



6th Corfu Symposium
on Managing & Marketing Places
6th-9th May 2019



Draft Proceedings

Mayor Mon Repos Palace Art Hotel

Corfu, Greece



MUNICIPALITY of CORFU



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University



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Call for Papers - Adelaide, 2019

The theme of the 5th International Biennial Conference of the Institute of Place Management is **Transforming Place - exploring processes and practice that shape the relationship between people and the place they live.**

Trade, tourism and international relations are bringing countries closer together across the globe creating a brave new world of immigration, blended communities, and a mixing of cultures. The result is also causing friction and factions that can often transform place, its identity and the sense of belonging for community.

Place management and development has a role to understand and facilitate the transformation of towns, cities and regions to improve their liveability, viability, tolerance and resilience to disruption. The challenge for place management policy and practice is leading the positive transformation of Place to improve its prosperity.

Abstract submissions

Submissions of 1000 word abstracts to the Conference are welcome to broaden knowledge and practice, identifying how place management, marketing and development can engage complex social problems associated with the dynamics of place, place identity and the growth of prosperous communities.

Special interest topics include:

- Food and Wine: and their provenance in place and community
- Arts and Culture: reigniting a sense of place and belonging
- Built Environment and Urban Landscapes: creating places to meet and dwell together
- Entrepreneurial Ecosystems: sustaining and evolving place through new businesses
- Citizen Participation: engaging people in shaping the politics of place
- Business Participation: engaging business in 'the big issues'*
- Digital transformations: technology's role in empowering people in places

Of course, we are also interested in research and evidence that critiques existing theory and practice - and learning more about attempts to manage places that **do not** transform them, or change them in a way that excludes people or reduces their liveability, viability, tolerance and/or resilience to disruption.

Whilst the Conference is particularly interested to receive submissions covering the special interest topics above, we will consider any contribution that is in line with the theme of Transforming Place: People, Processes and Practice.

*This special interest topic will be curated by [The BID Foundation](#).

To submit an abstract, please email ipm@mmu.ac.uk

Deadline for submission of abstracts is 17th June 2019. Delegates will be notified of their acceptance by June 28th 2019.



Welcome to the Symposium

I would like to extend a very warm welcome to all delegates attending this 6th Corfu Symposium on Managing & Marketing Places. Places are connected to each other, either geographically, technologically, socially or politically. Places also connect people to each other and to other places. Places are formed and managed through both real and virtual partnerships and networks. The theme of the 2019 Symposium “Connecting Places” is to explore these connections between places and the people who use and inhabit them.

Organised by the Institute of Place Management (IPM) this Symposium is unique amongst academic conferences. The Corfu Symposium on Managing & Marketing Places offers scholars the opportunity to engage directly with place making, management and marketing issues - as the Symposium includes local businesses, policy makers and other stakeholders eager to implement cutting-edge research that can make a positive difference to Corfu.

The IPM's links with the Journal of Place Management and Development, with its focus on communicating with academics, practitioners, policy makers and local government, is also a driving factor behind the balance between academic and practitioner input into this event.

I would also like thank the Symposium Team, everyone who has contributed to this event, our sponsor, official partner, and especially to you, our delegates, for participating. I do hope you enjoy your stay on this beautiful Ionian Island.

Σας Ευχαριστώ Πολύ



Dr Heather Skinner, Symposium Chair





About our Keynote Speakers

Dr Steve Millington



Steve is a Director and Reader at the Institute of Place Management, as well as a Senior Lecturer in Human Geography at Manchester Metropolitan University. Steve guides the Institute's work on place making and planning. He is a Trustee of the Manchester Geographical Society. Steve's areas of expertise include High Street Regeneration and Place Management. He has conducted research on lighting and public space, creativity, and football.

Frantz Dhers

Frantz Dhers is the French CEO of Original's, the consulting firm which engages for the cultures and their sustainability worldwide.

Original's helps companies to respect and promote the local cultures under their influence, through the concept of "Corporate Cultural Responsibility".

Considering tourism, Original's promotes a culturally responsible - and sustainable - tourism by helping its main actors to assess - and mitigate if needed - their impact on the visited places' culture, authenticity and people.

With his colleagues Miguel Arato and Guiomar Payo, Frantz presented last year in front of EU officials a paper called "How to Travel Nowhere by Going Everywhere: why culturally irresponsible tourism is hara-kiri tourism".





Programme Overview

Day 1 – Monday 6th May

09:00 – 09:30	Registration
09:30 - 10:30	Welcome and opening addresses
10:30 - 11:30	Keynote address: Dr Steve Millington, Institute of Place Management
11:30 - 13:30	Session 1: Public Spaces and Urban Places
13:30 - 14:30	Lunch - Mayor Mon Repos Palace Art Hotel
14:30 - 16:00	Session 2: Connecting Places through Popular Culture
16:00 - 16:30	Coffee
16:30 - 18:30	Session 3: Symbolism, Construction, and Consumption of Places
19:30	Dinner - Mayor Mon Repos Palace Art Hotel

Day 2 – Tuesday 7th May

09:30	Coach departs for our visit to Danilia Park & Museum .
10:00	Refreshment, guided tour of Danilia, and welcome.
12:00	Buffet lunch
13:00	Depart for Kommemo Peninsular
13:30 – 15:00	Session 4: Place Branding
15:00 – 16:30	Session 5: District Centres
16:30	VIP Site inspection of Grecotel Kommemo Peninsular Resorts
18:00	Coach departs Kommemo to return to the Symposium Hotel.
19:30	Meet in the hotel lobby to walk across the road for dinner at Nautilus Café (opposite the Symposium Hotel).





Day 3 – Wednesday 8th May

09:30	Coach departs for our visit to the South of the island via a trip to the Achilleion Palace then on to Archontiko Restaurant where the day's academic sessions will take place.
12:00 – 13:30	Session 6: Rural places, landscapes and wellbeing
13:30 – 14:30	Lunch at Archontiko Restaurant .
14:30 – 16:30	Session 7: Place Brands: Connecting People and Places
16:30 - 17:30	Session 8: Interactive Special Session An Ethno-Archaeological Review of Social Networking
17:30	Coach departs to return to the Symposium Hotel.

FREE EVENING for delegates to take the opportunity to enjoy exploring Corfu Old Town, a [UNESCO World Heritage Centre](#) (dinner is not included but there are plenty of cafes, tavernas and restaurants in the town).

Day 4 – Thursday 9th May

09:00 -11:00	Session 9: Regions and Sustainability
11:00 -11:15	Coffee
11:15 -12:15	Keynote address: Frantz Dhers, Originals
12:15 -13:45	Session 10: Tourism, Events, and Activities
13:45 -14:30	Lunch - Mayor Mon Repos Palace Art Hotel
14:30 -16:00	Session 11: Interactive Special Session Introducing the IPM / JPMD / Writing for Publication Report from the 2018 Open Business Forum
16:00 – 16:30	Coffee
16:30 -18:00	Session 12: Place and digital media
Closing Remarks	
19:00	Coach departs for our Gala Dinner at Ambelonas Vineyard .





Programme in Detail

Day 1 – Monday 6th May

Sessions Chair: Dr Maria Lichrou

09:00 – 09:30 Registration

09:30 - 10:30 Welcome and opening addresses

10:30 - 11:30 **Keynote address: Dr Steve Millington, Institute of Place Management**

11:30 - 13:30 Session 1: Public Spaces and Urban Places

Public Spaces: A Comparative Analysis of Seoulo 7017 and the 11th Street Bridge Park
Elizabeth Suchanic and Jonathan Justice, University of Delaware, United States of America

Housing associations involvement in connecting places with residents through value co-creation initiatives. The case of Byker Community Trust

Elisabeth van Heereveld, Newcastle University Business School and Byker Community Trust, Newcastle Upon Tyne, UK

Eleftherios Alamanos, Newcastle University Business School, UK

Gu Pang, University of Birmingham, UK

Unforeseen ways: How UK Urban Canals are connecting people and places

Julia Fallon and Nicola Williams-Burnett, Cardiff Metropolitan University, UK

The New Brighteners Versus (#@%&*!) Litter

Nicholas Catahan, Edge Hill University Business School, UK

13:30 - 14:30 Lunch - Mayor Mon Repos Palace Art Hotel

14:30 - 16:00 Session 2: Connecting Places through Popular Culture

Places that are connected to popular media and culture: can Belarus be rebranded this way?
Anna Sakaloukaya-Panov, Warsaw University, Poland

Reviving the Soul of a Place through Art Festivals: A Case Study of 'Chale Wote' Street Festival in Accra, Ghana

Kofi Aning Jnr, University of Ghana Business School, Ghana

One Club for All: Football, branding and place

Steve Millington, Chloe Steadman, Dominic Medway, Gareth Roberts, Manchester Metropolitan University, UK





16:00 - 16:30 Coffee

16:30 - 18:30 Session 3: Symbolism, Construction, and Consumption of Places

Connecting Places: Harnessing Diaspora Networks to Promote Food and Drink
Internationalisation

Robert Bowen, Swansea University, UK

A place of remembrance, rest and selfies: The experience of visitors at the Jallianwala Bagh
Massacre Memorial

Mandi Jamalian, Mihalis Kavaratzis and Michael Saren, University of Leicester

Connecting People and Place: Narratives of Dispossession, Belonging and Resistance

Aggelos Panayiotopoulos, Cardiff Metropolitan University

Maria Lichrou, University of Limerick

Producing differences, connecting people: Symbolic construction of post-urban places in
distant residential areas of Moscow, Russia

Ivan Mitin, National Research University Higher School of Economics, Russia

19:30 Dinner - Mayor Mon Repos Palace Art Hotel



Day 2 – Tuesday 7th May

Sessions Chair: Dr Heather Skinner

09:30 Coach departs Symposium Hotel for our visit to [Danilia Park & Museum](#) – a traditional 1930s style Corfiot village. Delegates will have chance to explore the village and have lunch. Our presentations will be at the Corfu Imperial Hotel this day.

10:00 Refreshment, guided tour of Danilia, and welcome.

12:00 Buffet lunch

13:00 Depart for Kommemo Peninsular

13:30 – 15:00 Session 4: Place Branding

Without Me You Can Do Nothing: Highlighting the Critical Role of DMOs in Connecting People to Places and Developing Place Brands

Kofi Aning Jnr, Bedman Narteh and Stephen Mahama Braimah, University of Ghana, Ghana

Improve of the Effectiveness and Efficiency of DMO's by Taking a Systemic Approach Towards Stakeholders

Nicos Rodosthenous and Iordanis Katemliadis, CDA College, Cyprus

Cities' "green identity" networks. Environmental design as a parameter of City Branding in European cities

Dionysia Triantafyllou, University College London

Konstantinos Sakantamis, The University of Sheffield, UK

15:00 – 16:30 Session 5: District Centres

Towards an anatomy of district centres

Chloe Steadman, Gareth Roberts, Steven Millington, and Cathy Parker, IPM, Manchester Metropolitan University, UK

Typology of Retail and Consumption Spaces

Les Dolega, University of Liverpool, UK

Using footfall data to assess the health of the UK high street

Christine Mumford, Cardiff University

Cathy Parker and Nikos Ntounis, Institute of Place Management, Manchester Metropolitan University

16:30 VIP Site inspection of Grecotel Kommemo Peninsular Resorts

18:00 Coach departs Kommemo to return to the Symposium Hotel.

19:30 Meet in the hotel lobby to walk across the road for dinner at Nautilus Café (opposite the Symposium Hotel).

Day 3 – Wednesday 8th May

Sessions Chair: Dr Heather Skinner

09:30 Coach departs Symposium Hotel for our visit to the South of the island via a trip to the [Achilleion Palace](#) then on to [Archontiko Restaurant](#) where the day's academic sessions will take place.

12:00 – 13:30 Session 6: Rural places, landscapes and wellbeing

Therapeutic landscapes and spiritual “power spots”: coastal (blue), green spaces and wilderness (dark/white) areas.

António Azevedo, University of Minho, Braga, Portugal

Rural Tradition and the Cultural Identity of the Ionian Islands

Evangelia D. Parisi, University of the Aegean, Chios, Greece

Place Ecology of a Botanic Garden

Nicholas Catahan, Edge Hill University Business School, UK

13:30 – 14:30 Lunch at [Archontiko Restaurant](#).

14:30 – 16:30 Session 7: Place Brands: Connecting People and Places

Guangdong-Hong Kong-Macau Greater Bay Area: Advantages and Challenges as a Place Brand

Yanping Liu, National Academy of Economic Strategy, Chinese Academy of Social Sciences (NAES, CASS), Beijing, China

A (dis)connected place branding process: Reconsidering the connection of people and places through partnerships and networks

Laura Reynolds, Cardiff Business School, Cardiff University, UK

Destination Brand ambassadors: connecting people and places

Natalia Belyakova, Higher School of Economy, St. Petersburg, Russia

Connecting place managers to places: The challenge of moving beyond tacit knowledge informed placemaking decisions in the UK

Costas Theodoridis and Oliver Kayas, Manchester Metropolitan University, UK

16:30 - 17:30 Session 8: Interactive Special Session

[An Ethno-Archaeological Review of Social Networking](#)

17:30 Coach departs to return to the Symposium Hotel.

FREE EVENING for delegates to take the opportunity to enjoy exploring Corfu Old Town, a [UNESCO World Heritage Centre](#) (dinner is not included but there are plenty of cafes, tavernas and restaurants in the town).



Day 4 – Thursday 9th May

Sessions Chair: Prof Helen Woodruffe-Burton

09:00 -11:00 Session 9: Regions and Sustainability

Branding New Towns: The Case of the Greater Cairo Region, Egypt

Mohamed Sadek, Guido Conaldi, and Debbie Bartlett, University of Greenwich, London, U.K.

Branding Northamptonshire - Whose job is it anyway? Exploring the Role of Stakeholders in Region Branding

Shalini Bisani, University of Northampton

The Three-Pronged Assessment of the Sustainability of Ten Towns in the Vicinity of Bangkok, Thailand

Viriya Taecharungroj, Mahidol University International College, Malaysia

Morakot Muthuta, King Mongkut's Institute of Technology Ladkrabang, Malaysia

Pheereeya Boonchaiyapruet, Silpakorn University, Malaysia

Might archetypes in branding be universal after all? Adapting a Western Construct of psychologically based Jungian brand archetypes to assess the distinctiveness of Beijing and Shanghai as city brands

Caroline Whitfield, Scotland's Rural College, Edinburgh, Scotland

Chunying Wen, Communication University of China, Beijing, China

11:00 -11:15 Coffee

11:15 -12:15 **Keynote address: Frantz Dhers, Originals**

12:15 -13:45 Session 10: Tourism, Events, and Activities

Responsible Tourism - Involving Communities in Packaging Travel

Jacqueline Holland, Newcastle Business School, Northumbria University

Helen Woodruffe-Burton, Edge Hill University Business School

Literary Tourism in Sweden: Examples of Failure and Success

Olga Rauhut Kompaniets, Dalarna University, Sweden

Daniel Rauhut, University of Eastern Finland in Joensuu, Finland

Trail running events as a contributor to regional economic development: A case study of the "Festival des Templiers", France

Laurence Lemoine, Idrac Business Research, Idrac Montpellier, France

Prashant Pereira, Idrac Business Research, Idrac Nantes, France



13:45 -14:30 Lunch - Mayor Mon Repos Palace Art Hotel

14:30 -16:00 Session 11: Interactive Special Session

Introducing the IPM / JPMD / Writing for Publication

Report from the 2018 Open Business Forum

Christina Panagiotidou, Green Corfu

Dr Heather Skinner, IPM, Manchester Metropolitan University, UK

16:00 – 16:30 Coffee

16:30 -18:00 Session 12: Place and digital media

Place Branding, Digital Asset Management, and Integrated Marketing Communications: A Conceptual Framework

Simeon Alvas, Keith Dinnie, Daniel Clarke and Abhishek Pathak, University of Dundee, Scotland

Collective digital marketing activities by place management initiatives: evidence from the Netherlands

Daphne Hagen, Utrecht University & Amsterdam University of Applied Sciences, the Netherlands

Oedzge Atzema, Bas Spierings, Utrecht University, the Netherlands

Anne Risselada, Jesse Weltevreden, Amsterdam University of Applied Sciences, The Netherlands

The promotion of cultural and architectural heritage in Greece: E-journalism as Place marketing strategy for traditional settlements in Epirus

Efthymios - Spyridon Georgiou, Aristotle University, Thessaloniki, Greece

Afrodite Spyridou, University of Sheffield, Thessaloniki, Greece

Closing Remarks

19:00 Coach departs for our Gala Dinner at [Ambelonas Vineyard](#).



6th Corfu Symposium on Managing and Marketing Places

6th – 9th May 2019



Session 1
Public Spaces and Urban Places





Public Spaces:

A Comparative Analysis of Seoulo 7017 and the 11th Street Bridge Park

Elizabeth Suchanic, Jonathan Justice

University of Delaware, United States of America

suchanic@udel.edu

Public spaces within cities are celebrated for creating democratization and represent inclusion and opportunity. Dating as far back as the ‘agora’ and open marketplaces, public space is a critical components of public life (Akkar Ercan, 2007). Glasze provides a three-layer conceptualization of public space that particularly relates to the different purposes and roles of these civic assets. The three characteristics are: “state owned areas,” “openly accessible to all,” and “a place of public sphere.” In defining a place of public sphere, he specifically addresses the social value of these spaces and therefore the “inclusion of all social groups in the sphere of social communication and equal rights for co-operation in politics” (Glasze, 2001). Therefore by Glasze’s definition, in order for a space to be considered truly public, it must meet each of these three meanings and be inclusive to all groups of society. Using these three meanings to define public spaces, this paper will conduct a comparative analysis of two significant public space investments, Seoulo 7017 (Seoul, South Korea) and the 11th Street Bridge Project in (Washington, DC, United States) as public spaces. In these case studies, inclusion of all social groups will be examined through community engagement strategies and equitable development strategies associated with the pre-opening of each park.

Additional public space literature that will informing the analysis will be Loukaitou-Sideris’ sidewalk democracy research on the role of cities in defining and regulating purposes of the public space and Low and Smith’s politics of public space literature, as it relates to Glasze’s first defining characteristic (Loukaitou-Sideris, Blumenberg, & Ehrenfeucht, 2004). Low and Smith examine public spaces as political spaces and resulting tensions of these spaces for “political dissent” that are “state owned” (Low & Smith, 2013). Additional themes from Salvesen’s essays on the role of “people” as defining a public space relates to Glasze’s third characteristic of public space (Salvesen, 2002).





Comparative Analysis

This paper will focus on key issues surrounding public space investments, in particular community engagement methods and equitable development strategies. Community engagement methods examine the extent to which, if at all, the surrounding community was involved in the ideation, planning, and eventual implementation of the civic asset. Community engagement is broader than strictly participatory planning methods, but looks more holistically the structures in place to gather community feedback and ideas. Equitable development methods examine the extent to which, if at all, the planning entities created economic protections for low-income areas that may be affected by the civic asset investment. Both of these community engagement and equitable development methods are inclusive of both residents and local, small business owners.

This paper includes a literature review, an inventory of community engagement and equitable development practices used prior to the opening of the civic asset, and explorations of future research. The data collected is based on primary, in-country interviews with park management staff.

Seoullo 7017

In May 2017, following the trend of elevated greenways in cities across the country, Seoul opened Seoullo 7017. Seoul's transportation vision, outlined in the Seoul 2030 plan to achieve the UN's Sustainable Development goals, has included a number of changes to the city's built environment, including the removal of highway overpasses (Kim, 2018). The removal of the highway overpasses are part of a strategy for more people-centered transportation, such as biking and walking, rather than car-oriented transportation. However, rather than demolishing a central flyover, Seoul redesigned it as 1.7 kilometer greenway for pedestrians, housing more than 26,000 plants and connecting Seoul Station and the Namdaemun Market to local neighborhoods (Choon, 2017; Dovey, 2017; Medi, 2017; Schwab, 2017).





Figure 1. Photograph of Seoulo 7017, daytime. (Elizabeth Suchanic)

11th Street Bridge Park

Washington, DC's first elevated park will reuse old bridge piers that once held the 11th Street Bridge to create the 11th Street Bridge Park over the Anacostia River (11th Street Bridge Park, 2014). Spanning 1.45 miles, the park will include a public plaza, environmental education center, amphitheater, and green space. Projected to open in 2023, the structure will connect Anacostia and the neighborhoods surrounding Capitol Hill, connecting one of the poorest neighborhoods in the city to one of the wealthiest (O'Connell, 2017).



Figure 2. Rendering of 11th Street Bridge Park. (Building Bridges Across the River)



Disneyfication

Both Seoulo 7017 and the 11th Street Bridge project are both cited as projects born out of the High Line project, as very similar, adaptive-reuse, elevated, linear, urban park. When the High Line opened, with some controversy in New York, a highly critical anonymous essay appeared in the New York Times entitled “Disney Land on the Hudson” (Moss, 2012). This critical title related directly to a history of public space literature on the “Disneyfication” of public spaces (Alvarez, 2004; Barr, 1996; Eeckhout, 2001). The themes expressed through these critical “Disneyfication” articles, references the impact of corporate ownership over public spaces through increasing public-private partnerships and “Business Improvement Districts,” and the tie of these private entities to these glamorous parks marketed as economic development efforts (Kao, 2014; Sorokin, 1992). This analysis of two similar projects across the world from each other looks at the steps taken, through community engagement and equitable development practices, and defining public space by Glasze’s three standards, all play a role in reducing perceptions of “Disneyfication” of these investments.

Corfu Symposium Relevance

This paper ties to the Corfu Symposium themes, in examining connections between places, and countries, through the comparative analysis of two different, yet similar in design and intention, public space investments. The examinations of equitable development and community engagement strategies have implications for the success and goals of grass-roots participatory place-making initiatives. Both Seoulo 7017 and the 11th Street Bridge Park have tourism implications for their cities, and this discussion will include tensions in tourism and participatory resident-driven placemaking. This paper will be of interest to all stakeholders of public space investment, policymakers in considering strategies displacement reduction and governance, local businesses in preservation of equitable development strategies, and residents in successful community engagement strategies.

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Housing associations involvement in connecting places with residents through value co-creation initiatives. The case of Byker Community Trust

Elisabeth van Heereveld

**Newcastle University Business School and
Byker Community Trust, Newcastle Upon Tyne, UK**

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Gu Pang

University of Birmingham, UK

Introduction

The project examines the process of value co-creation and factors that may influence customer engagement in value co-creation initiatives within a specific area lead by housing associations with overall aim to create of a sense of community and connect a place with its residents. The aim of this study is to better understand how social landlords who in many cases own most properties within an area, can facilitate value co-creation to empower and create better relations with customers, improving tenant satisfaction and enhance their connection with the local community. The research is part of a wider project focusing on how social housing associations can develop a customer engagement and change management capability to facilitate an improved service offering and design a marketing strategy to further the appeal of their services and subsequently contribute to building a sense of community in areas which are considered not popular and have experience social issues.





Methodology

The study was carried out in two stages. In the first stage, some 81 academic articles were analysed using QDA Miner with its Wordstat extension. In the second stage, 12 in depth interviews were carried out with residents of the Byker Community Trust estate in the area of Byker, Newcastle Upon Tyne UK aiming to elaborate on and provide an in-depth analysis of the findings from the systematic literature review. Interviews focused on investigating customer willingness to engage in value co-creation activities which will enhance residence experience of leaving in the area and will facilitate their connection with the local community.

Findings from Systematic Literature Review

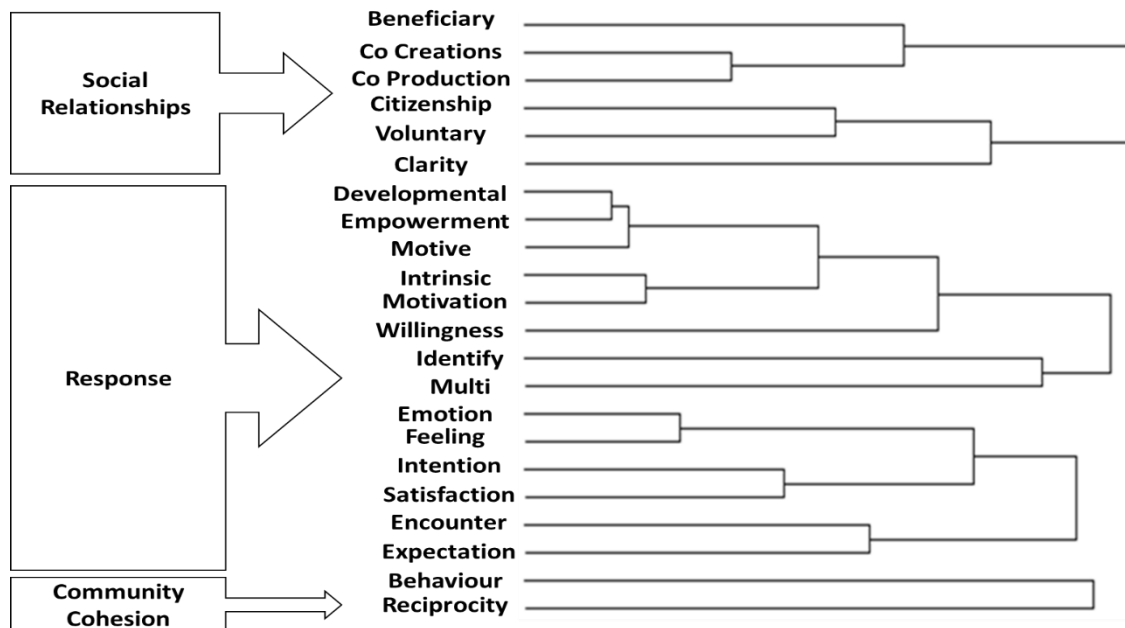
The analysis highlighted relationships between keywords in the articles and grouped them in three main categories, namely, Response, Social Relationships and Community Cohesion. A summary of the results can be found in Figure 1 which highlights the grouping as well as the links between themes focusing on cognitive processes, for instance motivations, and more systematic processes involving the engagement of the peers highlighting the broadness and complexity of the value co-creation debate.

The literature review therefore investigates the relations between these areas to gain a more comprehensive understanding of value co-creation process and sheds light on how the different dimensions of response and engagement, social relationships and community cohesion link in order to facilitate the value co-creation process within a community and specifically not only between its residents but also between the residents and the local stakeholders.





Figure 1: Dimensions of the Value Co Creation Proces within a community



Findings from In-depth Interviews

The preliminary analysis of the interviews elaborates on the three main thematic areas which can enhance residents’ engagement in value co-creation activities, in line with the themes identified in the systematic literature review, namely, Response, Community Cohesion and Social Relationships.

1. Response

Residents were keen on seeing visible change either as result of their value co-creation efforts, or through initiative of the housing associations or other stakeholders in the area. Lack of response may lead to value-co-destruction initiatives.

2. Community cohesion

Respondents indicated that they want to see other members of the community also involved in value co-creation activities as value co-destruction activities by other residents can demotivate their engagement in similar initiatives.





3. Social relationship

Residents with strong ties with the neighbours and/or family in the area were more likely to help and engage with others as well as promote the area.

Other factors influencing people's willingness to engage with value co-creation initiatives were time commitments (work-life balance), social anxiety (this can be solved through online groups or through working with neighbours / people they know, highlighting the importance of community and social relations) as well as language barriers.

Conclusions

The literature review has provided an overview of different resources that may influence tenant perceptions of engaging in value co-creation initiatives. These resources include physical and emotional resources including brand perceptions and motivations, cultural resources including mental schemas and previous experience and social resources including social relations and community involvement. In addition, the research has highlighted that residents' experience of value co-creation is affected by a wider actor network. Identifying key themes or actor influences can help organisations understand potential barriers to value co-creation with residents and help explore solutions. As these factors are highly subjective and ever-changing, the literature review and the initial in depth interviews reinforced the need for further empirical research to be conducted, focused on exploring these topics on a contextual basis in order to identify the main factors that can influence residents' participation in value co-creation activities which will enhance their connection with their local community.





Unforeseen ways: How UK Urban Canals are connecting people and places

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Liz McIvor (2015 p290) says ‘the future of canals looks bright’ and this optimism is heartening to hear after so many UK canals were ignored and abandoned when they were no longer needed to transport freight from factories to ports. However, this possible bright future for canals is one that requires connection and a relevance in people’s lives (Urry, 1995) and so this paper will explore ways that people now connect with canals and their environs in an urban setting reflecting on the development of canals as places by considering the new role of canals as focal points often within the regeneration areas of UK cities. In so doing, the authors will address the issue Ashworth and Page (2011) highlighted that is, city spaces are relatively under-researched and at the same time bring a very personal and local interpretation to an understanding of people and place.

The regeneration of canals in UK cities has allowed previously unattractive spaces to become fashionable. Paddington Basin in west London, UK for example was built in 1801 as a ‘trans-shipment terminus for goods coming into London by canal’ (Winn 2018 p144) and this 24-hour busy space concentrated upon distributing goods throughout London with little care for the aesthetic. Canal tunnels and wharf-sides feature in ghost and horror stories too, often inspired by the bleakness and danger associated with the hazards of being near an urban industrial site or the negative connotations of being on and near the dark water. Such spaces were dominated by factories and warehouses that needed a water supply and good communications and transport connections. When manufacturing declined these sites became condemned and suffered dereliction many with contaminated water and obsolete structures. These rather bleak and unwelcoming places became associated with crime in the latter part of the twentieth century were restored and renovated becoming visitor attractions, often with more leisure boats than there were cargo boats in the past. These transformational developments reflect a changing view of the role and purpose of the canals into places for



culture, leisure and play. Waterside bars, cafes and restaurants are now welcoming visitors and encourage people to stay, with many choosing to live in the nearby highly desirable and central waterside apartments.

Transforming these spaces to pleasurable spaces, where canals are used for recreation has required both time and energy and authors like Prideaux *et al* (2018) have pointed out how the revival of canals and their environs is an opportunity for people to connect with their pasts and to provide a sense of rootedness to place (Trower 2011). Examples of how this connection is made possible is by both new developments and old adaptations. Connectivity drives the thinking and examples are the magnificent, purpose-built rotating Falkirk Wheel (<https://www.scottishcanals.co.uk/falkirk-wheel/> accessed 5 January 2019) which functions as a connecting point for travel on and between two Scottish canals spanning from east to west and the historical Anderton Lift which has been restored and used to educate and encourage visitors to appreciate its engineering and capability in transferring boats from river to canal (<https://canalrivertrust.org.uk/places-to-visit/anderton-boat-lift-visitor-centre> accessed 5 January 2019). Such significant structures along with adapted historical canal buildings becoming waterway museums and also restored waterside buildings converted into residences with their windows facing the water now meaning that the structures upon and around the water are a draw and not something to be hidden. This is not just about nostalgia, for nowadays as the examples given demonstrate and as Prideaux *et al* (2018) posit, canal spaces can provide an opportunity ‘for reinvigoration and reincorporation into people’s lives’ (Prideaux *et al* 2018 p143). The aforementioned Paddington Basin allows is a lively addition to the west London social scene where people experience being both on and near the water yet with close proximity to train, bus and underground connections.

It has been suggested that there has been substantial enhanced value from the government investment grants in waterside regeneration (<http://ukeconet.org/wp-content/uploads/2009/02/Inland-Waterways-Review.pdf> accessed 5 January 2019). While this is generally lauded, it is important to note that there may sometimes be a disconnection with the local population. Planners and developers do seek ways to connect with the past of a locale but the nature of their development can sometimes encourage only transient



populations without connecting with a more stable resident community who are at the heart of the place. This is a key point of discussion in this paper.

This tension of the type and nature of the developments and the connection with place will be explored by the authors will seek to discover how people connect with canals in these regenerated contexts. The questions posed by the researchers will build upon the work of authors like Wesener (2015) who interviewed business people in the Jewellery Quarter in Birmingham in order to gain perceptions of the buildings and their usage which were revealing in identifying people's feelings of continuity and connection with place.

Birmingham will be used as a case study for this paper too along with Edinburgh, both cities have canals but in the case of Edinburgh, the canal appears to still be relatively little known. Both cities relied upon the canal networks for the transport of freight distributing supplies to growing urban populations in the nineteenth century. However, railways overtook the canals in speed and access and the canals were left to decline.

The research method used to capture this information, will be both observation and oral history research, incorporating existing archive recordings with local residents. This approach is informed by the work of Bock (2015) who has recommended that more research is needed into local residents views over time and in particular will help to understand local residents interpretations of their connection with place and tourism's role in their lives, especially in relation to their perceptions of the value of tourism to their communities and how tourism activity may or may not enhance their quality of life. Interactions with locals is often one of the significant experiences for tourists (Pappalepore and Smith, 2016) and so capturing perceptions will illuminate perspectives on connections with place. The recordings will most likely confirm that water is a draw, especially when clean and alive with activity but city canals and canal basin developments go beyond this, featuring both natural and manmade attractions creating and encouraging a variety of activities. Hall (1999) describes this as an agglomeration of the service industries where creative activity is combined with leisure space. The design of the spaces is supposed to be inviting activity interaction and sociability and the shift to looking for more participatory experiences adds vibrancy. The creation of a buzz that comes from the range of activities leading to connections and shared experiences that excites people and results in their believing their connection to the place is more genuine (Massey 2005).



The anticipated outcome of the research is that people – both hosts and guests- will be revealed as a key aspect in shaping the experience of place (Pappalepore and Smith, 2016) and that the connection created with canals rests with the co-creation of the spaces. In exploring the regeneration and the development of canals and their environs, there will be an addition to the understanding of the ways that people connect with place and how the regeneration developments of canals can create powerful connections. A bright future is where there is relevance and attraction.

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The New Brighteners Versus (#@%&*!) Litter

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The purpose of this ethnographic study is to explore placemaking processes leading to cleaner, litter-free places, whilst considering terms like Place Ecology (PE), Place Ecosystems, Place Phenology and the Place Ecologist, as significant contributions as frameworks to studying place(s); terms which are lacking from the extant literature. It is intended to provide further insights into the gaps in the extant literature surrounding the complexities of emergent placemaking and communities of practice (Roberts, Parker and Steadman, 2017; Catahan and Woodruffe-Burton, 2018; Dupre, 2018; Karge, 2018; Salzman and Yerace, 2018; Strydom, Puren and Drewes, 2018). Practice in this study is informed by lived experiences of the researcher's own participation with a group of like-minded, litter-picking individuals, namely, 'The New Brighteners'. Such communities would benefit more support and ongoing efficacy as they take back the reins with regard to the places they live, work and visit. This community represents a range of experiences and choices to manage litter whilst at the same time providing a range of knowledge exchange opportunities for each other and those whom encounter them.

An immersive, ethnographic study mapped against PE ideas via free-flowing discussions with participants, observations of activities, and content analysis of paper-based and online resources provide holistic and robust interpretation (Hine, 2000; Hammersely and Atkinson, 2007). It is hoped that the proposed PE-related frameworks born out of ecological, ecosystemic and phenological concepts and theories (See for example Tansley, 1935) expand the depth of our understanding of place(s), leading to opportunities for even more effective place-related research, practice and support.

Places are continuously blighted with litter, all-pervasive rubbish of anthropogenic origin, disposed of without consent, causing all manner of environmental, socio-cultural and economic impacts (Roper and Parker, 2006, 2008, 2013; Parker, Roper and Medway, 2015; Medway, Parker and Roper, 2016; BBC, 2017). It is one of the biggest threats to marine



biodiversity among other ecosystems (Galgani, Hanke and Maes, 2015; Rayon-Viña *et al.*, 2018), and also poses health risks to people, in particular young children (Campbell *et al.*, 2019). Many communities are faced with challenges of acculturation and demonstration effect of the worst possible kind, with perpetuation of littering and seemingly mindless behaviour in more ways than one. In the UK alone, littering amounts in the millions as does the cost to deal with such waste (IPM, 2018). Challenges of litter are ongoing for our blue planet and those communities therein. This study not only continues to put a spotlight on the ways communities are dealing with litter but also introduces Place Ecology, Place Ecosystems, Place Phenology and the Place Ecologist as significant contributions as conceptual frameworks to studying complex place-related processes, connections and interrelationships.

The term ‘Place Ecology’ refers to intra/multi/interdisciplinary studies of place(s) for a deeper, holistic understanding of managing, making and visiting places; leading to effective, responsible, sustainable place management and development. The term ‘Place Ecosystem’ refers to actual and perceived tangible and intangible components of place(s), actual and perceived relations of these to one another, and to perceptions of place(s) as complex, dynamic ecosystems. The term ‘Place Phenology’ refers to the study of seasonal place phenomena. The term ‘Place Ecologist’ refers to the person studying Place(s) whom is aware of their deferential position within studies of place(s) and the broader, deeper perspectives on place e.g. a merger of biology, geography, sociology, psychology, anthropology related ecosystem concepts and frameworks to name but a few, the list is not exhaustive.

Place making (Relph, 1976; Skinner, 2011; Roe, 2014; Lew, 2017; Ducros, 2018), place marketing (Skinner, 2008; Boisen *et al.*, 2010), place branding (Anholt, 2008; Kavartzis, Warnaby and Ashworth, 2015; Noronha, Coca-Stefaniak and Morrison, 2017), place sustainability (Taecharunroj, Suksaroj and Rattanapan, 2018) and place management and development (Parker, Roper and Medway, 2015) efforts have been capturing insights into multi/inter/intradisciplinary studies of unique communities with Sustainable Development Goals (SDGs) and achievements created by multiple actors (Roberts, Parker and Steadman, 2017; Catahan and Woodruffe-Burton, 2018; Skinner, 2018). However due to blurred defining parameters across place-related literature (Hanna and Rowley, 2008; Skinner, 2008),



ongoing studies on perceptions of emergent, creative individuals and groups across communities are of academic, practitioner and policymaker value.

This study expects to provide insights into a Place Ecosystem highlighting holistic representation of place, individuals and groups that make up communities like The New Brighteners. Such communities represent a creative destructive force for achieving SDGs via their contributions of dynamic activities and collaborations. In this case, of not only keeping places clean and litter free but for a whole host of other important outcomes for people and place.

PE considers the holistic overall dynamics of communities of practice, organisation and activities, outcomes, implications, attitudes and behaviour, the list is not exhaustive. Impacts are expected to validate support and efficacy of such practice.

It is hoped that this PE approach can inform like-minded communities, local authorities and private sector organisations to consider greater, shared resources and to consider more organic, dynamic, community group support and communications, among other communities across place ecosystems, to partner with for the greater good and ultimately meet SDGs and much improved places.

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6th Corfu Symposium on Managing and Marketing Places

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Session 2
Connecting Places through Popular Culture





Places that are connected to popular media and culture:

Can Belarus be rebranded this way?

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Belarus is a beautiful country in Europe with attractive tourism products to offer: place of birth for many famous people, rich history, heritage and cultural sites. However, political conflicts, human rights issues and economic turbulences usually affect place image negatively (Gertner and Kotler, 2004; Alvarez and Campo, 2014; Seddighi et al. 2001) because of global media coverage, and in the case for Belarus: plenty of sources for negative past publicity (primarily Chernobyl, authoritarian political regime and state-controlled economy). Despite successes as a tech hub and in sports, Belarus image in international mass media remains predominantly negative and its appearance is non-frequent (International newspaper references, 2017-18). En par with unfavorable country outlook, the number of foreigners arriving to Belarus has been stagnant until 2015.

Tourism was shown as one of the ways to repair or reduce country's negative image (Sönmez, 1998, p. 431). In the case of Belarus, how feasible is it for DMOs to make the country attractive to certain types of tourism?

Similar image transformations have been studied in detail for Eastern European countries: for Croatia (Hall, 2002, 2004), Slovenia (Konecnik, 2004), Estonia (Jansen, 2008), Latvia (Dzenovska, 2005), Poland (Florek, 2005). Outside of Eastern Europe, examples have been documented too, for example for United Arab Emirates (Cooper, Momani, 2009), Spain (Fan, 2006), South Korea (Anholt, 2011).





Belarus has taken the first steps a few years by organizing forums, conducting tourism research sponsored by EU, but most importantly -- vastly expanding its 30-day visa-free entry and hosting international sports events and festivals. One may ask, is it practical for Belarus to grow tourism through other mechanisms of popular culture?

In this paper we narrowly concentrate on film-induced tourism and literary, cultural (including tours driven by famous historical people and living celebrities) tourism, and in their possible impact on country's brand.

Tourism can be driven by popular culture as shown as early as in (Cohen, 1986) or (Riley, van Doren, 1992). Films are just one of many mediated cultural products that could serve this purpose (Dinnie, 2008). The recent explosion of scientific and DMO literature on film-induced tourism ("set jetting") provides abundant data collected in case studies, more recently reviewed in (Beeton, 2016; Roesch, 2009), examples of success stories (Olsberg•SPI, 2015; MNP, 2013), or "how to" guidelines with some measurement methodology questions (Christopherson and Rightor, 2010; Hudson and Tung, 2010; Busby, Klug, 2001).

However, films with negative storylines may encourage or discourage tourism, depending on situation: some studies report discouragement (Loureiro, Araujo 2015) while some find encouragement (Beeton, 2006; Silver, 2007; Brand, Platter, 2011; Hudson *et al.*, 2011).

Literary tourism, or that driven by historical and living celebrities is another possibility. In (Carvalho, *et al.*, 2012) the authors analyze several world practices for literary tours and provide practical recommendations for agencies. But only small changes can be made by tour agencies, while events, festivals, policy changes and rebranding are the domain of DMOs, so some data-driven recommendations for DMOs are given in (Mansfield, 2015) to create and maximize literary tourism demand (using primarily French data). In (Wyszowska, 2008) it is argued that in addition to historical personas, writers are usually better known to the average literary tourist than the artistic legacy of native painters, sculptors or architects. In (Baylagasov, Goppa, 2016) the authors argue that there is no clear boundary pilgrimage and literary tourism, and so DMOs could borrow some pilgrimage best practices.





We performed sentiment analysis of most Belarus references in popular foreign and few native films over the past five decades (80 movies and cartoons).

The hypothesis (H1) was that the negative bias has recently decreased, but the dataset decidedly rejects it: the country references in films remain decidedly negative same as they were previously (negativity concentrating on Chernobyl, dictatorship and Soviet past). A much smaller analysis of references to Russia in (Ivanov, 2018) hypothesizes that negative Russian stereotypes are so strong that Western movie plots based on them are expected to sell better. Same was casually observed even for Poland in (Wp.pl, 2012).

Since literary and celebrity tourism almost necessarily involves tours, the second set of our research questions concerns the state of local travel agencies.

Phone interviews with 30 Belarusian and 5 foreign travel agencies (inbound tourism) were conducted with a few hypotheses (H2) to test -- using three typical foreign languages: Polish, English and Mandarin. We also did an email survey, which surprisingly produced more responses than interviews did (written language seems to be a preferred mean of communication in foreign language vs. verbal). The dataset reveals that Belarus is most prepared for literary tourism from Poland, but less from elsewhere. Another insight was that it is often difficult for an agency to offer a literary tour, even when an agency is prepared.

Of academic significance is that government-sponsored tourism research in Belarus appears be a bit confused about relationship of tourism and country brands, as evidenced by the first state studies of brand Belarus. Same was initially observed earlier for a few other Eastern European countries according to (Hughes, Allen, 2005). Further, dynamics of country brand changes can be measured: for positive image abroad, as formulated in (Kostiuchkov, 2013), (Aizenshtadt, 2014), (Rudkovski, 2013), and for influence of mass media on the country image (Vasilyeva, 2015), (Dubovik, 2008), (Bykouski, 2007), (Gorskiy, 2010), (Sakalouskaya, 2011), (Sidorskaya, 2015).

Of practical significance for agencies may be the collected reference database of working film-induced and literary tours implemented in Russia, in Poland and in the U.S., which can serve



as positive practical inspiring examples for agencies and DMOs in Belarus, along with the compiled list of filmmaker incentive programs borrowed from other countries.

Finally, we created web-based tool (using collected datasets) which might help agencies match literary tour locations to the interests of prospective clients more easily and therefore positively influence both – the image of Belarus and tourism industry.

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“Decades later and far away, Chernobyl disaster still contaminates Minsk”;

GW (Poland):

<http://wyborcza.pl/gazetawyborcza/wyszukaj/artukul?query=bia%B3oru%B6+§ion=91794&dxx=91794>

“Next course in Putin’s menu: Belarus”,

“Lukashenka is inviting. One month in Belarus without visa, if you arrive by plane”,

“Belarus is willing to liberalize visa procedures but is afraid of Russia”;

Izvestiya (Russia):

https://iz.ru/search?type=&prd=&from=10&text=%D0%B1%D0%B5%D0%BB%D0%B0%D1%80%D1%83%D1%81%D1%8C%20%D1%82%D1%83%D1%80%D0%B8%D0%B7%D0%BC&date_from=&date_to=&sort=

“Top 5 European cities popular among Russian tourists” (Minsk),

“Union of Russia and Belarus soon will be connected by speed railroad”.



Reviving the Soul of a Place through Art Festivals:

A Case Study of ‘Chale Wote’ Street Festival in Accra, Ghana

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Abstract

Places like products are prone to losing brand equity when they are not managed well. This study presents a case of art festivals as mediums through which place brands can be revived.

Background

Place branding has emerged as a practice through which tourism institutions, government agencies and nations have turned to in the quest to develop strong brand images to attract tourists and stimulate investment and trade in local communities (Richards, 2017). Recent research suggests that the use of art festivals can be sufficient to revive place brands which are ailing due to low awareness and patronage from locals and tourists (Rodner & Kerrigan, 2018). Kim, Choe and Petrick (2018) identified festivals as playing an important role in increasing the brand awareness of a place and creating connections between individuals and the place. Prentice and Andersen (2003) hold the view that place brands could attract more audience and patronage if they leverage on the creative potential of festivals. Festivals could come in the form of art, gastronomy, sports or even literary (Wu, Chen, & Huan, 2010; Viljoen, Kruger & Saayman, 2018; Morales & Cordova, 2019), but the underlying point is that they represent a good channel for place brands to create brand engagement and connection. Niekerk (2017) highlights the crucial role of festivals in creating place brand awareness and sustaining place brand development. This research aims to build on existing literature by determining the impact of art festivals on place brand awareness, place brand engagement and other behavioral intentions.





Art Festivals as a Tool for Reviving the Soul of Places

Art festivals have been recognised as a springboard in the development of place brands. Turnbull (2017) asserts that festivals are strategic tools that are vital in connecting people to places. In the present competitive global tourism market, low brand awareness and poor place image is detrimental to attracting tourists (Baker & Cameron, 2008). Streams of research on the role of art festivals in place branding point to the reality of art festivals being mechanisms of place brand revival. Art festivals foster citizen self-brand identification, engagement and visitor fascination (Smith, 2012; Sadd & Jones, 2009) and can be instrumental in stimulating positive word-of-mouth recommendation and revisit intentions. Medway, Parker, Quin and Roberts (2016) argue that for place branding to be effective, multi-sensory experiences need to be created for visitors/residents. Art festivals are thus viable tools that can be used to create wonderful experiences that can improve visitor connection to a place. The more varied experiences a place is able to generate, the greater the possibility of creating strong brand connections and associations with visitors or locals (Medway, 2015; Henshaw, Medway, Warnaby, & Perkins, 2016). Coghlan, Sparks, Liu and Winlaw (2017) explained that one of the ways to create exceptional and unforgettable multi-sensory place experiences to connect people to places was through events. They argued that through events such as art festivals, places can shape and influence perceptions people have. This is the core argument this paper seeks to make.

The “Chale Wote” Street Festival in Accra, Ghana

Ghana is a country located in West Africa with an outstanding track record for democracy, peace and cultural diversity. Home to gold, cocoa, and a host of other natural resources, Ghana possesses many scenic, natural habitats and hospitable people. In the capital city of Accra, one of the historic places that carries memories of the era of colonial rule is a place called James Town, also referred to as “British Accra”. That was the home of the first Brits who settled in Accra. For years this place has been neglected and largely used as a historical marker, but the introduction of the Chale Wote Street Art Festival has created renewed interest in the area and made the place a destination for annual art and cultural exhibitions which attracts participants from Ghana and beyond. The art festival has succeeded in stimulating interest from both locals and foreign tourists. The Chale Wote street festival combines art, culture, food, fashion and dance to create a multi-sensory experience of Ghanaian culture at its best.





One of the hallmarks of the festival is the many graffiti pictures which artistes from all over the world paint on the streets and old buildings of James Town. This has led to a renaissance of James Town and has created local and international recognition.

Methods

To achieve the objectives of this research, a mixed methods approach will be employed. The qualitative approach will be used to collect data through face-to-face interviews with 10 respondents made up of locals and tourists who will be purposively selected. For the quantitative study, a survey using a structured questionnaire will be administered to 250 respondents comprising of festival attendees. The data collected will be analysed using thematic analysis and Structural Equation Modelling (SEM).

Conclusion

For stakeholders to connect with places there must be a value proposition that increases place brand awareness and place brand engagement. The use of street art festivals has been mooted as one such strategy which can be used to revive place brands and create local and international attention. The results from this research will inform place brand managers on how to use art festivals as a tool for reviving place brands, stimulating tourist activity and creating place brand engagement which will connect people to places. From a theoretical perspective, this study will contribute by explicating the role of art festivals in enhancing place brand awareness, stimulating place brand engagement and influencing behavioural intentions of locals and tourists.

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APPENDIX

Figure 1- Framework for Place Revival through Art Festivals

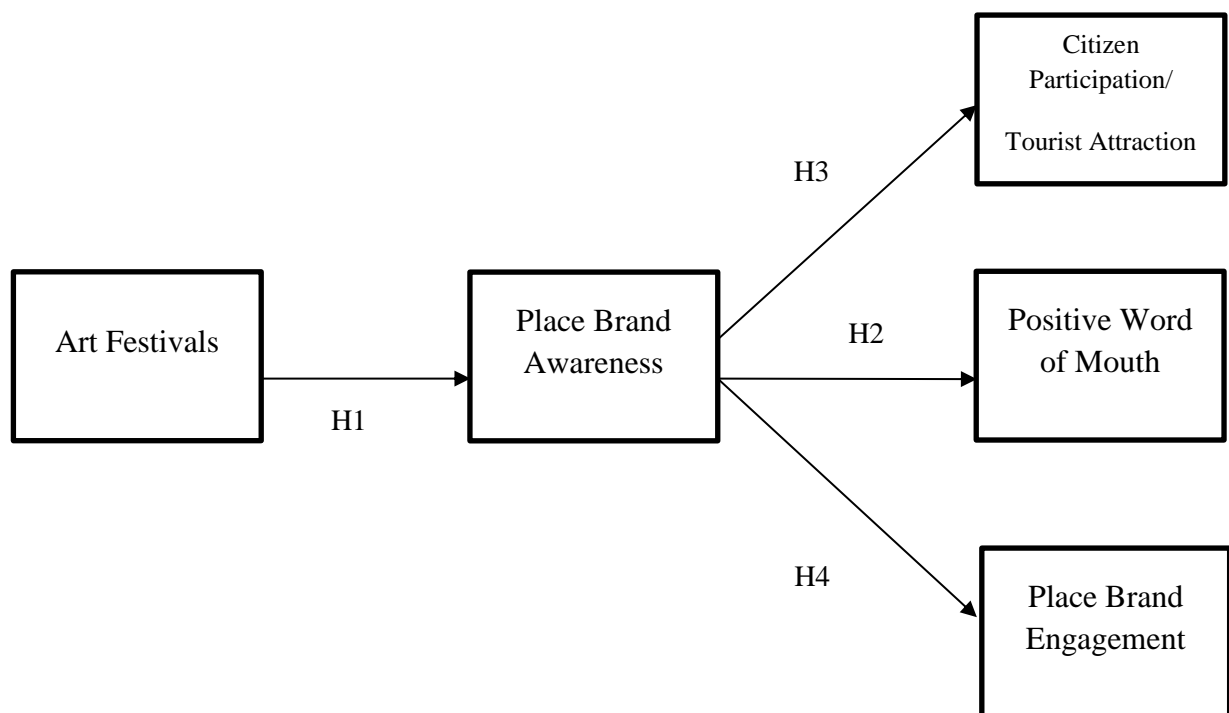


Figure 1 shows hypotheses which depict how place brands can be revived through art festivals as they provide the platform for place brand awareness, citizen participation/tourist visits as well as positive word-of-mouth and place brand engagement.



One Club for All: Football, branding and place

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Introduction

Despite the globalisation of football, football clubs remain intimately embedded in places. Even the world's most recognisable football brand, Manchester United, is synonymous with the city of its origin. Nevertheless, as European superclubs demonstrate, this connection to place is not necessarily a constraint to global marketing ambitions, as they attempt to tap into globally distributed groups of supporters. High profile football brands also produce advantages for wider place branding by raising a city's international profile, and attracting overseas tourists and corporate sponsorship. Thus, football clubs act as significant cultural and social institutions, interwoven into broader place branding narratives that communicate 'the capabilities, attractions and ambitions' of a city (Scott, 2014, 570). This paper explores how football branding can make use of dynamic associations with place, to reveal insights into how place based institutions deliberately, or inadvertently connect, disconnect, and reconnect to historical place narratives.

What do football brands do?

While certain global brands might be characteristically fluid, many are epistemologically, culturally, and affectively fixed. Holt (2006) recognises brands cannot generate meanings to which people automatically subscribe, but must connect to broader sensations, desires, opinions and identities. Brands are 'ideological parasites', tapping into pre-existing discourses and feelings, into 'myth markets' and consumer desires (*ibid*); half-finished frames, whose completion is dependent on the mobility and imagination of consumers to fill in the empty spaces (Goffman, 1974). Despite protestations about commercialisation, football supporters are necessarily complicit in co-producing football brands.





As Pike (2015) contends, even the most global brands remain bound to material local development, which can be drawn on as a signifier of quality and authenticity. In the case of football, the manipulation of unique geographical associations with place is crucial. Individual football stadia, for example, become sites of fan performances and rituals, combining spectacle and everyday routines to generate longstanding emotional attachments to these places (Edensor and Millington 2010). For clubs with global ambitions, however, the entangling of branding and local sports culture is subject to a challenging renegotiation (Andrews and Ritzer, 2007), in which branding potentially compromise their position as embedded place-based institutions.

Manchester City case study

Manchester City provides a pertinent case study through which to analyse the tensions created as a club attempts to reposition itself within global markets. Following a long period of financial and sporting failure, Manchester City's *This is Our City* campaign was launched in 2006 (Edensor and Millington, 2008). Kelsall (2000) suggests British football supporters remain rooted in working class mythology and reproduction of values arising through the interplay of community, loyalty and civic pride. By tapping into these pre-existing structures of feeling, belief and identity through which individuals both 'locate themselves and define their locality' (Hague and Mercer 1998, 113), the campaign was designed to cultivate the "brand loyalty" of existing hard-core fans (Edensor and Millington 2008). Mythic elements were locally embedded, with the local becoming the site of claims for 'authenticity' contrasting with the 'inauthentic' global (*ibid*). By deliberately appealing to their existing sensibilities, the campaign was largely well received by local supporters.

In 2008, however, the club's fortunes turned around overnight following the Sheik Mansour family takeover. The new owners aspired to reposition Manchester City as one of the world's most powerful football brands. Sponsorship deals with Etihad Airways were made, and overseas football clubs purchased to form the City Football Group (CFG), comprising 11 teams located in the UK, Australia, USA, Spain and Uruguay and 7 affiliated teams around the world. This structure provides a consistent global marketing platform to engage supporters worldwide, alongside communicating specific messages to local markets through the CFG's *Family of Clubs*.





Although elements of *This is Our City* continue to resonate within Manchester City branding, a more recent campaign- *One Club for All*- consolidates local support, whilst also acknowledging it's a growing global support. Yet, this rebranding strategy has generated conflicting messages. Local supporters, for example, are entitled to discounted flights to Abu Dhabi; a country in which issues concerning LGBTQ and women's rights have been raised. In contrast, the club is at the forefront of challenging homophobia through links to Stonewall and Manchester Pride, whilst promoting the development of women's football.

Another element of the rebranding is through place making interventions, which have produced a conflux of global/local intersections. The main stadium anchors a major urban regeneration project, which has opened East Manchester to international property speculation within the most poverty-stricken parts of the city. Furthermore, the renaming of the club's home stadium as the Etihad, along with creation of the Etihad Campus, reflects broader practices of toponymic commodification and concerns about how clubs can sustain local embeddedness (Medway et al., 2018). Such place interventions also chime with Peck and Ward's (2002) "entrepreneurial script of the city", whereby the realignment of Manchester City as a club with global ambition links to strategic desires shared amongst the city political elites that envisions Manchester as a future global city.

Manchester City's growing revenue and brand value represents an astonishing transformation of the club, alongside an unprecedented period of success on the pitch. However, concerns remain as to what extent the rebranding of Manchester City can continue to navigate so fluidly between global and local positions. Growing antipathy amongst core supporters towards ticket prices, gentrification, globalisation, and matchday atmosphere (Edensor, 2015), suggests the new campaign has struggled to co-opt traditional supporters. Indeed, when comparing fan narratives from 2007/8 to 2017, an increasing erosion of fan connections to the club is apparent.

Conclusions

This paper demonstrates the complex interweaving of places, brands, and geographical associations. Whereas football branding must connect to local and material places of development, it can also demonstrate elasticity; becoming fluid, multiple, and even contradictory. We also find, however, football branding is a risky strategy. Fans might be temporarily seduced into continuing to support their 'local' team partly through branding; yet,



football fans are reflexive consumers, quick to see through inauthentic and hollow interventions designed to galvanise their loyalty, suggesting there are limits to what football branding can do, and the potential to engender disconnections between clubs and fans.

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Session 3
Symbolism, Construction, and Consumption of
Places





Connecting Places: Harnessing Diaspora Networks to Promote Food and Drink Internationalisation

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Abstract

The aim of this study is to investigate the role of national diasporas in facilitating SME internationalisation. As the world becomes more globalised and interconnected, there is an increasing move away from nation states towards globalised networks. With over 215 million people now living outside of their country of birth (Aikins & White, 2011) new collective identities are emerging which challenge the traditional concept of citizenship and the nation-state (Appadurai, 1996; Jackson, 2004; Robertson, 1992). Consequently, a number of countries and organisations recognise the need to develop diaspora networks, that is, developing strategies of uniting expatriates situated across the world, as well as foreign nationals with a strong affinity for their country, together in networks to create mutual benefit (Aikins, Sands, & White, 2009). Diaspora networks act to bridge the gap between the home and host countries (Banerjee, 1983; Boyd, 1989; Gurak & Caces, 1992).

Countries such as Ireland, India and Israel are proactive in establishing diaspora networks with expatriates, particularly in the USA. Highly-skilled expatriates are increasingly seen as 'national assets' rather than a 'loss' to their country of origin (Aikins et al., 2009) and diaspora networks should be considered a resource for a country (Gamlén, 2005). Aikins et al. (2009) point to the ability of diaspora networks to foster strong international relationships, which could enhance tourism, philanthropy and culture, as well as political and economic development. A key advantage of diaspora networks is knowledge development, which could significantly influence the economic development of the home country in various forms, such as sharing ideas of innovation, entrepreneurship and enhancing international market opportunities (Isenberg, 2008). These networks can be used to gain knowledge of foreign markets, languages, preferences and contacts, which could lead to a decrease in trading costs (Rose & Stevens, 2004). The importance of localised networks in triggering the first steps of the





internationalisation process is highlighted through the case of fish exporters from the Azores. Due to its isolated location, fish exporters rely on links to emigrants in Canada and the United States (Camara & Simeos, 2008). This study, therefore aims to contribute to the limited body of research focussed on the role of diasporas in developing internationalisation opportunities. Specifically, it explores the opportunities that exist in Wales and Brittany to engage with expatriate networks and how these opportunities can be harnessed for internationalisation.

Theoretical Background

Network theory is used as a theoretical basis for this study, which acknowledges that successful internationalisation is dependent on developing networks of business relationships (Johanson & Mattson, 1993). Networks can include a number of players involved in internationalisation, including customers, suppliers, competitors, governments, distributors, bankers, agents, consultants and families (Johanson & Vahlne, 1990). Such players are often vital in providing support and advice to facilitate internationalisation (Suárez-Ortega & Álamo-Vera, 2005). It has been widely acknowledged that the use of networks is a way for small companies to overcome the challenges of limited resources, experience and credibility (Lu & Beamish, 2001), as well as trigger knowledge opportunities for businesses and motivate firms to enter international markets (Andersen, 1996; Ellis, 2000; Korhonen, Luostarinen, & Welch, 1995; Sharma & Johanson, 1987). Developing relationships between the exporter and intermediaries, such as agents, distributors or sales representatives serves as an important competitive advantage (Kuhlmeier & Knight, 2010; Wilson, 2006). Although the literature on diaspora networks is limited, they are recognised as social network ties that can trigger internationalisation (Camara & Simeos, 2008; OECD, 2009).

Methods

Given the limited research on diasporas in internationalisation, this study heeds calls from Fillis (2008) for a pluralistic research design in order to conduct a more comprehensive analysis. As such, a sequential mixed methods approach was chosen, in which an online questionnaire was succeeded by follow-up interviews. The study focusses on food and drink SMEs located in Wales and Brittany, two regions that share similar geographical and cultural characteristics, where the food and drink industry is economically significant. Data obtained from 169 questionnaire responses (107 Wales, 62 Brittany) was analysed using a correlation analysis.





Follow-up interviews with 18 respondents (9 Wales, 9 Brittany) were analysed through thematic analysis (Braun & Clarke, 2006).

Findings

Collective results from both phases of this study lead to conclusions that diaspora networks are not definitive in effecting internationalisation, however, they can open doors to international markets through existing contacts, or contacts which have knowledge of the product or may be sympathetic towards a company's efforts to internationalise due to common origins. Traditional SME internationalisation theories of the Stage Approach (Johanson & Vahlne, 1977; Johanson & Wiedersheim-Paul, 1975) imply that internationalisation occurs in incremental steps initially to culturally and geographically close markets due to 'psychic distance'. Network connections in international markets, particularly through national diaspora networks, can bypass this 'psychic distance' and instigate a more rapid internationalisation process for SMEs. Certainly, Ireland has been a leading example in how countries can engage with their diasporas for economic benefit, expanding the population of 4.4 million people to a diaspora network of 70 million people (Aikins et al., 2009). As regions of similar sizes and with similar cultural values, both Wales and Brittany have the potential to tap into their global diaspora networks. The reach of the *Produit en Bretagne* association is significant in the growth of Breton SMEs, but initiatives such as *Breizh Amerika*, the Breton diaspora association in America, or *Global Welsh*, the Welsh diaspora network, play an important role in supporting companies from their home region in seeking foreign market connections that can lead to internationalisation.

Contribution

This study focusses on the role played by diasporas in facilitating SME internationalisation. The notion of connecting places can be seen in the way in which export-seeking SMEs can connect with expatriate contacts in international markets to develop international sales. SME internationalisation theory recognises the significance of networks to the export propensity of small businesses, however, the role of diaspora networks represents a more recent, yet under-researched area that merits closer investigation, particularly with a view to shaping policy to enhance the influence of diasporas on internationalisation.

Keywords: Diaspora, networks, expatriates, SME internationalisation



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A place of remembrance, rest and selfies:

The experience of visitors at the Jallianwala Bagh Massacre Memorial

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This study focuses on the experience of visitors at a site of dark tourism. Although this has been an influential concept over the last two decades, the experience of visitors at dark tourism sites has not been fully interrogated, particularly neglecting the social and cultural differences between visitors of dark sites. In investigating a dark tourism site, which is connected to heritage, this paper examines a place deliberately connected to certain historical place narratives. However, as we find out, the validity of these narratives, as well as their meaning, is challenged by several factors.

Dark tourism studies have so far mainly embraced either a *supply-side* or a *demand-side* perspective. The supply perspective emphasizes the classification of dark tourism sites based on their attributes. For instance, Miles (2002) suggests the ‘dark, darker and darkest’ tourism framework and Stone (2006) proposes the well-known ‘dark tourism spectrum’. However, this perspective is criticised for ignoring the diversity of visitors’ motives and experiences (Biran and Poria, 2012). Studies that adopt a demand perspective identify two major motives: the fascination of visitors with death and dying (e.g. Dann, 1998), which is challenged by studies underlining the interest in understanding history, education and novelty-seeking that might be entirely devoid of any death-related interest (e.g. Biran et al, 2011).





Following calls to examine dark tourism in a more holistic way, a few recent studies sought to integrate the supply and demand perspectives (e.g. Sharpley, 2005; Farmaki, 2013), something that our study also aims at. Additionally, the criticism is raised that the focus should not be solely on sites or motives but also the socio-cultural contexts and factors (Stone, 2011; Biran *et al.*, 2011; Farmaki, 2013) that shape the perceptions and ultimately the experience of visitors at dark sites (Farmaki, 2013). Furthermore, dark tourism studies are notably limited to the ‘Western world’ or Western tourists. However, the relationships between the living and the dead can be different within different geographical and socio-cultural contexts (Light, 2017).

To that end, this study explores dark tourism within wider societal discourses, and, particularly, in a non-western setting. We sought to understand how the visitors think, feel and perform at a site of death and human suffering, and how the performance of key actors (managers, staff, guides) shape the visitors’ experiences through the representation and staging of the events that happened in the site. The area of study is Jallianwala Bagh in Amritsar, India, where British colonial forces massacred thousands of peaceful protesters in 1919. Taking an interpretivist approach, data was collected through a series of individual and group interviews with visitors at the site, individual interviews with staff and extensive participant observation. It was our intention to study the representation of the historical events in the site as well as the embodied practices of visitors (tourists and locals) at Jallianwala Bagh and how they create a ‘sense of place’.

The findings indicate that whilst the (re)presentation of place shapes the experience of visitors, visitors simultaneously shape the place through their embodied practices. We find evidence that marketers and consumers co-construct the heritage meaning through negotiation and embodied experience (Chronis, 2005). On the one hand, representations like the guided tours through the site or the various artefacts to commemorate the massacre (bullet holes on the walls, plants pruned in the shape of soldiers firing, information plaques etc.) play a role in what visitors do, where they go and how they move. Therefore, they make a significant difference in the ‘darkness’ of the site and the experience. On the other hand, visitors are actively involved in (co)creation and modification of the meanings attached to the place through their own embodied practices such as walking and wandering, sitting and photographing.





First, we found evidence for both types of walking proposed by Matos Wunderlich (2008), namely '*discursive walking*' and '*conceptual walking*'. Secondly, despite the tragic history of the site, visitors find the Bagh a green area of relaxation. Locals, for instance, use the place mainly as a site to have a rest from the hectic everyday life, especially since the park that surrounds the memorial is one of the few green spaces in the city. Thirdly, a particularly interesting finding relates to taking photographs in the site and, in particular, selfies. This was regarded as strange or disrespectful behaviour by some international visitors. However, for the Indians it was natural; there was nothing wrong with taking and posting selfies in front of the memorial or the stones marking where soldiers fired from. This was even considered an indication of the significance of the place. In fact, it was part of a wider behaviour that many of our participants called 'moving forward'. There was no doubt that the events had been dramatic, but this did not mean that current use of the space should be limited to mourning and/or remembrance. Instead, the usefulness of the sacrifice of the victims was found in the fact that we can now enjoy the space and move forward as a society. In this sense, the ritual practice of photography seemed less concerned with 'consuming' the place but rather with 'producing' an image of own self. Both these processes intertwined to create the visitor experience. As the empirical data suggests, the meanings of memorials are dynamic and influenced by a range of individual and social factors other than the tragic character of the events that have taken place in the site. They can indeed be positive, leading to a 'happy' visitor experience in an otherwise 'dark' place.

Relating our findings to the conference theme, this paper contributes to better understanding of the connection between places and the people who use them referring particularly to places connected to heritage. The Bagh is a place deliberately connected to a specific historical event and narrative but, at the same time, a place taking a contemporary meaning that inadvertently disconnects it from its history. (977 words)



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Connecting People and Place: Narratives of Dispossession, Belonging and Resistance

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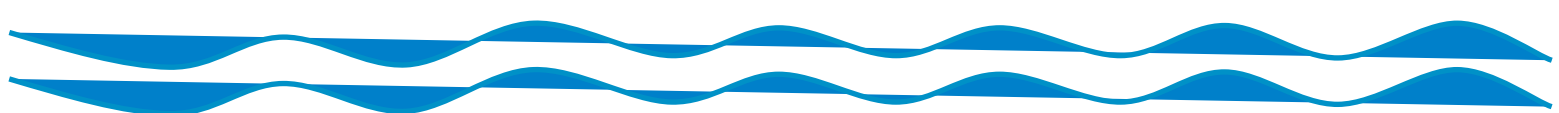
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Globalisation involves “the development of transnational practices which transcend individual nation states through generating immense flows of capital, money, goods, services, people, information, technologies, policies, ideas, images and regulations” (Lash and Urry, 1994: 280). These practices are associated with ‘flexible accumulation’ (Harvey 1989), the increased flexibility and mobility of production processes, enabled by the rapid deployment of new organisational forms and new technologies in production. Increased flexibility is also reflected in the accelerated pace of consumption across a wide range of products and activities and the shift away from the consumption of goods to the consumption of services (Harvey 1989).

Places have become primarily spaces for consumption attracting visitors and residents for shopping, entertainment and tourist activities (Miles 2010). Excessive decontextualisation of culture takes place in order to mobilise sensations, dreams and play, with the sole aim to create profit (Amin and Thrift, 2002). Place is thus depoliticised, as this promotes an uncritical relationship with a place’s culture and the past (Philo and Kearns 1993). Depoliticisation is a deeply political process: it strips places off of their cultural and radical history and promotes a commitment to the neoliberal project (Negra et al. 2018). As such, cosmopolitanism is encouraged within a globalisation framework.

Bauman (1998) observes two categories of ‘social class’ in contemporary cosmopolitan society: the tourist and the vagabond. The former depicts the individual who is able to afford participation in consumer culture, who travels voluntarily from place to place for the accumulation of consumption experiences. The latter is largely excluded from the multitude of





experiences provided by consumer culture, is denied mobility –or travels involuntarily under the pressure of poverty- and is unable to afford the pursuit of consumer culture fantasies. Increased migration and travel are endemic of neoliberal globalisation but are not new phenomena. Massey stresses how global flows of capital, cultural influence, and people are rooted in colonialism and imperialism with the colonial powers having control and influence over issues local cultures and societies (2004).

Mobility of capital and people has given rise to diverse modes of human sociality, including new forms of communal bonds that are not always spatially grounded (Amin and Thrift 2002). In the case of diasporic communities, “belonging and identification is anything but local” (Amin and Thrift 2000: 46). Yet, yearning for community (Amin and Thrift 2000) and personal connection with notions of ‘home’ (Basu 2004) is strong, evident in the proliferation of attractions and homecoming initiatives targeting diasporic communities across the globe (Morgan et al. 2003, O’Leary and Negra 2016). Museums of migration, heritage centres, statues and exhibitions have popped up internationally¹.

Building on ongoing research, the paper explores contemporary narratives of migration heritage in Ireland. Ireland has a rich history of emigration; it is estimated that since 1700, between 9 and 10 million Irish men, women, and children have migrated (Kenny 2003). This number is almost twice the current population on the island (6.6 million), and also exceeds the population at its historical peak on the eve of the great famine in the 1840s (8.5 million) (Kenny 2003). As such, emigration is inextricably linked with Irish identity:

In fact, I have become more convinced each year that this great narrative of dispossession and belonging, which so often had its origins in sorrow and leave-taking, has become, with a certain amount of historic irony, one of the treasures of our society. (Address by Uachtarán na hÉireann, Mary Robinson, to Joint Sitting of the Houses of the Oireachtas, 2 February 1995. The quote is exhibited at the EPIC museum, Dublin).

¹ <https://museumsandmigration.wordpress.com/museums/>





The financial crisis of 2008 has triggered a return to high levels of Irish emigration (O’Leary and Negra 2016). Using a critical ethnographic approach, the paper aims to a) scrutinise the dominant narratives of belonging and dispossession and b) bring to surface emerging counter-hegemonic narratives of resistance. In so doing, we try to avoid dyadic divides such as local=good, global=bad. Instead we attempt to offer a more nuanced reading of the heritage of migration and the connection between people and place. Data consists of observations and material collected from visits to migration museums, as well as published material and a group discussion with young activists. Data was thematically analysed using critical discourse analysis.

Three themes have emerged: *romanticising*, *normalising*, and *resistance*. Romanticising emigration involves a celebration of Irishness. The material conditions that lead to, and the hardships of emigration are distanced as a thing of the past. At the same time, the achievements of the emigrants are celebrated, and their significance is projected to the present. In tandem with this romanticisation is a normalising discourse, in which emigration is portrayed as unproblematic, seen as simply a part of being Irish. This normalisation facilitates the current generations’ emigration. Finally, activist movements such as ‘We’re not Leaving’ offer a counter narrative, not only to the romanticisation and normalisation of Irish emigration but to the material conditions that historically cause it. As such, this counter narrative is part of, not antagonising the youth, trade union and radical social movements in Ireland struggling for the betterment of the material conditions. Rather than romanticising the diaspora, it re-politicises migration, people and place. Furthermore, return of diaspora has often been romanticised (look for instance at the Gathering 2013). However, in moments of heightened politicisation diaspora has returned to play an important role in the political life of the ‘homeland’. The two major referenda that took place in recent years (Marriage equality, Repeal the 8th) show an influx of predominantly young Irish people returning to vote for progressive change. In this sense, there is a shift from a backward gaze to the past to a gaze to the present and future.

To sum up, connecting people and places has been explored in the paper through a nuanced understanding of narratives of belonging, dispossession and resistance. The “imperative concern is then with forward-looking uses of the past, of the past as a set of resources for the future” (Pickering and Keightley 2006: 937).



The counter narratives presented here open up opportunities for a critique of neoliberal globalisation and a critical re-engagement of people with place.

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Producing differences, connecting people: Symbolic construction of post-urban places in distant residential areas of Moscow, Russia*

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The majority of cities all over the World have their *symbolic capital* concentrated in the *central* areas. Distant residential areas *lack* tourist attractiveness, original / authentic urban environments and any material / immaterial basics of local identities. People are not rooted in the urban districts they live in and feel Alien in them. There is *no uniqueness* in those residential areas (as seen by the residents), and there is no research or practical methodology to single out those unique features of a place and promote them as potential local brands.

In this paper I use the notion of *place* and a model of '*place as palimpsest*' as emerging in cultural geography in order to discuss the possibilities of symbolic construction of new places and *stimulation of local identities* within currently '*placeless*' distant residential areas of Moscow, Russia under the conditions of 'post-urbanity'.

I thus aim to elaborate a *methodology* of picking up the *unique* features of distant urban residential areas regarded as place branding identifiers on the basis of the potential of the theory of *regional geography* and *cultural geography* combined together.

The development of *cultural geography* from the classical theories of the beginning of the XXth century (Sauer, 1925) to the second half of the XXth century was contradictory, yet important. The cultural turn has become a main trend of that change while the representatives of the new cultural geography criticized the Sauerian Berkeley school for focusing "their studies on the material artifacts, exhibiting a curious and thoroughly antiquarian 'object fetishism' over such items as houses, barns, fences and gasoline stations" (Price, Lewis, 1993, p. 3). Instead, they regard the cultural landscape through its *human interpretation, symbolization and signification* (Rowntree, Conkey, 1980). They stated that "the total cultural





landscape is information stored in symbolic form” that “in part functions as a narrative” (Ibid., p. 461), and “the symbolic qualities of landscape, those which produce and sustain social meaning, have become a focus of research” as this “allows us to disclose the meanings that human groups attach to areas and places and to relate those meanings to other aspects and conditions of human existence” (Cosgrove, Jackson, 1987, p. 96).

That was the point when ‘*place*’ as a word turned into a *scientific term*: the place as being *constructed* by people through the process of *signification*. It was developed due to the cultural turn within new cultural / humanistic geography. “Space is transformed into place as it acquires definition and meaning”, Yi-Fu Tuan (1977 [2002], p. 136) states. Dennis Jeans found the exact words for that constructing perspective: “To make a place is to surround a locality with human meanings” (Jeans, 1979, p. 209).

That is how the place becomes a kind of a *palimpsest*: a “fuzzy set” of diverse interpretations of one and the same landscape, not only historically different elements, but also emerging from *various* ethnic, cultural, social groups in the process of mythological and semiotic communications (Mitin, 2010). Each layer of that palimpsest is in fact a vision of a place, a story told, a myth, a geographical description, that is, a *narrative*.

In order to study this process of symbolic construction of those layers / narratives I use the theory of *regional geography*. Different modes of regional geographical descriptions have been described throughout the XXth century (Darby, 1962, Davis, 1915, Hart, 1982, Paterson, 1974). Being opposed by the positivist view of storing the entire data on any place in a form of encyclopedic classification, the idea of a good description as a *geographer’s art of constructing a place* is as follows: “Good regional geography should begin with, and probably should be organized around, the dominant theme of each region, which of course will vary from region to region. <...> Features that are overwhelmingly important in one region may be completely missing in another, and the regional geographer should give pride of place in each region to its most important or significant features” (Hart, 1982, p. 23).

Combining (a) the idea of the cultural landscape as being constructed through symbolic values, and (b) the theory of regional geographical descriptions altogether form a *model of place as palimpsest as being created and re-created*. However, it is to a much extent settled within a *representational* paradigm of geography, disputed by *critical* urban / cultural geographers through the calls for rematerializing the discipline (Lees, 2002). In Lefebvrian



terms, cultural geography in the XXth century has executed a shift from the material / perceived space towards the conceptual space of representations, but the forthcoming critical paradigm is concerned about the third realm, that is the “representational spaces: the space directly lived through its associate images and symbols, and hence the space of ‘inhabitants’ and ‘users’” (Lefebvre, 1991, p. 39), ‘thirdspace’, ‘real-and-imagined’ space (Soja, 1996). Lefebvre moves forward describing what kind of space it is. It is the product of the *urban revolution*, the totally urbanized space “constituted by a renewed space-time, a topology that is distinct from agrarian (cyclic and juxtaposing local particularities) and industrial (tending towards homogeneity, toward a rational and planned unity of constraints) space-time. Urban space-time <...> appears as a differential <...>. The urban space is complete contradiction” (Lefebvre, 1991, pp. 37-39). It is stressed to be *complex, heterogeneous, multifaceted, interrelated*. This vision of the new space constitution *revives* the idea of a palimpsest, as the latest embraces that very endless multiplicity co-existing in one and the same place.

What is needed, is to shift the focus from those layers being constructed to the places being lived and experienced. That is exactly the point and the method I develop in my *project on complex cultural geographical research of Yasenevo area* in the outskirts of Moscow, Russia. I use a series of in-depth semi-structured interviews, included observation and mental mapping in order to try to single out *what that standardized Soviet residential district is really unique* and peculiar for local residents and community leaders and try to promote and use those ‘local specialties’ in a few *cultural events*.

The project develops a multidisciplinary *theoretical* framework and is also *practice-oriented*. It is aimed at finding the unique features of a *place*, making it *different* from all the others, and promoting those features as the basis of *local identities*, *connecting people* into sustainable local *community* and thus symbolically constructing a *meaningful place*.

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Session 4 Place Branding





**Without Me You Can Do Nothing: Highlighting the Critical Role of DMOs
in Connecting People to Places and Developing Place Brands**

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Abstract

The task of connecting people to places sounds simple yet involves a lot. To effectively achieve such a vision, places need to set up Destination Marketing/Management Organisations (DMOs) to set the agenda and outline the steps involved in creating compelling place images which can attract visitors and create memorable experiences. This paper aims to find out the roles DMOs play in connecting people to places

Setting the tone for place branding

A changing global tourism landscape has triggered the need for places to define themselves and create marketable brand identities. Aside from increasing the number of tourists visits to a place, the use of branding in managing and marketing destinations and places has been found to be crucial to their long-term sustainability (UNWTO, 2011). Again, the argument exists to support the notion that developing place brands is fundamental to creating a global demand for local products/services (Balakrishnan, 2008; Foroudi, Gupta, Kitchen, Foroudi, & Nguyen,





2016). Some scholars (e.g. Papadopoulos, 2004; Foroudi et al., 2016) have averred that many countries around the world have actively sought to boost their image and grow their economy through a stimulation of demand for tourism. This has led to place branding and the conscious effort to develop places into brands. Boisen, Terlouw and van Gorp (2011) defined place branding as a policy-driven effort towards the marketing and branding of countries, cities, regions and places. Anholt (2010) similarly qualified place branding as a practice focused on developing attractions and enhancing the image of a location with the intention of attracting tourists (investors or visitors) and even locals. This paper seeks to highlight the crucial and indispensable role that Destination Marketing Organisations (DMOs) play in building and enhancing place brands.

Destination Marketing Organisations (DMOs): The catalyst to place brand development

The need to distinguish places and promote them has never been greater than at this present time. The 21st century and the advancement of knowledge has led to various developments such as enlightened and discerning consumers, the emergence of social media which has redefined the realms of communication and access to information both visually, by text and audio. The emergence of place brands is another feature of this 21st century. These developments have meant that travellers have access to more information than in previous years, and as such, like choosing between consumer goods, places have now become brands on their own (Zavattaro, Daspit & Adams, 2015). This has required the establishment of specialised organisations to set the agenda and develop policies, strategies and initiatives which can set apart places and package them as attractive solutions to the global consumer. Places are now being promoted for leisure, for education, for business and for pleasure (Warren & Dinnie, 2017). Destination Marketing Organisations (DMOs) have been described by Cox, Gyrd-Jones and Gardiner (2014) as organisations that function at different levels such as national, regional and local, and that are tasked with the responsibility of articulating a brand vision for a place, communicating the vision and developing plans to realise the vision which usually translates into stakeholder buy-in and patronage of the place brand. DMOs are strategically convened organisations manned by specialist marketers and professionals who are charged with developing a compelling story and image for a place. DMOs exist in order to develop packages to attract visitors and stimulate economic development of the place through tourism and





investment. The major research questions this paper will seek to answer is “what are the specific functions DMOs need to perform in order to connect people to places?”

Bring Them Here: The Strategic Imperative of DMOs

Marzano and Scott (2009) identified the key duty of destination marketing organisations as creating the ideal experience for consumers of place brands. The experience a tourist, investor, student or any individual or organisation derives from a place, is key to their level of fulfilment, satisfaction or what has recently been described as destination fascination (Liu et al., 2017). The role of DMOs is to create the grounds for such an experience to be possible. DMOs essentially exist to connect people to places. Within the network of tourism organisations, DMOs have the greatest responsibility of aligning all stakeholders to a common vision and steering the collective efforts of the various stakeholders towards the achievement of the vision. Balakrishnan (2008) highlighted the key role that DMOs played in the development of Dubai. This feat can be replicated in other places worldwide.

To achieve the aim of this study, the methodology will comprise of a literature review and critical assessment of the nature, functions and purpose of DMOs and how their existence can enhance the image of places and connect people to places. The study will also propose a model that outlines the strategic functions of DMOs and expected outcomes.

Conclusion

The task of connecting people to places is best accomplished when DMOs are established with the mandate of identifying and projecting the value propositions of places. This paper seeks to highlight the need for places to establish DMOs that are linked to and connected to other state agencies with the view to facilitating stakeholder buy-in and synergy to promote and enhance place images. Furthermore, the paper will seek to advance the argument that DMOs need to be empowered and resourced in order to achieve their objectives of connecting people to places and facilitating the growth and development of places.



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**IMPROVE OF THE EFFECTIVENESS AND EFFICIENCY OF DMO'S BY TAKING
A SYSTEMIC APPROACH TOWARDS STAKEHOLDERS**

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Abstract

Tourism is a worldwide industry that especially after the recent economic crisis is considered very important in creating employment and boosting economy at a local and national level. World tourism Organization (WTO) reported 1.235 billion arrivals and 1.4 trillion dollars receipts for 2016. Regions and countries make extra efforts in order to make their destinations stand out from the competition and improve their competitiveness. Furthermore another major change is the fact that the industry has become even more complex and interrelated the last years. While in the past the industry was dominated by tour operators, travel agencies and printed material, nowadays the emergence of Online Travel Agents (OTA's) and the concept of shared economy (Airbnb) has increased the competition among the industry players. It has also created more complex and interrelated relationships among the major stakeholders of the tourism system. It is worldwide accepted that knowledge is the key ingredient by which the tourism sector can adjust and adapt to its dynamic environment. Tourist Destinations need to respond to all these changes and create a framework where all the stakeholders can work together to increase the effectiveness and efficiency of the destination and where all can benefit not at the detriment of the others. The power has also shifted from the supply side (businesses) to the demand side (tourists) and this is something that destinations need to bear in mind. DMO is oriented to organize “the various components of the territory, guiding them towards a strategy and a common value through a planned, governed and collective process” (Varra et al., 2012). Several authors (Ritchie and Crouch, 2003; Dredge, 2006; Bornhorst et al., 2010; Volgger and Pechlaner, 2014; Pike and Page, 2014) suggest that the sustainable and competitive development of tourist destinations is highly related to the ability of the DMOs to manage destinations. The DMO does also play the role of enhancing uniqueness and authenticity of a destination increasing livelihood of it (Richard & Palmer, 2010). The success of a destination relies on its coordinated approach towards planning, development,



management and marketing. On this issue a Destination Management Organization (DMO) can contribute greatly in order to achieve the above. Destinations are comprised from many different stakeholders as we call them such as hotels, restaurants, travel agents, tour operators, government agencies and everyone who is operating in the destination and influence the supply or demand in a smaller or bigger extent. Many of the above stakeholders though and in many cases have conflicting interests and therefore they can potentially affect the destination negatively. Destination research has primarily focused on identifying and classifying relevant stakeholders, while less emphasis has been placed on stakeholders' behavioral patterns and actual influence (e.g. Araujo & Bramwell, 1999; Bramwell & Sharman, 1999; Currie, Seaton & Wesley, 2009; Sautter & Leisen, 1999; Selin & Chavez, 1995). Recent research has broadened the perspectives by focusing on salience (Sheehan & Ritchie, 2005; Cooper, Scott & Baggio, 2009) and interpretations of the influence and power of key stakeholders (Beritelli & Laesser, 2011) by differentiating stakeholders based on their potential to threaten and to cooperate. Hotels and hotel associations were considered the most salient, followed by local and regional government. Cooper et al. (2009) found that destination management is controlled by a limited number of stakeholders, based on perceived salience, as key stakeholders form elite at the core of its network. DMO'S may be useful but they have been accused of being ineffective and too slow to adapt to new developments. Even though a lot has been written about DMO's, and what has not been analyzed yet is a systemic approach that will include all stakeholders and measure the effectiveness and efficiency of these organizations. This approach will not include only specific sectors of the economy where tools like benchmarking and EFQM can be very useful, but it will take a systemic approach. Thus, the stakeholder theory along with the business ecosystem theory will prove to be very useful. In this context a methodological tool will be developed and applied to create new knowledge that will improve the efficiency and effectiveness of DMO's. As a result, the successful function of DMO's will improve the competitiveness of the destination, by placing the destination in a leading/ strong position among competing destinations. That will strengthen the competitiveness of the businesses which constitute an integral part of the destination with subsequent positive impacts to the local community.



Cities’ “green identity” networks. Environmental design as a parameter of City Branding in European cities

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The rapid growth of the world’s urban population marks a contemporary age of re-urbanization (Braun 2008). The way in which urban expansions are taking place is of major importance for the environmental footprint of humanity on the planet, posing problems and opportunities of a particularly high impact. The degradation of quality of life in contemporary urban environments is related both to environmental and to social and economic problems. The realization of the above, led to the concept of Sustainable Development, and to the historic proclamation that "*in order to achieve sustainable development on the planet, there should be three pillars simultaneously: environmental protection, economic development and social justice*" (Brundtland 1987). The co-existence of the environmental pillar next to the economic pillar for sustainable development, highlights the inherent links between Environmental Planning/Design (aiming at environmental sustainability) and Place Branding (mainly aiming at economic viability), and illustrates one of the main arguments of this paper. At the same time, emerging conflicts between economic viability and environmental sustainability, highlight the boundaries between them, essentially "*reflecting the tension between the economic utility of natural resources in industrial societies and their ecological utility in the natural environment*" (Campbell 1996).

The “Sustainable City” has become synonymous to the “Dense and Cohesive city”, as the latter is viewed as economically, socially, culturally and environmentally viable. Consequently, it emerges as a model of an "*integrated, holistic approach*" (James, et al. 2017). At the same time, its advantages lead to the use of this model in almost every effort made for the





enhancement or the configuration of the attractiveness of a city (to residents and visitors), and thus, it arises as a strategic archetype within any City Branding initiative. The paper focuses on the direct linkage of environmental design to the promotion/configuration of a place's identity (City Branding). Baker (2007) proclaimed that «*the combination of expertise skills of urban planning and city branding, will be vital in the future*», while recent studies confirm the correlation of the “image of a place” and “quality of life” (Riza, et al. 2012). Similarly, “quality of life” is related to “environmental quality” (Ratas και Mäeltsemees 2014), and therefore the image of a city (an important foundation for its competitiveness) is strengthened and determined by its environmental quality.

Within Europe, in recent years, a strict environmental policy has been applied through a multitude of ordinances/programs enhancing "Cities' Sustainability". Given that more than 2/3 of Europe's inhabitants live in urban clusters (fertile environments for science and technology, culture, innovation and individual creativity), there is great hope that solutions can be found for mitigating the effects of climate change (C40 και Arup 2014). City networks like “European Green Capital Network” and “European Green Leaf network”, structured and supported by the “European Green Capital Award” and the “European Green Leaf Award” initiatives, show that there is great importance in promoting specific principles, collaborative actions, etc. (European Commission n.d.). The aim of networking cities at this level is to share experiences and promote the path to urban sustainability. The paper examines the aforementioned networks focusing on case studies of cities that have received awards for their environmental practices through the two initiatives. The study highlights the objectives achieved and the benefits that arise as a whole and for each of the participating cities: the positive impact that cities have had on constructing their identity and promoting their image and their attractiveness.

The prospective benefits that Greek cities can have through their participation in such networks, is examined through the case study of the Municipality of P. Phaliro, Attica (eligible for the EGL/Award). The paper signifies the major role of local governments in shaping environmental policies, strategies and actions. Particularly in the case of small towns, entering the EGL/Award allows such actions to form specifically measurable environmental objectives, with verifiable implementation schedules, that ultimately also build their competitive identity. The parameters-actions evaluated by the programme become the organisational foundations for reverse-engineering a holistic coordinated approach to the examination of existing





environmental actions-programmes initiated by the municipality, to their better coordination in relation to its assets and towards the establishment of further actions/strategies to enhance sustainability in the urban context. The city of P. Phaliro is in an advantageous but simultaneously difficult position; in order for it not to become the contemplator of the rapid growth of surrounding municipalities, it needs to maintain its role and the quality of life it offers, while at the same time capitalising on its inherent environmental attractiveness and proximity to contemporary urban attractions (e.g. Athens coastal redevelopment of the Phaliro bay, S. Niarchos Foundation Cultural Centre, etc).

Contemporary city strategies that enhance their competitiveness, currently have a very strong spatial dimension. While cities and regions emerge as major growth cells, local governments can have a strategic contribution to sustainable development. Cities are gradually developing policies and adopting practices that help strengthen their position and economy, within the broader context of competition, by implementing strategies to promote their assets, employing City Branding and Marketing. Municipalities have a key role for designing/implementing a business plan that integrates sustainable spatial strategies with an effective city branding and marketing that reflects on their sustainability goals/assets. Partnerships, fostered for all the participating cities of EGL/Award, with neighbours or other municipalities, help build their strongest identity as part of a green-city network, in the context of local (national or international) competition.

New challenges for cities -environmental and competitiveness requirements- call for new strategies and planning tools. Building and promoting a sustainable yet competitive city should be based on recognizing its particular context/identity, and on a deep understanding of its ecological reality that allows politicians, urban planners/designers and city-branding/marketing experts a clear perspective. In the context of the proposed approach, viable/sustainable cities will be considered as integrated targets, subject to programming through specific set of indicators.





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Session 5 District Centres





Towards an anatomy of district centres

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Introduction

Over recent decades, UK town centres have been subject to turbulence owing to pressures of the global economic crisis, coupled with the rise in both out-of-town and online retailing (Grimsey, 2018; Parker *et al.*, 2017). There has, therefore, been much discussion in the media about the subsequent ‘death of the British high street’ (e.g. Cox, 2018). Furthermore, academics (Parker *et al.*, 2017; Wrigley and Dolega, 2011), practitioners (Grimsey, 2018; Portas, 2011), and policy-makers (MHCLG, 2018) are now focusing on understanding how to tackle such structural changes, and resultant impacts on high street vitality and viability. The focus of this concern, however, is town and city centres; whereas, less is known about contemporary *district centres*- those homely places at the heart of people’s everyday lives. Drawing on an ongoing project into UK district centres, this paper thus addresses this lacuna.

What is a district centre?

The concept of a district centre is elusive, since planners and academics have long found it difficult to define, resulting in “...no universal definition of a district centre” (Department of the Environment, 1998: 2). It has also been observed that, whilst both typically smaller in size than city centres, district centres “...lack the historical associations of market towns, and often have a less clearly defined and established role” (DoE, 1998: 1), further demonstrating their obscure nature. District centres have, therefore, traditionally been conceptualised in light of their retail function. Schiller and Jarrett (1985) consider district centres as weekly





shopping destinations for residents seeking durable and convenience goods. Similarly, Schiller (1994) views these places as providing convenience-based weekly shopping trips for the local catchment. Moreover, Reynolds and Schiller (1992) categorise district centres into minor and major, depending on the number of variety stores within them. Although little empirical research has been conducted into district centres, where academics have investigated such places, they have typically focused on their retail function. Collis, Berkeley, and Fletcher (2000) explore the impacts of retail decline on district centres; whilst, Wrigely, Lambiri, and Cudworth (2010) find that foodstores in district centres can help to encourage linked trips, increase footfall, and enhance their vitality and viability. More recently, Wrigley, Wood, Lambiri, and Lowe (2018) studied the importance of convenience stores to ‘re-localising’ food shopping in district centres. In this paper, however, we broaden understandings of district centres to ‘multifunctional’ places (Millington *et al.*, 2015) providing retail, as well as entertainment and leisure, education, employment, residential, health, culture, and spaces to socialise.

District centres study

This paper is based on an ongoing Institute of Place Management (IPM) project into district centres which began in 2016; and more specifically, the work conducted in four of these centres. The study analyses the capacity for stakeholder collaboration within district centres and footfall data, with the intended outcome to promote evidence-based decision-making, and ultimately to enhance district centre performance. The project draws on Ntounis and Parker’s (2017) ‘engaged scholarship’ approach: a collaborative research style unpacking complex issues through engaging multiple stakeholders (also see Van de Ven, 2007). To identify the strengths and weaknesses of the four centres, place audits have been conducted in light of the IPM’s ‘25 factors’ (Parker *et al.*, 2017). To provide further insights into how the centres are functioning, stakeholder workshops have been conducted in three of the centres, as well as multiple meetings with local councillors and neighbourhood teams. Finally, the project involves the systematic collection and analysis of footfall data in the centres to understand patterns and level of activity, and the impacts of any place-based initiatives.





Key findings

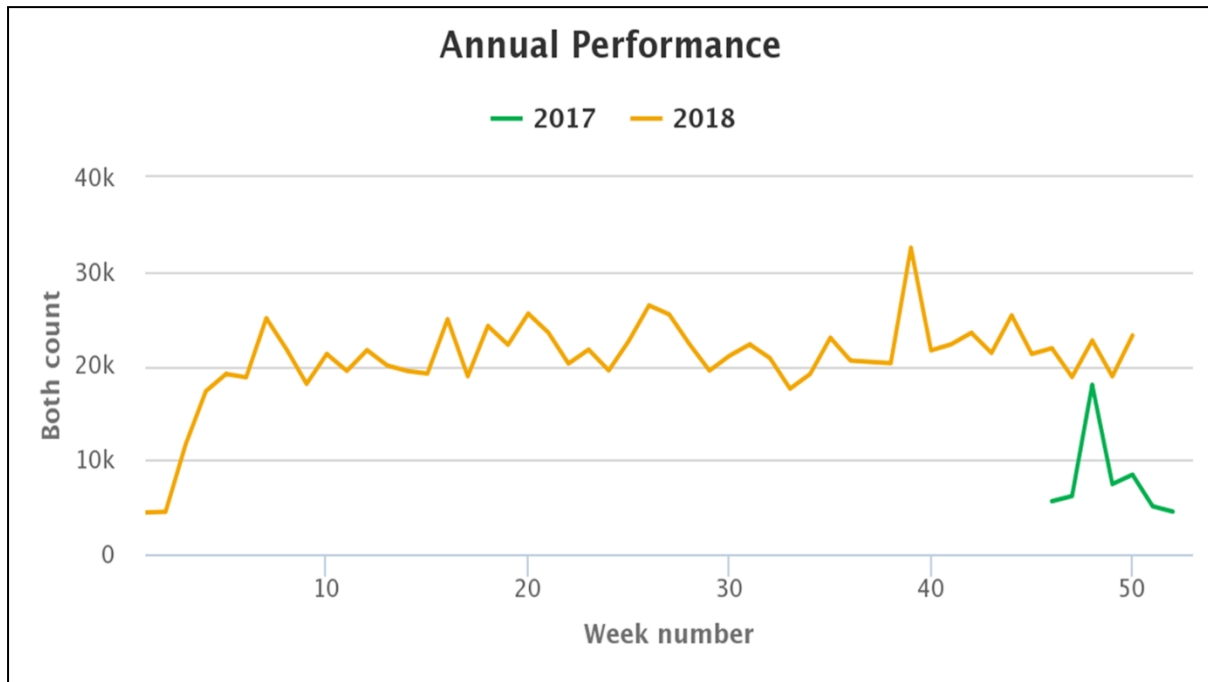
Insights have emerged so far in three main areas: activity patterns, stakeholder interactions, and research practice involving engaged scholarship. First, despite differences in footfall volume, the district centres broadly function in line with a multifunctional footfall signature type (Mumford, Parker, Ntounis, and Dargan, 2017); namely, a centre with a steady footfall profile throughout the year (Figure 1). Moreover, we find those centres adopting a ‘community hub’ model, with key services co-located with the main retail offer, are functioning at a much higher volume than those without, demonstrating the importance of district centre multifunctionality (Millington *et al.*, 2015).

Second, although community-led approaches to place regeneration are increasingly encouraged due to austerity measures (Varady *et al.*, 2015), the district centres differ in terms of local capacity to drive vitality and viability. In district centres where local councillors cooperate with a range of centre stakeholders and maintain open channels of communication—hence functioning as ‘process enablers’ (Le Feuvre *et al.*, 2016)—more momentum has been generated for implementing project recommendations. Whereas, in those centres where local councillors have not participated as readily in the study – thus representing ‘process inhibitors’ (*ibid*)—more top-down governance structures remain, and slower responses to addressing centre performance issues enacted, revealing district centre governance issues.

Third, during the study a number of ‘critical incidents’ emerged, illustrating that a one-size-fits-all approach to *researching* district centres is ineffective. We identified challenges in organising stakeholder workshops during local election years, particularly within districts where vocal opposition to local development is apparent, demonstrating the importance of project timing and the need for local knowledge. Moreover, issues with recruiting for stakeholder workshops were experienced, with the voices of younger persons especially difficult to capture. Finally, the time-consuming nature of arranging meetings, workshops, and publishing project reports due to multiple levels of bureaucracy was also unanticipated.



Figure 1: Footfall pattern example



Conclusions

To conclude, this paper has implications for both place management theory and practice. Whilst there is growing academic interest in town centre and high street performance (e.g. Parker *et al.*, 2017), district centres are underexplored. Our study makes an important move towards revealing how district centres function, alongside people's lived experiences of these elusive places. Furthermore, regarding methodological contributions, we identify challenges involved in researching district centres, including project timing, stakeholder conflicts, and capturing younger voices. Finally, the study is also having a positive impact on the places involved by promoting knowledge exchange, tailored place interventions, and stakeholder collaboration. The paper thus complements the conference theme- *connecting places*- by demonstrating the importance of participatory placemaking to driving district centre vitality, viability, and sustainability.

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Typology of Retail and Consumption Spaces

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Early attempts to classify clusters of shopping activity often took a relatively simple approach, largely driven by the lack of reliable data beyond fascia name and retail outlet counts by centre. Most included measures of centre attractiveness that were closely linked to a measure of hierarchical status and typically involved two-dimensional scoring of retail centres from “high” to “low” against a small number of variables. However, there seems to be a consensus amongst scholars, commercial research consultancies and retailers (Guy, 1998; Harper Dennis Hobbs, 2017; Jones, 2017) that more comprehensive classifications would assist in more systematic and better-informed debates on changing urban economic landscapes, as well as providing the basis for a more effective comparison of retail centres across time and space, particularly given the transformational changes presently affecting the retail sector (Wrigley & Lambiri, 2011; Treadgold & Reynolds, 2016). The particular contribution of this paper is to demonstrate how the interrelationship between supply and demand for retailing services can be more effectively captured by integrating newly available data sources within a rigorously specified classification methodology. This in turn provides new insight into the multidimensional and dynamic taxonomy of consumption spaces within Great Britain. Such a contribution is significant in two respects: firstly in that it moves debate within the literature past simple linear scaling of retail centre function to a more nuanced understanding of multiple functional forms; and secondly, in that it provides a nationally comparative and dynamic framework through which the evolution of retail structures can be evaluated, which may be of use to practitioners and policymakers as they tackle the complex issues that arise from the current transformation process. Non-hierarchical clustering techniques are used to develop an understanding of consumption spaces in terms of four dimensions derived from the literature: a centre’s composition, its diversity, size and function, and its economic health.

The results are presented in the form of a two-tier classification with five distinctive ‘coarse’ clusters and fifteen more detailed and nested sub-clusters.

The methodology and data employed are deliberately open source, meaning that the classification can be regenerated as needed. The paper concludes that more nuanced and dynamic classifications of this kind can help deliver more effective insights into changing role of retailing and consumer services in urban areas across space and through time and will have implications for a variety of stakeholders.

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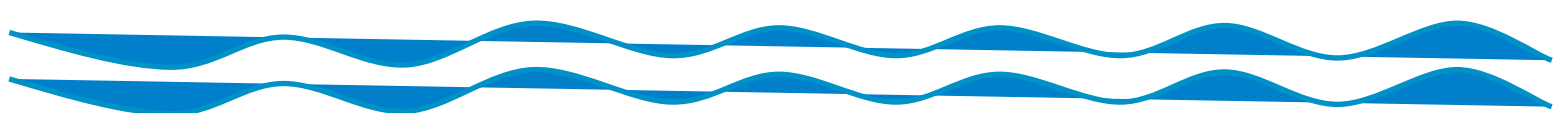
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Using footfall data to assess the health of the UK high street

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Introduction

The decline of the British High Street is seldom out of the UK news in recent years. As is said in the influential Grimsey Review 2, headed by Bill Grimsey the former boss of Iceland and Wickes (Bill Grimsey, 2018): *“We have to accept that there is already too much retail space in the UK and that bricks and mortar retailing can no longer be the anchor for thriving high streets and town centres,”* *“Town centres need to be repopulated as community hubs.”*

In this paper we present some of the more interesting findings that have emerged from our recent work analysing footfall data provided by Springboard Ltd². Our main goal is to feed back useful information to high street stakeholders to help them make more evidence-based interventions and decisions through a dashboard interface. One of our outputs is a new classification of town centres based on patterns of activity and overall footfall volumes. We believe that traditional metrics based on retail floorspace do not properly reflect the way towns are actually used, and therefore may no longer provide a firm basis for decision-making.

² <https://www.spring-board.info/?lang=english>



By applying clustering techniques and volume analysis to historical footfall data provided by Springboard, we have discovered that groups of towns with similar activity patterns also have other identifiable features in common. This classification is already proving useful to high street stakeholders by encouraging collaboration and sharing of best practice within the individual similarity groups in our pilot studies. In addition, we have carried out time series analyses to observe how activity patterns in our towns are changing. It is our view that it is only by better understanding how our town centres are currently being used, that we can hope to revitalize our high streets and ensure that they are vibrant places for people to meet, socialize, shop, work and live for generations to come.

Methodology

We initially used K-Means clustering to find town “signatures” based on month-by-month activity. To summarise this work (presented at the Corfu Symposium in 2017), we discovered four distinct town types: Comparison, Holiday, Speciality and Multifunctional, as can be seen in Figure 1. Comparison towns are typically larger towns retaining their attractiveness to shoppers; Holiday towns are busy in the summer months and quiet in the winter; Speciality towns have an “offer” that attracts shoppers and tourists; Multifunctional towns are more local centres that attract steady footfall throughout the year.

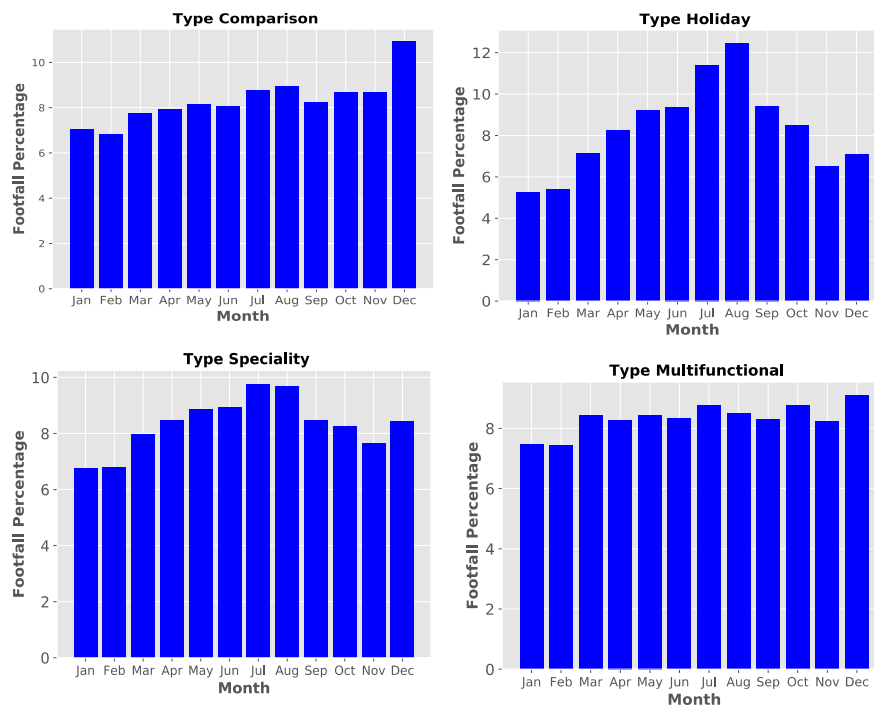


Figure 1: Four Distinct Footfall Monthly Signatures



More recently we have applied hierarchical clustering to validate the monthly patterns and display the “similarity groups” with a visualisation technique that gives a clear indication of the degree of similarity (see Figure 2). In addition, we have carried out some studies based on footfall volumes to identify relationships between: a) volume and monthly signature and b) volume and classification in the more traditional retail hierarchy (as published by BNP Parabus, for example in BNP Parabus Real Estate, 2012)

We have also developed a novel approach to time series analysis, based on the R library produced by Rob Hyndman et al. (Rob Hyndman, 2019). To make a particular forecast, we try four different models each with a range of different “start years”. Springboard began installing counters in UK high streets in 2006 with more added every year. Whilst a time series beginning in 2006 will provide 13 years of data, there will be far fewer counters in UK town centres than will be the case for time series beginning in later years. Our software balances this trade off, testing all four models with all possible start years to come up with the most reliable forecast (with the smallest expected error).



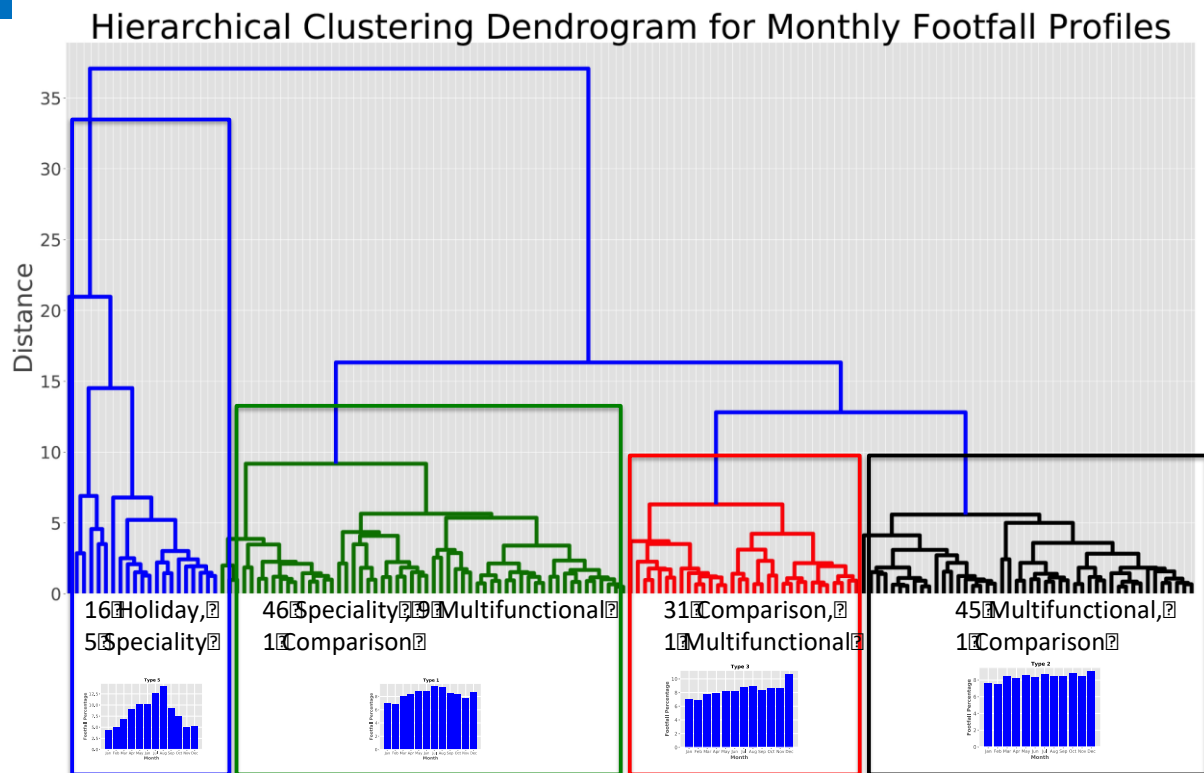


Figure 2: Hierarchical clustering produces centroids very similar to those produced by K-Means - far left: Holiday, second from left: Speciality, third from left: Comparison, far right: Multifunctional.

Results

Hierarchical clustering validates the signature types discovered using K-Means, as can be seen in Figure 2. The signature graphs at the bottom of the Figure are the centroids produced by the hierarchical clustering technique, and these correspond very closely to the benchmarks in Figure 1 (computed using K-Means). The classifications are a close fit too, with only 17 out of 155 towns (11 %) classified differently³. Looking at footfall volumes as measured as average annual footfall from the busiest counter in a town, it is possible to assess whether some town types are busier than others. Figure 3 illustrates this relationship for 155 UK towns. A significance test shows that comparison towns are significantly busier than the other three town types, but no further significant differences can be detected

³ Note: we are unable to release the town names because of confidentiality issues.

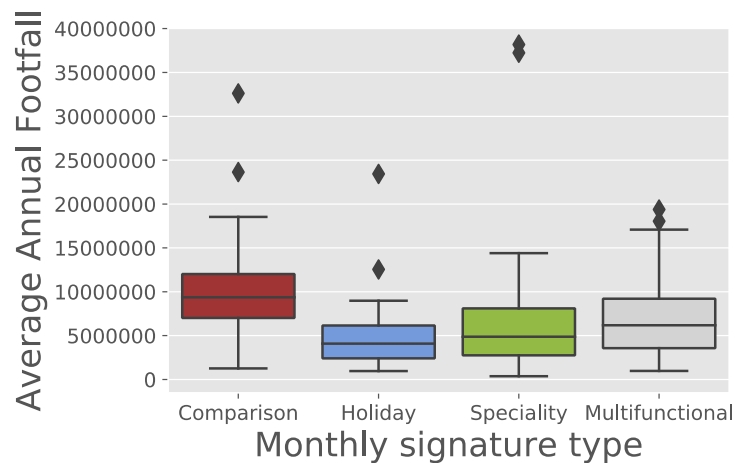


Figure 3: Box plots showing how town types relate to annual footfall.

Finally, we present some snapshots of our time series analysis. Figure 4 compares the forecasts with the lowest (left) and highest (right) forecast error for groups of towns.

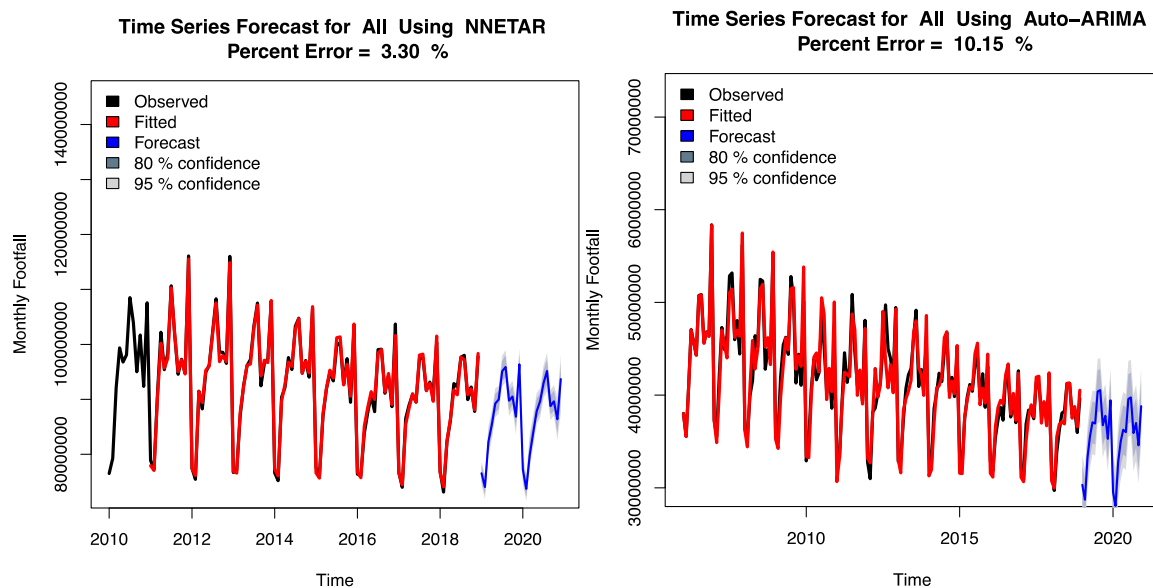


Figure 4: Left:- “Best” forecast , Right – “Worst” forecast for 2019 and 2020.

Conclusions

In this paper we demonstrate several useful techniques for analyzing historical footfall data including new classification schemes based on footfall activity and a framework for time series analysis that tests several models with different time series windows and succeeds in reducing the expected error of the forecast.





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Session 6
Rural Places, Landscapes and Wellbeing





Therapeutic landscapes and spiritual “power spots”: coastal (blue), green spaces and wilderness (dark/white) areas.

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Introduction

Acknowledging the contributions of literature in Social and Preventive Medicine and Environmental Psychology, this conceptual paper aims to fill a gap and discuss, from place marketing perspective, the healing and wellbeing effects induced by places and landscapes such as coastal (blue) areas (Bell et al, 2015; De Bell et al, 2017; Gascon et al., 2017; Voelker & Kistemann, 2011; White et al, 2010) or green spaces (De Bell et al, 2017). Moreover, inspired by the “palettes of places” and the spiritual dimension proposed by Bell et al (2018), this paper proposes a holistic approach, focusing firstly in the spiritual health (introspective experiences), secondly in the sensation seeking (excitement experiences) (Xu et al.2012), and lastly in absorption of Earth’s “energy” (eg. the Japanese “power spots” (Carter, 2018; Kato & Prozano, 2017) or the Irish “holy wells” (Foley, 2011).

The paper analyzes the achievement-oriented, immersive, symbolic and transformative experiences (see Figure 1), the implicit meanings evoked by other “dark” and “white” sceneries: lighthouses and “land’s ends” pilgrimage (Azevedo, 2018; Dunkley et al., 2007); dystopic (dark) places (Podoshen et al, 2015); the isolated remote islands, the (white) extreme wilderness (eg. Iceland, Alaska or Scandinavia).

Literature Review



The systematic reviews made by Gascon et al (2017) revealed a lack of studies supporting the existence of a direct effect of those therapeutic landscapes on human physiological and biological health indicators (example: obesity, cardiovascular diseases and diabetes). However,

the literature provides evidences that physical activity of older adults is positively correlated with urban walkability, safety or access to services (Van Cauwenberg et al, 2011);

There are other reported psychologic effects and wellbeing benefits (*stress reducers*), such as contemplation, emotional bonding, social interaction or participation: the urban riverside promenades are favorite places to spend leisure time and to engage in recreational activities, in addition to providing restoration from everyday stresses (Völker & Kistemann, 2015) and reducing the risk of mental disorders (Engemann et al., 2018). Greider and Garkovich (1994) amongst others adopted the Symbolic Interactionism (SI) theory claiming that relationships with place were fostered by “being at and engaging with a place and one’s companions, extended stays, ritualized behaviors, family history in the outdoors or childhood socialization”. Rose (2012) and Lengen (2015) suggested the psychoanalytic theory of ‘mentalising’ to explain the therapeutic effects based on the role of the significance of prior familiarity with representations of specific landscapes.

The NewAge movement sees the Earth as containing many power spots and energy sites that facilitate the transformation of individual consciousness its spirituality is place-oriented (Attix, 2015). The concept of “power spot” generally refers to “specific places where energy gathers and can bestow good fortune, healing or other practical benefits on visitors” (Kato & Prozano, 2017, p.246). For Willson, McIntosh & Zahra (2013), spirituality is the seeking of a harmonious relationship or ‘oneness’ with self, ‘other’ (including other people, animals, the earth, nature) and/or God/Higher Power.

Proposed theoretical framework

This paper proposes a theoretical framework which besides the blue and green areas, also accommodates the “grey” zones with negative health indicators caused by places characteristics such as air pollution, soil and water contamination levels, demographic pressure, deprived deindustrialized economies or stressful urban rhythm. The grid proposed in Figure 2



applies to macro, meso and micro geographic scales, inland or outland considering that the level of “exposure” of the residents or tourists is long enough (De Bell et al, 2017).

This research topic got the attention of public decision makers (for example, the European project Blue Health 2020 of Grellier et al. (2017). The theoretical and practical contributions

provided by this paper will help public decision makers, maritime authorities and tourism operators to develop innovative place based policies using those health benefits as a driver for place branding positioning.

Figure 1- Four overlapping (blue) therapeutic experience dimensions (building on Völker and Kistemann, 2015, quoted by Bell et al, 2015, p.65).

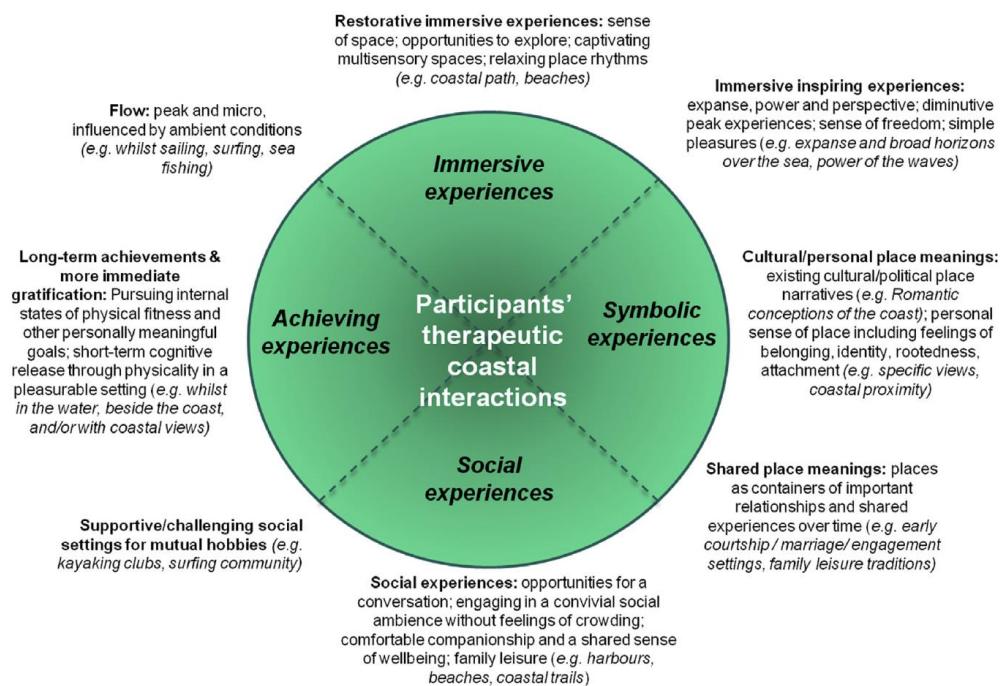
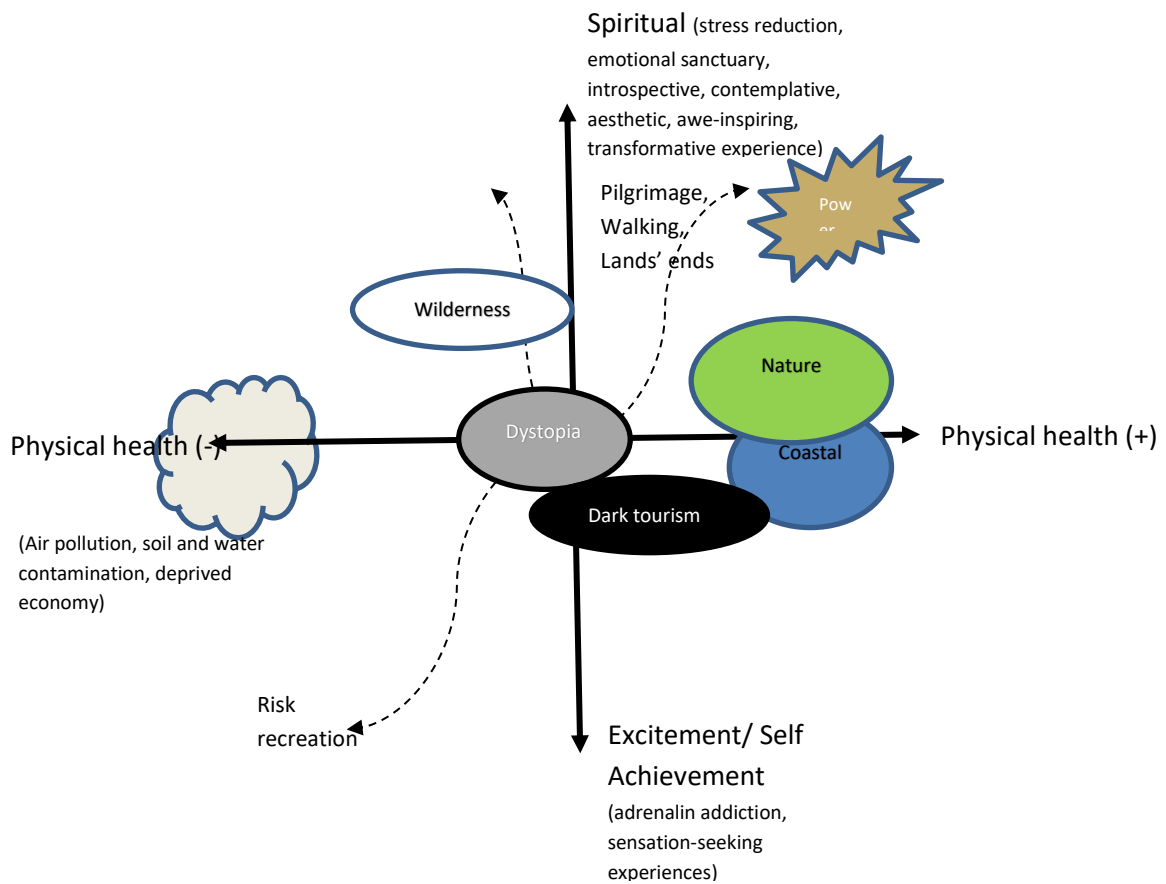


Figure 2- Proposed conceptual grid



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Rural Tradition and the Cultural Identity of the Ionian Islands

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In recent years, people are more and more exhorted to “go back to tradition”. This tendency testifies every thinking person’s reflection on how tradition affects the cultural identity of the place where he lives. Tradition is a transfer- usually oral- of customs, practices and beliefs within the persons that share a common culture. It is the procedure thanks to which these customs are maintained and perpetrated. The cultural values of the past that defined and created the distinctive elements of the Greek people constitute the Greek tradition. These values even today irrigate our culture and enrich our cultural identity with elements of our national roots.

Tradition is the chain that connects the different generations of a culture. Through tradition, our generation is linked not only to the past, but also to the future. At the same time, it is a requirement for the existence of a culture. Its scope includes all the aspects of life, from happiness to death. In that way, it reflects how each nation passes its everyday life.

The subject of this study is the rural tradition of the 4 Ionian Islands, Kefalonia, Corfu, Zante and Lefkada, as well as its contribution to the shaping of their common cultural identity. The culture of the Ionian Islands evolved since the ancient times until today and for many centuries, it varied from the ones in the rest parts of Greece. It holds a specific cultural identity, different than the one existing in the rest of the country. At a time when there is high economic, political and social instability, it is important to recognize the cultural identity of a specific area of Greece, the Ionian Islands, located in the Ionian and the Adriatic Sea, a region of great geopolitical significance.

Since the Ionians’ economy was based on agriculture (olive cultivation, viticulture), livestock farming (cheesemaking), fishing and bee-keeping, these activities formed an integral part of

the culture and the history of each place and its residents. During the Venetian occupation, there was a great interest on the cultivation of olive trees, whereas the bacchanal emblems on the coins once existing in Corfu, Zante and Lefkada testify to the residents' occupation with viticulture.

At the same time, the Ionians share common characteristics as regards livestock farming. A farmer faces everyday problems and difficulties that mainly have to do with animal diseases. The most important works he has to do is watching the herd, milking, shearing and cheesemaking. The starting points of the pastoral life are the feast days of St. Demetrius (when farmers come down from the mountain to the pasture) and of St. George (when they go up to the mountain pastures).

The honey produced in the Ionian Islands is a natural organic product that tastes great and has an ideal density, without being at all processed. Thyme honey, which is their commodity product, has an intense aroma and is harvested in late July and early August.

Fishing is until today developing in the Ionian Islands. Fishermen either own a boat or a trawl or work on another fishing vessel. In the past, fishermen used to sell their own fish, by putting them inside baskets and carrying them around. Some fish, like cods, herrings, sardines, octopuses and bonitos, were salted, in order not to get rotten.

The eating habits of the traditional farming societies are benchmarks of their cultural level. Traditional livestock products, like milk, cheese and meat (pork, ovine, goat and poultry meat) have been priceless nutritional treasures, mostly thanks to their quality, their nutritional value and their culinary supremacy. Hunting has also been a way of finding food in harsh times. Thanks to the rich fauna of the Ionian Islands, which consists mainly of poultry, hares and rabbits, residents were able to experiment and create new recipes for these types of food. Stifado, for example, which is meat with onions cooked in tomato sauce, originates from the Ionian Islands. Moreover, the need for food storage led people devise another cooking method, called Savoro. Savoro (it. Pesce in saor) refers to the storage of fish and vegetables using vinegar, olive oil or salt with caper and rosemary. Bread is also a basic food here: there are different types of bread, depending on the type of wheat used for making it. A great number of customs, superstitions and sayings are related to bread and its preparation: rural housewives were always doing their best to make tasty Christmas cakes and loafs, using wheat flour and adding herbs and sugar in the dough, before giving it various shapes and sprinkling it with sesame seeds.

The products of the Ionian Islands are closely linked to several social events as well. In that way, they show the connection that exists between a place's cuisine and culture. For example, broccoli marks the ending of Advent Fast, fish is eaten on Palm Sunday and lentil soup at St. Donatos fair in Lefkada (August 6th). In St. Spiridon day in Corfu (December 12th) people offer traditional Greek doughnuts to visitors, while they also offer sponge cake when a baby is born, aliada (mashed potatoes with garlic) on Holy Cross Day and soup with egg and lemon sauce on Christmas day. Fitoura (fried thick cream made of semolina and water) as well as pasteli

(sweet made of sesame seeds and honey) are offered at fairs, whereas madolato (sweet made of honey, baked nuts and egg whites) is eaten on Carnival. Moreover, cooking accompanies significant moments of a person's life: in Corfu, people cook octopus with rice at engagements, so that the couple endures like rice and the family grows like the octopus tentacles. In addition, in Zante, the locals offer soumada (almond milk) in marriages.

To conclude, many rural customs and eating habits of the Ionian Islands originate from their centuries-old traditions. They are linked to the farmers' concern on the land's fruitage. Nowadays, due to the technological evolution, some Ionian traditions are extinct. They may still exist in remote mountain areas, but in that case they fulfill the purpose they traditionally had.

Key words: *Rural Tradition, Cultural Identity, Ionian Islands.*

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Place Ecology of a Botanic Garden

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The purpose of this paper is to combine ideas and frameworks of Place Ecology (PE) and Sustainable Development Goals (SDGs), to capture impact of Botanic Gardens' (BGs) research, collaborations and good practice via autoethnographic approaches; 'measuring demonstrable impact of the work of BGs' being a gap in the extant literature (Blackmore, Gibby and Rae, 2011; Dunn, 2017; Heywood, 2017; Smith and Harvey-Brown, 2017; Costa *et al.*, 2018; Sanders, Ryken and Stewart, 2018; Sharrock, 2018; Suárez-López and Eugenio, 2018; Smith, 2019). The study also contributes to ongoing debates and conceptualisation of place(s) and understanding on the multiplicity and dynamics of place(s), the improvement of place(s) and making place(s) better (Relph, 1976; Freestone and Liu, 2016; Kalandides, Millington, Parker and Quin, 2016; Roberts, Parker and Steadman, 2017; Karge, 2018; Strydom, Puren and Drewes, 2018).

BGs world-wide continue their focus on a range of SDGs (Rakow, Lee, Raven, 2011; BGCI, 2018; Sharrock, 2018; Smith, 2019) whilst aiming to develop as more diverse, efficient, effective, exciting and engaging places (Garrod, Pickering and Willis, 1993; PlantNetwork, 1994; Connell, 2005; Brown and Williams, 2009; Benfield, 2013; Catahan and Woodruffe-Burton, 2017, 2018; Catahan, 2018). However, many BGs are faced with ongoing financial



changes, constraints and limited support from traditional sources (Kimberley, 2009; Tighe, 2010). Therefore, BGs need to find ways to raise awareness, income and to make effective use of means and resources without compromising integrity nor standards (PlantNetwork, 1994; Smith, 2016, 2019). BGs are faced with a range of safeguarding issues, changes in funding and limited support from traditional sources among other challenges, which act as the *raison d'être* for these studies.

BGs are valuable, important institutes of scientific discoveries, holding biophysical and cultural collections (Johnson and Medbury, 2007; Emmett and Kanellos, 2010; Smith Jr, 2017; Smith, 2019). BGs collaborate and work on invaluable conservation projects (BGCI, 2018; Mounce, Smith and Chang, 2017; Smith, 2016), constantly developing education, training and awareness roles (Vergou, 2017; PlantNetwork, 2018; Smith, 2019) and ever-expanding on their significant works and impacts linked to plants, people and place(s). Broad ranging functions of these important institutes are diverse and numerous, contributing to ecosystems they research, represent and support, to the Place Ecosystems their institutions are situated and connected. PE of BGs has not been explored in the extant literature, where ecological studies BGs are famed for are turned onto BGs, as ironically many of these places need safeguarding. Therefore, a place-focused approach is expected to bring together existing key concepts and strategies to support BGs and their work.

Introducing PE and SDG frameworks offers opportunities for comprehensive, multidisciplinary mapping and measurement of demonstrable impacts. In doing so, such evidence-mapping is intended to compliment advanced shared understanding of key components of one BG and its' Place Ecosystem.

This is an autoethnographic study (Hammersley and Atkinson, 2007; Ellis, Adams and Bochner, 2011) of a BG in Britain over the course of three years with more focus and five-day visits over the four seasons (Place Phenology across Autumn, Winter, Spring and Summer) of the third year (2018-2019). It was intended that direct engagement and involvement with the BG and wider community would begin toward the end of the busier seasons in the latter part



of Autumn 2018. This would facilitate a more amenable approach owing to the complex nature of place and people, becoming part of a community of practice to gather perceptions and developing ideas on various key components of place(s). Owing to the researchers' horticultural, community-based and sustainable development background, a more informed mapping of impacts is expected with consideration of hard and soft outcomes, yet focusing on soft, subjective, qualitative issues (see for example Williams-Burnett and Skinner, 2017).

A relationship had been developed three years prior to this formalised study via conversations with Botanic Garden Conservation International (BGCI) and PlantNetwork, which led to the identification of various BGs interested in such studies. One of these BGs were purposively selected and emails, phone calls, VoIP and site visits followed. Ongoing, informal, conversational, free-flowing discussions took place in-between meetings, and developed the relationship for this autoethnographic study. Such an approach enabled community members, staff, volunteers and visitors to become accustomed to aspects of reflexivity (strength of interest in BGs, sustainability, horticulture, heritage among other interests and roles), the narratives pertaining to the background of the research (funding changes and ongoing challenges to BGs during uncertain times), and purpose to explore perceptions and place with the ultimate aim to provide evidence for ongoing support, funding and sustainable development of the BG and wider BG community.

PE is introduced as a conceptual framework which enables a focus on people, organisations and place(s) connected or could potentially be connected to the BG (for example, on travelling in and around the area in which the BG is situated, where interaction with people lead to free-flowing discussions, resulting in a range of perceptions and insights). Key components of the place ecosystem range from 1 BG (4 staff, 36 volunteers, 6 visitors); 3 accommodation providers (56 staff), 1 education institution (9 staff and 58 students), 3 transport providers (9 staff), 2 visitor attractions (6 staff, 4 volunteers), and 15 retail providers (3 staff, 18 volunteers); 209 participants to date.

There are many peer reviewed articles which highlight the varying environmental (Johnson and Medbury, 2007; Ballantyne, 2008), sociocultural (Alves, Cerro, and Martins, 2010; Williams *et al.*, 2015; Vergou and Willison, 2017) and economic (Lee and Back, 2005; Emmet and Kannellos, 2010; Mair, 2012) activities of BGs (Moskwa and Crilley, 2012; Smith Jr., 2017; Smith, 2019). However, there is a need for more formalised, evidence-based measurement of BG-related impacts (Smith and Harvey-Brown, 2017) and SDGs met (Sharrock, 2018) via demonstrable impacts rather than activities (Smith, 2019).

Translating activities and impacts regarding SDGs are not new concepts and are more so part of ongoing global debate and attention since the Brundtland Commission report, ‘Our Common Future’ (WCED, 1987), among a whole range of other movements in this push before and after, for what now has manifested as a range of seventeen SDGs (UN, 2015; Sharrock, 2018).

An introduction to the set of terms for place-related studies based on ecology and a study of ecosystems yet with foci on people and place seems necessary due to the depth, breadth, implications and outcomes of place studies. PE is presented as a conceptual framework which encapsulates the area based, multidimensional study of place(s). Several key concepts are explored to consider PE including mindfulness concepts and practices. Mindfulness seems to be a potential conduit to informing and transforming perceptions of BGs, their work and impact. Moscardo (1996) introduces and translates the work of Langer (1989) and applies it to heritage visitation scenarios. Trends and patterns of visitor perceptions to important, valuable places are indeed lacking this mindfulness (Catahan and Woodruffe-Burton, 2018). Therefore, this study contributes to good practice to inform and transform perceptions.

BGs have varied measurable impacts that contribute to achieving SDGs. It is therefore important that the vitality and viability of these places are recognised, understood, valued and supported in their ever-broadening roles and potential for broader ranging SDGs.

Continued insights into the work, roles and responsibilities of BGs highlight their significance, potential and innovations. This is a study aiming to document BGs as cutting edge, globally

connected, research institutes with success in biophysical works but also highlighting BGs as key to place(s) for so much more, across ever-growing demonstrable environmental, sociocultural and economic impacts.

Multi-dimensional thinking and transparency of implications, intentions, language, terms, related key concepts, theories, frameworks, reflexivity and action are required for place-related studies development. Place ecologists and others' knowledge and understanding of the complexities across place ecosystems and the interconnectedness across place(s) offers opportunities to complement each other; ultimately a place taxonomy with shared language and meaning, for more effective action toward making places better together.

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Session 7
Place Brands: Connecting People and Places





**Guangdong-Hong Kong-Macao Greater Bay Area:
Advantages and Challenges as a Place Brand**

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Abstract

Guangdong-Hong Kong-Macao Greater Bay Area is a city cluster consisting of “9+2” structure, including 9 cities in Guangdong province, i.e., Guangzhou, Shenzhen, Zhuhai, Foshan, Dongguan, Zhongshan, Jiangmen, Huizhou and Zhaoqing, and two Special Administrative Areas, Hong Kong and Macao. Now it is considered to be the fourth largest Bay Area in the world after the New York metropolitan area, the San Francisco Bay Area, and the Tokyo metropolitan area. As a key national development area, it is responsible for promoting China's technological innovation and economic development. Its goal is to lead the world economic development direction in terms of development philosophy and economic structure, and become an important hub for the construction of the “Belt and Road” to give play to its advantages, and to participate in the competition and cooperation of the world economy.

At present, Guangdong-Hong Kong-Macao Greater Bay Area is in the transitional stage of regional restructuring and mutual integration. Based on the China Urban Agglomeration Brand Development Index (ABDI) and the City Brand Development Index (CBDI), this study evaluated the brand development of the brands of the Greater Bay Area and its internal cities, including five dimensions ranging from cultural brand, tourism brand, investment brand, livable brand and brand communication, as well as the devotions of innovation and entrepreneurial related factors to the performance of the Greater Bay Area's brand. All the data was primarily collected from various data sources in 2017-2018, including the City and Competitiveness Research Center database of the Chinese Academy of Social Sciences, the National Bureau of Statistics, the respective City Statistical Bulletins, Baidu Index, Google Search, CYYun Big Data Platform, Today's Headline Database, and the database of Sina Weibo. This study employs the geometric mean method to synthesize the composite index.





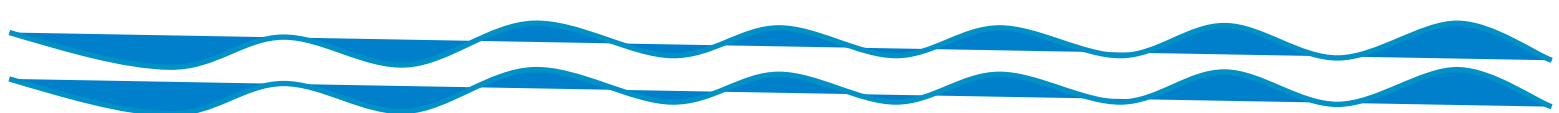
According to the index research, the Greater Bay Area's brand is the most powerful regional brand among 20 main Chinese urban agglomerations, and has a number of influential international metropolitan brands such as Hong Kong, Guangzhou, Shenzhen and Macao. The place brand advantage is very prominent. However, the reality of one country, two systems, as well as three kinds of currencies, three legal and financial systems, and three independent customs zones and other institutional obstacles existing in the Greater Bay Area, regional governance has become a top priority. This paper reviews the progress made in regional governance in the Greater Bay Area and also analyzes some of the challenges facing regional synergies.

Based on the index analysis and empirical observation, this study puts forward some strategic suggestions for the place branding/ marketing governance of the Greater Bay Area.

Key Words: Guangdong-Hong Kong-Macao Greater Bay Area, place brand, regional governance, advantages, challenges

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A (dis)connected place branding process: Reconsidering the connection of people and places through partnerships and networks

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Introduction

Place branding is no longer simply about scripting a distinctive identity with the aim of attracting the highest visitor numbers or lucrative international reputation. Instead, people form the heart of place branding, marked by a transition from a focus on outputs toward a stakeholder-orientated process that is driven by and aimed toward a place's stakeholders (Aitken and Campelo, 2011; Braun et al., 2013; Kavaratzis and Hatch, 2013). Combined with this shifting stakeholder-orientation is a decentralisation of central management and control over place branding (Oliveira, 2015). The blurring of ownership is particularly acute in a city branding context, where local authorities are minimising and devolving official management of place branding strategies. While the literature points to the diffusion of ownership as enabling a more participatory approach to place branding (Kavaratzis, 2012), this research begins to question the extent that claims to inclusion are matched by stakeholder participation in partnerships and networks.

By combining place branding governance (Hanna and Rowley, 2015; Hankinson, 2007), stakeholder engagement (Ackermann and Eden, 2011; Houghton and Stevens, 2010) and Bourdieu's field-capital theory (Bourdieu, 1977, 1984) the research reconsiders stakeholders' ability to participate and explains variations in contribution and capacity. Together, the research challenges the rhetoric of enhanced connection by showing the reality of continued top-down hierarchical participation, with select stakeholders controlling the partnerships and networks that shape the way places are presented.





A multi-city and stakeholder approach

This research investigates how, and to what affect, stakeholders are able to form collaborations, partnerships and networks that aid or detriment the connections between people and the places they live, work, visit and invest in. The contrasting place branding governance processes were assessed through two contrasting case studies of Bath and Bristol over an 18-month period in the lead up to May 2017. A theoretical sample of 60 stakeholders from the business community, local community, visitor economy, and local authority (responsible for work relating to one of the three aforementioned stakeholder groups) was incorporated in the research. These stakeholder participants include local authority officials, elected officials, leaders and organisers within tourism bodies, hotel owners, restaurant proprietors, business leaders, city-based entrepreneurs, lobbyists, leading members of resident groups, and key parties responsible for inward investment. The research used principles associated with a constructivist approach to grounded theory to abductively analyse and develop the findings (Charmaz, 2014).

Summary of key findings

Stakeholders' participation in stakeholder engagement offers one means of producing, as well as consuming, the place brand. The current literature relating to stakeholder engagement within place branding centres around the premise of instrumental remunerations (Hanna and Rowley, 2015; Hankinson, 2009), as well normative recommendations of how stakeholders ought to be involved (Green et al., 2016). This builds upon previous stakeholder engagement research by empirically showing the potentially darker side of engagement processes, whereby certain stakeholders hold a stronger position to actively participate versus those that are subdued through 'lip-service'. A taxonomy of stakeholder engagement is produced, highlighting stakeholders' varying access to the engagement tools (e.g. meetings, boards, events) and approaches (e.g. lead, formulate, mediate) that feed into strategic collaboration and partnerships. Moreover, the empirical examination confirms the hypothesis that a decentralisation of place branding does not allow for equal levels of stakeholder engagement, instead power relations dictate access and involvement in the most strategic forms of engagement.





Previous research focuses on the benefits of partnerships, which unlock trust and connections between stakeholders (Ackermann and Eden, 2011; Hanna and Rowley, 2015). This research demonstrates how partnerships can help to reinforce the rhetoric of inclusion, while in reality access to the city-wide and long-term partnerships remains restricted to certain stakeholders. Across Bath and Bristol, stakeholders from the business community and local authority are benefiting from the relational connections across partnerships to the detriment of the local community and to a lesser extent the visitor economy.

Bourdieu's field-capital theory (Bourdieu, 1977, 1984) provides a novel explanatory lens, with stakeholders from across the stakeholder groups and city brands possessing and mobilising different quantities of economic, social, cultural and ultimately symbolic capital. Again, it is the stakeholders who are most active in the higher levels of the hierarchy of engagement that possess and mobilise the greatest stocks of capital. Therefore, stakeholders' ability to participate is enhanced or impeded by their monetary backing, access to funding, relevant knowledge of the engagement processes, education, skills, group membership and access to core stakeholders. These also gain additional legitimacy when achieved over a long period of time and across the city.

There remain few attempts to theoretically explain stakeholder participation in place branding processes (Kavaratzis and Hatch, 2013). Warren and Dinnie (2018) provide a noteworthy caveat, using Bourdieu's notion of cultural intermediaries (Bourdieu, 1984) when looking at how place promoters are fundamental in shaping the presentation of their cities. This research builds upon these important findings, looking at how multiple stakeholders compete for the most strategic positions within place branding. This looks more at the competition between stakeholder groups, rather than looking at how a given stakeholder creates a certain place brand image. The findings demonstrate the disjuncture between claims of greater connections between people and the place and the reality of prevalent hierarchies and competition for stakeholder participation.



Questioning the connections formed and managed through key partnerships and networks

There remains a need to think critically about how stakeholders participate differently within the place branding processes. As the abstract begins to show, certain stakeholders are benefiting to a greater extent from privileged positions within a hierarchy of engagement, sparked by a competition for resources, knowledge and access to groups. Conversely to claims that diffused ownership and the use of partnerships enables greater connections between people and the places they represent, the research shows that by some stakeholders forging powerful alliances, other stakeholders end up excluded. Therefore, only those with a strategic position gain meaningful participation under place branding governance. The selective benefits derived through connectivity help to explain why the hierarchy of engagement and stakeholders' positions are difficult to change for place branding. Certain stakeholders who possess multiple and interconnected forms of capital are best equipped to direct their participation in place branding. In contrast, stakeholders lacking the resources to forge connections struggle to access the higher levels of stakeholder engagement, or the strategic stakeholder positions. While previous research recognises the benefits of connections (Hanna and Rowley, 2015; Hankinson, 2009), this research demonstrates how connections reinforce power relations and hierarchies inherent within place branding governance.

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Destination Brand ambassadors: connecting people and places

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The abundance of practical and academic reflection on brand ambassadorship in business and NGOs [1] contrasts with the rather modest coverage of this topic in the context of place and destination marketing research [2]. At the same time, the wealth of experience and relevant empirical data accumulated by regions and cities needs systematization. The benchmarking of brand ambassadorship cases helps uncover problem areas, which can be taken into consideration in place development. In this study, four groups of problems are considered.

Each problem is accompanied by the analysis of several preemptive solutions as implemented during the launch of a brand ambassador program in Rostov-on-Don (active since 2015, developed by Elena Ischenko and Alexey Matveenکو). Rostov-on-Don is the largest city in the south of Russia, the administrative center of both the Rostov region and the Southern Federal District. The case is notable for the fact that the interventions in urban branding was synchronized with the launch of a "hatch" of brand ambassadors.

Demand for brand ambassadorship as a place-marketing technology emerges as a result of wider consumer demand for personal communication. Technically and positionally, it is based on Internet search and social media communication (e.g., "Brand Collabs Manager" by Facebook). Mass personalization becomes a prerequisite for comprehensive online promotion. Consumers interact with brands not directly, but through live "bearers" of brand values. Social media is positioned as a person-to-person communication space (formally, a brand can reach the audience only through targeted advertising).

Interaction between tourists and destination brands follows the same logic. The response to the demand on the part of the target groups was the implementation of "local experts blocks" by today's main digital platforms ("Touring bird" by Google, Expedia's "Local Experts," Trip Advisor's "Destination Experts," etc.). Some destinations recast their traditional online tourism resources as communication spaces (even marketplaces) where residents can interact





with (potential) tourists, and where the DMO, acting as a formal “brand holder,” provides pre-moderation and ensures the regularity of information input from active locals (e.g. “Cincinnati Region Insiders,” Singapore’s “Passion Ambassadors”). Another trend demonstrating the close link between residents and tourists is the mediatization of the urban environment (“media city”): locals create and broadcast place-specific content aimed at potential visitors as well other locals (e.g. Turkeyfe.org, “People Make Glasgow”). Demand for “first-hand experience” makes such active residents part of the online community of the tourist attraction.

We are witnessing a change in the approach to brand ambassadorship. Today, this institution is being developed both “from above” (e.g., with invited opinion leaders) and “from below” (with local leaders).

Despite the obvious advantages of working with a wide pool of micro-influencers and the unique possibilities afforded by narrow targeting, airbnb-zation of the hospitality industry presents a new challenge to destinations. Personalized destination marketing message, which underscores demand for brand ambassadors in the first place, has its bottlenecks. Some of them are common to all industries and markets; some are unique to destination brands.

Problem 1. Goal setting: what do brand ambassadors give to the destination (and vice versa)?

Brand ambassadorship is designed to solve specific marketing tasks such as the promotion of a destination or the delivery of the marketing messages of the place (e.g., one of the goals is to facilitate interaction between tourists and locals). Though it is tempting to equate brand ambassadors with active residents, the danger of such a conflation lies in the fact that the latter do not always share the strategic vision for the place’s future or appreciate the core values of the (new) place brand.

Challenge: how to respect the participation principle when developing a brand ambassador program and identify real agents for change of the future – those who are able to convincingly convey the image of the future to residents, tourists, businesses, talent?





Case solution: a consistent and systematic cultivation of brand ambassadors from active locals in Rostov-on-Don. The multi-factor ranking funnel included the following steps: creating a community of urban opinion leaders united behind the new place brand (“Experts’ pool”); identifying a core group of highly motivated experts who recognize and share the key values of the new brand (“Producers of Change,” sub-divided by areas of thematic competence); highlighting core producers of change who already have their own strong, positive personal brand (“Brand-ambassadors”). The assessment of every person's marketing potential took place during the expert appraisal of the place branding effort. Selection of candidates was followed by the next step: the development of media and marketing competencies by the freshly-baked brand ambassadors. Personal brands were synchronized with the system of goals and objectives of the destination and complemented by the competencies needed to ensure that each brand ambassador’s activity is effective.

Problem 2. Planning: how to rank and typologize brand ambassadors?

The effectiveness of the brand ambassador program depends on how clearly each ambassador’s role is defined within the matrix structure of the program, which combines vertical hierarchy with horizontal thematic specialization. The danger is that by equalizing the rights of all ambassadors we will not be able to demand different duties of them. Meanwhile, their specialization may, in this era of the narrow target, be in high demand. Brand ambassadors today are a heterogeneous and “porous” bunch – something that needs additional prioritization within.

Challenge: how to rank and combine "organic" and “induced,” "appointed" and "selected" brand ambassadors, people with powerful personal brands and micro-influencers?

Case solution: Brand ambassadorship is created on the basis of the tasks which the destination faces. Whatever the personal uniqueness of each potential brand ambassador, candidates are selected for their ability to articulate the image of the future to the most promising source markets. The creation of Rostov-on-Don’s pool of brand ambassadors took place simultaneously with the process of urban branding. The new platform was customized for different tourist markets, such as geographic (regional, domestic, inbound) and thematic (business, event, family, gastronomic). The pool of brand ambassadors was formed taking the



diversity of targets into account. In view of the current priorities in tourism development, most of the city's brand ambassadors were "cultivated" from local residents during the crowdsourced branding phase; this made them into voluntary broadcasters of the new values, combining aspiration for the future and the knowledge of current urban realities. Some ambassadors, however, were recruited from outside, in order to fill the missing personifiers of the future meanings of the city brand.

Problem 3. Process management: is it possible to create a reputation when everyone can become a brand micro-influencer?

Despite the mechanisms of brand ambassadors' institutionalization, it is impossible to completely escape having to deal with "negative" influencers (i.e., opinion leaders with social capital who nevertheless do not share brand values).

Challenge: how to protect from brand "haters"?

Case solution: The participatory part of Rostov-on-Don's branding provided verification for the choice and the degree of the public's acceptance of the brand ambassadors. A mixed model of crowdsourcing, combined with face-to-face expert sessions and online discussions was utilized. Thus, the brand ambassadors' selection process maintained transparency while remaining under the control of the official brand holder (the Economic Department of the City Administration),

Problem 4. Efficiency: how to evaluate the activities of a brand ambassador?

Despite the fact that place brand ambassadors usually perform "pro-bono" work within a big-idea framework, they do need activity plans and KPIs formulated specifically for their type of tasks and input.

Challenge: how to make the social load a motivation factor?

Case solution: Each of Rostov-on-Don's brand ambassadors receives permanent targeted support for their activities. This support comprises not only a system of incentives (this part is usually thought out), but also systematic interaction. The mode of interaction should be made

appropriate for the person who has agreed to invest their time and reputation in the development of the place brand. Brand ambassadors were categorized by the type of their “producer” activities. Taking into account each person’s field of expertise, a personalized core activity plan was developed, and further supported by convenient channels supplying the ambassadors with exclusive content.

According to their personal competence, brand ambassadors are constantly involved in many forms of city marketing – from participating in fam trips to sharing “best practice” cases. Thus, the status of a brand ambassador is constantly updated – and, with their competencies in demand, no one feels like an inconsequential “figurehead.”

Brand ambassadorship is a marketer's weapon for a paradoxical era in which instantaneous transfer of information does not necessarily bring us closer to but often moves us further away from the truth. It is, nevertheless, a double-edged sword: personal communication is one of those last strongholds of sincerity without which it is impossible to tell the true history of a place, but any falsity and “marketing constructs” in it are keenly perceived and resented by travelers (who, after all, wish to be temporary locals rather than mere tourists).

Brand ambassadors effectively connect people and places and unite people within a place – but only when the place’s values are broadcast by responsible opinion leaders equipped with the appropriate status, motivation, and arguments, and who, furthermore, can rely on the unconditional trust of the local residents.

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Connecting place managers to places: The challenge of moving beyond tacit knowledge informed placemaking decisions in the UK

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Abstract

In this paper the authors argue that the majority of placemaking decisions are predominantly based on the tacit knowledge that place managers and stakeholders prepossess and/or accumulate when holding their role. We also suggest that even though there is rich explicit knowledge potentially available to them for reasons mostly associated to the resources available to place managers either they do not employ it at all or they only use it selectively. Finally, we will introduce a framework that connects knowledge types (tacit Vs. explicit) to different levels of placemaking decisions (strategic Vs. operational) and propose a typology of decision-making.

Introduction

Place management is a well-established domain in the UK, USA and elsewhere in the world (Yanchula, 2008) however the role and remit of the place manager, and more importantly of the placemaker, remains largely underexplored and very commonly is defined in an *ad-hoc* basis. Place managers are usually assigned to deliver strategic and/or operational targets (Wyckoff, 2014) with placemaking being an implied agenda that is loosely addressed in their job description. Wyckoff (2014:2) defines placemaking as “...*the process of creating quality places that people want to live, work, play and learn in*”. This definition presupposes that the place managers will have sufficient and relevant information on what people want and where people want to live, work, play and learn in. It also assumes that the place managers will have sufficient knowledge to analyse this information and connect themselves to the place that are asked to make. In a report of the Arts Council England (2017:11) BIDs and cultural organisations are called to use “*their great local knowledge... to help develop bold, innovative neighbourhoods and support communities*”. Another assumption that is being made in that publication is that the reported “*great local knowledge*” is organised and presented in a systematic way in order place managers to capitalise on it.





In this paper the authors challenge these assumptions and based on empirical work involving interviews with place managers and stakeholders they are suggesting that contrary to these assumptions place management is still largely dependent on tacit knowledge no matter if this involves strategic or operational decisions. The authors will also propose a typology of decision-making that relates to the nature of the decision (strategic Vs. operational) and the knowledge employed (tacit Vs. explicit).

Literature

The paper builds on and brings together the literature on tacit knowledge and placemaking and reflects on the role of the place managers as facilitators of placemaking.

Tacit knowledge

Different authors stressed that it is not easy to define tacit knowledge (Kothari et al., 2012). For the purposes of this paper the authors employed a working definition developed by McAdam et al. (2007:46) defining tacit knowledge as “*knowledge-in-practice developed from direct experience and action; highly pragmatic and situation specific; subconsciously understood and applied; difficult to articulate; usually shared through interactive conversation and shared experience*”. This definition fits to the common practice of place managers that is commonly associated to direct, day-to-day experience, task and output based, and commonly shared through formal and informal networks. The opposite of tacit knowledge is the explicit knowledge. Anand and Singh (2011) defined explicit knowledge as knowledge which already has been expressed and captured in the form of text, table, diagram and written information and it is stored in documents and/or computers.

Placemaking

Even though there is no commonly agreed definition of placemaking there is an agreement among scholars that it placemaking is a process (Wyckoff, 2014). Cilliers and Timmermans (2014) proposed that when practicing placemaking, place managers call for the input of residents in order to understand their needs for a meaningful place. This connects placemaking to tacit knowledge in the sense that knowledge is created in practice, it is situation specific, and shared through interaction.

As a process placemaking often involves engagement to planning that will deliver short term operational results that will contribute to the achievement of greater strategic targets.

Strategic placemaking can be defined as major projects that will change place and become a



local development multiplier (Wyckoff, 2014; Lew, 2017) while *operational* (or tactical) *placemaking* can be defined as quick and low-investment projects that aim to have a quick impact on how people view the place and therefore can be *grassrooted* (Wyckoff, 2014; Lew, 2017; Platt and Ali-Knight, 2018).

Methodology

A total of ten interviews were conducted with BID Managers, Policy Makers, Town Planners, and Town Centre Managers. By exploring different stakeholder perspectives holding different place management roles it enriched the data and provided a plurality of views from different organisational contexts. The questions aimed to explore how different place managers engage to the place they manage and to understand the use of tacit and explicit knowledge to placemaking.

Findings

The findings of our research indicate that both in operational and strategic placemaking decisions are driven by tacit and in cases intrinsic knowledge of the place managers. Decision-makers tend to stick with former solutions that have worked, as this is usually communicated through the formal and informal networks that they engage to, and explicit information is used a tool to validate decisions rather than the starting point for new and innovative solutions. Tacit knowledge is commonly linked to innovative practices that lead to the achievement of competitive advantage (Seidler-de Alwis and Hartmann, 2008) therefore the authors they do not dismiss its value. On the contrary, the authors suggest that tacit knowledge when supported by explicit knowledge in an organised manner can lead to the best placemaking results.

The authors also found that a major reason that place managers use primarily the tacit knowledge is the lack of resources. The empirical data collected in this project highlights the lack of money to acquire explicit knowledge, the lack of time to process explicit knowledge and finally the lack of skills and knowledge to collect and analyse explicit knowledge that can underpin placemaking decisions. In this case there is a difference between placemaking that is led by BID managers and town-centre managers. BID managers rely more on explicit knowledge than town-centre managers and this probably has to do with:

- a. The easier access of BID managers to resources than town-centre managers. BID managers usually have a budget to acquire explicit knowledge, staff to work with them and usually some formal training or education that allows them to know how to collect and analyse information.



- b. The structure and continuity of BIDs and the subsequent accountability this means for BID managers. BID managers have to exhibit measurable results to the BID board and BID members in order to secure the renewal of the BID tenure.

Based on the findings of this research we propose the following framework (see Figure 1) that explains the features of placemaking decisions based on the different types of knowledge:

	Operational placemaking	Strategic placemaking
Explicit knowledge	Place managers connect to places via: <ul style="list-style-type: none"> • Internal records (eg parking use) • Formal citizens & companies requests • Code of conduct/charter of the place management organisation 	Place managers connect to places via: <ul style="list-style-type: none"> • Internal records and datasheets • Formal citizens & companies requests • Code of conduct/charter of the place management organisation • Policy documents
Tacit knowledge	Place managers connect to places via: <ul style="list-style-type: none"> • Own-experience (including intuition) • Contact with grassroots groups • Information or direction communicated by their superiors • Networking with other place managers 	Place managers connect to places via: <ul style="list-style-type: none"> • Information or direction communicated by their superiors or pressure groups • Networking with other place managers • The BID ballot

Figure 5: Theoretical framework

The findings of the research show that even though placemaking is supposed to be a process that will lead to the development of quality, diverse and exciting places is commonly informed by assumptions and previous practices that are dully transferred by the place managers in the absence of an organised way to deliver unique placemaking projects. The authors do not argue that this is wrong, in fact they call for the development of a holistic approach will allow tacit knowledge to become a value creation resource, but it will be clearly supplemented by information and a skills base for the place managers that will allow them to effectively connect themselves to the place they manage.

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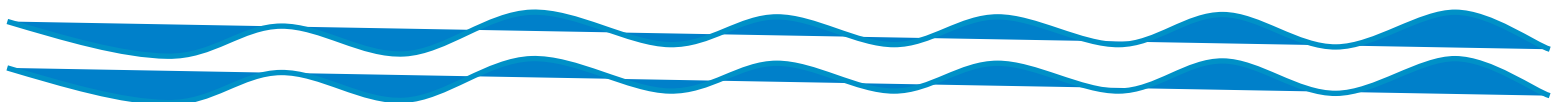
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6th Corfu Symposium on Managing and Marketing Places

6th – 9th May 2019



Session 8
Interactive Special Session:
An Ethno-Archaeological Review of Social
Networking





An Ethno-Archaeological Review of Social Networking

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In keeping with this years theme of connecting places through virtual partnerships and and networks, this session will provide a foundation in the historical developments of social networking. Adopting an ethno-archaeological view, a discussion of the relationship between media and community engagement over time is provided. Beginning with the dawn of shared media through scribblings on the cave walls or etchings on the side of the Acropolis, up to todays vastly complex social media landscape, this retrospective session will underline the key features of social networking throughout the ages. In doing so, the pivotal relationship between partnerships and networks to place management is established which hasn't changed despite an array of modern media channels. Finally, the session will feature a live networking experiment in the guise of an interactive pub quiz, with some extra special prizes!

Biography:

Dr. Brendan Keegan is a Senior Lecturer in Digital Marketing at MMU. His research centres around how digital technology has altered human culture and business practices, in particular how digital and social media play a role in the management of spaces and places. Brendan is the founder of the Digital Place Management Special Interest Group.





Session 9
Regions and Sustainability





Branding New Towns:

The Case of the Greater Cairo Region, Egypt

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Introduction

Place identity driven branding is utilised in many cities to set the ground for a dynamic identity redefinition based on place image and place culture (Kavaratzis and Hatch, 2013). However, there seems to be a lack of knowledge in the field of place identity, particularly in new town developments in Egypt. This study aims to determine the way place identity influenced occupancy and aims to find how place branding could be a powerful tool to address this issue. Place identity refers to the mixture of feelings about specific physical settings and the symbolic connections to a place that defines self-identity in relation to the environmental past (Proshansky et al. 1983). Public Participation GIS (PPGIS) offers a tool to map landscape values as a measure of place identity, alternatively called social values for ecosystem services (Sherrouse et al., 2011). Landscape values are the subject of multiple PPGIS studies (e.g., Brown and Kyttä 2014; Brown and Fagerholm 2015), but have yet to be linked with the built environment, namely, the newly developed urban settlements.

Urban growth in the Greater Cairo Region (GCR) is not without challenges. It often happens at the expense of the most productive arable land, which is in short supply (Brundlandt, 1987). Therefore, the vision for sustainable urban development is constrained within two priorities; these priorities are re-developing existing urban areas and planning new desert cities beyond the fertile Nile Valley. Both dimensions serve the purpose of preserving the agricultural land through legislative control measures (GOPP, 2015). The current development strategy of desert new towns in the Greater Cairo Region has reached less than half the occupation target despite a significant portion of the total national development expenditure being spent on providing them with necessary infrastructure (Sims 2012; 2014). This study collects data to refine place identity theory for new towns as a basis for appropriate place branding.





Research Design

The three new towns of Obour, Sadat, and Badr are selected using a maximum variation method of various factors using SPSS (Proxscal) software package. According to Borg and Groenen (2005), multidimensional scaling (MDS) offers a way to measure the dis(similarities) between sets of factors in the Egyptian new town dataset provided by New Urban Communities Authority (NUCA, 2016) as distances among points of a low-dimensional multidimensional space. This would illustrate the different aspects of these new town depending on their position along the success spectrum, in order to select the cases that appear more frequently on both ends of the space.

Focus groups are used to enable participants to annotate large scale maps with multiple values, stimulating discussion without a pre-defined set of locations. The sampling of the focus group participants is based on stratification according to residents living in different neighbourhoods following the land use strategic map by the New Urban Communities Authority. This homogeneous focus group sample is designed to decrease status differences that may inhibit some participants, in order to increase external validity (Krueger and Casey, 2008) cited in (Gray, 2004). The focus groups are designed in rounds, after each round, the personal attributes of the participants is then compared to the statistics of origins, occupation, and age groups from the Central Agency for Public Mobilization and Statistics (CAPMAS). This step is taken to assist in the participants' selection for the following round.

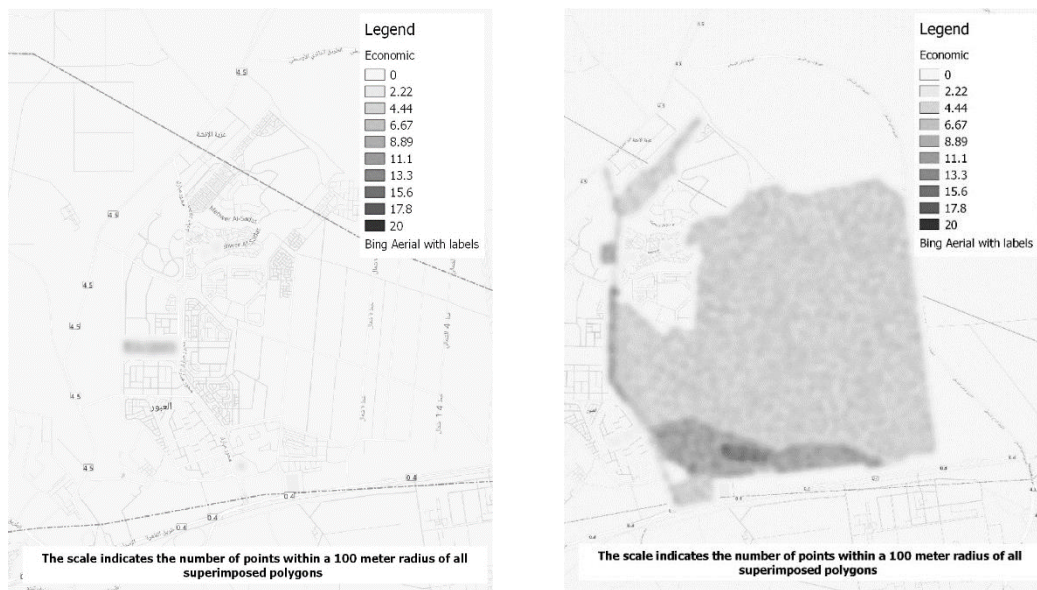
Semi-structured interviews are also used to collect data from governmental officials to gain their perspective regarding new towns. The interviewees are selected using snowball sampling of the case studies' project managers from NUCA, and their affiliation in the local councils. This method provides the perception of the identity and values of places from stakeholders who use and manage them.

The mixed methods conducted in several case study locations within the desert cities have produced promising data. The results demonstrated a connection between the environmental past of the new town residents and the values they attribute to different places. This reveals a significant gap between the residents' values and the perceptions of other stakeholders involved in the land use decision making process.



Results

A selection of three focus groups from Obour city are used for preliminary results. The multiple layers represented in the heat-maps are derived from the physical maps and recordings which are triangulated with the qualitative coding of the transcribed data to produce the findings. Preliminary results indicate a consensus on the lack of cultural or historic places in the new town (see Figure 1a). Furthermore, the participants emphasise the significance of places attributed with ‘Biological’ as a landscape value (see Figure 1b) and the local objection to the local council’s decision making in the planning process. The superimposed geographic layers of social interaction, recreational, and biological values emphasize the importance of the central green spine located on the major arterial road of the city as a high valued place providing a possible connection to the relative success of the new town. The interviews with the government officials do not include these places in their definition of the identity showing a discrepancy with the focus groups regarding place identity of the new town.



(a)

(b)

Figure 1: (a) Heat-map of identified places attributed with (L.V: Culture); (b) Heat-map of identified places attributed with (L.V: Biological)



Conclusion

The study provides a base for appropriate selection of branding strategies for the development of new towns, following an identity-based approach to place branding (Kavaratzis and Hatch, 2013) to increase their success. Furthermore, while emphasising the intersubjective nature of place identity, this study highlights the state of tension between the place identity formed by the sense of places, the environmental past of the residents, and the new town policy making of the planning bodies.

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Branding Northamptonshire - Whose job is it anyway?

Exploring the Role of Stakeholders in Region Branding

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Differentiated place branding based on geographical scales such as city, region and nation is regarded as an integral part of theory building in the field. However, ‘regions’ are the least explored scale in place branding, in comparison with city and nation, even though regions are important in the context of development (Herstein, 2012). In the age of city-centric-development, the mesoscale can enable towns, villages and hinterlands to gain a competitive advantage by pooling resources for the betterment of the whole region (Turok, 2004). The existing literature on region branding suggests that – management of local place brands and stakeholders in the region – are the two key aspects of ‘region brand management’ (Hanna and Rowley, 2015; Ikuta *et al.*, 2007).

In regards to ‘stakeholder management’, a new participatory approach to place branding has become widely recognised in the field (Braun *et al.*, 2013; Kavartzis and Kalandides, 2015). All stakeholders who affect or are affected by the branding of the place should be viewed as co-producers in brand strategy, creation, implementation and governance. However, not all stakeholders are considered to have the same role, influence, level of involvement and mission congruence (Ford *et al.*, 2009; Hankinson, 2004; Henninger, 2016). Based on their roles and relationships, stakeholders in place branding have been viewed as either: (i) *Institutional stakeholders*: those who occupy managerial or executive positions in institutions of place governance and are capable of directly influencing resource allocation and decision-making in line with their institutional goals. (ii) *Community stakeholders*: those who are active in the civic, social or voluntary aspect of community life and have a high sense of pride and belonging to the place.



While this study recognises the participatory approach in place branding, the aim is to gather the views of stakeholders to understand how they see their role and involvement in place branding. In this paper, the focus is on the perceptions of Institutional Stakeholders – about their own role and community engagement in place branding.

The Case of Northamptonshire

The county of Northamptonshire is chosen as a case study to explore ‘stakeholder collaboration in region branding’. The county is surrounded by well-known cities and counties, namely, Oxfordshire, Cambridgeshire and Buckinghamshire and the cities of London, Birmingham, Leicester and Coventry. This geographical position means that Northamptonshire is faced with competition from its neighbours for attracting the same pool of visitors, residents, investors, businesses and workforce. However, Northamptonshire does not have a city around which development can be centred. The main settlements in the county are in the towns, surrounded by semi-rural and rural hinterlands. It can be argued that the local place brands in Northamptonshire can benefit from a county-level strategy by pooling their resources to create a common brand and thereby compete more effectively.

Methodology

In this study, some 15 institutional stakeholders from the public, private and voluntary sector of Northamptonshire were engaged via semi-structured interviews. Interviewees were active participants in the research who were co-creating knowledge about their place by interacting with the researcher. This preliminary stage of interviews helped in understanding institutional stakeholders’ perceptions about collaboration in region branding. The interview questions were based on the themes of – identity, reputation and development of the county, stakeholders’ own role and community engagement in place branding. This exploratory study is a part of ongoing doctoral research.





Preliminary Findings

The following preliminary findings were noted in the context of Northamptonshire that could be applicable elsewhere:

- (i) *Role of institutional stakeholders:* Increasingly, there has been a change in the roles and responsibilities of the public sector in place branding owing to the change in funding streams for place brand activities (Slocum and Everett, 2014). In the case of Northamptonshire, the formation of a voluntary board for tourism governance via ‘Northamptonshire Surprise’ is largely industry-led. However, industry-led partnerships do not see their role as ‘leaders’ but also that of ‘facilitators’ for the sectors they are servicing. While public sector agencies are involved, they view their own role to be ‘enablers’ in the process, defying the mainstream perception that local authorities have the sole responsibility of place branding. This self-description of institutional stakeholders’ role as ‘enablers’ rather than ‘leaders’ poses a serious question about ‘brand leadership’. The lack of leadership was attributed to the absence of a ‘visionary’ long-term plan and the lack of ‘expertise’ in place branding. Indeed, some of the challenges of collaboration among institutional stakeholders emerged due to the ‘amorphous characteristic’ of regions in general (Dinnie, 2018) and the current local government restructuring in Northamptonshire (Butler, 2018).
- (ii) *Need for an intermediary:* Participants indicated that they themselves did not have ‘expertise’ in ‘place branding’ and this work should be carried out by an independent entity who could play an advisory role in matters of governance and grassroots level public engagement. The expertise is seen to be held by ‘anchor institutions’ since they are place-based organisations rooted in their local community, such as universities. They are vital partners and a central actor in facilitating communication with other stakeholders (Cavicchi et al., 2013). This has implications for the perceived role of practitioner-consultants and academic-consultants in place branding.



- (iii) *Identity and community engagement*: Participants from various institutions, local government, public sector and rural development agencies, business improvement district and university, self-identified as wearing ‘multiple hats’, and representing the institution, their own selves and their community at the same time. This finding suggests that owing to the multiple identities of institutional stakeholders in place branding, there is an overlap between the two categories: institutional and community stakeholder. This provides a novel lens through which to view institutional stakeholders’ role in place branding as not only actors of institutional will but also as members of their community. However, some participants used this aspect of their identity to justify their inaction towards community engagement asserting that the community is being represented through the opinions of the institutional stakeholders who are also residents. This link between the identity of institutional stakeholders and their perception about community engagement will be explored further in this ongoing study.

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**The Three-Pronged Assessment of the Sustainability
of Ten Towns in the Vicinity of Bangkok, Thailand**

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Purposes

Since the Brundtland Commission, established in 1987, published a report for nations to pursue sustainable development, sustainability and sustainable development have become increasingly popular concepts across various sectors (Zhang, Wu, & Shen, 2011). Cities and towns worldwide have to meet the basic needs of their people as well and to rise to monumental challenges such as climate change, economic conditions, and social inclusion (Klopp & Petretta, 2017). These challenges call for strategic actions by the public and private sectors to foster sustainable development. These challenges call for actions by the public and private sectors in developing nations to help advance sustainable development for the cities and towns in such nations. Local governments are one entity in the prime position to foster and pursue sustainable development (Williams, Wilmshurst, & Clift, 2011). Local governments in Thailand have been empowered since 1992; Thailand changed its constitution to institutionalise decentralisation in its political institutions (Dahiya, 2012; Tonami & Mori, 2007). As a



result, municipalities, which are the prevalent form of local government in Thailand, are significantly more responsible for the sustainable development of the nation because they receive increasing fiscal transfers, are delegated authority, and have discretion in their personnel policy (Tonami & Mori, 2007). The purpose of the current research is to help local governments in Thailand assess and improve sustainability in their towns. The vicinity of Bangkok, which is the capital of Thailand, is at risk of sprawling development from Bangkok. According to previous research, sprawls are likely to cause automobile dependence, increased fuel consumption, and a deterioration of public health (Sturm & Cohen, 2004; Vandegrift & Yoked, 2004). These potential problems are of the utmost concern for sustainable development; hence, the sustainability of the six provinces requires immediate attention. Therefore, the objective of the current research is to assess the levels of sustainability in towns from various dimensions (e.g. economic, social, and environmental) and multiple perspectives including the perception of the residents, the physical reality, and the investment of the municipalities. The scope of this study consists of ten towns in the six provinces in the vicinity of Bangkok, namely, Samut Prakan, Samut Sakhon, Khu Khot, Bang Sri Muang, Sampran, Thanyaburi, Bang Moung, Bang Bo, Ban Pho, and Salaya.

Originality and value

Sustainability in Thailand has also gained attention from researchers. Nevertheless, a comprehensive assessment of place sustainability in Thailand is not well established. Some indicator systems have been used in Thailand, such as the Air Quality Index (AQI), the Gross Domestic Happiness Index, and the Healthy City Indicators (Krank, Wallbaum, & Grêt-Regamey, 2013), but they measure only one or a few dimensions of sustainability. A comprehensive assessment such as the Thailand Sustainable Development Indicators developed by the Office of the National Economic and Social Development Council (NESDC, 2006) emphasises national and regional indicators. Therefore, they cannot be implemented on the local governmental level. A widely used system for the local government is the Green City Indicators developed by the Department of Environmental Quality Promotion, Ministry of Natural Resources and Environment. (DEQP, 2018). However, these indicators, which evaluate 34 indicators in total, rely considerably on the presence of processes rather than objective indicators, which, consequently, might lead to the undesirable dangers of the indicators found in the study by Krank et al. (2013), including political instrumentalisation, incorrect results, and false interpretation. These dangers are perceived more in a city such as Bangkok, which uses many indicator systems (Krank



et al., 2013). Although the study by Taecharungroj, Tachapattaworakul Suksaroj, and Rattanapan (2018) was comprehensive and objective in nature, it focuses only on the perspective of residents. This research developed an assessment framework of place sustainability that simultaneously is multidimensional and integrates multiple perspectives. The three-pronged assessment illustrates the integration of the three perspectives, namely, those of residents, the physical reality, and the local government; such an integration is important yet limited in the existing literature (Scipioni et al., 2009). This assessment framework also attempts to overcome some of the challenges of sustainability indicators, including inconsistency, inactivity, unavailability, complexity, ineffectiveness, and insufficiency.

Methodology

1 Residents' perception

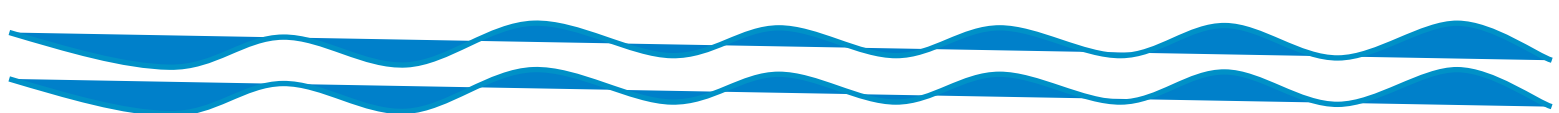
The authors used a cluster random sampling method to collect data from residents through pen-and-paper questionnaire surveys in the Thai language. The surveys were collected at community locations in the areas of the ten municipalities from August to October 2018. The questionnaire consisted of questions measuring the residents' perceptions of the sustainability of the ten municipalities using 36 7-point Likert scale items, rated from (1) strongly disagree to (7) strongly agree. In total, 2,094 completed questionnaires were useable.

2 Physical reality

To measure the physical reality of the sustainability of places, this research collected data from various sources, including municipality reports, secondary data from other governmental agencies, public data from websites and social media platforms, and geographic information system (GIS) data. A summary of the indicators, data sources, scoring methods, and weights within each factor is shown in Table 2.

3 Municipalities' investment

This research investigates the projects of all ten municipalities. The authors collected the actual spending on projects in each municipality in fiscal year 2017. In total, 488 projects of the 10



municipalities were categorised based on the 11 factors of place sustainability. Each project was coded into one of the 11 factors according to its description and purpose. Fourteen out of the 488 projects relate to more than one factor. These multifaceted projects were divided into sub-projects based on their varying purposes and were separately coded.

Findings and practical implications

The three-pronged assessment framework of place sustainability illustrates the assessment of the three perspectives. The x-axis is the level of perception of residents on each factor of sustainability; the y-axis denotes the levels of physical reality; whereas the sizes of the bubbles are the proportions of investment of the municipality to its total expenditure which are also indicated in the charts. Figure 1 to 10 are the results of the three-pronged assessment of the ten towns

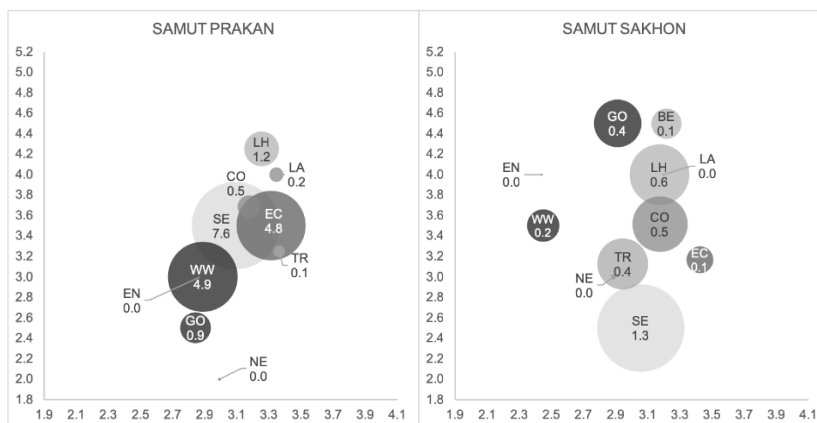


Figure 1 Three-Pronged Assessment of Samut Prakan

Figure 2 Three-Pronged Assessment of Samut Sakhon

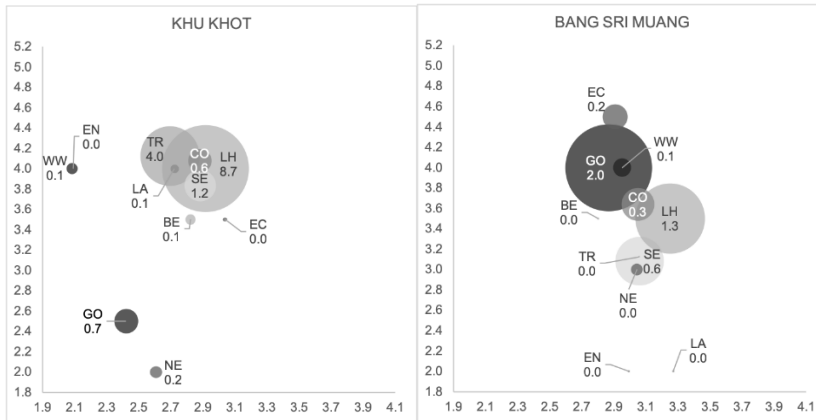


Figure 3 Three-Pronged Assessment of Khu Khot

Figure 4 Three-Pronged Assessment of Bang Sri Muang

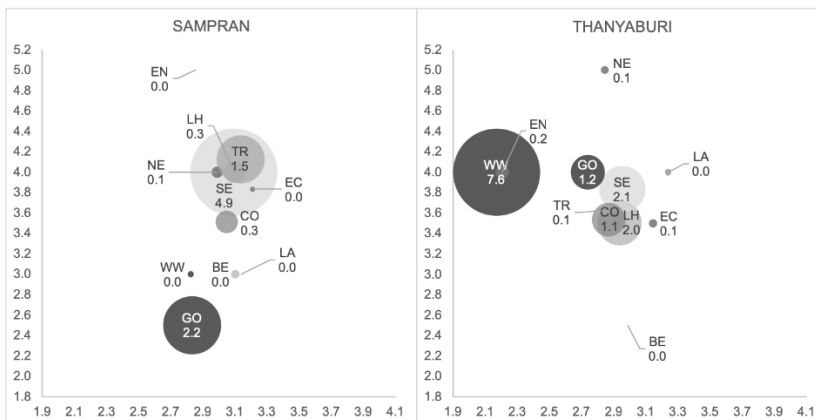


Figure 5 Three-Pronged Assessment of Sampran

Figure 6 Three-Pronged Assessment of Thanyaburi



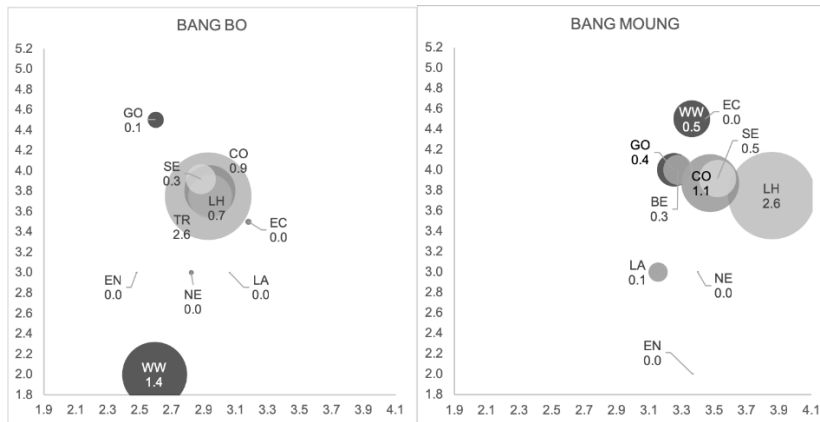


Figure 7 Three-Pronged Assessment of Bang Bo

Figure 8 Three-Pronged Assessment of Bang Mung

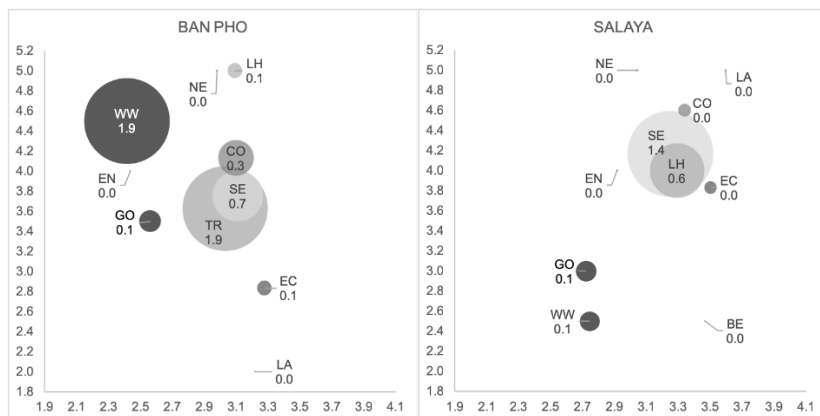


Figure 9 Three-Pronged Assessment of Ban Pho

Figure 10 Three-Pronged Assessment of Salaya

Municipalities can use the framework to monitor the efficiency of investments over time and to plan more effective investments for sustainable development. This research suggests that towns should consider four actions based on the Four-Action Framework of The Blue Ocean Strategy (Kim, 2005). The goals of the Blue Ocean Strategy are to seize new opportunities and to reduce costs (Kim, 2005), which resonate well with the challenges facing municipalities.





1. **Eliminate:** which of the projects that the municipality takes for granted should be eliminated?
2. **Reduce:** which projects should be reduced well below the standard?
3. **Raise:** which projects should be raised well above the standard?
4. **Create:** which projects that the municipality has never carried out before should be created?

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Appendix

Table 1 List of factors and questionnaire items

Factor	Item
Natural environment	Effectively prevents deforestation
	Prevents the deteriorating urban development
	Appreciates natural environment
Social equity	Improves the conditions of low-income members
	Has affordable housing
	Promotes social interaction
Economic growth	Promotes innovation
	Encourages economic clusters
	Fosters comparative advantages
Built environment	Has a compact built environment
	Encourages mixed use of land
	Facilitates efficient development
Landscape	Has visually appropriate built environment
	Has accessible built environment
	Has a beautiful landscape
Liveability and health	Has a stable environment
	Provides adequate shelter
	Protects residents from environmental risks
	Promotes development of physical and mental health
Conviviality	Has adequate medical facilities and personnel
	Has a safe environment
	Offers space for gathering
	Promotes cultural and leisure activities
Transport	Has good transport connectivity
	Has affordable public transport
	Has modes of transport that operate on renewable energy
Energy	Encourages production of renewable energy
	Has sufficient space for renewable energy production
	Has passive solar design
Water and waste management	Reuses water efficiently
	Monitors water quality of water
	Encourages waste recycling
Governance	Involves residents in the planning process
	Involves stakeholders from multiple disciplines
	Involves experts in the planning process

Table 2 Physical Reality Indicators, Data Source, and Rating Method

Factors of Place Sustainability	Indicator	Data Source	Scoring Method	Weight
Natural environment	Ratio of the natural green area to the total area	GIS	\bar{x} and S.D. (+)	33%
	Ratio of the man-made green area to the total area	GIS	\bar{x} and S.D. (+)	33%
	Length of the land adjacent to blue infrastructure to the total area (km/km ²)	GIS	\bar{x} and S.D. (+)	33%
Built environment	Mixed land used (average number of types of land use per 500 metres on the two main roads)	GIS	\bar{x} and S.D. (+)	50%



	Density (average number of units of use per 500 metres on the two main roads)	GIS	\bar{x} and S.D. (+)	50%
Landscape	Sidewalk score (the presence of trees, shrubs, sidewalk width, and traffic islands and the absence of signage)	Google Street View	\bar{x} and S.D. (+)	100%
Waste and water management	Waste collection (kilograms per person per day)	Municipality report	\bar{x} and S.D. (-)	50%
	Water usage (cubic metres per household per month)	Waterworks authority	\bar{x} and S.D. (-)	50%
Social equity	Apartment rent (THB) per square metre	Renthub.in.th	\bar{x} and S.D. (-)	8%
	Condominium rent (THB) per square metre	Renthub.in.th	\bar{x} and S.D. (-)	8%
	Number of apartments per 1,000 residents	Renthub.in.th	\bar{x} and S.D. (+)	8%
	Number condominiums per 1,000 residents	Renthub.in.th	\bar{x} and S.D. (+)	8%
	Number of educational institutions per 1,000 residents	Municipality report	\bar{x} and S.D. (+)	33%
	Growth in the number of people living under poverty (provincial) 5-year CAGR	National Statistical Office	\bar{x} and S.D. (-)	17%
	Growth in the number of people living under poverty (provincial) 1-year YoY	National Statistical Office	\bar{x} and S.D. (-)	17%
Transport	Travel velocity (km/h)	Google Maps	\bar{x} and S.D. (+)	50%
	Number of newly registered motorised vehicles per 1,000 residents (provincial)	National Statistical Office	\bar{x} and S.D. (-)	13%
	Number of total registered motorised vehicles per 1,000 residents (provincial)	National Statistical Office	\bar{x} and S.D. (-)	13%
	Growth in the total number of motorised vehicles (provincial) 5-year CAGR	National Statistical Office	\bar{x} and S.D. (-)	13%
	Growth in the total number of motorised vehicles (provincial) 1-year YoY	National Statistical Office	\bar{x} and S.D. (-)	13%
Energy	Electricity usage (kilowatt hours per household per month)	Electricity authority	\bar{x} and S.D. (-)	100%
Economic growth	Gross provincial product (GPP) growth (provincial) 5-year CAGR	National Statistical Office	\bar{x} and S.D. (+)	17%
	Gross provincial product (GPP) growth (provincial) 1-year YoY	National Statistical Office	\bar{x} and S.D. (+)	17%
	Income per household growth (provincial) 6-year CAGR	National Statistical Office	\bar{x} and S.D. (+)	17%
	Income per household growth (provincial) 2-year CAGR	National Statistical Office	\bar{x} and S.D. (+)	17%
	Job vacancy growth (provincial) 5-year CAGR	National Statistical Office	\bar{x} and S.D. (+)	17%
	Job vacancy growth (provincial) 1-year YoY	National Statistical Office	\bar{x} and S.D. (+)	17%
Liveability and health	Air quality index (AQI)	Pollution Control Department	AQI formula	50%
	Number of medical facilities per 1,000 residents	Municipality report and Google Maps	\bar{x} and S.D. (+)	25%
	Number of medical beds per 1,000 residents	Municipality report and website	\bar{x} and S.D. (+)	25%





Conviviality	Average rating of attractions on Google Maps	Google Maps	Average rating	50%
	Number of attractions per 1,000 residents on Google Maps	Google Maps	\bar{x} and S.D. (+)	25%
	Number of visitors (raters) per 1,000 residents on Google Maps	Google Maps	\bar{x} and S.D. (+)	25%
Governance	Voter turnout in the previous municipality election	Election Commission of Thailand	\bar{x} and S.D. (+)	50%
	Information dissemination of the website	Municipality website	\bar{x} and S.D. (+)	25%
	Feedback responses on the website and Facebook	Municipality website and Facebook	\bar{x} and S.D. (+)	25%





Might archetypes in branding be universal after all? Adapting a Western Construct of psychologically based Jungian brand archetypes to assess the distinctiveness of Beijing and Shanghai as city brands.

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This work is part of a research series looking to re-evaluate the role of Jungian archetypes in branding as a route to enhance international appeal of products and services at a time of rising nativist ethno-centrism and a concomitant reduced belief in international free trade principles as a route to economic betterment. That is to focus on the unique but universal aspects of the spirit of a place rather than nationalistic or totemic symbols that are more divisive.

This work is an original contribution to brand identity in both FMCG and the emerging field of City / place branding in that it unifies, in both theory and practice, what we may intuitively suspect. Namely, that it is people and their perceived character, as seen as coming from a place, that connects psychologically with others via a branded product or service. Archetype use in brand development has been subject to significant peer-review analysis and this new research offers novel insights to researchers and practitioners alike on how they may present their city brands to the world. In extending a sophisticated, peer reviewed archetype testing instrument based on narrative material to Beijing, this also brings what are seen as primarily Western models of analysis, to Eastern cultural models. Even in framing this study, interesting themes have emerged such as the relative absence of some archetypes such as “Jester” in the Chinese frame of reference e.g. a Shakespearean fool telling to truth to power or the “jester” its role in political satire. The Innocent, or seeing the world in a quasi Eden state is also of limited application.

At the Institute of Place Management Symposium (MMU) in April 2018, some pilot research work was presented on the theoretical question as to whether character of origin, rather than country of origin per se, was a more compelling explanation for successful export brands.





This pilot research covered 7 beer brands from 6 countries, a category noted for its reliance on brand strength as a critical factor for success. The results showed a positive alignment of archetypes between both country / region of origin and the brands in question. This dual analysis was based on the application of the SDADAM testing instrument, Storytelling-Case Archetype Decoding & Assignment Manual, published by Arch Woodside and Suresh Sood in 2016 and applied to a range of available marketing material, blogs and customer commentary.

A research programme is now in place to add more depth to the original analysis specifically to better understand place branding through a collaboration between Prof. Chunying Wen (Communications University of China) and Caroline Whitfield (Strathclyde Business School).

Stage 1: Beijing City brand: Application of both the SCADAM instrument to material within several focus groups as well as a 500+ quantitative survey of both visitors and residents of Beijing

Stage 2: Shanghai city brand – the same methodology is being applied for research in Shanghai in Q1 2019 and this will be contrasted with Beijing to understand the common vs different results across two very different Chinese cities. This will also develop the conceptual model

This innovative approach gives another level of potential depth to city and place branding as a marketing construct and may add other avenues for both research and practitioner development.



6th Corfu Symposium on Managing and Marketing Places

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Session 10
Tourism, Events, and Activities





Responsible Tourism - Involving Communities in Packaging Travel

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This extended abstract provides an overview of the approaches taken by a number of UK adventure tour operators in the co-creation of new itineraries with local communities. Although tour operators play a key role in destination development, it is very rare that they have been the focus of research. Goodwin & Font called for more research about the sector, *'the practitioner voice has not been heard often enough; in traditional journals there is relatively little about current initiatives being taken to make tourism more sustainable and to create change'* (2011, p. 3). This research focus on the implementation of responsible tourism practices implemented by independent UK based adventure tour operators.

Responsible tourism is said to have emerged as a new framework for developing and managing tourism (Goodwin, 2005) and is closely linked to the principles of sustainable tourism (Lovelock, 2008). As Butler noted in relation to the rise of alternative tourism in the 1980s: *'... the industry and tourists individually are being expected and required to shoulder more responsibility for the effects of travel and behaviour on host environments, both physical and human.'* (1995: 5); a view echoed by the United Nations World Tourism Organisation (UNWTO) who made reference to *'...socially and environmentally responsible travel.'* (1998: cited in Scheyvens, 2002:6).

Responsible tourism is based on respect for communities and their environment and aims to maximize the benefits to the destination locale whilst minimizing costs. In summation responsible tourism is not a tourism product or brand. It represents a way of doing tourism planning, policy and development to ensure that benefits are optimally distributed among impacted populations, governments, tourists, and investors (Holland, 2014).





Tour operators act as intermediaries within the tourism distribution chain, providing a pivotal link between the tourists and the destination. They act as interpreters between the ‘push’ of the tourist and the pull of the destination (Dann, 1977). The role of tour operators is influential in the development and continuing success of any destination by their inclusion in promotional material. However, operators also play a particularly controversial role in destination development as their size and power influences development by determining the volume of tourists, the type of tourist and the speed of development.

Curtin and Busby (1999) highlighted the dependency relationship between destination and tour operator, concluding that the long-term effects of such relationships are usually negative for the destination. According to Ashworth and Goodall (1990) the tour operator’s allegiance to any specific destination is tenuous; as the destination becomes less popular or less profitable, operators may switch their alliances to new destination and withdraw from the original destination. The development of new product offerings or new destinations can build pressure on the destination; the host community and the environment.

Global tourism activity has doubled since 1990 and 2010 (UNWTO, 2016), and this is catalysed diversification away from the traditional package holiday to increasingly specialised, differentiated packages (Holland & Leslie, 2017). As a result, there has been a substantial increase in demand for trips to more remote destinations such as the Arctic, mountain regions and the Galapagos.

For adventure tour operators, creation of new products it is unlikely to involve drastic diversification, additions can be considered as product line extensions, these may involve similar products in new countries or developing new itineraries in established destinations.

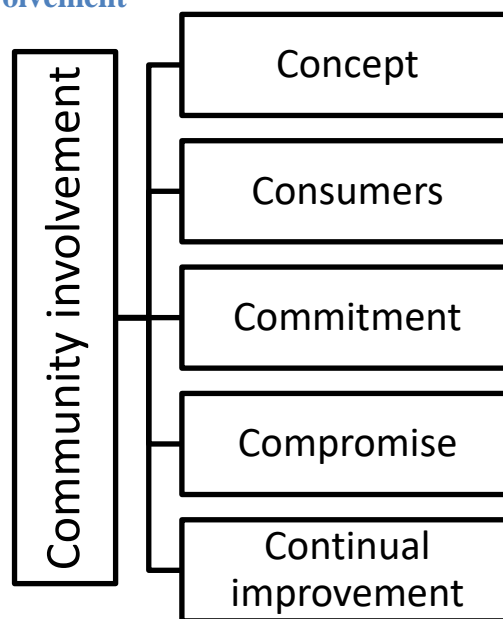
The focus of this research was on the individual and the unique insight into the interpretation of responsible tourism in practice. This approach utilised a phenomenological methodology with the use of semi structured interviews which allowed the respondents to explain how they implemented responsible tourism policies. The findings from the initial research identified a key number of themes and the following discussion addresses the co-creation of new itineraries in conjunction with local communities.



All respondents identified that community involvement was critical not only to the conception of the product but also to its continuing success. The relationship between the tour operator and the destination is complex and decisions that were made pertaining to the introduction of product offerings were guided by the company’s values, the market opportunities and the community engagement. The respondents commented that the co-creation of products brought a number of benefits to remote communities in addition to the more obvious economic benefits. Many operators provided examples of how tourism has enabled communities to remain in situ after traditional industries have declined, or a secondary income to support traditional livelihoods.

The following themes were identified:

Figure 6 Community Involvement



The initial concept for the product evolved from two sources that act as a catalyst, specifically their existing contacts and suppliers in destinations and consumer feedback. Long term relationships with suppliers was viewed as critical to the creation and success of any product. The companies worked with local suppliers (accommodation, activity, transportation) to develop itineraries that meet the initial conceptual brief and the consumer demand. Meeting the expectations of consumers and maintaining their safety is crucial the success of any new product. Commitment to suppliers and communities was demonstrated through business activities such as contracting and payment, adopting a more responsible approach than end of season payments.

Compromise with the theme which all operators discussed. For these responsible adventure tour operators, the utilisation of independent hotels, local transport and local guides are key features of their products, however all companies identified itineraries where trade-offs had to be made. Sometimes itineraries could not be created within the timeframe or cost expected by the customers which many operators found disappointing. Continual improvement was demonstrated in a number of ways. Some operators offered clean-up holidays to maintain the attractiveness of the environment, whereas others provided charitable donations to improve community facilities such as stoves and equipment.

This extended abstract highlights our research investigating the consideration that UK adventure tour operators give to the destination and the communities where they offer itineraries. The research identified that tour operators' relationships with the destinations is complex, however decisions are guided by the company's philosophy and values. Operators acknowledge that community involvement is critical to the success of any products and the benefits of tourism should stay within the community. In offering excursions and attractions, communities have the opportunity to ensure that members of the local community gain employment in tourism enterprises which may provide an alternative to some of the more detrimental activities they could otherwise be engaged in.

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**Literary Tourism in Sweden:
Examples of Failure and Success**

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&

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Background

Literary tourism is a type of cultural tourism that deals with places and events from fictional texts as well as the lives of their authors. This could include following the route taken by a fictional character, visiting particular place associated with a novel or a novelist. This kind of tourism has received little attention in research. Most attention literary tourism has gained in Stockholm, with guided tours through the characters of *Astrid Lindgren's* child novels, *Stieg Larsson's* Millennium trilogy, *August Strindberg's* life and stories, the 18th century poet *Carl-Michael Bellman* to mention a few. Outside Stockholm, the small town Pajala, in the very north of Sweden, has gain attention through *Mikael Niemi's* novels. The town Ystad, in the very south of Sweden, has profited from *Henning Mankell's* novels on chief inspector Kurt Wallander.

Relatively little attention has been paid to literary tourism in Sweden. In international research, it has been identified as an area with great potential. In previous research, the ways in which places are consumed have been explored by e.g. Urry (2002). The visual character of such consumption and its implications for places and people should be given particular attention,





also when it comes to literary tourism. Similar patterns have been identified from TV series and movies (Busby & Klug, 2001).

Aim and questions

This paper aim at discussing the challenges and opportunities that literary tourism can bring. Five examples from Sweden are discussed. Two of the cases discussed point at the challenges of literary tourism. *Camilla Läckberg*'s fictional characters from Fjällbacka, a small community on the west coast of Sweden, and *Jan Guillou*'s medieval character Arn Magnusson from Skara in western Sweden both illustrate the challenges of literary tourism. Other places have managed to explore the opportunities in literary tourism better: Ystad, with chief inspector Kurt Wallander, and Stockholm, with e.g. the Millennium Trilogy – both mentioned above. The city of Växjö has also been able to profit from *Wilhelm Moberg*'s novels on the 19th century emigrants to America from this region.

Two questions will be answered in this paper: (1) why did some places succeed in the literary tourism, while others failed? And (2) what role does local stakeholders and political interests play in the literary tourism discussed?

Material and methodology

This is a literature study based upon five different case studies. The selected case studies are assumed to have a strategic importance to the general problem, and they aim to describe the existing situation. The findings from the case studies can then be compared to theory and previous research findings, and some generalisations can be made on the findings.

This study will use a mixed methods methodology, in which both qualitative and quantitative sources are analysed. By combining different kinds of material, a fuller analysis can be made of complex situations and processes. When the empirical material consists of literature, internet sources, documents and previous research, this is a commonly used methodological choice in marketing studies.





Conceptual framework

The definition by Herbert (2001) on ‘literary places’ will be used as a starting point, i.e. a literary place acquire meaning from links with writers and the settings of their novels. Such places attract tourists and form part of the landscape of heritage tourism. Literary places are, in line with Urry (2002), places to be consumed. It can be argued that the more exceptional qualities a literary place possesses, the easier it is to develop and exploit for tourism purposes (Watson, 2006) for place marketing and branding (Hoppen et al., 2014; Kavartzis, 2012).

The conceptual framework developed in this paper will synthesise these aspects. Literary places are strictly differentiated by their unique selling points and helps in place marketing and branding.

Preliminary findings

Literary tourism, like all other place-marketing activities, needs to be accepted by the residents and be in line with the local political ambitions. Second, if the unique selling points are explored correctly, literary tourism can offer opportunities to create jobs and stimulate economic development outside the major metropolitan areas. Third, the *Millennium Trilogy* from Stockholm appears to have had an advantage from its situation in the capital city. Fourth, how to measure the effects of literary tourism is a crucial question.

Relevance to the Symposium theme: This paper explicitly addresses the symposium theme ‘Places that are connected to art, literature, popular media, culture and heritage’ when analysing five Swedish places that have tried to explore the opportunities of literary tourism and how it is connected to culture, places and people.

Impact of main practical results: Four aspects of the preliminary findings bear an impact on practical work with literary: (1) literary tourism can place smaller towns and cities as well as places in peripheral areas on the map – internationally and nationally. (2) Literary tourism can create jobs and stimulate economic development, but is unlikely to be a panacea for regional



development. (3) How to measure the effects of literary tourism is a crucial question, and, finally, (4) to be successful, literary tourism needs to be accepted by the local population and be in line with the local political ambitions.

Keywords: literary tourism, place marketing, local development, destination marketing, Sweden.

JEL codes: Z32, M31, D47, R11

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**“Trail running events as a contributor to regional economic development:
A case study of the “Festival des Templiers”, France”**

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Trail running has been one of the fastest growing outdoor activities in recent years. This relatively new discipline that is largely practiced in the great outdoors has a strong connection with the territory that it is held in; both as a geographic support and ‘décor’ of the activities. (François & al, 2006)

Our research analyses the impact of a specific race on the territory that facilitated it and the territorial conditions that have led to its growth in popularity. We have chosen to study this specific event since it is historically, the first trail running race in France, and the largest in terms of number of runners.

Although publications on sporting events and their growth have been numerous, we find that the particular concept of "territorial resource", as defined by Mao & al, (2009) seems particularly adapted to our field of study. It is this theory that we have retained to structure our analysis.

Our methodology is largely imposed by the exploratory nature of this case. At this stage of our approach, we have focused on the event itself and its various stakeholders by cross-referencing the data collected in accordance with the requirements defined by Yin (2013) for this type of study.





Due to the few academic references on trail running, apart from Olivier Bessy's seminal work on the Ultra Trail du Mont Blanc (2011, 2012), our approach expands the scientific literature on the "trail running" object.

From a more managerial point of view, our approach initiates a work of discovery of the territorial elements that favour the establishment and development of natural races.

Literature review: outdoor sporting events and territorial resources.

1. Concept of territory and theory of territorial resources.

The territory refers primarily to a geographical space, but many authors now agree that it is also based on a 'social space' and a 'lived space' that includes various 'actors' and their practices (Moine, 2006); that is nourished by its history and is lived as a project (Pouille & Gorgeu, 1997 in Moine, 2006).

The territorial resource can be defined on the basis of its characteristics. Firstly, it is specific because it is territorialized. The geographic, historical and cultural environment will interfere with the value of what is produced (Colletis & Pecqueur, 2018).

Secondly, the territorial resource is a potentiality that must be revealed and then exploited by actors before it becomes a valuable asset.

The territorial resource is renewable provided that the processes that make it exist, persist over time.

Gumuchian & Pecqueur (2007) and Bessy (2011) situate the resource in five dimensions: a geographical dimension that situates and anchors the resource in a particular territory; a sociological dimension that involves many actors; an economic principle that allows the diversification of local economies; and a political principle that supports a regional project.

2. Outdoor sport and territorial development.

To this day, Research on Trail running and its practice remains limited in the Social sciences field. For this reason, we have chosen to take a wider field of reference; that is the practice of outdoor and nature sports.





The contribution of nature sports to *territorial development* has been the subject of much research. Various studies have focused on the ‘*activation*’ of initial ‘*allocations*’ in the context of outdoor sports; sometimes leading to different results in terms of the evolution of territorial performance.

Beyond the physical and geographical aspects, most researchers agree on certain social characteristics of the territories under consideration. In particular, there is consensus on the existence and practice of a form of *recreational atmosphere*, (contextually and as a cultural and social marker) that would govern the development of this type of activity in the territory (Bourdeau, Corneloup, Mao, 2004).

Besides, the role of nature sports in territorial development seems to be unanimously accepted. They participate in the "touristification" of rural areas (Siau, 2007; Mao & al, 2009), promote the establishment of companies and therefore job creation (Mao & al, 2009) and "[...] are among the relevant vectors of territorial communication" (Oboe, 2008: 43).

The economic benefits of developing this type of practice seem to be coupled with social and societal benefits provided that their development is carried out in a harmonious manner (Bessy, 2008; Suchet & al, 2014)

Olivier Bessy (2011), who studied the Ultra Trail du Mont Blanc (UTMB), the premier race of its kind in Europe, says that the race can be assimilated to a territorial resource. Bessy believes that the success of the event is based on the symbolic qualities and tourist attractiveness of Chamonix at the foothills of Europe’s highest mountain, as well as on a collective governance approach to the race.

Presentation of the terrain and methodology.

1. *Presentation of the context: the territory of the Grands Causses and the Festival des Templiers.*

The territory of the Grands Causses is located in the South of France, in the North East of the Occitania Region. Historically, this predominantly rural territory, massively devoted to agropastoralism, has experienced a massive exodus of its residents. The Grands Causses was for a long time isolated from the main road networks; consequently preserving its unspoilt nature and exceptional landscapes. This has led to the creation of two Natural and Regional parks, as





well as the region being listed as a World Heritage Site. Today the territory benefits from outdoor tourism; however, the tourist season is reduced to a few weeks in the year, during the summer. At the sporting level, the city appears to be particularly active. It was a pioneer in creating and facilitating some sporting activities that are now sports in their own right (Speleology in the 1880s, Climbing and Canyoning in the 1920s and the Ultra Long Distance Race of Millau in 1972).

In this context, it is interesting that *Gilles Bertrand*, a sports photographer and *Odile Baudrier* introduced to the region, an event that they had observed in the United States and that was unheard of in France and much of Europe at the time: a running race that takes place off the roads and across mountain paths. The first edition of 1995 was a tepid affair with 65 runners but the event has gained in popularity in the changing world of outdoor (non stadia based) races and is currently the biggest race in France (in terms of number of runners). The unique event of the 1990s has today been transformed into the "Festival des Templiers" which lasts 3 days, and plays host to the second largest trail event in France.

2. *Methodology adopted.*

We use a traditional case study methodology (Yin, 2013; Farquhar 2012) that includes primary and secondary data collection and triangulation of the data collected.





The following table summarizes the steps taken to date

Primary Data	Positioning of FDT leaders vis-à-vis the territory concerned.	Non-directive interviews with the founders and leaders of the Templar Festival. (8 hours)
	Opinions of those responsible for tourism and territorial development.	Non-directive interviews with tourism managers and the community of municipalities. (4 hours / process in progress)
	Opinion of the economic and associative actors of the city of Millau	Non-directive interviews of partners and other economic actors of the territory. (6 hours / process in progress)
	Study of the positioning of the race in relation to the territory	Study of promotional documents, the site and social networks of the Festival des Templiers
Secondary Data	Study of the sporting positioning, organization and ‘feeling’ about the race	Local newspapers, specialized newspapers. (Oct. 2016 to August 2018) Specialized sites and forums (Oct 2006 to Oct 2018)
	Study of the territory of the city of Millau and its surroundings	Reports and analyses produced by the Tourist Offices and the Parc Régional des Grands Causses
	Study of the impact of the race on the territory of the city of Millau	Analysis of the impact studies of the Templar Festival produced by the Chamber of Commerce and Industry for the years 2008, 2012, 2014, 2016, 2016, 2017 and 2018

Table 1. A listing of the Methodological research done. (Authors)



Results and discussion.

1. *Results.*

- A purpose-oriented approach to the economic development of the territory.

The Festival des Templiers (henceforth called FDT) first of all appears to be a deliberately demarcated "territorial" event because of the will expressed and translated into action by the founders and the organisational team. From a tourism point of view, the FDT generates significant activity during a particularly low season (the event is held in autumn, when the weather is somewhat inclement) and stimulates summer stays. The trail show also gives local traders and Sponsors the opportunity to promote their products and services to a wider audience in a rewarding context and indirectly helps to perpetuate certain seasonal jobs, or at least to limit population departures.

The FDT contributes to giving the city and the territory a more dynamic image and closer to its sporting reality and naturally fits into the development plans of the Community of Communes (regional government body) and serves as a relay for the development of new services related to the sporting discipline but also for making contact with new investors.

Finally, the organization is particularly considerate of the natural environment it uses.

- The race of a territory.

The Festival maintains links with many institutional and associative bodies in the region, but perhaps the most important result of our study is the observed importance and prevalence of volunteer work. This habit of "living together" and "living sports" seems to be a real tradition in the city of Millau and the territory in general. The same volunteers, tend to come and be present year after year, gain in "professionalism" and tend to take 'ownership' of the race. Another unexpected consequence of this profusion of volunteers in the population is that it limits conflicts of use by various stakeholders thanks to increasing opportunities for communication.





2. *Discussion.*

The various data we have collected allow us to produce some results that are future avenues for research.

- Geographical, natural, historical and sociological endowments.

Among the territory's endowments, it is necessary to note the exceptional quality of the natural environment, particularly conducive to outdoor sports and which makes it an ideal playground for outdoor running, corresponding to the "environmental logic" described by Mao & Bourdeau (2008).

The territory of the Grands Causses has probably been preserved by the relative isolation in which it has remained for years and unlike the UTMB case analysed by O. Bessy (2011), Millau could certainly not claim to be one of the sport capitals.

However, Millau, far from the somewhat retrograde image that still prevails sometimes, is a deliberately sporty city and its past as a "pioneer" can be included in the "social" endowments of the territory.

Among the endowments from which the Festival has benefited, we will also note the associative vigour of the territory (Corneloup & al, 2011). The long isolation of Millau has developed a philosophy of "doing together" which today translates into a great diversity of very active associations, a social dynamic identified by the literature (Bourdeau & al, 2004).

- ***The FDT is a territorial resource for the territory of the Grands Causses.***

The sporting value that the paths that cross the Causses could represent was undeniably hidden for the territory, since the practice did not yet exist in France. The event seems to us to include the necessary *anchoring with the territory* (Gumuchian & al, 2007, Colletis & al, 2018): it was born in the Grands Causses and is now part of the local cultural and sporting heritage, especially since it claims to be such. The *sociological principle* seems to us to be respected because of the diversity of public and private interests involved in the organisation of the event and in the event itself (Gumuchian & al, 2007, Bessy, 2010, 2011). The *ecological principle* is respected as far as possible for such an event insofar as the organization multiplies preventive measures and reiterates its efforts each year to limit its impact on the portions of the territory covered





(Bessy, 2008). Finally, *the economic impact* is considerable and protean. It stimulates both tourism and the local economy, the market and non-market sectors (Mao & al, 2009) and gives the territory a more dynamic image. (Oboe, 2006)

Finally, the *political principle* seems to be respected, although the founders of the Templar Festival retain control over their organization. Indeed, the event stimulates opportunities for dialogue between multiple stakeholders and the Festival fits very logically into territorial institutional projects.

In view of the above, we believe that it is possible to describe the sports event "Festival des Templiers" as a territorial resource in the sense defined by Gumuchian & Pecqueur (2007).

However, one particular feature of the latter is the weak role of institutions in its genesis and development.

Conclusion.

At this stage of our approach we can make some academic and managerial proposals that we will have to test, as well as some conclusions.

Firstly, it seems that the Festival des Templiers has all the characteristics of a territorial resource, in the sense of Gumuchian & Pecqueur (2007) and Bessy (2011, 2012). However, this territorial resource is not result of the implementation of a public or Government initiated project but stems from a private initiative.

Thus, our first hypothesis at this early stage of development would be that an autonomous private initiative could conditionally be assimilated to a territorial resource.

From a more managerial point of view, we found that the location of this outdoor activity had benefited not only from favourable geographic factors, such as the magnificent landscapes of the Grands Causses, but also from other factors of a more "sociological" nature. Thus, Millau's sporting past and the territory's highly developed associative culture are among the advantages that have enabled the Templiers race to become a Festival and a real asset for the territory.



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Session 11
Interactive Special Session:

Introducing the Institute of Place Management

Journal of Place Management & Development

Writing for Publication

Report from the 2018 Open Business Forum





About the Institute of Place Management

The Institute of Place Management has provided formal accreditation for the 3rd Corfu Symposium on Managing and Marketing Places to encourage and support individuals undertaking continuous professional development. The Institute of Place Management is *the* professional membership organisation that supports and represents organisations and practitioners in the place management and development sector. In this role the Institute supports and encourages the continuous professional development of those individuals engaged in place management, to maintain, improve and broaden their knowledge and skills to maintain a sufficiently high standard of professional competence.

If you would like more information about the IPM and its services, please visit www.placemanagement.org.

Journal of Place Management and Development

The Official Journal of the Institute of Place Management

Published by Emerald, the Journal of Place Management and Development (JPMD) is unique in bringing together research from management, real estate, marketing, tourism, retailing, geography, public administration, sociology, planning and design to advance understanding of place making, place management, place marketing and responsible tourism. There are now 4 Issues per year. JPMD has been added to the influential Academic Journal Guide, within the category of Regional Studies, Planning and the Environment. Only 28 other journals are ranked in this group. Reviewers have awarded the JPMD a Grade 2 rating, which is given to journals that meet all the accepted standards for academic research and publishing, are well regarded in their field, and often contain excellent practitioner-oriented articles. Members of the IPM get free access to current and past editions of the Journal. The Editorial team always welcome submissions of articles for inclusion in the Journal from academics, practitioner and policy makers.

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Report from the 2018 Open Business Forum

Dr Heather Skinner, IPM, Manchester Metropolitan University, UK

Christina Panagiotidou, Green Corfu

The Open Business Forum held at Faliraki Conference Centre on Wednesday 18th April 2018 as part of the Institute of Place Management's 5th Corfu Symposium on Managing & Marketing Places explored some of the issues and problems facing tourism development and place management on the island of Corfu in 2018.

Following initial consultation, the main problems were identified as falling into three main categories: Infrastructure; Information and Technology; and Type and Number of Tourists.

Based on a successful and proven methodology adopted by the IPM for a project examining the performance of UK High Streets, a similar methodology was employed with business people and policy makers attending the Corfu Open Business Forum.

The results of this research and led to the identification of 10 priority factors that Corfu should consider to "Get on with it" in order to have the most impact and over which the local community has the most control in order to improve tourism development on the island in the short term:

- *Infrastructure*
 - No DMO/no targeted branding
 - Poor infrastructure for congress tourism
 - Lack of qualified personnel in tourism
- *Information and Technology*
 - Poor information for tourists
 - Need for better information via digital methods, apps, online and social media
 - Changes to the role of travel agents and other information agents due to the rise in use of Social Media
- *Types and Number of Tourists*
 - Large volume of visitors to Corfu Town from Cruise Tourism
 - Lack of focus on special interest tourism
 - Short tourism season
 - The challenges of the sharing economy (e.g. AirBnB)

Other factors of lower priority were also identified, and categorised as those with little importance and little control ("Forget it"), those with importance but little or no control ("Live with it") and those with little importance but great control ("Not worth it")



A copy of the full report in English is available to download from the IPM website:

<http://www.placemanagement.org/media/126765/Prioritising-the-Issues-Affecting-Tourism-Development-and-Place-Management-in-Corfu-2018.pdf>

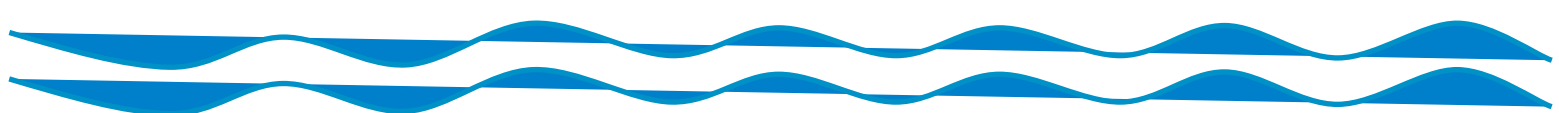
The report is also available in Greek:

<http://www.placemanagement.org/media/128482/GREEK-Prioritising-the-Issues-Affecting-Tourism-Development-and-Place-Management-in-Corfu-2018.pdf>

Further Research

Our academic network, strengthened considerably through our organisation of the Corfu Symposium on Managing & Marketing Places, can help further understanding of many of the issues identified in this report. To this end we believe we can help with finding out answers to the following specific research questions that link to the priority issues facing Corfu's tourism development and place management and marketing. To this end, if you would like to be involved in any of the following ideas for further research projects, please let us know:

- How best to establish a new DMO for a destination at the maturity stage of the tourism product life cycle?
 - Case studies from other places can be identified to research the main challenges and pitfalls, and to highlight best practice when establishing a new DMO.
- What infrastructure is required for 21st Century congress tourism?
 - There is a wealth of expertise across our academic and practitioner membership, and also a wealth of academic research into these issues that IPM could bring together to make relevant and appropriate recommendations for the development of Corfu's congress tourism infrastructure.
- What skills are required by 21st Century tourism professionals?
 - Our practitioner membership can also help inform any research into the skills required of tourism professionals, along with our understanding of the most up to date academic literature on the topic.





- What are the cultural interactions and social considerations of trash, waste and tourism?
 - IPM already has a great deal of existing research into these issues, and we have two academic members who are actively researching a deeper understanding into trash, waste and tourism who are keen to also apply their understanding to the specific issues facing Corfu in this respect.
- What is the role of digital and social media in place?
 - At the 5th Corfu Symposium on Managing & Marketing Places, IPM launched a new special interest group to undertake research into [Digital Placemaking](#), and this group is already actively researching these issues in general. There are a number of members who would also be keen to apply this understanding to the issues facing Corfu in developing a better online and social media presence and incorporating digital solutions to tourism issues.
- How does cruise tourism affect the Corfu Town visitor experience?
 - Cruise tourism has been researched by delegates to the Corfu Symposium on Managing & Marketing Places. IPM is also actively researching responses to ‘overtourism’ through our Visiting Places Special Interest Group, and through our close association with the [Responsible Tourism Partnership](#).
- How best to provide better diversity in Corfu’s tourism product offering?
 - IPM’s academic and practitioner members have already considered aspects of this issue that have been presented at the Corfu Symposium on Managing & Marketing Places and which could be investigated further to provide a range of specific solutions that would fit with the GNTO’s tourism strategy.
- How best to extend the Corfu Tourism season?
 - As above, IPM already have some research on this that we could investigate further.
- What are the challenges and benefits of the sharing economy (e.g. AirBnB) to Corfu?
 - This is an issue currently receiving considerable academic and practitioner attention, and IPM can help scope out these challenges and benefits for Corfu.



6th Corfu Symposium on Managing and Marketing Places

6th – 9th May 2019



Session 12
Place and Digital Media





Place Branding, Digital Asset Management, and Integrated Marketing Communications: A Conceptual Framework

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Integrated Marketing communications (IMC) has been described as “one of the most influential marketing management frameworks of our time” (Shultz and Patti, 2009, p.75). The development of the framework from a tactical tool for coordination of the numerous elements of the communication mix, to its current position of strategic approach to brand equity and customer relationship is mainly influenced by the current revolution in information technology and digital communication (Mulhern, 2009). IMC’s current status “reflects the shift of marketing from mass-oriented one way process to the more complex and interactive phenomenon that marketing has become in our digital co-creation age” (Foroudi et al., 2017, p 530). The aforementioned transformation has significant implications for IMC and how it is executed. According to Mulhern (2009), those implications are influencing four key elements of IMC – consumer insights, cross-media integration, data-driven planning and communication to multiple stakeholders.

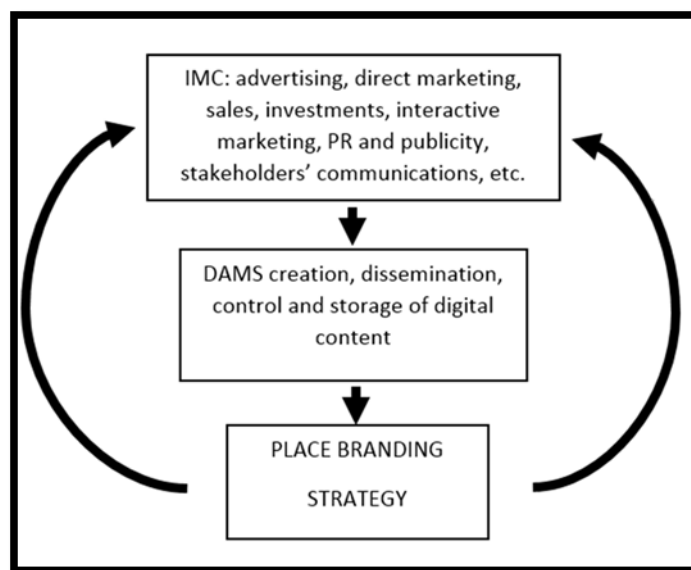
Lucarelli has stated (2018, p.260) that the way in which “place brands are constituted is via a co-branded complex and dynamic process in a constant state of change, shaped by the interaction of several public brands in particular time-space frames.” Therefore, it can be argued that the implications influencing IMC are likely to affect the strategic place brand development process of which IMC is a fundamental part (Eagle et al., 2007).

The purpose of this paper is to examine how the place branding process can be streamlined and enhanced by the introduction of digital asset management (DAM) systems in support of an IMC strategy (see Figure 1). DAM systems provide the “business rules and processes needed to acquire, store, index, secure, search, export and transform all digital assets and their descriptive information” (Artesia Technologies, 2002). Efficient and effective governance of



digital assets can allow better and more inclusive communication with customers and stakeholders and enhance the planning process. Furthermore, the introduction of a DAM system may create synergies among existing marketing communication channels. Such synergies can facilitate a new way of measuring the efficiency of the place branding effort by adopting contemporary metrics concerned with digital content creation, interactivity and online branding effort effectiveness (Erdem et al., 2016). As a “discipline and technology DAMS are all about the creation, control, flexibility, portability, access and reporting of digital assets between organisations, customers, partners and suppliers” (Regli, 2018). Hence, it can be argued that the introduction of DAMS will benefit the “...co – branded, complex and dynamic process of place branding” (Lucarelli, 2018, p.260). Furthermore, according to Keathley (2014) DAM systems can create workflow capabilities that will document and regulate the creation, review and approval of any type of digital content, allowing virtual real time cooperation and co-creation of digital assets. In addition, the ability of DAM systems to provide shared platform for all stakeholders involved also enables almost instant 360 degrees feedback among all parties involved.

Figure 1: Conceptual Framework for Place Branding, Digital Asset Management, and Integrated Marketing Communication





An analysis of the relevant academic literature concerned with place branding and digital asset management systems suggests that the introduction of a collaborative DAM system, may be a viable and innovative option for developing a strong place/city brand. Hence, it can be argued that a DAM system can be embedded within an IMC strategy as a logical evolution triggered by contemporary technological developments.

This paper is aligned with the Symposium theme to form and manage places through virtual partnerships, as it aims to provide practical, evidence-based solutions informed by academic theory to develop tools to better develop, streamline and target the digital marketing efforts of key stakeholders involved in the process of place branding. The proposed conceptual framework is intended to provide a valuable theoretical contribution to the body of knowledge related with place branding and technological progress. Furthermore, the implementation of the proposed framework is intended to provide practical solutions for key stakeholders by facilitating the handling and dissemination of digital assets to the full range of relevant stakeholders.

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**Collective digital marketing activities by place management initiatives:
evidence from the Netherlands**

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Introduction

In this digital era in which technology is changing consumer behaviour, the ever-growing popularity of online shopping is a major factor contributing to the decline in the number of consumers visiting our traditional urban retail agglomerations, such as town centres and inner-city retail clusters, for shopping (Hart et al., 2013; Weltevreden, 2007). With the economic base in decline, these traditional urban retail agglomerations increasingly compete with each other for survival (Teller et al., 2016; Wahlberg, 2016). A growing body of research argues that the quality of the experience of a retail agglomeration is becoming the key to visitor engagement and satisfaction (Coca-Stefaniak & Carroll, 2015). Collective digital marketing activities may facilitate local stakeholders of these agglomerations in trying to improve the





attractiveness of their locality (Grimsey et al., 2013; Stocchi al., 2016). For example a collective town centre website can inform on the activities happening in the town centre and the use of collective social media channels can increase consumer interaction.

Using digital technologies as a collective tool to enhance, rather than replace, the consumer experience of the retail agglomeration requires cooperation on the local level (Wrigley & Lambiri, 2015). Agglomeration stakeholders such as retailers, property owners, town centre managers, and local government frequently seek this cooperation in multi-stakeholder place management initiatives (Coca-Stefaniak et al., 2009). In these initiatives stakeholders of traditional urban retail agglomerations pool resources with the aim to improve the attractiveness and thus vitality and viability of their locale (Parker et al., 2017). Such place management initiatives exist in many countries and in various forms within these countries (Coca-Stefaniak et. al., 2009). In the Netherlands local shopkeeper organisations and Business Improvement Districts (Bids) are examples of such place management initiatives (Risselada et. al., 2018).

Despite the recognized opportunities, this far, very little attention has been paid to the collective digital marketing activities by these place management initiatives (Wrigley & Lambiri, 2015). A notable exception is research by Risselada et. al. (2018) in which a large variation in the intensity of use of collective digital marketing activities by Dutch place management initiatives is observed. In the field of retail marketing a considerable amount of literature has been published on factors influencing the use of digital marketing activities by individual firms (Kannan & Li, 2017). These studies have emphasized the importance of firm resources in relation to their use of digital marketing activities (Taiminen & Karjaluo, 2015). Furthermore, a large number of studies in the field of town centre management have highlighted the challenges place management initiatives encounter in pooling resources (Medway et al., 2000; Forsberg et al., 1999). Yet, insights into the resources enabling and constraining collective digital marketing activities by place management initiatives have, to our knowledge, remained lacking.

The current study therefore draws on the resource-based theory (Grant, 1991, Wernerfelt, 1984), which explains the heterogeneity of business strategies and performance by differences in organizational resources, rather than market characteristics. By doing so we aim to contribute to the retail marketing and town centre management literature insight in the way





the heterogeneity of resources pooled in place management initiatives contributes to the variation in the intensity of use of digital marketing activities by these place management initiatives. For practitioners concerned with increasing the attractiveness of their urban retail agglomeration, this research provides insights that can be used to make resources allocation decisions that are in line with their collective digital marketing strategies.

Research model and hypotheses

We perceive place management initiatives as a productive entities in which member resources are pooled to increase the attractiveness of the retail agglomeration. The resource based theory (e.g. Barney, 1991; Grant, 1991; Peteraf, 1993; Wernerfelt, 1984) considers how differential abilities to access, control, and organize resources can explain variation in organizational marketing strategies and performance (Morgan, 2012). We therefore draw on the Resource Based Theory (RBT) to explain how the organisational, human, financial and physical resources of Dutch place management initiatives enable or constrain the intensity of use of collective digital marketing activities. Our rough conceptual model is presented in Figure 1.

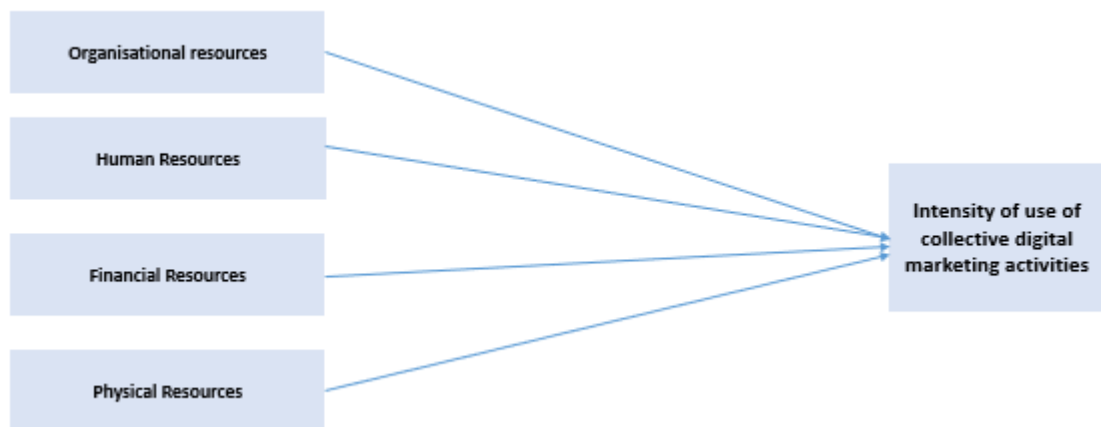


Figure 7: Rough Conceptual Model





Methodology

For this paper we consider the use of collective websites and social media channels by place management initiatives as representations of their digital marketing activities. To collect the needed data we first we performed a web search for Dutch place management initiatives. These efforts resulted in a dataset containing over 500 Dutch initiatives. We then conducted an online questionnaire targeting the official representatives of these initiatives, that we could reach via e-mail or a website contact form. This questionnaire provided insights into both the resources and the collective digital marketing activities of these place management initiatives. In total, 164 usable questionnaires were collected.

Results

The collected data is analysed using multivariate statistical methods. First findings indicate that, contrary to expectations, especially differences in organizational and human resources contribute to the variation in the intensity of the use of collective digital marketing activities by Dutch place management initiatives.

Summary

This paper concerns that way real collaborative place management initiatives in Dutch urban retail agglomerations collectively use virtual places such as their collective websites and social media channels to connect with their visitors. This study contributes to the academic knowledge concerning the resources that enable and constrain the intensity of use of collective digital marketing activities by Dutch place management initiatives. Hopefully this research will help town centre managers, retailers and other town centre stakeholders to make resource allocation and enhancement decisions that are in line with the envisioned digital marketing strategies of their place management initiatives.





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**The promotion of cultural and architectural heritage in Greece:
E-journalism as Place marketing strategy for traditional settlements in
Epirus.**

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This project concerns the promotion of cultural heritage and local civilization of the traditional settlements in Epirus with the contribution of e-journalism. The purpose of the writers was to indicate the new opportunities that offered by new technologies regarding the elevation and promotion of local civilization as well as to showcase how the development of conducive conditions of sustainable living can take place with the contribution of Place Marketing strategies.

The websites, the use of social media networks and the impact of new information and communication technologies in particular, have affected significantly the way which we meet, understand, choose and experience our visit in a place, our participation in local decisions, the information gathering for certain professional opportunities ect., having lead to a new form of reality.





Epirus and its unknown neighborhoods.

Epirus is the geographic and historical region in southeastern Europe, situated in the east side of Greece. In every corner we meet settlements with different geomorphologic, social, morphological features but they are well connected as they present very similar cultural characteristics due to their common origin or influences during their creation or through the years.

In our research as journalists, we wander in unknown corners of Epirus. We witnessed peaceful, calm and incredibly beautiful landscapes, we walked through cobbled streets, we quenched our thirst in traditional fountains made of stone, we crossed arch bridges, roads covered by firs and we reached to eagle nests and mountain lakes.

We get hosted in traditional settlements and we rest in old mansions of unique traditional craftsmanship. We prayed in monasteries and we admired icons and woodcarving altarpieces of past centuries. We felt the harmony of the coexistence between the nature and the people, we met friendly and welcoming people, we sang with them polyphonic songs about emigration, we talked with them about the difficulties and the loneliness of their regions. We drank tsipouro and we learnt about our national benefactors. We danced in festivals, we heard about legends, we tasted the traditional products and we took place to collective cultural activities. We met popular handymen, icon painters and painters, stone technicians, woodcutters and stockmen.

Local civilization and Place Marketing-economical lever of development

The civilization and especially the local civilization and the elevation of cultural heritage constitute one of the main connecting links of the design and the promotion of a region's image. The protection, maintenance and elevation of local civilization and traditional settlements-a living cell of society-aims to actions, to their integration in nowadays reality but most importantly to the reassurance of their sustainability in the future.

A marketing strategy in the cultural planning and the cultural resources is considered necessary, having as a purpose the achieving of prosperity for the local society. This can be accomplished through the promotion of local products, hotel building, innovative investing initiatives, alternative innovative activities, providing new working opportunities for the inhabitants of these regions.



A Place Marketing plan that will adopt strategies of harmonious development and protection of the local civilization and environment. With touristic activities, cultural heritage protection programs and at the same time by informing, spreading awareness and educating the local society and all the entities.

Practical, theoretical and scientific methods for promotion and digital marketing

The methods that are used have the simple goal to build relationships with customers and the magazine. Nowadays, the digital marketing is an important tool of communication and information sharing. Especially, the promotions in the various Social Media platforms, collaborations with relative websites and the republication in other online magazines (in the form of online articles and blogs). In addition to this, the online magazine is a collective attempt which brings together people with different backgrounds and studies from each corner of the world. The final product combines harmoniously information, photographs and video analysis, connecting in this way the places with the readers.

E journalism as a Marketing Place strategy tool.

The past years, globally and in the internet environment, social media have become the most important communication networks, regarding the information and choice of tourist destinations. In particular, social media networks provide the possibility of fast and direct information and influence of the public.

Besides the existing channels of Greek National Tourism Organization and of the ministries of Culture, Tourism in extroversive actions (Twitter, Instagram, smartphones, tablets, online advertising, interactive banners, pop up windows and booking engines), the e journalism and most importantly the volunteering, in websites with many online visitors, contribute to the local and international influence and promotion of the culture, local history and tourism of mesmerizing ,in terms of beauty and cultural value, unknown parts of our country.

Conclusions

The interest of the writers in terms of region choice of the “Unknown Greece” is focused on traditional mountainous settlements and stone villages, showcasing monuments, traditional mansions, bridges, history, legends, events, dishes and products of nature, an eternal place with unique experiences.

The writers didn't participate voluntarily in a random touristic guide attempt. On the contrary, they tried to elevate the various characteristics, values, traditions and historic past of the traditional mountainous settlements of Epirus, mostly of those unknown, as a different perception of interests and purposes for their development and competitiveness.

The final product, meaning the image of the regions, that with the use of publications supply the websites and the social media succeeded some of the strategic planning of Place Marketing in a theoretical level. What remains is for the local and peripheral entities of self-government, to adopt a marketing mix and to aim in potential markets with departmentalization of those markets, evaluating the distribution channels as well as the means of promotion and support.

The writers collaborate voluntarily with the electronic magazine MAXMAG, in Athens and they participate in the magazine from the August of 2017 until May 2018 in the column «Unknown Greece» for culture, traditional settlements, and architectural heritage in Epirus. They attempted to combine the cognitive subject of Spatial Planning and Marketing for a region with rich history, culture, tradition, environment and architecture.

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