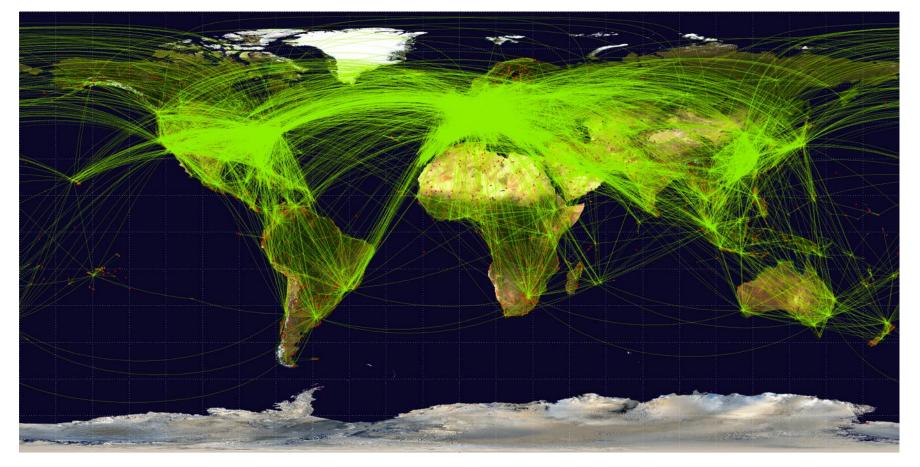




Building Territorial Reputation Juan Carlos Belloso www.futureplaces.com 10th February 2012

Reputation is important

Intensified globalisation leads to increased competition between places





Reputation is important

As companies or people, territories depend on their good name (image / reputation)

The **image** we have of a place **has a 'direct impact'** on our attitude, predisposition and behaviour towards that place, its people, its offer, its products and services, ...



The identity – image gap

The image of a place, rarely reflects the true reality of the same (identity): the **identity - image gap**

This gap tends to be a negative factor

Many places struggle with the **frustration** of not being perceived correctly by the rest of the world

"Stereotypes and clichés" can dominate perceptions of some places

Another important reason for this identity – image gap is '**time**': a place can change very quickly, however, his image may remain far behind for a long time



Russia











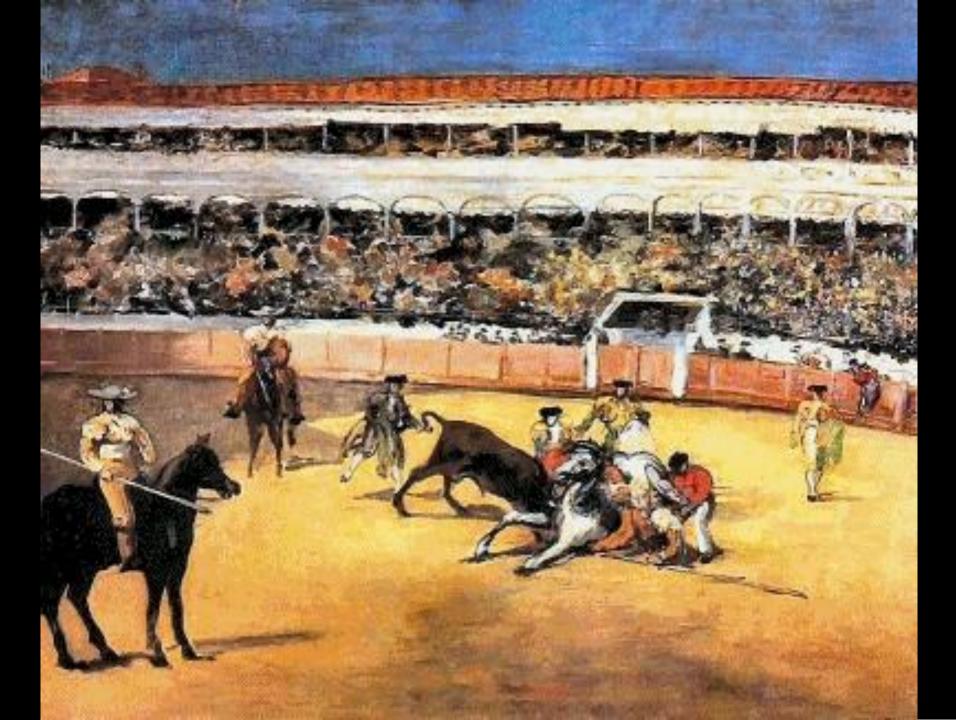


Stereotypes

Spain













Stereotypes

Colombia













Reputation is important

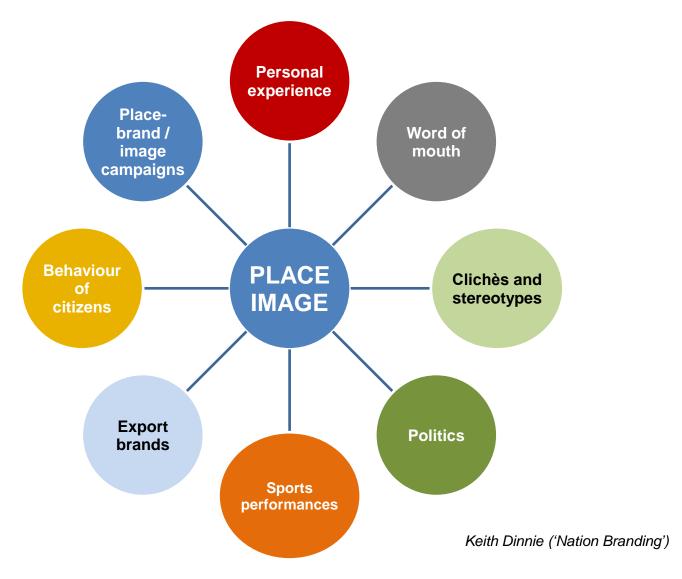
Having a strong image / reputation is **the best competitive advantage** a place (city, region, nation) can have

It is a **key factor in the success of the place** in attracting visitors, companies, investors, professionals, events, etc. and in selling its products and services abroad

For this reason, in a more or less strategic, organized or coordinated way most places try to 'manage' their international image

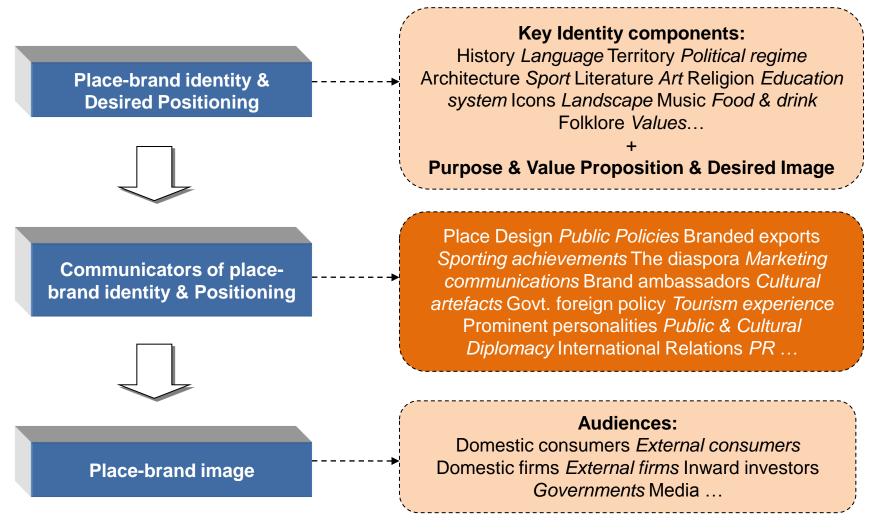


Image-formation factors





Place brand (image/reputation) building process



Adapted from Keith Dinnie ('Nation Branding')



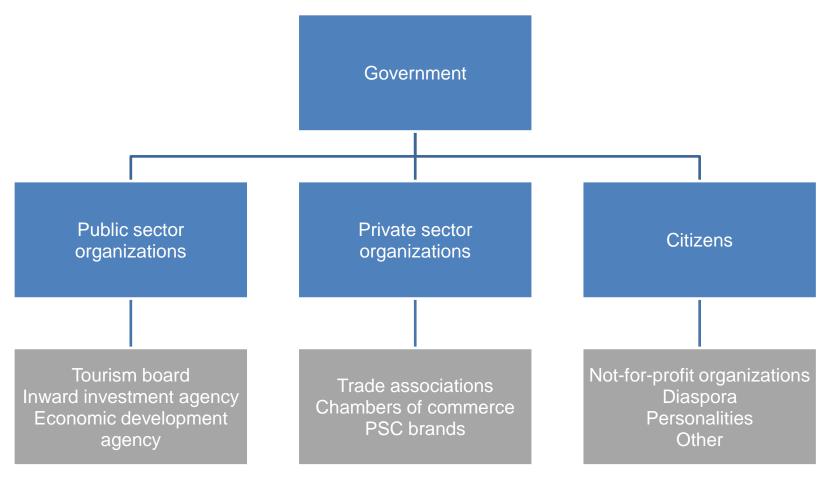
What is needed

- A clear understanding of where the image / reputation of the place stands and how it was formed
- 2. Shared vision of the future and desired image
- 3. Shared leadership to define and realise this vision
- 4. Connecting up the stakeholders
- 'On brand' actions that demonstrate the place's brand instead of just communications



What is needed

Shared leadership and involvement of place stakeholders



Keith Dinnie ('Nation Branding')



Reputation can be built and managed

- Barcelona
- Catalonia
- Spain



Barcelona



- 1.6 M, inhabitants
 - 4.8 M. metropolitan area
- Spain's second largest city in terms of population
- Capital of Catalonia
- 101.4 Km2
 - 4.58 Km of beaches
- 2,000 years of history and cultural heritage



Is Barcelona a successful city?



"European Cities Monitor" (2010)

5a. millor ciutat europea per als negocis

2a. ciutat europea que més progressa

1a. ciutat europea en qualitat de vida per als treballadors

4a. ciutat europea més coneguda

6a. en transport intern

8a. en relació qualitat-preu d'oferta d'oficines

9a. en cost del personal



"World Country & City Rankings" (2009)

2a. ciutat del món en organització de reunions internacionals



"International Meeting Statistics" (2009)

10a. ciutat del món en l'organització de congressos internacionals)



"Scorecard on Prosperity" (2010)

3a. ciutat del rànquing de prosperitat global

1a. ciutat del rànquing d'atractivitat per al treball



"Best Conference Destination" (2010)

Silver - Barcelona (2a. posició)



"European cities and regions of the future" (2010 - 201

5a. ciutat d'Europa

1a. ciutat del sud d'Europa

4a. ciutat destacada en recursos humans

4a. ciutat en infraestructures



"Prices and Earnings" (2010)

Comparació mundial del salari net 29a. ciutat global



"The Urban Elite-Global cities Index" (2010)

26a, del món



"World's happlest cities" (2009)

3a. ciutat del món

"World's best cities to eat well" (2009)

5a. ciutat del món



"World-wide cost of living survey" (2010)

Fora del grup de les 45 ciutats del món més cares



Is Barcelona a successful brand?

One of the world's most admired cities with one of the best images at an international level

- Saffron European City Brand Barometer 2010
 - One of the cities with the greatest awareness, image and reputation on a worldwide scale.
 - The third ranked European city brand together with Munich, behind only Paris and London and in front of many european cities and capitals such as Berlin, Amsterdam, Rome, Vienna or Madrid.
- Anholt Gfk Roper City Brands Index 2009
 - Sixth position in terms of brand image, behind Paris, Sydney, London, Rome and New York, and ahead of cities like San Francisco, Los Angeles, Vienna and Madrid.

One of the most popular tourist cities on a global level, with more than 7 million tourists per year, and the best european city in terms of quality of life.



What's the story?

3 main periods in recent history of the city (metropolitan area)

- Form 1987 to the 1992 Summer Olympic Games
- From 1992 to the present day
- The Future



1987 to 1992: A profound transformation of the city



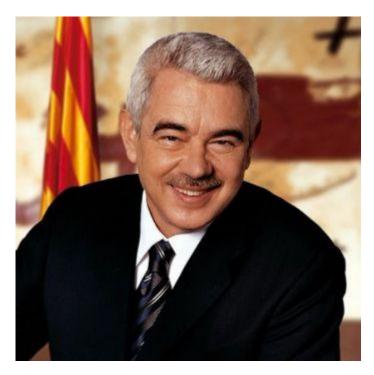








The vision and ledership of the municipal leaders



Pascual Maragall Major of Barcelona (1982-1997)

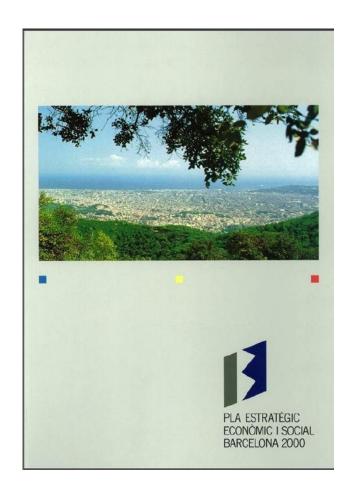


1987 Announcement of Barcelona as the elected city to host the 1992 Summer Olympic Games



The involvement and participation of the civil society







The key role of the 1992 Olympic Games



The unique and differentiated Identity of the City





















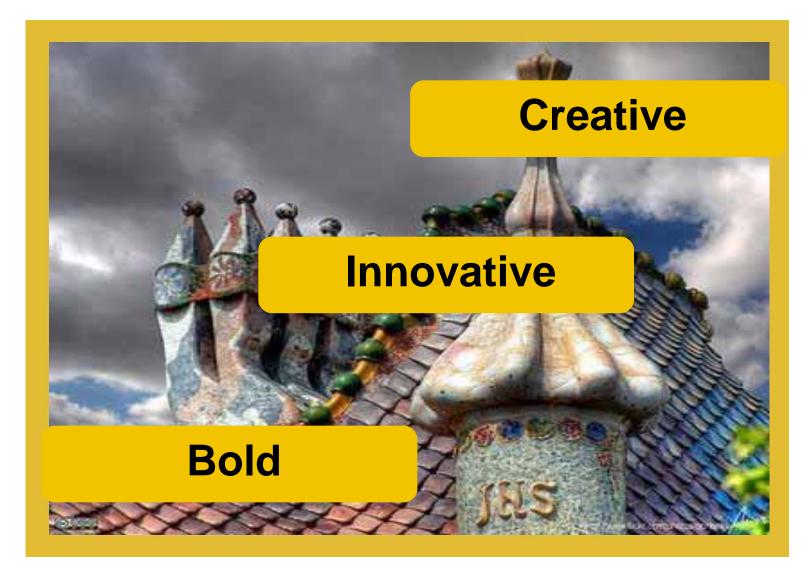








Creativity, innovation and boldness





Continue with success redesigning and reinventing the city















The 22@Barcelona, the innovation district







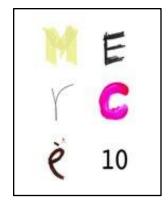


































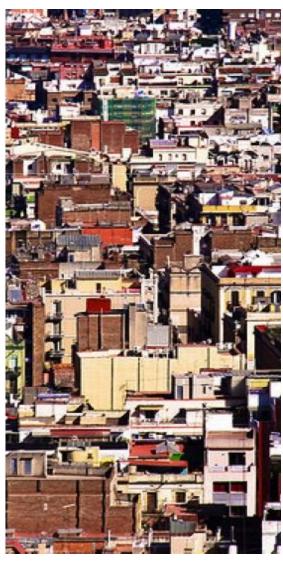








What does the research say?



Recent research (2010/2011) shows that:

- 1.Barcelona does not have a single image around the world
- 2.Barcelona is 'a tourist destination'
- 3.Barcelona is 'a good place to live'
- 4. Barcelona is 'a vibrant experience'
- 5. Barcelona is a city associated to 'creativity'
- 6.Barcelona is 'slightly' associated to 'a differentiated identity and culture'
- 7.Barcelona is not perceived espontaneusly as a city to do business
- 8.Barcelona has an emerging potential to become an 'innovation hub'
- 9.Barcelona counts with an education offer with strong potential



In a context of increasing competition among cities



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futureplaces



The Future: An innovative city

'Consolidate the Barcelona Metropolitan Area as one of Europe's most attractive and influencing regions for global innovative talent and a model for integration and social cohesion'.





New Challenges

New leadership: New Major + AMB + Civil Society



+

Ambition + Identity + (Creativity + Innovation + Boldness)

+

Strategic City (and City Brand) Management



Barcelona, Catalonia and Spain

The sometimes difficult relationship among existing brands within a territory

Challenge they all work together



Barcelona and Catalonia

City brands stronger than regional brands

City brands less political

One can not live without the other



"Catalonia, the land of Barcelona"

加泰罗尼亚 巴塞罗那的家乡

Catalonia
The land
of Barcelona



A succesful case of image change

"The Spanish Miracle"



















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indra 🎒	top 3	Control tráfico aéreo	ferrovial	top 10	Gestión de Infraestructuras
IBERDROLA	top 3	Energía renovable	REPUBL	top 10	Petróleo
acciona	top 3	Energia renovable	Freixenet	top 10	Vinos
(S) Feel madrid	top 5	Fútbol	ॐ Santander	top 10	Banca
FEBLUATE OF SA	top 5	Fútbol	BBVA	top 20	Banca
SILESTONE'	top 5	Encimeras de cocina	₩ LESE	top 20	Escuelas de Negocio
Carbonell	top 5	Aceite de oliva	Instituto de Empresa	top 20	Escuelas de Negocio
Telefonica	top 5	Telecomunicaciones	ESADE	top 20	Escuelas de Negocio



















cervantes.es



But ... stereotypes still exist

And sometimes we have not helped much to change them









Plus ... the impact of current economic crisis









And ... clear mistakes in the 'economic model'





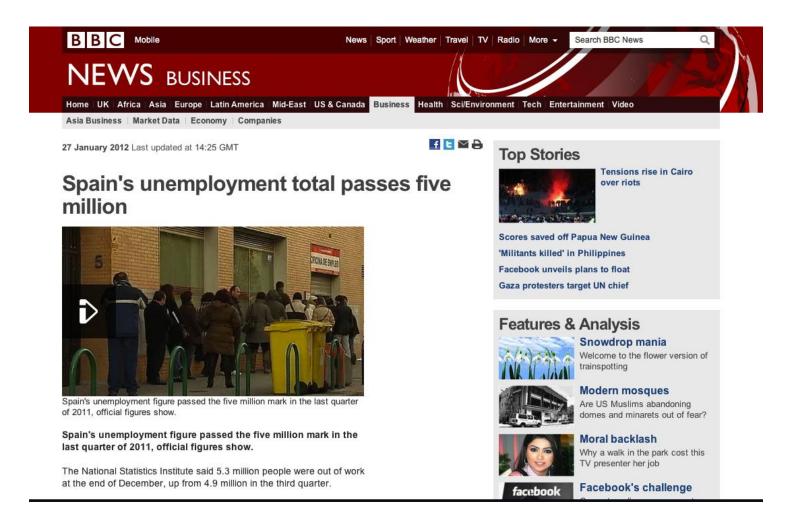
And ... clear mistakes in the 'economic model'



Fuente: Elaboración propia a partir del The Global Competitiveness Report. Años 2000 a 2010

Source: Presentación Julio Cervino (Universidad Carlos III)

And ... clear mistakes in the 'economic model'





What next?

Regain credibility / trust (reputation)

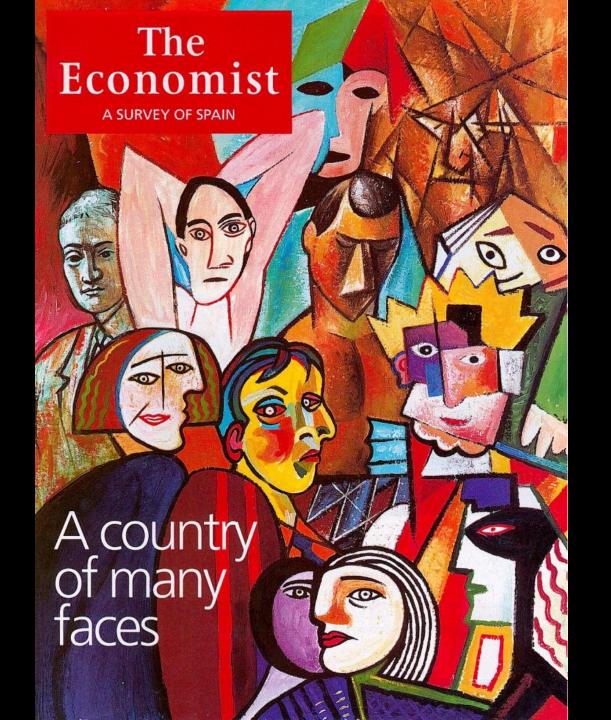
- Democratic and political institutions
- Public deficit control
- Transform the economic model
- Profound 'structural' changes (labour market, finantial institutions, ...)



What next?

Build a 'brand' (image) that trully and fairly reflects the reality and aspirations of the country and its people and, at the same time ... includes and represents the diversity of the country





Catalonia and Spain

A difficult – but necessary – relationship

Specially complex in large and diverse countries (Spain, UK, Russia, ...)

Challenge is how to build a strong country brand that, at the same time represents and reflects existing national / regional identities, sensitibities and differences (country brand should reflect this diversity)







Conclusions

- Reputation is important ... specially in a world characterized by increasing globalization tat leads to intensified competition among places
- Reputation can be build and has to be managed (constant monitoring and management)
- An ongoing and long term process
- Many tools to build territorial reputation
- It needs shared vision and leadership, strong determination, a comprehensive and consitent approach, and the involvement and coordination of the different place stakeholders
- Challenge how to integrate existing different identities within a territory



