

City Marketing and City Competitiveness: An effort of reviewing the last 25 years

Theodore Metaxas

Adjunct Lecturer

*Department of Planning and Regional Development, University of Thessaly,
Pedion Areos, 38334 Volos, Greece.*

Tel: ++30 24210 74445-76075

Fax: ++30 24210 76075

Email: metaxas@prd.uth.gr

Abstract

One of the most interesting issues in the literature of urban studies, the last thirty years especially, concerns the significance of city marketing procedure on high degree of city competitiveness achievement. The basic questions arising refer to the effectiveness of city marketing and how it can be measured, to the ability of public local authorities to plan and implement promotion policies as well as to the determination of the prerequisites according to which the “final produced good”, which is the “city image”, can be promoted effectively to the potential target markets. The purpose of the paper is to provide some answers to the questions above by reviewing and discussing the main relevant arguments of the last 25 years

Key words: *City Marketing - City Competitiveness – Public Local Authorities – Basic Needs of City Marketing Effectiveness*

November 2007

1. Introduction

In the last few decades, a significant number of scholars approaching city competition and city competitiveness, praises the importance of Marketing of a city/place as a factor in the formation of a high degree city competitiveness [Ashworth and Voogd 1990; Gold and Ward, 1994; Kotler *et.al*, 1993, 1999; Avraham, 2000, 2004; Wu, 2000; Urban, 2002; Warnaby *et al.*, 2005, etc], but as well as a basic factor for strategic planning policies towards urban economic development, especially in the '80s, that, however, also continued in the '90s (Bailey,1989:3; Oatley, 1998:5). The international experience shows that place marketing can operate effectively through the promotion and support of the image of a place as a 'final provided good', in order that it becomes attractive and competitive in the potential target markets (Bramwell, 1998; Chervant-Breton, 1997; Dahles, 1998; Waitt; 2000; McCann, 2002, etc). But, most of the existing approaches tend to examine each of the above terms separately, presenting city marketing as a strategic process, which, however is something less interesting in the whole process of local economic development without any empirical investigation of the impact of city marketing on the cities' development that is taking place (Bradley *et al.*, 2002; Metaxas, 2006). Therefore, this situation is raising a very interesting debate among scientific approaches, as it concerns City Marketing character and its effectiveness. Among others, questions that concerning the effective implementation of city marketing policies, the role of local authorities, the successful contribution of city marketing in the whole process of local economic development, have already built an interesting debate among geographers, planners, sociologists and marketers. The purpose of the paper is to present and discuss the main arguments that different approaches support, in order to provide some answers by reviewing and discussing the main relevant arguments of the last 25 years. In order to satisfy this aim the paper is structured as follows.

In the first part of the article City Marketing successful stories are discussed, while the second part presents the most essential approaches towards urban competitiveness of the last thirty years, while at the same time focuses on the role of promotion policies. The third part concentrates on the role of local authorities in the aspects of planning, management and implementation of promotion policies, while in the forth part the importance of organizing capacity is proved. In the fifth part we attempt to itemize some basic needs we believe can contribute to the successful implementation of a Marketing Plan so that City Marketing can become an effective tool in city competitiveness. Finally, the article ends up to conclusions and questions for further exploration.

2. City Marketing

In the introduction of his book *'Selling Cities: The marketing and the promotion of towns and cities 1850 –2000'*, Stephen Ward (1998), mentions that all the cities, industrial, metropolitan as well as those of Eastern Europe, are actively involved in the 'Place Marketing game'. Lovering (1995:117) suggests that place marketing procedure, is the main action related the local development and the promotion of investment actions of cities that aim to the emergence and the sustaining of their image towards their external environment. In the international literature there exist approaches, which relate to the 'city's suburbs selling' or 'the post-industrial city selling' (Hall and Hubbard, 1998:35-47). Furthermore, examples of *technologically developed cities are presented* (i.e. the case of *Oulu*, (Jussila and Segerstahl, 1996), or the case of Singapore (Mahizhnan, 1999), or the case of Sophia-Antipolis (Longhi, 1999). Russo (2002) is mentioning the 'tourism cities' (i.e. *Venice*), while other scholars shape the profiles of the 'fashioned city' (i.e. the case of *Nottingham* (Crewe and Beaverstock, 1998), or the 'consumer city' (Glaeser *et al.*, 2001), or the 'competitive city' (i.e. the case of *Toronto*, Tufts, 2004)

In city case the 'produced good' is the city's image. According to Goodwin (1993), *'the cities have become 'goods', have been standardized, grouped, advertised and become the object of negotiations more than any other good in the capitalist society'* We do not use the term 'product' or 'service' and instead we use the term 'good', because a city or a place constitutes a multiple combination of products and services which are called 'local distinctive characteristics' (European Commission-LODIS Programme; Ashworth and Voogd, 1990:17) and which finally construct the image of the place as a whole (Metaxas, 2003). Cities that exist in this market compete with each other trying to be attractive to the potential target markets by satisfying their needs and their perceptions. Place marketing and, more recently, place branding literature is full of image improvements success stories (Schofield, 1996; Melbourne, 2006; Nuttavuthisit, 2007; Florek and Conejo, 2007) and examples of well-planned and implemented campaigns worldwide (Capik, 2007; Shir, 2006). Cases of cities traditionally industrial, such as Glasgow, Bilbao, Bradford etc., which showed signs of decline during the deindustrialization period, reinforced their image, their development and their competitiveness through planning and implementing marketing action schemes. Table 1 presents some representative examples of place marketing implementation.

Although place marketing importance is supported by the existence of scores of successful references to cities, it is being questioned as a procedure since it comes short of analyzing the internal and external environment of cities, specifically determining the potential target markets, developing concrete strategies aiming at the satisfaction of the potential target markets which they desire to attract and, finally, presenting a specific methodology to measure the effectiveness of promotion policies adopted in city competitiveness.

Table 1: Different types of place marketing policies implementation

Cases	Main goals
<i>Lexington (Kentucky)</i> McCann 2002	Identification of the relationship between culture and local economic development, in order to develop urban policy actions
<i>Town center management and cities promotion in UK</i> (Wooley, 2000; Page and Hardyman, 1996)	Seeking for cities identities and cities economic growth and development
<i>Studying the role of museums on cities development</i> in Amsterdam and Berlin (Aalst and Boogaarts, 2002)	Focusing to the emergence of the museums role on cities economic development in order to increase cities attractiveness
<i>Coimbra and Aveiro cases in Portugal</i> (Balsas, 2000)	Seeking for cities centers economic development and re-imagining
<i>Bilbao</i> (Gonzalez 1993)	Analysis of the relationship between culture, citizens and the quality of life (focus on the role of culture in strategic planning)
<i>Sheffield</i> (Bramwell, 1998)	City's attractiveness through customers needs satisfaction, by new products development in city's environment
<i>Amsterdam</i> (Dahles, 1998)	Re-imagining the city as a tourist destination by focusing on the evaluation of tourists' behavior.
<i>Barry Island in South Wales</i> (Selby and Morgan, 1996)	Reconstruction of place image
<i>Bologna</i> (Bloomfield 1993)	Planning and development of cultural policies and actions: Culture as a production field of urban economic development
<i>Paris and London promotional strategies</i> (Chevrant-Breton, 1997)	Analyse and compare the two cities promotional activities in a global and competitive context.
<i>The Rocks</i> (Australia) (Waitt 2000)	Analysis of consumers needs and demands in the case of heritage tourism
<i>Bradford</i> (Hope and Klemm, 2001)	Transformation of the city in order to become a 'tourism pole' through the creation of an effective image (in this case Bradford is a 'difficult area' of tourism development)
<i>North-Rhine Westphalia</i> (Ache, 2002)	Examine the relation between the vision and the creativity
<i>Manchester</i> (Schofield, 1996)	Focus on an alternative type of development: <i>cinematographic images</i>
<i>Czech and Slovak areas</i> (Johnson, 1995)	Measure the visitors' impacts on Czech and Slovak areas development, though the demand and the supply of visitors' attractions.

Author elaboration

This very point is especially important since economic geographers mainly, (Cheshire and Gordon, 1998; Cheshire and Magrini 1999, 2001; Rodriguez-Pose and Arbix, 2001) talk about the 'Waste Strategies', phenomenon, that is the strategies for the attraction of potential target markets, which developed without any kind of evaluation and consequently they do not generate any profit on local as well as on regional level. Finally one last downside of place marketing is the unfounded checking of the effectiveness, the planning and the implementation of development policies used by the public local factors. This fact is especially important, since the implementation of policies such as place marketing, asks for the active involvement of public and private factors of the place, as with its inhabitants (Metaxas and Petrakos, 2005).

3. Explanations on Cities Competitiveness and the Role of Promotion Policies

3.1 City Competitiveness

Even though City Competitiveness is not a new phenomenon [the first examples are seen in ancient Greece and the competition between Athens and Sparta, or admittedly the competition between Genoa and Venice in the Middle Ages period (de Vert Maarten *et.al*, 2004)] – its exploration comes in as especially interesting in the last quarter of the 20th century (Dicken and Tickell, 1992; Cheshire and Gordon, 1995:385; Markusen, 1996:29; Rondinelli *et al.*, 1998; Camagni, 2002; Boschma, 2004; *Urban Studies* special issue 5-6, 1999; etc). In the introduction of his book *Urban Competitiveness: Policies for dynamic cities*, Ian Begg (1999), suggests that the aim of his work is the presentation of various forms of urban competitiveness, taking for granted the fact that the concept of city competitiveness cannot be determined single-dimensionally. For many scholars, cities competition is characterized: by the growth and the efforts of multinational enterprises to establish new plants and offices in selected locations, by city governments taking on an increased role in marketing procedure in order to promote the image of cities as an ‘ultimate productive good’ (Metaxas, 2003), by the competition for European institutions to locate within cities, by the competition to attract business executives (Roth-Zanker, 2001), by the competition for public funds and by competition for ‘hall mark’ events such as sports and cultural festivals or trade fairs which have economic multiplier effects for cities economic development (Lever, 1993; 1999). Cities also compete in order to increase the quality of life and the environmental standards (Klaassen, 1987; Rogerson, 1999; Wong, 1998, 2001).

Furthermore, a number of studies (Deas and Giordano, 2001; Kresl and Singh 1995; 1999) are trying to measure urban competitiveness through the usage of both clearly traditional and social financial factors, contributing positively to the discussion that began mainly in the last decade, (Hubbard, 1995; Fest, 2000; Funk, 2000; Barnett, 2001; etc.), which concerns the importance of ‘soft factors’ in city competitiveness. Especially Kresl’s and Singh’s studies are considered highly important as, for the first time, an effort is made to determine city competitiveness through the emergence of each city’s specific characteristics, but also through the attention needed to be paid in the strategic planning and the choice of policies able to contribute to city competitiveness.

In his attempt to define city competitiveness, Storper (1997), supported that it is ‘the ability of an economy to attract and sustain businesses with stable or increasing market quota, while at the same time it secures steady or increasing living standards for those who participate in this urban economy’. According to Webster and Muller (2000), city competitiveness is defined as ‘ the ability of an urban area to produce and negotiate a

package of goods (products and services), which represent good value in comparison with other similar goods from other urban areas', while, according to Bailey *et al* (1999:8), referring to the cities of Edinburgh and Glasgow, city competitiveness is expressed as 'a result of city productivity since a city's competitiveness is defined as its ability to produce the highest possible economic output in comparison to other cities'. Additionally, Parkinson *et al* (2004), support that the characteristics of a competitive city, are the following: a) Economic differentiation, b) Specialized production force, c) Connectivity – Communication, d) Strategic ability to activate and implement long term development strategies, e) Quality of life – social, cultural and environmental level.

Following to the 6th Circular of the E.U. (Mouque, 1999), but also to the antecedent report of Nam *et al.* (1990), the concept 'competitiveness measurement' cannot be defined accurately when we refer to cities, regions or countries. More specifically, the concept of competitiveness is clear when it refers to measurable units (businesses) which develop measurable actions (competition in a market framework), and, as a result, it can be measured on a common scale. On the contrary, when we refer to social aggregations in space, such as cities or regions, the term competitiveness loses its coherence (Lovering, 2001). It is characteristic that Krugman (1996), in his article '*Making sense of the competitiveness debate*', criticizes severely those who perceive city or region competitiveness as the same as that of businesses. Namely, he mentions that the attempt to identify the competition between countries with that between businesses is merely 'a poor transposition'.

Evaluating the above approaches, we can suggest that the concept of city or region competitiveness cannot be defined single-dimensionally. Consequently, a commonly accepted definition should involve all the parameters that formulate a city's or a region's competitiveness. Namely, a city/region can not be characterized as competitive without taking into account the role and the dynamic of its business environment, nor can we support that its degree of competitiveness is defined mainly by the businesses that act in it. In addition when our focus is clearly on the city, the notion of competitiveness must be altered to reflect the reality of an urban economy and its capacity for action. According to Kresh (1995), many of the elements that are important for the nation, such as balance of payments or of trade, the exchange rate or aggregate demand management, have no relevance for the city.

3.2 The role of promotional policies

The last two decades ('80s and '90s) are characterized by the existence of several studies (Cheshire *et al.*, 1986; Cheshire and Hay, 1989; Cheshire, 1990; Lever, 1993; Turok, 1999; Cheshire and Carbonaro, 1996) that have identified the principle of competition as the most powerful explanatory factor of the spatial division of labor and

the reconfiguration of the urban hierarchy¹. In latest studies an attempt to evaluate the impact of territorially competitive policies or growth promotion policies on urban growth takes place. Cheshire and Gordon (1996), focus their analysis on the examination of factors underlying the different political performance of particular areas, in terms of their capacity to develop and to implement effective competitive policies for their economies in the new European context. Under this option they try to give an answer to the question: '*is territorial competition beneficial to the wider community?*' and suggest that there must be some evaluation development policies between those territorially competitive policies that are pure zero sum and those which potentially offer net gains not only for the people who live in the territory but for the wider community². However, of these development policies, the ones with the lowest influence and importance, especially mobile investments attraction, are those related to the direct city's promotion and advertisement. They disagree on the importance level of city marketing. They do not accept it as a primary activity. This option supports Keating's (1991:190) older thesis, which argued that promotional efforts and activities, that cities use in order to support their image and their development, are, very simply, ineffective. This stance is also supported, up to a point, by Head *et al.* (1999), who concluded that the existence of American promotion bureaus in Japan played a minor role in the final decision of Japanese enterprises to choose USA as the most appropriate destination for their investments. The came to the conclusion that the promotion bureaus or other types of advertising, contributed to the choice of the locality as the most appropriate destination of new investments, only in the case where the potential investor has limited information about this place. Kindra *et.al* (1998), also reached almost the same conclusion after examining the criteria for foreign direct investments in Asia countries, and concluded that the investment promotion policies where regarded as the least important for the decision making of businesses to set up new plants there.

These positions are totally in opposition to City Marketing supporters (Kotler *et al.*, 1993, 1999; Ashworth and Voogd, 1990:45; Urban, 2002; Ulaga *et al.*, 2002), that identified city competitiveness as an aim, attributing to the city the concept of a 'product' or 'good', supporting promotion policies as one of the main factors on city competitiveness, while at the same time, they recognized that the case of city image promotion is something much more complicated and multidimensional.

¹ A load of scientific articles base their approaches on two especially serious research programmes. The first one is '*Territorial Competition in the Single European Market (TeCSEM)*' which was developed in the mid 90s, and the second one is '*Cities: Competitiveness and Cohesion*' funded by British Economic and Social Research Council (Lever and Turok, 1999). The programme 'CITIES: Competitiveness and Cohesion' was designed by Economic and Social Research Council (ESRC) in 1997 and its effectuation was supported mainly by the Ministry of Environment of G.B while John Moores – University of Liverpool – undertook the management of the project under the supervision of Professor Michael Parkinson. The fields of research for this programme are the following three: a) city competitiveness, b) social cohesion and c) the development of future urban strategies.

² Cheshire and Gordon (1996, 1998) mention three distinct classes of policies: a) those there are pure waste, b) those that have positive impact locally but pure zero sum and c) those which increase economic welfare, both locally and from a wider perspective

4. Planning, Managing and Implementing City Marketing Policies

Michael Porter (1990) in *'The Competitive Advantage of Nations'*, pointed out the opportunities for cities and regions. He supported that, far from being smothered by the global economy, authorities had an increasingly important role to play in fostering a local environment where business could flourish (Duffy, 1995:2). The Public Local Authorities' contribution to the city competitiveness process concerns the planning of development projects, the management and the implementation of cities' promotional strategies and cities' image promotion globally. The main priority of these strategies focuses on the localities' sustainable economic development, since the existence of local public authorities or urban managers with entrepreneurial orientation comes forward as a major necessity, especially in the decade of '90s (Hall and Hubbard, 1998; van den Berg and Braun, 1999). Very characteristic is the survey of 140 municipalities in Minnesota Twin Cities metropolitan area, where 85% of the responders felt that competition phenomenon did exist, but half of them felt that they were doing well in that competition, while more than a half appreciated that they needed to be more aggressive in the competition for more development projects (Goyetz and Kayser, 1993). From his point of view, Barlow (1997) mentioned, the local public authorities' absence, could have a negative impact (disadvantages) on a city's development in comparison with others. We have to focus especially on the participations of Local Authorities and the existing enterprises (Strange, 1997) in cities' environment associated with several fields of planning implementation (economy, entrepreneurship, cultural planning etc.) [Dziembowska-Kowalska and Funck, 2000]. Furthermore, increasing attention has been given to the role of new forms of entrepreneurial actions such as business incubators (OECD, 2000), training and enterprise councils (TECs) [Wong, 1998; Bennett and Krebs, 1991:135; Huggins, 1997], Urban Development Corporations (UDCs) [Strange, 1997] and European Commission Programmes, such as EC-LEDA (Bennett and Krebs, 1994). Considering the fact that the economic development is the 'key factor' for cities' development and that place/ city marketing procedure is based on the partnerships between local authorities and enterprises (mainly), we could support, finally, that a place marketing procedure concerns a multidimensional combination of activities, negotiations, strategic decisions and efforts that take place under the philosophy of Urban Management process. Furthermore, a special interesting are the views of Dicken et.al (1994) and Cheshire and Gordon (1995), who supported that the role of local authorities should not focus only on the attempt to attract foreign direct investments but also on their ability to formulate the proper 'business environment', in the frame of which the businesses will be able to operate effectively. Along with it, the development of cooperation and relations between the local factors and administration organizations is a factor of crucial importance for the successful attraction of FDI (Fuller et.al, 2003).

In their very latest studies, Cheshire and Magrini (1999, 2001) and Cheshire et al., (2000), using data of 122 FURs for the period 1978/80 and 1992/94, improve the existing growth model, as reported in previous studies (Cheshire and Carbonaro, 1996), by creating a new variable called 'policy capacity' measured as the ratio of the FUR population in 1981 to the population of the largest governmental unit associated with the FUR. These studies show that the capacity to develop effective local promotion policies is not a random variable but is conditioned by a number of factors of which the most commonly cited is the structure of local governance – or administrative capacity. This argument stems from the recognition that since the output of promotion policies is the impact they have on local performance, they can be viewed as the provision of a *'quasi-public good'* (Cheshire and Magrini, 2002). The main question is that *'how to be provided effectively?'*

The answer to that question is found in the existence of specific decision making quarters (Local Councils, Chambers, Consultant agencies etc.), which act in the city's environment, planning and implementing competitive policies, expressing at the same time their preference to more strategic approaches including in them the presence of a) an administrative unit that represents the functionally economic region, the cultural identity, c) some leading local businesses with high regional market quotas which do not meddle in activities that are not or have ceased to be competitive in the region, d) and a strong possibility for important economic change in the environment of the local economy (Cheshire and Gordon, 1996). Polidano (2000), trying to determine 'the measurement of the ability of the public sector in the planning and exertion of policies', separates the meaning of 'policy capacity' – used by Cheshire and Magrini - from the concepts *'implementation authority'* and *'operational efficiency'*. His approach is considered logical and necessary, since implementation authority does not entail operational efficiency or the fact that it can have an effective contribution to the economic growth and competitiveness of the city where it is implemented.

5. Basic Needs of Implementing City Marketing Policies Effectively

5.1 The need of organizing capacity

So much Kresl and Singh's approach, as that of Polidano, lead to the investigation of the ability of public authorities to organize the planning and implementation of development policies in a city's internal environment. As representative approaches to analyzing this subject are mentioned those of van den Berg *et al.*, (1997, 2003) and van den Berg and Braun (1999). Following, van den Berg *et al's.*, (1997, 2003) and van den Berg and Braun's (1999, 1999:995) argument, 'operational efficiency' is mentioned as *"the ability to secure the participation of all the involved factors of urban development"*

and, through their participation, to produce new idea, plan and implement new policies which respond to the crucial issues of development and create, at the same time, the condition for viable development”.

The basic factors that contribute to an effective configuration of organizational efficiency on the part of public factors are the following (van den Berg and Braun, 1999): a) The structure of the administrative/managing organization, with clear recognition of the role of all the participants in this structure, b) Strategic networks, among everyone taking part in the organisational process. Such networks are mentioned between organisations and public factors, the local authorities and businesses, between private sector agents, c) Leadership and entrepreneurial spirit, in the sense who leads the organizational process and to what extent there are factors with ‘entrepreneurial spirit’ a fact to which – as we already saw – Hall and Hubbard (1998) refer as well, d) Vision and Strategy, in the sense that the development and implementation of strategies and tactics in a city’s environment requires the definition and the identification of the city’s vision, e) Spatial-Economic conditions, which refer to the opportunities but also to the threats which develop in the frame of the new internationalized environment in which the cities are required to organise competitive policies in order to face or take advantage of the new challenges, f) Political and Societal support, which refer to the support of various political agents and forces beyond the local lever (national or supernational level), as well as to the participation of forces in the interior of a city (citizens or specific groups e.g. private investors). The support of both parties is deemed necessary for the effectiveness of organizational policies and city competitiveness.

5.2 The need of auditing

The auditing process is placed in the beginning of City Marketing implementation and must include:

a) *What is the city offering good?* Van den Berg and Braun (1999) identify three levels of city marketing: the first level comprises the individual city goods and services, the second comprises clusters of related services and the third constitutes the city agglomeration as a whole and which is mainly concerned with identity and image building for the city as a holistic entity,

b) *SWOT –PEST analyses:* One should identify a city’s strengths, weaknesses, opportunities and threats in order to answer the three very crucial questions: ‘What is the city’s position now? Where do we want to go in future? What methods/ means will we use for this purpose?’,

c) *City vision identification:* A city’s vision relates with the city’s future. Bramwell (1998) supports that the marketing of place products should be based on the overall vision and the policy goals for the place, what influences which city products, and promotional

images are targeted at which users. It is very important to answer the question: '*What do the community's businesses and residents want the community to be?*' (Kotler *et al.*, 1999:107, 276). The city's vision identification constitutes the first step before setting up the development goals. According to Fretter (1993:165) 'the city vision should provide a clear understanding of what is desirable of what you want to achieve',

d) *Setting up the primary goals*: Setting the primary goals is a strategic step, very common in business environment. In a city's case, it is related with the primary goals per development sector. For instance, tourism or culture development is associated with the urban tourism development, or with the development of special events etc.

e) *Market research (city's internal and external environment)* [van Limburg 1998; Jansen-Verbeke and van Rekom, 1996; Balaz and Mitsutake, 1998; Garrod *et al.*, 2002], that includes: collection and evaluation of the development trends and attitudes, evaluation of potential target markets needs and expectations, exploitation of development opportunities in foreign markets, building effective partnerships with foreign organizations, analysis of competitors etc.,

f) *Segmentation of the internal and external target markets* (Ashworth and Voogd, 1990:49; Kotler *et al.*, 1999:33; Kastenholz *et al.*, 1999; Chen, 2003): This process relates to the use of some specific segmentation criteria (demographic, personal, etc) in order to achieve successful target markets segmentation. City's 'products' and 'services' are tended for different target markets (this differentiation consist to: different income level, quality of life, hobbies, attitudes, target markets purchasing behavior, audience psychology etc.)

5.3 The need of strategic acting

The overall strategic acting includes:

a) *Creating and managing a city's image (based on the city's vision and distinctive characteristics)*: The image of a city is a critical determinant of the way that citizens and businesses (internal and external target markets) respond to that city. Kotler *et al.*, (1999:160) mentioning the 'Strategic Image Management' (SIM), supported that in order to create an effective place/ city image we should examine the following issues: i) what determines a place's image?, ii) how can a place's image be measured?, iii) what are the guidelines for designing a place's image?, iv) what tools are available for communicating an image?, v) how can a place correct a negative image?

b) The evaluation and the selection of *Promotional strategies, tactics, alternative scenarios – flexible action plans*: Besides the generic strategies performance (i.e. the differentiation and the focus strategies) [Porter, 1980], there are also specific strategies (i.e penetration and co-operative strategy) [Deffner and Metaxas, 2004], tactics and alternative scenarios per development action. The necessity of using, most of the time,

different strategic scenarios derives from the specific development needs that each of the development sectors has. So, in order to satisfy the requirements of the strategic planning effectively, the place-marketing planners have to create flexible and innovative action plans based on the particularities, the strengths and the weaknesses, of the development sectors, separately,

c) Feasibility study of each action separately: The importance of feasibility study relates to the degree of the necessity to implement a particular action. The main questions arising in this case are: i) what is the reason to implement this action, ii) what is the reason to implement this action and not some other, iii) does the city have the ability (financial, know-how, organizing etc) to implement this action, iv) how does this action relate to city's long-term objectives?

d) Feedback procedure, measurement and evaluation of city's marketing policies and their impacts on the city's development: One of the most important phases on the city marketing procedure and generally on the strategic planning process. This procedure provides an obvious picture of the city's marketing policies which have been applied, evaluates the outcomes and measures the effectiveness degree of each action, taking into account their impact on the city's economic development and competitiveness

5.4 The need of investing on city's distinctive characteristics

For many scholars (Kresh and Singh, 1995; Duffy, 1995; Oatley, 1998), city competitiveness unquestionably derives from the internal characteristics of a city. Each city has some characteristics associated with the city's historical background creating something different or special for the city's profile. Each city has its own particularities and distinctive characteristics. The geographical position, the size of the city, the accessibility to big financial or commercial markets, the accessibility to Universities and technological Institutes, the level of infrastructure (harbors, airports, telecommunications), the quality of life and the environment, as well as, the city's specialization on some particular production sectors (manufacturing, tourism or culture) constitutes some very important characteristics that, under the umbrella of strategic planning, could create competitive advantages for the city. What is most important is that each of the city's distinctive characteristics is a 'distinctive good' in itself. Following this argument, each city image - more or less- is a *puzzle of different 'distinctive goods'* and each of them needs a different development strategic process (Metaxas, 2003). City marketing is aiming to promote and support these characteristics strategically, in order to set up a competitive city image.

5.5 The need of networking and building partnerships with other cities

Even though an aggregate urban center system does not exist in Europe, several cities participate in networks or develop networks making use of one another's experiences. They are trying to learn from their environment, to meet the challenges of Common Market, the technological boom and become capital and human attraction poles. The international experience records cases of important co-operations, such as LODIS initiative (RECITE programme, DG XVI), the *CultMark* project which is applying a place marketing strategy with a cultural approach, and emphasizes the cultural dimension of marketing, as well as the promotion of the cultural resources of five European places (Deffner and Metaxas, 2005), the ECOS-OUVERTURE, which is aiming at the promotion of co-operations between E.U. cities and their peers in Central and Eastern Europe as well as cities of the former U.S.S.R. (Kotios, 1999), the IBA project (International Building Exhibition Urban Redevelopment Saxony-Anhalt 2010' (IBA, 2005), promoting the development of networks among cities in Britain aiming at the exchange of information and knowledge (ERSC, 2000), or the cases of the cities of Coimbra and Aveiro in Portugal (Balsas, 2000), that focuses on the joint analysis of the cities' environment with the objective to pinpoint the specific factors that influence the attractiveness and competitiveness of their market precincts.

5.6 The need of experts

The existence of a particular public city's promotion office manned with specialized staff. The executives of this office should operate and be motivated just like business executives: We argue that this office has to be public because we strongly support that the development of a City marketing procedure must be under the Urban Management supervision. This, of course, is something that in most cases is difficult to be done. The first step relates to a public authority with entrepreneurial orientation. We could also agree with Kotler et al's, (1999:282) view, that actions associated with industrial, technological or promotional projects, concern the private sector rather than the public. But, in the current situation, the produced good is the city's image and, in order to promote this image effectively, the city must have a particular public office manned with specialized staff.

5.7 The need of understanding that city marketing is a continuing process

All the above factors point out the need to seek those groups in the internal environment of a city that have the willingness and the knowledge to proceed strategically to organize the planning and the effective implementation of the chosen competitiveness policies.

This issue, however easy it may sound, is very difficult to implement. In regard with that we set forth two basic reasons: a) although the sense of strategic planning is based on the principles that refer to the environment of enterprises, we cannot support that 'a city's administration' is the same as that of a business. Businesses have a specific structure of power and hierarchy with set goals for development and profits. In the case of cities we have opposing groups with different representation of interests and different objectives (Kotler et al., 1999:106) and b) city administrations have little experience of entrepreneurship, have come to depend and rely on higher authorities for their actions and are characterized by a rather different organization culture (van den Berg and Braun, 1999). It can draw attention to the city's opportunities, get investments placed where they are likely to be most profitable for society as a whole, and prevent wrong investment decisions at an early stage (van den Berg and Braun, 1999).

Closing this part, we will support that city competitiveness is directly dependent on the ability of cities decision makers to organize strategic planning (planning and implementation of policies). Van den Berg et al's approaches bring out the importance of organization in the planning process as a major factor for the formation of high degree competitiveness of European cities. The most important matter, though, is that they also bring out the need for understanding, on the part of a city's power and administration bodies, that city competitiveness is a target that concerns all the powers that act and develop in a city's environment and which accept common visions and interests.

6. Conclusions and Further Research

The main aim of the paper was the investigation and the awareness of the relationship between city competitiveness and city marketing. This relationship does exist and in many city cases is also strong. The main questions that this relationship arises concern the city marketing effectiveness as a tool for high degree city competitiveness achievement, the need for city marketing measurement and finally the identification of local authorities capacity, as regards their ability to plan, to manage and to perform competitive policies aiming to the benefit of the cities they rule. The most important conclusions of the analysis above are the following:

a) the relationship between city marketing and city competitiveness exists but is also being questioned by many scientists. This dispute arises from the fact that this particular process deprives from any specific way or method for effective measurement, and also from the absence of knowledge and know-how of planners and policy makers on how to implement it. Lovering's and Krugman's approaches have a very logical base since they accept city competition as an outcome of firm competition, considering the fact that the competitiveness of a firm is easier to identify. On the contrary, city marketing supporters, by beginning from marketing's traditional theory of '4ps' by Kotler (1986) and by

accepting the difference between the 'firm' and the 'city', try to award the necessity of strategic planning, in order for the 'final good', that is the 'image of the city', to be promoted to the potential target markets effectively, creating at the same time benefits not only for the city but for the wider community, too.

b) the second conclusion, which follows the first, concerns the promotion of city image. Cheshire and Magrini, set up the question and they also try to provide an answer, which is correct to a certain extent, regardless of the fact that the only element taken into account on the variable 'public capacity' is the number of employees in the largest administrative department of a city, without taking into account other factors such as the level of education or former experience. Certainly, though, this approach is the first one, on empirical level, which attempts to measure the influence of this variable on city competitiveness.

c) continuing, the third conclusion awards the need of strategic planning existence and the measurement of local authorities and policy makers capacity to implement competitive policies. Van den Berg and Braun's, but also Kresl and Singh's, studies point out the importance of organising strategic planning, which, in our opinion, leads to city marketing effectiveness.

d) Adopting Kotler et al., and van den Berg and Braun views we advocate that the implementation of city marketing is not something simple but, on the contrary, something multi-dimensional. Of course the city is not an enterprise; the representation of common interests in city's environment is more difficult and complicated than that in an enterprise. City policy makers, in the majority of cases, are devoid of specialization and knowledge, but despite of that, the necessity for strategic planning remains the same, and, in the case of cities, much greater and more sophisticated.

In conclusion, the study supports that city marketing could become an effective tool of city competitiveness, if decision makers and planners satisfy the basic needs that are mentioned above. Additionally, though, its effectiveness may be affected by other factors in cities' environment. Factors that concern a city's distinctive characteristics and on which strategic planning, strategies and tactics should be based. That is, which policies, in a total city marketing plan, influence each city's competitiveness substantially; Furthermore, what the nature of those that exercise these policies is, as well as how the positive influence springing from the implementation of promotion policies is diffused in both the city environment and the region in which it belongs. We believe that the answers to these questions are necessary in order to understand better the importance of the relationship between city competitiveness and city marketing as well as the importance of city marketing as a procedure.

Acknowledgments

This paper constitutes a part of a wider theoretical and empirical research under the title 'Local Economic Development and Cities Competition in Southeastern Europe' in the frame of 'HERACLITES: Studies in Basic Research'. The project is co-funded by the European Union – European Social Fund & National Resources – EPEAEK II. The financial support of these organizations and the contribution of the Polytechnic Schools of Varna and Bari are greatly acknowledged.

Bibliography

- ACHE, P. (2002). Vision and creativity-challenge for city regions. *Futures*, 32, pp. 435- 449
- AVRAHAM, E. (2004). Media strategies for improving unfavorable city image, *Cities*, 21(6), pp. 471- 479
- AVRAHAM, E. (2000). Cities and their news media images. *Cities*, 17 (5), pp. 363- 370
- ASHWORTH, J.G and VOOGD, H.. (1990) *Selling the City*, Belhaven Press
- BAILEY, J.T. (1989). Marketing Cities in the 1980s and beyond, American Economics Development Council in HALL T and HUBBARD P., (1998) *The Entrepreneurial city*, eds. J. Wiley and Sons
- BAILEY, N., TUROK, I., and DOCHERTY, N. (1999). *Edinburgh and Glasgow: Contrasts in Competitiveness and Cohesion*, University of Glasgow, Glasgow
- BALAZ, V., and MITSUTAKE, M. (1998). Japanese tourists in transition countries of Central Europe: present behavior and future trends, *Tourism Management*, 19 (5), pp. 433-443
- BARNETT, C. (2001). Culture, policy and subsidiarity in the European Union: from symbolic identity to the governmentalisation of culture *Political Geography*, 20, pp. 405-426
- BARLOW, M. (1997). Administrative systems and metropolitan regions, *Environment and Planning C: Government and Policy*, 15, pp. 399-411
- BALSAS LOPES, J. C. (2000). City center revitalization in Portugal: Lessons from two medium size cities *Cities*, 17, pp. 19-31
- BENNETT, R., and KREBS, G. (1991). *Local Development Public-Private Partnerships Initiation in Britain and Germany*, Belhaven Press, London, NY
- BENNETT, R., and KREBS, G. (1994). Local Economic Development Partnerships: An Analysis of policy networks in EC-LEDA Local Employment Development Strategies, *Regional Studies*, 28(2), pp. 119-140
- BEGG, I. (1999). Cities and Competitiveness, *Urban Studies*, 36 (5-6), pp. 795-809
- BLOOMFIELD, J. (1993). Bologna: a laboratory for cultural enterprise, in BIANCHINI and PARKINSON (eds), *Culture Policy and cities regeneration, The West European Experience*, Manchester University Press, Manchester, pp. 90-113.
- BOSCHMA, A.R. (2004). Competitiveness of Regions from an evolutionary perspective. *Regional Studies*, 38 (9), pp. 1001-1014
- BRADLEY, A., HALL, T., and HARRISON M. (2002). Selling cities: Promoting New Images for Meetings Tourism, *Cities*, 19, pp. 61-70
- BRAMWELL, B. (1998). User satisfaction and product development in urban tourism, *Tourism Management*, 19 (1), pp. 35-47
- CAMAGNI, R. (2002). On the concept of Territorial Competitiveness: Sound or Misleading?'. *Urban Studies*, 39 (13), pp. 2395-2411
- CAPIK, P. (2007). Organising FDI promotion in Central–Eastern European regions, *Place Branding and Public Diplomacy*, 3, pp. 152-163

- CHEN S.J. (2003). Market segmentation by tourists' sentiments, *Annals of Tourism Research*, 30(1), pp. 178-193
- CHEVRANT – BRETON, M. (1997). Selling the World City: a comparison of promotional strategies in Paris and London, *European Planning Studies*, 5 (2), pp. 137-161
- CHESHIRE, P.C, CARBONARO, G., and HAY, D.G. (1986). Problems of urban decline and growth in EEC countries: or measuring degrees of elephantness, *Urban Studies*, 23, pp. 131-149
- CHESHIRE, P.C., & HAY, D.G. (1989). *Urban Problems in Western Europe: an economic analysis*, Unwin Hyman: London
- CHESHIRE, P.C. (1990). Explaining the Recent performance of the European Community's Major Urban Regions, *Urban Studies*, 27 (3), pp. 311-333
- CHESHIRE, P.C., and CARBONARO, G. (1996). Urban Economic Growth in Europe: Testing Theory and Policy Prescriptions, *Urban Studies*, 33 (7), pp. 1111-1128
- CHESHIRE, P.C and GORDON, R.I. (1998). Territorial Competition: some lessons for policy, *The Annals of Regional Science*, 32, pp. 321 –346
- CHESHIRE, P.C and GORDON, R.I. (1996). Territorial Competition and the predictability of collective (in) action, *International Journal of Urban and Regional Research*, 20, pp. 383-399
- CHESHIRE, P.C, and GORDON, I R, (1995). *Territorial Competition in an Integrating Europe: Local Impact and Public Policy*. Aldershot, Gower, Cheshire P.C, Gordon I R (eds).
- CHESHIRE, P.C., and MAGRINI, S. (1999). Evidence on the impact of territorially competitive policy and the role of transactions costs in conditioning collective (in) action, *Research Papers in Environmental and Spatial Analysis*, no. 57 (dept. of Geography and Environment, London School of Economics)
- CHESHIRE, P., and MAGRINI, S. (2001). *Policies for urban growth, local public goods, spillovers and convergence/ divergence: some empirical and methodological answers*. ESRC Cities programme
- CHESHIRE, P.C., and MAGRINI, S. (2002). The distinctive determinants of European Urban Growth: does one size fit all?. *Research Paper in Environmental and Spatial Analysis*, LSE
- CHESHIRE, P.C, MEDDA, F., and MAGRINI, S. (2000). Urban governance, urban economic growth and city competitiveness, *Workshop on Urban Governance*, 25-26 September 2000, Chewton Place, Bristol
- CREWE, L., and BEAVERSTOCK, J. (1998). Fashioning the City: Cultures of consumption in contemporary urban spaces, *Geoforum*, 29 (3), pp. 287-308
- D'ARCY, E., and KEOGH, G. (1998). Territorial Competition and Property Market Process: An Exploratory analysis, *Urban Studies*, 35 (8), pp. 1215-1230
- D'ARCY E., and KEOGH, G. (1999). The property market and urban competitiveness: a review, *Urban Studies*, 36 (5-6), pp. 917-928
- DAHLES, H. (1998). Redefining Amsterdam as a tourist destination, *Annals of Tourism Research*, 25 (1), pp. 55-69
- De VERT MAARTEN J., BAKER, P., DALGLEISH, K., POLLOCK, R. and HEALY, A. (2004). *The Competitiveness of Places and Spaces. A position paper*, ECORYS, May 2004
- DEAS, I., and GIORDANO, B., (2001). Conceptualizing and measuring urban competitiveness in major English cities: an exploratory approach, *Environment and Planning A*, 33, pp. 1411-1429
- DEFFNER, A., and METAXAS, T. (2004). *Strategies and Tactics Report*. CultMark Programme, INTERREG IIIc
- DEFFNER, A., and METAXAS, T. (2005). Shaping the vision, the identity and the cultural image of European places, *45th congress of the European Regional Science Association* 23 – 27 August 2005, Vrije Universiteit Amsterdam "Land use and water management in a Sustainable network society"
- DZIEMBOWSKA-KOWALSKA, J., and FUNCK, H.R. (2000). Cultural activities as a location factor in European competition between regions: concepts and some evidence, *Ann Reg Sci*, 34, pp. 1-12

- DICKEN, P., and TICKELL, A. (1992). Competitors or collaborators? The structure of inward investment promotion in Northern England, *Regional Studies*, 26, pp. 99-114
- DICKEN, P., FORSGREN, M., and MALMBERG, A.I., (1994). The local embeddedness of transnational corporations, in HUDSON, R (2002) *Global Production Systems and European Integration*, Working Paper, No. 43, University of Durham
- DUFFY, H., (1995). *Competitive Cities: Succeeding in the global economy*, E and FN SPON, London
- ERSC, (2000). *Urban Networks, the Knowledge Economy and Planning for Growth*. Competitiveness and Cohesion Research Programme, March
- EUROPEAN COMMISSION (2000) – *Recite Programme II – LODIS* – www.chestercc.gov.uk/lodis/hom
- FEST, H., (2000). The EURO and the Competitiveness of Agglomerations: What does the Single Currency Add?, in BATEY P., and FRIEDRICH P., (eds), *Regional Competition*, Springer-Verlag Berlin, Germany
- FLOREK, M and CONEJO, F. (2007) Export flagships in branding small developing countries: The cases of Costa Rica and Moldova, *Place Branding and Public Diplomacy*, 3(1), pp.53-72
- FRETTER, A.D., (1993). Place Marketing: a local authority perspective, in KEARNS G and PHILO C (EDS) *Selling Places: The City as Cultural, Capital, Past and Present*, Pergamon, Oxford
- FULLER, C, BENNETT, J.R., and RAMSDEN, M., (2003). Organising for inward investments? Development agencies, local government and firms in the inward investment process, *Environment and Planning A*, 35, pp. 2025-2051
- FUNCK, H. R., (2000). Hard and Soft Determinates in Interregional Competition, in BATEY P., and FRIEDRICH P., (eds), *Regional Competition*, Springer-Verlag Berlin, Germany
- GARROD, B., FYALL, A., and LEASK, A., (2002). Scottish visitor attractions: managing visitor impacts, *Tourism Management*, 23(3), pp.265-279
- GLAESER, L.E., KOLKO, J., and SAIZ, A., (2001). Consumer City, *Journal of Economic Geography*, 1, pp. 27-50
- GOETZ, E., and KAYSER, T. (1993). Competition and cooperation in economic development: A study of the Twin Cities metropolitan area, *Economic Development Quarterly*, 7(1), pp. 63-78
- GOLD, J.R, and WARD, V.S., (1994). *Place Promotion: The use of Publicity and Marketing to Sell Towns and Regions*, Wiley J., and Sons Ltd, Chichester, England
- GOODWIN, M., (1993). The City as Commodity: The Contested spaces of urban development, in KEARNS G and PHILO C (eds) *Selling Places: The City as Cultural, Capital, Past and Present*, Eds., Pergamon, Oxford
- GONZALES, H., (1994). Bilbao: Culture, policies and quality of life, in BIACHINI and PARKINSON (eds), *Culture policy and cities regeneration*, Liverpool, 1994
- HALL, T., and HUBBARD, P. (1998). *The Entrepreneurial city*. J. Wiley and Sons, eds.
- HEAD, K.C., RIES, C.J., and SWENSON L.D. (1999). Attracting foreign manufacturing: Investment promotion and agglomeration, *Regional Science and Urban Economics*, 29 (2), pp. 197-218
- HOPE, A.C., and KLEMM, S.M. (2001). Tourism in difficult areas revisited: the case of Bradford, *Tourism Management*. 22, pp. 35-47
- HUBBARD, P. (1995). Urban design and local economic development: a case study in Birmingham, *Cities*, 12 (4), pp.243-251
- HUGGINS, R. (1997). Training and Enterprise Councils as facilitators of a networked approach to local economic development: forms, mechanisms and existing interpretations, *Environment and Planning C: Government and Policy*, 15, pp. 273-284
- IBA (2005) - *International Building Exhibition Urban Redevelopment Saxony-Anhalt 2010 Project*, Magdeburg, Germany
- JANSEN-VERBEKE M, and van REKOM J. (1996). Scanning Museum Visitors' Urban Tourism Marketing, *Annals of Tourism Research*, 23 (2), pp. 364-375

- JOHNSON, M. (1995). Czech and Slovak tourism: Patterns, problems and prospects, *Tourism Management*, 16 (1), pp.21-28
- JUSSILA H., and SEGERSTAHL B. (1997). Technology Centers as Business Environment in Small Cities, *European Planning Studies*, 5 (3), pp. 371-383
- KASTENHOLTZ, E., DAVIS, D., and PAUL, G. (1999). Segmenting tourists in rural areas: the case of north and central Portugal, *Journal of Travel Research*, 37(2), pp. 353-363
- KEATING, M. (1991). *Comparative urban politics: power and the city in the United States, Canada, Britain and France*, Edward Elgar, Aldershot, in CHESHIRE P.C and GORDON R.I (1998) 'Territorial Competition: some lessons for policy, *The Annals of Regional Science*, 32, pp. 321 –346
- KINDRA, G.S., STRIZZI, N. and MANSOR, N., (1998). The role of marketing in FDI generation: evidence from ASEAN countries, *International Business Review*, 7, pp. 399-421
- KLAASSEN, H.L. (1987). The Future of the Largest European Town, *Urban Studies*, 24, pp. 251-257
- KOTIOS, A., (1999). European Union policy for Urban Space, in D.ECONOMOU and G. PETRAKOS, *The development of Greek Cities*, University of Thessaly eds, Gutenberg, Volos, Greece pp. 553-582
- KOTLER, P., ASPLUND, C., REIN I., and HAIDER, H.D. (1999). *Marketing Places Europe*. Prentice Hall, eds.
- KOTLER, P., REIN, I., and HAIDER H.D. (1993). *Marketing Places: Attracting Investment, Industry, and Tourism to Cities, Regions and Nations*, Free Press: N.Y
- KOTLER, P. (1986) *Principles of Marketing*, Prentice Hall, Englewood, Cliffs (3rd eds)
- KRESL, K. P., and SINGH, B. (1999). Competitiveness and the Urban Economy: Twenty-four large US metropolitan areas, *Urban Studies*, 36 (5-6), pp. 1017-1027
- KRESL, K. P., and SINGH, B. (1995). The competitiveness of cities: the United States, in OECD (Ed), *Cities and the New Global Economy* pp. 424-446, Melbourne: The Government of Australia and the OECD
- KRUGMAN, P. (1996). Making sense of the competitiveness debate. *Oxford Review of Economic Policy*, 12 (3), pp.17-25
- LEVER, F.W. (1993). Competition within the European Urban System, *Urban Studies*, 30 (6), pp. 935-948
- LEVER, F.W. (1999). Competitive Cities in Europe, *Urban Studies*, 36 (5-6), pp. 1029-1044
- LEVER, F.W and TUROK, I. (1999). Competitive Cities: Introduction to the Review, *Urban Studies*, 36 (5-6), pp. 791-793
- LONGHI, C. (1999). Networks, Collective Learning and Technology Development In Innovative High Technology Regions: The case of Sophia Antipolis, *Regional Studies*, 33 (4), pp.333-342
- LOVERING, J. (2001). The Coming Regional Crisis (And How to Avoid it), *Regional Studies*, 35 (4), pp.349-354
- LOVERING, J. (1995). Creating discourses rather than jobs: the crises and the transition fantasies of intellectuals and policy-makers, in P. HEALY et. al (eds) *Managing cities: the new urban context*, Chichester, Wiley, pp. 109-126
- MAHIZHANN, A. (1999). Smart Cities: The Singapore case, *Cities*, 16 (1), pp.13-18
- MALECKI, J.E.. (2002). Hard and soft networks for urban competitiveness, *Urban Studies*, 39 (5-6), pp. 929-945
- MARKUSEN, A. (1996). Interaction between regional and industrial policies: evidence from four countries, *International Regional Science Review*, 19, 49-77
- McCANN, J.E. (2002). The cultural politics of local economic development: meaning-making, place-making, and the urban policy process, *Geoforum*, 33, pp.385-398
- MELBOURNE, A. (2006) Sustainable promotion of Atlantic area, *CIRM 2006 Proceedings*, Manchester Metropolitan University, Manchester, UK .
- METAXAS, T. (2003). The image of the city as a 'good': The creation of a city's promotional package through a strategic framework analysis of City Marketing procedure, in BERIATOS E. et

- al (eds) *Sustainable Planning and Development*, Wessex Institute of Technology and Dept. of Planning and Regional Development (Univ. of Thessaly), pp. 427-438
- METAXAS, T. (2006). Implementing Place Marketing Policies in Europe: A Comparative Evaluation Between Glasgow, Lisbon and Prague, *International Journal of Sustainable Development and Planning*, 1 (4), pp.399-418
- METAXAS, T, and PETRAKOS, G. (2005). Regional Competitiveness and Cities Competition, in COCCOSIS H. and PSYCHARIS G., *Regional Development in Greece*, Greek Department of European Regional Science Association, University of Thessaly (eds), pp. 207-230
- MOUQUE, D. (1999). *Sixth Periodic Report on the Social and Economic Situation and Development of Regions in the European Union*, MOUQUE DANIEL (ed)
- NAM, W.C., NERB, G., and RUSS, H. (1990). *An empirical assessment of factors Shaping regional competitiveness in problem regions*, Main report for Commission of the European Communities, Luxembourg
- NUTTAVUTHISIT, K. (2007) Branding Thailand: Correcting the negative image of sex tourism, *Place Branding and Public Diplomacy*, 3(1), pp.21-30
- OATLEY, N. (1998). *Cities, Economic Competition and Urban Policy*, Nick Oatley (eds), London
- PAGE, J.S., and HARDYMAN, R. (1996). Place marketing and town center management: A new tool for urban revitalization, *Cities*, 13 (3), pp.153-164
- PARKINSON, M., HUTCHINS, M., SIMMIE, J., CLARK, G., and VERDONK, H. (2004). *Competitive European Cities: Where do the Core Cities Stand?*, Office of the Deputy Prime Minister, London, January, 2004
- PORTER, M., (1980), *Competitive Strategy: Techniques for analysing industries and competitors*, N.Y: Free Press,
- PORTER, M. (1990). *The Competitive Advantage of Nations*, Macmillan
- POLIDANO, C. (2000). Measuring Public Sector Capacity, *World Development*, 28 (5), pp.805-822
- RODRIGUEZ-POSE, A., TOMANEY J., and KLINK J. (2001). Local empowerment through economic restructuring in Brazil: the case of the greater ABC region, *Geoforum*, 32 (4), pp. 459-469
- ROGERSON, J.R. (1999). Quality of life and city competitiveness. *Urban Studies*, 36 (5-6), pp. 969-985
- RONDINELLI, A.D, JOHNSON, H. J and KASARDA, D.J. (1998). The changing forces of urban economic development: Globalisation and city competitiveness in the 21st century, *Cityspace: A journal of Policy Development and Research*, 3 (3), pp.71-105
- ROTH-ZANKER R. (2001). How to attract managers and professionals to peripheral regions? Recruitment strategies in the Weser-Ems Region, Germany, *European Planning Studies*, 9 (1), pp.47-68
- RUSSO, P.A. (2002). The 'vicious circle' of tourism development in heritage cities, *Annals of Tourism Research*, 29, pp.165-182
- SCHOFIELD, P. (1996). Cinematographic images of a city: Alternative heritage tourism in Manchester, *Tourism Management*, 17 (5), pp.333-340
- SHIR, I. (2006) Place branding in Israel: The case of Holon, *CIRM 2006 Proceedings*, Manchester Metropolitan University, Manchester, UK .
- SELBY, M., and MORGAN, J. N. (1996). Reconstructing place image: A case study of its role in destination market research, *Tourism Management*, 17 (4), pp.287-294
- SIMMIE, J. (2002). Trading Places: Competitive cities in the global economy, *European Planning Studies*, 10 (2), pp.201-214
- STORPER, M. (1997). *The Regional World: Territorial development in a global economy*, Guilford Press: New York
- STRANGE, I. (1997). Directing the show? Business leaders, local partnership, and economic regeneration in Sheffield, *Environment and Planning C: Government and Policy*, 15, pp.1-17

- TUFTS, S. (2004). Building the 'competitive city': labour and Toronto's bid to host the Olympic Games, *Geoforum*, 35, pp.47-58
- TUROK, I. (1999). Urban Labour Markets: The causes and consequence of change, *Urban Studies*, 36 (5-6), pp.893-915
- ULAGA, W., SHARMA, A., and KRISHNAN R. (2002). Plant location and place marketing: understanding the process from the business customer's perspective. *Industrial Marketing Management*, 31, pp.393-401
- URBAN, F. (2002). Small Town, Big Website? Cities and their Representation on the Internet, *Cities*, 19, pp.49-59
- van AALST, I., and BOOGAARTS, I.. (2002). From museum to mass entertainment: the evolution of the role of museum in cities, *European Urban and Regional Studies*, 9(3), pp.195-209
- van den BERG, L., BRAUN, E., and van der MEER J.(1997). The organizing capacity of metropolitan regions, *Environment and Planning C: Government and Policy*, 15, pp.253-272
- van den BERG L., and BRAUN E. (1999). Urban competitiveness, Marketing and the need for Organizing capacity, *Urban Studies*, 36 (5-6), pp.987-999
- van den BERG, L., van der MEER, J., and POL, M. J. (2003). Organizing capacity and social policies in European cities, *Urban Studies*, 40 (10), pp.1959-1978
- van LIMBURG, B. (1998). Research note: City marketing : a multi-attribute approach, *Tourism Management*, 19 (5), pp.475-477
- WAITT, G. (2000). Consuming heritage: Perceived historical authenticity, *Annals of Tourism Research*, 27 (4), pp.835-862
- WARNABY, G., BENNISON, D and DAVIES J.B. (2005). Marketing town centers: Retailing and town centre management, *Local Economy*, 20(2), pp.183-204
- WEBSTER D., and MULLER, L. (2000). Urban Competitiveness assessment in developing country urban regions: The road forward, *paper prepared for Urban Group, INFUD*, The World Bank, Washington D.C, July 17
- WOOLEY, H. (2000). Town center management awareness: an aid to developing young people's citizenship, *Cities*, 17, pp.453-459
- WONG, C. (2001). The Relationship between Quality of Life and Local Economic Development: An Empirical Study of Local Authority Areas in England, *Cities*, 18, pp.25-32
- WONG, C. (1998). Determining Factors for Local Economic Development: The Perception of Practitioners in the North West and Eastern Regions of the UK, *Regional Studies*, 32 (8), pp.707-720
- WU, F. (2000). Place Promotion in Shanghai, PRC, *Cities*, 17 (5), pp. 349-356