Place branding, smart cities, the shared economy and other myths in city management

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Falling town centre sales

Decline in town centre shops

Significant decrease in total numbers of certain shop categories between 2006 and 2011.
Evolution of town & city management

Diverse approaches to place management

Formal schemes:
- Darwen (UK)
- St Helens (UK)
- Terrassa (ESP)
- Cesena (IT)
- Lille (FRA)

Informal schemes:
- Łodz (POL)
- Ludlow (UK)
- Vasterås (SWE)
- St Helens (UK)
- Granollers (ESP)

Town centre competitiveness and strategic positioning

So what takes up most of a town centre manager’s time?
<table>
<thead>
<tr>
<th>Country</th>
<th>Tourism and Leisure</th>
<th>Evening economy management</th>
<th>Engaging with visitors</th>
<th>Engaging with local residents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Czech</td>
<td>23,1%</td>
<td>15,4%</td>
<td>100,0%</td>
<td>84,6%</td>
</tr>
<tr>
<td>UK</td>
<td>41,0%</td>
<td>50,8%</td>
<td>54,1%</td>
<td>65,6%</td>
</tr>
<tr>
<td>Poland</td>
<td>14,0%</td>
<td>16,3%</td>
<td>76,7%</td>
<td>93,0%</td>
</tr>
<tr>
<td>Sweden</td>
<td>71,7%</td>
<td>37,0%</td>
<td>80,4%</td>
<td>87,0%</td>
</tr>
</tbody>
</table>

Responses: “Most of the time” + “Some of the time”

### Engaging with local businesses, Engaging with NGOs and social enterprises, Events and festivals, Marketing activities

<table>
<thead>
<tr>
<th>Country</th>
<th>Engaging with local businesses</th>
<th>Engaging with NGOs and social enterprises</th>
<th>Events and festivals</th>
<th>Marketing activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Czech</td>
<td>76,9%</td>
<td>46,2%</td>
<td>100,0%</td>
<td>92,3%</td>
</tr>
<tr>
<td>UK</td>
<td>98,4%</td>
<td>57,4%</td>
<td>86,9%</td>
<td>86,9%</td>
</tr>
<tr>
<td>Poland</td>
<td>72,1%</td>
<td>65,1%</td>
<td>81,4%</td>
<td>79,1%</td>
</tr>
<tr>
<td>Sweden</td>
<td>87,2%</td>
<td>47,8%</td>
<td>82,6%</td>
<td>95,7%</td>
</tr>
</tbody>
</table>

Myth no. 1

Professional place management is definitely worth its cost (?).

Enter place branding ...
Which approach?

Myth no. 2

Any (place) brand is better than not having one if you want to attract visitors.

The visitor economy

Visitors are consumers

Visitors can help you to innovate

Investors are visitors too

Visitors become ambassadors
How seriously are UK BIDs taking the visitor economy?

- Total of 133 BID strategies analysed
- 80 BIDs make reference to tourism
- Only 8 BIDs make reference to the visitor economy

The 8 BIDs that mention the visitor economy

Myth no. 3

Only big budget place management schemes can afford to target the visitor economy*.

* The highest proportion of BIDs that mention tourism and/or the visitor economy are based in Scotland.
Smart Cities
Connected cities

Over 20 billion connected devices world-wide …

... and yet, 95% of the data collected in London is never used.

Norsk Sentrumsutvikling, Kristiansand (Norway), 17 Oct. 2017
# User engagement with social media

<table>
<thead>
<tr>
<th>Social Media</th>
<th>Location</th>
<th>Followers</th>
<th>Engagement (E)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Facebook</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>A Coruña</td>
<td>22.362</td>
<td>5,714</td>
</tr>
<tr>
<td></td>
<td>Barcelona</td>
<td>82.292</td>
<td>9,169</td>
</tr>
<tr>
<td></td>
<td>Bilbao</td>
<td>2.388</td>
<td>9,166</td>
</tr>
<tr>
<td></td>
<td>MALAGA</td>
<td>120.490</td>
<td>15,652</td>
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<tr>
<td></td>
<td>SANTANDER</td>
<td>2.868</td>
<td>20,711</td>
</tr>
<tr>
<td><strong>Twitter</strong></td>
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<td></td>
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<tr>
<td></td>
<td>A Coruña</td>
<td>15.888</td>
<td>0,540</td>
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<tr>
<td></td>
<td>Barcelona</td>
<td>1.977</td>
<td>3,785</td>
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<tr>
<td></td>
<td>BILBAO</td>
<td>585</td>
<td>7,649</td>
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<tr>
<td></td>
<td>MALAGA</td>
<td>20.838</td>
<td>1,223</td>
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<tr>
<td></td>
<td>Santander</td>
<td>2.226</td>
<td>5,166</td>
</tr>
<tr>
<td><strong>Instagram</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>A Coruña</td>
<td>5.552</td>
<td>50,587</td>
</tr>
<tr>
<td></td>
<td>BARCELONA</td>
<td>37.456</td>
<td>59,404</td>
</tr>
<tr>
<td></td>
<td>BILBAO</td>
<td>245</td>
<td>79,035</td>
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<tr>
<td></td>
<td>Málaga</td>
<td>1.256</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Santander</td>
<td>1.683</td>
<td>67,708</td>
</tr>
</tbody>
</table>

Myth no. 4

The larger the smart city and the more global the smart tourism destination, the more people will engage with its place brand.

However ...

For 4 million people in the UK, their main companion all day is a TV set …

Source: Age UK (2014) and https://www.campaigntoendloneliness.org/loneliness-research/
Myth no. 5

The sharing economy will deliver authentic visitor experiences regardless of the type of tourism destination.

The challenge for place management

Norsk Sentrumsutvikling, Kristiansand (Norway), 17 Oct. 2017
The challenge for place management
Hjertelig takk

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