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Developing Pilot Place Marketing Plans (PPMPs) in North and South Europe: a Methodological Approach

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Abstract

Place marketing represents a widely used approach in defining objectives and setting policies for promoting local development, starting with the strategic analysis of the place together with the work of the vision and the mission statements. Place marketing supporters identify local economic development and place competitiveness as goals, attributing the concept of "product" or "commodity" or "good" to the place itself or to an island, especially when we talk about tourism destinations or tourism products or destination products, knowing, at the same time, that place image promotion constitutes something more complicated and multi-dimensional compared to the promotion of a typical product.. Given the premise that Place Marketing is a strategic planning process, this article presents and discusses a methodological approach to the development of Pilot Place Marketing Plans PPMPs in European cities/places (Nea Ionia/ Magnesia/ Greece - lead partner, Chester/ UK, Kainuu/ Finland, Rostock-TLM/ Germany and Pafos/ Cyprus) in the context of *CultMark* (an INTERREG IIC project). The article focuses on the presentation of PPMPs steps, considering the analysis of the urban environment by using primary research data, the identification of the vision, the creation of the "final provided good" for each city/ place, the selection of strategies and tactics, the implementation of the Critical Path Model (CPM), the proposed Marketing Model of the 8ps (by Morrison), and the development of mini advertising and public relations plans per place.

Keywords: *Place marketing, CultMark programme, Critical Path Model, Marketing Model of 8ps (by Morrison), Place development and competitiveness*

JEL Classification: O18, R58

1. Introduction: Place Marketing as a Strategic Process

The place/city marketing process constitutes one of the most fascinating subjects of study, especially in the last decade (Ashworth and Voogd, 1990; Bramwell and Rawding, 1996; Hope and Klem 2001; Bradley *et al.* 2002). With reference to European cities and regions, Kotler *et al.* (1999) point out that the economic dynamism of a city/ place also reflects on the development dynamics of that place/ city, attributing an attractive or unattractive character to it. Place/city marketing concerns the adaptation of the traditional model of Marketing's 4ps (product, price, place, promotion) and the performance of that model in the process of place/city marketing. Apart from the Anglo Saxon experience in this field, there is also a strong German body of experience (Zerres, 2000; Tsegenidi, 2001; Konken, 2004). Regions/cities are characterised by their necessity to present, in their external environment, a positive image as far as their economic development is concerned; and for this reason they adopt promotional programmes and actions, which they subsequently implement (Hall, 1998/ 2001). In the case of place marketing, the product (Goodwin, 1993), or "good" (Metaxas, 2003), is a place, city or island, especially when we are talking about tourist destinations (Buhalis, 2000; Chaudhary, 2000), tourism products (Meler and Ruzic, 1999; Morrison, 1989/ 2001), or destination products (Oppermann, 1996; Choi *et al.*, 1999; Murphy *et al.*, 2000; Morgan *et al.*, 2002/ 2004).

A place/city marketing procedure should primarily be evaluated under the general philosophy of urban management (Ashworth and Voogd, 1990), in the same way that the promotion process is a basic part of marketing (Sandhusen, 1988/ 2000). Following this option, the strategic planning process concerns the analysis of the internal and the external environment of cities (SWOT and PEST analyses)¹, relating to the examination of the relationships which have developed inside the organisation (city/ place). Through SWOT analysis (Miller and Holt-Jensen, 1997), two levels of investigation and further examination are revealed. They concern the relationships that developed between public authorities and the ability of the public sector to implement development strategies in co-operation with the private sector of a place/city (Polidano, 2000).

2. Definition of the Pilot Place Marketing Plan (PPMP)

City/ place marketing needs a plan in the same way that urban/ spatial planning needs a plan. The PMPP is based on the Place Marketing Pre-Plan (PMP-P) and aims to establish the main axes for the preparation and the development of the Place Marketing Final Plan (PMFP). Taking

¹ SWOT analysis: Strengths, Weaknesses, Opportunities and Threats

PEST analysis: Political, Economical, Social and Technological factors

into consideration the PMP-P, as well as the available data and all the reports that have been hitherto produced in the context of the *CultMark* project, the PMPP aims to become a guideline for the effective implementation of the PMFP. The PMPP has a strategic character. It constitutes a significant means of PMFP implementation, in order for the image of each city to be effectively promoted and supported in the potential target markets. All plans are based on the strategic planning process, always beginning with the identification of each city's vision and the primary urban development objectives that are required to be satisfied (*CultMark*, 2005).

3. The *CultMark* Project²

The data for this paper are provided by the INTERREG IIIc *CultMark* project (*Cultural Heritage, Local Identity and Place Marketing for Sustainable Development*) that has been in operation in five European areas from the beginning of 2004 till the end of 2006: Nea Ionia/Magnesia/Greece (lead partner), Chester/UK, Kainuu/Finland, Rostock-TLM/Germany and Pafos/Cyprus. *CultMark* is applying a place marketing strategy with a cultural approach and its main aim is to create a final successful image for each city/region partner, as well as for the study area as whole. The main objective is the development and implementation of innovative place marketing strategies, based on the elements of local identity and the cultural assets of the partner areas, in order to contribute to their sustainable economic and social development. Its secondary objectives include: the promotion of heritage as a significant factor in local and cultural development, the promotion and improvement of the investment climate of each area, the global promotion and support of the image of each area, the connection between place marketing and spatial development as an innovative approach to planning, the promotion and support of the representation of common developmental interests, the promotion and support of local knowledge and skills, the development of common and individual demonstration actions taking into account the particularities of each area, the support of the provision and diffusion of knowledge and know-how to actors, encouraging the development of entrepreneurial skills.

4. Methodological issues

CultMark methodology is based on strategic planning aimed at an analysis of the current situation of the studied areas, the identification of development objectives and finally the

² The scientific support of *CultMark* was provided by the Laboratory of Tourism Planning Research and Policy (LATOUPREP), Department of Planning and Regional Development, University of Thessaly. The director is Alex Deffner, Assistant Professor of Urban and Leisure Planning, and the members are Pashalis Arvanitidis (Lecturer), Nick Bogiazides (Adjunct Assistant Professor), Theodore Metaxas (Adjunct Lecturer), Christos Liouris, Penelope Melidou, and Christina Vlahopoulou.

evaluation and selection of the good practices for the achievement of these goals. The main axes of this methodology are the following:

a. *Analysis of the place environment: Identify distinctive characteristics*

The development of place marketing strategies requires knowledge of the local specificities and understanding of the potentials and limitations of the place under study. SWOT analysis is a widely used tool that provides such intelligence and serves as a basis for the development of place strategies and marketing plans. It accomplishes this by assessing the internal and external environment of a place, or of any other entity requiring a decision. SWOT analysis groups key pieces of information into four main categories: Strengths and Weaknesses, which refer to the internal environment, and Opportunities and Threats, which explore the external environment of the place.

b. *Market research analysis*

The main parameter of the methodology is the collection of primary and secondary data through the implementation of market research that constitutes a significant part of an effective Place Marketing Plan (Jansen-Verbeke and van Rekom, 1996; van Limburg, 1998; Garrod *et al*, 2002; Deffner and Metaxas 2003). In the case of the *CultMark* project, four primary pieces of research were developed between April 2004 and June 2005, three on local authorities, decision-makers and experts in each place (sample: 30-40 respondents from each place), and one on tourists and visitors (50-60 respondents from each place).

c. *Vision and identity: the case of Kainnu*

The vision is the first step in the strategic planning implementation that a place has to follow in order to construct its identity and produce its image as a "final provided good". The most important issue is that the vision of each place, as well as the development objectives and strategies, depend on its local distinctive characteristics and particularities. Also the Place Marketing Final Plan, in order to become effective, should be based on these characteristics (Metaxas, 2003; Deffner and Metaxas, 2006).

On the other hand, a city's identity relates to the city's historical/heritage background and to the particularities that have traditionally characterised the city/area. According to Barke and Harrop (1994), the "identity" of a place may be regarded as an objective thing. It is what the place actually is like. Pritchard and Morgan (2002), examining the relationship between culture, place identity and tourism representation, support that "the representations used in destination

marketing are not value-free expressions of a place's identity - instead they are the culmination of historical, social, economic and political processes". Twigger-Ross and Uzzell (1996), in trying to explain the role of place and identity processes by using Breakwell's model as a framework (1992, 1993), support the view that cities/places, like individuals, have character and distinctions.

In the case of *Kainuu*, according to the Cultural Sector Report (*CultMark*, 2005), the vision of Kainuu includes sustainable economic development and a high quality of life for its citizens. This can be accomplished through the development of Kainuu as a tourist destination. The focus is on business, cultural and leisure tourism all year round, requiring systematic development of the historical and cultural heritage and a more clear definition and promotion of Kainuu's cultural image. It offers a high-quality natural environment, efficient business services and good infrastructure at competitive prices. More specifically:

- Kajaani will more systematically develop its historical and cultural heritage and will be integrated, on the basis of one-day excursions, into main tourism itineraries. Kajaani will not be a main tourism destination itself, but a part of Kainuu tourism packages. It will develop year-round tourism. Its tourism clients will be business tourists, and leisure and cultural tourists. The average stay in Kajaani will be increased from 1.5 nights to 2.5. Vaala will develop its tourism services and define its cultural image more clearly. It will attract cultural and leisure tourism; it will be either part of larger packages or a destination in itself for some 7-nights stays.
- A long-term objective of the city of Kajaani is to promote both the well-being of its citizens, and sustainable regional development. The city offers high-quality infrastructure, a competitive costs structure, a green and safe living environment and good availability of efficient business services.

d. Place Image as a "Final Provided Good" (FPG): the images of Rostock and Pafos

The creation of a positive city image constitutes an extremely important part of economic regeneration (Hall, 1998/ 2001: 115). Cities are striving towards the creation of a most competitive and attractive image in order to increase their market share in a global economy. The final provided good is the image of the place/city that is applied to the selected target markets. The production of this "good" is not something random: it is a continuous process with particular development stages. The image of the city/place is related to its distinctive characteristics. Each one of these characteristics constitutes a "distinctive good". The image of a city/place is more or less a puzzle of "distinctive characteristics", each of which needs a different

strategic approach (Metaxas, 2003), and the production of city/place image as a "good" is an integral part of place marketing.

In the case of *Rostock*, there is a strong orientation on culture and business. Rostock is an old, historic, typically East-German industrial city and port. It needs to seek a new role and identity if it wants to overcome economic decline and to experience growth. It is a Hanseatic city with maritime character, strong cultural traditions and traditions in the mercantile and the scientific sector. More particularly:

- Rostock is the only "big" city in the whole State of Mecklenburg-Vorpommern and will probably remain so in the next 50 years – so they do not have to work on their image;
- the city still mourns the loss of importance it had until 1989, and shows no interest in a realistic analysis of today's situation. Typical is the museum situation, which is as bad as it can be, but this is completely ignored and the catastrophe perpetuates;
- the longest centre in Mecklenburg country, a city with great history;
- a typically East-German industrial town and seaport, the greatest attraction is in the seaside resort Warnemünde.

On the other hand, *Pafos* is a well-known resort and tourist destination with a rich historical heritage and a good environmental quality. The city is included in the official UNESCO list of cultural and natural treasures of the world's heritage. More specifically, the particular elements of this image highlight the city as: a well-known tourist resort, a city rich in historical and archaeological sites, a city with beautiful scenery and high standards of hospitality and a city of low crime and with a high quality environment. For Pafos, the creation of the "final provided good" is based on the analysis and evaluation of the cultural and tourism sectors. The main development axis is the enforcement of the "mega event" area and the creation of special goods and services deriving from the culture and tourism mix. It's very obvious that Pafos needs to penetrate into international event tourism. With the main axis of development and competitiveness being the Aphrodite festival, Pafos seeks to improve its "event image" and become attractive among other cities.

e. Strategies and tactics: the cases of Chester and Nea Ionia

In the case of *Chester*, the implementation of the Focus Strategy is enforced most particularly by places that are not big metropolitan centres, or big urban centres. In fact, it is performed by small, but well-organised destinations, such as the city of Chester, which focus the provision of their image on particular target markets aimed at increasing their market share in these markets. The effectiveness of this strategy requires the identification of city's major strengths (answering

the question: which is our competitive distinctive characteristic?) and then the provision of this characteristic to the selected target markets. The main *tactic* refers to the correlation between the diagnosis of the specific demands and perceptions of the distinctive selected target market and the level of capacity of the place to satisfy these to the highest degree.

Furthermore, the *cooperative marketing strategy* aims to support the implementation of the total marketing plan. This strategy focuses on: a) the selection of partners in the internal and external environment of the cities, b) identification of the delegation of the role and obligations of each partner, c) an estimation of the anticipated profits and advantages arising through this cooperation, d) the application of feedback and the decision-making processes.

Tactics: Within this kind of strategy, no particular tactics are provided. Actually this strategy refers more to the management of the marketing plan and the evaluation of the implementation of actions.

It can be argued that the city of Chester uses a *combination of focus marketing strategy and cooperative marketing strategy*, since it invests in particular characteristics of the city and applies them to particular target markets, by using all the local forces and the organisers of all the other events to this end. The combination of these two particular strategies is also supported by the responses of executives who appreciate that the provision of Chester's strong image is based on the development of the representation of common interests by city's internal forces and also the effective adaptation of partnerships between them.

On the other hand, Nea Ionia has audited its distinctiveness on a general basis and focuses on the development of particular types of tourism. In fact, taking into account that Nea Ionia wants to promote three main types of tourism (cultural, sports and food), it should choose the appropriate strategies per type and per target market. It can be argued that Nea Ionia should follow a *focus marketing strategy*. Based on its distinctive characteristics and the advantage of having been an Olympic City, Nea Ionia tries to gain a strong position in the area of sport and cultural tourism. We do not propose the implementation of a Corporate Marketing Strategy, because this strategy requires a high degree of contribution and development of partnerships among the city's actors. Nea Ionia floundered at the beginning of this process. The effective implementation of this strategy takes a long time and is a continuing process. The existence of particular place marketing organisation could give more support to the development of this strategy, but at the present time this is something that is proving difficult to initiate. So, we propose that the appropriate marketing strategy for Nea Ionia is the development of a Focus Strategy, with the associated tactics.

5. The Critical Path Model (CPM)

The implementation of the "pilot programme" has as a *minimum* temporal horizon of 360 "working" days. The character of the Pilot Programme "Promotion Methodology" is strategic and it could be characterised as a "*project*", as part of the whole process of a Place Marketing Plan. The method used in the research in order to set up a particular time limit for the promotion methodology is based on the "*Critical Path Method*" (Aravantinos, 1987/ 1994: 78-79; Nokes *et al.*, 2003). More specifically:

- *hierarchical presentation of activities*: in this section, we characterise each activity with a particular name. The presentation of the activities is hierarchical. The important thing is to include all the appropriate actions in order that the Place Marketing Pilot Plan can become a useful database for the implementation of the Place Marketing Final Plan.
- *immediate predecessor*: this section presents those activities (one or more) that have to be finished first before the present activity may take place. This view has major significance for the project, since it allows for the assessment of which activities are core and which are secondary.
- *particular actions*: this section specifies some particular actions for each step in order for the overall development of that step to become an effective and flexible guideline against which marketers can implement actions, and for the time that the project requires in order for it to be implemented.
- *temporal horizon*: the existence of a specific temporal horizon is very important for each step and, of course, for the whole project. The temporal horizon is closely related to the satisfaction of the city's objectives in the context of specific time planning.

All the basic steps related to the implementation of an effective "Place Marketing Pilot Plan" are the same for each partner, but of course there are also differences in the field of "particular actions", where the text proposes specific activities that the decision-makers and the marketers, should implement.

CPM includes the following *four main phases* of the project.

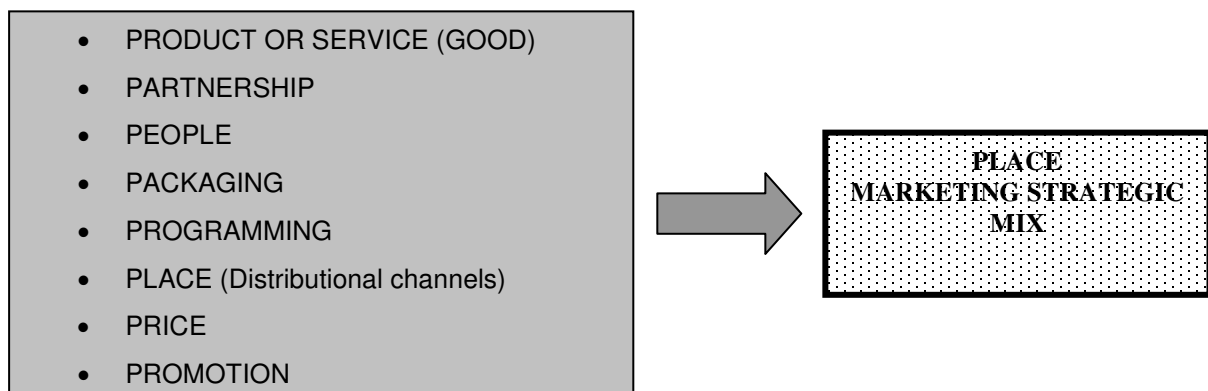
- *PLANNING*: in this phase, the city decision-makers and the local actors have to plan and prepare all those actions that relate to the promotion and the support of city's/place's multi-dimensional good. The first step is the creation of the Executive Management Group (EMG), which will take the overall responsibility to plan and to perform the City Marketing Pilot Plan for the city/place.
- *PROGRAMMING*: in this phase, the EMG has the main responsibility for programming a number of core actions that have to take place before the phase of implementation.

- *IMPLEMENTATION*: this phase means action! This phase is characterised by the existence of the promotional process, in almost all of its actions. In particular this phase is the promotion phase.
- *EVALUATION – FEEDBACK*: this phase is related to the evaluation of the actions that take place in the implementation phase. The main aim of this final phase is for the EMG to reach their final decisions in order to continue the programme by preparing the ‘City Marketing Final Plan’, or to reject the whole effort.

6. The ‘8Ps’ by Morrison

In order to set up a ‘production procedure’, the study used two models from the marketing world. The first one is the generic and very popular model of marketing's "4ps" (Kotler and Armstrong, 2005) [product, price, place and promotion]. The second one is more complicated and is called the "8ps" model (Morrison, 1989/ 2001) [product, partnership, people, packaging, programme, place, price, promotion]. The "8ps" model is mainly used for tourist destinations, which have as their main axes travel and hospitality.

Figure 1: Place Marketing ‘8ps’ model by Morrison



6.1. Product (good)

A very strong and challenging combination for each city/ place, which requires a very knowledge-based EMG in good order, these triple development axes generate additional value for the city and all the internal forces that are participating in the place marketing effort. The identification and the effective provision of this "good" is based on: a) the identification of the vision, b) the city’s development objectives, c) the SWOT analysis of the city, d) the distinctive characteristics of the city, which constitute the base for the creation of the particular "packages", e) the forthcoming effects of each action, and f) the identification of the potential target markets.

Other very important processes which support this phase are market research and the segmentation of the potential target markets.

6.2. Partnerships

After the EMG has identified the "final provided good", it proceeds to a second step - to analyse the area of the appropriate partnerships in order that all the actions that have to be implemented have been decided upon. The development of networks between the participant groups is one of the most important features of this phase. Each member and each group should have the appropriate information and data, in order to contribute directly and effectively to the discussion about city's/ place's marketing and development. Only in this way will they have the opportunity to generate new ideas, to support or to reject approaches and generally to become a dynamic part of the whole process.

6.3. People

In place/city marketing procedure the term "people" is used in order to satisfy two main dimensions:

- a) the "human resources management" process; referring to human resources management for the purposes of visitor attraction, Swarbrooke (1995/ 2002: 244) supports that it is concerned with obtaining, organising, training, motivating and rewarding the people needed by the organisation so that they can perform in a way which allows the attraction to meet the needs of customers. In this case, the customers' "post-purchase behaviour" must be examined, (Ashworth and Voogd 1990: 102; Needham *et al.*, 1999: 42; Sandhusen 1988/2000:) taking into serious consideration the fact that the ultimate customer decisions are based on the satisfaction of his needs and expectations, and
- b) the citizens' contribution to urban development. The citizens of a location have been recognised as one of the most important internal target markets (actors) of a city's environment. According to Wooley (2000), "local people are the key to urban vitality". McIntosh *et al.* (1995) used the term 'motivation' supporting that the citizens have to be motivated in order to develop actions or to participate in decision-analysis procedures, (i.e. the case of Winterhur (Switzerland) [Ringli, 1997]), or to express their opinions on the implementation of particular issues which concern cultural activities, tourism programmes or international events (i.e. festivals, Hafenors, 2000).

6.4 Packaging

The process of "packaging" concerns the planning of a variety of provided services and actions that the potential target market (tourist, visitor, business executive, markets with special interests, etc.) could purchase at a logical price.

6.5 Programming

Programming is a very closely related process to packaging. In fact, is the process that completes the "Successfully Provided Package". Programming is based on the existence of the "available time" for the visit, of the event, and any kind of activity that the potential target market participates in within the city's environment. Programming has an "organisational dimension". In other words, we talk about effective time management, since each of the provided packages has to be planned and also programmed in such way that it will provide the notion of timing to the potential target markets, within the specific and limited time that they have, in order to receive the maximum benefits from the city's services.

6.6 Place (distribution channels)

According to the "Promotional and Distributional 'Maps' Report", (*CultMark*, 2004), the final step is the identification of the distribution channels, concerning the transmission of the final provided good, the "message" of the city/ place to its potential target markets. We identify two kinds of geographical distribution channels: the internal one and the external one, regarding the separation of the selected target markets above. In this phase, we try to focus on the analysis of two levels of distribution process. "Level A" concerns some generic distributors that are also national target markets at a, European and international level, and "Level B" concerns the selection of distributors regarding the multi-dimensional character of the final provided good.

Each of the distributors has to be able to inform and to propose each city/ place as a destination with a distinctive character, able to satisfy the demands and the perceptions of the selected groups. The separation of the distributors according to the character of the provided good is an important process and is related to the effectiveness of the distribution. Each dimension is working at *two levels*. The first, separate, level requires the planning and the performance of specific actions per sector. Secondly, all the sectors participate in the implementation of common activities. In both these channels, the feedback procedure plays a crucial role. The effective contribution of this process requires the existence of alternative scenarios and tactics in order to be able to face problems that might rise. Finally, the whole

distribution process presupposes the existence of a promotional office with a specialised workforce. This office will be responsible for the provision of information and knowledge to all contributors, ensuring, in this way, a more successful promotion of the city image.

6.7. Price

The identification of pricing concerns all the services that each studied city/ place provides to the potential target market. This is the *general option* of pricing and something that concerns all the participants involved in the provision of these services. The *second option* is related to the pricing of the proposed packages. The EMG has to identify what the final cost will be of each package, taking into consideration the relationship between pricing and quality. This is very important since it is related to the implementation of the strategies that we proposed (focus and Co-operative strategies), in order that the final provided good is effectively positioned in the market that the city wishes to penetrate. The *third option* is related to the promotion costs of the multi-dimensional good. For instance, and according to the CPM, the city of *Nea Ionia* has to implement a number of advertising activities (TV, magazines, newspapers, etc.). For each of these media, it is necessary to have a particular cost budget (i.e. media: the scenario, actors, timing – TV programme zone, frequency, copyright, etc). The study proposes the creation of a particular cost-budget analysis plan that will include all the promotional activities of the city on an annual basis, in order that the whole cost is covered by the Total Place Marketing Budget of each city.

6.8 Promotion

According to the "Promotional and Distributional 'Maps' Report", (*CultMark*, 2004), the next step is the evaluation and selection of the promotional means of final provided good support. This step is also important since it is related to the ability of the city/ place to implement particular actions by using specific methods of promotion, and facing the relevant cost. Table 1 presents some particular promotional means, the advantages and the disadvantages of them and also the level of implementation actions per mean.

Table 1: Promotional means

	Means	Advantages	Disadvantages	Level
1	Television	Combines sound (slow) and motion; high attention; high reach	High absolute cost; brief exposure; less audience selectivity	Regional, National
2	Radio	Mass use; high geographic and demographic selectivity; low cost	Lower attention than television; non-standardized structures; brief exposure	Regional, National
3	Internet	High selectivity; interactive possibilities; relatively low cost	A relatively new means with a low number of users in some countries	Regional, National, European and International
5	Newspapers	Flexibility; good local market coverage; broad acceptance	Short life; poor reproduction quality	Regional, National
6	Magazines	High geographic and demographic selectivity; credibility and prestige	Long purchase time period; some waste circulation	Regional, National, European
7	Newsletters	Very high selectivity; interactive opportunities; relatively low costs	Costs could run away	Regional, National, European, International
8	Brochures – Prospectus	Flexibility; full control; can dramatise messages	Brochure production can be a goal in itself	Regional, National, European
9	Direct mail	Very high selectivity; measurable	Relatively high costs	Regional, National, European
10	Billboards	Flexibility; repeating exposure; low cost; low competition	No audience selectivity	Regional, National

Source: Promotional and Distributional ‘Maps’ Report (2004)

Furthermore

- *Personal - direct sales*: this tool requires the provision of city/ place material from the people. The notion of direct sales refers to the ability of organisations, enterprises and unions to effect advertising throughout the city and promote their products and services. The

disadvantages of this notion relates to the selection of the right people to do this job, but also to the capacity of the city to successfully support the promotion of the organisations or enterprises that agree to become members involved in this effort.

- *Exhibitions, fairs and events*: it is essential for a city that wishes to become a competitive destination to participate in or become an energetic member of national or European organisations. For instance, Nea Ionia should participate in events that relate to culture, sports and also food. We support that there are no disadvantages in this case. The continuing representation of the city requires the preparation each time of the appropriate material that the city will present and the availability of people to participate. Of course, the representation in mega events requires the existence of a strong financial budget, but that is something that will be organised if the city decision-makers decide to include the relevant cost of promotion in the overall annual municipality budget.
- *Common actions and plans with other cities*: the planning of effective partnerships with other cities on a national or European level should not be based only on the existence or the availability of European Programmes. This requires research, analysis of tourism trends and evaluation of the development policies that other cities implement.

7. Mini Advertising and Public Relations Plans

Mini Advertising Plan (MAP): this plan could become a useful tool for each city's/ place's promotion. We proposed that this plan should be produced annually in order to present all the advertising actions of the city for one year. For instance, the participation of the city's public organisations in European exhibition X, has been scheduled from the 15th to the 20th of February, or the promotion of the city image through the media has been scheduled for three time periods (each period consisting of one month). Thus, the periods are: the promotion by two newspapers and one magazine, with interviews and photos for the period from the 10th of February up to end of the month, the use of radio (two interviews to two different city stations) and publicity through the radio stations for the period from the 1st up to the 20th of April, and, finally, the promotion of the city image through the TV for the period from the 1st of August up to the end of the month. For example, *the Mini Advertising Plan of Nea Ionia* has to mainly present the following:

- production of promotion material in four languages (Greek, English, German and French),
- positioning of the promotion material with internal and external distributors, according the distributional channel structures,
- development of scenarios for CDs, video and documentary,
- planning and promotion of scenarios in the media,

- production of advertising spots,
- planning relevant co-operations at European level,
- creation of promotional stands (info kiosks, info centres).

Public Relations Plan (PRP): Trust and Understanding are the two "key" dimensions in order for a PRP to become effective for the city/ place that implemented it. This plan focuses on the effective communication with all the actors that contributed to it and activate it in each city/ place and potential target market. For all the cities, it is important that the PRP be separated into two sub-PRPs. The first one relates to the internal environment focusing on the planning and implementation of particular actions that strengthen the active participation of city's internal groups (enterprises, public organisations, citizens, etc) in the city's image promotion. The second one has the same logic but is more complicated since it is related to the external environment. Developing public relations at a European or international level is something that requires experience and knowledge. In addition, it requires the availability of the appropriate executive person/s that could produce, implement and manage public relations actions. For instance, *the PRP of Nea Ionia* should include the following:

- planning co-operations with research centres in Greece and Europe,
- planning co-operations with secondary educational institutions,
- planning participations in conferences and international fairs and exhibitions in Greece and Europe,
- participation in European programmes focusing on culture, sports and food.

Public Relations are very closely related to marketing, but of course are something different. Actually, the existence of a specific marketing strategy and plan helps the development of a public relations programme. In the case of Nea Ionia, the development of an external public relations plan is difficult at the moment. The city has to adopt, first hand, a particular marketing orientation and then develop the public relations sector.

8. Conclusions

Place marketing represents a widely used approach in defining objectives and setting policies for promoting local development, starting with the strategic analysis of the place together with the work of the vision. Place marketing supporters identify local economic development and place competitiveness as goals, attributing the concept of "good" to the place.

Place Marketing is a strategic planning process and it includes the elaborations of Place Marketing Pre-Plans, Place Marketing Pilot Plans and Place Marketing Final Plans Using the data of the *CultiMark* INTERREG IIIC project, the paper focused on the presentation of PMPPs

steps, considering the analysis of the urban/ spatial environment by using primary research data, the identification of the vision, the creation of the "final provided good" for each city/ place, the selection of strategies and tactics, the implementation of the Critical Path Model, the proposed Marketing Model of the 8ps (by Morrison), and the development of mini advertising and public relations plans per place. Given these steps, place marketing could become an effective tool for the development and competitiveness of a place.

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