



‘Internationalising Local Government and Smart City Branding’

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THE CRISIS AND LOCAL GOVERNMENT: FROM AUSTERITY TO INTERNATIONALISATION

Wednesday 2 May 2012

Cañada Blanch Room, 1st Floor, Cowdray House, Portugal St.. LSE, London WC2A 2AE

Today's Presentation

Branding and Internationalization

Smart Cities and Smart City Branding



“Smart Cities”

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Today, **everything** seems to be ‘smart’



“Smart Cities”

4

Also, every **city (place)** wants / claims to be ‘**smart**’



Barcelona.cat

L'acord amb [Cisco Systems](#) presentat avui busca convertir Barcelona en un referent mundial de ciutat intel·ligent.

[Ver traducción](#)



Barcelona, model de ciutat intel·ligent
www.youtube.com



INICIO / PRESENTACIÓN / GRUPOS DE TRABAJO / EVENTOS / PRENSA / MIEMBROS / DOCUMENTACIÓN / ENLACES / PARTICIPACIÓN / USUARIO

Málaga Smartcity: un modelo de gestión energética sostenible para las ciudades del futuro



¡Qué inteligente es Santander!

Autor: Elisa Carreras
23 de marzo de 2012



El mundo está cambiando a un ritmo vertiginoso y cada vez más **ayuntamientos** tienen claro que es fundamental estar ahí, hablando directamente con el **ciudadano**. El **territorio santanderino** sigue esta tendencia porque sabe que las redes sociales son imprescindibles hoy en día.

Santander Smart City

Mucho se habla de la educación desde un punto de vista tradicional, sin embargo pocas veces se menciona como la base de la que parte un proyecto de envergadura. En el caso de Santander ha sido así, una idea salida de la Universidad ha sido llevada a la práctica dando origen al proyecto **Smart Santander**.

El **alcalde de Santander, Íñigo de la Serna**, lo entiende de este modo: “*Hay ciudades inteligentes porque hay ciudadanos inteligentes. El ciudadano tiene que percibir mejoras. Si el ciudadano sólo oye hablar de la smart city, pero no experimenta sus beneficios, entonces no la entiende porque no la percibe*”.

Santander confía en sus universitarios como el capital humano con el que cuentan para ponerse al día en las nuevas tecnologías.

La tendencia a la que tiende un **territorio** moderno es la **innovación tecnológica**. Saber adaptarse a las necesidades de ciudadanos inteligentes pasa por hacer del **territorio**, un territorio inteligente.

Las relaciones internacionales entre territorios

Sobre Smartcity...

Irado por Endesa, n Málaga.

Una sociedad sostenible debe ser una sociedad responsable, que responda a los grandes desafíos globales que se presentan, con las mejores tecnologías y las mayores capacidades de innovación. Con esta filosofía nace Smartcity, una experiencia que trata de demostrar la viabilidad de concentrar un amplio conjunto de tecnologías avanzadas y sostenibles para hacer posible un nuevo modelo de gestión energética.

[...más información](#)

[Presentación](#)

Smartcity Oficina de Proyecto | oficina@smartcitymalaga.com



“Smart Cities”

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Big service companies are developing ‘smart solutions’ for ‘smart cities’

IBM Solutions Services Products Support & downloads My IBM Search

A Smarter Planet  **Cities**

Smarter Cities

Safe neighborhoods. Quality schools. Affordable housing. Traffic that flows. It's all possible.

Overview Leadership Solutions Events Next steps

Analyzing the future of cities

Just as you can look at a newspaper photograph and see both the image and the tiny individual dots that give it its shapes and shadings, city leaders look at their municipalities in terms of both the big picture and the individual citizens that comprise it.

The majority of us live in cities, and the percentage is growing. Municipal leaders who run the complex network of diverse people, expected services and aging infrastructure are on a constant search for more efficient ways to analyze data, anticipate problems and coordinate resources in their cities.

As centers of business, culture and life, cities are logical places to integrate many of the Smarter Planet principles and innovations in public safety, transportation, water, building, social services and agencies. A new kind of solution, the [IBM Intelligent](#)

Building a Smarter Planet

 Smarter lessons from our smarter cities (334KB)

Feedback



“Smart Cities”

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There are plenty of **initiatives** around the ‘smart cities’ concept

The collage consists of three web pages related to smart cities:

- Smart City Expo World Congress - Home:** The top left page features a navigation bar with links: HOME, EVENT OVERVIEW, CONGRESS, EXHIBITOR AREA, AWARDS. The main headline reads: "The Smart City Expo World Congress is embarking on a road show in 13 countries". Below this, it states: "A global tour on all five continents to present the event to a selection of companies, cities and experts, which will culminate in Barcelona with the Congress itself on 13-15 November". A map shows the tour route with stops in: ARAB EMIRATES (DUBAI), CHINA (BEIJING), U.S. (NEW YORK), BRAZIL (RIO DE JANEIRO), BARCELONA (13-15 NOV 2012), UK (LONDON), and BELGIUM (BRUSSELS). The route is labeled "Road 13".
- SmartCities:** The top right page has a navigation bar: About, Guide, Photos, Project list, Publications, Research, Tools, Video, Who. It lists "Tools" (Citizen Insight, Digital City Self-assessment, Standards list) and "Themes" (Academic work, Citadel Statement, Creating Smarter Cities, Customer profiling, Customer services, Wireless services). A featured article titled "Smart Cities work featured in new book on Smart Cities in Europe" mentions researchers at Edinburgh Napier. The bottom of the page includes social media links for @ePractice and @Flickr, and a submission date: "Submitted by Dave on February 16, 2012 - 12:46. | academic work | Read more".
- IDC Smart Cities:** The bottom page is a poster for an IDC event. It features the IDC logo and the text: "Smart Cities", "Hacia una Economía Inteligente", "28 Septiembre de 2011", "Sede del Área de Economía, Empleo y Participación Ciudadana del Ayuntamiento de Madrid (Gran Vía, 24 Madrid)", and "INVITACIÓN ESPECIAL".



“Smart Cities”

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‘Tourism’ is becoming smart

The screenshot displays the homepage of the 'Territorio & Marketing' website. The header features the site's logo, social media icons (Facebook, Twitter, LinkedIn, RSS), and buttons for 'SUSCRÍBETE' and 'CONECTARSE'. A search bar is also present. Below the header, a navigation menu includes links for 'BUENAS IDEAS', 'SERVICIOS', 'SOSTENIBILIDAD', 'DESARROLLO TERRITORIAL', 'VÍDEOS', and 'CONTACTO'. The main content area is titled 'DESARROLLO TERRITORIAL' and features an article titled 'El turismo inteligente reinventa el territorio' by Elisa Carreras, dated January 19, 2012. The article includes a photograph of a road lined with trees with autumn foliage. To the right of the article, there is a 'SOCIOS' section with the FCC logo and a 'VÍDEO DE LA SEMANA' section featuring a video player with a man speaking. The bottom of the page has a 'Boletín' section.

Territorio & Marketing
EL PRIMER CANAL SOBRE MARKETING DE TERRITORIO

Ideas para que los territorios sean más competitivos, capten nuevas inversiones y mejoren su posicionamiento

BUENAS IDEAS | SERVICIOS | SOSTENIBILIDAD | DESARROLLO TERRITORIAL | VÍDEOS | CONTACTO

>> Inicio > Desarrollo Territorial

DESARROLLO TERRITORIAL

Me gusta 1 | Twittear 7 | Share +1 0

El turismo inteligente reinventa el territorio

Autor: Elisa Carreras
19 de enero de 2012

Crear un nuevo modelo económico que se base en la revalorización de lo que hay en un área. Ser eficiente y ofrecer un servicio excelente... dos claves en tiempos de crisis. Ciudades inteligentes, ciudadanos inteligentes, son el resultado de la inteligencia territorial, o ¿es la inteligencia

SOCIOS

FCC
Servicios Ciudadanos > Leer más

VÍDEO DE LA SEMANA

Share > More info

Smart Cities
Hacia una Economía Inteligente
29 Septiembre de 2011 - Gran Vía 24, Madrid

Boletín



“Smart Cities”

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Even the ‘firemen suits’ are becoming smart

YOROKOBU
TAKE A WALK ON THE SLOW SIDE

El traje de bomberos conectado a las smart cities

29 FEBRUARY, 2012 | 16:24 | Historia de DAVID GARCÍA



Smart Cities: Just a new 'buzzword'?

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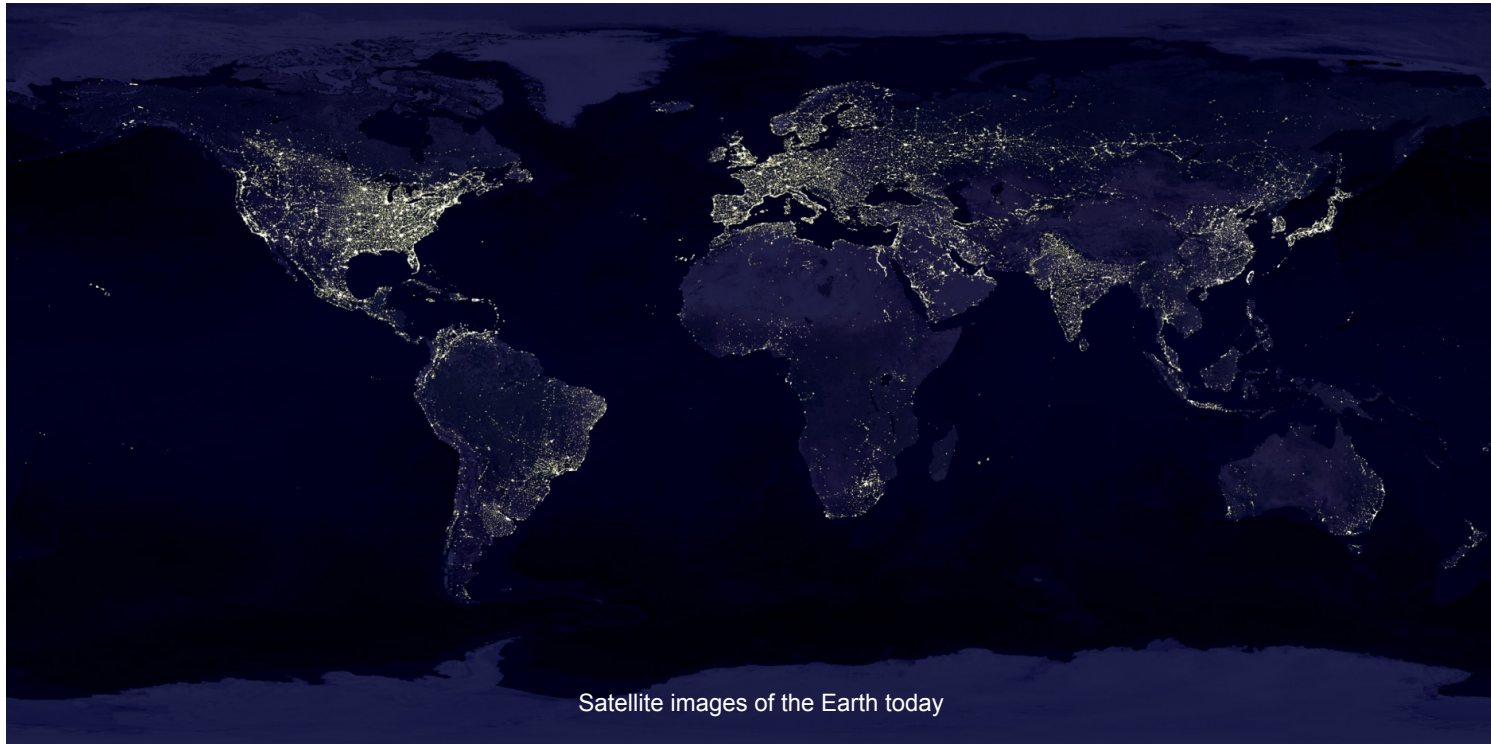


The emerging power of cities

In **1925**, **25%** of the world population lived in cities.

Today, approximately 3.5 billion people, more than **50%** of the world's population, is living in cities.

It is forecasted that, by the year **2050**, this figure will rise to 5.5 billion, accounting for **75%** of the world's population.



Satellite images of the Earth today



The emerging power of cities

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This unprecedented rate in urban growth is leading to the **rapid expansion of existing cities, the creation of entirely new cities around the globe and to completely new forms of urban growth and urban regions.**



The emerging power of cities

In the 21st century, due to globalization and urban growth, it will be **the cities** and metropolitan regions - not the states - that **will become the real world's economic and political powers.**



Today, just **forty city-regions** are responsible for over two-thirds of the **total world economy** and most of its innovation.



Main challenges for future cities

The rapid growth of cities and metropolitan areas means **new social, environmental and economic challenges** for them.



Main challenges for future cities

The **major challenge** will be to shape cities and regions in a way that they are **environmentally sustainable, socially just and economically competitive.**



Main challenges for future cities

The concepts of the **livability and sustainability** of cities are now been considered as the two most critical factors for the future of our cities.

At the same time **livability and sustainability** will be **key for the competitiveness of cities** since they are critical factors in order to attract and retain inhabitants, visitors, talent, businesses and investors.



Main challenges for future cities

There are further challenges for cities:

- global competitiveness and the ability to generate labour opportunities
- affordable cost of living
- meeting increasing housing demand and housing affordability
- ability to address traffic congestion
- energy and resource limitations and environmental and infrastructure degradation
- safety and security
- access to public healthcare and quality education
- coping with demographic change and the aging of population
- managing cultural diversity and inclusiveness
- the integration of ethnic minorities
- balancing between regeneration and preservation, innovation and tradition, work and leisure
- authenticity and attractive city identity, image, reputation and values
- the engagement of civil society or
- community identification and sense of cohesion.

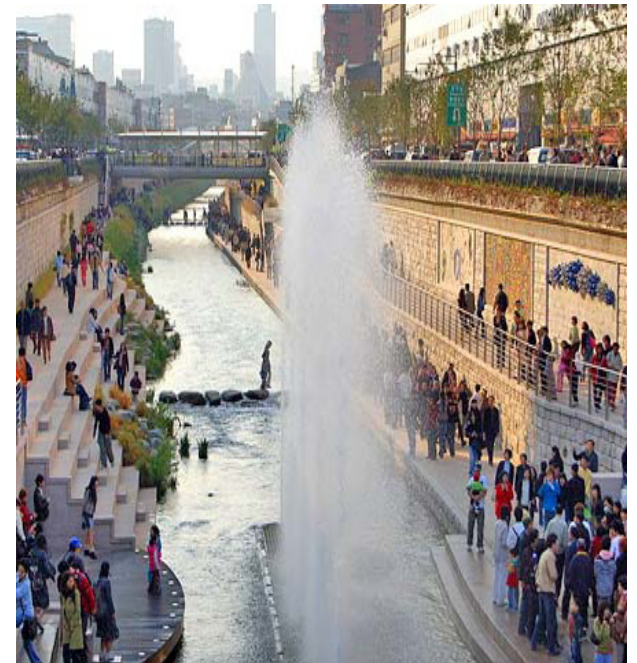


Need for Smarter Cities

In order to address all these challenges, **a fundamental change in the way we see, plan, build and manage our cities is needed**.

The cities of the future will require **'smarter design' and new forms of governance**.

They will need to be **innovative** if they want to promote sustainable development.



New forms of city leadership and governance

In this new form of city governance, **private sector and the citizens will become an active part of public policies, decisions and services**, instead of passive consumers.



New forms of city leadership and governance

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In this new scenario, **a new generation of urban leaders** will be needed.



Smart Cities: Just a new ‘buzzword’?

As we have seen, the unprecedented rate of urban growth and increasing population density in cities is demanding actions to be taken to provide **sustainable economic and environmental growth that is capable of improving the quality of life of their inhabitants.**

This is the main challenge our cities are facing today and the reason why **society is calling for more intelligent cities, or ‘smart(er) cities’.**

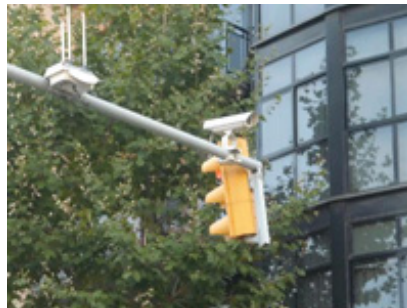
Smart societies are those in which people, companies and governments tackle the **challenges of the 21st century**: climate change, the high consumption of non-renewable energy sources, increasing population density, obsolete infrastructures, increasing competition, etc.

So the main global challenge is **changing the cities in which we live and the way we use our (scarce and limited) resources and this is where the concept of ‘smart cities’ apply.**



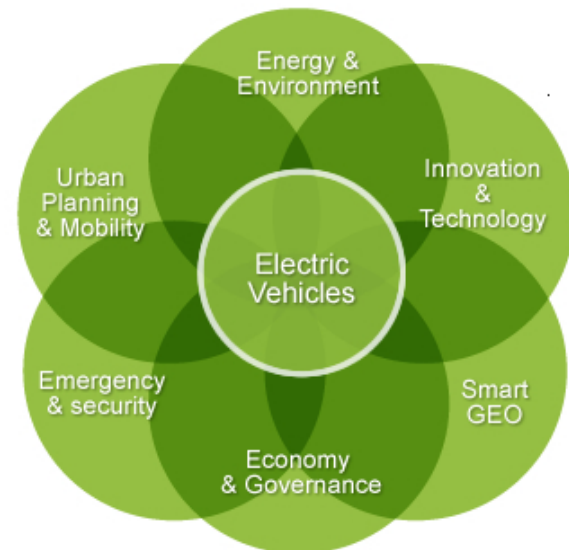
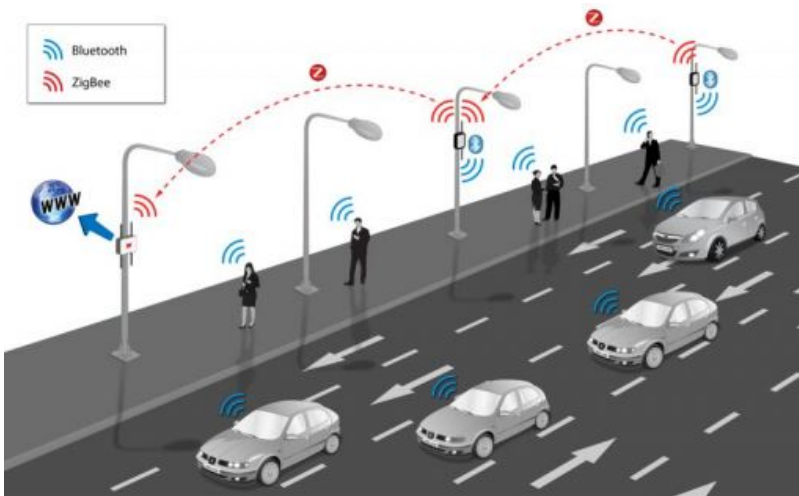
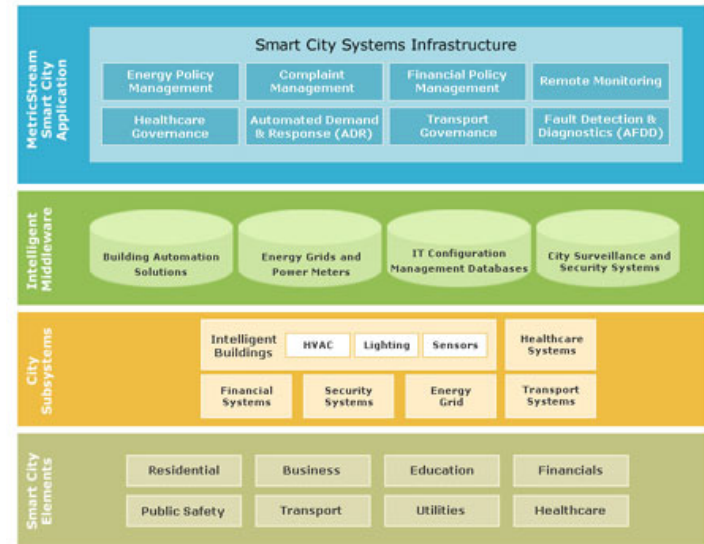
“Smart City” concept today?

Most approaches to ‘Smart Cities’ today refer to **the development and implementation of new technological (digital) solutions to improve efficiency and quality of services to citizens**, especially in the areas of urban planning, building, transportation and mobility, waste management, environmental sustainability, water management, public safety, etc., and in general, is related to (technological) solutions for developing **more efficient, sustainable and livable cities**.



“Smart City” concept today?

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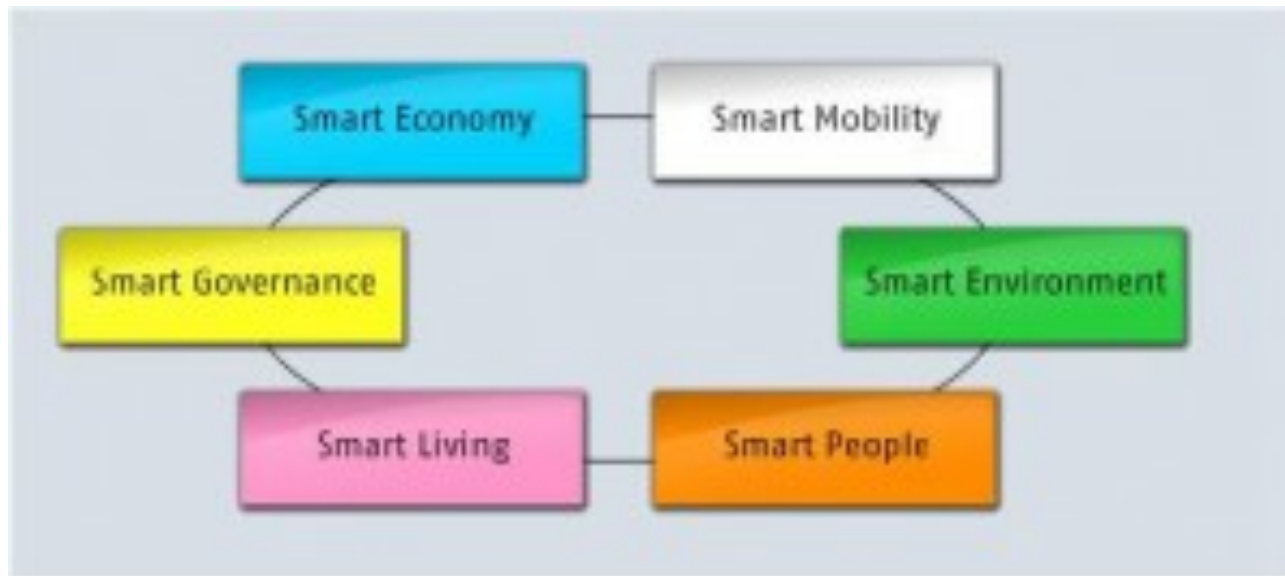
“Smart City” concept today?

Other approaches, rather than 'smart cities' talk about '**smart people**' or '**smart citizens**', a city will not be smart because of the availability and access to new technological advances that allow us to optimize resources and deliver better services for citizens, but a city is because of the 'smart people or citizens' who will use them.



“Smart City” concept today?

In my opinion, as we have seen when reviewing the major challenges future cities will be facing, **a more comprehensive and deeper approach to smart cities have to be considered**, to cover almost every aspect of city design and city management .



“Smart Cities” and Internationalisation

As we have already discussed ‘Smart Cities’ require new forms of governance where **citizens and the private sector will work together with city managers to solve specific issues**, and where city governments, although almost always involved, will be only one of the partners of such new alliances, coalitions and partnerships.

And most of these partnerships and solutions cities are facing will need to be done in cooperation with other cities and with global and international partners (companies, universities, research centers, etc.), as we can see in the examples of Barcelona and other cities around the world.



City Branding and Internationalisation

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Why do we need / want a strong brand?

Usually there are **3 key or major objectives** in place (city) branding efforts:

- Attract tourists
- Attract inward investment
- Promote exports (sales) of products and services



Why do we need / want a strong brand?

Further objectives include:

- Attract talent (higher education students and skilled workers).
- Attract international cultural, sports and professional events.
- Attract international organisations.



Why do we need / want a strong brand?

Place branding can also help to:

- Erase misconceptions and negative stereotypes about a place (city).
- Improve perceptions and predispositions when looking to join a particular group or political or economic alliance.
- Restore international credibility and investor confidence.
- Gain influence in international affairs.
- Strengthen the identity and sense of belonging of citizens.
- Other.



The brand (image) as a key competitive advantage for the city

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Like companies or people, countries, regions and cities depend on their good name, reputation and image.

The image we have of a place directly affects our behavior and attitude to it, to its people and its products.

The way a place is perceived can be a key element in the success or failure of its efforts to attract tourists, investments, businesses, talent, events, sell its products abroad, for the development of diplomatic relations and cultural relations with other places, etc.



The brand (image) as a key competitive advantage for the city

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

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

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



Is Barcelona a successful brand?

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

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

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



Is Barcelona a successful city?



"European Cities Monitor" (2010)

- 5a. millor ciutat europea per als negocis
- 2a. ciutat europea que més progressa
- 1a. ciutat europea en qualitat de vida per als treballadors
- 4a. ciutat europea més coneguda
- 6a. en transport intern
- 8a. en relació qualitat-preu d'oferta d'oficines
- 9a. en cost del personal



"Scorecard on Prosperity" (2010)

- 3a. ciutat del rànquing de prosperitat global
- 1a. ciutat del rànquing d'atractivitat per al treball



"European cities and regions of the future" (2010 - 2011)

- 5a. ciutat d'Europa
- 1a. ciutat del sud d'Europa
- 4a. ciutat destacada en recursos humans
- 4a. ciutat en infraestructures



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

- 26a. del món



"World's happiest cities" (2009)

- 3a. ciutat del món

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

- 5a. ciutat del món



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

- Fora del grup de les 45 ciutats del món més cares



"World Country & City Rankings" (2009)

- 2a. ciutat del món en organització de reunions Internacionals



"International Meeting Statistics" (2009)

- 10a. ciutat del món en l'organització de congressos Internacionals



"Best Conference Destination" (2010)

- Silver - Barcelona (2a. posició)



"Prices and Earnings" (2010)

- Comparació mundial del salari net
- 29a. ciutat global



The key role of the 1992 Olympic Games

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A catalyst for a profound transformation of the city (1987–1992) ³⁵



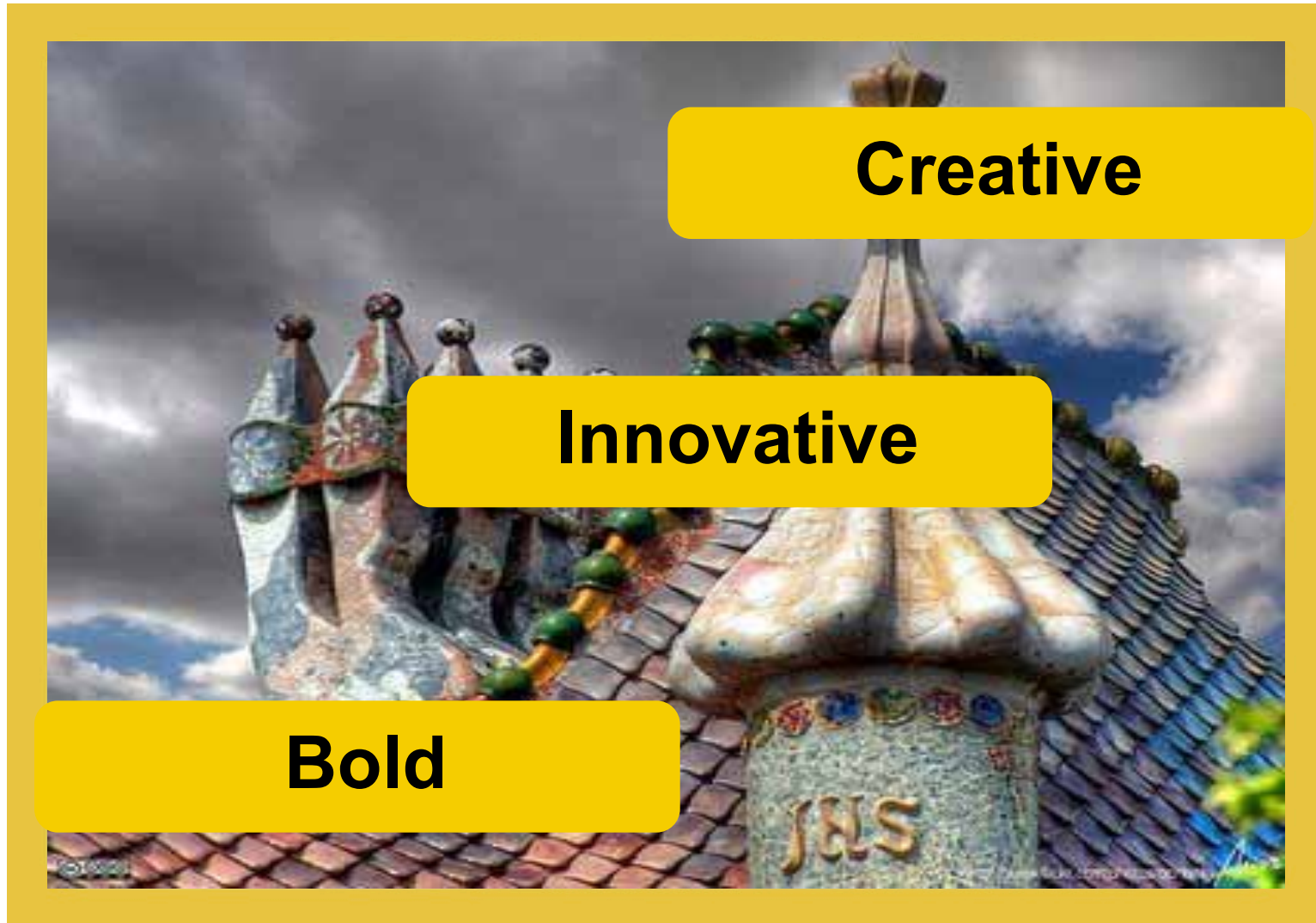
The best 'shop window' for the redesigned city and its brand

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The best 'shop window' for the redesigned city and its brand

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From 1992 to the present day

Continue with success redesigning and reinventing the city

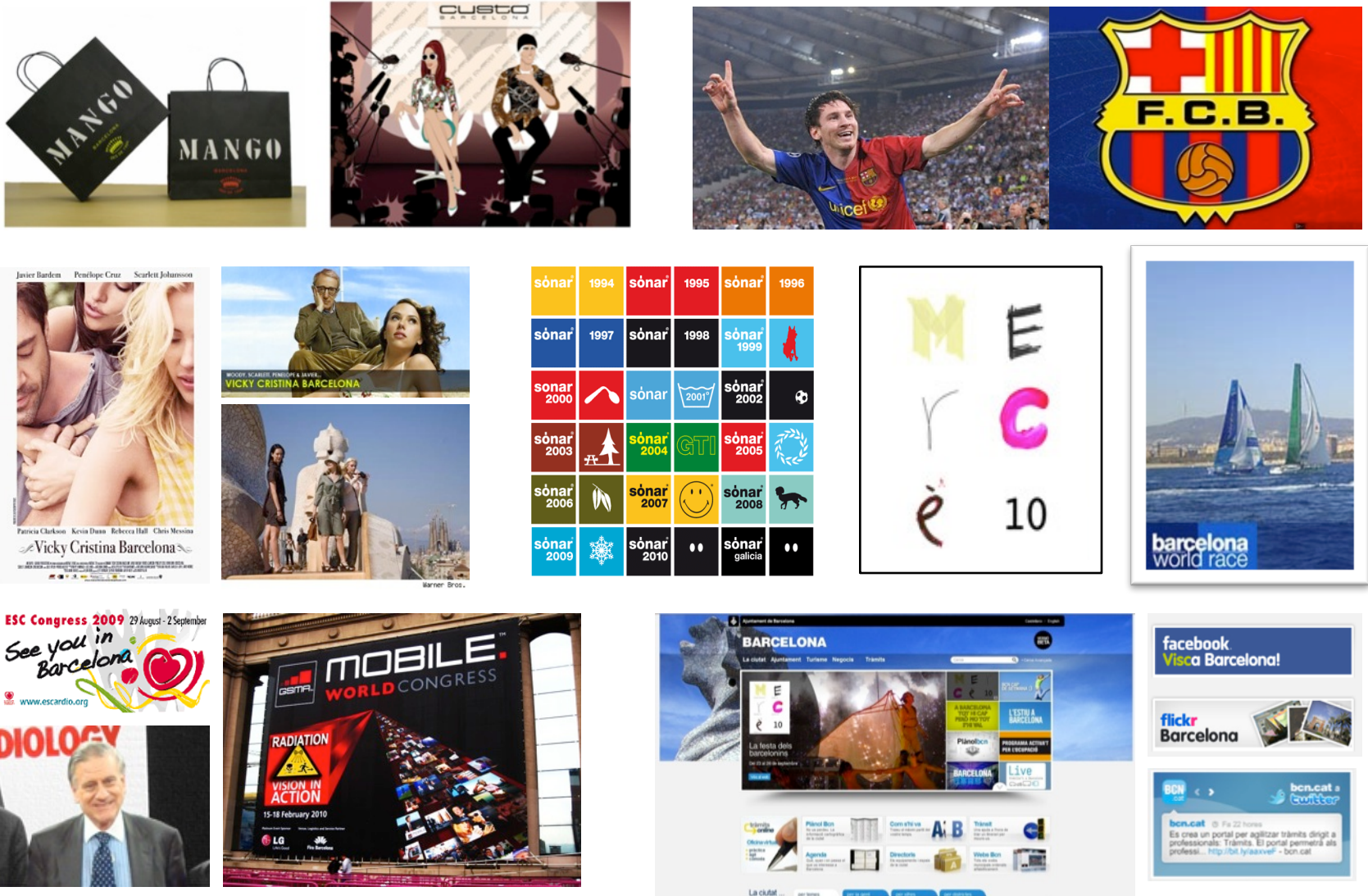


From 1992 to the present day

The 22@Barcelona, the innovation district



From 1992 to the present day



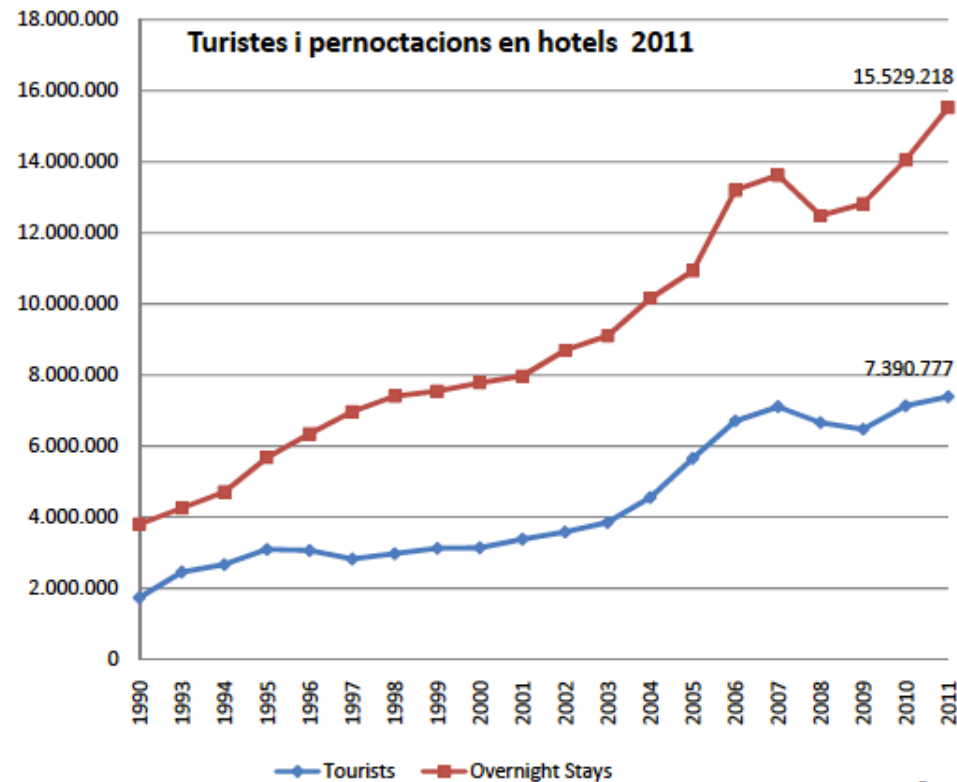
From 1992 to the present day





Turisme i ciutat | 24 d'abril de 2012

Creixement accelerat



Font: Turisme de Barcelona



Impact of Tourism in City Economy



Turisme i ciutat I 24 d'abril de 2012

Impacte econòmic

- 10% P.I.B.
- 20 milions euros diaris
- 100.000 llocs de treball

Estudi Impacte econòmic 2007-2009
AQR Universitat de Barcelona



Impact of Congress Tourism

- 42% of tourists that arrived in Barcelona in 2010 did so for professional reasons.
- In 2012 the city hosted 2,138 professional meetings with 616,833 delegates.
- Overall estimated economic impact in 2010 of congress, meeting and convention tourism of **1,326 million Euros**.



Impact of International Events in City Economy



Impact of International Events in City Economy

Impact of GSMA Mobile World Congress 2012

- Barcelona will host the MWC from **2012 to 2018**.
- More than **67,000 visitors** from 205 countries (in 4 days), including executives from the world's largest and most influential mobile operators, software companies, equipment providers, internet companies and media and entertainment organizations as well as government delegations from across the globe.
- Contributed **more than 300 million Euros** to the local economy (15% increase over 2011).
- A key pillar to the **Mobile World Capital** positioning of Barcelona.
- Brings **new opportunities for companies and individuals** in the city and region.
- Again, an **excellent 'shop window' for the Barcelona City and Brand** (ex. more than 3,000 accredited journalists, 350,000 social media mentions over the 4 days of the event).



Impact of Exports

- Barcelona area was the main export area in Spain (19,6 % of total exports from Spain) followed by Madrid (11,4 %) and Valencia 5,2 %).
- Exports in 2011 were **42.036 million Euros** (10% increase over 2010).
- 58,3 % of exports were formed from medium – high technological content products and services.
- Chemical and pharmaceutical, industrial equipment and machinery, and automotive were the main export sectors.
- Main markets are the Europe and the EU (mainly France, Germany, Italy and Portugal) but emerging economies such as Chile, Brazil, China or Korea are increasing in importance.
- Imports were 56.576 million Euros, which show the high degree of openness and internationalization of Barcelona and Catalan economy.



“Smart City Branding”

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Is this also new?



“Smart City Branding”

The same as cities have to be designed and managed intelligently, their **branding and international marketing and promotional strategies** also need to be ‘smart’.

This is not new, but it is especially important in a context of:

- **Increasing globalization**
- **Financial and economic crisis**

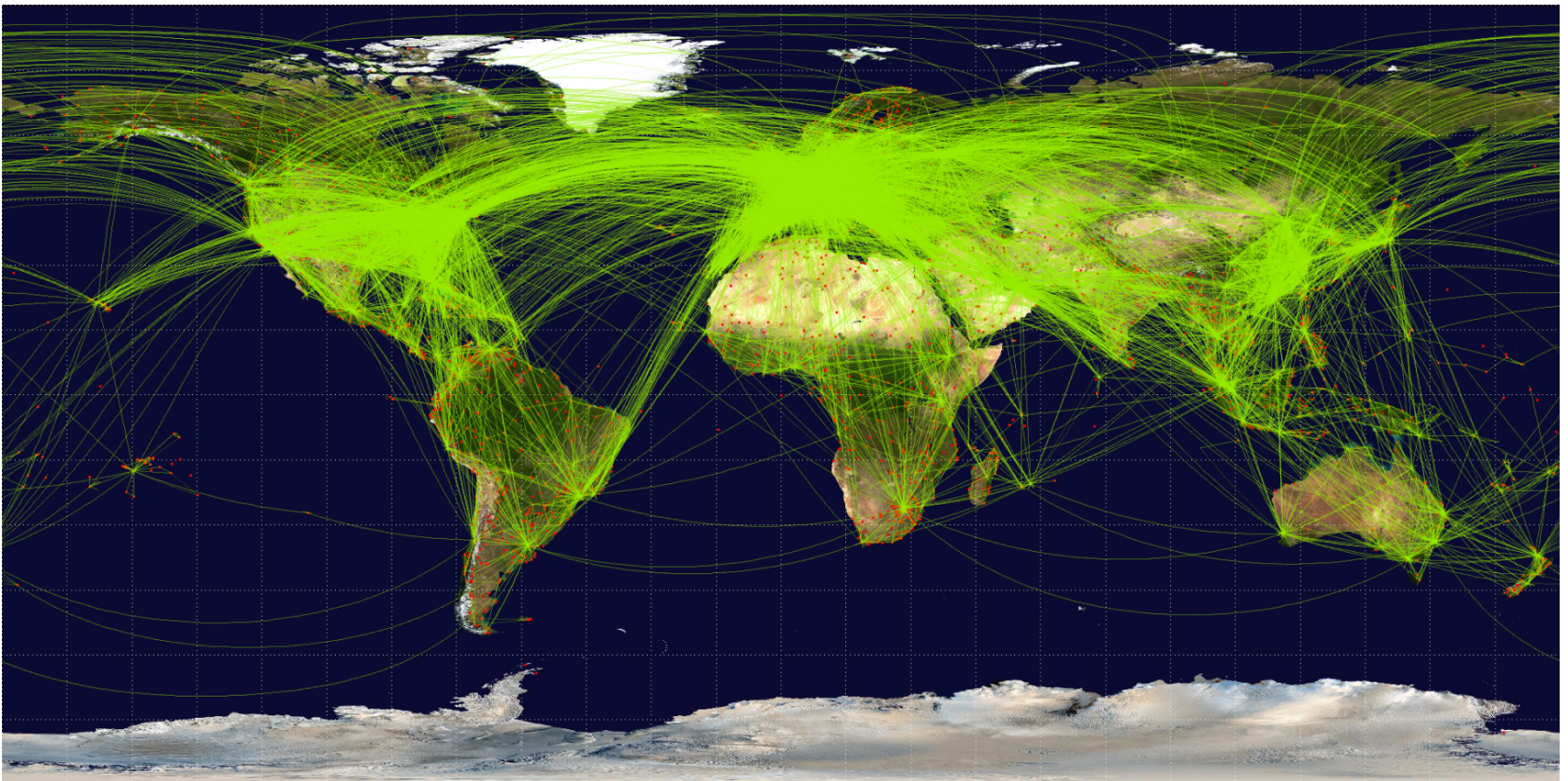
These two factors bring out now more than ever the need of developing **smarter branding and promotional strategies** to be able to compete in the global scene.



Increasing globalization and competition among places

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Increasing globalisation means that every place (nations, regions, cities) aggressively compete against each other in order to attract (and retain) tourists and visitors, investors, entrepreneurs, talented people, students, international organizations and events, clients for its products and services, etc.



The impact of economic crisis

The depth and duration of financial and economic crisis mean **less available resources to build and promote the band.**



“Smart City Branding”

Applying **Smart City Branding** is, among other things, understanding:

- What really a ‘city brand’ and ‘city branding’ is and means.
- The importance of the city brand (image / reputation) as a key competitive factor for the city.
- How the image of a place (city) is created.
- What is the current brand (image) of the city.
- What is the brand vision and aspiration of the city stakeholders.
- What are the most appropriate and effective brand building tools (in a context of economic crisis and limited resources).
- What is the best brand management model for our city (stakeholder engagement).
- The importance of engaging the citizens with the city brand and the city brand building process.



Barcelona: What does the research say?



Recent research (2010/2011) shows that:

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



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



Xavier Trias
L'ALCALDE DE BARCELONA



*“... Barcelona **necessita explicar-se de nou, a ella mateixa i al món, com a metròpoli global, capital de Catalunya i de la catalanitat. Centre d’una megaregió econòmica del sud d’Europa i la Mediterrània i porta europea d’Àsia. Una Barcelona que trenqui de nou les seves muralles per **integrar la natura a la ciutat**, una Barcelona metropolitana que s’estén més enllà dels seus dos rius. Referent en qualitat de vida i benestar per a las persones. Amb una marca de ciutat potent que volem potenciar encara més per generar més recursos i atreure inversions de futur, posant en valor el talent local i la creativitat. Si més no, per poder gaudir en el futur de **noves oportunitats ‘trencadores d’uniformitat’**”.***

Xavier Trias. Alcalde de Barcelona. El Periódico. 17 d’Octubre del 2011



Image (brand) formation factors

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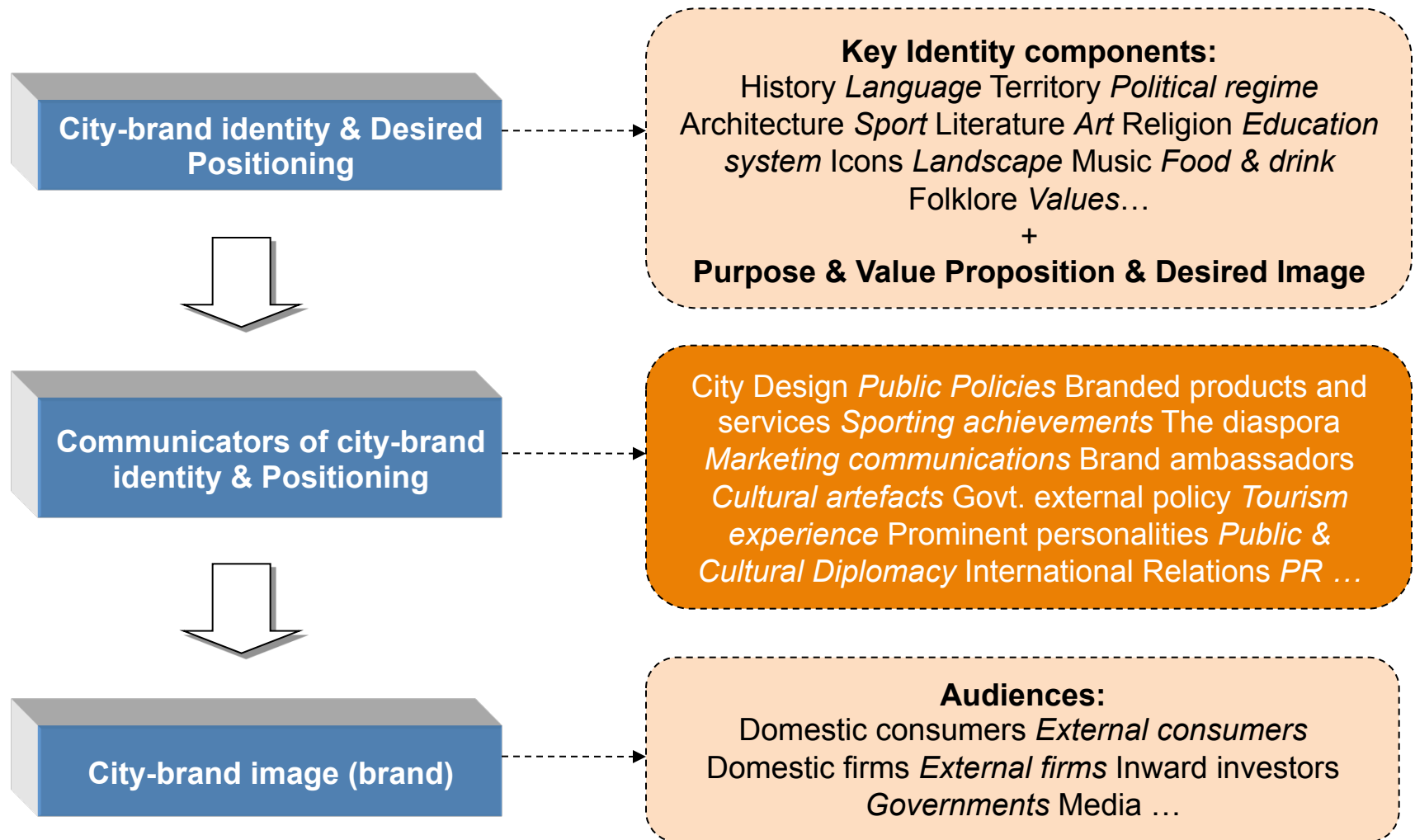


Keith Dinnie ('Nation Branding')



City brand (image/reputation) building process

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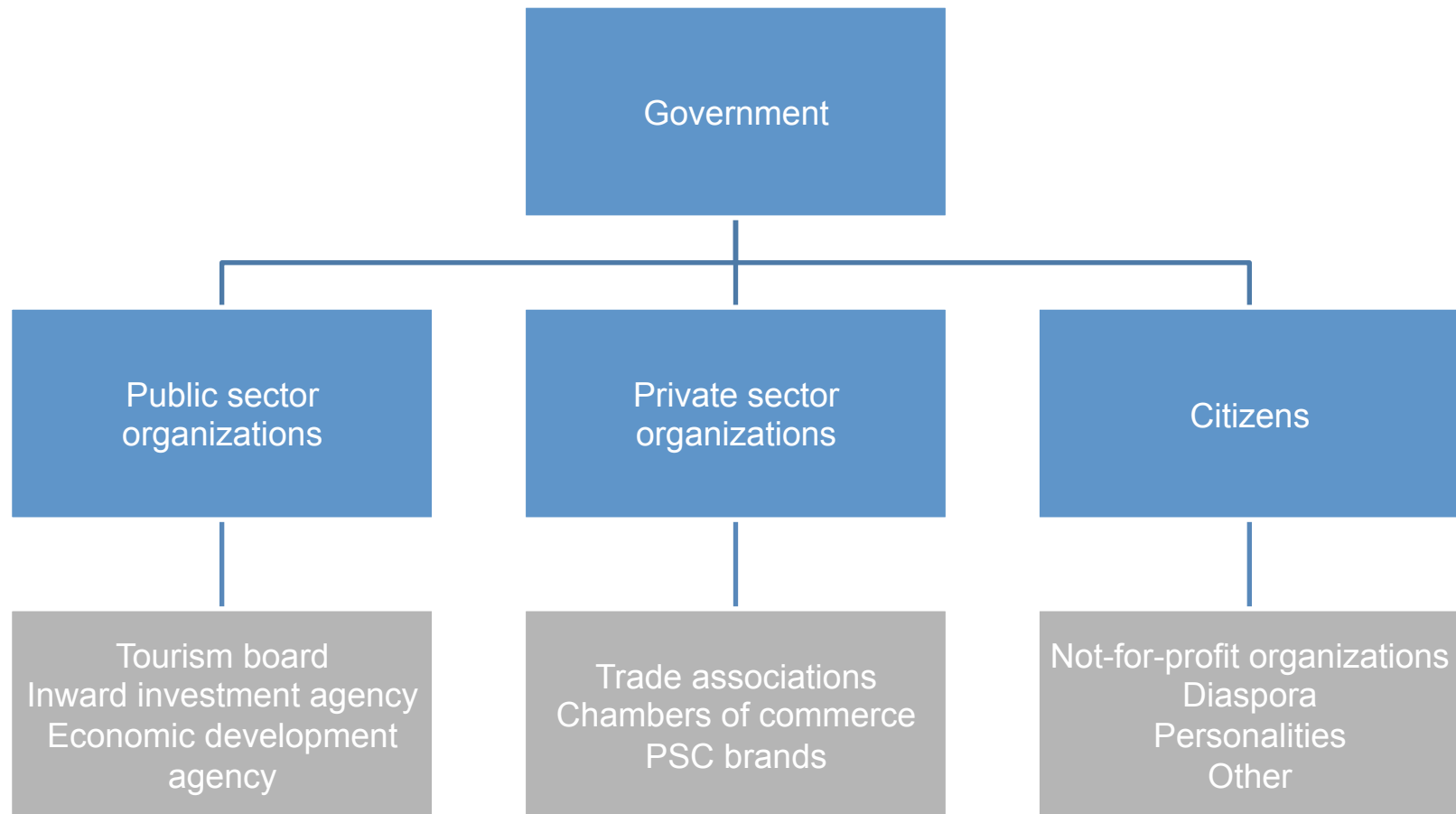
Adapted from Keith Dinnie ('Nation Branding')



City brand management model

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Shared leadership and involvement of city stakeholders



Keith Dinnie ('Nation Branding')



City brand management model

Shared leadership and involvement of city stakeholders

NYC & Company

Greater
Sydney
Partnership



amsterdam
partners



City brand management model

Shared leadership and involvement of city stakeholders



New sources of economic growth (brand & internationalization) ⁶¹

Barcelona Creixement





Turisme i ciutat | 24 d'abril de 2012

Polítiques de turisme, antecedents



Pla Estratègic de Turisme
de la Ciutat de Barcelona

- **Model turístic de Barcelona: reptes**
 - ✓ Desconcentració territorial
 - ✓ Nova governança del turisme
 - ✓ Generació de complicitats
 - ✓ Lideratge i millora competitiva
- **Sistema de Turisme Responsable. Biosphere**



Conclusions

- Cities and metropolitan regions will become **the real world's economic and political powers**.
- They will have to address **new social, environmental and economic challenges**.
- The major challenge will be to shape cities and regions in a way that they are **environmentally sustainable, socially just and economically competitive, to make them more livable**.
- In order to address all these challenges, **a fundamental change in the way we see, plan, build and manage our cities is needed**.
- Cities of the future will require '**smarter**' design and new forms of governance and management ('**Smart(er) Cities**').
- Governance of cities will evolve into one where **multiple stakeholders**, including citizens, businesses and institutions, will come together to solve specific issues (**Smart(er) Citizens**).
- **Private sector and the citizens** will become an **active part** of public policies, decisions and service.
- **Smart City Branding and Smart Internationalisation** will have to be developed in order to successfully compete in a new context characterized by increased globalization (which means) and scarce financial resources (due to impact of financial and economic crisis).



futureplaces

Thank you very much



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