

Integrated city-brand management: re-thinking organizational models

A joint Eurocities-Urbact thematic workshop
Oslo, 17-19 April 2013



Sponsored by URBACT-CityLogo and the City of Oslo



The institutionalization of city branding and marketing is evolving a lot nowadays. The rise of integrated place-branding in modern urban policies, as opposed to the usual divorce between strategies targeting tourists and visitors on the one hand, and business/investors on the other, is demanding new organizational models. Still, a common gap is precisely the lack of specific management supporting and monitoring city branding initiatives, many of them ending up with poor or inconsistent results. Management is the answer to the need for keeping the city-brand strategy fresh and current, after the initial impact of the start phase. The adaptation to a lower public-spending environment and the subsequent social demand for radical innovations and effectiveness in the public sector, are major driving forces as well.

Such a *momentum* is also an opportunity to set up more effective patterns for stakeholder involvement – business community, tourist promotion boards, the University and the local knowledge system, main urban facilities, etc – which should aim at both co-production of city branding strategies and co-delivery of the communication initiatives, including in terms of financial co-responsibility.

The Oslo workshop is a unique occasion to discuss specifically management and organizational models in place-branding, covering topics such as:

Institutionalization of integrated city-branding.

Branding and communication within the chain of strategic planning and management.

Local partnerships and platforms for stakeholder engagement and management.

Brand-toolkits usability: getting commitment from local stakeholders and potential users.

Flexible collaboration.

Adaptation to lower public-funding environments: breaking the vicious circle of “no money no action”.

Multi-governance in place branding: local-metropolitan-regional-national articulation.

Alliances and territorial coalitions for co-branding.

This is the first of a series of four thematic workshops organized by Urbact-CityLogo, covering key themes in innovative city branding, namely: management and new organizational models; city-brand design: updating city narratives and urban-driven strategies for visual communication; re-thinking channels & communication tools: the impact of the digital shift; and new segmentation strategies in city branding.

The workshop has been jointly organized with the Eurocities Working Group on City Branding and Attractiveness. The result will be a timely exercise of cross-learning, putting together senior practitioners across Europe working in city branding and the communication dimension of cities, but also open to scholars and experts in the field.

Cover image courtesy of Paseo project, Zaragoza. Designed by Undo studio.

KS-AGENDA CONFERENCE CENTER
Haakon VIIs Gate 9, 0161 Oslo (near the City Hall)

All participants are expected to arrive to Oslo on Wednesday 17 April. Ice-breaking dinner will be held by the City of Oslo for all registered participants.

Only for both CityLogo partners and members of the Eurocities Working Group on City Branding and Attractiveness, independent parallel sessions on internal issues will be held on Wednesday 17.

Please, note that different venues in Oslo have been selected for each of the workshop days

13.00 – 15.00 **Informal lunch**

15.00 – 18.30 URBACT-CITYLOGO KICK-OFF MEETING

- 15.00 – 15:45 CityLogo workplan 2013-2015. *Haye Folkertsma*
- 15.45 – 16.00 Administrative and financial issues. *Haye Folkertsma*
- 16.00 – 16.45 Communication plan. *Haye Folkertsma*
- 16.45 – 17.15 Working systematically on the LAPs along with the ULSGs. *Miguel Rivas*
- 17.15 – 17.30 Linking thematic workshops to ULSGs. *Haye Folkertsma*
- 17.30 – 18.00 Peer-review exercise: a methodology. *Miguel Rivas*
- 18.00 – 18.15 An introduction to city branding in Vilnius. *TBC*
- 18.15 – 18.30 An introduction to city branding in Warsaw. *Anna Kotuniak, city promotion department, Warsaw*

15.00 – 18.00 EUROCITIES WORKING GROUP ON CITY BRANDING INTERNAL MEETING

- 15.00 – 15.15 Introduction by Cesare Torre, chair of the Eurocities-WG.
Presentation of the participants and reasons for a joint Eurocities-Urbact meeting on city branding. Approval of the agenda.
- 15.15 – 15.45 Briefing about the interaction between Eurocities-WG and CityLogo.
Overview on the contributions by different cities.
- 15.45 – 16.15 Future developments of the WG inside the EDF.
Comments on the decision to join the Economic Development Forum: actions to improve visibility, contributions to work programme.
- 16.15 – 16.45 Coffee break
- 16.45 – 17.30 Online communication/social media in city branding: advantages & drawbacks, resources and best practice.
- 17.30 – 18.00 Programme 2013 and AOB.
Planning next meetings and any other business.

20.00 – 22.00

Ice-breaking dinner

Tjuvholmen Sjømagasin restaurant <http://www.sjomagasinet.no/no/>
Welcoming words By Erna Ansnes
International Office of the Governing Mayor, City of Oslo

Thursday 18 April

MATHALLEN

Inaugurated in 2012, Mathallen is the Oslo's new food market and has the ambition to become the centre for Norwegian food culture. Mathallen is located in Vulkan, a creative city development project emerging at the once industry-heavy west bank of the Akerselva river. Innovative architecture defines the area, bringing together a multitude of people and enterprises. When completed, the area will comprise hotels, schools, Oslo's first food hall, office spaces, culture centres, restaurants and apartments. Vulkan will be an inspiring site for our workshop.

Maridalsveien 17, 0175 Oslo

08.45 - 09.15

REGISTRATION

09.15 - 10.00

OPENING SESSION: INTEGRATED CITY-BRAND MANAGEMENT, RE-THINKING ORGANIZATIONAL MODELS

Chair: Liss Steinbakk, Oslo Kommune.

Opening words: Hallstein Bjercke, Vice-Mayor for culture affairs and business development, Oslo Kommune.

Introduction to Eurocities Working Group on City Branding: Cesare Torre, chairman of the Eurocities-WG and director of city promotion in Genoa.

Introduction to Urbact-CityLogo: Haye Folkertsma, CityLogo project coordinator, City of Utrecht.

Introductory note on the workshop theme: Miguel Rivas, lead expert for CityLogo.

SESSION 01

MANAGING NEW AMBITIONS FROM MEDIUM-SIZED URBAN AGGLOMERATIONS

Chair: Joao Paulo Barbosa de Melo, Mayor of Coimbra.

10.00 - 10.15

Organizational model for city branding in Dundee

Diane Milne, City Development Department, Dundee City Council.

10.15 - 10.30

Open-source city branding: madness or pragmatism? Managing the "Aarhus, Danish for progress"

Line Gerstrand Knive and Lotte Kofod Ludvigsen, Communication Consultants, Mayor's Department, city of Aarhus.

10.30 - 10.45

Utrecht: re-thinking local organization in city branding

Ank Hendriks, Coodinator City Marketing, city of Utrecht.

10.45 - 11.30

General discussion

Lead discussant: Jan Beyer Schmidt-Sørensen, Director of Business Development, city of Aarhus

11.30 - 12.00 Coffee-break.

SESSION 02 STRATEGIES FOR INSTITUTIONALIZING INTEGRATED CITY BRANDING

Chair: Maria Schicht, Deputy Director Of The City Promotion Department, Warsaw.

12.00 - 12.15 **Growing the Birmingham Brand**
Tim Manson, Operations & Policy Director, Marketing Birmingham.

12.15 - 12.30 **The institutionalization of integrated city branding: a comparative perspective**
Eric Braun, Erasmus School of Economics, Erasmus University Rotterdam.

12.30 - 12.45 **Umbrella branding or communicating specific strengths? The curse of city-brand mosaic. A perspective from Gothenburg and Sweden**
Anton César, International Office, Gothenburg.

12.45 - 13.30 **General discussion.**
Lead discussant: Robbert Nesselaar, Brand Director, Rotterdam Marketing

13.30 - 14.45 Lunch at Vulkan Food Hall

SESSION 03 DEVELOPMENTS IN PROGRESS ON CITY-BRAND MANAGEMENT

Chair: Lorena Calvo, Head of International Relations, Zaragoza.

14.45 - 15.00 **Barcelona Global: committed influential individuals joining forces for city positioning**
Mateu Hernández, Director, Barcelona Global.

15.00 - 15.15 **Organising responsibilities in city branding: the case of Rotterdam**
Robbert Nesselaar, Brand Director, Rotterdam Marketing

15.15 - 15.30 **Branding and marketing Dublin: achievements and gaps**
Robert Hughes, Economic Development Unit, Dublin City Council.

15.30 - 16.15 **General discussion.**
Lead discussant: Christophe le Bret, General Manager, Nantes Saint-Nazaire International Agency.

16.15 - 16.30 Coffee-break

16.30 - 17.00 **CONCLUSIONS AND OVERALL REMARKS**
Miguel Rivas, lead expert for CityLogo



19.30 – 20.00

Reception at Oslo City Hall

A guide will be available for all who are interested in some history about the Oslo City Hall, a landmark in the city

20.00 – 22.00

Dinner at Oslo City Hall

Welcome speech by *Stian Berger Røssland, Governing Mayor of Oslo*

Friday 19 April

THE THIEF

The Thief is located in Tjuvholmen, the city district which was once home to criminals and shady dealings, and now a centre for contemporary art and good city living at the water's edge. International-calibre restaurants, cosy eateries and high-quality galleries sit side by side in pedestrians streets and squares. The Astrup Fearnley Museum designed by Renzo Piano, is the hotel's nearest neighbour

<http://thethief.com>

SESSION 04

WHAT'S GOING ON IN OSLO

09.00 - 10.00

Oslo waterfront: boat tour

Departing from City Hall sea side and ending up at Tjuvholmen - 5 min. walk to The Thief. The classic Oslo fjord sightseeing, passing the new Opera House, is the best way to learn on the "fjord city" concept, in fact two parallel urban redevelopment projects at Tjuvholmen and Bjørvika districts.

10.30 - 11.00

A branding strategy for Oslo: challenges and expectations

Jan Fredrik Lockert, Assistant Director General, Section for Business Development, Diversity and Integration, Oslo Kommune.

11.00 - 13.00

Peer-review and discussion on the Oslo case

Key introduction and facilitator: Julian Stubbs, international brand strategist.

13.00 - 14.00

Lunch and farewell at the Thief

FURTHER INFORMATION AND REGISTRATION

Participation in the joint EUROCITIES-URBACT Thematic Workshop is open to policy decision makers, practitioners, experts and scholars working in the field of place branding, and it is free, although on-line registration is mandatory by using this link [Registration citybranding oslo](#). Demands for registrations may be subject to admission by the organization committee.

For any further consultation on the registration procedure, please contact: Liss Steinbakk, Oslo Kommune, liss.steinbakk@byr.oslo.kommune.no, tel: +47 23 46 15 94.

Registration includes participation in all the workshop sessions (only sessions on April 17 will be restricted to CityLogo partners and members of the Eurocities working group on city branding), workshop materials, coffee breaks and lunches, social events and boat tour.

By courtesy of VisitOSLO and members of the Oslo Pass, registered participants in the joint Eurocities-Urbact Thematic Workshop will be given the 72 hour Oslo Pass, which allows free entry to more than 30 museums and attractions in the city as well as free travel on all public transport. That is a great opportunity to extend your stay in Oslo during the weekend. Please, be aware that usage is 72 hours from first registered use.

ACCOMMODATION IN OSLO

Participants should manage hotel reservation in Oslo by themselves. Some suggestions:

SAS Radisson BLU <http://www.radissonblu.com/scandinaviahotel-oslo>

Best Western Karl Johan Hotell <http://www.karljohan.no/>

Choice hotels <https://www.nordicchoicehotels.com/#> The following Choice-hotels are central located: Comfort Hotel Grand Central, Clarion Collection Bastion, Clarion Collection Hotell Folketeatret and Comfort Hotel Børsparken.

Economy options:

Cohs pensjonat <http://www.cochspensjonat.no/>

Anker Hotel <http://www.anker-hotel.no/>

Comfort Hotel Express (without breakfast) <http://www.comforthotelxpress.no/>

Thon Hotels Budget

<http://www.thonhotels.no/hoteller/concepts/budget/?gclid=CKeomY6i1rUCFUx6cAodPBsA6A>

CityLogo is a partnership within the framework of the URBACT programme www.urbact.eu, led by the city of Utrecht and including Zaragoza, Genoa, Aarhus, Dundee, Warsaw, Oslo, Vilnius, Coimbra and Alba Iulia. It is a network on Innovative Place-Brand Management, launched as a reaction to the most common gaps in the way cities address branding and marketing. The rationale is that city-branding should be embedded in broader and participatory processes of re-thinking urban identities to be then filtered by urban-driven communication codes, resulting in more powerful brand-toolkits. In addition, more effective formulas for stakeholder involvement and management, also in terms of financial co-responsibility, should be widely promoted.

During the period 2012-2015, CityLogo will work at two levels: locally, shaping specific platforms for stakeholder involvement and management in each of the participating cities, with the mission to strengthen a strategy on integrated city branding; at network level, CityLogo will display a range of transnational activities, including thematic workshops, study visits, peer-reviews and reports. Initiatives at network level are also open to other interest cities and third parties

Such “learning by interacting” itinerary will cover a range of key topics grouped into four main sub-themes, namely: integrated city brand management: re-thinking organizational models; integrated city brand building: beyond the marketing approach; channels & communication tools revisited: the impact of the digital shift; and new segmentation strategies: visitors, business, talent, locals.

Lead partner contact, city of Utrecht: Haye Folkertsma h.folkertsma@utrecht.nl

Lead expert for CityLogo: Miguel Rivas mrivas@grupotaso.com

EUROCITIES WORKING GROUP ON CITY BRANDING AND ATTRACTIVENESS

Members of the group are: Aarhus - Antwerp - Athens - Bakirkoy - Barcelona - Bergen - Bologna - Bonn - Bratislava - Brighton & Hove - Bristol - Brno - Budapest - Bursa - Copenhagen - Dublin - Dusseldorf - Edinburgh - Florence - Genoa - Ghent - Glasgow - Gothenburg - Grenoble - Hamburg - Helsinki - Heraklion - IBM - Izmir - Karlstad - Katowice - Kharkov - Linkoping - Liverpool - London - Lublin - Lyon - Madrid - Malmö - Manchester - Munich - Nantes - Netwerkstad Twente - Oslo - Oulu - Palermo - Parkstad Limburg - Rennes Metropole - Rotterdam - Sintra - Sofia - Stockholm - Strasbourg - Sunderland - Tampere - Tbilisi - Timisoara - Turku - Utrecht - Vienna - Vilnius - Warsaw - Zaragoza – Zurich.

The working group on City Branding and Attractiveness has been recently included inside the Eurocities Economic Development Forum. Such a choice was due to the need of reinforcing the plans for growth by attracting both new investments and visitors. The working method is basically based on the discussion of best practices to learn from, for instance suggesting ideas about the way to promote a newly born image of each city and drafting an innovative workplan which can result in an appealing way to attract cities, i.e. showing a well-focused selection of case stories. Involving media and using social networks is highly appreciated to advertise the actions taken by cities. In addition, it proves crucial to create new links with similar projects, such as CityLogo.

Chairman of the Eurocities-WG on City Branding: Cesare Torre, director of city promotion in Genoa ctorre@comune.genova.it

The Oslo team welcomes you to inspiring days in Oslo.
For general information about Oslo please visit
<http://www.visitoslo.com/en>

