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## Place Branding and Strategic Spatial Planning Instrument da Silva Oliveira, Eduardo

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university of  
 groningen



# *Place Branding and Strategic Spatial Planning: Towards a conceptual model to brand regions*

**Place Management and Branding Conference**  
The Business of Place: Critical, practical and pragmatic perspectives



Manchester  
Metropolitan  
University



**in:polis**

***Eduardo Oliveira***

*Department of Spatial Planning and Environment, Faculty of Spatial Sciences  
University of Groningen, The Netherlands*

## Contents

- ✓ Background of the **discussion**;
- ✓ Places are facing **challenges**;
  - ✓ Portugal;
  - ✓ North of Portugal;
- ✓ What is **place branding**?
- ✓ What is **strategic planning**?
  - ✓ What are the **links**?
- ✓ **Portugal** and **place branding**.
- ✓ How can a **place branding strategy** contribute to the **development**?
- ✓ Place branding strategy – **does it work**?

Will take  
some time



Around  
233 slides, and



Individuals/citizens

Places

Change



Eduardo, 1984, 2008, 2010, 2012...

**Individuals/citizens**

**Places**

**Change**



**Piccadilly Gardens,  
Manchester, UK, 1939**

**Piccadilly Gardens,  
Manchester, UK, 2007**

Individuals/citizens

Places

Change



Braga city centre,  
North of Portugal, 1950



Braga city centre,  
North of Portugal, 2012

Places such as countries, regions, cities aspire to a promising future.



Historical, social, human, and cultural assets, strengths.

The growing complexity  
Places are facing challenges  
(e.g. economic; social)



Responses - Actions

Grasp the momentum

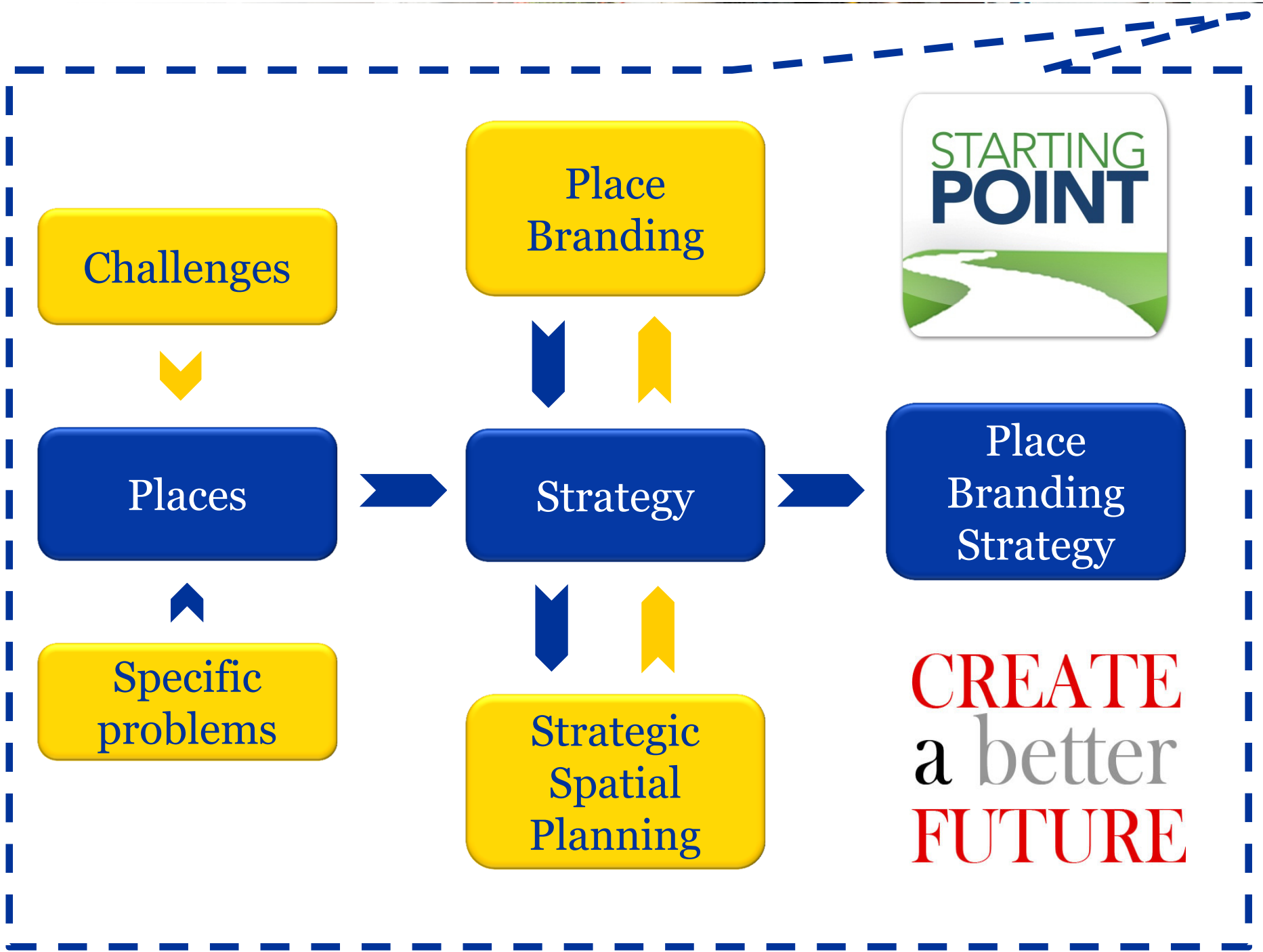
Place Branding?

Strategic Spatial Planning?

Why?



How?



Challenges



Places



Specific  
problems

Place  
Branding



Strategy



Strategic  
Spatial  
Planning



STARTING  
POINT



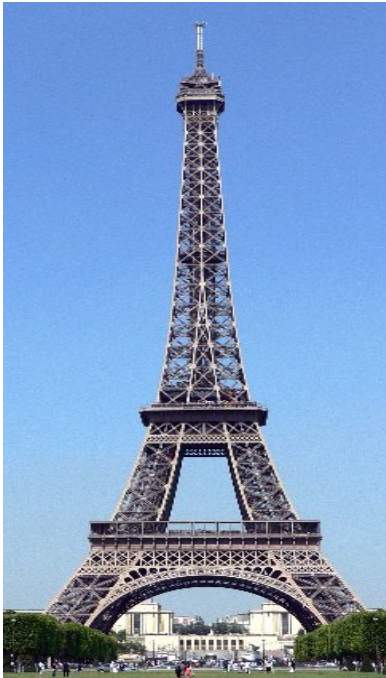
Place  
Branding  
Strategy

CREATE  
a better  
FUTURE





**NOKIA**  
Connecting People



Places often emphasise the historical, social, human, and cultural assets, features....



*Montreux Jazz Festival*



Mercedes-Benz

**ENTERPRISE IRELAND**

However...

*The globalisation of culture and the economy*

*The persistently uneven development*

*The rise of new technologies*

*The ageing  
of the  
population*

The growing complexity  
Places are facing challenges  
(e.g. economic; social)

*The rising  
cost of  
energy*

*The crisis of  
representative  
democracy*

*The financial and  
economic crisis*

*The changes in production processes*

*The environmental issues*

Albrechts, 2010  
de Roo & Rauws, 2012

# Europe, EU



# Portugal



**North  
Region of  
Portugal**

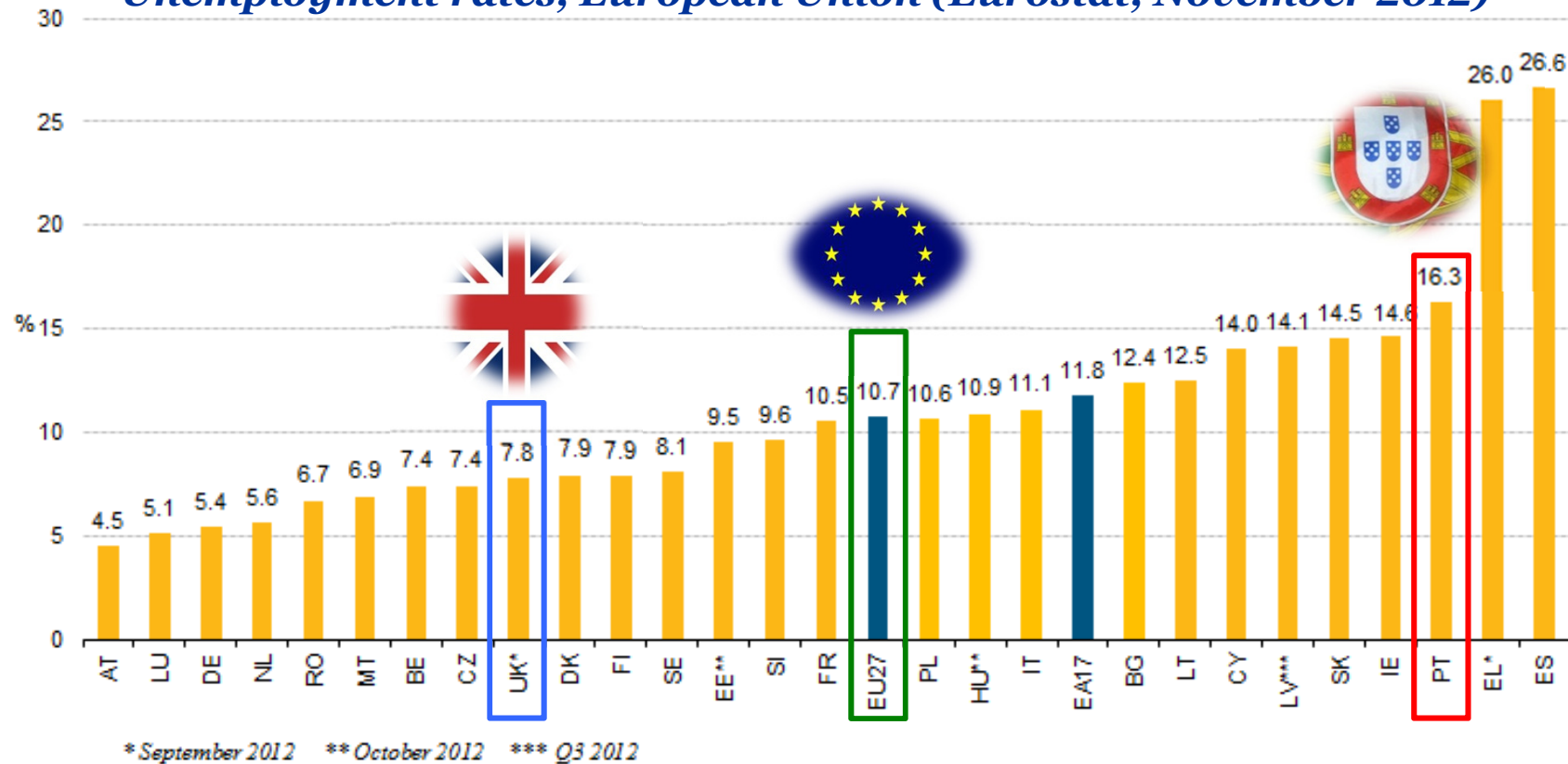


**Resident Pop.:  
3,741,092**

**Source: Google Maps**

# Places are facing crucial issues, causing structural change (Albrechts, 2010) (e.g.)

*Unemployment rates, European Union (Eurostat, November 2012)*



**UK - 7.8%**

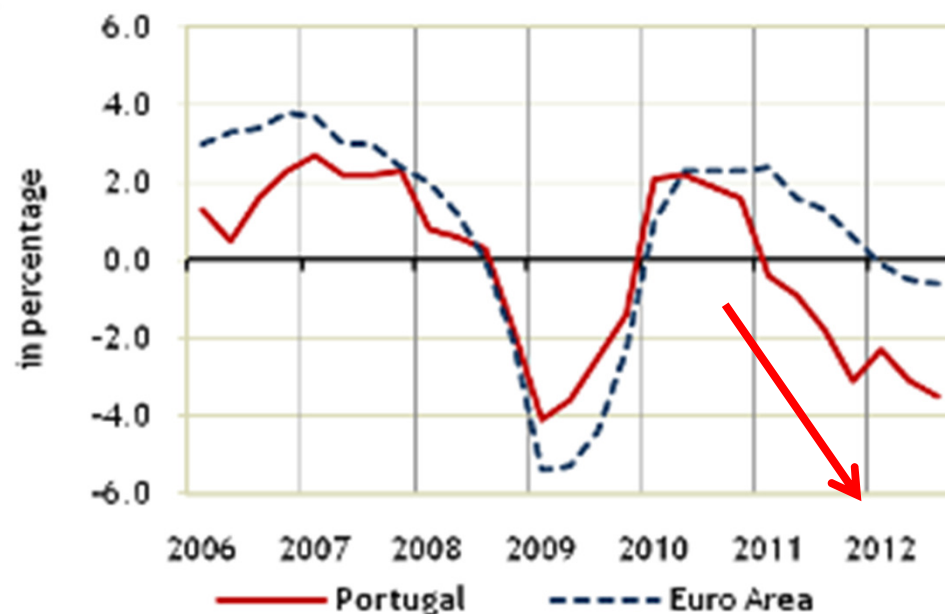
**EU - 10.7%**

**Portugal - 16.3%**

*Portugal is a place*

*Portugal is facing challenges*

Indicator		2010 +	2011 -	2011 Q4 -	2012 Q1 -	2012 Q1 -	2012 Q3 -
Real GDP (y.r. %)	Portugal	1.4	-1.7	-3.1	-2.3	-3.1	-3.5
	Euro Area	2.0	1.4	0.6	-0.1	-0.5	-0,6



**2012: -3.5%**

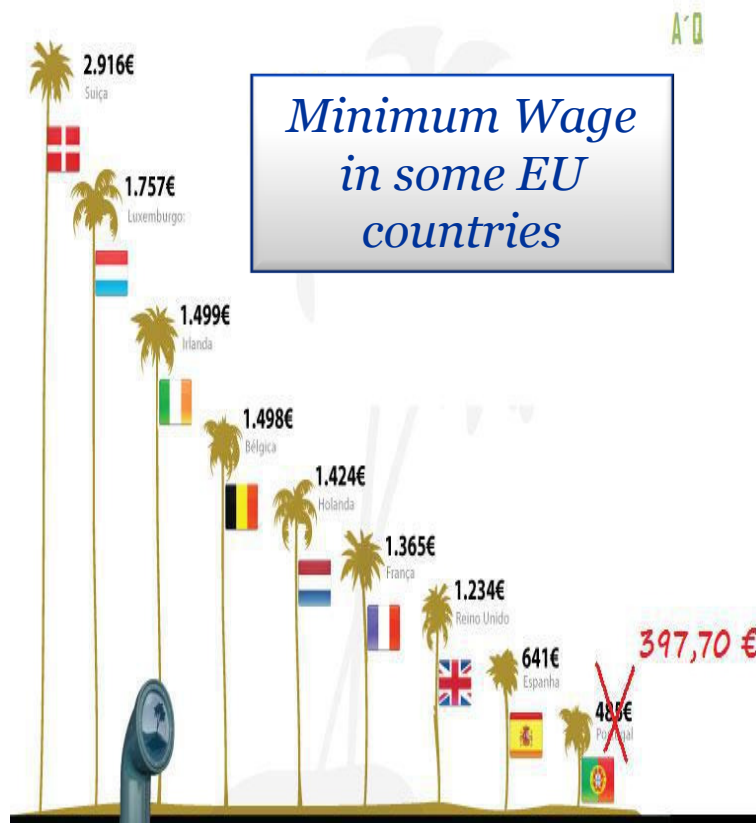
**2013: -1.9%**

**2014: 1.3%**

Portugal Bank, <http://www.bportugal.pt>

*Some in deep examples*

*Low purchasing power*



*Minimum Wage  
in some EU  
countries*

*Community impact*

*Relocation / Bankrupt*

*Companies that close  
the doors (search)*

*4.480 Google entrances*

Google mais uma empresa que fecha as portas Portugal

Web Images Maps Videos More Search tools

Jan 1, 2012 – Nov 26, 2012 Sorted by relevance All results Clear

Ad related to **mais uma empresa que fecha as portas Portugal**

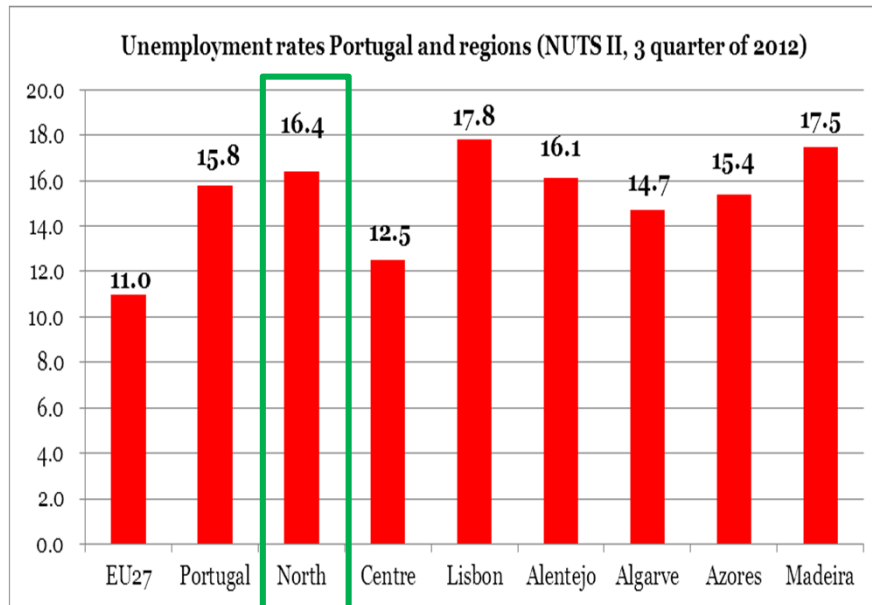
[Pensa abrir uma empresa? | zonempresas.pt](#)  
www.zonempresas.pt/criar-uma-empresa  
Tudo o que precisa de saber Na criação de uma empresa:  
Soluções Cafés e Restaurantes - Pacotes Fibra desde 23,99€

[Mais uma empresa que fecha portas em Famalicão - Economia - RTP](#)  
www.rtp.pt/noticias/index.php?article=6... - Translate this page  
29 Feb 2012 - Os trabalhadores da têxtil Fersoni estão à porta da fábrica, ainda à espera de receber os salários em atraso.

[Pão: Uma empresa por dia fecha portas no Norte - Dinheiro Vivo](#)  
www.dinheirovivo.pt > Empresas - Translate this page  
5 Feb 2012 - Mais Uma Noite de Merda Numa Cidade da Treta é o nome de um filme

*North region*

*Is also facing challenges*

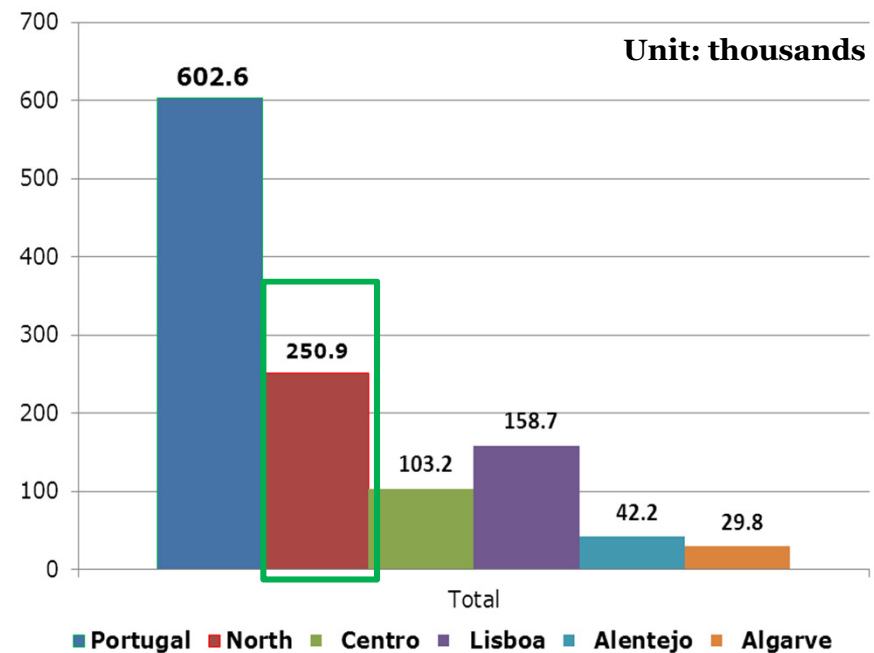


*Source: Statistics Portugal; Bank of Portugal, 2012*

*Unemployment rate: 16.4%*

*42% of the Unemployed pop  
in Portugal*

*Recipients of unemployment  
benefits of Social Security -  
40% located in the North*





Step Forward



Albrechts, (2010; 2012)

Kunzmann, (2000)

Healey, (1997, 2006)

## 4 different types of response

### ✓ Reactive

✓ Rear-view mirror

### ✓ Inactive

✓ Going with the flow

### ✓ Pre-active

✓ Preparing for the future

## Pro-active

**Designing the future – making it happen**  
**Creative thinking about possible futures**

The strategic spatial planning framework for change

As in 'traditional' planning (land use planning; zoning; master planning), there are different types of strategic spatial planning.

Albrechts, (2010; 2012)

Strategic spatial planning is indeed not a single concept, procedure **or tool**.  
**It is a set of concepts, procedures and tools**

**Place Branding**



**Strategic  
Spatial  
Planning**

**ARGUMENT?**

Where are  
You Going?

Why?

When?

How?

Why Not?



**PLACE BRANDING**  
could be used as  
**STRATEGIC SPATIAL PLANNING**  
instrument to support a  
**STRATEGIC CHANGE**  
in direction of places, such as regions  
(e.g. image; position)

## What is our understanding about **Place Branding**?

**If branding is a part of marketing, then branding is:**

- ✓ Communication **tool**;
- ✓ A task for **advertisers** and graphic designers;
- ✓ **Disconnected** from the place's identities;
- ✓ **Apolitical**;
- ✓ **Ineffective** in creating sense/pride of place;
- ✓ **Ineffective** in attracting investment;
- ✓ Effective in **attracting visitors**.

**If branding is wider than marketing, then branding is:**

- ✓ A strategic **development tool**;
- ✓ A task for **local authorities** and stakeholders; planners;
- ✓ Connected to the **place's identities**;
- ✓ **Effective** in creating sense/pride of place;
- ✓ **Effective** in attracting investment;
- ✓ **Effective** in attracting visitors;
- ✓ **Effective** in attracting talent people / researcher 's;

## What is our understanding about **Place Branding**?

“A **place brand strategy** is a plan for defining the (...) the most compelling **strategic vision** for the place”  
(Anholt, 2003).

“Place branding as a **long-term strategic activity**” (Hankison, 2010).

“Place branding can be used as at least **part of policies** aimed at:

- ✓ To **fostering** economic restructuring;
- ✓ Community **participation**;
- ✓ Political **engagement**;
- ✓ To secure visibility, **create value**;
- ✓ To **reinforce** local identity;
- ✓ To **reinforce** the physical and psychological **well-being** of citizens
- ✓ To achieve competitive advantage (e.g.):
  - ✓ To increase **inward investment**;
  - ✓ To increase **tourism revenues**”;

(Ashworth, 2010).

# What is strategic spatial planning?

... As **response** to challenges at economic and social level.

...what a place is and what it **might become.**

A run for **specified goals**

**Determining the strengths and weaknesses**

**How to get there?**

**Where do we want to go?**

**Designing the future.**

**Prepare a response.**

**Enabling change.**



Friedmann, 1982; Throgmorton, 1996; Kotter, 1996; Innes & Booher, 1999; Kunzmann, 2000; Hillier, 2002; Healey, 2007; Albrechts, 2010; 2012.

## What is strategic spatial planning?

✓ A **transformative and integrative public sector, co-productive, socio-spatial process** through which visions or frames of reference, the justification for coherent actions, and the means for implementation are produced that shape, frame and reframe

...what a place is and what it might become.

- ✓ As **response** to challenges at economic and social level;
- ✓ **Active force** in enabling change;
- ✓ Focuses on place **qualities** and **assets** (e.g. cultural, physical and social);

Albrechts, (2010; 2012)

Healey, (1997, 2006)

Kunzmann, (2000)



## What is strategic planning?



## Characteristics



*Negotiated & participatory*



*Not authoritarian & prescriptive*

*Pro-active*



*Not reactive*

*Flexible*



*Not rigid*

*Integrative*



*Not sectoral*

*Transcends spatial jurisdictions*



*Not confined to single jurisdiction*

Ashworth et al., 2010

Place Branding

Strategic Planning

Links?

Highlight assets

Communication message

Envisioning -Visions

Common objectives

Create identity

Common engagement

Radical change spatial context

Inclusiveness

Dynamic creative process



Strategic thinking towards a place branding strategy

What's  
Going On?

Ad related to **portugal** ⓘ

[Vakanties Portugal?](#)

[www.arke.nl/Portugal](http://www.arke.nl/Portugal)

Volop aanbiedingen naar **Portugal**. Boek veilig en s

[Portugal Official Tourism Website](#)

[www.visitportugal.com/](http://www.visitportugal.com/)

Plan your travel to **Portugal**. Looking for romance, d  
relaxing? Indulge yourself in **Portugal**, your holiday

[Algarve - Lisboa Region - Visit Portugal - Brochures download](#)

You've visited this page many times. Last visit: 11/18/12

[Portugal - Wikipedia, the free encyclopedia](#)

[en.wikipedia.org/wiki/Portugal](http://en.wikipedia.org/wiki/Portugal)

Location of **Portugal** (dark green). – in Europe (green & dark grey) ·  
Union (green) — [Legend]. Capital and largest city, Lisbon · 38°46'

[History of Portugal](#) - [Economy of Portugal](#) - [Flag of Portugal](#) - [Geo](#)

[CTT – Correios de Portugal](#)

[www.ctt.pt/](http://www.ctt.pt/) - [Translate this page](#)

Rede de encaminhamento e distribuição postal domiciliária.

You've visited this page many times. Last visit: 1/3/13

[Visit Portugal. Portugal Travel, Tours, Hotels, Tourism and Information.](#)

[www.portugal.com/](http://www.portugal.com/)

**Portugal** Official Dotcom Travel Gateway. **Portugal.com** offers a wide range of travel  
and tourism products including hotels, pousadas, paradores, solares and ...

[News for portugal](#)



EU News

[Brussels approves Portugal aid for Banif](#)

[Financial Times](#) - 54 minutes ago

The European Commission has approved a €1.1bn government  
recapitalisation plan for Banco Internacional do Funchal (Banif) that will ...

[Portugal Official Tourism Website](#)

[www.visitportugal.com/](http://www.visitportugal.com/)

Plan your travel to **Portugal**. Looking for romance, discovering culture, living adventure,  
relaxing? Indulge yourself in **Portugal**, your holidays' destination.

[Algarve - Lisboa Region - Visit Portugal - Brochures download](#)

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## Portugal

[Visit Portugal. Portugal Travel, Tours, Hotels, Tourism and Information.](#)

[www.portugal.com/](http://www.portugal.com/)

**Portugal** Official Dotcom Travel Gateway. **Portugal.com** offers a wide range of travel  
and tourism products including hotels, pousadas, paradores, solares and ...

**Official language:** Portuguese language

**Government:** Parliamentary system, Unitary state, Multi-party system,  
Constitutional republic

### Points of interest



Douro



Lisbon  
Oceanarium



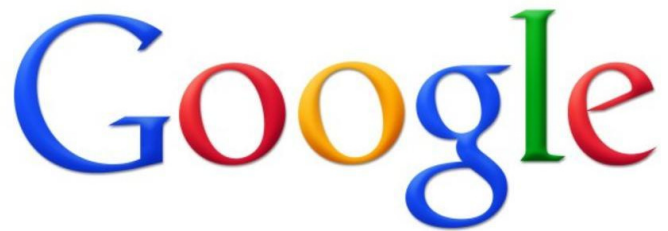
Pena  
National  
Palace



Casa da  
Música



Castle of  
São Jorge



## North Portugal

[Norte Region, Portugal - Wik](http://en.wikipedia.org/wiki/Norte_Region)  
[en.wikipedia.org/wiki/Norte\\_Region](http://en.wikipedia.org/wiki/Norte_Region)  
Norte (**Portuguese**: Região Norte, **P**) is the northern part of **Portugal**. It is a

[Visit Portugal - Porto e Norte](http://www.visitportugal.com/.../99B1759)  
[www.visitportugal.com/.../99B1759](http://www.visitportugal.com/.../99B1759)  
Archaeology in the **north** Place: Cit in the **north** / Follow this tour of nor You've visited this page 4 times. La

[Visit Portugal - Porto e Norte](http://www.visitportugal.com/.../99B17593-2FE4-488D-B77E-B15B...)

[www.visitportugal.com/.../99B17593-2FE4-488D-B77E-B15B...](http://www.visitportugal.com/.../99B17593-2FE4-488D-B77E-B15B...)

Archaeology in the **north** Place: Citânia de Briteiros Photo: Arquivo ICEP. in the **north** / Follow this tour of northern **Portugal's** archaeological sites

You've visited this page 4 times. Last visit: 11/18/12

[Images for north portugal](#) - Report images



*Non official channels*

[Things to Do and Places to Stay in the North of Portugal](http://www.portugal-sport-and-adventure.com/north-portugal.html)

[www.portugal-sport-and-adventure.com/north-portugal.html](http://www.portugal-sport-and-adventure.com/north-portugal.html)

Discover the **north** of **Portugal**, one of the country's most beautiful, intriguing and unknown regions.

[Oporto and Northern Portugal - Tourism Information](http://www.portugalvirtual.pt > Tourism)

[www.portugalvirtual.pt > Tourism](http://www.portugalvirtual.pt > Tourism)

In the **north**-western part of the country lies this land of dense vegetation and profound historic wealth. It was here that **Portugal's** first king, Dom Afonso ...

You've visited this page 3 times. Last visit: 11/5/12

[Porto and the North Portugal | Agência Regional de Promoção ...](http://visitportoandnorth.travel/)

[visitportoandnorth.travel/](http://visitportoandnorth.travel/)

**Portugal** was born in the **North**. Whether in leisure activities, like golf and spas, or business, this region is acquiring a huge prominence and a peculiar charm.

You +1'd this

[Portugal North](http://portugal-north.moonfruit.com/)

[portugal-north.moonfruit.com/](http://portugal-north.moonfruit.com/)

holiday rental , **North Portugal** holiday rentals, Holiday Apartments, cottages , villas, property sales, villas sale Motoring, Walking, Golf, Property finders, Bird ...

# What is going on in terms of Place Branding?

*Portugal*



*North Portugal*

TURISMO DO PORTO E NORTE DE PORTUGAL

**porto**enorte<sup>TEM</sup>



**porto**  
and the north  
the essence of portugal

Tourism promotion?

Country promotion?

**Place branding  
strategy?**

The Portuguese strategic planning documents mention branding?  
They attempt to any common place branding strategy?

**Spatial scale - Country**

***The National  
Program for Spatial  
Planning***

**Spatial scale - Region**

***The Operational  
Program for the  
North 2007-2013***

Branding?

Marketing?

Competitiveness?

Development?

Place Branding?

Strategic Spatial Planning?

Promotion?

Branding  
Strategy?

Marketing Strategy?

Image?



***The National Program  
for Spatial Planning***

**Spatial scale - Country**

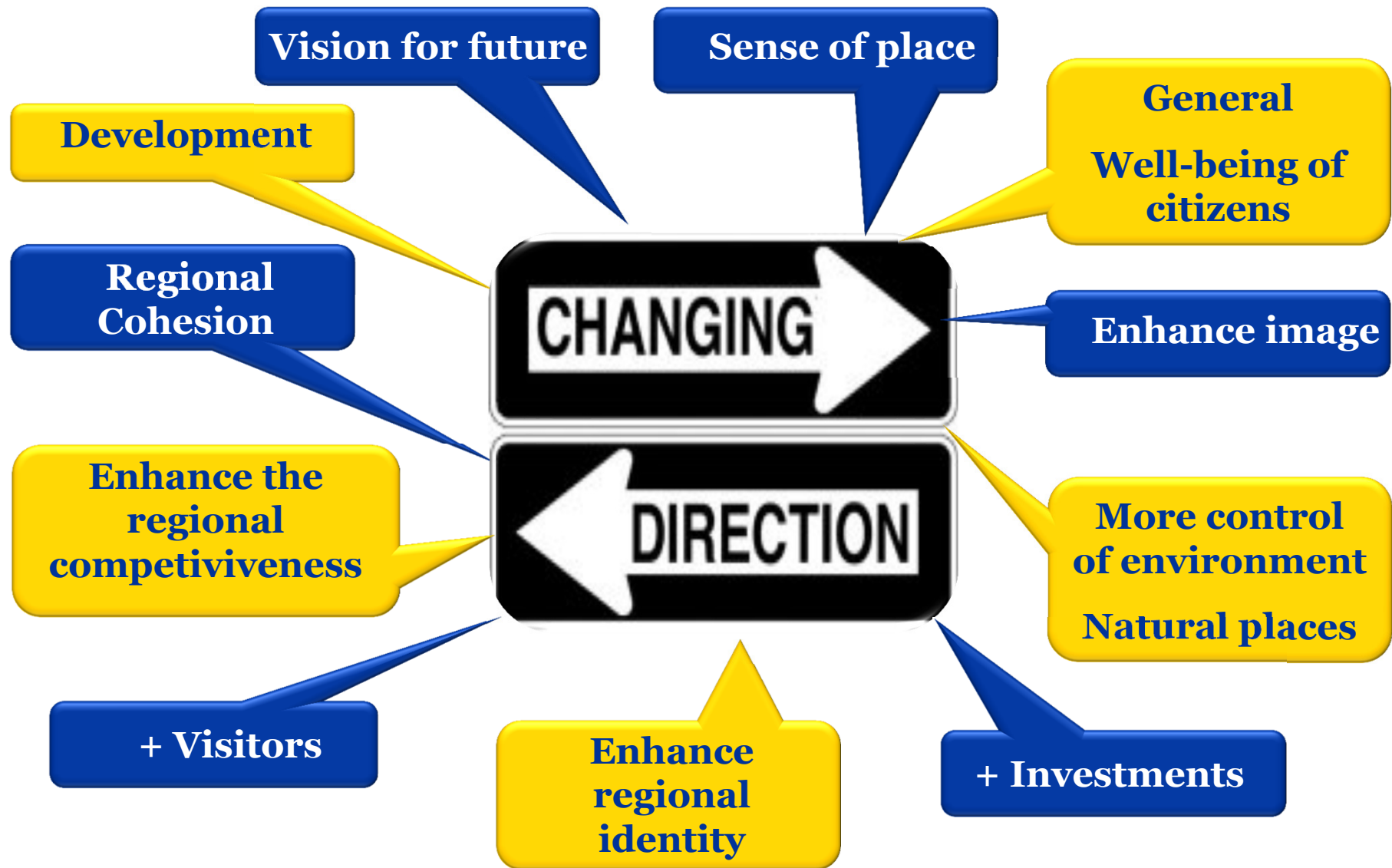
***The Operational  
Program for the North  
2007-2013***

**Spatial scale - Region**

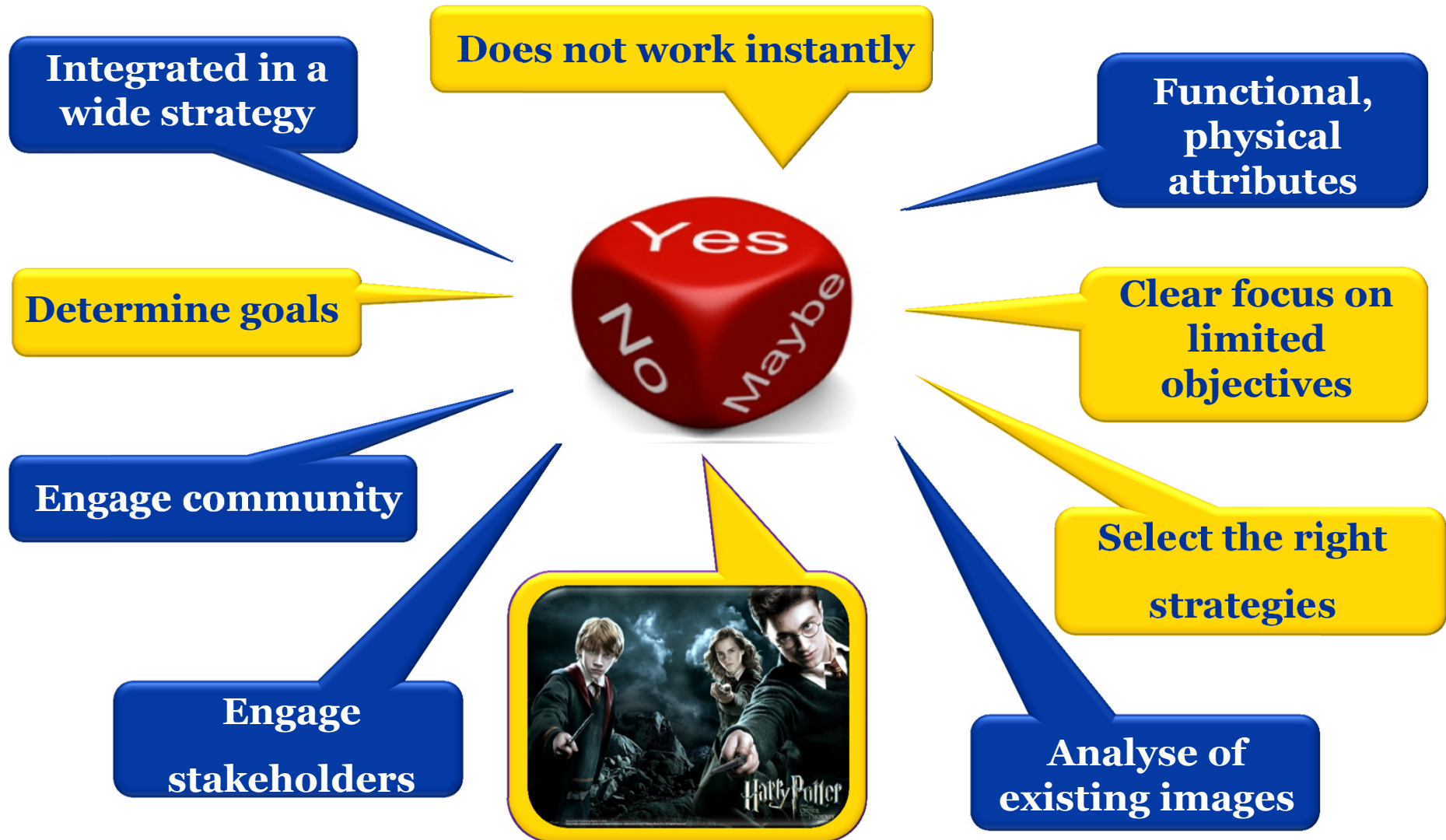
✓ No	<b>Branding?</b>	✓ Yes
✓ No	<b>Promotion?</b>	✓ Yes
✓ No	<b>Marketing?</b>	✓ Yes
✓ No	<b>Branding Strategy?</b>	✓ No
✓ Yes	<b>Development? (social, economic, e.g.)</b>	✓ Yes
✓ No	<b>Image?</b>	✓ Yes
✓ Yes	<b>Territorial competitiveness?</b>	✓ Yes
✓ No	<b>Marketing Strategy?</b>	✓ No



# How can a place branding strategy contribute to the development of the North of Portugal?



## Place Branding Strategy – does it work?



Zineldin, 2002; Rainisto, 2003; Ashworth & Kavaratzis, 2010; Hankinson, 2010

# Towards a conceptual model to brand regions



Source: Authors own

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(others)



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*Questions*