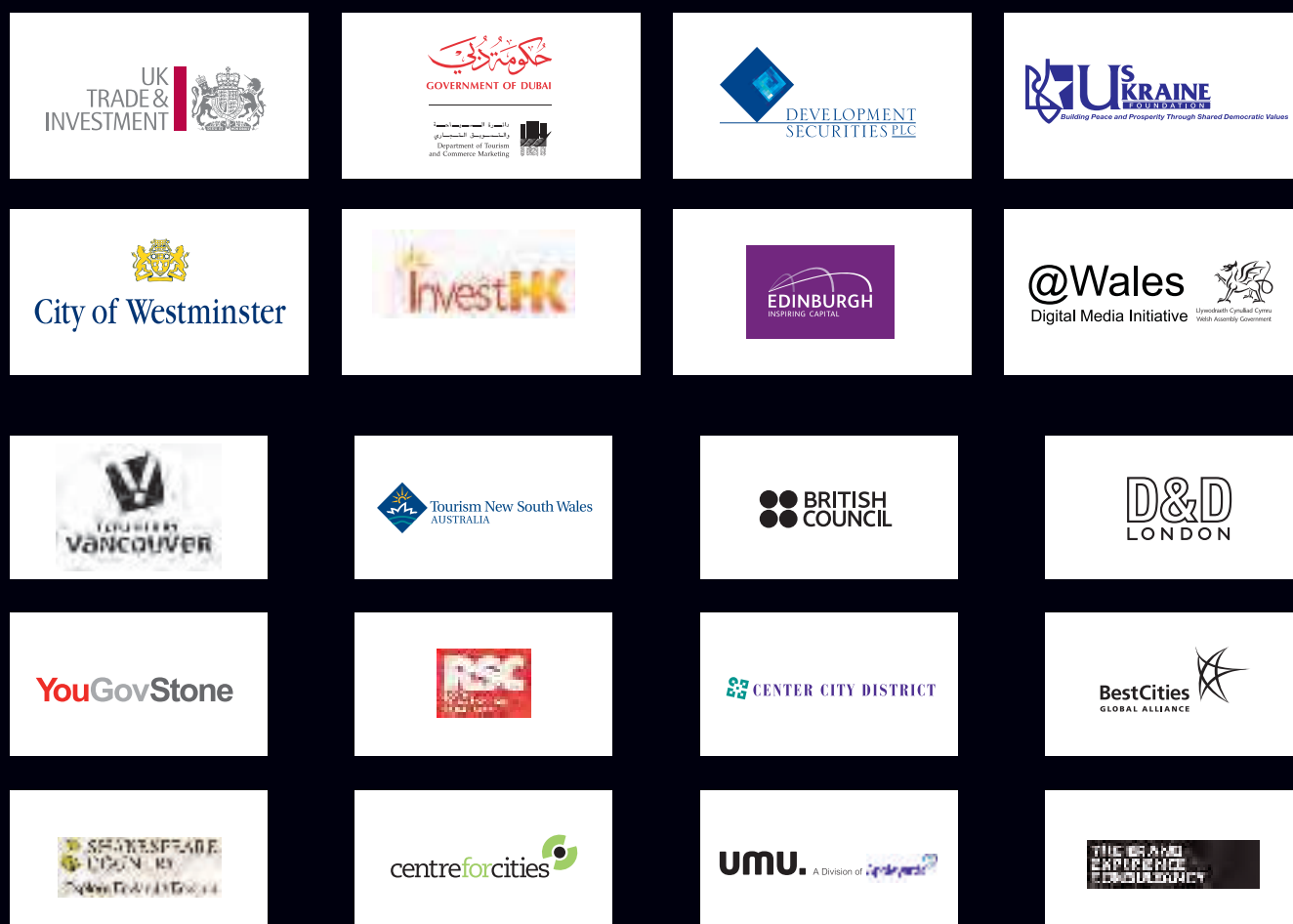
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Contributors

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Executive Director of Urban Age,
London School of Economics
and Political Science

DAMIAN BARR
Writer and journalist

DR MICHAEL REFALO
United Nations World Tourism
Organisation Strategic
Committee member



About the report



For individual cities, the economic conditions mean that the next few years will be a time of enormous challenge, but also opportunity. Cities that rely on the same tried and tested marketing techniques will lose out to nimbler rivals that create innovative and unique identities to present themselves to the outside world.

The city imperative

The world's leading economies are currently undergoing a period of acute economic stress, but the global recession only serves to reinforce this report's central argument. In the current climate, trade flows are under threat and investment and tourism spending will shrink. Nations and regions will fight a fierce battle to win talent, trade and inward investment and, as this report will demonstrate, cities have a decisive role to play in winning that battle.

Cities act as a 'shop window' for the country and region in which they are located, with the power to draw in investors and visitors or persuade them to try elsewhere. Cities are the entry point for new arrivals, they create a vital first impression and epitomise a nation's attitude and values. One interviewee told us: "The world's leading cities are the prism through which countries are viewed."

In other words, the ability of countries to attract everyone from business decision-makers evaluating locations for a new factory, to first-time tourists, rests to a substantial degree on how that country's principal cities are perceived by people all over the world.

In our experience, this ability to capture imagination and attract investment, talent and tourists, is often inextricably linked to a city's behaviour and attitude. It is those cities with the confidence to define themselves in the minds of their market that stand out from the rest. It is not size, or legal definition that makes them successful, but their determination and commitment to influencing perceptions by positioning themselves in the market.

Meeting the challenge

This report looks at how the world's cities can meet today's challenges through a focus on attracting investment, trade and tourism in the Twenty-first Century.

It builds on the '*The Power of Destinations: Why it matters to be different*,' a report authored by The Communication Group plc that examined how destinations – countries, resorts or regions – could use brand awareness and emotional connections to build their profile and attract high-calibre visitors and residents.

In *Cities: The destination identity* we introduce new thinking about the role of cities, the factors that lead to success and how to promote them.

For individual cities, the economic conditions mean that the next few years will be a time of enormous challenge, but also opportunity. Cities that rely on the same tried and tested marketing techniques will lose out to nimbler rivals that use creative, innovative techniques to present themselves to the outside world.

Methodology

We commissioned the market research firm YouGov to conduct proprietary research on our behalf to explore what makes a city attractive as a place to live, work, visit and invest. YouGov surveyed its YouGovStone panel of 3,000 'influential people', including international business leaders and opinion formers.



The findings are supported by the opinions of a number of leading experts in the field of destinations and our own experience of working with some of the world's leading countries and cities.

We conducted qualitative research with a panel of recent graduates from leading universities including London School of Economics, Georgetown University and the University of Edinburgh. In depth interviews were also secured with global city leaders. In addition, quantitative research was conducted by ID Factor through the polling of 1,000 consumers. Contributing city and government authorities also provided unique access to records and research.

Based on this evidence, The Communication Group plc has drawn conclusions about the factors that create successful cities.

"This report introduces new thinking about the role of cities, the factors that lead to success and how to promote them."



Sebastian Coe, Chair of the London 2012 Organising Committee



“The Games provide a unique opportunity for a city to reinforce its brand values and establish emotional connections that fill people’s hearts and minds.”

Sebastian Coe



Foreword

Sebastian Coe, Chair of the London 2012 Organising Committee

I have long been associated with the Olympic and Paralympic movements and I have observed the important relationship between the sporting events and the cities which host them.

Yes, the Olympic and Paralympic Games are a celebration of sport, but they are about so much more. They have a role in creating a 'theatre' in which their host city can engage the world with its past, its present and its future.

The Games provide a unique opportunity for a city to reinforce its brand values and establish emotional connections that fill people's hearts and minds.

For cities that have faced reputational challenges hosting the Games is a chance to reposition or correct mis-perceptions. For confident cities like London there is an opportunity to strengthen the capital's position as one of the world's most vibrant, successful and prospect-rich cities in the world.

The effect of the Olympic and Paralympic Games can be profound. They can lead to positive regeneration with a long lasting legacy of economic benefit and can demonstrate dynamism, a can-do attitude, know-how and excellence – in short they can provide a city, a region, indeed a country with a new export market of expertise in building, supplying and staging two of the world's largest events.

When we won the bid to host the London 2012 Games it created a new energy which has enabled the assets and influences within London to be harnessed for a common purpose; to enhance London's position as one of the must-visit destinations of the future.

Against this backdrop, I was particularly interested in the groundbreaking research in this report which investigates the components of cities in the context of their emergence as the most powerful asset that a country can deploy to command attention.

It highlights that differentiation in a fast-changing and increasingly competitive world is now more essential than ever before. I am sure you will find that it offers thought-provoking insight into the role that cities will play in the future and the factors which give them social and commercial success.

The "city story" has the power to influence perceptions; it brings together the assets that make a city unique. A city's people and the communities they build; a city's heritage and cultural opportunities; a city's business and retail possibilities; a city's institutions for studying; a city's atmospheric arenas for hosting top flight sporting competitions; a city's welcome to a visitor and a city's welcome back to a returning resident – these are the features which make a city a place where people want to be.



"The 'city story' has the power to influence perceptions; it brings together the assets that make a city unique"

Sebastian Coe



Secrets of a winning destination

Michael Hayman, Chief Executive of The Communication Group plc

In the fiery cauldron of economic meltdown, tomorrow's winners and losers are already being forged.

Around the world there is an 'r' word every bit as potentially corrosive and dangerous as recession; it is reputation.

Reputation is the Cinderella asset; you never quite know how important it is until you lose it. For many, this drama is played out as the realities of performance are eroded by the putrid power of perception. Reputation and its loss lies at the heart of today's anxiety. It is fragile and precious.

Playing it out on the front line are the world's cities. Within many of these places you can see huge effort as emerging coalitions of the willing, from both the public and private sectors, attempt to harness all that is positive, competitive and unique to boost fortune.

Yet in many places, a bureaucratic mindset still dominates, management supercedes leadership, doing things right rather than doing the right thing prevails. It means seeking safety in the mediocrity of the pack, a place that is getting more dangerous by the day.

Traditionally, many cities have seen themselves as delivering an agenda based on 'trash, tax, and tarmac.' Increasingly, the limitations of this vision is becoming clear.

There is a new global geography of creativity and its topography demands that cities be engine rooms for intelligence, and homes for ideas and innovation.

In this era, ideas are the driver of economic success and it is at its most potent when people are packed together. This is why cities matter.

The Destination Asset

At its simplest, a destination is a *place where people want to be*.

It is a special place, it is more than just bricks and mortar, it is a place whose greatest assets and experiences occupy people's hearts and minds.

It is why one only has to mention London, Fifth Avenue, or the Apple Store to understand its meaning. It is an uncomplicated truth, they are places where people want to be, they are true destinations.

Many places call themselves destinations but far fewer really are. It is an overused word and one that covers up the fact that in the destination economy of tomorrow there will be both winners and losers.

Real destinations create emotional connections that drive progress and prosperity, and it is because of this that they are a true phenomena of the modern age.

Once, life was much easier. The value of things could be best shown by the hardened eyes of accountants over their slide rules. Today there are new factors at play. Take a minute to mull over this staggering statistic, 78% of the value of the Fortune 500 is based on intangible assets including reputation, brand and loyalty.*

The lessons for cities are the same as those for the world's largest companies, they are brands and the sooner they harness their assets, the sooner they can start to win.

The armoury of destination firepower needs to be stocked with positive perception, unique identities and authentic experiences. This requires a powerful positioning in the minds of targets and this rests on the development of "stories" around which people can develop their judgements.

Telling Tales

Modern cities the world over, have become information machines, churning out endless reams of data to meet targets. From press releases to marketing collateral, from league tables to surveys. For the most part it is expensive information clutter doing more to confuse and turn off than to inspire and engage.

Any city has huge potential to start building the sort of impact that changes minds. From City Hall to the city media, from real estate experts to business leaders. Every day these actors are at the heart of the creation of perceptions that have a very real effect.

The author, Seth Godin, calls these sorts of people 'the sneezers'; his argument being that messages are like viruses and you need the 'sneezers' to spread them. It is one of the great untapped opportunities of most cities that they don't successfully galvanise their sons and daughters into the messengers that can spread the word.

Cities need to reinvest and reinvent their stories to ensure that they do not lose out in the information age. This sort of marketing is just too important to be left to marketers alone.

"Job losses, homes being repossessed are all indicators of crisis, subject to data and statistics. Less measurable but no less profound is a sapping of confidence across our land."

President Barack Obama's
inaugural Address

*According to the Institute of Practitioners in Advertising.

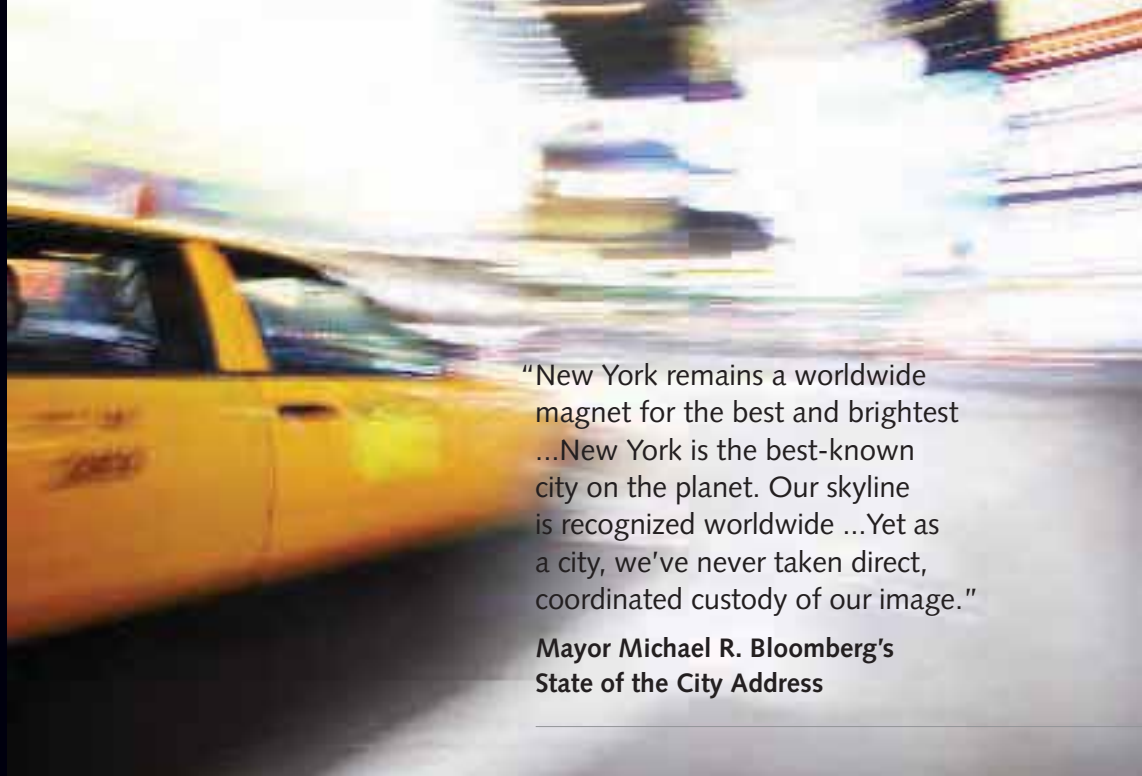


Michael Hayman, Chief Executive of The Communication Group plc

"Tell me a fact and I will learn,
tell me a truth and I will believe,
but tell me a story and it will live
in my heart forever."

Indian Proverb





"There are over one thousand locations in Europe alone, all promoting exactly the same thing, looking identical and representing themselves in similar ways-through pictures of people playing golf, people in call centres, aeroplanes taking off. These places have become commodities, indistinguishable from one another and offering little or no added value."

'The Power of Destinations: Why it matters to be different' report, The Communication Group plc

The narrative of leadership

In different eras there have been different needs that have driven the development of cities. At the turn of the Twentieth Century there was an unparalleled level of optimism and confidence. It led to innovation in arts, culture and industry. In many established cities it also led to a renaissance in design, civic projects and grand buildings.

As we limp further into the Twenty-first Century consider the difference in psyche. A world wealthy with resources and opportunities, but one which has lost belief and confidence. People are crying out for a narrative to lift them again.

Most city administrators buy into the master plan for their buildings and public realm but how many have the sort of sophisticated master plan for communication that they will need to capture hearts and minds?

In our new century, great cities will be defined as much by great stories as they will be by great architecture.

Richard Florida of the University of Toronto argues that those cities with a dynamic flow of immigration are the most successful. Consider, then, the potential value to a city of a well-honed reputation for friendliness and the effect that this might have on mobile populations looking for the opportunities of a welcoming new home. The economic consequences alone could be transformational.

"New York remains a worldwide magnet for the best and brightest ...New York is the best-known city on the planet. Our skyline is recognized worldwide ...Yet as a city, we've never taken direct, coordinated custody of our image."

**Mayor Michael R. Bloomberg's
State of the City Address**

However, the modern story of city positioning is a mixed bag of occasional success all too often blotted out by mediocrity and failure.

Take **I ♥ NY** and you have one of the world's most successful pieces of city positioning. So much more than a logo, it captures the spirit and authenticity of a people and a way of life. Contrast this with the lack of imagination of location after location that claims little more than access to a golf course, wi-fi technology and an airport.

In better economic times, the degree of risk associated with destination demise was somewhat abstract. Former US President, John F. Kennedy, once declared that, "a rising tide lifts all boats." Now the tide has gone out, to paraphrase Warren Buffet, many of the world's cities have found out that they are 'swimming naked'.

It's not me it's you

The challenge for any successful city is to wise up to the needs of the people it is trying to influence. From voters to investors, talented graduates to tourists, you need to think more about what they need to hear rather than what it is you want to say.

In conversation, many city leaders present this almost as a fault of their targets, "people aren't listening," "we have a reputation lag," "they don't want to know," "they are so pleasantly surprised when they actually visit."

Isn't it that the message is failing? Don't you need to take a look at why you aren't getting through? Isn't it time to think differently?



People's expectations are changing, their mobility is increasing, and they are looking beyond the traditional.

Peter Drucker spent much of his life looking at the needs of talented and smart people. One of his key conclusions was that these people have a very powerful asset and that is choice. Many organisations forget this.

For example, you can't treat a knowledge worker like an industrial worker if you want to compete. You have to treat them as a volunteer whose commitment is contingent on them wanting to be there. In turn, many cities are more equipped to see target audiences as prisoners, devoid of choice, rather than volunteers whose commitment is a precious asset.

Duplication

In one mid-size city we found over 70 bodies responsible for promoting it as a location in some way. Think about the challenge of mixed messages, consider the issues of duplication, feel for the poor public that receives the barrage of noise emitting from so many competing entities.

This is a common challenge we have witnessed in city promotion. It emanates from good intention but all too often leads to decisions based on the lowest common denominator of keeping as many vested interests as happy as possible.

It leads to attempts to be famous for everything and all too often results in being famous for nothing. Heed the words of Voltaire, "the best way to be boring is to leave nothing out."

Those tasked with city promotion need to treat information as a currency. It has a value if you get it right and a cost if you get it wrong. It requires clearer thinking, the smart deployment of communication assets and, most importantly, the building of reputations.

It requires a new job spec; from a public information service to a city brand architects. It's a controversial idea, it's open to charges of propaganda, but that in itself does not make it any less of an imperative.

Many cities buy into the objectives of this sort of mindset, specifically the point that in this age of information overload, less is more and messages need to hang together.

However, many of those same cities will step back from the organisational consequences and leadership required to implement message control. Far too often, when the real task of rooting out duplication begins, the process is foiled by the weight of too many vested interests.

A brief moment of blue sky clarity in a founding ambition will be superseded by bureaucratic requirements to find the common denominator. The commitment to positioning, the rigour to uncover difference, and the leadership to make tough choices doesn't shine through.

Back on track

For cities, becoming a destination is an imperative – for its leaders it is not an invitation, but an obligation. It means tough choices and genuine civic leadership.

The good news is that far more cities are sensing the opportunities implicit in this obligation. It is why our report predicts that cities could become the super brands of the Twenty-first Century, as successful as Microsoft, Google and Coca Cola were to the Twentieth Century.

For some cities it means adopting a 'bid mentality' to attract events; for others it involves inspiring leadership or new and innovative partnerships. For all of them it involves a fitness which needs new muscles to lift themselves.

In recent years, many of the most established and successful cities in the world have seemed complacent and often slow in appreciating the dangers at hand. Times are changing, the leviathans are awakening.

The City State

Many of the world's governments have trodden carefully in the promotion of their cities.

Promoting a country or a region can often be a far more politically expedient move than putting your eggs in the basket of the nation's winner.

Furthermore, for countries who do not have larger cities or a nation brand in the first place, then it clearly makes sense to invest in the national message.

However, in the future, cities will play a stronger role as exemplars of a nation's values, skills and promise.

Why wouldn't they? Cities are our most durable assets. More often than not they have stood the test of time, they have history, heritage and a future. For this reason they are often significant national brand assets in their own right.

In our research, almost two-thirds of those surveyed strongly agreed that cities have a great impact on projecting a positive image and profile of the country.

It is not size or legal definition that makes certain cities such effective assets, but their ability to break through into the market. We call these cities, 'Capitals of the Mind' and they have the potential and substance to be potent 'attack brands' for their countries.

This report looks in detail at these very special assets, cities, the most powerful antidote to recession. ☺



Cities need clear stories and, in turn, they also need powerful messengers. Whoever it is, and all cities vary, from the Elected Mayor, to the city Chief Executive, cities need a 'Communicator-in-Chief'.

Executive summary: Themes and findings



Top ten tips for positioning a winning city

- 1 **Think as a brand:** Commit to a compelling and holistic positioning.
- 2 **Develop a story:** Draw on emotions through powerful storytelling and distinct messaging.
- 3 **Develop the role of a Communicator-in-Chief:** Communicate a consistent message to present the city to world.
- 4 **Ensure standout:** Make your bid as different as possible.
- 5 **Unite resources:** Create a coalition of the willing.
- 6 **Understand the market:** Treat customer and competitor information as valuable.
- 7 **Act with one voice:** Take collective custody of the city assets to tell a coherent story.
- 8 **Avoid gaps and duplication:** Adopt a joined-up approach to communication activities.
- 9 **Identify synergies:** Encourage public and private sector partnerships.
- 10 **Commit to a communication master plan:** Develop a strategy to deliver consistent messages.

Themes

Cities on the front line

Cities are on the front line in terms of feeling the effects of recession. Unemployment, social decay and a lack of investment in public infrastructure – all these will be felt most acutely by cities and represent a wider urban challenge.

Size isn't everything: It's all to play for

Never before has the threat to reputation been so great and potentially so corrosive for a city competing on a global stage. The risks for cities are high but the rewards are great for those that organise their assets in such a way that they become hubs for business owners, investors, a skilled workforce and visitors.

Creating a standout destination identity

City planners and leaders focus rightly on the tangible assets that make up their cities – keeping the roads clear and the dustbins empty – 'trash, tax and tarmac'. But to stand out in today's economy the most successful cities will be those that communicate a mix of 'hard' and 'soft' factors: neighbourliness; culture; safety; or a reputation for fun.

Effective communication

In addition cities should consider developing a communications masterplan that takes a strategic approach to attracting enterprise, visitors and high-calibre residents. They might pool their resources so that the job of developing and communicating a compelling proposition becomes streamlined and effective, and appoint a "Communicator-in-Chief" to disseminate the message as widely as possible.

Capturing hearts and minds

Successful cities will draw on the skills that made products like Coca Cola and Google among the most recognised brands on the planet – they will associate themselves with powerful emotions and stories that have global resonance and attraction.

Superbrands of the Twenty-first Century?

As cities learn the secrets of branding, telling stories and creating emotional connections, so they will start to win the global battle for investment, trade and tourism that promises to become ever tougher in the downturn.



Findings

One



Global investors and job creators are increasingly mobile and footloose – this community has the power to make or break destinations as they move resources to their favoured cities.

- The world's best-known cities such as London and New York still exert a global pull, but smaller cities can seize 'market share' highlighting their ability to offer a more relaxed, cheaper and safer environment – 57% of respondents said they would look beyond the largest cities as a place to live, 50% as a place to invest and 54% as a place to work.
- More than 80% of our survey base said that cities have a 'great' or 'considerable' impact when it comes to delivering national prosperity and attracting skilled employees to the country.
- More than half said cities had a 'great' or 'considerable' influence in boosting regional and local business, while three-quarters said the same for increasing inward investment.
- More than 80% said that cities have a 'great' or 'considerable' impact in projecting a positive image and profile of the country, while nearly 90% said that cities have a 'great' or 'considerable' impact in enhancing the cultural and artistic heritage of the country.
- In terms of influencing which city they'd like to live in, the most important factors were arts and culture (39%), location (37%), quality of housing (32%) and personal safety (30%). Only 3% identified the relevant tax regime as a critical factor.
- Although the fortunes of a city are partially determined by criteria beyond anyone's control there are many factors of a city's reputation that are susceptible to change – infrastructure, culture, restaurants, parkland and quality of life. Each of these can be planned, implemented and communicated to the outside world. For example, more than 10% also cited a city's green credentials and the friendliness of the local population as a factor in their decision.

Two



The ability to capture imagination and investment is often linked to a city's attitude – it is those cities with the confidence to define themselves in the minds of the market that stand out from the rest.

- In today's information-saturated world, human attention is in short supply. Messages must be memorable or they will quickly get lost. Maintaining a positive reputation is even more important in an economic downturn, with tomorrow's winners and losers already being defined.
- Cities, like consumer brands, can draw on emotions through powerful storytelling and by crafting clear and distinct messages.
- Cities that establish a dedicated promotion body or draw on the talents of a charismatic city champion are more likely to be in a strong position to communicate a compelling story to the outside world.
- 'Positioning' is a technique that helps cities understand their strongest stories. It involves searching for differences and creating categories in which a city can claim to be first.
- Today's successful cities are clearly identifying their unique 'softer' assets and combining them with their existing 'hard' factors to create standout. One interviewee concluded, "the best, most attractive and successful cities are culturally distinctive and stimulating; the locals are friendly, there is a 'can-do' business environment and it's easy to get around".

Three



Cities of the future will capture the imagination of the market and define themselves based on their unique assets. One interviewee concluded, "a successful city must be big enough to get lost in but small enough to know; have architecture that awes and people that inspire... food from near and far, high culture and low clubs."

- Tomorrow's successful cities will have a set of winning attributes:
 - A "Communicator-in-Chief" to drive coherent messages that shape the city's 'story'
 - A commitment to information gathering
 - A well-defined and coherent masterplan to implement messages and ensure consistency across a broad audience from business travellers to university graduates
 - A working partnership between the public and private sectors.
- London, Paris and New York remain the cities to beat as they continue to communicate a destination story based on both their soft and hard assets.

Four



- 'A tale of ten cities' – every great city has a story to tell, and this chapter will tell ten of them – Hong Kong, Sydney, Edinburgh, London, Philadelphia, Dubai, Stratford-on-Avon, Vancouver, Cardiff, and the partnership between Washington and Kiev.

"We believe this combination of original research, our own knowledge of this field and the input of numerous destinations experts provides insights into how cities can succeed in the destination economy. "



Highlights

- The largest cities will have to fight harder to attract and keep global investors and 'talent' – 57% of research respondents said they would look beyond these cities as a place to live, 50% as a place to invest and 54% as a place to work – one respondent told us, "big cities are always worst hit when it comes to property prices and investment potential – smaller places are cheaper for people to invest in." Another simply said, "smaller cities and towns offer a higher quality of life."
- Cities are the 'shop window' for destinations – more than 80% of research respondents said cities have a key role to play in both delivering national prosperity and contributing to the cultural 'offer' of a country or region.
- The most successful cities offer a compelling mix of assets to attract business owners, investors, cultural leaders and visitors.
- While hard factors such as a low tax regime and sound transport infrastructure were cited as important when choosing an investment location, they were rated as insignificant in decisions about where to live – cultural factors like art and architecture have become much more important.

ONE PEOPLE & PLACES

Cities in competition for talent, trade and tourists

The global economic downturn will prove painful for businesses, individuals and families. But too little attention is being paid to the impact on where we live – our towns and cities.

Today's cities compete to attract business owners, investors, cultural leaders and visitors.

This report argues that the most successful cities of the Twenty-first Century will be those which organise their assets in such a way that they become hubs for this business, financial and cultural elite, and so achieve the status of a compelling global destination.

It is also our view that the impact of the global economic slowdown will be felt particularly hard by the world's cities. As the recession bites, inward investment, global trade and tourist numbers will dwindle, ensuring that cities will have to fight harder to win investment and leisure spend. >>



"The world's leading cities bring a cosmopolitan aura, diversity and innovation to their home countries."





“There is a new global geography of creativity and its topography demands that cities be engine rooms for intelligence, and homes for ideas and innovation”

Michael Hayman, Chief Executive of The Communication Group plc

The evidence

The regional, national and international significance of cities

Our Influentials Panel agreed that cities have a critical economic impact on the wider region in which they are based, and on their home nations.

The research found:

- More than 80% said that cities have a ‘great’ or ‘considerable’ impact when it comes to delivering national prosperity and attracting skilled employees to the country.
- More than half said cities had a ‘great’ or ‘considerable’ influence in boosting regional and local business, while three-quarters said the same for increasing inward investment.
- A further 80% said that cities have a ‘great’ or ‘considerable’ impact in projecting a positive image and profile of the country.
- Nearly 90% said that cities have a ‘great’ or ‘considerable’ impact in enhancing the cultural and artistic heritage of the country.

It is clear from these findings that major urban centres have an economic impact that stretches far beyond the city limits, and that the rise or decline of an individual city can affect a country as a whole. As one of our panel put it: “an important city is a major contributor to a country’s identity,” while a second added that large cities “offer a sense of a defining national identity.”

A further comment was that cities “project the current ‘mood’ of the country” while one panellist said that cities represent “their country’s brand.”

This conclusion only puts greater pressure on individual cities to stand out from their competitors and achieve global destination status – nothing less than national prosperity is at stake.

“The world’s leading cities bring instant recognition, style, substance and an air of sensation to the identity of their home countries”

Cities matter

Dermot Finch, Director of Centre for Cities, www.centreforcities.org



Cities matter. Last year the world's urban population topped 50% for the first time, according to the United Nations. Over three billion people now live in urban areas across the world – five billion by 2030. Globalisation is changing the world around us and making cities even more important as centres of business activity, jobs and economic growth.

This globalisation has, and will continue to, cut both ways in UK cities. The UK as a whole gains from increasing levels of global trade and competition but the picture varies from Reading to Stoke, from Milton Keynes to Bradford. Some cities gain more than others, those with higher skilled workers and well-connected cities benefit more.

To succeed in an increasingly competitive global economy I'd like to see cities play more to their economic strengths. British cities may be comparatively small by global standards, but their unique selling point is that they are closely located. Leeds, Liverpool and Sheffield are all within forty miles of Manchester – the same length as the Central Line on the London Underground.

Cities and towns can and should capitalise on their proximity and work together to promote well-known city-regional brands like Greater Manchester and Greater Birmingham. Together, these wider conurbations can tap into international trade links. This makes economic sense. An investor from Beijing or Toronto may never have heard of Dudley but they'll recognise Greater Birmingham.

Cities must be more realistic about their niche on the world stage. Not every city and town can aspire to London's world city status. Some smaller cities, like Cambridge and Bristol, grow faster than others but every city has the potential to succeed. To maintain their edge, the most prosperous cities will need to deal with the challenges posed by growth: congestion, unaffordable housing and skills shortages.

If UK cities and towns can make the best use of their assets and work together to promote powerful and meaningful city-regional brands, they will weather the economic downturn and be well-placed for economic success beyond. ☺



What makes a city special?

Our Influentials Panel was asked, what factors mattered to them when choosing a city to live, work and invest in.

As a place to live:

- The most important factors for our panel in deciding which city they'd like to live in were arts and culture (39%), location (37%), quality of housing (32%) and personal safety (30%).
- More than one-fifth cited transport infrastructure.
- In contrast, just 3% identified the relevant tax regime as a critical factor.

As a place to work:

- 60% cited employment opportunities as a vital factor in deciding where they would choose to work, one-third mentioned location (38%) and the robustness of the local economy (30%).
- More than half (52%) identified transport infrastructure as a vital factor.
- Once again, the tax regime (19%) was seen as a less important criterion.

As a place to invest:

- The most important considerations for our panel in selecting cities in which to invest were the reliability of the local economy, which was mentioned by over half (54%) of our panel, with tax regime (53%) not far behind.
- Employment (26%) and location (25%) were also seen as vital factors.
- More than 10% cited a city's green credentials and the friendliness of the local population as a factor in their decision.

Implications

What do these research findings tell us about the direction and development of our cities, and the strategies that city authorities should adopt to ensure that their city wins the battle for investment, talent and tourists?

An immediate conclusion is that the fortunes of a city are partially determined by criteria beyond anyone's control. Location, which was seen as a vital consideration affecting the decision to live, work and invest in a city, is not something that city planners can do much about. >>

ONE PEOPLE & PLACES

There are many aspects to a great location, such as proximity to other business hubs or the availability of local leisure pursuits. London's status as a global financial capital, for example, has been strengthened by the fact that its location allows capital markets professionals to talk to the Far East and the US within a single working day, something that is not possible in New York, Tokyo or Singapore.

But many other factors of a city's reputation are susceptible to change; infrastructure, culture, restaurants, parkland, quality of life. Each of these can be planned, implemented and communicated to the outside world.

This is especially true of the 'softer' factors that contribute to a city's reputation. The fact that 10% cited a city's green credentials and a reputation for local friendliness as vital factors suggests that giving greater prominence to a city's intangible values can help attract investment.

The key to success

Clearly, the best cities offer a compelling mix of assets. While a low tax regime and sound transport infrastructure were cited as important factors when considering investments, the Influentials Panel rated them as insignificant in their decision about where to live, when cultural factors like art and architecture become much more important.

In our view, cities need to project their attractiveness on a broad front, drawing not only on their tangible assets such as transport, housing and location, but also on their intangible assets like culture and heritage. Only when cities market their qualities in these two areas will they maximise their potential.

The place race

A second lesson is that the best-known global cities, such as New York, London and Paris, continue to have huge brand value. By name and reputation, and because of their powerful mix of tangible and intangible assets, they continue to exert a global pull. But this continued pre-eminence cannot be taken for granted – smaller cities can seize 'market share' in the destination economy, highlighting their ability to offer a more relaxed, cheaper and safer environment.

The rise of information technology is undoubtedly driving this trend. Where once key workers were chained to the office environment, now broadband internet and mobile telephony allows them to work anywhere. We believe the largest cities will have to fight hard to ensure that talented individuals are not lured away by quality of life concerns.

We put this proposition to our panel, asking them whether they were looking beyond such global capitals as London, Paris and New York as places to live, work and invest. >>



Julian Barwick, Executive Director of Development Securities PLC



"The cityscape is the total experience of being in, and moving through, a city. It leaves an emotional impression that's bigger than one building."

Julian Barwick,
Executive Director
of Development
Securities PLC

results are striking. Nearly three-fifths (57%)

Defining and developing cityscapes of the future

Julian Barwick, Executive Director of Development Securities PLC



The Taj Mahal, the Eiffel Tower, Big Ben – monumental structures signify cities. You know where you are when you see the Empire State Building or Golden Gate Bridge. But you don't know what it's like to be there. Such icons signpost a location but express nothing about the nature of a locale or a lifestyle. Even so, they are a key part of the cityscape: 'an urban landscape; view of a city.' (Collins English Dictionary). But just one part.

"Iconic buildings are incidental to the true qualities of a city," says Julian Barwick, Executive Director of Development Securities PLC, one of the UK's leading property developers with a successful track record of urban regeneration in London, "you know those buildings from postcards and photos. What stays with you when you leave a city is the memory of walking along the streets – or dodging traffic – stopping for a coffee and watching a different world go by."

The cityscape is the total experience of being in, and moving through, a city. It leaves an emotional impression that's bigger than one building: Delhi is delightfully chaotic, Paris is fine for flâneurs and London is a city of villages.

"Paris is not just the Eiffel Tower. The cityscape is avenues and boulevards and it changes with the season. Everyone experiences it differently. In Rome it might be just one column that speaks to you. In London it could be the narrowness of the streets pointing towards a medieval past. Whatever it is, it's the experiencing of being in the city not looking up at it."

The holder of 'world's tallest building' title changes almost monthly as developers go higher in search of higher profits. The 'Official World's 200 tallest high-rise buildings' © Emporis 2/2009 compiled by www.emporis.com demonstrates a democratisation of building heights, particularly in Asia and the Middle East. Hong Kong now has no visible Central Business District only high density clusters of buildings.

"You interact with the street frontage not soaring structures," says Barwick.

The International Financial Centre Dubai is in two phases. The first is a traditional collection of office towers disposed over an underground retail mall and enclosing a magnificent public square. But this unshaded and impressive place is uninhabitable most of the year. But the second phase has the feel of a souk. "The buildings are very close to each other," says Barwick. "They shut the sun out shading each other and the narrow streets between them

which creates a cool and shaded area for pedestrians. Cold air discharged from the basements of the offices, is trapped in the street actually making it five degrees cooler than ambient. Enormous skyline dominating structures can come to ground impressively but they're rarely built with sufficient attention to the visitor on foot."

The cityscape is shaped directly by the climate and the culture. Warmer countries tend to have more street life than colder countries. "You have the passeggiata in Italy where people wander home shopping and talking as they go," says Barwick. "Whereas in the UK we get in a car or a tube and rush home as quickly as possible – unless it's summer. The cityscape is local, seasonal and culture-specific."

PaddingtonCentral: Regeneration in action

As the culture changes so does the cityscape. Paddington Station has migrated in its first 150 years from celebrated landmark to neglect. Its fortunes are rising once again thanks to a cultural shift towards making heritage productive.

Paddington has recently taken derelict land and converted this into an extension of London's West End. Developers have effectively created another London village. There are, of course, excellent road and rail transport links. For the first time in 200 years it's possible to walk along the canal waterfront. The unique partnership model employed in this area combined thirteen schemes, each in different land ownership and driven by different funding sources. "The Paddington Waterside Partnership integrates location, business and community," says Barwick.

Sustainability permeates the PaddingtonCentral project, 97% of waste has been recycled and only 0.3% has gone to landfill. A dedicated waste reduction team designed a Sustainable Design Matrix to identify responsibilities and ways of reducing waste. Innovative construction played its part: more components were prefabricated so there were fewer offcuts and fewer deliveries (so lower CO₂ emissions and less congestion). The supply chain was pushed to reduce packaging and cut carbon emissions. Educating and training workers using fact sheets, tool box talks and information displays got 'grassroots' support. PaddingtonCentral is now part of the growing London cityscape. ♡

www.developmentsecurities.co.uk





The results are striking. Nearly three-fifths (57%) of respondents said they would look beyond these largest cities as a place to live, while 54% would look elsewhere to work. Half (50%) of our survey panel said they would be willing to invest elsewhere.

Respondents gave a wide range of reasons for their answers – see the boxed text on page 20.

Our Influentials Panel were also asked whether the current economic downturn had affected their view of where they'd like to live, work and invest. This attracted comments that saw the downturn having both positive and negative impacts on city life:

- “Personal safety considerations have increased due to my perception that crime is very likely to increase.”
- “Some restaurants and theatres and cinemas have fewer people coming in, so that is actually quite nice in terms of space, availability and comfort.”
- “There is now possibly more opportunity for investment as prices fall.”

In summary, these research findings suggest that both large and small cities face a challenging period ahead of them as they seek to promote their advantages and win the battle for talent, trade and tourists.

In the next section, we consider these challenges in greater depth.

Does size matter?

Pole position: The challenge for larger cities

Even the largest cities with powerful brands and a significant share of wealth, creativity and investment can face serious reputational challenges.

New York had a reputation through the 1970s and 1980s as being scarred by crime, while the term “Heathrow Hassle” hit the UK headlines in the summer of 2007 as business leaders lined up to say they were avoiding the UK capital because of the difficulties involved in flying in and out of its principal airport.

However larger cities can benefit from many of the preconditions of success – international connections, transport infrastructure, history and heritage, and venues for arts and cultural events. The challenge is to constantly innovate and avoid complacency – in today's environment cities that appear ‘hungry’ will have the most to gain.

It is imperative that, as part of their masterplans, these global cities not only focus on their strengths but also consider the importance of ‘crisis communications’ so that they are ready to minimise reputational damage.

A second route is to work together. Time magazine, in a January 2008 issue, identified the cross-border megalopolis of NYLONKONG, made up of New York, London and Hong Kong, as a principal driver of globalisation.

Time magazine wrote: “Connected by long-haul jets and fiber-optic cable, and spaced neatly around the globe, the three cities have (by accident – nobody planned this) created a financial network that has been able to lubricate the global economy, and, critically, ease the entry into the modern world of China, the giant child of our century. Understand this network of cities – Nylonkong, we call it – and you understand our time.”

Punching above their weight: The challenge for smaller cities

The world's largest cities have powerful brand names and an enviable array of both tangible and intangible assets. But many also have creaking infrastructure, expensive housing and pockets of social and economic deprivation that can foster crime, homelessness and other signs of decay. It is no wonder that many big city inhabitants question how long they wish to remain living in *Megalopolis*.

Smaller cities can seize on these disadvantages and act more like ‘challenger’ brands. They have the ability to stand out by offering what they are best at; intangible but vital quality of life advantages, such as, a lack of congestion, shorter or easier commutes, smaller and better-resourced schools, access to the countryside and better value housing.

The world's biggest cities, by dint of their history, tend to dominate the cultural landscape of their home region or nation. But they do not have a monopoly on these cultural assets. Several million people a year visit Stratford-upon-Avon, a small Warwickshire town in the United Kingdom, in celebration of a playwright who lived 400 years ago.

Our conclusions: It's all to play for

We are currently witnessing the meeting of two trends that will affect the shape of our planet – the rapid pace of global urbanisation coupled with a global economic crisis.

The combination of these trends will have a decisive impact on the world's cities. Global conurbations like London and New York must battle to preserve and enhance their brands. Smaller cities will compete to draw talent, trade and tourists from their larger rivals, emphasising their ability to offer a better quality of life. >>

The challenge is to constantly innovate and avoid complacency – in today's environment cities that appear ‘hungry’ will have the most to gain.

“Smaller cities can act more like challenger brands.”

Cities of the mind

Damian Barr, a writer, journalist and regular contributor to The Times (UK)

New York is modernist sky-scrapers and fast-talking, Paris is smoky cafes and revolutionary ideas, London is black taxis and the Queen. Sprawling megalopolis or overgrown-town, established or emerging, every city exists in the mind. Cities are built, not just of bricks and mortar, but of ideas and stories.

You have a strong idea of what a city is like even if you've never been – perhaps especially if you've never been. Rio is exotic, dangerous and exciting with narrow streets winding up to that hill where the gigantic Christ statue bestows his blessing on those below. In Tokyo you can buy any gadget you like but interfacing with a human isn't always easy. Steerage in Alaska is buried beneath snow most of the year but you're assured a warm welcome by all 603 residents.

Our ideas are based on experience – not necessarily our own. I have never been to Rio but that's how I imagine it based on tales brought back by friends. Someone else might have different stories to tell. I have been to Tokyo and I was excited by all the flashing lights but I longed for someone to just chat with me. Steerage isn't a real place – I made it up. A city doesn't need to appear on a map to exist in the mind – think of Metropolis, Babel or Atlantis.

You no longer need to board a plane or train to get a direct personal experience of a city. Technology means most cities are just a click away. You can hover over Mumbai or Malibu like a god using Google Earth. Or go online and read a local newspaper. Skype means a phone conversation with a far-flung loved one is no longer a once-a-year luxury. You don't need to ask about the weather because, thanks to webcams, you can see the sun over their shoulder. The recent earthquakes in China and terrorist attacks in India were felt online instantly through micro blogging sites like Twitter where every little thought, or 'tweet', is recorded. In these ways, and many others, we can experience life in a far-flung city directly and personally.

Art is just as powerful as technology at telling stories. Rome, Florence and Venice sprang to life in the drawings rooms of England thanks to paintings and souvenirs brought back from the Grand Tours. Canaletto was among the most upmarket tourist tat. Every picture tells a story. It might not be a true story – I doubt Venice was ever as clean as in a Canaletto.

To transport yourself to Marrakech just read 'Under a Sheltering Sky' by Paul Bowles. Find yourself sniffing through Florence in the pages of 'Perfume' by Patrick Suskind. Watch Charles II re-enter London in triumph through the eyes of Samuel Pepys. Film also casts its spell over Casablanca, Atlantis and, in 'Gone with the Wind', Atlanta. Stories, however they're told and whoever they're told by, tell us about a city and what's it like to live there. They can lure us in or scare us off. One person's utopia is another's dystopia.

The economy is one measure of a city's wealth. Bust is the other side of the boom story – the Great Depression is as much a part of the New York story as the Vanderbilts and Rockefellers. The same will someday be true of the credit crunch in London.

The biggest story of our time is the danger posed to our civilization and our planet by human behaviour. Ruralists damn cities as polluting sores on the landscape. There's no doubt there are now more cities and that they are bigger and more populous than ever. Therein lies their strength; it's the dynamic and dense nature of cities that makes them the engine of a new urban environmental revolution. Strange but true, New York City, with its mass transit and dense population, is one of the greenest cities in the world.

Every city has a different story to tell. We all do. That's the wonder of cities. The Twin Towers no longer stand, the Hanging Gardens have fallen along with Babylon and Gotham City is as real as Batman. Real or imagined, still growing or long fallen, cities exist forever in the mind. ☺



There is much at stake. Within a generation, we will know who the stars are of the global destination economy. Some cities will have established themselves as truly global destinations, drawing business, investment and tourists from around the world. Others will see their lustre diminish as a combination of travellers and dollars head elsewhere.

Cities need to act fast to ensure they join the ranks of the winners. To become destinations – *places where people want to be* – cities have got to create the magnetism to attract and the stickiness to stay. The job of city authorities is to make sure they capture and organise the city's assets in a way maximises its potential.

It is no longer enough to be a great city – that 'greatness' has to be considered, organised, tested, marketed and communicated.

The idea of the 'urban story' becomes very important – in most large cities you can tell a story about decay, congestion or crime, or you can focus on the vibrancy of the culture, and the opportunities presented for bright and ambitious people.

Most cities spend millions annually on developing master plans for their public realm, including the organisation of city streets and the mix of domestic, business and retail buildings. But these master plans seldom include communication, which is a missed opportunity with profound consequences.

Too many city planners focus on the traditional remit of their job, namely raising funds to keep the roads operating and the dustbins empty – call it "trash, tax and tarmac." Of course, cities must continue to fulfil this role, but they must do so much more besides. They must crystallise and communicate the stories that will help position their city, present it to the outside world and help win the war for talent, trade and tourists.

The following chapters will show how it can be done. 🍷

Reasons given for looking beyond the largest cities as places to live, work and invest

"As things are at the moment, the cost of living in a big city takes too much, relatively, of my income."

"A number of other cities, with improving transport links are becoming more attractive as an investment."

"Centres of influence and wealth are changing rapidly."

"Big cities are always the worst hit when it comes to property prices and investment potential – smaller places are cheaper for people to invest in."

"Biggest is not always necessarily best."

"Ease of living is very important, and includes being able to walk to work, shop, and feel in the flow of things."

"I wonder whether the so-called great cities of Paris, London and New York are mired in the past. They are absolutely not the centre of the professional and working universe anymore."

"Mega cities are increasingly unpleasant places to live and work, transport is lousy, and decent housing is wildly expensive. Smaller cities and towns offer a higher quality of life, less travelling time and the likelihood that schools are better and people nicer."

"Quality of life."





Highlights

- Today, human attention should be treated as a scarce commodity – if the message isn't memorable, it may be getting lost. To attract attention, cities should adopt a confident attitude and a commitment to positioning themselves in the market.
- 'Positioning' is a technique that helps cities best understand how to deploy their assets and develop compelling stories to create emotional bonds with their market. It involves searching for differences and creating categories in which the city can claim to be first.
- Winning cities use stories to create a strong bond between the hard and soft factors of a destination and its audience.
- 50% of our panel respondents confirmed they would look beyond the world's biggest cities at smaller alternatives when considering future investment decisions. One panel member told us, "In the current economic situation you could have a better quality of life living and working in smaller cities and towns."
- Today's successful cities are drawing on their soft factor to create standout, ranging from redeveloped 'waterfront' attractions to a reputation for great street food.



TWO POSITIONING

The importance of positioning: Why a story matters

In today's information age, both consumers and senior decision-makers are bombarded with slogans, propositions, facts and data, and we simply lack enough time to pay attention to them all.

For cities, as for any other consumer brand, it is no longer solely about what you say but how you say it. Today any new proposition needs to be crafted and 'sold.' Authors Thomas Davenport and John Beck put it succinctly in their 2001 book, 'The Attention Economy,' when they wrote: "We apparently assume that information is inherently interesting and we don't have to glamorize it."

But this is the era of information overload where human attention should be treated as a scarce commodity. Take a leading global newspaper like the UK's Sunday Times. It contains around 500,000 words per edition; to read it at an average reading speed of 300 words per minute would take some 28 hours.

If the message isn't memorable, it may be getting lost – ensuring that it does not is a critical challenge for destinations in shaping perceptions. The importance of shaping perceptions and maintaining a positive reputation is even more prevalent in an economic downturn as tomorrow's winners and losers are being determined.

Our experience tells us that, in order to be memorable, destinations should consider what makes them unique in the minds of the market. It is those cities with the confidence to define their environment based on these individual characteristics that will attract attention from talent, tourism and trade. By adopting this attitude and a commitment to positioning themselves in the market, these cities can capture attention.

As part of its work with cities around the world, The Communication Group plc has developed a bespoke positioning model. It assesses and analyses the core assets of a destination and uses them to develop a unique and winning proposition. The proposition is communicated through a series of compelling stories which create difference and build emotional connections with investors and tourists alike.

In this section we will explore the role of positioning and how well-told stories can actively contribute to the future success of cities.

Winning cities use stories to create a strong bond between the hard and soft factors of a destination and its audience.

Tell me a story

Cities, like traditional consumer brands, can draw on emotions through powerful storytelling and distinct and distinguishing messages.

Stories are key to influencing consumers. Most successful brands use stories to reach customers and increase their brand recognition.

Stories are the most powerful asset a city has. The key to retaining and attracting great people to a city is not through reason but through appealing to the affection of the heart.

Unlike consumer brands, controlling the message and story for cities can be more challenging – there is a never-ending combination of stories that can be told at any one time – from billboards at airports, to city cab drivers. Our experience tells us that those that take collective custody of their assets whether it be through a dedicated city promotion body or a charismatic city champion are more likely to communicate the most consistent and compelling story to the outside world. In Edinburgh, for example, the city is implementing an innovative public-private partnership called the Destination Edinburgh Marketing Alliance. It has the responsibility of linking up promotion activities across the city to ensure a clear, coherent story is told.

Importantly, though, stories should be believable. The teller must be trustworthy. This combination is inspirational. >>



"The proposition is communicated through a series of compelling stories which create difference and build emotional connections with investors and tourists alike."

TWO POSITIONING



The destination message

Danny Lopez, Managing Director of
Marketing & Communications UK Trade & Investment (UKTI)



Over the last two years we at UK Trade & Investment (UKTI) have put a lot of effort into understanding the principles of destination marketing in order to promote the UK economy in a new light: with ambition and confidence but also with clarity and consistency.

Setting out to develop a new compelling message for the UK economy we knew we had a good starting point – the challenge was to choose from the UK's many strengths to develop one message that allowed it to compete effectively in the global marketplace. We never saw this exercise as a re-brand. We saw it as an opportunity to take stock, understand our proposition better and bring it to life in a simple and differentiated manner.

The UK, we came to realise, doesn't just grow the bottom line for companies, it develops and enhances their culture, brand and overall competitiveness. It is the crossroads of global business, bringing the world to the company's door. So the compelling message we developed is this: the UK is a Springboard for Global Growth. It is designed to capture audiences' imaginations and has become the thread underpinning everything we want to communicate.

Marketing a country is no easy task. Yet, in reality, when combining tourism, culture and business, you never really have more than a dozen true competitors. Marketing cities appears a rather more daunting challenge – after all, there are more than 3,000 cities in the world with over 100,000 inhabitants within their urban limits. Nevertheless, we believe the same principles apply:

Keep the message simple and stick to it! Cities need to articulate the single compelling message that sets them apart from others. It needs to be ambitious but it cannot be far-fetched. Repeating it and communicating it effectively will build and establish the “all important” reputation.

Tone of voice. It has to be confident, not arrogant, and above all, consistent.

Integrated marketing. The more to the client, the better – so long as the message stays the same. The more channels, the better, so long as you remain holistic: print media, events, advertising, PR efforts, blogs, podcasts, social media, trade missions and client meetings can all work. Ensuring a city's tourism, cultural and business messaging is aligned is key.

Living the brand. Every city has thousands of brand ambassadors who don't even know they play that role. That is why it is important that the message is credible and simple enough to be articulated with ease in a manner that establishes a personal connection with its audience. Every resident – including politicians, property developers, retailers and business-people – must embrace what the city stands for.

Cities have the great advantage of being able to take the very best of their country and conveniently ignore some of the more negative connotations and any inconvenient ‘hard to shake off’ national perceptions. Cities can be more inventive and independent but they need to get that ‘uniqueness’ absolutely right. A logo or an ad might do well in the short-term but only a well-developed message accompanied with a clear implementation plan will influence destination decisions. As the world gets smaller, city marketing will become more and more important. For those cities that get it right, the rewards are ample. Those that get it wrong must re-invent themselves. Fast. 🇬🇧

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Danny Lopez, Managing Director of
Marketing & Communications
UK Trade & Investment (UKTI)

Positioning

If stories are the communication messages, positioning is the technique behind creating the most effective stories.

Put simply, positioning is the use of messages to capture the customer's mind. Our model forces those we have worked with to start with the target audience in mind.

Consumer brands use this technique to their best advantage. We see a relentless focus on building a reputation through stories and repetition of message playing its part in establishing a winning market positioning. Volvo means safety. Bentley means prestige and status.

Positioning creates stand out – not always positively. The US town of Cedar Bluff is lucky enough to a large population of the fish known as 'crappy' in its rivers. Electing to position itself as the 'crappy capital of the world' was perhaps not the best choice.

Re-invention

A commitment to positioning can involve disagreeing with the status quo and finding new ways forward. As described in *One: People and Places*, our research shows that the major world cities of today may be challenged by an ever more demanding investor or tourist of tomorrow – over half of our panel respondents confirmed they would look beyond the world's biggest cities at smaller alternatives when considering future investment decisions. One panel member told us, "In the current economic situation you could have a better quality of life living and working in smaller cities and towns."

Cities with hitherto convincing and compelling stories might look at how they can re-invent themselves for relevance.

We have seen many cities, particularly in the US, that have traditionally been associated with declining industry that have begun to take charge of their best assets and innovate their positioning. Consider Chicago and Detroit, cities historically synonymous >>

"Cities with hitherto convincing and compelling stories might look at how they can re-invent themselves for relevance."

New York case study

Re-inventing the city identity through culture: The Brooklyn story

Those cities looking to 're-invent' their identity often need look no further than the authentic culture, heritage and personality of their people. A compelling example of this is Brooklyn, New York. By initiating civic pride and showcasing its unique 'softer' assets, the area has undergone a reinvention nothing short of remarkable.

The first exit off the Brooklyn Bridge, from Manhattan, hosts a sign for "Brooklyn", with an arrow indicating the turn into the borough. In the 1970s, the sign had a graffiti "C" over the "B", effectively turning "Brooklyn" into "Crooklyn". Because the city was broke, the sign remained that way for nearly a decade. Brooklyn was once synonymous with drug saturation, exorbitant crime rates and its general isolation from "The City". Yet none of these words could be used to describe Brooklyn today.

According to New York City Government crime records, there were 260 murders and 15,832 robberies in Brooklyn in 1990. But Brooklyn's crime numbers have fallen dramatically in the last two decades, with 2008 figures down – 63.5% and – 76.3% respectively since 1990.

An authentic story

However, the change in Brooklyn is not only found in the statistics. According to Rachel Elson, "what Brooklyn sells us is a passage back to the New York of egg creams and bursting fire hydrants. Manhattan's retail scene has given way to Pottery Barns and Old Navy stores, but Brooklyn foodies still buy Middle

Eastern spices at century-old Sahadi's."

Brooklyn has succeeded in marketing this authenticity in new and exciting ways. Perhaps, a bit too well.

In one Brooklyn neighborhood civic pride reached such heights that a resident group of artists deliberately named it DUMBO. They conceived of the name as a way to make the area sound unattractive to people looking to buy real estate in Brooklyn, in an effort to keep gentrification at bay. An acronym for Down Under the Manhattan Bridge Overpass, this group of artists knew they had found somewhere exceptional; an area that could and would be reinvented to reflect the aspirations of its artistic community.

The power of culture

With its exposed Belgian stone streets edged with massive brick structures, DUMBO is defined by the strong artistic links that still remain there. When the artist Joy Glidden moved to DUMBO in 1990, she estimates that there were about 25 artists living there – now, she says, there are thousands.

Architect Vito Acconci moved to DUMBO in 1970. Though talk of development has long been in the air, he said, "It's only been in the last five years that we've seen more drastic change." For local artists this change, or regeneration, has brought galleries, art dealers and growing recognition from the outside world.

In addition, artists in DUMBO enjoy and benefit from its freedom. "Dealers in SoHo had so much control over access to and quality of art," says Glidden. "As an artist, I was dead set

against that level of control". Glidden became involved in various open studios in DUMBO, and has since founded the DUMBO Arts Center and the Under the Bridge Arts Festival.

The festival's explosive growth has only accelerated DUMBO's popularity, attracting 150,000 attendees in 2008.

However, DUMBO has escaped the high rental prices that typify so many New York neighborhoods. Over 20 years ago, David Walentas, the head of real estate company Two Trees, began buying DUMBO property. Today, Two Trees owns eight commercial buildings and over 250 residential units in the area. They began building artist studios in the buildings and renting them at bargain prices or in the case of two arts organizations, free of charge. They pledge to maintain affordable spaces for artists.

While renting space below market value "might not be optimal for an individual property, it makes sense because of the scale of our investment," said Jed Walentas. "We recognize how integral artists are to DUMBO".

Through embracing its cultural and artistic assets, Brooklyn has shed the remnants of negative perceptions, reclaiming a unique and positive identity all its own. ☺

TWO POSITIONING

with manufacturing, have demonstrated a commitment to 'softer' factors like arts and culture which have transformed them from flagging, troubled urban centres to vibrant, cultural melting pots. We have seen a similar phenomenon in the consumer brand world. Take Apple, for example, a struggling industrial company that reinvented itself as a cool consumer technology brand.

From our work with cities, we have identified a number of goals for destinations to aim for when considering their positioning and what they want to be known for. We believe the key to achieving these goals is to understand the market, namely trends, competitors and target audiences.

- **Goal 1:** Search for differences **not** similarities
- **Goal 2:** If you can't be first in a category, set up a new category in which you can be first
- **Goal 3:** A belief that it is better to be first in the mind than to be first in the marketplace

This type of preparation provides destinations with their most potent positioning tool: powerful, defensible and repeatable messages that shape perception.

Breaking through

We may not always remember facts. But we do remember stories – even if we retell them differently. Great destinations have a combination of 'hard and soft' assets at their disposal. The task is to harness them through compelling stories.

We have identified three guiding principles:

Simplify: Offer very few pieces of information at a time

Stand Out: Make your bid for attention as different as possible from anything around it

Streamline: Address the most basic need possible, and create an emotional connection with the customer



10 Brand Forces for destinations of the future

Ralph Ardill, Founder & CEO of The Brand Experience Consultancy

THE BRAND
EXPERIENCE
CONSULTANCY

Destinations can either relish and be inspired by these 10 Brand Forces as they look to innovate the destination experience or they can resist them and risk developing places where we no longer want or need to go.

1. Keeping it real

The balance of power between brands and consumers is shifting in our favour and we now have more ability than ever before to rapidly 'interrogate' and 'investigate' the attitudes, activities and actions that brands take.

Destination brands will need to keep it real by becoming much more authentic, transparent and accountable in all of their corporate, community and consumer actions.

2. Telling us stories

With the act of 'communicating', there is no longer any guarantee that a brand message has been received or understood. The age-old art of storytelling is becoming a driving-force in the way brands will relate to us.

Destination brands will increasingly embrace the art of storytelling to powerfully engage us with their point of difference and with the purpose, propositions and personalities of their offer.

3. Getting organised

As brands evolve they will look to orchestrate the delivery of their brand experiences around sustainable 'organising thoughts' that capture their fundamental truth, essence, 'cause' and raison d'être and convey it in a simple, direct and increasingly human way.

Destination brands will seek to unearth and unleash the power of these higher value thoughts to engage with us on a human level and drive forward the total destination brand experience.

4. Making things simpler

We are spoilt for choice in terms of the products and services available to us and bombarded by thousands of messages every day as the media continues to fragment and proliferate.

Destination brands of the future will seek to reduce complexity and make things easier.

5. Changing our lives

With our basic needs satisfied we are increasingly turning to brands to help us fulfil our more complex human needs. Our need to belong and to feel connected.

Destination brands will increasingly look to position themselves as the providers of transformational experiences that we no longer merely 'consume' but that also empower and inspire us with new knowledge, tools and opportunities to improve the quality of our lives.

"Destination brands will seek to unearth and unleash the power of these higher value thoughts to engage with us on a human level and drive forward the total destination brand experience."

The Communication Group plc's approach to destination marketing

Agree the human drivers

Sex	Reproduction, passion, conquest, appeal
Curiosity	The inescapable need to challenge convention and learn
Parenthood	Altruistic attitude towards family and loved ones
Status: Prestige	Honour, dignity and recognition
Status: Power	Control and influence
Winning	Being #1
Health	Mental and physical well-being
Tribalism	The need to be among others
Protection	Territorial safety and peace of mind

Desmond Morris, The Naked Ape

Stories have a role to play in painting a picture of what a city can represent. They establish emotional connections that occupy people's hearts and minds. From our experience, destinations should pull emotional strings to ensure their inclusion in an investor's priority list. This is most effective when destinations can connect with the key human drivers identified by zoologist Desmond Morris in his book *The Naked Ape*. He argues that nine drivers underpin all of our decisions and choices.

Brands use the human drivers to communicate with their target audience. Think Ferrari and sex, NASA and curiosity or Avis and winning.

Our positioning model can help destinations use these drivers to shape their stories. This forms part of our unique, holistic approach to destination marketing which is based on the development of five core phases which act as 'building blocks' in the creation of a winning position and the communication of a compelling story. >>

Develop your story



6. Getting closer

Traditional notions of brands being 'customer-focused' will be replaced by the more holistic organisational challenge of becoming truly 'customer-centric'. This will involve putting customer needs and insights at the heart of all decision making throughout the entire brand development and delivery cycle.

Destination brands will increasingly be presenting themselves as partners and enablers of life-solutions that really matter to us as opposed to simply the providers of places and experiences.

7. Feeling the difference

As brands recognise that it is our emotions that drive most – if not all – of our purchasing decisions, they will begin to focus more effort on 'emotionalising' their entire approach to business and branding.

Destination brands will need to demonstrate higher emotional intelligence whilst creating more emotive and powerful connections.

8. Caring for our communities

Brands will increasingly look to invest in activities and initiatives that enable, mobilise and nurture our communities of interest.

Destination brands will increasingly integrate high-profile global issues such as climate change and sweatshop labour, through to more local and social challenges such as responsible drinking as part of their overall destination brand story.

9. Getting experienced

The service economy is now being commoditised by an experience economy where brands are going far beyond the basic provision of products and services to develop more immersive, entertaining, memorable and high value experiences for consumers.

Destination brands will need to invest more in innovation to create more powerful experiential products and services.

10. Daring to dream

Technology is enabling much of our information, knowledge, entertainment and communications to be managed and stored in cyberspace. As our lives become increasingly digital, society – and in turn brands – will place new value on those human characteristics that can not be digitised or automated such as our imaginations, legends, stories, emotions and dreams.

Destinations will need to exploit this emerging 'dream society' as they look to weave themselves into the fabric of our lives. They will capture our imaginations providing new generations of products, services and experiences, allowing us to escape from the day-to-day and explore our inner-most dreams and fantasies.

Conclusion

The central challenge to the future positioning of tomorrow's successful destination brands will be much more about occupying an important and highly valued place in our hearts and minds long before we ever consider stepping out of our front doors.

www.thebrandexperienceconsultancy.com



Story creation: A holistic approach

The job of a destination story is not to change facts but to communicate them in a memorable way.

We believe there is a process of interrogation through which cities can effectively uncover their core assets – assets that hold an important position in the minds of their audience which are at the heart of a city's reputation.

Assets can be 'hard' and 'soft' – there are factors such as a functioning economy and effective public services which are not enough to achieve standout alone. Factors such as the friendliness of the local people, architecture and a reputation for arts and culture have become vital for today's decision makers – see the research findings in One: People and Places.

Two-thirds of our business panel consider that a strong tradition in culture and the arts along with exceptional architecture, widely available entertainment and friendly local people, creates a positive reputation for a city.

The results are echoed in our survey of consumers who cited friendly local people (49%) as the primary factor in creating a positive image for a city. This was followed by a strong tradition in culture and the arts (29%), exceptional architecture (26%), employment opportunities (25%) and widely available entertainment and leisure (23%).

Showing off your assets

High-profile sporting events, or cultural landmarks, are also of major significance, not only because they lead to large-scale regeneration, but because they also act as a 'story board' for the city that can communicate messages about economic vitality or a dynamic workforce.

Increasingly cities look to their natural assets, which in the past have purely filled a functional need, to create an emotional connection. Water can play an important role in an overarching city positioning and story – consider Sydney, Barcelona, Liverpool and Cape Town for example.

Cultural landmarks, defined visitor areas and major regeneration projects have in many cities focused on an area of water. In the examples of Sydney (Darling Harbour) and Cape Town (V&A Waterfront) strong local identities have been born which have their own part to play in the overall city story – both economically and socially. An impressive 65% of visitors to Sydney visit Darling Harbour.

The challenge for cities is to identify and focus on their best assets which will strike a cord with investors and visitors alike. 🍷

Showing off your assets: food & the city story

Food can be a powerful part of the city story. This is illustrated by a recent article by Word Hum in which the author describes eight hotspots for street food around the world (adapted below). Word Hum is a travel website dedicated to harnessing the power of the internet to tell great travel stories.

Marrakech, Morocco

"Every evening, 365 days a year, the Djemma al Fna, Marrakech's main square, morphs into a street food Mecca. Hundreds of stalls strung with blinding bulbs host Moroccans and foreign tourists in near equal measure."

Palermo, Sicily

"Spilling from narrow alleys and ancient squares, the markets in Palermo still have a Moorish allure (the Arabs once traded here). Vendors shout their prices while boiling fresh artichokes and hawking chickpea fritters called panelle."

Stone Town, Zanzibar

"Come sunset in Stone Town, Forodhani Gardens on the waterfront turns into a spectacle of brazier-bound seafood, salivating tourists and feral cats foraging for leftovers. It's a total seafood orgy – I've never seen so many fish and crustaceans getting chopped and skewered."

Mexico City, Mexico

"Mexico City's street food is deliciously diverse, from tubes of fried dough powdered with cinnamon called churros to roasted corn to carnitas and freshly squeezed fruit juices. But perhaps the best dish in the capital is the ubiquitous tacos al pastor, found on nearly every street corner."

Istanbul, Turkey

"Pushcarts laden with inexpensive eats are practically as prevalent as people in Turkey's capital, where you can find sustenance for every meal without ever entering a restaurant."

Ho Chi Minh City, Vietnam

"Ho Chi Minh City's street food offerings are staggering. Hit a street stall and pull up one of the mini plastic chairs alongside the locals to feast on Vietnam's breakfast of champions – Pho."

Berlin, Germany

"Germany's street food offerings go beyond those ubiquitous grilled bratwursts poking from both ends of their too-tiny buns. And the capital city – with the largest Turkish population outside of Turkey – is the best place to sample the wealth."

Cheju Island, Korea

"Korea's largest island... is known for its fabulous seafood caught and proffered by a tradition of female divers that evolved due to historical taxation on male labour. With little more than a knife and the strength of their lungs (tanks are not used), the women wait until the tide is auspicious then plunder the sea bottom for abalone, octopus, urchins, shellfish and seaweed."

OPENCities

Chris Hickey – Director of British Council



A high degree of racial, ethnic and religious mix in European principal cities is becoming the norm in Twenty-first century Europe. It will characterise national economic, cultural and political life within European countries. The arrival of large numbers of new residents in many cities creates great opportunities for innovation and progress in social, economic and cultural development. At the same time, this also poses significant challenges for social cohesion and stability. In this context, cities can play a significant role in helping these nationwide processes.

OPENCities is a British Council programme which recognises this and explores how cities can build their international profile by attracting and encouraging migrant populations. The theme is developed from a proposition by Greg Clark (published under Towards OPENCities), who remains project advisor.

City populations do not often acknowledge or recognise the positive contributions made by the immigrant population. These populations, by their sheer presence, create an influx of diversity which diffuses into the trends, culture, cuisine, art and architecture that make cities such unique and desirable places in which to live, travel and invest. It's not just about having a China Town or Latin Quarter. It's about recognizing, and celebrating, the economic value of difference.

The OPENCities project shifts bias against immigrants. It helps city leadership appreciate these people for what they are – a unique and valuable asset. To do this, participating cities first develop strong and consistent tools to measure their openness. This information is then used to guide their population, integration and marketing promotion strategies.

Openness for a city has not yet been fully defined, but it may include the following eight factors:

1. Economic factors:

Availability of jobs, access to affordable standards of living, comparable cost of living, housing market flexibility and the approach of firms to innovation.

2. Regulatory factors:

The overall immigration and asylum policies of a country, coupled with any specific local/national regulations that may apply differently to foreigners.

3. Cultural factors:

Including the level of enthusiasm for diversity amongst existing populations, and the extent to which local culture and entertainment is attractive to diverse audiences.

4. Amenity factors:

Generic amenities such as housing, schools, hospitals, as well as more bespoke amenities such as places of worship, community organisations and street signage.

5. Connectivity and Accessibility factors:

This includes how easy it is to get to the city concerned, and the potential it offers for connection to other places that are important sources of opportunity or welfare.

6. Internationalisation factors:

Cities as locations for international investments, visitor destinations or cities functioning as centres for inter-governmental institutions.

7. Risk factors:

Such as the general perceptions of the stability of the local and political environment coupled with the perceived incidence of racial/ethnic persecution.

8. Leadership factors:

How proactive is the city in setting and pursuing an agenda of openness, diversity, and tolerance? Does city leadership promote the benefits of diversity to the city?

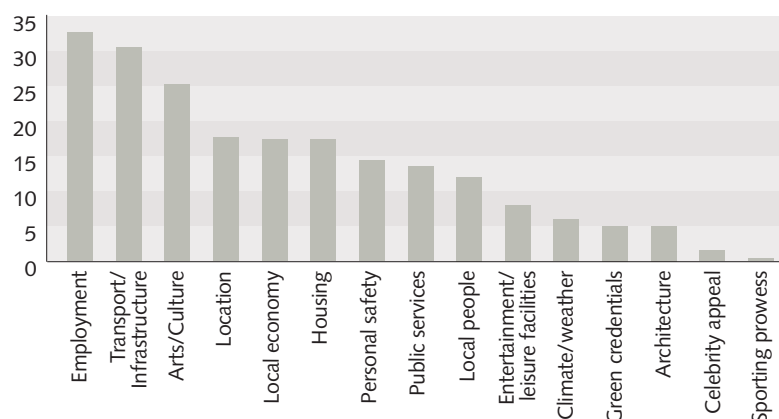
Because all cities are different, and because there are at least eight important factors to how open a city is, there are not just different degrees but also different kinds of openness.

Cities will not become more open by following a rigid formula. They will become more open by carefully diagnosing their own situation and by making progress on factors which are revealed as the key constraints on their openness.

OPENCities receives European Funding under the Urbact Programme. Led by Belfast City Council, the cities of Bilbao, Bucharest, Cardiff, Düsseldorf, Gdansk, Madrid, Nitra, Vienna, Poznan, Sofia and the British Council will be engaging on a 30 month programme to develop the proposition above and set this new agenda worldwide. 🌍

www.britishcouncil.org

The assests of a winning city to live, work and invest
Based on the findings of the YouGovStone panel



Urban environmentalism

Dr Philipp Rode, Executive Director of Urban Age,
London School of Economics and Political Science

The world is becoming increasingly urban. In 2007, for the first time in history, people living in urban areas outnumbered those living in the countryside. The late Twentieth Century was undoubtedly the age of economic globalisation, the first part of the Twenty-first Century promises to be the age of the city: the 'Urban Age'.

Yet, the current change from rural to urban lifestyles is less noticeable in Europe and North America where the move to cities already peaked in the first half of the last century. Here, the dominance of cities was established well before 1950. However, the current global shift towards cities generates both opportunities and challenges significant also for established and mature cities of the West. Our cities share – arguably at a different scale – the confrontation with globalisation, migration, social inclusion and sustainability with the emerging urban world in Asia, Africa and Latin America. The positive impacts of globalisation on economic growth are well documented, but so are the negative effects on social inclusion and the environment with cities being the spearhead of both. A look at the environmental challenge and how cities have started to respond to climate change offers a particularly important insight.

Bigger, more populous, cities place greater demands on the local and global environment. Throughout the world, urban policymakers continue to struggle in balancing the escalation of public and private investment in cities with more sustainable forms of urban development. Questions regarding the size, speed, shape, and spatial distributions of densities, land uses and morphologically differentiated areas of the city and their relationship to infrastructure have become increasingly complex and politicised.

Urban Age Research at the London School of Economics explores new partnerships across disciplines, among academics, policy makers, investors and practitioners and facilitates a discourse exploring more sustainable structures of our cities.

For several reasons, cities today find themselves in a unique position to add to national and supra-national agendas to battle climate change. On the one hand, cities are problematic. With regards to environmental damage, it is often stated that urbanised areas globally emit around 75% of all CO₂ emissions while only housing 50% of the world's population. Regardless the shortcomings of territorialising CO₂ emissions and making cities responsible for a certain degree of environmental damage, it is undeniable that at least when including all consequences of current consumption patterns of urban residents, cities are far from being sustainable and at least in the developing world perform worse than rural areas. This, of course, has more to do with higher levels of affluence in cities and therefore higher overall consumption.

Furthermore, the need for connecting cities often leads to an increase of highly unsustainable air travel promoted by massive airport expansion programmes.

In 2007, a study commissioned by the Mayor of London suggested that when including the emission of air travel to and from London's airports, the city's largest single source of CO₂ comes from aviation with about 34%.

On the other hand, cities offer a number of solutions to the environmental crisis. Most importantly, well-designed cities are a central component to any strategy aiming to delink high living standards from high consumption of natural resources. In fact, due to agglomeration effects of higher densities, cities can significantly reduce the ecological footprints per capita without compromising the standard of living. The following frequently-quoted examples illustrate this urban advantage: Cities in the developed world often outperform their national context on an impact by person basis. London's CO₂ emission per capita is 40% less than that of the average UK resident and New York City produces 1% of the total US global warming emissions while accommodating 3.7% of the country's population. They are able to do so by offering more energy efficient buildings and particularly by relying on walking, cycling and public transport as the primary mode of transport. At the same time, cities offer a vast range of activities that involve little material consumption while supporting the highest quality of life. In both cities, living standards are at least as high as the national averages. There are enormous differences between cities: most US cities have three to five times the gasoline consumption of European cities while surely the quality of life in US cities does not differ that greatly from the one in their European counterparts.

Cities are progressive environments and urban residents tend to be more open to individual behaviour change and cities are better equipped to implement and test new approaches. Transport innovations such as congestion charging (London), cycle strategies (Copenhagen, Bogota, Paris), rapid bus transit (Curitiba, Bogota) and temporary street use (Rio de Janeiro, Paris) have paved the ground for world-wide application. Cities – and more generally local governments – are further closer to lives on the ground allowing for a better understanding of daily routines than state or national governments – critical for the implementation of change. The ability to suggest changes and receive immediate feedback from residents provides city governance with a responsive sounding board.

To conclude, sustainable urban development is by far the most promising option leading to a more sustainable future. ♥



"Transport innovations such as congestion charging (London), cycle strategies (Copenhagen, Bogota, Paris), bus rapid transit (Curitiba, Bogota) and temporary street use (Rio de Janeiro, Paris) have paved the ground for world-wide application."

Malta – much more than a place in the sun

Dr Michael Refalo, Malta's Former Minister for Tourism, the former High Commissioner in London and UN World Tourism Organisation Strategic Committee

Malta has some enviable assets when it comes to marketing itself as a destination. A wealth of culture, no less than five World Heritage Sites, a hospitable, hard-working people, a mild temperate climate, translucent blue seas, peace and stability. What more do you need?

But destinations like Malta cannot just rely on the Four 'S's (sun, sea, sand and, well you can guess the last one) to market themselves. In an era of low cost travel there are too many destinations that offer the same attractions. And, as the UN World Tourism Organization Strategic Committee on which I sit, concluded last November in its meeting in Spain, locations that fail to stand out and simply offer the basics, will be the ones to suffer most in the global recession.

As Malta's tourism minister for a total of 11 years, I oversaw the transition from a destination patronised mainly by British visitors to a more cosmopolitan, multi-interest and varied clientele. The challenge was to differentiate the island from our Mediterranean competitors and be ourselves. We capitalised on our 7000 years of recorded history spanning from Neolithic times through to the Phoenicians, Carthaginians, Romans, Byzantine Greeks, the Arabs, Normans, the Kingdom of the Two Sicilies, the Sovereign Military Order of Malta, the French and the British, all of whom left an indelible imprint on our language, culture, landscape and way of life and made Malta a fascinating 'open air museum' that traces the passage of man in the Mediterranean.

Through all this work we were able to transform Malta and change its perception from a place your grandparents visited to a vibrant, profitable and fun destination.

In a later role as Malta's High Commissioner in London, I worked to draw on Britain and Malta's historical links. In 1800, Admiral Nelson successfully

blockaded and expelled the French from Malta, and so in 2005, we rode on the coat tails of the Battle of Trafalgar bicentennial celebrations. I also engaged extensively with the George Cross Island Association, addressed Rotary Clubs up and down the country, organized weekend breaks to Malta for groups of diplomats based in London, concerts and exhibitions featuring some of our top artists as well as festivals and events to introduce Maltese cuisine and wines to a wider British audience.

Natural and cultural attractions draw visitors, but Malta has fast developed as a business location as well. The islands lack any raw materials, meaning our people are the number one asset. It is no surprise that businesses and investors cite the quality of Maltese staff as the reason to locate and expand operations in Malta. We have a highly-trained, bi-lingual, flexible and productive workforce that was instrumental to our rapid emergence as a reputable financial services jurisdiction, a centre for high-tech manufacturing, pharma production, aviation, IT, i-gaming, back office operations and other industries.

Malta has a stable, pro-business government and the most advantageous EU compliant corporate tax regime in Europe. In 2004, accession to the EU and adopting the Euro in 2008, has removed exchange risk for Eurozone countries. And of course it helps that Malta offers a secure and pleasant lifestyle with all the attractions that appeal to leisure and business visitors alike.

Malta has consciously moved its marketing message away from the Four 'S's to the Four 'E's - education, enterprise, the environment and entertainment. The result is a winning destination, strongly differentiated from its competitors and capable of attracting tourism, business and inward investment in ever-greater numbers. ☺



A stack of papers is shown at an angle. The top paper has several stamps: a circular one with 'I ♥ Predictions' (the heart is red), a rectangular one with 'SYNERGISE' and 'STRATEGY', a circular one with 'EXPERIENCE', and a rectangular one with 'MASTER PLAN' and 'STRATEGY'.

“Winning cities need a Communicator-in-Chief who is responsible for driving coherent, compelling and consistent messages and shaping the city story. ”

Highlights

- Tomorrows winning cities will capture the imagination of the market and define themselves based on their unique assets. Their winning attributes will include:
 - A ‘Communicator-in-Chief’.
 - A commitment to “information gathering” such as competitor trends and consumer opinion.
 - An understanding of the 4Ps – products, positioning, perception and processes.
 - A well-defined and coherent masterplan.
 - A working partnership between the public and private sectors.
- London, Paris and New York remain the cities to beat as they continue to offer a destination story based on both their soft and hard assests.

THREE PREDICTIONS

Cities of the future

We believe that stand-out cities deliver something different; they are not defined by their size alone but by their ability to capture the imagination and define themselves as being the best at something. For example, Vancouver is recognised for its exceptional quality of life and Barcelona for its unbeatable style and commitment to art and design.

Our experience of working with cities around the world indicates that tomorrow's success stories will display a set of winning attributes:

Leadership style

Winning cities need a 'Communicator-in-Chief' who is responsible for driving coherent, compelling and consistent messages and shaping the city story.

The 'Communicator-in-Chief' must be:

- A **CHAMPION** – present the city to the world.
- An **ADVOCATE** – responsible for winning mindshare.
- An **INTEGRATOR** – bring together key partners across the public and private sectors, ensuring one clear and identifiable voice.
- A **PEACEMAKER** – take non-partisan view of the key issues and considerations.
- A **PROFILE RAISER** – drive to maintain external and internal profile.
- A **GUARDIAN** – defend the city brand.
- A **LEADER** – have the power to make decisions and gravitas to get the job done.

Market awareness

Successful companies will undertake detailed intelligence gathering exercises to gain a full understanding of their place in the market from competitors to the target audiences. We recommend that cities undertake similar projects before communicating to ensure they not only tap into what the audience wants to hear but also don't overlap with key competitors.

Asset understanding

The 4Ps; products, positioning, perception and processes are the fundamental building blocks of creating a winning destination. The Communication Group plc has defined these as:

- **Products:** The goods, assets and experiences offered by a destination such as tourist attractions, convention and transport facilities.
- **Positioning:** The use of messages to capture the customers mind and define a place in the market.
- **Perception:** The attachment of a meaning to the information received from a destination – if people believe something to be true then for them it may as well be true.
- **Processes:** The undertaking of tangible actions or operations in a destination, for example, the approach to infrastructure development of the inward investment process.

A communication master plan

Successful destinations will have a well-defined and coherent communication master plan to drive and implement activity and ensure a consistency of message across a broad audience from business travellers, to university graduates, to discerning visitors.

Essential principles of a plan will include:

- A strategy focused on marketing and promotion of the city's 'hard' and 'soft' assets.
- A rigorous focus on the customer experience.
- Clear integration with the city's economic development strategy, ensuring it represents the living, breathing reality of the city. >>

"Successful destinations will have a well-defined and coherent communication master plan to drive and implement activity."



THREE PREDICTIONS

Public-private partnership

The public and private sectors play an equally important role in the development and promotion of a city. From our experience, a close interaction between these sectors to ensure one clear and identifiable voice will have mutual benefits for both. It will help identify synergies between the key organisations and their attraction agendas to limit overlap and maximise operations.

The winners in the destination economy

402 members of the YouGovStone panel of “influentials” responded to survey questions asking them to name their ideal destination, and which factors contributed to their positive impression of this destination.

The findings reveal the key role played by ‘soft’ factors, and support the argument we make in this report about selling a ‘destination’, which combines both soft and hard factors.

Our research shows that the current positioning of some of these major players is not creating the difference needed to generate long-term competitiveness in the face of a generation of new market entrants.

There are significant opportunities for new contenders to achieve destination status in the next decade. ❤️

Future forum:

The wants and needs of talent

Based on an informal focus group with recent graduates and masters students of universities including London School of Economics and the University of Edinburgh and Georgetown University, Washington DC

- All look for a destination “experience” when considering location
- Majority regard location as important as the academic credentials of a university when considering study options
- Resulting career decisions are in the main influenced by locality of academic institution
- Attracted to locations with international companies that offer global work placements
- Majority actively seek employment in an international city

The city which best reflects the reputation of the country

Based on the perceptions and experience of 1000 consumers*

	Not the capital	The capital
Spain	Barcelona 61%	Madrid 39%
Australia	Sydney 90%	Canberra 10%
USA	New York 84%	Washington 16%
The Netherlands	Amsterdam 89%	The Hague 11%
South Africa	Cape Town 90%	Pretoria 10%
Scotland	Glasgow 28%	Edinburgh 72%
Canada	Vancouver 73%	Ottawa 27%
India	Mumbai 40%	New Delhi 60%
Italy	Milan 26%	Rome 74%
Brazil	Rio de Janeiro 90%	Brasilia 10%
China	Shanghai 34%	Beijing 66%
Russia	St Petersburg 29%	Moscow 71%

*Source: ID Factor



The winners in the destination economy – a snapshot

	Tokyo	New York	London	Chicago	Paris	Madrid	Moscow	Buenos Aires	Hong kong	San Francisco	Mumbai	Dubai	Edinburgh
Employment opportunities	**	*****	*****	**	**	**	*	*	***	***	**	***	**
Public Services	***	**	*****	*	*****	**	*	*	**	**	*	*	**
Housing	*	**	***	**	***	**	*	*	*	***	*	**	*
Transport infrastructure	****	*****	*****	**	*****	***	**	*	***	***	*	*	*
Personal safety	***	**	***	*	***	***	*	*	**	**	*	***	***
Tax regime	*	**	**	*	*	*	*	*	**	*	*	***	**
Architecture	*	*****	*****	**	*****	*****	***	**	**	***	**	**	*****
Arts/culture	**	*****	*****	**	*****	*****	***	**	**	***	**	*	*****
Entertainment/leisure facilities	***	*****	*****	***	*****	***	**	**	***	***	*	**	***
Local people	**	***	*****	**	**	***	*	**	**	***	**	*	**
Climate/weather	*	*	*	*	**	*****	*	***	**	***	*	**	*
Green credentials	*	*	*	*	*	*	*	*	*	**	*	*	*
Celebrity appeal	*	*****	*****	*	***	*	*	*	*	**	*	**	*
Sporting prowess	*	**	***	*	*	*	*	*	*	*	*	*	*

Percentage of youGovStone panel respondents identifying the asset as part of the city offer

0% – 15% *

16% – 30% **

31% – 45% ***

46% – 60% ****

61%+ *****

“There are significant opportunities for new contenders to achieve destination status in the next decade.”



Identity & the city: Three provocations

Scott Hartop, UMU Strategies & Crisis Group Lead at Appleyards.



If recent events have taught us anything it is that we need new ways of robustly anticipating what could happen, looking outside the obvious and 'business as usual' tunnel vision. 'Provocations' offer a way to escape our unhelpful cognitive biases. Provocations are thought experiments – starting points which lead to novel but nonetheless plausible futures. They are controversial in a calculated, productive way. They make us ask questions and lead us to new insights. What is it about this picture that does not feel right? What would change that?

At Appleyards we have been exploring alternative scenarios for the built environment as part of 'The Futures Of' project. Our Strategies & Crisis Group at UMU has brought together a diverse, thought-leading team of directors in marketing, banking, development, architecture, design, construction, urban planning, infrastructure, housing, transport, shelter and facilities management. By intelligently speculating *together*, organisations can influence the evolution of identity and our cities.

Below and right are three provocations we've used to spark new and plausible answers to serious shared questions: What will happen now? How can we bring to life the futures we *can* shape and outperform the ones we can't?

Try it. Gently provoke the next person you meet...

The disappearing home

The culture of home ownership becomes too impractical, too expensive, too high risk for some people. Imagine a range of on-demand, mobile, pay-per-seat and just-in-time services that spring up to support families who have 'gone metro' giving up on a static place called home. How would family life adapt? How would identity work when home is a dynamic, portable concept? What would communities of such address-less families look like? Could they co-exist with a fixed-address society? What would the ecosystem of services supporting this lifestyle look like? What happens to household-name brands? What does a city of affluent homeless people come to stand for?

The density of identity

The Observer Effect basically states that the act of measuring something changes it (related to Heisenberg's Uncertainty Principle and the paradox of Schrodinger's Cat). Connect this to Paul Clarke's excellent 'Metricity' research on new measures of density for urban planning and ask: what are we measuring our cities against and how is this shaping them? What concentrations of human experience in urban areas could we benchmark: hope, fulfilment, learning, escape? What does asking this question do to the way people see themselves and their district? What critical mass do new qualities and identities need to associate themselves with places and people?

The human city

"We shape our buildings; thereafter they shape us." Winston Churchill's (supposed) insight into the feedback loop between creators and their creations hints at diminishing control and our evolution into something other. What is the implication of entering this loop at a different point? As technologies increasingly enable the built environment to self-assemble, self-organise, self-optimize and self-configure, what will cities *make of themselves*? Who are they? What do they want from us? What do they want *for* us? "If we build it, they will come" – so what can we learn from who did come? When our human cities interact with us in increasingly anthropomorphic ways, what kinds of identities will be negotiated between people and places? 🌐

umu.appleyards.co.uk

"Provocations are thought experiments – starting points which lead to novel but nonetheless plausible futures."

"What concentrations of human experience in urban areas could we benchmark: hope, fulfilment, learning, escape?"



Trading in the global village: The city challenge

Des Gunewardena, Chairman of London First and Chairman & Chief Executive, D&D London.



On September 15, 2008, Lehman Brothers, once the US's fourth largest investment bank, filed for bankruptcy, ushering in a dangerous new phase of the global financial crisis.

Lehman's collapse had an impact on every part of the global economy, not least the restaurant sector. I am Chairman and CEO of D&D London, a restaurant group that owns and operates 30 high quality restaurants in cities round the world.

In the week that Lehman failed, business at our restaurants in London, New York, Paris and Tokyo declined immediately and with remarkable consistency across the group. Anyone who studied our group takings that week would have seen just how much we live in a truly global economy.

We also operate three restaurants in Copenhagen; their takings were more robust in the face of Lehman's collapse but only for a few weeks. When Landsbanki, the Icelandic bank, ran into trouble, our Copenhagen restaurants too began to suffer – both in terms of numbers of customers and spends.

We are constantly thinking about ideas across the group, so that successful initiatives in one of our London restaurants can quickly take root in Paris or New York – or vice-versa. For a number of years we have seen Parisians, particularly, being more

frugal at lunch. As business entertainment budgets are cut back, I have no doubt that this trend will quickly spread to our group globally.

My experience operating businesses in four of the major cities in the world tells me that today's largest cities arguably rise and fall more in tandem with each other than they do with their home nations or regions. In many ways, the fortunes of London, New York and Tokyo depend more on each other than they do on those of Birmingham, Atlanta or Kyoto. And I suspect that the experiences of these world cities in the current downturn will mirror each other closely.

D&D London's restaurants include:

- Bluebird Restaurant & Bar, situated in the heart of Chelsea on the King's Road.
- Coq d'Argent, a rooftop restaurant and bar with views over London's famous Square Mile.
- Skylon, located within London's Royal Festival Hall overlooking the River Thames.
- Gustavino's, a designated New York City interior landmark situated under the 59th Street Bridge.

www.danddlondon.com



"Each chapter tells a story about identity through rigorous positioning which has generated attention, attracted tourists, encouraged investment and delighted residents."

City chapters include:

1. **London: A City within a City: Nimble Leadership**
Councillor Colin Barrow, Leader of Westminster City Council
2. **Sydney: Celebrating the city story**
Lyndel Gray, Executive Director & General Manager of Tourism New South Wales
3. **Edinburgh: Integrated city promotion**
David Anderson, Director of City Development at City of Edinburgh Council
4. **Dubai: Winning with free zones**
Ian Scott, Director for UK & Ireland of Dubai Department of Tourism and Commerce Marketing
5. **Hong Kong: The gateway to Asia – a natural home for investors**
Charles Ng, Associate Director General of Invest Hong Kong
6. **Philadelphia: The Business of Pleasure**
Paul Levy, President & CEO of Center City District
7. **Stratford-upon-Avon: Iconic faces, Iconic places**
Phil Hackett, Chief Executive of Shakespeare Country
8. **Vancouver: Promoting tourism best practice through global partnerships**
Paul Vallee, Executive Vice President of Tourism Vancouver
9. **Cardiff: A digital business**
Jane Egan, Senior Marketing & PR Manager of @ Wales Digital Media
10. **Washington DC and Kyiv: A Capital approach**
Nadia McConnell, President of U.S. – Ukraine Foundation

FOUR PROFILES

A tale of ten cities

Every city has a story to tell. This section brings ten dynamic city stories and offers best practice principles for creating destination status.

Each winning destination, has successfully positioned itself amongst the best in the world: attracting residents, tourists and investors. Despite the challenges of a weakening global economy, they have maintained stature and focus to effectively communicate their stories to the world. They have grabbed our attention and held it.

Each chapter tells a story about a city identity developed through rigorous positioning which has generated attention, attracted tourists, encouraged investment and delighted residents. These brand stories create an emotional relationship with consumers. These cities represent a few of the best-in-class in destination marketing, just as Nescafe, Nike and Apple represent some of the best-in-class in product marketing. Destinations are products and branding is a powerful tool for creating differentiation.

You already have an idea of a city long before, or after, you've been there. Even if you've only been there in the pages of a book or by watching a film. Through the novels of its famed residents alone, Edinburgh is instantly and enviably iconic. It continues to attract a burgeoning creative class. Whether promoting a retail site, an investment location or a cultural landmark, it is brand power that enables you to stand out in an era of global standardisation.

We present 10 destination players that set new standards by telling new stories and reaching new audiences. They have successfully identified the qualities that make them unique and are proactively driving those attributes into the marketplace. Shifting economic tides mean there is now everything to play for. Small and emerging cities are faced with the exciting prospect of drawing tourists, investors and residents. These case studies represent the best-in-class cities that successfully sell emotion through stories. 🍷



"You already have an idea of a city long before, or after, you've been there. Even if you've only been there in the pages of a book or by watching a film. "



LONDON

WESTMINSTER: A CITY WITHIN A CITY – NIMBLE LEADERSHIP

Councillor Colin Barrow, Leader of Westminster City Council



To many tourists, and even Londoners, Westminster is London. It's home to the Houses of Parliament and Big Ben, Westminster Abbey, Whitehall and the West End including Oxford and Regent Streets. Its business strength lies in retail, restaurants and hotels – 40% of all London's hotels are right here. But Westminster's economic life is as diverse as its quarter-million residents. You can hear 130 languages spoken on its iconic streets.

"Westminster is the centre of the centre, the capital of the capital," says Councillor Colin Barrow, Leader of Westminster City Council. "But we don't promote ourselves as the centre of London, we promote ourselves as Westminster because we're known as such."

Welcoming visitors, business and residents

An astonishing 50% of all visitors to England visit Westminster. Their considerable needs must be balanced with the needs of the people who live and work in this city-within-a-city. "We manage this by incorporating best-in-class from clean and safe streets, to education, social services and special events," says Councillor Barrow. "We're regarded as efficient and effective and that's something we jealously guard."

Tourists are attracted by Westminster's outstanding heritage and world-class events such as the Queen's Jubilee, Chinese New Year and the London Marathon. Hundreds of thousands will flock here for the opening and closing ceremonies of the 2012 Olympics. Millions more will watch from home. Westminster is ready to get it right.

"Our team produces more events in any week than all other council teams in London combined. There's always something going on. We're good at what we do," says Collin Barrow. "Everyone knows our team can pull together all the various elements needed for a major event."

Business

With London's film and music industry headquartered in vibrant Soho, politics in stately Westminster and hedge funds in prosperous Mayfair, Westminster's diverse economy is a unique selling point.

"Here is where the opportunities are," says the Leader of the Council. "Are the streets paved with gold? No. But if you want to work hard and find yourself you can come here and do, or be, more or less anything you want. Yes we have global HQs but of our 48,000 businesses, most employ less than five people. Sandwich bars, newsagents, corner shops, bars and pubs – that's what it's all about. Those are the real engines of the economy."

Residents

Westminster City Council prides itself as a leading innovator in council services. In balancing the needs of both businesses and residents, Colin Barrow cites cooperation as the key to first-rate performance.

"It's a matter of maintaining a very wide range of relationships," he says. "You've got to have a restlessness, an impatience, and a willingness to bang heads together, to bring common sense into situations in order to sort out solutions."

Westminster surveys its residents about local services. Unusually for a council, it then implements the results creating first-rate partnerships in social services, education, community protection and the environment. For example, quarterly meetings of the Westminster City Partnership link the council with the voluntary sector, health service, police, and Job Centre Plus, each taking some responsibility for collaborative projects.

The result is a clean, safe and attractive place to work, live and visit. "I'd like people to feel more ownership – to maintain and increase their respect for each other," says Councillor Barrow.

One clear manifestation of this is clean streets. 🗑️

www.westminster.gov.uk

Clean Streets

Westminster graciously receives a million visitors daily – disgracefully many leave their rubbish behind. “You still find people who wouldn’t drop litter in their own neighbourhood but who think it’s alright to drop it here,” says Councillor Barrow. “Our job is to keep the streets so clean that littering feels outrageous – we’re very successful at it.”

A team travels the length of Oxford Street eight times daily emptying bins and clearing rubbish. At any given time 250 inspectors walk Westminster’s streets monitoring repair needs. “That bin is split, that paving stone needs to be fixed,” says the Leader. “Our residents and businesses feel they’re getting value for money. We’re known for fast, eco-friendly, effective street cleaning. That’s not a trivial challenge.” Not when it accounts for almost 20% of the council’s net expenditure.

Special events pose special challenges. None more so than the London marathon.

After last year’s marathon Westminster City Council recycled 70,000 plastic water bottles. The bottles – laid end to end – would have stretched for almost eight miles. The clean-up effort didn’t stop there.

The streets were cleaned and returned to their pristine state just two hours after the last runner crossed the finish line. The team comprised 23 manual sweepers, five mechanical brooms, three supervisors, four flushing vehicles, three cage vehicles, and two road cleaning vehicles.

Dr. Leith Penny, Westminster City Council’s Director of Environment and Leisure, says: “The council works to achieve a Marathon standard of cleanliness every day. Keeping our streets clean isn’t just important when there are special events – it’s important 24 hours a day, every day of the year, to ensure the heart of London is clean and tidy for residents, business and visitors alike.”

Maintaining a leading position

Councillor Barrow is confident about Westminster’s future: “Our surveys very quickly tell us if something is going wrong and our teams are resourced and empowered to act straight away – bang heads together if needs be. Everything here happens much more quickly – and intensely – than it does elsewhere. The main thing is to make sure that people maintain their buildings and streets and increase their respect for each other.”

“Our job is to keep the streets so clean that littering feels outrageous – we’re very successful at it.”



SYDNEY CELEBRATING THE CITY STORY

Lyndel Gray, Executive Director and General Manager of Tourism
New South Wales



Since Sydney was founded in 1788 by Australia's first colonial governor Arthur Phillip, it has become one of the world's most iconic, modern and forward looking cities. Sydney's buzzing cosmopolitan urban culture is encapsulated by the natural beauty of its harbour, giving the city its distinctive harmonious quality.

A unique combination of assets

Sydney is more than just a city; it embodies the nation's spirit, culture and diversity.

Lyndel Gray, Executive Director and General Manager Tourism New South Wales comments, "Sydney is uniquely placed in the context of the Australian tourism experience. Indeed for many around the world, Sydney is synonymous with Australia."

Gray goes on to describe Sydney as "the international gateway to the nation".

Sydney has become the point at which people both physically and psychologically enter into the country, and its distinctive way of life.

Sydney is the face of Australia; the face of the nation. Its internationally famed and iconic visitor attractions, ranging from the architecturally stunning Sydney Opera House and Darling Harbour; to the Blue Mountains and the nearby Hunter Valley are integral to both the city and Australia's identity. "It's clear that Sydney has a major role in driving the future of tourism across New South Wales and indeed across Australia," says Gray.

Telling our story to the world

Central to this is Tourism New South Wales, which plays a pivotal role in promoting Sydney on a global scale. "We're focused on saying more about our city to the world" comments Gray. Sydney has a distinctive story and Tourism New South Wales is one of its best, and most inventive, story tellers.

The agency works hard to ensure that the story of its city is reinvigorated and refreshed in line with increasing visitor demands, to maintain and expand Sydney's global status as a leading international destination. Sydney, explains Gray has 'been consistently

rated as the number one city brand in the world, it's a city uniquely its own.'

As one of the world's most ethnically diverse and open cultures, Sydney has multiple narratives which weave together to give the city its distinctive voice. "Sydney is a port city; a global city with an enviable outdoor beach lifestyle; characteristically open; sophisticated; cosmopolitan and culturally diverse, with many nationalities and languages spoken," explains Gray.

Putting Sydney in the spotlight

To promote its diversity and assets Sydney has developed an innovative events calendar that captures the tangible and intangible assets that characterise the city.

"In the coming months," comments Gray, "we have an exciting programme of events scheduled, and in development, which will continue to add to the dynamism of the Sydney experience and to support the city's international positioning." The events calendar taps into the diversity of the city to ensure that the full story is told.

In 2009, the city event programme will include three new themed event seasons – VIVACITY, VIVID and CRAVE which tie in neatly with the mood and atmosphere in the city at key points in the year.

VIVACITY, explains Gray, "runs through January and February, celebrating the unique energy and buzz of our city, from the spectacular and world renowned New Year's Eve Party through to the largest Chinese New Year events outside Asia. It captures what it means to experience this time of year in Sydney" he says.

In June, the city is lit with VIVID Sydney where, "it is transformed into a living canvas of music and light with the Opera House as its focal point. It is a huge new contemporary music festival, curated by world renowned talents. VIVID Sydney will illuminate the city with sustainable light installations, visual art exhibitions and performance and films" explains Gray.

The creative spirit of VIVID promotes Sydney as an international hub for culture and the arts. Illuminating the Opera House encourages people to see it in a different way. It is more than an iconic building; it reflects the diversity and modernity of the culture and people it belongs to.

In spring 2009, Sydney will be celebrating with CRAVE, an international festival that promotes the city's lifestyle, art, culture, food, wine and living. At the heart of this will be the new month-long Sydney International Food Festival. Sydney's famous landmarks will share centre stage with some of the world's most prolific chefs. "Sydney's bridges, parks and harbour islands will be front and centre at CRAVE" explains Gray.

A modern approach

This modern approach to city promotion reiterates Sydney's position as Australia's contemporary interface. In the future, we can expect to see a lot more from Sydney; it is no shrinking violet and will continue to promote its assets on an international scale. In 2009 we will see the birth of 'Brand Sydney' which aims "to deliver a new multi-dimensional city brand to further improve Sydney's global brand positioning" states Gray. This will provide a truly holistic approach to city promotion which unites business, education, the arts, creative industries, human capital and tourism.

We have only just begun to hear Sydney's story. There is a lot more to come. ☺

www.visitnsw.com



"In the future, we can expect to see a lot more from Sydney; it is no shrinking violet and will continue to promote itself on an international scale."



EDINBURGH INTEGRATED CITY PROMOTION

David Anderson, Director of City Development at City of Edinburgh Council



Edinburgh is instantly, and enviably, iconic. Scotland's proud-yet-friendly capital has a towering castle, a new Enric Miralles designed Parliament Building, world-famous festivals and the biggest New Year's Eve party anywhere (Hogmanay, to the locals).

As the World's first UNESCO City of Literature (a concept invented by Edinburgh) millions know the city just through the novels of famed current and past residents Sir Arthur Conan Doyle, Robert Louis Stevenson, Sir Walter Scott, J K Rowling, Alexander McCall Smith, Irvine Welsh and Ian Rankin (and his character Inspector Rebus). Even if you've never been to the city, you have ideas about it.

A Capital attitude

Building on its success as one of Europe's top visitor destinations, Edinburgh is increasingly becoming a city for working, as well as playing, by successfully leveraging the intellectual capital and talents of its burgeoning creative class. No wonder it was recently awarded best "Small European City" status by the Financial Times FDi Magazine.

"We are a comparatively small player," admits David Anderson, Director of City Development, at the City of Edinburgh Council (CEC), "but we punch above our weight and capture a voice and a position in the marketplace well beyond our relative size."

The secret to Edinburgh's ongoing success is partnership: "Winning cities create effective public-private partnerships to maximise talent and resources. An integrated, collaborative approach ensures the best possible success in tourism, talent and trade."

City of Edinburgh Council: Partnering for success

CEC is responsible for providing political leadership and governance for a comprehensive range of services across Edinburgh including reliable transport, clean

streets, safe neighbourhoods, good schools and affordable housing. Importantly, CEC also manages the city's 'Inspiring Capital' brand around three key themes: tourism, talent, and trade. Through Destination Edinburgh Marketing Alliance (DEMA), CEC connects with the private sector promoting these themes to target markets.

Edinburgh is the most international city in Scotland: over 22% of its population was born outside Scotland (comparatively, only 13% of Scotland's population was born outside the country). This diversity underpins the city's internationally-recognised strengths: intellectual capital, a strong skills base, a rich quality of life and cultural



“This is a city of shifting light, of changing skies, of sudden vistas.
A city so beautiful it breaks the heart again and again.”

Alexander McCall Smith

vibrancy. Cosmopolitan isn't just an adjective for Edinburgh – it's a driving force for the city's success.

Maximising the creative class

Many great thinkers came from the Eighteenth Century Scottish Enlightenment including Adam Smith, David Hume, and James Craig, architect of the First New Town. The Nineteenth Century saw Scotland's James Clerk Maxwell establish the Theory of Electromagnetism and Sir Alexander Fleming discover penicillin. Today, Professor Ian Wilmut, of University of Edinburgh fame, served as the lead geneticist in the cloning of Dolly the Sheep.

Leading cities thinker Richard Florida's development model could have been based on the forces over the past centuries that have shaped this city. Florida argues that the creative class fosters an open, dynamic, personal and professional environment. This next attracts more creative people. They then lure businesses and capital. Florida argues that attracting and retaining high-quality talent is a

more effective long-term use of a city's resources than infrastructure projects like entertainment venues, iconic buildings, and shopping centres. His approach is successfully integrated across Edinburgh's three areas of focus: tourism, talent and trade.

Tourism: Capturing hearts and minds

Edinburgh exists in the heart, soul and imagination thanks to its world-class events: the 13 International Festivals include the International Festival, Fringe, Edinburgh Military Tattoo, International Film Festival and Hogmanay. The city's visitor attractions include Edinburgh Castle, The Royal Yacht Britannia, Holyrood Palace, The National Museums of Scotland and National Galleries of Scotland. It's a place for thinking as well as having fun – as the always sold-out Edinburgh International Book Festival attests. In order to meet increasing visitor demand, Edinburgh's infrastructure development is keeping pace.

There is an exciting range of international brand and boutique hotels (including, for

example, Malmaison, Town House Group, Hotel Du Vin, Tigerlily, The Scotsman and Prestonfield House) and the two 5 star hotels: Hilton Caledonian and Rocco Forte's Balmoral. Other international chains are represented – Sheraton, SAS Radisson and the new Rezidor SAS Missoni Hotel (opening 2009) as well as Intercontinental and Sofitel, both of which will be opening in the city in the next couple of years. Currently, in 2009, there are 8,226 hotel rooms (up by 699 rooms/1,407 beds since 2005). The city's hotels are achieving some of Europe's highest occupancy and Revenue Per Room rates (as per Deloitte Hotel Benchmark European Performance Review Winter 2007).

At the same time, the city is upgrading its transport links: an eco-friendly, comprehensive tram system will reach new parts of the city in 2011 and an airport expansion should increase passengers from 9 million to 11 million by 2010. >>>



Talent: Attracting the 'best-of-the-best'

Edinburgh is renowned as an *ideopolis*. It has the highest percentage of professionals in the UK – more than London. Nearly half the local population is employed in “knowledge jobs” – the same proportion holds a degree or equivalent professional qualification. Edinburgh has four Universities and over fifty thousand students. It also boasts ten 5-star rated research institutes and is increasingly successful in the commercialisation of this research excellence.

Edinburgh Science Triangle, for example, is a best-in-class case of city-wide collaboration bringing together universities, centres of research excellence, private business and public sector groups to promote research excellence. “The talent side is very, very important to the makeup of the city,” says Anderson. “We have to build on our skills bases and be united in our activity – that way we’ll get our message across.”

Trade: A united approach

More FTSE 100 companies are based in Edinburgh than in any area of the UK (except London). The city’s key strengths are science and technology (specialising in the life and animal sciences, optoelectronics and informatics), finance, and the creative industries.

Going forward, the City Council will work in partnership with the private sector to focus on four significant areas of investment: the Waterfront, the city centre (String of Pearls), the international gateway site in West Edinburgh around the airport (a site identified as a home for global HQ’s) and the BioQuarter at Little France in the south side of the City – an area built around the New Edinburgh Royal Infirmary teaching hospital, the University of Edinburgh’s Centre for Regenerative Medicine and Alexandria Real Estates biopark. “Partnership between the public and private sectors help us to refresh and reinvent ourselves in a way that harmonises with our brand,” adds Anderson. 🍷

www.edinburgh-inspiringcapital.com

Destination Edinburgh Marketing Alliance: Speaking with one voice

Edinburgh’s success is due to its joined-up approach. In early 2008 a Task Group of over 40 individuals concluded that the city needed a refreshed approach to destination promotion focused on a new Destination Promotion Strategy. Specifically, it needed to unify its then-fragmented approach, develop clarity of common purpose, encourage leadership, and maximise opportunities to cross-sell among sectors while capitalising on existing assets.

“There was a consensus on the need for change,” says Kenneth Wardrop, Project Director, Destination Edinburgh Marketing Alliance (DEMA). “The status quo wasn’t an option – we needed to take action.”

The group investigated Barcelona, Vienna and Vancouver: high-performing cities that had successfully organised their destination assets in new ways. They determined that promotional bureaus were integral assets to cities, both as enablers and as problem solvers. As a result of the work of the Task Group, the DEMA came into being with the goal of creating a ‘one-stop marketing focus’ for Edinburgh’s partners across tourism, talent and trade.

DEMA's aims are five-fold:

1. To create a Destination Promotion Strategy for the city (addressing product/proposition/promotion).
2. To forge new local, national and international perceptions of Edinburgh as a destination.
3. To act as a catalyst for public-private partnerships by maximising collaborative opportunities.
4. To create a customer focused “one-stop shop” that adds value for the customer and collaborative partners with a strong focus on comprehensive customer and market intelligence.
5. To take ownership of the city’s marketing and promotion functions through the creation of a dedicated marketing and promotion function that will work with the national agencies in Scotland (VisitScotland and Scottish Development International).

DEMA is forging a formal alliance between the public and private sectors which will be “soft” launched in the spring of 2009.

“The Edinburgh model will be unique,” says Wardrop. “The competitors who are getting it right are those who really understand that marketing messages need to live up to reality. The visitor’s experience and the actual reality of the place need to be in sync with each other. Edinburgh has to live up to the idea of itself amongst its customers – that’s a lot to live up to.”



“We have to build on our skills bases and be united in our activity – that way we’ll get our message across.”

DUBAI WINNING WITH FREE ZONES

Ian Scott, Director for UK and Ireland of Dubai Department of Tourism and Commerce Marketing



For centuries Dubai was a fishing village nestled at the crossroads of sea trading routes that bartered dates, fish and pearls. Little changed and less happened. Then, in 1966, the tiny emirate struck oil. Now the world knows Dubai.

The Sky is the limit

“Everything in Dubai is possible – if you think it, it can happen,” says Ian Scott, the Dubai Department of Tourism and Commerce Marketing’s (DTCM’s) Director for UK and Ireland.

It’s almost fantastical – a city of cities, each a destination in its own right. Dubai Internet City, Dubai Media City and Dubai Maritime City are just a few. Dubailand is the world’s largest entertainment complex – twice the size of Walt Disney World Florida. Dubai Mall is the world’s largest, featuring an Olympic ice rink and one of the world’s largest indoor aquariums.

The Burj Dubai, set to be completed in 2009, is the world’s tallest building. Dubai has expanded out into the sea: the Palm Jumeirah, home to over 30 five-star hotels, is just one of three iconic palm-shaped, man-made islands. >>

“Everything in Dubai is possible – if you think it, it can happen.”





“No other destination can offer what we offer. Dubai has captured people’s minds both from a tourism perspective and a commercial perspective.”

Competing on a global scale

In 1968, Dubai’s first census showed 58,971 residents. Now it’s the most populous of all the emirates, attracting tourists, workers and investors from all over the world. Such success may seem like a boom, and all booms have a bust. But Dubai is founded on foresight.

“Dubai founder His Highness Sheikh Rashid Bin Saeed Al Maktoum predicted that the emirate’s oil supply would eventually run dry,” says Scott, “So a Strategic Plan for economic diversification was put in place. As you can see, it’s working – today Dubai is at 94.5% non-oil revenues.”

The emirate’s aggressive growth strategy across multiple sectors has freed it from concerns over finite oil reserves. The core of this strategy is the successful economic diversification that’s made it one of the most desirable and sought-after business and tourism locations in the world. Dubai has no corporate tax, no personal income tax, no foreign-exchange controls or trade barriers. There is also a 100% repatriation of capital and profits, meaning you can take all the money you earn, home.

Dubai’s greatest asset: A diversified economy

“No other destination can offer what we offer,” says Scott. “Dubai has captured people’s minds both from a tourism perspective and a commercial perspective.”



Free Zones: How they work

Unique to Dubai is its system of Free Zones: clusters of sector-specific businesses that are treated as off-shore or outside the UAE. In addition to the tax-free business incentives, these Free Zones provide assistance with administration and labour recruitment as well as additional support such as sponsorship and housing.

Cluster economies and their micro-economic frameworks form in the Free Zones leading to beneficial conditions for labour pooling, supplying and buying. Being close to other businesses operating in the same sector offers economies of scale increasing each firm's potential output and profit.

Free Zones also provide help hiring staff, finding a place to live, and settling children into a school. "A business can be set up in a Free Zone in a matter of days," says Scott. "It's bureaucracy free: you submit your application form, you're accepted, you move in, and from that point your hand is held."

The opportunity

Dubai's flagship Free Zone is Jebel Ali, the world's largest man-made port. Positioned close to the new airport, the Free Zone's strategic location means products can be imported by ship and swiftly exported by plane in a very quick turnaround.

Other Free Zones include Dubai Internet City, an information-technology park that is home to Microsoft, IBM and Nokia, and Dubai Healthcare City, which includes high-end medical services such as Moorfield hospital, as well as research and development, anchored by a Harvard Medical School satellite campus.

Sheikh Mohammed bin Rashid Al Maktoum recently unveiled the second phase of Dubai's Strategic Plan defining the emirate's economic growth to 2015.

The Plan details Sheikh Mohammed's vision for Dubai, from its economic and social development through to infrastructure, land and the environment. Its foundation is in economic growth and further diversification away from oil revenues, building on the emirate's hard-earned and well-deserved global reputation as an economic hub and an excellent location for investment.

Consistent with the vision of Dubai's Ruler, everything the emirate does has the goal of making it a prosperous destination. Says Scott: "If you're an investor you can make good money, if you're a resident you can have an excellent standard of living, and if you're a tourist, there are endless world-leading places to visit."

Global standout: Something for everyone

Tourism in Dubai, currently generating 30% of GDP, has skyrocketed over the past decade. The emirate offers something for everyone, including world-class facilities and hotels, celebrity chef restaurants, top-class shopping and wellness opportunities. The latest facility is Dubai Sports City – a premier integrated sporting destination, opening in phases until fully completed in 2010.

Tourism is so important for the future of Dubai that the DTCM's Chairman is UAE Vice President and Prime Minister and Ruler of Dubai His Highness Sheikh Mohammed bin Rashid Al Maktoum.

Other significant sectors here include financial services, manufacturing, and construction. "Some of the world's biggest global brands like HSBC, Barclays, Microsoft, Canon and Dell, are choosing Dubai," says Scott. "At the same time, we're promoting Dubai to very small businesses as well. Because of our flexibility as an investment destination, you can find your place if you're a one-man company or a multinational."

The importance of place making

To support these thriving tourism and trade sectors, a full 40% of government money is spent developing and enhancing infrastructure. "If you're going to be a leading trading or commercial destination then you need the roads, the metro systems and the airport infrastructure," says Scott.

Indeed, Dubai boasts a sophisticated, world-class transportation network that's unrivalled in the region. A world-class metro system opens soon as well as a second international airport, set to be the largest in the world. Additionally, the city is served by over 125 shipping lines. Jebel Ali Free Zone, which ranks among the world's largest and fastest growing free zones, is home to the Dubai Port. 🌟

www.dubaitourism.ae

HONG KONG THE GATEWAY TO ASIA: A NATURAL HOME FOR INVESTORS

Charles Ng, Associate Director General of Invest Hong Kong



Few cities are as instantly recognisable as Hong Kong. Rising from the South China Sea and framed by mist-clad mountains, its name means 'fragrant harbour'. Tiny sailboats slip alongside huge cruise ships. Traditional-style buildings nestle at the foot of glittering skyscrapers.

Here, old and new continue to learn from another as East meets West. It's easy to see why Hong Kong has been prized for centuries.

The UK, Portugal and Japan have all laid claim to this rich territory. Since the transfer of sovereignty from the UK to the People's Republic of China in 1997, Hong Kong has prospered under the 'one country, two systems' policy. No longer just the Gateway to China, Hong Kong welcomes the world. Hong Kong boasts the largest international community in the world.

Creating a free flow for talent, information and trade

Invest Hong Kong (InvestHK) is the department of the Hong Kong SAR Government responsible for assisting overseas companies to set up and develop their businesses in Hong Kong. It's a one-stop service for potential investors providing help to clients at any stage of their Hong Kong business development strategy.

All its services are free, confidential and tailored to clients' needs. Services include advice and information on legal, cultural and financial questions. Further help can be found at any one of the 30 Chambers of Commerce based in the city.

In 2007 Hong Kong was the world's seventh and Asia's second largest FDI recipient, attracting US\$59.9 billion inward investment – a 33% increase over the previous year. This amount was more than the combined total of Singapore, India and Thailand. Hong Kong was also the second biggest outward investor in Asia, after Japan, last year. [IHK "Investment Update" – October 2008 Issue]

Charles Ng, Associate Director General, Invest Hong Kong suggests "There is something about Hong Kong that is very special... things are easy, it's very efficient, we have a certain... 'je ne sais quoi'."

The city gateway

Many companies see Hong Kong as a platform to mitigate risks – if an idea works here, it's likely to work throughout Asia. Here businesses can try strategies without exposing themselves to the risks associated with more complex Asian markets.

Hong Kong is a stable test bed for the rest of the continent. It's also the ideal platform for overseas companies looking to do business in China and a way for mainland Chinese companies to go global – Hong Kong is a gateway to the rest of the world.

Currently, more than 452 companies have been awarded permission by the Chinese government to leave China and are now listed on the Hong Kong Stock Exchange. Since it was a tiny fishing port, free trade has been the life-blood of Hong Kong. For the last fourteen years, Hong Kong has been consistently rated as the world's freest economy. Now it's one of the most open, externally-orientated economies in the world.

There is no government censorship in Hong Kong. Local and overseas publications circulate without hindrance and all the top international news organisations maintain bureaus. CNN has just two other centres outside the United States – London and Hong Kong. At every point in the city, broadband access allows people to communicate freely.

Travel is also unhindered and Hong Kong sits at the heart of Asia. Using Hong Kong as your hub makes dramatic time savings. You can have breakfast in China, lunch in Singapore and dinner in Hong Kong all in one day. Minimal travel times mean maximised time with customers and family. "If you are a business person, you want to minimise your time in the air, and maximise your time with your customers".

A rich history and a prosperous future

Hong Kong's future is inspired in its past. It continues to trade on innovation. Since China opened up in 1979, Hong Kong has constantly adapted. In the 1980s, manufacturing was moved north to Shenzhen to take advantage of cheap labour costs. Hong Kong then turned itself into a service economy laying the basis for the thriving financial industries.

Now Hong Kong is repositioning itself as a knowledge economy and growth catalyst for mainland China. Charles Ng continues, "I strongly believe that, moving forward, Hong Kong's unique position will not only be of advantage to China, but also to the whole world."

The cultural similarities shared by China and Hong Kong create a strong relationship reflected in increasingly intertwined economies. The new Guangzhou-Shenzhen-Hong Kong Express Rail Link (XRL) will connect Hong Kong, Shenzhen and Guangzhou. The proposed Hong Kong-Zhuhai-Macao Bridge (HZMB) will be a new cross-boundary link connecting Hong Kong to the west coast of the Pearl River Delta. When this bridge is completed, the total car journey will be less than thirty minutes. And Hong Kong will continue welcoming the world. 🌐

www.investhk.gov.hk



"There is something about Hong Kong that is very special... things are easy, it's very efficient, we have a certain... 'je ne sais quoi'."



PHILADELPHIA THE BUSINESS OF PLEASURE

Paul Levy, President & CEO of Center City District



Each tourist has a different idea of a great trip. Some want museums, others want nightclubs, a few want it all. Whoever you are, wherever you go, you want to feel safe – especially in an increasingly unsafe world. You want your chosen destination to be clean and welcoming so you can get on with having a good time. Philadelphia understands that – that's why it's now one of the fastest growing destinations in the United States.

Re-inventing for relevance

The 'city of brotherly love' is prosperous and populous. The sixth most populous city in the United States, it's the fourth richest city in the US and 9th in the world (according to *PricewaterhouseCoopers*). The first capital of the United States, it has a key place in history. Here the Declaration of Independence was signed and the Constitution was ratified and the Liberty Bell is still prominently displayed (it cracked 200 years ago and hasn't rung since).

Benjamin Franklin would still recognize some streets with their colonial architecture. But the city has not stood still.

The economy is highly diversified with strong contributions from health-care and education, biotechnology, professional and financial services. Tourism is growing rapidly.

"The city is on the tipping point on the international stage," says Paul Levy, President and CEO of Philadelphia's Center City District (CCD). Powering this growth are Business Improvement Districts (BIDs).

BIDs: Building bridges between public and private

"Political leadership comes and goes, you get good mayors and good councils and not-so-good mayors and not-so-good councils," says Levy. "Our operation provides continuity and stability." You don't notice good lighting and clean streets but you do notice their absence. Get the basics right and the rest follows.

"BIDs are quasi public-private groups," he explains. "We partner with local government overseeing a diverse range of tasks improving the city's appearance and safety so it attracts the tourists that generate valuable revenue and add to our culture."

As a BID, Philadelphia's Center City District is a business-led organisation. Their authority comes from local government. Started just over 30 years ago, BIDs are successful US-wide. Their accomplishments are underpinned by a strong, and surprising, funding model. "It's extraordinary," says Levy. "Normally tax-averse businesspeople – small retailers, corporate leaders, property owners and managers – are choosing to pay extra tax to finance BIDs." When a majority of the business community volunteer to pay this tax it becomes mandatory. "Everyone benefits."

'Clean & Safe'

Philadelphia's Center City District started by tackling obvious improvement opportunities – cleaning the walkways. These clean sidewalks are then patrolled by Community Service Representatives (CSRs). These CSRs jointly stand roll call with the local police: shoulder-to-shoulder.

'Clean and safe' has diversified. "We're engaged in financing capital improvements like lighting, landscaping and signs," says Levy. CCD has overseen \$50 million worth of improvements in Philadelphia over ten years. If you do spot a broken street sign or a malfunctioning light, it'll be quickly fixed. "We liaise directly with the responsible government department."

Lighting the Way

The clean, safe streets of Philadelphia are brightly lit thanks to CCD's efforts. Today, or rather, tonight, 2,100 pedestrian-friendly lamp posts light 152 central Philadelphia city blocks.

"We convinced the city to take down all the fixtures that only lit the roadway," says Levy, "and replace them with 16-foot-high, pedestrian-scale light fixtures much more closely spaced."

Safer streets are busier and the nightlife is buzzing. This best-in-class urban initiative goes beyond being just functional. Since 2008, Philadelphia has hosted a nightly light-show. CCD uses efficient technologies to highlight twelve stunning exteriors in and around the arts and culture district. Always pioneering, Philadelphia is the first American city to illuminate so many privately-owned buildings in such a coordinated manner. The private owners even pay for all the construction costs. "Each building costs as much to light for one hour as a clothes dryer running for the same time," says Levy.



'Not Just 9 to 5'

So many cities have so many empty buildings. Sad, derelict spaces that could easily become family homes. CCD has avoided this problem ensuring inner-city Philadelphia is home to a thriving safe community. "We helped create a law providing tax incentives for converting vacant buildings to residential use," says Levy. Now 21,000 people live in an area that was once strictly business.

"The work day ends but life goes on well into the evening. We're achieving our broad objective: diversification and animation of the city centre."

Levy believes the city is now at a tipping point: "Making lots of small, but visible, changes eventually alters the psychology and market momentum."

Since 2005 the city has welcomed just over 9 million overnight leisure visitors – a 5.2% increase since 2005. Hotels report a greater number of overseas visitors – an all-time high of 455,000 in 2006. In 2007, Philadelphia welcomed 10.6 million over-night leisure visitors a 63% increase since 1997.

No wonder hotspots like London, Rio and Dublin are now asking Philadelphia to share its best-practices with the business of pleasure. ☺

www.centercityphila.org

"We partner with local government overseeing a diverse range of tasks improving the city's appearance and safety so it attracts the tourists that generate valuable revenue and add to our culture."

STRATFORD-UPON-AVON ICONIC FACES, ICONIC PLACES

Phil Hackett, Chief Executive of Shakespeare Country



This royal throne of kings, this sceptred isle,
This earth of majesty, this seat of Mars,
This other Eden, demi-paradise,
This fortress built by Nature for herself
Against infection and the hand of war,
This happy breed of men, this little world,
This precious stone set in the silver sea,
Which serves it in the office of a wall
Or as a moat defensive to a house,
Against the envy of less happier lands,
This blessed plot, this earth, this realm, this England.

William Shakespeare, "King Richard II", Act 2 scene 1
'Greatest English dramatist & poet (1564 – 1616)'

Such is the language and land of Shakespeare. Born in Stratford-upon-Avon in 1564, his writing heralded the birth of the idea of Britain: a green garden, a brave island nation, an ideal of freedom where ideas are allowed to be free.

Capitalising on culture

"Shakespeare Country can be anywhere you want it to be," says Phil Hackett the Chief Executive of Shakespeare Country. "Geographically it's the region spanning South Warwickshire and the North Cotswolds. But really it's in people's minds."

Shakespeare helped put Britain on the map, helping secure the status of his country, and his county, as a leading destination for nearly 400 years. If you've read one of his plays or sonnets you've visited these shores and walked these streets. You don't need to get on a plane, you just need to open a book or take your seat in the theatre. This is the challenge for tourism professionals like Hackett.

"Shakespeare Country is something that you can't really define," he says. "It doesn't really exist as a place. If you're selling something that's intangible, it has to be promoted in an intangible way so the public can imagine the area as they want it to be."

The great humanity that informed Shakespeare's work is central to the promotional work done by Shakespeare Country. "We encourage local people – actors from the Royal Shakespeare Company, celebrities and people that live or work here – to tell their stories," says Hackett. "Specifics change but the themes are timeless."

A jewel in the crown

Stratford-upon-Avon is the undoubted star of Shakespeare's Country but even Hamlet shared his stage. "We use Shakespeare as a way of getting attention and encouraging people to visit the wider area," says Hackett.

Stratford-upon-Avon is a small town that has grown massively in size and stature thanks to its most famous son. Shakespeare has made Stratford-upon-Avon a capital of the mind and a must-see destination. "Visit Britain has a 'Top Ten Cities' section on their website and Stratford has always been on the list even though it's not a city," says Hackett.



Shakespeare is a one-man brand whose ongoing development is integral to the success of a whole region. Hackett is reaching out to suitable partners such as London's Victoria and Albert Museum. "Its theatre exhibition features 'Shakespeare Country' as its affiliated brand," he explains. "We offer a strong point of difference in a world that is increasingly culturally homogenised. Partnering with other strong national brands transcends our regional location increasing our international importance." 🌍

www.shakespeare-country.co.uk

"We encourage local people – actors from the Royal Shakespeare Company, celebrities and people that live or work here – to tell their stories..."

The Royal Shakespeare Company Theatre, a modern presence in an old town

Shakespeare's birthplace is now home to the theatre company that boasts his name. The Royal Shakespeare Theatre is one of the world's most highly esteemed theatrical institutions. In 1926 Elizabeth Scott successfully won a competition to design the company's theatre. Now, the RSC's main theatre – the Royal Shakespeare Theatre – is undergoing a transformation which is helping to reinvigorate the town.

The new Royal Shakespeare Theatre, due to re-open in 2010, will bring audiences and actors much closer together, and will boast vastly improved front of house and exhibition facilities. During the works, the Royal Shakespeare Company has remained open, performing at the award-winning temporary playhouse, The Courtyard Theatre, ensuring that theatrical performances have continued in the town.

"The Royal Shakespeare Company is the region's biggest corporate brand, second only to Shakespeare himself," says Hackett. "It's an internationally recognised iconic brand epitomising Shakespeare's work."

When players strut and fret across its boards, the newly renovated theatre will be a destination brand in its own right.

"The new Royal Shakespeare Theatre will attract new visitors to Stratford," predicts Hackett. "It will not shut during the day – there's a café, a viewing tower and an ongoing exhibition. It's a whole new visitor attraction for Shakespeare's Stratford-upon-Avon."

All the world's a stage. But no stage is quite as special as Shakespeare Country.

www.rsc.org.uk

VANCOUVER PROMOTING TOURISM BEST PRACTICE THROUGH GLOBAL PARTNERSHIPS

Paul Vallee, Past Chair of BestCities
Global Alliance & Executive President of Tourism Vancouver



Vancouver is a dynamic, multicultural city set in a spectacular natural environment. No matter what time of the year, there are endless indoor and outdoor activities to please adults, families, couples and friends alike. As the proud host of the 2010 Olympic & Paralympic Winter Games, Vancouver looks ahead to ongoing growth and great success as both a place to live, visit and invest.

Rise of the green city

Conscious of the benefits of the natural blessings bestowed on it, Vancouver recognises its essential role in preserving the environment. The city's leading standards for environmentalism will be raised even higher as it prepares for 2010. These Games will be the first to use a rigorous set of criteria called Leadership in Energy and Environmental Design (LEED). All new venues will be LEED buildings designed to minimize waste, emissions, toxic materials, energy consumption and water use.

Over and above the official requirements, Vancouver has teamed up with the resort of Whistler to implement a zero waste policy. This minimizes and diverts as much waste as possible from landfills before, during and after the Games. So far, they've found ways to divert about 85 per cent of solid waste by reducing, reusing, recycling and innovative waste-to-energy methods. Amazingly, all the waste generated by the Games will add up to what Vancouver and Whistler would normally make in just 13 hours.

The 2010 Games and Vancouver's commitment to environmental stewardship help support Vancouver's membership in the prestigious BestCities Global Alliance.

BestCities in context

BestCities is a unique and innovative partnership that delivers exceptional service standards for the international meetings industry, promising an assurance of quality, expertise and professionalism for clients and business results for the members. The alliance consists of destination marketing organisations (DMOs) in Cape Town, Copenhagen, Dubai, Edinburgh, Melbourne, San Juan, Singapore and Vancouver.

Each member of BestCities aims to realise strong ROI through working together in sharing best practices and joint sales and branding initiatives. The alliance provides a substantial supplement to the activities that each bureau conducts individually in the international congress market.



“The one thing about Best Cities is that it captures people’s attention and imagination due to the cities that are involved. Being part of the Alliance delivers obvious economic benefits.”

BestCities was officially launched in Melbourne in February 2000. Since then, the alliance has attracted and shared hundreds of client referrals and developed a set of client service standards that have been evaluated and praised by international meeting clients. In Q3 2008, the members of BestCities became the first and only DMOs to have service standards certified by a third-party, Lloyds Register.

Creating a competitive advantage

“There are hundreds and thousands of professional groups that meet in different cities around the world,” says Paul Vallee, Past Chair of the BestCities Global Alliance and Executive Vice President of Tourism Vancouver. “But the one thing about Best Cities is that it captures people’s attention and imagination due to the cities that are involved. Being part of the Alliance delivers obvious economic benefits.”

The Alliance works with international congresses that can meet in any of the member cities. Their strong presence and consistent standard of service reassures potential clients. It also encourages and implements best-in-class convention services which serve as an effective marketing tool. These factors give the Alliance a competitive advantage in the global market place.

Other benefits of Alliance membership include: shared sales leads, research information and resources. “The sharing of best practices is a key benefit,” says Vallee. “If one partner is doing an interesting programme, they’ll share it – everyone benefits.”

Choosing the best

BestCities targets mid-size cities for inclusion in the Alliance. “It’s a fairly rigorous selection process,” explains Vallee. “We look at infrastructure, local management apparatuses and transport, as well as less tangible assets like international caché.”

Each city is carefully selected to reflect different strengths. Cape Town has a sophisticated business environment in an unmistakably African rhythm. Copenhagen is consistently among the top 10 congress destinations in the world. Dubai offers an incredibly unique skyline contrasted with old-world charm. Edinburgh’s international festivals and medieval architecture stand out. Melbourne has an illustrious sporting culture, helping keep its rank as one of the world’s most liveable cities. San Juan is a city of well-preserved Spanish history surrounded by the Caribbean sea. Singapore is a mosaic of cultural influences, as well as an Asian business hub. Vancouver has one of the most breathtaking settings of any city in the world. “The Alliance spans the globe,” says Vallee. “We truly offer a connection to business.”

The Alliance aims to add at least four new cities in the next few years. ☺

www.tourismvancouver.com

www.bestcities.net



CARDIFF A DIGITAL BUSINESS

Jane Egan, Senior marketing and PR Manager of @Wales Digital Media



Business incubators are catching on. Barack Obama pledged while campaigning for the U.S. Presidency, “[I] will invest \$250 million per year to increase the number and size of incubators in disadvantaged communities throughout the country.”

Jane Egan is Senior Marketing and PR Manager at @Wales Digital Media, a business incubator initiative of the Welsh Assembly Government.

Based in Cardiff Bay, it is tasked with growing new digital media companies – its current remit includes 11 of them – which range from web developers to people who provide software solutions for estate agents, from language trainers to walk-through technology providers for architects. “We’ve got the complete support structure in place for any company that’s looking for a soft landing into the UK.”

Highlighting Cardiff

Investors come to Wales for many reasons. Its proximity to London (two hours), attractive operating costs (a full 25% lower than those of London), combined with the nation’s loyal workforce – at 3%, staff turnover in Wales is lower than the UK average – make it an attractive sell. Increasingly, however, soft factors like friendliness of people, as well as access to nature and world-class venues, are making Wales a best-in-class investor location. “Cardiff has the biggest cluster of digital media companies in Wales and the largest density of broadcasters in the UK outside of London,” says Egan.

Wales’ knowledge economy, underpinned by its talented workforce, includes fast-growing sectors in the bioscience and pharmaceutical, creative services, financial services, information technology, and automotive fields, and is recognised as a selling point by outsiders.

Growing world-class digital media

@Wales Digital Media’s in-house staff – many of whom have experience running their own companies – offers businesses start-up services ranging from financial management to PR and marketing. “Companies usually come here for between twelve to eighteen months and are offered support services by our staff. When they graduate, they still have access to those services.”

For a fee of £15 per desk, per week, each company receives an office space home in a highly professional environment, flexible desk arrangements, high-value business support, and desk and telephone. “A full 80% of the companies that have come through these doors have been successes as opposed to if they were to just operate out of their own front room.”

Sharing best-in-class knowledge

@Wales Digital Media’s Intelligent Cities Project enables fast networks for sharing high-capacity files, a scheme which enables global partnerships. “It’s like using Windows Explorer for sharing digital files with global markets. Since the project has been set up, there is no longer a bottleneck of information here in the UK.”

This means that an animated film production company in California, for example, can share files with a company in Cardiff. When the US-based team goes home for the night, a company in Wales can continue to work on the project. 🇬🇧

www.atwales.com

“Cardiff, described as the “epitome of cool” by Lonely Planet travel guide, was named one of the top 10 cities in Europe alongside Paris and London.”

Cardiff in the world

Cardiff, described as the “epitome of cool” by Lonely Planet travel guide, was named one of the top 10 cities in Europe alongside Paris and London in FDI’s 2008 Cities of the Future shortlist, published by the Financial Times.

It beat Barcelona, Geneva and Madrid for 7th place. Cardiff was also ranked seventh in terms of attracting foreign inward investment amongst the top cities in Europe and second in Europe’s small cities just behind Edinburgh and ahead of Tallinn and Oxford. Clearly, Cardiff has arrived.

Business

Cardiff is one of the top places to do business in the UK, according to research by real estate adviser Cushman & Wakefield. The UK Cities Monitor ranks Cardiff at ninth in the top 15 business-friendly cities in the UK, up one place since last year and above cities like Sheffield, Liverpool and Belfast.

Academic and research life

The Cardiff metropolitan area boasts 60,000 undergraduate students, 12,000 post-graduates, 6,000 overseas students from over 100 countries, and 9,000 academic staff.

European sporting capital

Since the completion of the Millennium Stadium, Cardiff has hosted events such as the Six Nations, the FA Cup and the Wales Rally GB. In 2010 it will sponsor the Ryder Cup. The city is set to develop a £700 million sports village, featuring a snow dome and Olympic size pool.

Sustainability

Cardiff has been named one of Britain’s most sustainable cities in an environmental survey by Forum for the Future.

The capital came fourth out of 20 cities in a league table, beating London, Edinburgh and Birmingham.

Forum for the Future, a sustainable development organisation working with the public and private sectors, rated cities on social, economic and environmental performance. It examined recycling, biodiversity, how cities were addressing climate change and quality of life for residents.

The diversity of the Cardiff offer makes it a true city of the future and, certainly, its award-winning features make it a destination to watch.

“Cardiff has the biggest cluster of digital media companies in Wales and the largest density of broadcasters in the UK outside of London.”

WASHINGTON DC & KIEV A CAPITAL APPROACH

Nadia McConnell President of U.S. – Ukraine Foundation



States don't just happen – they are built. Ukraine was just one of the countries to emerge from the break-up of the Soviet Union in 1991. In 2004 the fledgling democracy faced a vote-rigging scandal that threatened to destabilise it. Though there were widespread fears that violence could break out when existing power structures were challenged, Ukraine's Orange Revolution was peaceful. The run-off between leading candidates Viktor Yushchenko and Viktor Yanukovich was decided and government resumed. Democracy was the victor. The stage for this historic victory was Kiev.

"Civil society in cities can take on its own diplomacy, because cities can react more swiftly to make changes and promote their specific local economies and interests," says Nadia McConnell, US-Ukraine Foundation President. McConnell is an American of Ukrainian descent. She wanted to take lessons from the US back to her ancestral home: "Basically, they needed to know how to build a new society."

U.S. – Ukraine Foundation in context

"Civil society is absolutely, totally essential to Ukraine's future," says McConnell. "The [2004 democratic] Orange Revolution succeeded because individual cities and city councils began voting and supporting the democratic process. That was a sea change in Ukraine."

McConnell founded the US-Ukraine Foundation (USUF) as the Soviet Union began to crumble in 1990, leaving Ukraine on the cusp of its long-sought independence. Indeed, opening its first office in Ukraine before the fall of the USSR, the Foundation

is the oldest American presence in Ukraine. "Winning cities develop partnerships with other winning cities," she says. "I wanted to link cities throughout Ukraine with cities across the United States to exchange best-practices and information. This included Washington as the capital of a developed democracy with Kiev, the capital of an emerging democracy."

"One of the main motivations for the Foundation was to help bring information to Ukraine about democracy and state-building," says McConnell, a former government official with expertise in both politics and governance. "They needed information and access to expanded resources to make informed choices on how they wished to build a new society."

Today, the Foundation's goals remain unchanged. Based in Washington DC and five cities across Ukraine including Kiev, USUF aims to promote democracy, a free market economy and human rights in Ukraine by facilitating a so-called 'Marshall Plan of the mind,' the exchange of ideas and training between the West and Ukraine. "As local

government in Ukraine takes on more political responsibility, there is a greater need for education and training," says McConnell. "There is a greater need to be aware of different options regarding how to work with their communities and their societies to get maximum results in local economic development and civil society modernisation."

Grassroots

In *'The World is Flat'*, best-selling author Thomas Friedman argues that, in the context of today's globalisation, the best development efforts are at the local level. USUF shares his view.

USUF works with Ukrainian citizens to identify their needs and involve them. "Our real strength is our long-term, regional presence with talented and indigenous staff who are sensitive to the needs of different Ukrainian constituencies," says McConnell. The exact opposite of so-called technical assistance consultants who fly around the world scattering the same 'cookie cutter' recommendations as they go. Importantly, >>

"In *'The World is Flat'*, best-selling author Thomas Friedman argues that, in the context of today's globalisation, the best development efforts are at the local level. USUF shares his view."



“Civil society is not just a democratic ideal – it has very practical benefits. It can help you run your city, your country, better.”



USUF is completely non-partisan in the US and Ukraine. “People have come to understand that we are honest brokers of information.”

USUF improves bilateral relations between two countries by working at the grassroots in their cities. “National governments are just one component of the power structure,” says McConnell. “They’re involved in their issues, their own struggles, and their own debate which is sometimes far removed from the needs of the man on the street.”

“Civil society is not just a democratic ideal – it has very practical benefits. It can help you run your city, your country, better.” USUF’s long-term street-level engagement is getting results.

Leading civil society

USUF has established a leadership Mayors Club of over 80 reform-minded Ukrainian mayors and trained over 40,000 Ukrainian local government officials. As part of its US State Department-sponsored Work & Travel Programme, USUF brings 1,600 students to the U.S. every summer to gain work experience. It recently coordinated Ukrainian participants in a Black Sea Youth Forum looking at economic development, security, and ethnic relations issues. In a two-year policy dialogue programme funded by the US State Department, USUF brought together American and Ukrainian leaders by pairing Washington institutions and Kiev institutions

to exchange expertise on issues like business, politics and government, national security and foreign policy, and the media.

Perhaps most importantly, USUF improved trade relations between the US and Ukraine by spearheading a successful campaign to remove outdated US legislation that stopped normal trading.

Turning challenges into opportunity: Tourism

Despite its success, USUF faces challenges. “There’s a thriving civil society in Ukraine but you sense a lid is being kept on it,” says McConnell. “There’s a growing sense of frustration that it isn’t able to develop more rapidly and effectively.”

Ukraine’s archaic, Soviet-style tax system is just one barrier. It stops a greater level of fundraising from local businesses. “Civil society today is more vibrant yet the rules and laws governing civil society have not kept pace with the robust growth of civil society,” says McConnell.

Ever-hungry for new destinations, tourists are now arriving in Ukraine. In 2005 USUF created an online Ukraine tourism portal. Today, www.traveltoukraine.org is the number-one Ukrainian travel site on Yahoo and Google. The site includes detailed maps, visitor guides, and cultural event information as well as travel tips. Inspirational and educational, it guides users from the Stone Age to the Orange Revolution. If that whets your appetite there’s a section on the country’s famous cuisine: beet-based borscht, and varenyky, dumplings filled with potatoes, sweet cheese or meat, all of which should be warmly toasted by home-brewed samohon, or vodka!

Travel to Ukraine is a best-in-class example of USUF’s wide remit: two countries have come together to build democracy and helped build a bridge between one country and many others. “There’s something about Ukraine that people fall in love with,” says McConnell. ♥

www.usukraine.org

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Michael Hayman, Chief Executive of The Communication Group plc





The Communication Group plc

19 Buckingham Gate London SW1E 6LB

Telephone 020 7630 1411 Facsimile 020 7931 8010

www.thecommunicationgroup.co.uk