

TERRITORIAL MARKETING IN PARQUE DAS NAÇÕES: DIAGNOSIS OF THE RESIDENT POPULATION IN CENTIEIRA STREET

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Abstract

The cities or territories must from a diagnosis of its characteristics to identify the cities with which they compete and examine the type of consumers interested in the attributes that the city can offer (Franco, 2011).

In a City Marketing perspective and sustainability of the territory of Parque das Nações parish in Lisbon, where World Exposition EXPO 98 took place, there is a street with historic features, with needs to be rehabilitate and that was added in the new parish of Parque das Nações, created in November 2012.

This paper aims to make the population of the Centieira Street diagnosis, their characteristics, their sense of belonging (Azevedo, Magalhães and Pereira, 2010) and what they want to see future designed at this location: namely, to recover the historical perspective and keep a typical street of old Lisbon at Parque das Nações, or rebuild, similar to what happened in the modernized area of Parque das Nações.

At an urban marketing level, actions must be designed so that there is a common thread, and in which the objective is to promote the territory internally and externally (Franco, 2011). For these stages go through, there is an initial work that this paper sets out to achieve.

Key words: City marketing, urban marketing, planning, sustainable Marketing, strategic marketing, Parque das Nações, Lisbon.

Resumo

As cidades ou territórios devem partir de um diagnóstico das suas características, identificar as cidades com as quais competem e examinar o tipo de consumidor interessado nos atributos que a cidade pode oferecer (Franco, 2011).

Numa ótica de *City Marketing* e de sustentabilidade do território da Freguesia do Parque das Nações, em Lisboa, zona que foi palco da exposição mundial EXPO 98 -

posteriormente edificada com sucesso - existe uma rua com características históricas, com necessidade de ser reabilitada e que foi agregada na nova freguesia do Parque das Nações, criada em Novembro de 2012.

Este *paper* tem como objetivo efetuar o diagnóstico da população da Rua da Centeira, as suas características, o seu sentimento de pertença (Azevedo, Magalhães e Pereira, 2010) e qual o futuro que gostaria de ver projetado neste local: ou seja, recuperar a perspetiva histórica e mantendo uma rua típica de Lisboa Antiga no Parque das Nações ou, reconstruir, à semelhança do que aconteceu na zona modernizada do Parque das Nações.

Ao nível do marketing urbano, as ações devem ser projetadas de forma que exista um fio condutor, e em que subsista o objetivo de promover o território interna e externamente (Franco, 2011). Para que este território possa passar por estas fases existe uma, inicial, que este trabalho se propõe conseguir.

Palavras chave: City marketing, marketing do território, planeamento, Marketing sustentável, marketing estratégico, Parque das Nações, Lisboa.

INTRODUCTION

Parque das Nações is a territory located in the eastern part of the city of Lisbon, is situated along the river Tagus, in a strip of 5 km. Initially, an industrial area, gave way to the World Exposition EXPO 98. One of the goals of this project was that after the exhibition, the space would not be abandoned and rehabilitation designed to self-financing. From the exhibition, the area began to be built, one-third of the territory are green spaces and today is a reference site of the Lisbon city as for its infrastructures as on the tourist point of view.

Law No. 56/2012, of 8 November, Administrative Lisbon Reform created the Parque das Nações parish. This covers the whole area called Parque das Nações, the territory where they had the exhibition, expanded to the North and South by dwellings and spaces intended for trade, the overwhelming majority of private nature. Nevertheless, to this parish there were attached other neighborhoods of different socio-economic and cultural characteristics, among which, the Centeira Street.

In Junta de Freguesia do Parque das Nações plan (2014, p. 19) it relates: “we’ll create a program of urban requalification of Centieira Street returning it, its historical past, promoting and spreading his own identity, making it known and enjoyable to visit”.

This work aims to carry out the analysis of the population of the Centieira Street, their characteristics, their sense of belonging, their expectations, and if the future they would like to see meets what the parish proposes to develop. As a result, this academic work intends to analyze if the population of this territory appreciates most its traditions and the origins or, by contrast, their interest is to see this space be built in similar to the modern area of the Parque das Nações.

PARQUE DAS NAÇÕES AND CENTIEIRA STREET

In the past, Parque das Nações was occupied by large industrial infrastructures, in particular by the Petrogal refinery and depots of petroleum products, the Industrial Slaughterhouse Lisbon, War Material General Stores, the wastewater treatment plant, the Landfill and the solid waste treatment plant Beirolas, various port facilities and similar activities (Portal das Nações, 2014).

In 1998 it housed the World Exposition Expo 98 and, from that date, as Lynch (1960) addressed “The Image of the City”, also Parque das Nações was nicknamed “Imagine City” (Parque Expo, 2014).

Parque das Nações was an ambitious national environmental requalification project as well as a urban development, and is now a national landmark and a reference to the city of Lisbon. TripAdvisor, awarded Parque das Nações, with a certificate of excellence due to exceptional ratings achieved during the year 2011 (Parque Expo, 2014).

Fig. 1 – Parque das Nações



Source: The author (february 2014)

For tourism, the destination image has a strong influence on the purchasing process (Ismail, 2011). And Parque das Nações is *the hallmark of contemporary Lisbon, a place where the locals enjoy, enjoy shows, stroll, practice sports, go shopping, work and live, with quality and in harmony* (Turismo de Portugal, 2014). It has several landmarks, such as: The Oceanário de Lisboa; The Lisboa Casino; The Pavilhão do Conhecimento – Ciência Viva (that is an interactive Museum of science and technology); the event room MEO ARENA, with a capacity of 20 thousand people; the Marina Parque das Nações; the cable car; the Oriente train station; the Pavilhão of Portugal; the international fair of Lisbon (FIL).

At the confluence of this modern Lisbon, Centieira Street was the street Lisbon – Porto, who survived the massive refurbishment operation of eastern zone of Lisbon, between 1992 and 1998, done in the preparation of the Lisbon World Exposition. Who endeavoured to make the route between these two cities had to pass by Centieira

Street (Rodrigues, 2013). It was a place where the workers who worked in the surrounding factories lived. This very ancient street of Lisbon, was built because of the first industrial zone of Lisbon, (Xavier, 2013).

This street had its traditions and activities. They were driven by the Recreational Group Centieirence, founded in 1948 with had the objective of promoting the interaction between residents and organize entertainment events: festivals, football, theatre, fado... There was a large involvement between the population and a great spirit of neighborhood. There were also more residents at that time. Now several houses are vacant. (Xavier, 2013; Xavier, 2014).

Fig. 2- Centieira Street



Source: The author (February 2014)

THE CITY MARKETING

Nations, regions, districts, municipalities, cities, places, neighborhoods, streets, are all territorial extensions, which, in spite of their size, should be inspected, perceived and processed (Azevedo, Magalhães and Pereira, 2010). In this context there is the City Marketing, which is a process by which urban activities are focused on the needs of their target audience, in order to maximize the efficient social and economic dynamic of a region, or territory (Ashworth & Voogd, 1988).

Cities must be competitive and sustainable. The competitive capacity is their ability to attract and secure citizens, receive investments, attract employees and visitors. To be sustainable, the cities must generate economic investment, enhance environmental preservation, social cohesion, prevent the formation and spread of phenomena of exclusion, with serious consequences of insecurity, loss of quality and urban competitiveness. That is, a city is socially sustainable when it is able to integrate all social groups on the benefits of economic growth. (Azevedo, Magalhães and Pereira, 2010).

According to the same authors (Azevedo, Magalhães and Pereira, 2010), as a result of this amalgamation of competitiveness and sustainability we will have a city of the future. This should be able to have the ability to cope with uncertainty, to respond to changes, to anticipate and ensure higher levels of quality of life, without jeopardising the future of new generations.

Mela (1999) argues that a city represents an economic dimension, a political and social dimension, a cultural dimension and an environmental dimension.

There are several designations that are attached to a marketing territory. Although it is more common to apply the title of city marketing there are several other terms such as: marketing planning, territorial marketing, place marketing, city marketing, urban marketing (Azevedo, Magalhães and Pereira, 2010; Franco, 2010). As part of this work we will apply, indifferently, the designations of territorial marketing, city marketing, place marketing and urban marketing. But the

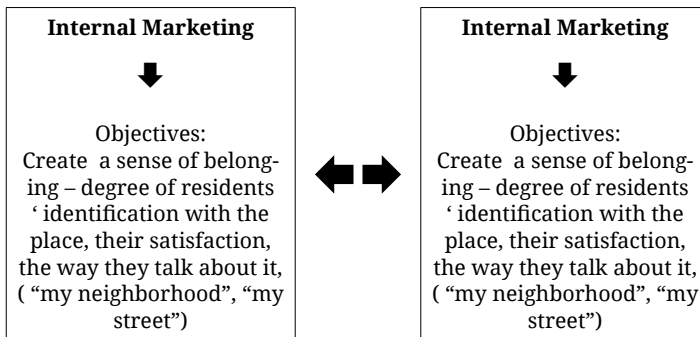
territorial marketing designations and place marketing are the most applicable to the case under consideration, because we are reviewing a site, and not a city with all its comprehensiveness.

In the opinion of Hankinson, (2004); Kavaratzis, (2005); Hospers, (2010) many private and public authorities have already begun to rethink about what the city offers (identity), as the city is perceived (image) and how the differences between these two features must be overcome. What is the image of the site? What is valuable in place that residents want to stay and those outside, want to visit or reside?

According to Ismail, (2011), the study of the image of a city is not just for the benefit of its strategic planning and marketing, but also reveals the level of satisfaction and pride of its citizens.

In the context of place marketing there are two large areas to be analysed. They are the internal marketing and external marketing. Both are related and must be equally worked.

Fig. 3 – *Place marketing* – Internal and external marketing



Source: Adapted from (Azevedo, Magalhães and Pereira, 2010; Franco, 2010).

METHODOLOGY

To characterize the population, capture their sense of belonging, confirm what was the Centieira Street in the past, knowing what type of future is wanted to the place, lifting the number of residents and vacante houses - was made a secondary data research, through

scientific articles, books and newspapers. Primary data collection was performed using the following methodology:

1 - Site visits (during the month of February 2014), semi-structured interviews were conducted with the representatives of the household.

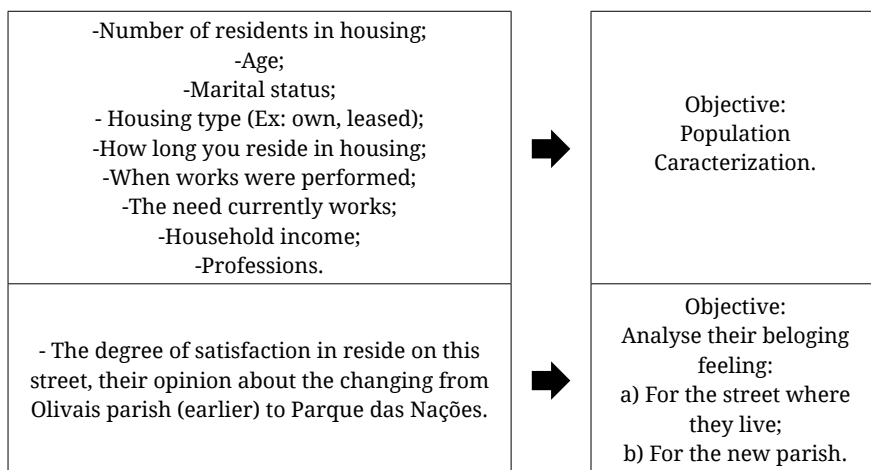
Twenty representatives were interviewed in the household, corresponding to forty-three people.

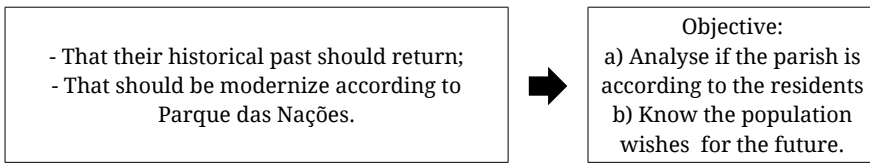
The questions posed to representatives of household covered the number of residents in housing, age, marital status, housing type (Ex: own, leased), how long they reside in the house, when works were performed, the current need of works, the household income, professions, the degree of satisfaction in reside on this street, their opinion on the passage of the Olivais parish (earlier) to the Parque das Nações parish. Lastly, how would they like to see the Centieira Street in the future?

(i) That their historical past should be returned, through the rehabilitation of houses, promoting and spreading his own identity, making the street known and desirable to visit as historic zone, or,

(ii) That it should be modernized and rebuilt like Parque das Nações.

Fig. 4 – Questions posed to residents and the objectives to be achieved





Source: Own Elaboration

2 – Semi-structured Interviews to eight opinion leaders, influential people from the street, which currently belong to the direction of the Recreation Group Centieirence, as well as, to a reporter from the local newspaper, whose themes are based on the characterization of the population and historical research.

3 – Semi-structured interview to all traders, namely a coffee shop and three restaurants.

The questions posed to opinion leaders and traders were the last three: the degree of satisfaction in having the trade on this street, their opinion about the changing to the Parque das Nações parish and, how they like to see this street in the future.

4 - Unstructured Interview to the responsible for culture, communication and image, belonging to the Parish Parque das Nações executive. The goal was to obtain more information, in addition to the document mentioned previously - Junta de Freguesia do Parque das Nações Plan 2014.

RESULTS OF THE STUDY

From the placed survey we can concluded that the population are 96 residents and a total of 45 families.

There are 20 vacant houses, which correspond to one of the problems pointed out by residents, because they give a degraded aspect to the local. Crossing the street, you can see that, even those which are inhabited, many require conservation works of the facades.

According to the bibliography consulted (Rodrigues, 2013; Xavier, 2013; Xavier, 2014), in field work we can confirm the historical past that was referred to, as the majority of the population interviewed had these experiences. This is because, according to the data collected, the population is aging. The predominant age lies between 60-64 years and 65-69 years. Interestingly were only detected two children in the range of 0-4 years. It was also confirmed the cultural aspect and playful lived in times on that street.

The household consists of one or two people (have the same percentage: 35%) mostly married (48%) and widows (26 %).

The majority of respondents live in a rented house (55%), but 40% live in home ownership. 26% of respondents live in the same residence for more than 50 years. Many were born in Centieira Street, or moved there when they were very young. Others, who were born on this street and later leased their homes, staying on the same street.

Regarding the need of works, 58% of respondents revealed that their houses need repairs, especially those who have rented houses. Those who have their own home, many made works in the last four years, by virtue of being old houses and with maintenance needs. In turn, those who reside in rented houses, are their own tenants who effect the works, this due to the low level of rents of their houses.

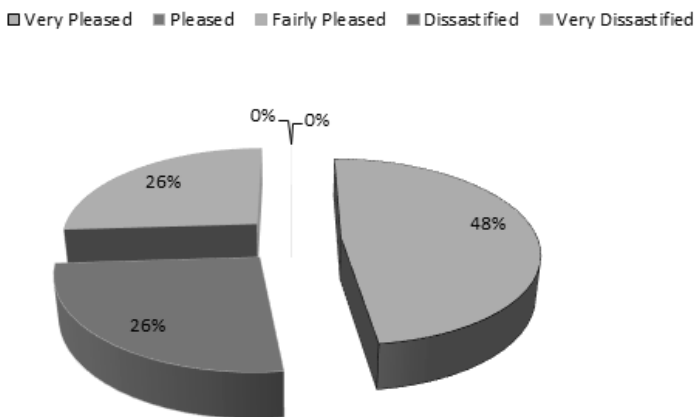
In relation to the household income, it is included within the 500€ and 1000€ which corresponds to a yield per person between 250€ and 500€.

Most are retired (47%) and unemployed (21 %). Only 18% work for third parties.

In the context of internal marketing as indicated in the review literature (Azevedo, Magalhães and Pereira, 2010; Franco, 2010), this work was done to realize the relationship that the residents have with the local, their degree of identification, their satisfaction, the way they talk about it, if they speak positively as being “theirs”. In that aspect it was detected a high sense of belonging. This is due to

the good relationship created between the residents, the mutual aid and, consequently, to the spirit of the neighborhood. On the street, almost everybody knows everybody. When there is a need they help ones and another. From the study we understand that 48% of the residents are “very satisfied” to live in Centieira Street and 26% are “satisfied” or “fairly satisfied”. One of the reasons to these recent results was the degraded state of some buildings in the street, a fact which displeases most residents.

Fig. 5. Degree of satisfaction by living in Centieira Street



Source: Own Elaboration

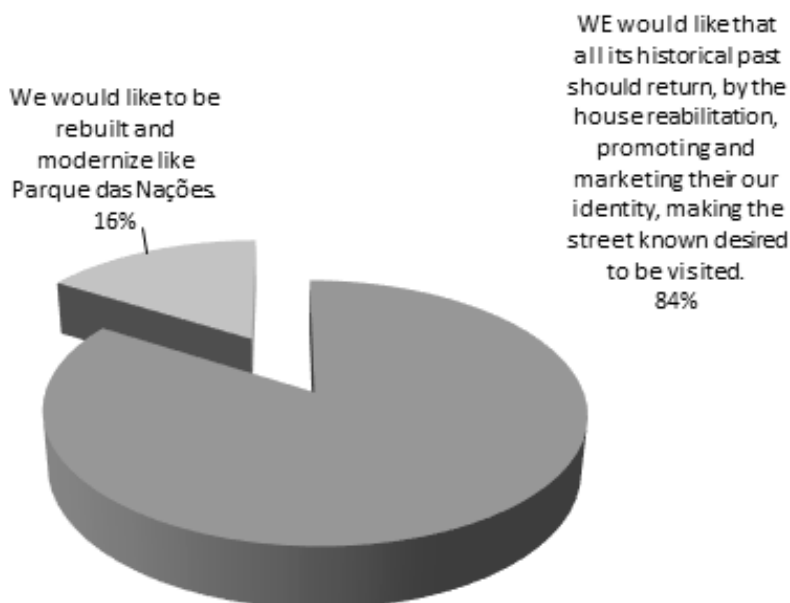
As mentioned at the beginning of this article, this street was in Santa Maria dos Olivais parish, and moved to Parque das Nações parish, with law No. 56/2012, of 8 November, Administrative Lisbon Reform. But only from October 2013 is that this fact materialised as it was the moment when the first elected Parish Assembly took possession. So, there is only five months this Junta de Freguesia is working and still very conditioned. Due to the needs of installation and transfer of powers from the town Município according to Law 56/2012, which reduces from 53 to 24 the Lisbon parishes, creating from root the new Parque das Nações Parish.

For the reason previously appointed, we intended to know what the opinion of residents about this change. The result was that most

considered beneficial the transference from parishes (43 %) but a large proportion reported having no data yet to evaluate (32 %). One of the comments was that it apparently seems beneficial, because the parish has shown some interest in this street, and also because it adds value to their homes.

Regarding the last issue relating to the future of Centieira Street, 84% would like it to be returned to its historic past, through the rehabilitation of houses, promoting and spreading his own identity, making the street known and desirable to visit as historic zone. At the level of the internal marketing of the diagnosis about the will of residents and according to the literature review (Azevedo, Magalhães and Pereira, 2010; Franco, 2010), it was proven that what is defined in the Plan for 2014 to Centieira Street meets the wishes of the population. Namely, the two wills are aligned and this open the way for the implementation of these actions.

Fig. 6 – The future that the residente population would like to see in Centieira Street



Source: Own Elaboration

In relation to traders it turns out that most of them are reasonably satisfied and are unanimous in considering that was benefic the street changing to the new parish, but they also recognize it is still to premature to say something. From traders, 75% said they would like to see returned its historical past.

The opinion leaders, resident people but who engage in actions of representation of the population, will also meet the results presented above they have a high sense of belonging and the majority would like to see this street rehabilitated according to the historical past.

CONCLUSIONS

Urban managers need to know as much as possible of all the features of the sites, in order to make informed decisions and develop a plan for the territory. To create healthy communities and understand the costs and benefits of different patterns of development, they need a proper diagnosis, (Luque-Martínez, 2007).

After the bibliographical research done on the subject of city marketing – that can be applied to countries, regions, cities, territories, counties, places – was made a survey of the population of Centieira Street in the context of internal marketing. Despite this street does not have a historical reference point, a place, an object - easily identifiable in the urban landscape, (Hospers, 2010), has the features of the new trend of marketing that goes through authenticity and the human spirit, (Kotler, 2011). Its residents are genuine people, with strong roots on this location, hospitable and with a high sense of belonging in “their street”. Reporting to literature (Hankinson, 2004; Kavartzis, 2005; Hospers, 2010), this is a great value.

According to Ismail, (2011), a concerted effort between the Government, the private sector and the local community is vital to ensure the sustainability of a location, on its historical point of view. In this sense, after the field study done to these two audiences to the population and the parish – is aligned with the vision for the future that each of these audiences want for the street.

Since the internal marketing is very favorable, the next step will be the external marketing, with the application of what the Parish and the residents want for the local. The aim will be to increase the degree of knowledge of Centieira Street, increasing their attractiveness to attract new residents, investors and visitors, as mentioned in the literature.

Within academic work, this paper may be important in order to ensure that in future research, we can examine what was done after this study and the influence of city marketing in the results obtained at this location. Beyond this aspect more restricted, it would be interesting that this research can serve as a basis for other comparative studies, in other territories, cities or regions.

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