Branding rural areas: challenges and opportunities

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Your brief

“Writing a brief Action Plan to suggest place branding innovation paths for Fermo area and for the Laboratory on Mediterranean Diet”
At the end of this lecture

You will be able to:

① Define the basic concepts and tools related to place branding;

② Explain and critically assess the main differences between commercial branding and place branding;

③ Recall international cases of place branding practice applied to rural areas

④ Design the main steps of a place branding strategy
The importance of brands

“… a unique set of associations in the public’s mind”

(Aaker, 1996, p. 68)
The importance of branding

- BRAND = TO BURN. OWNERSHIP, POSSESSION
The importance of branding

• DISTINGUISH THE COMPANY’S OFFERING
• CREATE A DISTINCTIVE POSITIONING
The importance of branding

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- DISTINGUISH THE COMPANY’S OFFERING
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The importance of branding

• DISTINGUISH THE PLACE’S OFFERING

CREATE A DISTINCTIVE POSITIONING

Branding commercial products

Image taken from: http://topvodkabrands.com/popular/
Branding commercial products

- Market for Vodka in the US (around 1998):
  - **Premium** Vodka accounts for around 10-20% of the market
  - **standard** vodka for around 80%.
Branding commercial products

• Market for Vodka in the US (around 1998):
  
  • **Premium** Vodka accounts for around 10-20% of the market
  • **standard** vodka for around 80%.

  • Was there an opportunity to develop a **‘mid-price’ position**
Branding commercial products
Branding commercial products

• **Svedka Vodka brand** launched into the US market in the late 1990s by MD Spirits Marque One

• A drink manufactured just to meet consumers’ needs:

  Product: quality/premium

  low priced premium vodka

  Brand name is an americanisation of ‘Svensk’ (Swedish) and Vodka SVEDKA
Branding commercial products

Bottles imported from a German supplier, bottle design and decoration from France, shipped to factory in Sweden to be filled with Vodka, finished product shipped to US.
Branding places

Can you identify the differences between branding a commercial product/service and a place?
Peculiarities of place brands

A place has a brand image with or without place branding manager
Peculiarities of place brands

A place has a brand image with or without place branding manager

Who owns a product brand? And who owns a place brand?
Peculiarities of place brands

A place has a brand image with or without place branding manager

Who owns a product brand? And who owns a place brand?

How are places these ‘purchased’? By which targets exactly?
The prominent role of countries/nations

The prominent role of cities
What about rural areas?

- **Rural areas** and communities may need ad-hoc entrepreneurial and marketing skills
- Just a **testing ground** for mainstream place branding models and techniques?
- Rural areas as **vacuum**, between depopulation and brain drain?
- Rural areas also experience other forms of mobilities, such as tourism or **urban-to-rural consumption-led mobilities**
PLACE BRANDING: 3 AREAS.....
PLACE BRANDING: 3 AREAS.....

TOURISM

tourist experience
PLACE BRANDING: 3 AREAS

Tourism

Dennis et al. (2013)

There's no argument that the Fens are flat, but thanks to man's 1,000-year struggle to reclaim land from the sea, this is a thriving landscape rich in waterways and wildlife. The Fenland market towns and picturesque countryside are also at the heart of Britain's bulb-growing industry... and the pumpkin capital of the UK. Who knew?
PLACE BRANDING: 3 AREAS

tourist experience
PLACE BRANDING: 3 AREAS.....

BUSINESS

TOURISM

business climate, “made in” effect

tourist experience
PLACE BRANDING: 3 AREAS

BUSINESS TOURISM

tourist experience

business climate, "made in" effect

"REGION-OF-ORIGIN" EFFECT

Marsden & Smith (2005)

ECOOGICAL ENTREPRENEURSHIP
QUALITY PRODUCTION

Waddengoud: Kaasmark voor producten en diensten uit het Waddengebied

Kaas uit het Waddengebied

Goudeelrijk Genieten
PLACE BRAND

BUSINESS TO TOURISM

“made in” effect

business climate, tourist experience

A company from südtirol

VINS DE BORDEAUX

PGI

PDO

LANGUAGES OF THE UNIVERSITY OF LEICESTER
PLACE BRANDING: 3 AREAS.....

BUSINESS

TOURISM

RESIDENCE

business climate, “made in” effect

tourist experience

quality of life
PLACE BRANDING: 3 AREAS

Second home owners returning to Portugal, particularly the Algarve

The availability of cheap finance, investment in infrastructure, appealing tax initiatives and a return to sensible pricing has prompted renewed activity in the Algarve’s property market.

Overall, the Portuguese property market’s decline since the economic downturn of 2008 is well documented. Prices in some locations popular with overseas buyers have fallen by as much as 50% in peak to trough terms.

business climate, “made in” effect tourist experience quality of life
PLACE BRANDING: 3 AREAS

- BUSINESS TOURISM
- RESIDENCE

Tourist experience, quality of life, business climate, “made in” effect

Eimermann (2015)
PLACE BRANDING: 3 AREAS…..

**BUSINESS**
- Business climate,
  "made in" effect

**TOURISM**
- Tourist experience

**RESIDENCE**
- Quality of life
Towards a place branding strategy

① DIAGNOSIS
② VISION CREATION
③ IMAGE DESIGN AND SCRIPTWRITING
④ ASSIMILATION (internal + external)
⑤ MONITORING & CONTROL

Adapted from a) Herstein & Jaffe (2008); b) Kalandides (2011); Rainisto (2003)
Towards a place branding strategy

1. DIAGNOSIS
2. VISION CREATION
3. IMAGE DESIGN AND SCRIPTWRITING
4. ASSIMILATION (internal + external)
5. MONITORING & CONTROL

Adapted from a) Herstein & Jaffe (2008); b) Kalandides (2011); Rainisto (2003)
1. DIAGNOSIS

- Analysis of **current perceptions** of the place and in-depth understanding of reputational problems
  - Internal audiences (e.g. citizens and entrepreneurs)
  - External audiences (e.g. potential visitors, key opinion leaders, business partners, citizens of other areas)

- Research tools: analysis of (inter)national media coverage and e-WoM; online survey or CATI, focus groups & in-depth interviewing

- Output: highlight main **reputational issues** (e.g. ‘place is unknown internationally’ or ‘bad reputation due to crime’) & potentially **positive traits** (‘good traditional music’)

The positioning of Greece via cognitive causal mapping
(van Rekom & Verlegh, 2011, p. 159)
2. VISION CREATION

• Determine how local communities imagine the place’s future which will provide conceptual directions for place development
  -> top-down approach (a marketing agency or consultant propose alternatives)
  -> participatory approach (local communities take part in the process via focus groups or other forms of consultation)

• Output: ambitious and realistic strategic directions (see Kalandides, 2011) derived by the consulting team (further validation via focus group also recommended)

• Strategic planning often already provides that
3. IMAGE DESIGN & SCRIPTWRITING

• Translate strategic goals into a **positioning statement** or **manifesto**. Clear goals and conceptual road-map are established.

• According to the external audiences to prioritize, a **brand architecture** is proposed (only one main brand-umbrella, such as Stockholm the Capital of Scandinavia? Or more sub-brands?)

• Output 1: articulation of brands or sub-brand & creation of storylines (**storytelling** based approach), each addressing a specific target (e.g. consumers of organic food, backpackers, lifestyle migrants)

• Output 2: a list of marketing programmes and actions
Stockholm
The Capital of Scandinavia

Central
- Strategiskt läge i Skandinavien/Ostersjönäset
- Den största staden i det största landet
- Utmärkta transporter och kommunikationer
- Nära till flest konsumenter i Skandinavien
- Stockholm är Östersjöns största mötesplats

Business
- Flera varumärken och multinationella företag
- Mycket vuxet befolkning
- Tradition av Innovation
- Stor landsbygdsbaserade aktiviteter
- Storst besöksmängd i Skandinavien

Culture
- Tongvänt kulturhusen i Skandinavien
- Staden som producerar popmusik som hela världen lyssnar till
- Emigranter och design i världsstad
- Europas sexigaste stad
- Nobelpriiset
The “Tuscany” brand? More than just tourism and food

Tourism, art, wine and food, and fashion. But also cultural events and activities, real estate assets and eminent universities and research facilities. These are the ingredients that combine to make the “Toscana” brand - reknown around the world, and with much more potential to exploit. This is the picture that emerged by a survey carried out by Confindustria Toscana (the association that includes a majority of regional businesses) and by the Klaus Davi & Co. communications agency, who analyzed the strength of this brand starting with an investigation of international media. “Due to its assets - the poll states - Regione Toscana [the Region of Tuscany] is, much like a company or a multinational, an actual brand that can be

http://www.investintuscany.com/2014/10/28/the-tuscany-brand-more-than-just-tourism-and-food/
4. ASSIMILATION (internal)

- (Proposed brands and storylines can be validated through another participatory phase with the local communities)
- Output: internal communication plan & brand ambassador plan
- A **brand ambassadors plan** can leverage:
  a) the mobilities of residents, commuting professionals or visitors (e.g. visiting friends & relatives?; second-hose owners? Expats? Lifestyle migrants? Students?)
  b) their willingness to take part in a brand ambassador scheme
Ambassador scheme brings £17m of events to Liverpool

Club Liverpool marks first anniversary by announcing £17m of events and 10,000 delegates coming to city in 2016

26/02/2016

What's your view on this? Post your comments here:

Pictured: Club Liverpool launched in January set to bring £17m of business to the city this year.

BECOME A DIGITAL AMBASSADOR

WHAT DOES BEING AN AMBASSADOR MEAN?

As an ambassador, you will be a part of a team of hip and passionate individuals who love Houston – and social media. We'll ask you to periodically promote and share cool information about The City With No Limits™ with your friends on the web. In return, we'll send you some swag (to make your friends jealous) and exclusive invites to local events (to make your friends want to be your plus-one).

WHO CAN BE AN AMBASSADOR?

If you eat/drink/love this great city, have a killer social media following, and live in the Greater Houston area, we want you!
Tourism Australia in new campaign with BA to target UK VFR market
Theodore Koumelis - 08 April 2014, 05:21

Tourism Australia has teamed up with British Airways in a new tourism push aimed at reuniting thousands of Brits currently living in Australia with family members and close friends back in the UK.
4. ASSIMILATION (external)

- **Implement** the place branding strategy by articulating the **marketing programmes** and actions previously agreed.

- Output: action plan presenting the agreed marketing programmes and actions (not only integrated marketing communication but also tax policies & fiscal incentives; measures for spatial planning and other “symbolic actions” (see Anholt, 2008)

- Identify business **partners** (e.g. tour operators) and political / diplomatic partners (e.g. twin cities, twin regions, relations with Region and National Government, see Giovanardi, 2015)
5. MONITORING AND CONTROL

• Measure how the place’s image has been changing from its current image to the desired one

• Tools: same used for the diagnosis stage (+ local economic indicators?)

• Output: monitoring & control report

• Share results with partners by agreeing on crisis management strategies and keep fine-tuning the action plan
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Core readings

- Dennis, C., Alamanos, E., van Rekom, J., Jayawardhena, C., & Melewar, T. C. (2013). Distilling the essence of the brand of the fens (see http://eprints.lincoln.ac.uk/11895/)


Ideas for further readings


• Kalandides, A (2012) A practitioner’s viewpoint in integrated Place Branding: four principles and some thoughts (at http://www.tafterjournal.it/2012/01/03/place -branding-and-place-identity-an-integrated-approach/
