

# BRAND EU PROJECT

**FINAL  
PUBLICATION**



ACQUIRING PLACE  
BRANDING  
COMPETENCES AT  
WORK THROUGH  
CONTINUING VET TO  
INCREASE THE  
ATTRACTIVENESS OF  
EUROPEAN CITIES



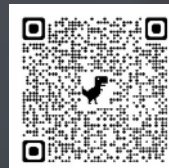
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Scan the QR Code with your phone to discover the full partners' strategies



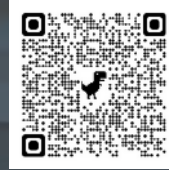
IMPEFE -  
Ciudad Real



Municipality of  
Orust



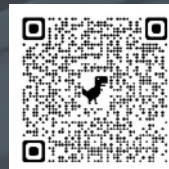
Dubrovnik  
Development Agency



Municipality of  
Rethymno



Municipality of  
Forlì



Municipality of  
Trollhättan



Municipality of  
Imola

# ABOUT BRAND EU

Brand EU is a project founded by Erasmus+ Programme. The project, started in 2018, involved eight Municipalities from five European countries.

This publication was produced in the framework of the Erasmus + Brand EU project, by the project partners. The publication includes the key concepts of place branding and business attraction presented by the expert Per Ekman involved in the project and the place branding strategies developed by each partner organisation in the three years of the project inspired by what they have learned.

## THE OBJECTIVE

The general objective of the project was to raise the attractiveness of European cities through the exchange of best practices on place branding strategies designed and implemented by Municipalities themselves in order to create more favourable conditions for local development.



## THE CONTEXT

Place branding, if understood and done properly, is a key element for the future of medium/small municipalities. The main challenge for these towns is not only promoting themselves as a place to visit (tourism and events) but also as a place to work, study, invest, a place linked to talent, knowledge, creativity, innovation and economic activity. Designing and developing the right brand vision and strategy can play a fundamental role in fostering local development which in turn might lead to the creation of new workplaces and opportunities for the local population to thrive. Traditionally, place branding aimed to cover as many players, topics and content as much (according to the budget available) as well as serving as many markets and target audiences as possible.

But that was a rather unlikely attempt to cover everything at once. Nowadays small-medium sized municipalities must focus on just a few, brand-defining themes and topic areas and sticking with them for the medium term rather than just on a short-term basis. That's the way to establish a strong city brand.

# PLACE

## THE NEEDS

The participating municipalities have in common a situation where not many people decide to move in or businesses decide to invest. This is due to a general lack of attraction of the cities. In particular, businesses do not find it profitable to invest in our cities due to this lack of attraction. Starting from these considerations the participating municipalities have identified the following needs:

1

Need to create effective place branding strategies in order to increase the attractiveness of cities

2

Lack of marketing skills among staff of municipalities which hinders the creation of the strategies described above

3

Need to re-skill the staff by providing more training opportunities, after being employed the chances of training depends mostly on the municipal employee

4

Need to increase networking capacity of civil servants in order to involve local stakeholders and present the cities as a system, also because there is a lack of awareness about what you they have to offer.

## THE SPECIFIC OBJECTIVES

To achieve the general objective above the project aimed at:



Developing high quality place branding skills in the staff of municipalities and, through indirect involvement, local stakeholders



Increasing the effectiveness of networking and place branding strategies of municipalities



Creating more on-the-job VET provision for civil servants at local and transnational level



# THE ACTIVITIES

During the projects different activities were carried out: three training seminar and four transnational project meetings

The three trainings have been preparatory to the creation of local Place Branding Strategies that the partners drafted together with local stakeholders on the basis of the practices exchanged and the lectures in trainings.

SEMINAR 1: gave the participants the basic elements of a place branding strategy, (definition, analysis of the context and communication with local stakeholders to define a common strategy)

SEMINAR 2: acquisition of key competences on how to attract businesses and citizens

SEMINAR 3: acquisition of key competences on place branding methods to communicate and attract tourists



1st project meeting in Imola -  
December 2018



1st project meeting in Imola -  
December 2018



1st Training Seminar in Trollhättan  
April 2019



2nd Training Seminar in Imola-  
November 2019





2nd Training Seminar in Imola -  
November 2019



2nd Project Meeting in Rethimno -  
April 2019



3rd Training Seminar online -  
December 2020



4th Project Meeting Dubrovnik -  
September 2021



4th Project Meeting Dubrovnik -  
September 2021

# LET THE EXPERT TALK

## PER EKMAN



During the three seminars, the Brand Eu project foreseen the presence of an expert to train the participants on the key concepts of place branding and to provide support and advice on how implementing what learned, in partners' contexts.

At a European level emerged as expert on the topic of place branding PER Ekman, who was invited to lecture at all seminars.

Per Ekman is the founder & CEO of Tendensor. Since 2003, he is a trusted consultant, speaker and trainer in the field of place development, attractiveness and branding. Over 1000 place leaders have been trained by Per over the years.

Especially, Per Ekman has been the driving force behind the growth of Place Branding and Talent Attraction as strategic opportunities for Nordic regions and cities. His signum is the open and collaborative way of involving stakeholders in forming core ideas and action plans.

Tendensor is a Swedish consultancy helping Place Managers to form innovative and attractive places.



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[www.tendensor.se/en/](http://www.tendensor.se/en/)





# PLACE BRANDING

Nowadays more and more cities in Europe are involved in one way or another in processes of branding and re-branding. Building a city brand means to obtain adequate visibility and emerge at national, European and international level.

The place brand can be defined as “all the association of feelings and assumptions that people get when they hear about your country or city”. Brand can also be defined as a strong idea of what makes a place unique and attractive, and shows how the place differs from others.

## BRAND ORIENTATION

The brand is integrated in leadership, culture, product design and actions.

The core values of the brand are the starting point for innovation and strategy.

The brand is strictly connected with brand leadership:

- Sees the unique values of the place
- Understands changes that affect the place
- Catches unique opportunities
- Creates “a sense of urgency”
- Establishes partnerships
- Communicates values and progress

In the process of building place branding, the whole ecosystem of a city should be involved to be able to influence in place development and place communication.

All these things mentioned are what we should try to influence. But we can define the brand also as a strong idea about what makes the place unique and attractive – today and in the future. The brand shows how the place differs from others and what value it brings to people.

We can see brand place from three perspectives, the ability to attract visitors, investors and talents. To create a sustainable development of a city/region/country all these aspects are equally important. Marketing and branding can apply to each of these three target markets. However an important insight is that the place brand is probably only one, and the message should be adapted towards each market we want to attract.





Six parts of a strong place brand.

#### AWARENESS

Being in people's mind

#### REPUTATION

To be trusted

#### FEELINGS

To be loved

#### IDENTITY

A sense of belonging

#### AUTHENTICITY

To be real, not copied.

#### POSITION

To play a role in the world.

## WHAT CREATES OUR MENTAL IMAGE OF PLACES?

- Direct on-site experience
- Meeting people from there
- Testimonials
- Media coverage
- Movies, books and music
- Politics
- Products of origin

## PLACE BRAND & IDENTITY MANAGEMENT

The Place Brand and Identity Management (PIM) focuses on how to manage and lead place branding taking into consideration the fact that places are complex ecosystem.

PIM has not to be considered as a sequence model, it points the three capabilities to be managed to build a strong brand. Each city must understand which of the capabilities has to work on with a certain flexibility, considering the specific challenges it faces.

This model is based on reality, some things can be planned in advance and other things are a reaction of what it is happening.

## THE THREE CAPABILITIES



**THINK**

- Brand insight
- The X factor
- Brand Identity



**FEEL**

- Citizen engagement
- Business engagement
- Brand communications



**DO**

- Place experience
- Attract & welcome
- Global contribution

## THINK

To get a deep understanding of your place, its customers and their perception of the place.

### BRAND INSIGHT

To understand how the place is perceived by people

- *External image*
- *Local identity*
- *Projected image*
- *Direct place experience*

Customer behavior and preferences.

In relation to Place's strategic outlook.

- *Future opportunities*
- *Challenges /business obstacles*
- *Competition*

### THE X FACTOR

Act on place-based branding opportunities and threats

### BRAND IDENTITY

Defining Brand Identity

- *The narrative*
- *Sense of place*
- *The authentic*
- *Progressive Values*
- *Global Contribution*
- *The expression*

## FEEL

To build engaging relations to citizens, businesses and target audiences.

### CITIZENS ENGAGEMENT

- *Sense of belonging*
- *Sense of pride*
- *Balance Bonding and Bridging*
- *Local discovery of new values.*
- *Key to credible testimonials*
- *A willingness to contribute.*

### BUSINESS ENGAGEMENT

4 place brand motivators for businesses

- *Talent attraction*
- *Good citizenship*
- *Place of origin*
- *Visitor attraction*

### BRAND COMMUNICATIONS

Brand Voice

- *Introducing the narratives of place to relevant audiences*

Brand Filter (on brand/off brand)

- *Identifying and communicating "on-brand" initiatives.*

Co-branding and ambassador support

- *Giving inspiration, knowledge and tools to all who want to engage.*



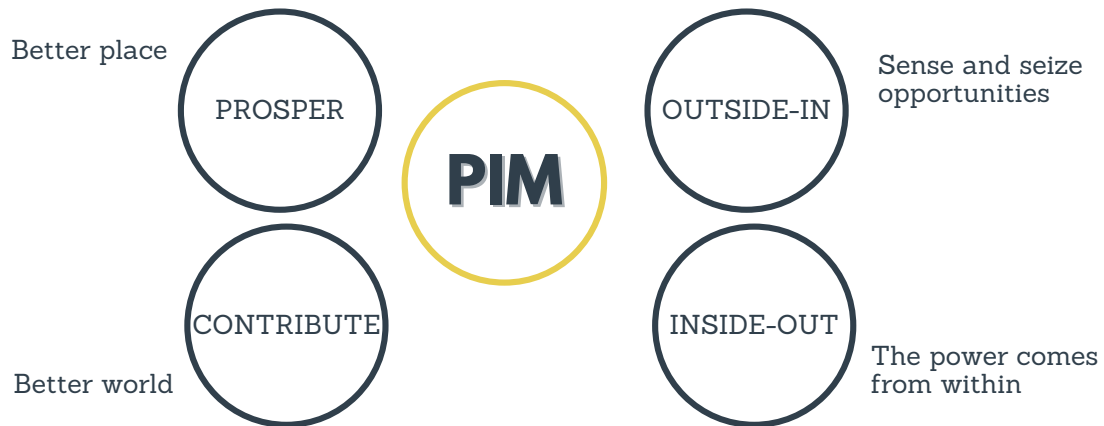
## DO

To form the total place experience and to attract and welcome place customers.

## PLACE EXPERIENCE DESIGN GLOBAL CONTRIBUTION ATTRACT & WELCOME

"A capacity and culture for attracting and welcoming external target audiences with the core ideas of the brand in mind.

- Talents
- Visitors
- Investors



## PLACE VALUE PROPOSITIONS

1. Builds on unique place-bound resources.
2. Meets needs & wants of the specific target market.
3. Entrepreneurial capabilities and innovation.
4. Dependent on a supportive ecosystem (infrastructure, services).

## THE PLACE BRAND & MARKETING TEAM

- Monitors the place identity, image, performance, threats and opportunities.
- Manages the brand identity & positioning platform.
- Seeks opportunities to create place value propositions.
- Involves businesses and citizens in co-creating place, brand and marketing.

## WHAT IS NEEDED FOR THE PIM FRAMEWORK TO WORK?

THE BRAND MASTER

THR BRAND PARTNERSHIP

THE BRAND TEAM

THE BRAND CULTURE

## THE BRAND MASTER

It is the person that can take the lead of the place branding. The Brand Master builds trustful relations, within local politics as well as with businesses and the civil sector. It is the person that coordinate the Brand Team.

- Creates a sense of urgency; A feeling that something has to be done - now.
- A skillful team leader who involves people in both analytical and creative tasks.
- Is well familiar with place development and with branding.
- Has a genuine interest in the customer perspective; how the place is perceived by its target audiences.

## THE BRAND PARTNERSHIP

The brand partnership ensures the long-term engagement and financing of place branding. Without this Brand Partnership your Brand will be fragmented.

- It secures the capacity needed for a place's ability to attract visitors, talents and investments.
- It uses the place brand in its own organisations and is brand ambassadors.
- It establishes trustful relations to important stakeholders.
- Triple Helix. But experience shows that public commitment is the key to consistency over time.

## THE BRAND TEAM

The Brand Team is the core of the PIM framework, usually includes 2-4 people, additional setup varies depending on focus.

It is a cross-functional team covering all major target markets, managing the three capabilities *Think, Feel* and *Do*. The team merges with other teams to inject a brand perspective and promotes a culture where branding comes natural.

## BRAND CULTURE

*"All decisions and actions are taken with the core brand values in mind..."*

- The unique qualities of place are nurtured
- A sense of urgency
- Senses and seizes place related opportunities
- A market and customer perspective
- Open and trustful collaboration
- Communication is seen as a strategic tool

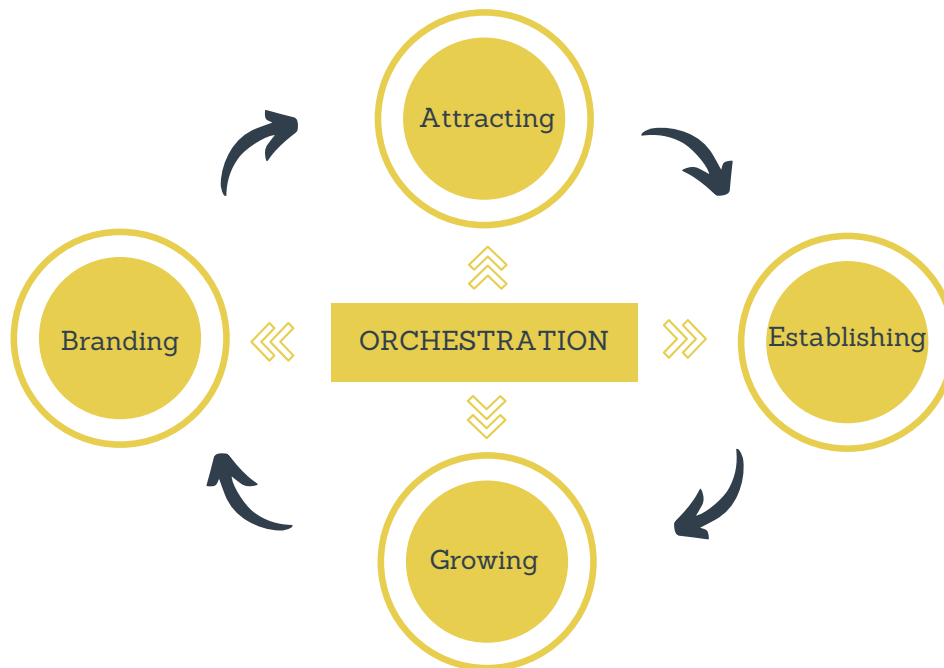


# BUSINESS ATTRACTION

There are three types of businesses to attract: capital, new companies and entrepreneurs. The benefits of investment are various: economic growth, direct and indirect job opportunities, Innovation & technology, Know-how & talents, and leading to more investments.

## BUSINESS ATTRACTION MANAGEMENT

Management of strategic approaches, processes and activities aiming at attracting inward investment activity.



## PLACE VALUE PROPOSITION

Critical input to forming place value preposition



## WHERE DO WE FIND THE OPPORTUNITIES?



## CONNECTING & FACILITATING

The goal for the Business Attraction team is:

- To close the investment deal!
- To make sure that the investment process is as smooth as possible



## HOW TO HANDLE AN INVESTOR ENQUIRY?

- Send a direct reply! State the delivery time for a full response.
- The response should be quick, accurate and meet the investor's need for details.
- Reinforce the response with references to prior investments.
- Open a direct link for further discussions or invite for a visit at place.
- Make sure that the inquiry stays confidential within your team.

## SCREENING FOR REDUCING RISK





# PLACE BRANDING AND TOURISM ATTRACTION

Tourism is the window of places and cities, it introduces the place's culture, history and attractions to the outside world.

Tourism is positive for citizens too, because makes them more proud of the place their live.

## THE CONCEPT OF DESTINATION

A Tourist Destination is a geographically concentrated area that offers a set of experiences for visitors. Some examples:

- Natural or cultural values
- Historical significance
- Natural or built beauty
- Leisure and amusement

A destination is normally defined as a place where a visitor can stay for more than one night.

Destinations can be seen as ecosystems of actors working with various degrees of interaction: transports, restaurants, hotels, activity providers etc.

## THE CONCEPT OF PLACE

A place can of course be "roughly" the same as a destination, but a Place is a more complex concept. It includes:

- the identity of people who live there.
- It captures the history, culture and authenticity.
- It can be seen through the eyes of other markets: Talents and Investors

## THE TRAVELLERS OF TODAY AND TOMORROW ...

- Fully connected and informed
- Seek authentic experiences
- Concerned about environmental footprint
- Personal interests matter
- Expect service and hospitality
- Sharing and telling

## WAYS OF UNDERSTANDING OUR VISITORS

How can we know more about our visitors.?

We are entering a time of "big data" - where we can get more out the available information then ever before.

Still, there is still the same recipe for really understanding: to interact and to listen.

Ways of understanding our visitors:

- Living close to visitors and customers!
- Studying the visitors behavior before-and-after the visit.
- Participating in conversations in social media.
- Drawing conclusions from big data and statistics.
- Testing and experimenting new services.

## THE MOTIVES FOR TRAVELLING

*Why do people enjoy visiting new places?*

A good starting point is to investigate your visitors' motives (conscious and non-conscious) for:

- Travelling. What do they seek when dreaming about their trip?
- Choosing your destination. What makes people choose your specific destination?

## SOME COMMON MOTIVES...

- Physical motives – Seeks relaxation, sun tan, training and better health.
- Cultural motives – Seeks new cultures or spiritual experiences.
- Emotional motives – Nostalgia, romantics, adventure or an escape from everyday life.
- Personal development – Seeks knowledge, new learnings or personal development.
- Personal motives – Visit friends or family. Meeting new friends.
- Social status – Making an exclusive choice, get social status.

## ONGOING TRENDS

We are seeing some "slow" changes - listed to the right.

Within short, we can also expect some rapid changes in the game due to the Corona crisis...What will they be?

## WHY BRANDING?

What we here choose to call the inside-out effect is about creating a stronger destination ecosystem by using the brand as a common force.

- Putting the visitor's values in focus of our mind.
- Strengthening local identity.
- Showing the way forward as a destination
- Binding the companies together

As a visitor, you will notice if the destination you are visiting is oriented towards common brand values. You are likely to get:

- An experience that corresponds to your expectations and personal interests.
- A warmer welcome by people who can contribute to your overall experience.
- A lasting relation with the destination and a desire to visit it again.

*Inside-out*

- The brand as the overall promise
- Start to investigate what is authentic with your place and what makes citizens and visitors love it.
- Form a brand strategy that expresses these values and reshape all communication in order to build a unique brand.
- Involve all actors of the destination in delivering "on brand" and to keep our brand promises.

## TOWARDS A TOTAL BRAND EXPERIENCE

By clarifying your authentic brand values of the destination, and by knowing your visitor deeply, you will be able to form the Total brand experience.

*Before the stay:* Lifestyle- or interest based communication with the visitor that creates meaning and value.

*On stay:* Impressions, welcoming and authentic experiences that connects people (citizens/visitors).

*After the stay:* A lifelong relation driven by the visitors will to share and to revisit.



## LEARN TO CREATE ON-BRAND EXPERIENCES

If people in the ecosystem of producers and service providers are well aware of:

- The destinations brand values
- The visitors desires and interests

...they will be able to create "on-brand experiences". More authentic, less copied. For example: if you visit a restaurant offering local food, you can be invited to go "back stage" to learn more about the local cooking tradition.

# THE STRATEGY OF IMOLA

## STRATEGY AREA: BRANDING AND TOURISM ATTRACTION

Thanks to its geographical position and the opportunities that the area offers, Imola has decided to invest in tourist attractions by making the racetrack and sport the key points of its place branding strategy, placing the city in the broader frame of the Motor Valley. Imola is known around the world above all for its F1 circuit which is again an important contributing factor to tourist and business attraction. In 2020, 15 years after the last Grand Prix, F1 races returned to Imola and the city took this new opportunity to launch the TERRE&MOTORI brand (LANDS&MOTORS). The training seminars of the Brand Eu project and the exchange of experiences with other partners have allowed us to understand that the first step is to work on the THINK part, to create a common vision of our municipality so that we can communicate it externally (local identity and external image)



With reference to the history of the city and its famous racetrack, Imola has launched the TERRE&MOTORI brand which brings together the territory, traditions, art, culture, food and wine, motor races and outdoor activities. The Municipality has given prominence to the F1 Circular Track as the main brand of the city and it intends to develop the tourist attraction of the city around sports and outdoor activities. The goal is to make Imola and its Racetrack the reference point of the Motor Valley, thanks to the birth of the TERRE&MOTORI brand that was officially born on the occasion of the 2021 Formula 1 Grand Prix, and eagerly awaited automotive event during which millions of connected viewers around the world could see the word TERRE&MOTORI and the website, advertised in the stands and infrastructures. Around the TERRE&MOTORI brand strategy, a cluster of actions will be developed aimed at raising the qualitative element of the tourist offers as a whole, through collaborative forms between the players to increase the economic impact on the territory and attract Italian and foreign tourists during the year.



# THE STRATEGY OF TROLLHÄTTAN

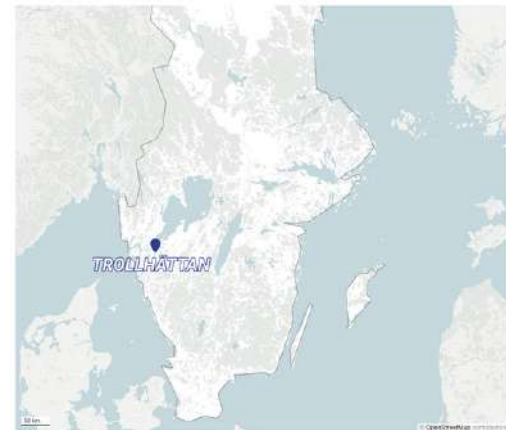
## STRATEGY AREA: PLACE BRANDING AND BUSINESS ATTRACTION



Trollhättan is a proud city with great ambitions! We want to expand and aim to grow from the just under 60,000 residents we have today into a city of 70,000 until year 2030. This goal of the Municipality started the work of Place branding and with that comes a strategy. This goal has been decomposed to goals such as an amount of new jobs and workplaces in Trollhättan. Trollhättan has in our Place Branding focus on how to attract new businesses and how we can support the workplaces already in Trollhättan to grow so they will search for more employees. We think that this very important if we want to reach our goal. To give the Place Branding strategy the right context we included it in the new strategy for the business unit.



**Trollhättans  
Stad**



That strategy has several actors involved. We actually started the development of the strategy by involving several companies and other departments in the Municipality. We interviewed about 60 companies and had workshops with the other departments in the municipality. Most of the companies told us to have a big focus on the attractiveness of Trollhättan for new businesses and talents so it is a big focus on this in the business units strategy. During 2022 we also will develop strategies for Business establishment and hospitality industry.



# THE STRATEGY OF ORUST

## STRATEGY AREA: BUSINESS ATTRACTION AND TOURISM

### ATTRACTION

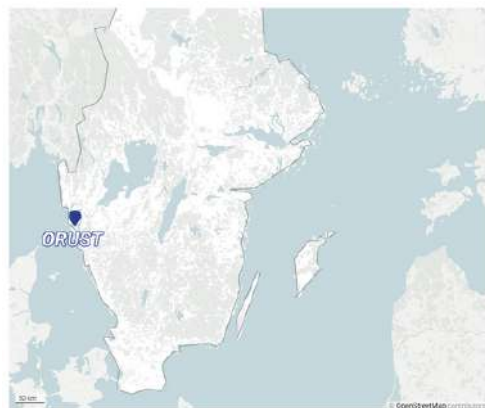


Orust is one of Sweden's largest islands. The municipality of Orust contains of 1 670 small islands. There are some 2 000 enterprises and most of them are small (micro enterprises). One of the more important industries is tourism.

There are about 15 400 people living in the municipality the year round. In the summer that amount rises more than three times. The reason is that Orust is an attractive place to visit. Owning a summerhouse is also very popular. With over 6 000 summer houses, Orust has the 10th most summerhouses of all municipalities in Sweden.

There are several plans for developing both houses and industrial sites and we need to work with skills supply for both our existing enterprises and also to attract new businesses. Our enterprises have a great need to attract talents which is a mutual challenge for our planners and in the business sector in all.

We have used the knowledge of Business attraction from the Brand EU-project to create a procedure to attract and handling potential business investors. We also used the knowledge we got in our process to create a strategy for tourism. The things we learned and the good cooperation and Brand EU has shown the importance of cooperation. This is a fact we emphasize in the procedure for investing and in the tourism strategy.





# THE STRATEGY OF IMPEFE - CIUDAD REAL

## STRATEGY AREA: TOURISM ATTRACTION AND BUSINESS ATTRACTION



Ciudad Real is a medium-sized city, located in the center of the Iberian Peninsula and with a magnificent geographical location to become a pole of attraction for companies, as well as an excellent tourist potential linked to the figure of Don Quixote. Its business fabric is fundamentally linked to the services sector and the presence of the University of Castilla-La Mancha and other elements such as the University Hospital or the Ciudad Real Airport, provide the city with significant potential to generate attraction and growth of companies. The Strategic Plan for Socioeconomic Development and Innovation, arises as an initiative to analyze and respond to the challenges that the city must face in the medium and long term.



The Strategic Plan for Socioeconomic Development and Innovation of the city, through its four axes, sets the roadmap for the coming years, introducing 24 measures to face the challenges defined in a collaborative way. Through the strategic planning process, new objectives have been agreed to promote socioeconomic development, access to knowledge and innovation in the city, among which the following stand out:

- The concept of participatory governance is studied in depth and it is proposed to identify new key agents driving changes to promote a place branding strategy, inviting others such as the University of Castilla to collaborate with the entities of the pact for the employment of the city La Mancha (UCLM) or the General University Hospital of Ciudad Real (HGUCR).
- The entrepreneurial culture, creativity and talent are promoted to take advantage of the potential of the city and its inhabitants, especially the young population.
- Approach to companies and the educational community of the city is encouraged, to promote training, employment and socio-economic development.
- Finally, it is proposed to activate a local innovation ecosystem that allows promoting measures that generate new opportunities for socioeconomic development and employment, taking advantage of advances in science and technology and adapting the city to changes that occur rapidly in an environment global.

# THE STRATEGY OF RETHYMNO

## STRATEGY AREA: BRANDING AND TOURISM ATTRACTION



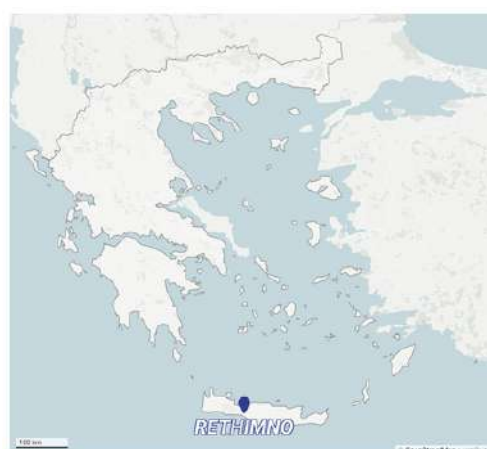
*Rethymno, unique experience all-year round  
That is the goal set up by the City Council & Rethymno Tourism Committee and it's  
the main element in the Place Branding of Rethymno.*

The participation of Rethymno in Brand EU is a motivation to activate diverse tourism organizations to work together designing the Rethymno brand. We learned a lot during the seminars between exchanges of experiences and knowhow from our partners.

As has been initiated and has been formulated during the BRAND EU project local tourism players are involved through an open dialogue in order to shape our identity and our local culture.

We promote exciting and unique actions and events, while trying at the same time to find a place for Rethymno destination in the hospitality industry. Rethymno also cooperates with different tourism players locally and internationally using different modes of communication.

We also promote all alternative forms of tourism, focusing on our comparative advantages, which are our culture and our hospitality, that will determine and ensure the extension of the tourism season, "Rethymno All Year Round".





# THE STRATEGY OF FORLÌ

## STRATEGY AREA: BRANDING AND TOURISM ATTRACTION



The Municipal administration of Forlì is moving forward in the tourism industry.

In particular the presence of cultural sources, like museums (San Domenico Civic Museum – Art Collections and Palazzo Romagnoli Civic Museum – 20th Century Collections), is an indispensable base for “Forlì branding” and we are promoting it online and offline.

The Municipality is working hard to create its own brand identity and a clear and coherent tourist communication and promotion strategy through a lots of different actions. We created a new innovative website ([www.scopriforli.it](http://www.scopriforli.it)) and realised new specific promotional materials in order to communicate the history of the city and its cultural resources in a homogeneous way.



In September we opened a new IAT HUB in the main square. It is not just a tourist office where the tourists will find information, but a place where the citizens, local stakeholders and business entities can meet to discuss tourist projects for the city.

Besides, it was also very important to us to find a new logo and slogan to promote Forlì as a tourist destination, but we had some issues with it and we had to take a step back. In fact, it was identified a local agency that offered us a couple of interesting suggestions we are considering. They followed our indications and they did a great job, giving us a few alternatives. Anyway, we think it's probably too soon to take such an important decision, as it will define the image of the city. So we took a break to think it.

This plan of actions wants to realize a steady growth in arrivals and overnight stays and an extension of touristic season to “all year round”. Forlì is an unique and welcoming destination for art and culture a preferred point to explore “entroterra romagnolo” which is known for artistic heritage, culture excellence, gastronomy and beautiful natural landscapes.



# THE STRATEGY OF DUBROVNIK DEVELOPMENT AGENCY

## STRATEGY AREA: BRANDING AND TOURISM ATTRACTION



Since the city of Dubrovnik has a positive reputation as a tourist destination with a rich historical and cultural heritage, the analysis of the existing situation and opportunities for further development of the city as a place attractive for life, work, and education identified a complementary and promising niche for branding Dubrovnik as a city for sports. Sports tourism as a form of tourism that is dominantly motivated by sports has an extremely large market potential. It achieves high annual growth rates and represents a niche that can significantly improve current tourism results. The Strategy for the Development of Sports and Sports Infrastructure in the City of Dubrovnik is a strategic document and an excellent starting point for further development and planning of sports events in Dubrovnik, including all aspects of the development of the image of the city for sports. It is based on sports education, sports events, successful sports clubs, adequate sports infrastructure, and active citizens.



**DURA**

Dubrovačka razvojna agencija  
Dubrovnik Development Agency



As a result of a SWOT analysis undertaken as part of the Strategy of Dubrovnik as a Sports Destination, four strategic objectives have been defined:

- Organizing sports events of medium and small scale
- Raising the quality of existing traditional sporting events
- Developing the offer of sports heritage
- Building a brand and creating the image of Dubrovnik as a sports destination

Based on strategic goals, it was announced that the Museum of Dubrovnik Water Polo and Jug Swim Club would be established within the swimming pool complex. In addition, due to Dubrovnik's position as the most attractive tourist destination in Croatia, there is a possibility of arranging a modern multimedia exhibition space dedicated to the successes of Croatian athletes, sports clubs, and national teams. In the context of further professionalization of sports branding in Dubrovnik and raising the level of organization of current sports events, it is strategically necessary to build a professional staff that will provide expert assistance in organization, especially to other planners of sports events (marketing, branding, production, communication, volunteers, etc.).



# CONCLUSIONS

## IMOLA

The project was the incentive to let all the professionals work together, in synergy, towards the first step, that is the design of the TERRE&MOTORI brand on which we will work more and more in the future. We appreciated very much to work together with other European partners, giving us the chance to exchange experiences and learn from each other.

## SERN

The Brand EU project has certainly highlighted the centrality of the concept of place branding, to allow, above all, small and medium-sized cities to attract tourists, companies or talents in the future. As a transnational network, the exchange of experiences between our members from Italy and Sweden and the project partners from Croatia, Greece and Spain was very important to understand the different challenges that different countries have to face for the future development of cities. The material produced with the Brand EU project will be shared and will represent the starting point for organizing further moments of training and discussion on the topic among the members of the network.

## TROLLHÄTTAN

The Brand EU has been very interesting. Especially to see the cultural differences in both Place branding and destination development. The project has given me the knowledge that every place is unique due to the culture and geographic and therefore every city needs to find their own unique Selling Points and find out what or if the city wants to develop in some kind of direction and make an unique Place branding strategy out of that.

## ORUST

It is very helpful to take part in the project partner's experiences in the area of place branding. Our expert Per Ekman was a valuable asset in the project and in our process. As a good marketing result the project gave us opportunity to promote our own geographical area. Regretfully all partners did not get that chance even if everybody did a great job in presenting digitally. Working together in a project is inspiring and trigger you to make better results on your home front. We think that we all will benefit from all the learnings. In our experience we can conclude that we need physical meetings since the digital meetings cannot substitute everything you can learn when you attend a place in person. It was a good Erasmus project because Erasmus goal is to educate and create learning in the specific areas we are responsible for.

## IMPEFE - CIUDAD REAL

The BRAND EU project has had a high impact, since it has favored the realization of this strategy, which will have a very positive influence on the city to attract companies, promote tourism and socioeconomically boost Ciudad Real.

## RETHYMNO

The participation of Rethymno in Brand EU is a motivation to activate diverse tourism organizations to work together to design the Rethymno brand. We learned a lot during the seminars and exchanges of experiences among partners.

## DUBROVNIK DEVELOPMENT AGENCY AND THE CITY OF DUBROVNIK

Implementation of the place branding strategy will contribute to the realization and promotion of the vision of development of sports tourism in Dubrovnik, a city of active citizens, proud of the success of its top athletes, with a strong foundation based on an effective system of sports that is closely tied to sports infrastructure. Growing global competition has encouraged cities to incorporate branding into their own strategies. In other words, cities need effective marketing strategies, their effective implementation, and actions that support strategic goals. Among other things, sports and sporting events can be used as actions for the purpose of creating an image. Sports events attract many people, evoke strong emotions among participants, spectators, and fans, attract a diverse and large audience, and leave positive long-term effects as well as legacies.

## FORLI'

The Brand Eu project helped us to form a own strong brand identity that it can maintain own consistency in time and across different media.



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