



## URBAN MARKETING OF CITIES

Under conditions of accelerated technological progress, rapid expansion of world markets and new commercial opportunities, through various forms of cooperation, partnership and strategic alliances, branding of cities is an increasingly interesting concept for numerous city leaderships. Branding cities is part of strategic marketing aimed at promoting the image of the city, its products, tourism and attracting investment (de Vincente, 2004). At the same time, it can be said that marketing of cities today is one of the aspects of spatial development (Rainsto, 2004). Cities are gaining importance again in political, economic and social terms. They engage in external and internal politics, create alliances, compete with themselves similar within the European Union, generally on a world level. Cities generally seek to regain their role in managing, directing and controlling economic and territorial processes within the area of their activities, but also within the sphere of activity of other nearby cities, thereby creating an interconnected integrated network of cities, a network of interconnected horizontal relations (Rosignolo, 2002). In the last decade, apart from economic, demographic and urban changes that reflect on the behavior of cities as local self-governments and centers of economic and political processes, we are exposed to the process of globalization and the accelerated process of urbanization. For example, in South America, 81% of the population live in urban areas (Friedman, 2000). The process of globalization has created a new scenario.

Globalization now includes both political, social, economic and geographical dimensions. Every developed economic system must be aware of the fact that it cannot exist as an individual without a relationship with the global environment.

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Any incentive or digression in the operation of a major economy, the economy can cause earthquakes or incentives in the other economy due to the process of globalization. The process of globalization has led to the linking of commercial, technological, social and political structures around the world. Throughout this complex process, each participant is important because globalization has enabled each, even a small local participant, to participate and trade with the economy of a country for which he does not know exactly where he is. Today, in the conditions of globalization, cities need an effective concept of marketing in order to survive in the conditions of international competition, in order to attract new investments, companies, entrepreneurs, tourists, if we want the inhabitants, and thus succeed in realizing the relevant regional, even international programs.

Over the past decade, there has been a need to apply marketing concepts in cities and public service sectors (utility companies) to improve their efficiency and service to the end user. Numerous authors defined the concept of marketing in different ways. The American Marketing Association (AMA) defines marketing as a process of planning, implementing and creating ideas, products and services, determining their prices, promotion and distribution in order to carry out an exchange that meets the goals of individuals and organizations. Marketing Director, Philip Kotler, defines marketing as a social process by which through the creation and exchange of products and values with others - individuals and groups get what they need or what they want (Kotler & Keller, 2009). Such definitions are based primarily on terms of need, desire and demand as well as their satisfaction, as well as on product creation, exchange realization and the concept of market, marketing and marketing. Marketing is also a process of creating and exchanging value. Marketing can simply be defined as a process of creating products aimed at actively meeting the needs and wants of customers. So, the goal is to offer someone a particular product with whom this person will meet their needs. In general, the emergence and application of marketing in cities and regions can be summarized briefly for several basic reasons, according to which some authors think in Europe something before they are in the United States in the form discussed below (Corsico, 1994, p. 61):

1. According to some authors, the main reason for confirming and using the concept of marketing by local authorities is that in Europe since the beginning of the 1970s the real estate market is no longer national, but international, even worldly. Under such conditions, cities already compete with each other and compete among themselves who will attract larger capital quotas in the form of investments in real estate and property and in the form of investments in the development of industry and the construction of new facilities.

2. Other sources give more importance to more drastic budget cuts where countries have reduced the budgetary dependence of cities and reduced their direct budgetary allocations, which has just encouraged cities and municipalities to use market-oriented instruments, attract investment, and create jobs in order to keep population and ensure the smooth development of local self-government and the implementation of certain programs through the provision of fiscal inflows into city "cash registers".

If we concentrate only on the role of the city as the place where the supply and demand meet, we would not move further from the thoughts about the emergence of the market and the role of the place in that process. In reality, the term marketing in the market places the city's focus on the market, and most of all as a place of negotiation and communication, and where the values exchanged need not be determined solely and only by price. The fact that the city of marketing is some kind of commodity does not mean that the city of goods is in the sense that it is possible to buy its parts, services, real estate, that it can be split, etc. The application of the concept of marketing to the market is offered by the city as an integral and indivisible product. In our case, the city is a urbanized space, a long-term, long life, a product that is not "consumed" at one time for many years, and a product that is not fully produced at one time, it is constantly created, constantly changing, expanding or narrowing, increases or decreases. The city is a product in a continuous process of transformation, a set of social, social, geographic and natural values. So, what is changing, why does the need for introducing the concept of marketing actually arise? By introducing the concept of marketing, the city administration changes the way of thinking, it moves from the phase of "product" into the phase of "customer or client", that is, from the stage of bureaucracy to the stage of market efficiency, which suddenly becomes measurable (Corsico, 1994, p. 71). The process starts from within, within the administration, by creating cooperation and cooperation between all actors and building a corporate identity. Communication is then developed in two directions, both indoors and outward. There are no separate systems, separate departments, but a shared network, an integrated set of relationships and relationships that act as one, no longer need to receive and send information, the need for the presentation of city administration, and hence the city as one image, "one face to the customer". Applying the concept of marketing requires changing the viewpoint of the administration and understanding citizens no more than as an ordinary user of the service, but as a client, users of certain services "city customers". A citizen becomes a client to care for, understand his needs and try to satisfy them, but also a participant whose consent in some phases and spheres of political and economic action must exist in order to ensure a long-term correct action for the benefit of the entire community.

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Negotiations, communication, and needs monitoring open up new opportunities for cooperation and action of groups of citizens, interest groups, informal groups, associations. Urban marketing provides the answer and solution to penetrate every "client", how to understand it and how to satisfy it, and allows the participation of all actors equally, as they are all equally important and important in the functioning of a city. Applying the concept of marketing in cities contributes to better understanding and communication of all actors in the market, which ultimately contributes to greater satisfaction and the creation of mutual benefits. However, it should be remembered that, however, the city as administrator of a certain territory must not and cannot leave social, social and cultural responsibility exclusively to some segment, for example, the economy. In this sense, the only city administration can be called an actor who at certain times must know how to determine the right balance between real wishes and needs of the economy, the wishes and needs of citizens and their own political, social and other goals. Recognizing such needs is exactly the goal of marketing and marketing. Consequently, the question arises of the applicability of marketing concepts in all cities or local governments in relation to their size. In reality, the application of marketing philosophy is not conditioned by the geographical and territorial coverage, nor by the size or the number of inhabitants in individual urban centers. The marketing philosophy and the application of urban marketing does not depend on the territorial size of the city. Essential is the essence and principle, that is, the understanding of a concept that is equally applicable in both small and large cities. The fact is that the need to introduce the marketing concept will be recognized in more developed cities and more developed environments for the simple reason that the primary needs are most likely already covered (housing, roads, drainage), and it becomes more and more difficult to satisfy users, citizens seeking higher levels of public transport quality, area, more parking space; users in essence become increasingly demanding in terms of quality, and less in terms of quantity. These are problems that require and a more complete approach, as problems are more difficult to discover, and satisfaction becomes more difficult. In this respect, based on the above, it is necessary to introduce the term urban marketing, which will be further clarified in the continuation of this work. Urban marketing should combine the concepts of marketing as the concept of cities that determines local goals and ways of realizing them within a particular city (Chevrant-Breton, 1997, p. 1), which combines basic development factors (the city seeks to attract different companies and companies that have their own interests, the city aims to provide various support to already existing companies and attract other companies to establish their headquarters in a particular city), which is oriented towards the process of creating a city image and a kind of "space-packing" as a product, place-product (Cheshire, 1999), but always with a focus on "producing" local public goods in order to create an additional local economic development.

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There are different interpretations of concepts and the scope of urban marketing. From the conducted literature research, it follows that the following construct of urban marketing, or its areas of coverage, should be accepted, which are summarized below and briefly explained: urban marketing encompasses within its scope the development of the area of the city or its location; Urban marketing also involves attracting visitors or tourism marketing of the city (which is done by our tourist communities in our cities, which are under the influence of local self-government units); Urban marketing also includes the marketing of the population, residents and non-residents of a certain city and finally; Urban marketing also includes the marketing of the same city administration or local administration. • The marketing space of the city or the marketing of the city is part of urban marketing and refers to the relation of space and spatial possibilities with the city's economy. The goal is to recognize the factors of the space of a city and to position their own city according to the needs and aspirations of potential investors and the economy. • Resident or resident marketing is focused on attracting new residents, but also on retaining existing ones through a range of activities from improving infrastructure, to improving city services to increasing city safety and housing conditions. • Marketing of visitors or tourists is part of urban marketing aimed at increasing the city's popularity in tourist and national frameworks, as well as increasing tourism or creating it. • City administration marketing is part of urban marketing that focuses on the analysis, planning, implementation and control of city administration plans and programs to create, construct and maintain the exchange of services and relationships with target markets in order to achieve set goals (Friedman, 2000, p. 10). Marketing of city administration is an activity that enables local administrations to maintain contact with their clients (citizens and entrepreneurs), identify their needs, create services according to their wishes, and generate communication and information programs in such a way as to familiarize all stakeholders with the goals and guidelines of local government action.

The philosophy of urban marketing focuses on the constant orientation of the city (city administrations, op. C.) According to the needs and interests of interest groups (different markets, citizens, tourists, companies). Urban marketing is an activity that enables cities and city institutions: to be in constant contact with all stakeholders and target markets, to know the desires and needs of the target groups, to know how to develop such "products / services" that meet and meet recognized desires and needs, to develop such an information flow system that allows communication and recognition of the objectives of city administration by stakeholders and target groups. Urban marketing, in fact, includes systematic planning, management and control of all relations and services exchange ("product") between a city (as institution) with its markets (Muller, 1992, p. 4).

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Unlike urban marketing, G. Ashworth and H. Voogd define "City Marketing" as a process where all urban activities are as much as possible related to the needs of targeted customers in order to maximize the efficiency of social and economic functioning areas in accordance with the objectives set" (Voogd, 1994, p. 68). From the aforementioned and explored definitions and concepts it can be concluded that there are in fact no significant differences between the concepts and definitions of urban marketing and city marketing (city marketing). This statement is also based on the practical experience of some cities. Thus, in Sydney City, "City Marketing" is in fact the concept of partnership between Sydney City and business entities. The goal of this partnership is to pro-actively promote the city to its guests and visitors. By forming a strategic alliance and partnership, all partners have the opportunity to participate in the creation of effective marketing of the city, publicity and tourism campaigns. For the City of Leeds city marketing, it is necessary to focus on a certain identity when marketing the city. Leeds experience has shown that it is necessary to send a message on how to have style, at the height of time, and to be a city of the future (Quinn, 2002, p. 1). From the experience of the city of Leeds, it is evident that city marketing is aimed at creating contact with stakeholders and recognizing the wishes and needs of those, precisely what is the philosophy of urban marketing. Considering the above, the following common aspects of urban and city marketing can be performed (Friedman, 2000, p. 3):

## 1. Philosophical aspect

- a. Focus on interest groups and target markets as local policy destinations;
- b. The key point is the problems, shortcomings, desires and needs of citizens, groups, associations, enterprises and other stakeholders;

## 2. Segmentation aspect

- a. Thinking and understanding stakeholders as target market segments makes it easier to identify, identify, and address individual needs;

## 3. Information aspect

- a. Market research and identification of needs is the basis of urban and city marketing;
- b. Generating timely information and feedback with all segments of the market is of paramount importance;

## 4. Strategic aspect

- a. Urban and city marketing sections are the city development strategies and the functioning of the city administration;

## 5. Communication and coordination aspects

- a. Ensuring participation and communication among all target groups is the basis for designing "products" according to the wishes and needs of end users (clients);
- b. Co-operation and coordination between the public and the private sector are the basis for the success of applying the concept of marketing;

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