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)
- Salzburg (AUT)
- Lille (FRA)
- Vasterås (SWE)

Informal schemes
- Łodz (POL)
- Ludlow (UK)
- Cesena (IT)
- Granollers (ESP)

Public funding
Private funding

Town centre competitiveness and strategic positioning


Norsk Sentrumsutvikling, Kristiansand (Norway), 17 Oct. 2017
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”

<table>
<thead>
<tr>
<th></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><strong>Country</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<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><strong>98,4%</strong></td>
<td>57,4%</td>
<td>86,9%</td>
<td>86,9%</td>
</tr>
<tr>
<td>Poland</td>
<td>72,1%</td>
<td><strong>65,1%</strong></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><strong>95,7%</strong></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
- Visitors become ambassadors
- Investors are visitors too
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.
# User engagement with social media

<table>
<thead>
<tr>
<th>Platform</th>
<th>Location</th>
<th>Followers</th>
<th>Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook</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>
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<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>Twitter</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>
</tr>
<tr>
<td></td>
<td>Santander</td>
<td>2,226</td>
<td>5,166</td>
</tr>
<tr>
<td>Instagram</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>
</tr>
<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/
The sharing economy

Myth no. 5

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

The challenge for place management
The challenge for place management
Hjertelig takk

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