

## THE EFFECT OF DEVELOPMENT AGENCIES ON BRAND-CITY DESIGN\*

**Ercan OKTAY\***

**Alper OZMEN\*\***

### **Abstract**

In today's globalizing world, concentrating on the ability based investments all cities become different from others and both in economical and social aspect, they attract the attention of domestic and foreign tourist and investors by increasing the cultural exchange, activity and media profile share. So, they can compete with other cities. In this context for becoming a brand city; the region must be transformed into attraction center by introducing product and popular values to external environment. These help increasing the competition, economy and development potential of the city. Branding is an acceptance process in which a new product, service or value is introduced. In this process, branding factors such as management, manufacturing, advertisement, marketing, technology, finance, cooperation with relevant institutions, identifying the labour and investment opportunities in the national and international level through the Regional Development Agencies have crucial importance. In this context the Development Agencies, adopt understanding of structure with the main theme of sustainable local development oriented governance in Turkey, have an important role.

From that point of view, in this study the roles of development agencies are taken into consideration. In today's world large-scaled changes are faced and development agencies help identifying policies differing a city from the others, inducing new investments and brandization of cities.

**Keywords:** Brand, Participation, Advertisement, Development.

\* This article improved and revised form of the paper titled "The Mission of Development Agencies in Brand-City Formation Process" which presented in 5th Public Administration Symposium held by Celal Bayar University Faculty of Economics and Administrative Sciences in May 8-10, 2012.

\* Assoc. Prof. Dr., Karamanoğlu Mehmet Bey University, Department of Public Administration, Karaman/TURKEY, ercanoktay@hotmail.com

\*\* Assist. Prof. Dr., Eskisehir Osmangazi University, Department of Political Science and Public Administration, Eskisehir/TURKEY, aozmen@ogu.edu.tr

## Introduction

Nowadays, location fact is defined with network business relationship instead of borders disappeared with globalization. Today, location is a structure which gives prominence to distinctiveness of the city. Therefore, cities need to be different from others to become attractive for domestic and foreign tourists. This is an important matter because of promoting the competitiveness of the cities.

In this context, city should support the entrepreneurial activities to compete with others. It should also try to become an economic, political and cultural institution in other words entrepreneur city aiming at development. Establishment of new formation depends on the position of city, regulations of urban economical plans, internationalization of city profile, running of the implementation in cooperation with public-private sector and civil society (Seisdedos and Vaggione, 2005).

On the other hand, becoming attractive for investors is one of the main goals of local economic development in the globalization era. While cities compete with each other through physical, economical, social and cultural planning, citizens do it by means of meeting the demands of investors and tourists. Regional Development Agencies have a strategic mission to identify and commercialize the city besides providing financial support and consultancy services. Beside having unique properties in ecological balance, cities can use their physical and social presence in a planned way to become different from others. Therefore, Development Agencies have crucial roles in leading cities to success and competitiveness.

### 1. City Identity, Branding and Brand City

Branding current following a raising trend especially after 1990's, began to come forefront not only with product but also with country and city (Güler, 2007:1). Brand is a term that people associate it with product and service and includes the gained experiences of them as a result of this (Bozkurt, 2004:48).

In addition that commercialization of sources in the city by the way of branding promotes the value and awareness of the product, it helps city to gain an identity. This means that the products and services symbolizing the city become a brand. On the other hand, because of being an attractive centre, the city differ from others and it establishes an emotional relationships between the guests/customers of the city. So, sustainability of the brand can be provided (Zeren, 2011:33).

While creating the brand of city, distinctive properties of the region, urban development strategies including management and marketing technics, socio-economic and spatial planning should be taken into consideration (Peker, 2006: 20-21). Cities can brand only with their unique characteristics. Therefore, in the branding process it is important to create a real image that can identify with city (İlgüner and Asplund, 2011:44).

Gaining a city identity is an important factor in this context. If it is necessary to define city identity; It is a meaningful unit affecting the city image, being unique to each city, shaped by physical, cultural, socio-economical, historical and scientific factors, identified with citizens and their life styles, keep the sustainable city concept alive and existing from past to future (Çöl, 1998:47). Hence, making the sources of city attractive has a crucial importance (Kerr and Johnson, 2005:373-387).

Successful city branding can stimulate ([www.imagian.fi](http://www.imagian.fi), 2013):

- a- increased competitiveness, resulting in a positive impact on investment, jobs, inhabitants, visitors and events;
- b- higher returns on investment in real estate, infrastructure and events;
- c- coherent city development, as the physical, social, economic and cultural aspects combine to deliver the brand promise;
- d- pride in the city as the inhabitants, businesses and institutions experience a new sense of purpose and direction.

Brandization of a city is an important strategy orienting the world, bringing a new perspective to people, making cities or countries different from the others in many aspects (Endzina and Luneva, 2004: 104). While building the brand of city, characteristic features of the city, management and marketing technics and urban development strategies including socio-economic and spatial planning should be taken into consideration (Seisdedos and Vaggione, 2010).

Competition for residents has increased substantially among cities. This is in part because of globalization and technology. Society now has the choice of living in one place and working in another because of the Internet, laptops, home offices, and wireless connections. Living in one place but working for an employer in another state, city, or country is no longer an idea but a reality. Living in one particular city if you want to succeed in a certain industry still exists, but is starting to erode. People now have the option of being able to do business anywhere in the world

and can decide what is best locationwise to provide them with the most benefits. Cities are also giving way to foreign manufacturing and can no longer bank on their traditional industries as a means to keep them alive (Winfield, 2005: 10).

Places are introduced with their brand values (exchange value in market) not with their profits, functions or usage value. These values provide new life styles and help creating social classes, status, prestige, privilege and identity (Sağocak, 2005). Therefore, brandization of a city can be defined as adaptation of marketing of goods and services to cities (Kavaratzis and Ashworth, 2006: 185).

On the other hand, European Union has a European based - common urbanization policy because of the similar problems resulted from globalization. The main purpose of the EU is to make plans and projects with the aim of integrating, renovating and changing European cities to compete with whole world in global competition. Providing financial resource and developing community precautions are included in these plans (Budak, 2006: 99). So, creating a city vision, making a city sustainable and brandization is sine qua non in today's world.

## 2. The Dimensions of City Branding

The city having physical, administrative, historical and cultural values can gain competitiveness and attractiveness only by way of brandization. Brandization of the unique properties of the city means that it enriches the region.

### 2.1 The Physical Dimension of City Branding

Cities can create identity with their geographical features, skyscraper, buildings, edifices, squares and streets. Natural elements such as environmental beauty, climate and vegetation are important factors in brandization of a city. Additionally, artificial elements such as unique architectural structure, museums, bridges and art galleries are attractive factors. The main point is that physical features of the city should be served in an attractive and distinctive way.

### 2.2 Administrative Dimensions of City Branding

Nowadays, the administrators of developing cities prefer using participation-based models for decision making. Competitiveness of cities is closely related to establish new relationships and undertake new functions (Tekeli, 2001: 130). In this context, cities should have a perspective that helps establishing interactive relationship between government and society, in other words giving importance to public-private cooperation. Development of cities is closely

related to both attract business, tourism and trade environments to their regions and decisions and behavior of administrators.

On the other hand, city branding can be successful with process in which multiple actors are available. So, It is an inevitable fact that citizens should be members of all public-private and non-governmental organizations and accordingly to be the members of administration. Participants are effective in both avoiding administrators from taking wrong decision and helping urban projects be successful.

Briefly, in today's world service demand have increased and varied. Urbanization concept makes cities an important parameter of globalization-localization dynamics. As a result of these, administration and organization structure of cities have evolved into governance-based structure.

### 2.3. Historical and Cultural Dimension of City Branding

Cities have a huge impact on foundation, development, architecture, monuments, museums, in other words forming civilizations. Historical and cultural structure of cities attracts lots of visitors, organizations, foreign tourists, artist etc. Foreign tourist would feel branding sensations due to historical and cultural heritage. Demands such as cultural place tours, desire for getting information about one's own or tourist's culture or cultural trips have developed cultural tourism. Accordingly, cities bring the past historical and cultural heritage into the present and introduce them to whole world is crucial for development of urban economy and social life. In this way, being aware of their potential, they create unique identities.

### 3. The Mission of Development Agencies in City Branding

As in good and services, image is an important factor for attractiveness. Good and service image affects the preferability of them. Similarly, city image affects the settlements and tendencies of people to shopping, investment and travelling. It is possible to summarize the qualities that increase the competitiveness of a city by taking European Urban Charter's principles into consideration (www.yerelnet.org, 2012; www.mo.org.tr, 2012):

- Development of physical urban environment
- Development of available housing stock
- Offering social and cultural opportunities in settlements
- Encouragement of social development and public participation

Within this framework, 9th Development Plan Strategy in Turkey aims at regional and spatial development within national-scale, preparing regional development strategies and plans

in cooperation with Development Agencies and identifying principles and standards related to bottom scale plans and strategies.

In creating brand cities, Regional Development Agencies have a crucial importance. Development agencies are established as independent institutions from central government. They aim at enhancing the entrepreneurial potential of region and so, making a major contribution to economic development. Agencies' activities are financed by public and private sector (Avaner, 2005: 243). Implementation of regional strategies, supporting local and regional entrepreneurial activities and infrastructure services, searching local-regional solutions for the future of private sector and also searching financial guarantees and solutions for meeting the good and service production demands (Demirci, 2005: 193).

What kind of mission the Development Agencies have in terms of being a branding, competitive and communicative city is a big problem nowadays. If we take the branding factors into consideration, Development Agencies' mission can be defined like that:

1. Support projects in a relation with physical properties of the city
2. Support projects in a relation with governance-based development of administrative region of the city
3. Support projects whose aim is to give prominence to cultural and historical values in the city, make them attraction center and so, help them to have a chance in the market.

Although the mission of Development Agencies would be defined by generalizing the branding elements or elements of the 'development concept', in this study, the definition of mission is qualification-based. Differences between qualifications of cities make this approach an obligation. Therefore, we can assume that the mission of Development Agencies should be considered as qualification-based one.

On the other hand, saying that Development Agencies are effective and fruitful and they undertake guideless and planning for brandization of a city, is not a reliable situation nowadays. In this context, Development Agencies are supposed to be more effective, functional and inducement-based with the mission regulation stated below.

### 3.1. The Mission of Development Agencies Related to Identify the Qualifications of Cities

Using resources effectively and goal-oriented is directly related to identify qualifications of city and develop them. In this context, unique properties of a city, in other words qualification, are composed of labour properties, ability, craft, historical and cultural structure, architecture,

aesthetics of city, capital, education, industrial and social places. The qualifications of city would be competitive, unique, rare and non-substitutive properties and we call them as “main qualifications.” However, for being competitive, these main qualifications need to be developed and adapted to external environmental factors. So, qualifications stated below must be given prominence:

Urban Design: It is closely related with economical activities, investments, tourism-oriented actions, high quality urban buildings, healthy and modern environment, infrastructure and facilities. Physical structure of cities, green architecture, structuring and land use plan, historical heritage, cultural, political, social, financial, climatic factors and natural beauty are important in terms of attracting qualified and creative man power and tourists.

Transportation: Because of transportation network in the city and its cost, infrastructure needed for bicycle and pedestrian access is one of the most important factors which makes life easier in a city. Accessible and low-priced metropolitan transportation networks affect both people’s choices about city life and regional visit by domestic-foreign tourists. Additionally, it should not be overlooked that investors pay attention to transportation network while establishing their businesses.

Housing: One of the main indicators of life quality is safe and modern houses. As known, rapid population growth and density bring the necessity of living space expansion with itself. In this sense, house demand should be met by means of creating healthy, accessible and planned housing zones. Open and green fields, gardens, playgrounds for children, parking space, benefitting from urban services, housing zone designs, construction regulations which shorten the road distance between offices and houses are aesthetic factors that affect the life quality in the region.

Education: Development of information potential, education opportunity provided in pre-school and school time, vocational training, communication networks between universities and other research institutions, trading and scientific community increase the potential of city in terms of competitiveness, preferability and communicative relationships with other cities.

Health: With reference to “Healthy cities provide conditions and opportunities supporting healthy life styles”, government must provide high quality and accessible public services which sensible to systematic need evaluation of disadvantaged groups. As a matter of fact, effective,

rapid and accessible services provided by medical center and community health centers in a city, sufficiency and capacity of them have a huge impact on citizens' life quality.

Industry and Trade: Added-value and employment provided by industry and trade are of important factors that enliven the economy. Thus, new changes should be gone through with potential inventory and investment opportunities. Enhancement of living standards in a city is closely related with existence of organized industrial sites in which good and service production has an intense level. To promote the industrial investment potential in the region and to advertise it, public administrations, and representatives of private sector and non-governmental organizations should come together in governance base and support the activities by the way of thinking.

Culture and Acculturation: Historical and Cultural heritage increases the tourism potential in the city. In this sense; bringing past historical and cultural wealth to present, enlivening historical and cultural tourism, implementation of projects and studies related with these elements with the help of public are obligatory.

Public participation: The idea of people is necessary for a sustainable development. If society in which people live according to a specific system, participated the decision-making process, regulations would be done easier. Hence, strengthening the relationship between public administration, industry and citizens and legalization of decisions would be possible.

### 3.2. The Mission of Development Agencies Related to Identify Qualification-Based Concentration Strategies

It is a must to identify physical, administrative, historical and cultural factors that can affect city brandization and develop them. What indicates the qualification of a city is weak and powerful properties. By improving and advertising such factors as transportation, industry, history, culture and architecture, the most effective one in the region can be identified. Accordingly, this perspective would be used in investment activities by benefiting from city's qualifications. This means that city would become an attractive center especially in terms of economic aspect (Turkey Karaman in chocolate and biscuit production). Development Agencies can do that by the way of supporting projects related with concentration strategies.

### 3.3. The Mission of Development Agencies Related to Improvement of Urban Qualifications

As stated above, gaining a big advantage over other cities in terms of competitiveness depends on the qualifications. So, city should use its energy to concentrate on fields that it has a



power over them rather than weak ones. However by doing so, negligence of poor areas might probably weakened the city in competition with others. Thus, improving poor areas would increase the power of city in long-term process. By supporting projects related with improvement of poor areas and contributing their development, Development Agencies can indirectly promote the competitive capacity of cities.

#### 3.4. The Mission of Development Agencies Related to Improvement of Governance-based Participation

To put sustainable urbanization into practice, public agencies and institutions, private sector, civil society and local community must act in coordination with each other for policy determination and play an active role in decision-making process. When we looked at practices of Development Agencies in European Union, initiative is firstly given private sector representatives and non-governmental organizations. In this sense, active role should be given institutions such as private sector, chamber, association, foundation besides public institutions in administration. Decisions, practices and plans concerning with the city should be put into practice by collaborating with local actors not being under the rule of central administration.

In this context, brandization of a city becomes possible with introducing it into the market and brands can be defined as beneficial elements that contribute to economic structure and quality of places. It is essential that a city must have unique properties that differ it from others to have an effective brand. A good brand increases the attractiveness of the city and additionally, such values as history, culture, trade, tourism investments, natural beauty and architecture enhance the quality of city. Accordingly, today's cities can commercialize their products as companies do, introduce their values, compete with other cities by the way of reaching target audience and become an attraction center. Development Agencies that bring a new perspective to regional development policies should accelerate the development of the city with the help of effective and fruitful mission in this process.

#### Conclusion

Cities are obliged to compete with each other in the competitive environment that globalization have brought with itself. Just as products, cities have been reconstructed and commercialized. Brand cities aim at building a fresh world society by the way of enhancing the life quality of people and attractiveness of the city. Development Agencies work in cooperation

with relevant institutions and advertise national and international level in terms of business and investment opportunities. They also identify sources and potential of city, carry out researches concerning with accelerating economic and social development and promoting the competitiveness of city, provide necessary support to management, manufacturing, advertising, marketing, technology, finance, organizing process and manpower education. Accordingly, branding cities come forefront owing to support of Development Agencies.

Branding cities known as consumption product, become an attractive center with the help of new life styles, successful infrastructure design, cultural offer, high living standards and advanced landscape architecture. They introduce their vision as an international city to the whole world by means of urban planning and remaining loyal to designing principles. Their mission is to support small and medium scaled enterprises and young entrepreneurs by cooperating with relevant institutions in terms of management, manufacturing, advertising, marketing, technology, finance, organizing process and manpower education. The other function of Regional Development Agencies is to introduce business and investment opportunities of the region in national and international level.

The success of Development Agencies partially depends on how effectively and fruitfully they use available resources. When limited resources are taken into consideration, the importance of Development Agencies in terms of providing project support by giving prominence to some factors will be fully understood. Briefly, Development Agencies must use limited resources effectively and fruitfully to support projects which make the city a brand.

### References

AVANER, Tekin (2005), "BKA Siyasal Rejim Sorunu Yaratırmı?", Bölge Kalkınma Ajansları Nedir, Ne Değildir?, (Der.) Menaf TURAN, Paragraf Yayınevi, Ankara.

BAL Hüseyin (2002), Kent Sosyolojisi, Fakülte Kitabevi Yayınları, Ankara.

BORRIES Friedrich von (2004), Who's Afraid of Niketown?: Nike Urbanism, Branding and the City of Tomorrow, Episode Publishers, Rotterdam.

BUDAK Sevim (2006), "Yeniden Yapılanma, Avrupa Birliği ve Kent", Kamu Yönetiminden Planlamaya Yeniden Yapılanma, TMMOB Şehir Plancıları Odası Yayını, İstanbul.

- ÇÖL Şölen (1998), Kentlerimizde Kimlik Sorunu ve Günümüz Kentlerinin Kimlik Derecesini Ölçmek için Bir Yöntem Denemesi, Mimar Sinan Üniversitesi Yayınlanmamış Doktora Tezi, İstanbul.
- DEMİRCİ, Aytül Güneşer (2005), “Farklı Ülkelerde Bölge Kalkınma Ajansları”, Bölgesel Kalkınma Ajansları Nedir, Ne Değildir?, (Der.) Menaf TURAN, Paragraf Yayınevi, Ankara.
- ENDZINA Iveta and LUNEVA Lidija (2004), “Students’ Corner Development Of A National Branding Strategy: The Case Of Latvia”, Place Branding Vol. 1, January 2004, p.104.
- ERKAN Rüstem (2002), Kentleşme ve Sosyal Değişme, Bilimadamı Yayınları No:1, Ankara.
- ERTÜRK Hasan (1995), Kent Ekonomisi, Ekin Yayınları, Bursa.
- GÖKÇE Birsen (1977), Gecekondu Gençliği, Hacettepe Üniversitesi Yayınları, Ankara.
- GÖRMEZ Kemal (1997), Kent ve Siyaset, Gazi Kitabevi Yayınları, Ankara.
- GÜLER Emel Gönenç (2007), Markalaşma Sürecinde Edirne, Ege Basım, İstanbul.
- <http://www.yerelnet.org.tr/uluslararasi/avrupakonseyanlasma7.php>, e.t.: 27.05.2010.
- KAVARATZIS Mihalis and ASHWORTH G.J., “City Branding: An Effective Assertion of Identity or a Transitory Marketing Trick?”, Place Branding, Vol.2-3, February, 2006, p.185.
- KERR G. and JOHNSON S. (2005), “A Review of Brand Management strategy for a small town- Lessons Learnt’!”, Place Branding, Vol.1, Iss.4, s.373–387.
- SAGÖCAK Mehtap (2005), “Popüler Kitle Kültüründe Mekan”, Yapı Dergisi, s. 282.
- SEISDEDOS Gildo and VAGGIONE Pablo (2010), “The City Branding Processes: the case of Madrid”, [http://www.isocarp.net/Data/case\\_studies/658.pdf](http://www.isocarp.net/Data/case_studies/658.pdf), e.t.: 25.05.2010.
- WINFIELD Julia-Pfefferkorn (2005), The Branding of Cities: Exploring City Branding and the Importance of Brand Image, Master Thesis, Graduate School of Syracuse University, [http://www.brandchannel.com/images/papers/245\\_branding\\_of\\_cities.pdf](http://www.brandchannel.com/images/papers/245_branding_of_cities.pdf), e.t.: 15.03.2013.
- [www.imagian.fi/kuvat/eurocities\\_brochure\\_final\\_web\\_19nov10-smul%5B1%5D.pdf](http://www.imagian.fi/kuvat/eurocities_brochure_final_web_19nov10-smul%5B1%5D.pdf), e.t.: 16.03.2013.
- ZEREN, Emre (2011), Marka Kent Oluşturma Bağlamında Stratejik Kent Yönetimi: Karaman Kenti İçin Bir Model Önerisi, İnönü Üniversitesi S.B.E. Yayınlanmamış Doktora Tezi, Malatya.