

VIENNA'S BRANDING STRATEGY. GOOD PRACTICES FOR BUCHAREST'S STRATEGIC DEVELOPMENT

Abstract

The study presents the key elements of the branding strategy applied by Vienna and the main target markets and the quantitative and qualitative effects, with an emphasis on the target group consisting of Romanian tourists, which is a priority market for the city. In the second part of the study, the strategy applied in the Austrian capital has served as a model to identify possible options for Bucharest's marketing strategy leading to the strategic development of the Romanian capital.

Keywords: Brand, city brand, brand strategies, tourism, advertising campaigns, strategic development.

JEL CODES: M31, M37, N44, N74

STRATEGIA DE BRANDING A VIENEI. BUNE PRACTICI PENTRU DEZVOLTAREA STRATEGICĂ A ORAȘULUI BUCUREȘTI

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Rezumat

Studiul prezintă elementele cheie ale strategiei de branding aplicată Vienei, precum și principalele piețe țintă și efecte cantitative și calitative, accentul punându-se pe grupul-țintă format din turiștii români care reprezintă o piață prioritară pentru oraș. În a doua parte a studiului, strategia aplicată în capitala Austriei a servit ca reper pentru identificarea unor posibile opțiuni pentru strategia de marketing a Bucureștiului care să conducă la dezvoltarea strategică a capitalei României.

Cuvinte Brand, brand urban, strategii de branding, turism, campanii de promovare, dezvoltare strategică.



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1. INTRODUCTION

In the early proliferation of marketing, the urban marketing concept meant promotion, or more specifically, advertising the city as a whole. Until a few decades ago, urban marketing was treated as a process in which urban activities were closely tied to consumer demands to maximize an area's social and economic efficiency in accordance with the goals needed to be achieved. Ashworth and Voogd (1990, p. 12) emphasized that urban marketing is "a demand-oriented approach" in which changes in urban areas are planned taking into consideration the current and potential users of the urban product. However, Smidt-Jensen (2005, p. 2) argues that if a city focuses only on marketing, instead of inoculating the brand's values to its citizens, businesses and local organizations, there is a real risk of discrepancies emerging between the experiences lived by tourists or new residents and the promises of the branding campaign. If the promise refers to "dynamic" and "openness", but the experience is limited to an inactive local community and less open to foreigners, the city becomes a disappointment

According to Mommaas (2002, p. 35), urban branding is "a strategy that aims to give cities an image, a cultural significance that, ideally, will serve as a source of added value and symbolic status." The urban brand is a tool to enhance the status or prestige of the city, as a tourist destination or as a residential or entrepreneurship location. Internally, it could give positive implications for the places or cities providing civic pride, sense of community, public investment, a sense of development. A strong city brand should be designed in an integrated manner, because the entire city is a brand. In creating the brand, some aspects such as images, characteristics and experiences are usually selected, while others are eliminated. The brand can often integrate aspects which until then were ignored.

Once urban planners understand the current picture of the place, they can deliberate on the type of image that can be built accordingly. One of the challenges resulting from this situation is creating an image that would determine effective results for all target groups. Eligibility conditions (Kotler and Gertner, 2002, p. 255) for an urban image to fit the title of universal effectiveness are listed below:

- *Validity*: if the place promotes an image which is too different from the reality, the changes for success are minimal.
- *Credibility*: Over the top efforts to promote can become dangerous if used in the long-term.
- *Simplicity*: Because most of the cities do not develop promoting strategies, they tend to disseminate any positive information, without making an in depth analysis and thus, the

prioritising process usually does not exist, generating exhaustive promotion and confusion among the target groups.

- *Attractivity*: The image must provide reasons for individuals and trigger desire to visit, live, invest or work in the respective place. Therefore, it is based on promoting various attributes such as economic stability, quality of life, opening to the outside, infrastructure, etc.
- *Distinctness*: The image „works” most efficient when it approaches in a different matter common themes.

Creating an image with resonance among the public is the organic part of the whole branding process, claiming a big improvement of the city at real scale and at the same time appealing to the creativity to discover the symbols. According to the advice of a branding approach, the abundance of phrases like "friendly place" or "holiday paradise" or "best business climate" should be avoided.

Firat and Venkatesh (1993, p. 246) believes that in the postmodern era "marketing is a conscious and planned practice of representation and symbolism." This statement outlines the theoretical framework to describe the transition from urban marketing mix to the city brand.

2. VIENNA'S BRANDING STRATEGY

2.1. Context

In 2009, Vienna Tourist Board¹ (VTB) made a marketing study at international level which focused on understanding Vienna as a tourist destination, with the purpose of discovering the most important elements which make up its identity and to differentiate them from other less important aspects.

The authorities tried to answer the following questions:

- Why do tourists from all around the world come to Vienna? Which are those „positive preconceptions” about the city which made that in 2008 Vienna to register more than 10 million reservations?
- Which are the brand's values? Which are the attributes of Vienna?

¹ The Agency was founded in 1955 and has as main tasks: updating the information about the city, promoting tourism offers, providing support for business tourism, Vienna representation in international relations and tourism industry and business, organizing meetings and conferences related to these issues. VTB has 106 employees of which 77% are women.

To answer these questions, about 11,000 tourists coming from the main target markets were interviewed via an online survey, and the results were compared with those of competing cities. Furthermore, were interviewed 550 representatives of Vienna's tourism industry, discussions were held with experts and also in-depth interviews with the main shareholders of VTB.

2.2. Visual identity elements of the new brand

One of the biggest challenges that emerged from the analysis was the trap "once in a lifetime." Research has shown that people see Vienna as a unique destination, considered to be beautiful and immortal. This description which, in principle, is a positive one, results in the removal of tourists from Vienna, in the worst case, repeatedly. Many of those interviewed said they could visit the city over 10 years from now, considering that this nothing will be changed, choosing for the present destinations such as Madrid, Copenhagen and Prague.

However, Vienna has a return rate of 60%, which means that people, who visited Vienna once, are very likely to return.

The new brand strategy developed from the analysis aims to counter the somewhat passive image of the old campaign *Vienna Waits For You* (see figure 1) and position Vienna as a destination to be visited "now and forever", which will be attractive to those at the first visit and will always give reasons to return here (VTB, 2010a, p. 24). This was why the slogan was changed to *Vienna: Now or never* (see figure 1).



FIGURE 1 – THE OLD AND NEW VISUAL IDENTITY OF VIENNA (FROM 2009)
Source: Vienna Tourist Board (2010a). *Brand Manual "Vienna: now or never"*, p. 27.

2.3. Axes of the brand

The results of the analysis have been grouped in 5 main themes (axes) (see figure 2) used as arguments for convincing foreign tourists to visit Vienna (VTB, 2010a, p. 6):

- Imperial heritage;

- Profusion of music and culture;
- Savoir vivre;
- Functional efficiency;
- Balance of urban and green areas.

All VTB's activities are linked to the brand's axes, each of them having some essential characteristics (so-called „brand modules”).

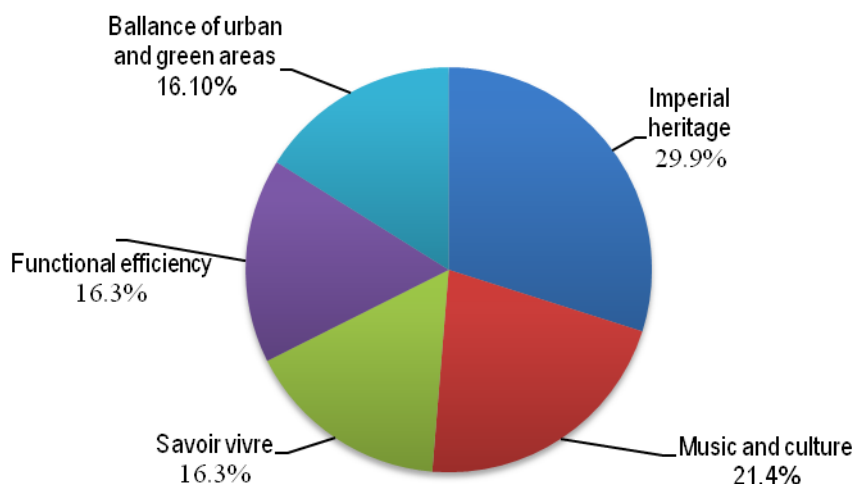


FIGURE 2 – MAIN AXES OF THE BRAND

Source: Vienna Tourist Board (2010a). Brand Manual "Vienna: now or never", p.7.

A. Imperial heritage

Imperial legacy and the historical sites are essential for the image of Vienna. A walk through the historic center of Vienna (UNESCO cultural heritage since 2001) can be seen as a journey back in time to the days of the Empire, Vienna holding more than 27 palaces and 150 other residences, reminiscent of the days of yore.

The dominant features of this axis (VTB, 2010a, p. 7) are: eternity, elegance and luxury.

The five main components of this axis (percent of brand module) are (see figure 3):

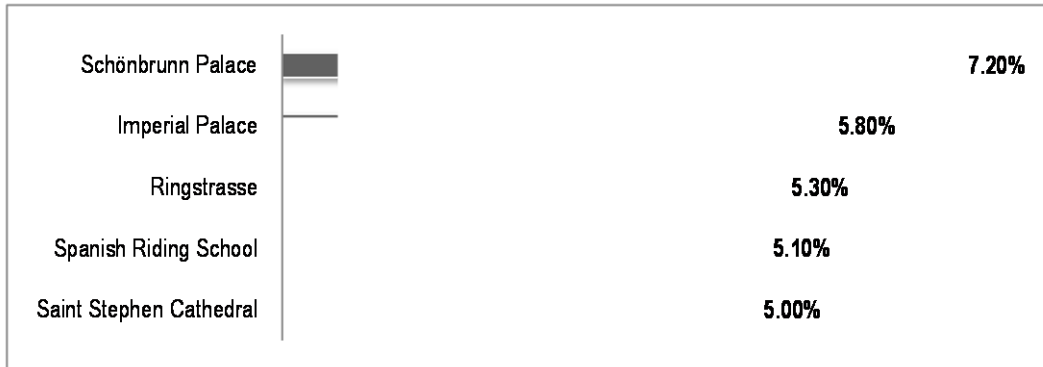


FIGURE 3 – MAIN COMPONENTS OF THE “IMPERIAL HERITAGE” AXYS (29.9%)
Source: Vienna Tourist Board (2010a). Brand Manual “Vienna: now or never”, p.10.

Vienna's urban image is generally strongly associated with the tourist sites from its center (e.g. St. Stephen's Cathedral and Hofburg Palace). Among the well-known exceptions situated beyond the Ringstrasse are the following: Schönbrunn Palace, the Prater, Belvedere Palace and the Tower of the Danube.

Interesting travel destinations, urban image and architecture are generally among key decision makers when choosing a location for a tourist vacation. Vienna has a lot to offer in terms of this axis of the brand, but can not definitely distinguish from other cities like Rome, Paris and London, which also have a rich “imperial or royal heritage”.

B. Music and culture

Vienna is the world's capital of – the New Year's Concert of the Vienna Philharmonic Orchestra (each year transmitted by broadcasters around the world), the Viennese bsld, the Boys Choir, the Vienna State Opera (where performances are held in rearly 300 nights per year, and every month with new premiere), the Golden Hall and the two world-class concert halls (Musikverein and Konzerthaus) made the city Famous.

The city annually hosts more than 15,000 events and feltivals, the most famous being the Spring Festival, Viennese Festival and the Jazz Festival.

Vienna is also an important cultural city, where one can find the largest Bruegel collection in the world and the most beautiful kiss immortalized by the painter Gustav Klimt's with its famous painting. The city hosts an impressive number of museums: the Museum of Modern Art, the Albertina, Belvedere Palace, the Museums Quarter, Leopold Museum, just to name a few.

The five main components of this axis (percent of brand module) are (see figure 4):

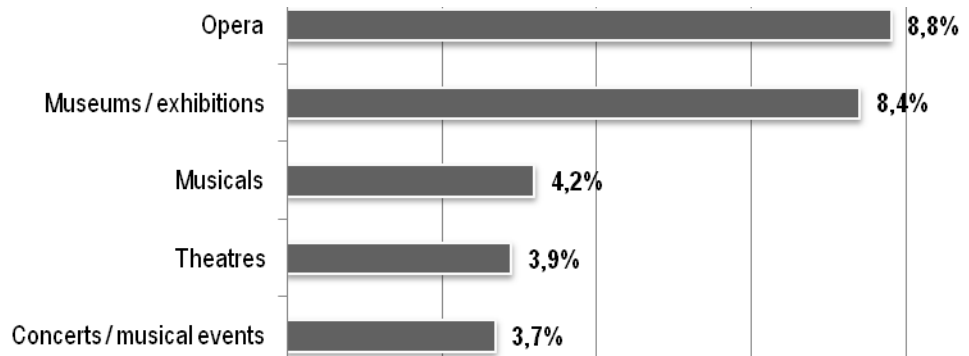


FIGURE 4 - MAIN COMPONENTS OF THE "MUSIC AND CULTURE" AXIS (21.4%)
 Source: Vienna Tourist Board (2010a). Brand Manual "Vienna: now or never", p.13.

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The main characteristics of this axis are (VTB, 2010a, p. 13): sensuous, thrilling and charming.

The (classical) music and culture attract both first-time visitors and returning visitors to Vienna, making these attractions important ambassadors for Vienna.

Appealing to new youngsters and the efforts made to offer extraordinary programs in this area are among the main conditions to be accomplished in order for Vienna to maintain and expand its position as a music and cultural metropolis in the future as well.

C. **Savoir vivre**

This brand axis includes (see figure 5):

- The Viennese cuisine, unique in the world;
- Coffee houses;
- Wine (tasted in the traditional "heuriger" wine taverns);
- Markets (the best known – Naschmarkt).

Coffee houses	13.30%
Heuriger wine taverns	10.70%
Viennese cuisine	9.40%
Vinnese wine, wine culture	6.10%
Naschmarkt Market	5.20%

FIGURE 5 – MAIN COMPONENTS OF THE “SAVOIR VIVRE” AXYS (16.3%)
Source: Vienna Tourist Board (2010a). Brand Manual “Vienna: now or never”, p.16.

The main chareacteristics of this axys are (VTB, 2010a, p. 16): tasteful, irresistibile and genuine.

This brand module offers the greatest potential for differentiating Vienna from other cities. For this reason, VTB includes in each promoting campaign (addressed especially to German speaking countries) at least an element from this module.

D. Functional efficiency

This axys is most of the time associated with safety. Cleanliness comes second, followed by the public transportation system and hospitality of its residents (see figure 6).

Vienna is ranked as the safest European city, with a low crime rate. According to statistics, the Austrian capital is safer than Nwe York or London. In Vienna, from 100,000 people, only one risks of being attacked, while in London the ratio is 1 in 40,000 and in New York 1 in 16,000. Additionally, the polls have shown that 62% of those living in Vienna feel safe in their city, while in Berlin the ratio is of 50% and in London of only 20%.

Also, Vienna is considered to be the city with the highest quality of life accoding to the study “*Mercer’s Quality of living*”(Mercer, 2010). In 2010, Vienna obtained the biggest score (108,6), in front of cities like Zurich (108), Geneva (107,9), and also Vancouver (Canada) and Auckland (New Zealand) which obtained a score of 107,4.

The main characteristics of this module are (VTB, 2010a, p. 19): premium quality, safe and dependable.

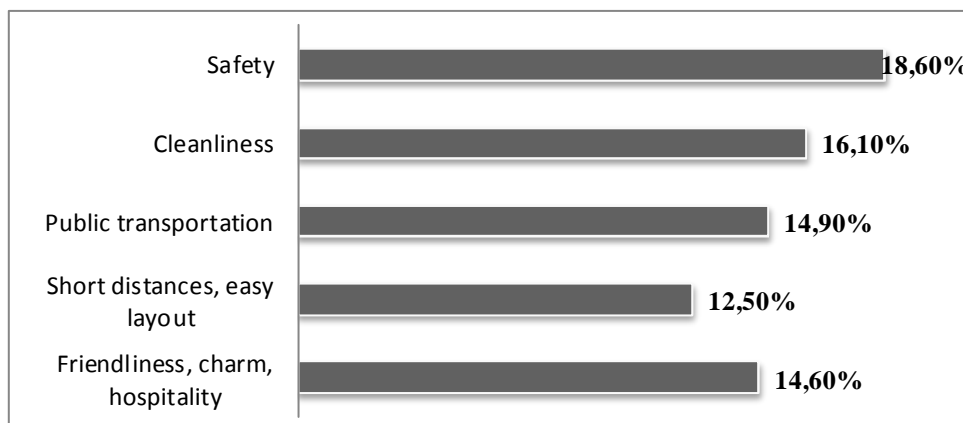


FIGURE 6 – MAIN COMPONENTS OF "FUNCTIONAL EFFICIENCY" AXYS (16.3%)
 Source: Vienna Tourist Board (2010a). Brand Manual "Vienna: now or never", p.19.

These characteristics are one of Vienna's greatest strengths, but in the context of tourism marketing they do not take high priority. However, tourists must be informed about Vienna's efficient infrastructure and the city's impeccable design (contributing to the tourists' desire to return to the city).

E. Ballance of urban and green areas

Vienna is considered to be the region with the largest surface area for parks and gardens, which enjoys a significant percentage of 28.4%, representing 117.76 km² (Wikipedia, 2010).

In 2009, Vienna was ranked fourth place in the top European "green cities" (following the Scandinavian cities: Copenhagen, Stockholm and Oslo) in a study performed by The Economist Intelligence Unit, which measured the environmental performance of 30 European cities (Warren Karlenzig, 2009).

This brand module includes (see figure 7):

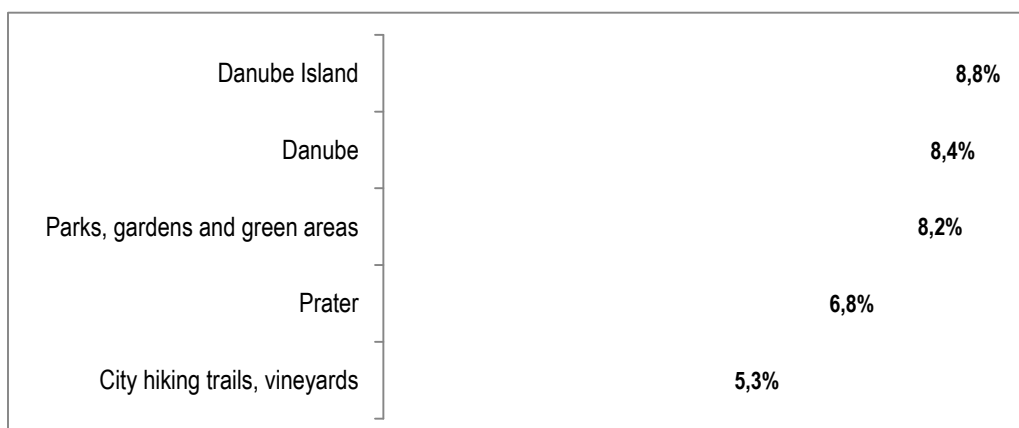


FIGURE 7 – MAIN COMPONENTS OF "BALLANCE OF URBAN AND GREEN AREAS" AXYS (16.1%)
 Source: Vienna Tourist Board (2010a). Brand Manual "Vienna: now or never", p.22.

The main characteristics of this axys are (VTB, 2010a, p. 22): active, green and close to nature.

Although Vienna is least associated with its outdoor recreational opportunities, this brand module is nevertheless important in the choice of a travel destination and its role in strengthening the brand as a whole. The image of Vienna benefits from having an active element and is improved by the perception of the wide variety of offerings. This brand module should primarily be embedded in the other well-established brand modules (e.g. associating Vienna Forrest with the culinary culture itineraries and the parks with the Imperial heritage), but in time it should become a standard communication element of the brand.

4. TARGET MARKETS

Vienna's most important markets in 2008 – 2011 are in Europe (see table 1 and 2), but also the United States (ranked 3rd) and Japan (ranked 9th in 2010).

TABLE 1 – MAIN TARGET MARKETS IN 2008-2010

Main markets	2008	Evolution from previous year (%)	Rank	2009	Evolution from previous year (%)	Rank	2010	Evolution from previous year (%)	Rank
Germany	888,764	13.6	1	855,711	-3.7	1	952,061	11.3	1
Italy	224,895	2.6	2	221,616	-1.5	2	246,930	11.4	2
USA	216,810	-17.2	3	207,937	-4.1	3	234,622	12.8	3
UK	174,079	-4.5	4	158,506	-8.9	4	166,446	5.0	4
Spain	149,779	2.2	5	127,091	-15.1	5	136,249	7.2	6↓
Romania	146,842	37.5	6	126,463	-13.9	6	116,882	-7.6	10↓
Switzerland	126,537	6.6	7	121,236	-4.2	8↓	130,156	7.4	7↑
Japan	119,896	-6.4	8	123,009	2.6	7↑	128,222	4.2	9↓
Russia	117,260	55.3	9	107,009	-8.7	10↓	145,580	36.0	5↑
France	115,968	5.5	10	115,362	-0.5	9↑	128,501	11.4	8↑

Source: Vienna Tourist Board (2011a). Vienna: Arrivals and overnights in all types of accommodation. January – December 2008-2010.

TABLE 2 – MAIN TARGET MARKETS IN JANUARY – APRIL 2011

Rank	Main target markets	Arrivals	Evolution from previous year (%)	Number of overnights	Evolution from previous year (%)
1	Germany	270,849	2.3	623,472	-3.1
2	Italy	78,455	9.1	200,731	6.6
3	Russia	62,268	47.3	166,204	40.8
4	USA	48,324	14.7	113,474	10.7
5	UK	46,729	12.1	102,250	8.0
6	Switzerland	38,359	11.8	87,626	7.8
7	France	36,929	20.4	89,803	18.0
8	Romania	36,609	13.7	78,036	11.4
9	Spain	31,209	13.3	75,528	11.9
10	Japan	28,517	-2.5	61,165	-6.8
	Austria	335,423	-0.2	613,772	-3.2

Source: Vienna Tourist Board (2011b). Vienna: Arrivals and overnights in all types of accommodation. January – April 2011.

As one can see from table 1, Romania is among the top ten markets of Vienna, in 2008 ranked 6th and in 2010 10th. According to table 2, in the first four months of 2011, Vienna was visited by 36,609 Romanian tourists (a rise of 13.7% from the same period of 2010), which makes Romania an important market for Vienna.

5. THE EFFECTS OF THE BRANDING STRATEGY

The effects of the strategy were visible in the number of visitors to Vienna, in the revenues from tourism and also in the prestige that the city has won at global level.

5.1. Economics

The evolution of the number of foreign tourists between 1996 and 2010 (see table 3) presents a significant rise. But the global recession (from the end of 2008) has left its mark on the number of arrivals and overnight stays.

TABLE 3 – EVOLUTION OF ARRIVALS AND OVERNIGHTS IN THE PERIOD 1996-2010

Year	Arrivals	Evolution from previous year (%)	Number of overnights	Evolution from previous year (%)
1996	2,902,924	3.4	7,264,041	3
1997	2,962,766	2	7,261,614	-0.03
1998	3,150,928	6.3	7,664,161	5.5
1999	3,130,814	-0.6	7,565,646	-1.3
2000	3,268,289	3.7	7,701,081	1.8
2001	3,256,719	-0.35	7,687,546	-0.2
2002	3,233,442	-0.7	7,655,391	-0.4
2003	3,355,356	3.8	7,955,076	3.9
2004	3,543,610	5.6	8,429,398	6.0
2005	3,680,078	3.9	8,768,660	4.0
2006	3,933,814	6.9	9,356,044	6.7
2007	4,235,317	7.7	9,675,208	3.4
2008	4,593,960	8.5	10,232,472	5.8
2009	4,385,529	-4.5	9,842,827	-3.8
2010	4,878,654	11.2	10,860,126	10.3

Source: Vienna Tourist Board (2011a). Vienna: Arrivals and overnights in all types of accommodation. January – December 1996-2010.

As one can see from table 4 and figure 8, a large number of Romanian tourists have chosen Vienna as holiday destination between 1996 and 2010.

TABLE 4 – EVOLUTION OF ARRIVALS AND OVERNIGHT STAYS OF ROMANIAN TOURISTS BETWEEN 1996 AND 2010

Year	Arrivals	Evolution from previous year (%)	Number of overnights	Evolution from previous year (%)
1996	19.610		48.256	
1997	14.283	-27,2	36.168	-25,0
1998	18.450	+29	41.390	14,4
1999	16.117	-12,6	37.674	-9,0
2000	15.582	-3,3	35.635	-5,4
2001	17.224	+12,7	39.850	11,8
2002	30.145	+75	63.376	59,0
2003	24.087	-20	54.883	-13,4
2004	30.723	+27,5	65.213	18,8
2005	41.831	+36	90.211	38,3
2006	62.114	+48,5	137.737	52,7
2007	106.762	+72	229.598	66,7
2008	146.842	+37,5	313.385	36,5
2009	126.463	-14	272.446	-13,1
2010	116.882	-7,6	257.953	-5,3

Source: Vienna Tourist Board (2011c). Source Markets. Romania. 1996-2010.

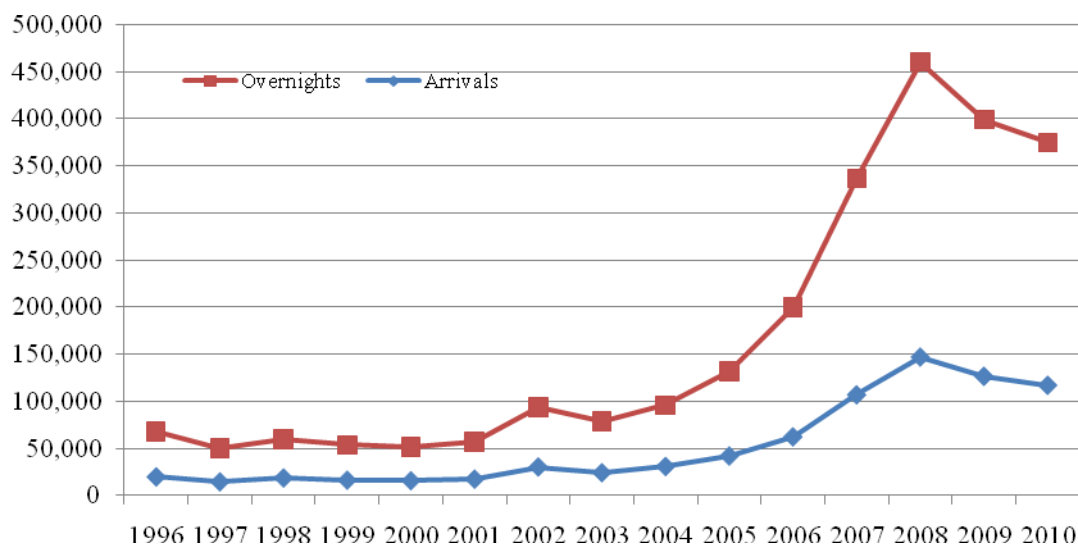


FIGURE 8 – EVOLUTION OF ARRIVALS AND OVERNIGHT STAYS OF ROMANIAN TOURISTS BETWEEN 1996 AND 2010
 Source: Vienna Tourist Board (2011c). Source Markets. Romania. 1996-2010.

According to statistics (table 5) the most overnight stays for Romanian tourists were recorded in 2010 in December (37,681), and the least in February (15,122).

TABLE 5 – EVOLUTION OF MONTHLY OVERNIGHT STAYS BETWEEN 2007 AND 2010

Month	2007	2008	Evolution from previous year (%)	2009	Evolution from previous year (%)	2010	Evolution from previous year (%)
January	15,031	27,358	82.0	28,812	5.3	19,790	-31.3
February	11,516	19,657	70.7	19,373	-1.4	15,122	-21.9
March	13,879	17,758	27.9	17,179	-3.3	15,924	-7.3
April	15,965	22,452	40.6	17,565	-21.8	19,215	9.4
May	15,160	22,373	47.6	19,604	-12.4	18,782	-4.2
June	14,249	13,587	-4.6	16,062	18.2	16,842	4.9
July	22,331	28,974	29.7	25,922	-10.5	24,151	-6.8
August	30,472	42,210	38.5	34,047	-19.3	33,870	-0.5
September	20,157	28,232	40.1	22,321	-20.9	21,711	-2.7
October	16,085	20,662	28.5	15,795	-23.6	16,437	4.1
November	16,035	22,252	38.8	17,276	-22.4	18,428	6.7
December	38,718	47,870	23.6	38,490	-19.6	37,681	-2.1
TOTAL	229,598	313,385	36.5	272,446	-13.1	257,953	-5.3

Source: Vienna Tourist Board (2011c). Source Markets. Romania.

The „Capital of music” offers tourists over 400 hotels and hostels with over 53,000 beds in the busy season (see figure 9).

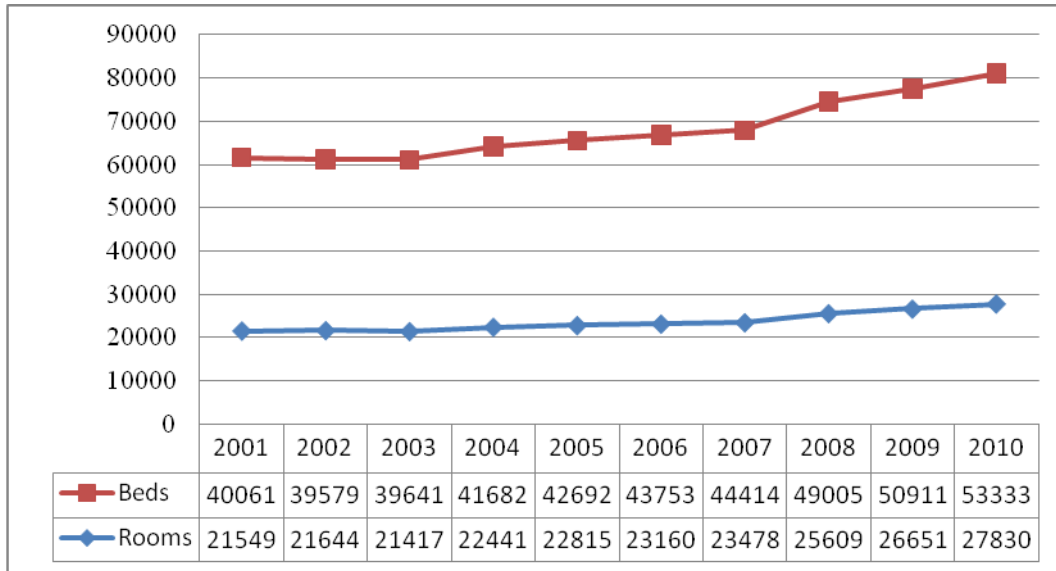


FIGURE 9 – EVOLUTION OF ACCOMODATION UNITS, ROOMS AND BEDS IN THE PERIOD 2001-2010

Source: Vienna Tourist Board (2010b). Tourism Review 2009, p. 31.

The biggest number of Romanian tourists chose 4 and 3 stars accommodations (see table 6). In 2009, the number of overnights for Romanian tourists was of 272,446 (a drop of 13.1% from 2008), and in 2010 the number fell to 257,953 (-5.3% from 2009). Nevertheless, in the first four months of 2011, 11.4% rise was registered (compared to the previous year): 78,036 overnights.

TABLE 6. NUMBER OF OVERNIGHT STAYS FOR ROMNIAN TOURISTS ON CATEGORIES OF ACCOMODATION IN THE PERIOD 2009-2010

Category	Number of overnights 2009	Evolution from previous year (%)	Number of overnights 2010	Evolution from previous year (%)
Hotel 5*	18,709	6.9	18,137	7.0
Hotel / Guest House 4*	105,130	38.6	100,086	38.8
Hotel / Guest House 3*	88,409	32.5	91,675	35.5
Hotel / Guest House 1-2*	50,195	18.4	38,265	14.8
Accommodation units for youth	7,048	2.6	6,948	2.7
Accommodation units – camping	2,451	0.9	2,233	0.9
Private guest houses	504	0.2	609	0.2
TOTAL	272,446	100.0	257,953	100.0

Source: Vienna Tourist Board (2011c). Source Markets. Romania.

5.2. Prestige

The benefits arising from the branding campaign were not only material, Vienna also won a fantastic reputation around the world, building an attractive and convincing picture of unique tourist destination through its characteristics.

Thus, the study "City Brands Index" (GfK Roper Public Affairs & Media and Simon Anholt, 2010), where Simon Anholt looked at 50 cities worldwide, Vienna was ranked in 2009 on the 9th place after Paris, Sydney, London, Rome, New York, Barcelona, San Francisco and Los Angeles, ahead of cities like Madrid, Milan, Berlin and Tokyo.

6. VIENNA – MODEL FOR THE STRATEGIC DEVELOPMENT OF BUCHAREST

Although Bucharest's local authorities have realized the need of promoting the city and increasing its international visibility as a way to take part in the worldwide urban competition that has started a decade ago, the process by which they pursue this goal is not properly grounded from a strategic and operational standpoint. Thus, the authorities began a campaign to promote the city (e.g. promotional materials with the slogan "Hello, my name Bucharest") without having conducted a prior qualitative and quantitative market research to identify the strengths and weaknesses of the city.

Based on this finding and tracking the process that the city of Vienna has implemented to create new brand and promote it abroad, I believe that it is essential for Bucharest to establish its strategic and operational directions in the medium and long term development (i.e. what needs to be improved in order for the city to increase its competitiveness as a European capital) of the image and brand, as well as economic, social and cultural development.

Therefore, the essential step is to perform a strategic analysis to identify the competitive advantages of the city (e.g. attractiveness for doing business, urban, municipal and educational infrastructure, tourist attractions and quality tourist services, recreation and leisure opportunities) and the issues that need to be addressed and in time eliminated. Local authorities must assess how the city is perceived – its image – both from the perspective of residents and also of foreigners, analysis that must be made simultaneously and independently of each other to eliminate the mutual influences that may arise.

At this stage, local authorities should organize meetings with representatives of the private sector to identify their needs and to build a mutually beneficial cooperation scheme for the development of the city and to shape its image in the desired direction. Thus, a series of partnerships should be concluded between public and private entities, in the form of working groups, to involve in the decision-making process all those who will be influenced by the development strategy that is intended to be implemented.

Once the strategic priorities are established, the city's visual image (i.e. logo, slogan, promotional materials) has to be created. Given that Romania has a new country brand, the capital's brand has to be consistent with the national values promoted internationally by the Ministry of Regional Development

and Tourism, and to achieve this, it should be done through a partnership between the two authorities. Regarding funding, Bucharest City Hall can propose a project and use European funds within the Sectoral Operational Programme, Priority Axis 5: Sustainable development and tourism promotion.

For example, for the promotion of tourism, Bucharest City Hall should work closely with various organizations and associations of businesses in the hospitality industry (e.g. Bucharest Association for Tourism), holding monthly meetings to monitor the dynamics in this area and identify ways to improve the image in general and the services in particular. A measure that has proved successful for Vienna is issuing tourist cards that for a modest fee should facilitate travel by public transport and access to various institutions, museums and attractions of Bucharest and a range of discounts in restaurants, cafes and shops. The advantage of cooperating with the hoteliers is the ability to promote tourist attractions in Bucharest directly in the hotels, by distributing leaflets, maps and other materials, and thus broadening the area of information. Cooperation between authorities and industry representatives can also be extended by promoting on the website of Bucharest (i.e. www.seebucharest.ro) the operators in the tourism industry, with accommodation offers which are specific and tailored to Bucharest's brand image (e.g. "value for money" – if the image of Bucharest is one that promotes quality services at competitive prices).

A measure that I consider crucial in creating a modern image of the city is to use new technologies to promote the city and here I refer mainly to the use of the communication channel of smartphones that are extremely popular among Romanians, but especially among foreigners. In public places in the city can be set up wireless Internet networks to promote leisure offerings.

7. CONCLUSIONS

The fact that Vienna is an attractive tourist destination and a well known on the international tourism market is undeniable. With its imperial glory and image of a remarkable cultural city, in recent years Vienna has become an attractive tourist destination, and in 2010 it registered more than 10.8 million overnights, far exceeding its own targets.

As regards Bucharest, it still seeks its identity and, in these circumstances, the Austrian capital's experience can teach us some lessons. Perhaps most important is that regardless of the measures taken to build a distinctive image, our capital should follow a basic principle of law, the so-called "substance over form" in the sense that whatever promises must also be able to provide.

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