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CITY-BRAND BUILDING – FROM *CITY MARKETING* TO *CITY BRANDING*

ИЗГРАДЊА БРЕНДА ГРАДА – ТРАНСФОРМАЦИЈА ОД *CITY MARKETING*-А ДО *CITY BRANDING*-А

Summary: *Thanks to the mobility of the population and the development of economy, nowadays much more attention is payed to the competitiveness between nations, regions and cities. In the early 90s, a special marketing trend appeared, known as "Place branding" which allows cities, regions and nations to differentiate themselves from others (competitors). Nowadays, the "city marketing" approach is a well-established practice which is widely applied by many cities all around the world. During the past 30 years, when the competition between cities became bigger and more important, city marketing approach comes to the fore more and more. Although cities can be too complex for branding or to be treated as products, however, city branding has become a widely applied practice in the past years, ever since cities began to "fight" for: tourists, residents, prestige, wealth, power, commerce, entertainment,etc. By "too complex for branding" we mean that by implementing the city branding strategy we need to keep in mind the past, the cultural identity and the historical background of the city. When we say the past, we refer to all events and happenings in one specific city. For example, Madrid, London, New York, Paris, Brussels are just a few of the largest, but also the best branded cities in the world. Indeed, all of these cities experienced terrorist attacks in their past. Experienced, but survived. However, it is obvious that these events have had a huge impact on their positioning and branding. In order to become sustainable, successful destination (city) brand development must be, first of all, original and different, but convincing (based on physical and emotional charachteristics of the destinations) and relevant (directed towards the consumer in an appropriate way) as well. The authors' starting point is the hypothesis that the branding of cities is based on a combination of various factors and components and that with their combination we can build a recognizable image, which further contributes to higher tourism turnover and stronger competitiveness. Having in mind the previously mentioned, and when it comes to cities, marketing moves from a „city marketing" to a „city branding" concept. The aim of this paper is to carry out a symbiosis of key components, so we could offer guidance regarding the creation of a branding strategy to decision-makers in this field of marketing in our area.*

Keywords: *brand, city branding, brand management, city*

JEL classification: *M31, Z32*

Резиме: *Захваљујући мобилности становника и развоју економије, све је више простора за конкурентске борбе нација, подручја и градова. Почетком 90-их година, настао је „place branding" као посебна грана маркетинга, како би се градови, региони и цијеле нације препознале и разликовале од конкуренције. Данас је „city marketing" добро успостављена пракса, коју широко примјењују градови широм свијета. Током посљедњих 30-ак година, када је конкуренција између градова постала све већа и значајнија, маркетинг подручја све више долазе до изражаја. Иако градови могу бити превише сложени да се третирају и брендирају као производи, брендирање градова је пракса која се примјењује већ годинама, од када су почели да се „боре" за: туристе, становништво, престиж, богатство, моћ, трговину, провод и слично. Под изразом „превише сложени за брендирање" подразумијевамо да приликом примјене „city branding" стратегије треба имати на уму прошлост, културолошки идентитет и историјску позадину града. Када кажемо прошлост, онда мислимо на све догађаје и дешавања у једном граду. Тако на примјер, Мадрид, Лондон, Њујорк, Париз, Брисел само су неки од највећих, а уједно и најбоље брендираних градова свијета. Међутим, сви ови градови су у својој историји доживјели терористичке нападе који су неминовно утицали на њихово позиционирање и брендирање. Како би постало одрживо, успјешно стварање бренда дестинације (града) мора бити не само оригинално и различито, већ и увјерљиво (утемељено на физичкој и емоционалној реалности дестинације) и релевантно (усмјерено према потрошачу на одговарајући начин). Аутори полазе од хипотезе да је брендирање града засновано на комбинацији већег броја фактора и компоненти, чијом комбинацијом се гради препознатљив имиџ. То, даље, доприноси већем туристичком промету и јачој конкурентности. Узимајући у обзир наведено, маркетинг, када су градови у питању, без сумње, прелази са "city marketing" на "city branding" концепт. Циљ рада је да се изврши симбиоза кључних компоненти, како би се доносиоцима одлука у овој области на нашем подручју, понудиле смјернице у ком правцу треба да размишљају приликом креирања стратегије брендирања.*

Кључне ријечи: *бренд, „city branding", управљање брендом, град*

JEL класификација: *M31, Z32*

1. CITY AS PRODUCT

Respected German economist and sociologist, Max Weber, in his book "The City" (part of the book "Economy and Society"), says that the origin of the town derives from the term "oikos" which is a combination of concepts of action and place i.e. exchange of goods and services, and with the conditions that the "oikos" is located in a certain "market" (Paliaga 2013, 83). In regard to the previous mentioned, when it comes to branding, we can say that the city is one product which depends on many factors.When it comes to defining the city as a "product" Ashworth's contribution is incomparable. In fact, he is one of the pioneers in terms of this specifiv area and defines the city as a place in which products (various areas) are created and as a place that is a product by itself (Ashworth 1994, 644). We might add to this definition that the city is a product that is never completed or final, which is continuously being adjusted, thus, it is very dynamic and in constant transformation. Jakovljevic, in his book "City as product," suggests that city was conceived as a complex system, a corporation or product of a corporation, and a carrier of new trends and the modern "way of living" (Jakovljevic 2000, 22). It is essential to understand the function and changes in the city in order to define the city as a product. Changes in the city can occur as a result of socio - economic development, or during the city expansion. If we consider city as a product, then it means that there is a set of factors that determines this "product". Many authors have dealt with the various socio-cultural, social and other basic components of the city. The most relevant and most versatile is the one given by the German author Spieß. According to him, basic components of the city as the product consist of: natural basis, socio-cultural background (traditions, architecture, mentality), infrastructure, local entrepreneurship, tourism and recreation, city administration, education, health and habitation (Spieß 1998, 87). From the above mentioned it can be concluded that, in fact, the city can be seen as a "product" which is a set of basic and social functions provided by this particular place.

2. BUILDING AREA BRANDS – THE CHARACTERISTICS OF THE AREA (CITY) IN THE FUNCTION OF BRANDING

In the previous part of this paper, we have defined a set of components that are relevant for branding of cities and areas in general. It is obvious that in practice the maximum fulfillment of these factors is almost impossible. In that case, that specific city, in terms of branding, would be called as utopia. Therefore, each local government should strive to improve these factors and maximize those that have proven to be the most important. Therefore, the most important thing for Silicon Valley is definitely to improve and enhance conditions for entrepreneurship development, while, on the other hand, when it comes to Brussels and Paris at the moment, the level of security is the most important factor. The previously mentioned is certainly affected by some recent events. Nevertheless, it is important to opt out a research in order to find out what is the most valued characteristic in a city. In other words, it is necessary to find out which are the key values of a city or area. One of the pioneers of this research is certainly the state of Oregon in the United States. In Oregon, in the mid-nineties, a series of researches, market analysis, and micro and macro environment researches were conducted. These researches also carried out needs of the local population, needs of local entrepreneurs, collected opinions from regional economists and gave analysis regarding the needs of tourists who visited Oregon. The aim of this research is certainly a proper brand building, through the definition of fundamental values and characteristics of the future brand, as well as the development of basic attractiveness of Oregon state and cities within it. Such research series were conducted in other countries (cities) of Western America as well and after that, the same researches were realized and begun to be used in other cities and countries around the world (Australia, New Zealand, Switzerland, Hawaii, etc.). Main goals of branding of Oregon have been identified through the research. The identified goals are as follows: to utilize marketing capabilities and possibilities of Oregon's business, its industry and government agencies under a unified brand name in order to enhance the position of Oregon as a touristic destination, as a desirable place for business investments, as a beautiful place to live for the population and for the future ẇorkforce, as well as for manufacturers of high quality goods and services (Paliaga 2007, 99). As you can see, this country faced a great challenge because they had to improve and promote investments, production and life in general. Similar to the previously mentioned case, Glasgow, Barcelona, Hong Kong, London, Bilbao, Mallorca, Stockholm, Oslo - are

only a few successful examples which prove that urban areas, which are constantly being improved, can remain known and recognizable as brands, in long term. The creation of these brands requires a lot of effort, time and investment. We have already mentioned cities in Spain, where an important role was played by Olympic Games in Barcelona, as well as the recent success of the football club Barcelona. Despite that, it is important to mention the importance of World Expo in Sevilla, the construction of the Guggenheim Museum in Bilbao and the construction of modern and recognizable tourist resorts in one of the most famous touristic parts in the country, precisely, in Palma de Mallorca (Morgan and Pitchard 2004, 73). All these cities evolved and developed via proper administration of the branding process and thanks to a big effort which was based on a long-term entrepreneurial, political, social and cultural support of all stakeholders, starting from the local community to national and state bodies. In the following text we aimed to give an explanation of key components of the city, which are relevant for its branding.

2.1. Urban planning and urban prospect as factors of city branding

In recent decades, in addition to economic, demographic and urban changes that affected the functioning of cities as local governments and centers of economic and political processes, we are also exposed to the process of globalization and the accelerated process of urbanization. For example, in South America, 81% of the population lives in urban areas (Friedman 2000, 1). From the previous part of the text, we may conclude that city as a "product" consists of its urban and spatial elements, its infrastructure and basic services that it (city) offers. City's urban plan and its prospects tell us a lot about the character and the "soul" of that specific place. Every city should have its clear character, its "story", the core or the center and places to live, in order to be attractive for living and working (Melović, Djokaj and Mitrovic 2016, 3). The so called urban marketing and city branding will not deal with urban plannings and urban prospects of cities, but they can serve as intermediaries in order to indicate shortcomings, flaws or omissions. Such inputs should be taken into consideration during the following activities in order to make a city more attractive and more appealing.

The process of branding of the French capital, started since the time of Napoleon III. Indeed, Napolepon III in 1853 realized and identified certain shortcomings and flaws in their capital city. The famouss architect of that time, Georges Eugene Haussmann, was tasked to develop and implement a urban plan in order to perform a complete reconstruction of the central part of Paris (Kotler, Donald and Irving 1993, 101). At that time, ihabitants of this city got the market, broad boulevards, opera and many other cultural monuments that still attract many tourists. The next example takes us back to the year of 1909 in the city of Chicago. Daniel Burnha played a major role in preserving the area around the lake in Chicago. Burnham created and designed most of the land and park systems around this lake.With this plan (known as Plan of Chicago) and with explained actions, the previously mentioned architect managed to permanently protect this very valuable, and today very famous area (Chicago Park District 2016). Unfortunately, throughout the history there were not many similar visionaries and leaders, who recognized the role of city regions and the importance of preserving and improving the urban prospects. During the last century, new towns were created, such as Brasilia in Brazil, Reston in the United States (Virginia), smaller towns around Paris, etc. In fact, the new theories gave a chance to modern urban architects and planners to create new attractive and vibrant cities. Therefore, the main city attractions play very important role in the process of branding and attracting both tourists and residents. As von Verrige calls it in his work "Cities such products", the silhouette of the city encourages its charateristics and stylized "features", which should not be boring (von Verrige 2004, 1). When it comes to the city brand, it can mean the same thing as packaging for a particular product.

2.2. City atractions, events and key players of city branding

City attraction and its general attractiveness may be diverse. First of all, city attractions are all those natural "master pieces", such as the Niagara Falls in Canada, Copperfield's Bay in the Bahamas, islands in Fiji, nature of Tuscany and Antelope Canyon in Arizona, Forest park Punta Corrente in Rovinj, the Kotor Bay, Etretat cliff etc (Melovic, Djokaj, Mitrovic 2016, 5). Often, the trade can also be the main factor of the city branding. Thus, for example, Milano, Beverly Hills, New York, Paris and Trieste are famous for their shopping malls. In case you are visiting the city of Dongguan in China, then you should set aside "few" days to visit the mall New South China Mall, which has more

than 600,000 m2. You will need, more or less, a couple of days to visit Istanbul Cevahir Mall as well. This mall has about 420,000 m2, and it is located in the capital of Istanbul (15 Biggest Malls in the World 2015).

However, cities can often be branded thanks to celebrities who live in them. Today, Monaco is a unique brand and a luxury state, mostly because it has recently became the homeland of many famous and successful personalities from sports, film industry, show business, etc. In relation with the previously mentioned, it is obvious that one of the best tennis players in the world, Novak Djokovic, is the best "ambassador" of Serbia. Thus, for example, Chicago is known as the hometown of Al Capone, while Romeo and Juliet "lived" in Verona.

Within the group of city attraction we may include a variety of cultural attractions and facilities such as the Old Town of Kotor, the Colosseum and Fontana di Trevi in the capital of Italy - Rome, La Basilica di San Pietro in Vatican, the Ice Hotel in Alta (Norway), Taj Mahal in Agra, Hard Rock Cafe in Podgorica, Dubrovnik city walls, the old mill in Istria, etc. Whenever tourists visit China, they are aware of the fact that the first attraction they "must" visit is the Great Wall. In Malta, for example, we would like to see the Sea Cave. It would be pointless to go to Paris and return home without a keepsake picture next to the Eiffel Tower and beside the Arc de Triomphe. It would also be pointless to visit Athens and not climb to the Acropolis. Furthermore, we are aware of the fact that sports clubs and sports events are also interesting attractions that can be used when branding a city. Thus, for example, Milan is a famous city where are located two football "giants". The so-called 'Derby della Madonnina' is a special game in Italy between the two prominent Milanese clubs. Many will visit this city because of the "Giuseppe Meazza" stadium where FC Inter and AC Milan play their home matches. Sports halls in cities become more popular including certainly the Madison Square Garden in New York, Wembley in London, the Central Court at Wimbledon, the Philippe Chatrier in Paris, the MGM Grand Garden Arena in Las Vegas, etc. Indeed, some cities built their brands and became famous after organizing sports competitions. Many people and analysts do not look at Olympic games only through the prism of sports, as a matter of fact, they are considered as a great opportunity for city branding as well as the opportunity to show the city identity to the world, so that the city can get attention on the global level and global visibility (Zhang and Zhao 2009, 251). A typical example is the organization of the Olympic Games in Barcelona in 1992. When we mention Barcelona, first associations are the football club, the sun, sea and *sangria*. However, prior to 1992, the city was something else. In fact, Barcelona did not have its own beach, and before the Olympics started, its coast had industrial buildings which were destroyed. The long beach over three kilometers long and a modern marina were created. (How the Olympic Games Forever Changed Barcelona 2012). Nowadays, the city, among other things, is branded thanks to these previously mentioned facilities. The effects that these Olympics had on this city in Cataluña, will be illustrated by the following data (Brunet 2005, 24):

- The number of unemployed fell from 127,774 to impressive 60,885;
- Pathways are enhanced/increased by 15% compared to 1986, a new sewage systems by 17% and new green spaces and beaches by 78%;
- Value of private investment reached: 313,017 million pesetas (peseta was the official currency in Spain in the period from 1869 until 2002); the value of public investment: 643 613 million pesetas;
- The number of tourists has increased by 105%, and thus the tourist income has doubled;
- Barcelona is constantly in the "top 5" cities in Europe.

Even today, Barcelona is an attractive and very popular tourist destination and has a very positive image among visitors that come to Barcelona whether for business or leisure. This is why Barcelona is constantly evolving and experiences a big growth in terms of touristic income (Duran 2005, 2). United Kingdom had the similar experience after the Olympic and Paralympic Games in London in 2012. Analysts have come up with data that this sports event "strengthened" the British economy for 9.9 billion pounds (London 2012 to provide long-lasting economic benefits 2012).

Festivals and cultural events are also very popular: for example, media "talks" and "writes" for the song festival in San Remo and the Eurovision for many days. The biggest and most important prize of this contest, from the city branding aspect, is the fact that the "winner" is given the possibility to organize the next festival in the capital of the victorious country, which is, of course, the ideal event for additional city branding efforts. Similar to the previous examples, the Enescu Festival in Bucharest is also very popular. Within four weeks after the festival (September 1st - 28th September 2013) there

were 1,164 published articles in various media about this festival (Alex and Tapardel 2013, 243). Thus, cities around the world that have such natural predisposition will attract tourists by themselves. However, if there are no natural predispositions, the goal for marketers is to turn the situation in favour of the city by implementing strong marketing activities to create distinctive and unique attractions. All of the above examples, suggest that in the context of branding and building the city brand, you may need to build and create own attractions within cities that you want to distinguish. Fairs, festivals, competitions, sports clubs, facilities, history, nature, culture - all this can become a permanent feature of the city, which may also represent basic conditions for building the city brand. After identifying particular attractions that can and should be the basis for city branding, it is important to point out key actors of the city in this process, since they are the main stakeholders. If we consider the city as a product, then it has to fulfill some expectations and meet the needs of their "customers". We must see the possibility to develop this "product" i.e. the city. Ignoring consumers' needs or their requests, represents a major problem for the company, or, in our case, for the city. The previous mentioned is what Levitt called marketing myopia. This myopia occurs in a situation where consumer preferences are not known, and therefore, the branding strategy is wrong. Therefore, there are several theories and classifications regarding the key stakeholders that may be relevant. One of the most reputable is certainly the one that was given by Van den Berg and Brown. According to them, the key actors of the city can be classified into four groups (Van den Berg and Brown 1999, 987):

- (potential) residents;
- (potential) companies;
- (potential) visitors/tourists;
- (potential) investors.

When we mention potential residents we refer to those consumers who are planning to move for a longer period of time because of work, study or for other reasons.

In case they are coming for educational or business purposes, their ability to stay in the city for a longer period of time, once their "mission" has elapsed, will depend on what the city is able to offer them. These can be new jobs, better working conditions, or even something else. The next category consists of companies that could open the (new) plant, machinery and buildings in the city. The labour supply in one city is very important for companies as well as for the local population - inhabitants. The labour supply can be decisive when deciding whether to live in one city or the other. Therefore, attracting and establishing companies within the city, may result in the growth of the population. The third category mentioned by different authors includes the tourists/visitors who come for visits, festivals, events and remain a shorter period of time. Investors are the last group in the classification but certainly not the least regarding their importance. These actors do not have to be residents of the city, they can only be individuals who invest money in activities that improve the overall position of the city.

2.3. Urban infractructure as an important element for city branding

Urban planning, environmental protection, evaluation of specific urban regions, protection of cultural and archaeological heritage is the urban image of a city and a basic framework for its current and future development. When we talk about the city's infrastructure, we mean the set of all transport systems (roads, parking lots in the city and outside the city, railway, subway, airports, ports, etc.). This also includes facilities that allow access to the city, such as bridges, tunnels etc. If you want to live somewhere else, then the energy system will certainly be important to you, as well as the water and sewer systems. All of the above mentioned makes the urban infrastructure. Basic and good urban infrastructure is not only a prerequisite for the development of the free movement of people and goods, but also represents the relationship between the city and other centres. Without an efficient and modern infrastructure the functioning and living of citizens and companies is hindered and it may condition and have a negative impact in the economic development, therefore, it reduces the competitiveness and attractiveness of a city. Every city tends to solve this problem and make its internal systems more efficient and modern. In that term, e.g. Vienna can really boast with its metro transport. If you are in the Austrian capital and "flying" somewhere else, you can use the airport services (CAT - City Airport Train) in several metro stations. You can check-in your ticket and baggage (although you are dozen of miles away from the airport), board in the metro and your next stop will be the Vienna International Airport. This is certainly an advantage, not only for local

inhabitants but also for tourists who visit the "city of opera". Another example is the Croatian town - Koprivnica, which is known for its project regarding free rental bikes, where citizens or tourist can get and ride bikes for free and reach any part of the town. Something similar exists in the capital city of Slovenia. There are a number of similar examples of various cities around the world, which improved transport and urban infrastructure, sometimes with unusual innovations and services. However, it is known that good urban infrastructure is a prerequisite for the development of any city as well as for the improvement of its competitiveness while creating, at the same time, good conditions for its branding.

2.4. Population as a branding factor

A city can have a good infrastructure, a distinctive urban character, excellent basic services, breath-taking features and attractions, but if there are no local inhabitants and if there is a lack in their hospitality, such place may still be unsuccessful in terms of branding or unsuccessful when it comes to attracting tourists. The hospitality of the local population can also be one of the main characteristics for tourists when deciding whether to visit a certain place or not. For example, many tourists that visited Paris in the early 50s and 60s, were delighted with its attractions, entertainment, opportunities, etc., but, on the other hand, they were also very disappointed regarding the attitude and the hospitality of the local population. In that term, the French government conducted and launched several promotional campaigns, not only in Paris, but in entire France in order to influence the domestic public and extend the hospitality of the local population through educational programs (Kotler and Gertner 2004, 48). These campaigns have been conducted in order to attract and retain new tourists but also in order to create a positive image, as well as to combat prejudice and bad image of Paris and France in general. Analysts believed that it was necessary to conduct such campaigns and programmes because such disappointment of tourists could have had a direct negative impact on the automotive industry (Citroen, Renault, Peugeot), food industry (known French wines and French cheeses) and tourism in general. By analysing this case and bearing in mind "thinking outside the box" context, we can conclude that local population and inhabitants of any city are very important actors of its branding. Indeed, tourists were not disappointed only by the population of Paris. Visitors and tourists in Tokyo complained about the aggressiveness of local motorcyclists and drivers. The same applies to riders in Trieste and dangerous driving style in Rome. If you are crossing the street at the pedestrian crossing in Rome, you have to be very careful. Visitors in Palermo and Detroit complained regarding the safety of staying in these cities, mainly because of the thief attacks. Specifically, there are several examples of negative experiences and such perceptions of the local population, but, on the other hand, there are opposite examples as well. In the end, all elements of infrastructure, tourism and attractiveness, are interconnected and related with communication characteristics and the tradition of the local population, cultural, socio-economic and social relations. The perception of the population, local inhabitants and tourists is very important in branding cities. The identity of a city, from the aspect of branding, is consisted of all values, characteristics, culture, natural attraction and stories, and everything else which makes that city unique differentiates it from the competitive cities. Each city has its own identity on the basis of which it is recognizable and different, in a positive or negative sense, regardless of the fact whether the process of branding in that specific city has started or not. It is important to distinguish the identity of the city from its brand identity. The identity of the city is created on the basis of various interactions of actors that affect the branding of the city, and those factors were previously stated (infrastructure, concerts, sporting events, shopping and financial centres, parks, religious and cultural facilities, etc.). On the other hand, the brand identity of a city is a unique set of different associations and values that associate us to a specific city, which the city leaders and its administration tend to create and "retain" (Alexe 2013, 76). In other words, the brand identity of the city represents the upgrade and improvement of the city's identity and its orientation towards the desired and recognizable identity or perception in minds of residents and tourists. City image is a specific way of customer/tourist's thinking and feeling regarding a city brand when they actually think of that specific city. Thus, the image of the city is nothing but, a set of feelings that certain stakeholders (potential investors, politicians, bankers, tourists, residents) have in their mind regarding any city. Without a doubt, a positive city image may lead to a strong competitive advantage. When talking about the city image, within the framework of building the city brand, we may talk about the residents' image of the city, and about the foreign image which tourists and visitors have regarding that particular city. In the following matrices and table, we will try to explain this difference,

and on the other hand, the relationship between the current image and identity of the city, as well as the relationship between the identity and brand image of the city.

Figure 1. The identity of the city, city's image, brand identity and brand image of the city

The identity of the city – existing charateristics	All those features and elements, space, urban, technological, natural, historical, social (population, attractiveness, infrastructure, culture, development, tourism, etc.) attributes and charachteristics that influence the overall perception of the city as a complex creation of social life in a given area.
Exisiting city image	The present image of the city can be reached and defined by researching associations and perceptions in minds of residents, tourists, entrepreneurs, investors, etc. The current image of the city can be classified as good or bad, or positive or negative.

City brand idenity	City brand identity is a unique set of different associations and values that associate and remind us to one specific city, which the city management and its administration tend to create and maintain.
Brand image of the city	The brand image of the city consists of perceptions and associations about the brand which are created in the minds of customers-target group, but only after the brand is launched.

Source: Paliaga 2007, 79

In practice, the identity and image of the city are often understood as equally the same phenomenon, and the previously displayed matrix gives us a clear distinction between those terms. To be more precise, explanations within the matrices make clear distinctions between the identity of the city and the current image of the city, on one hand, and the brand identity of the city and brand image of the city on the other. The goal of those who are engaged and dealing with branding cities, is to achieve the desired image of the city. To make this possible, it is necessary to explore the image of the city and its parts, referring to partial images of certain parts and characteristics of the city, which form the complete image. In this way, partially, we can explore the role and significance of culture, religious and cultural buildings, infrastructure, natural attractions and various events individually. In order to gain such information and data about the image of the city, it is necessary to design a specific study and research that would be based on appropriate methods and techniques, which will enable the presentation and understanding of the image of the city, the situation in comparison to its competitors, the perception of potential competitors. Besides, it is necessary to design the research on the partial image of the individual elements of the city which may be shaped and perceived in different ways by residents, city government, associations, unions, political parties, tourists and other relevant actors. In the end, it is necessary to bear in mind the fact that the creation of image and the creation of a city brand is not the same as the promotion in the field of tourism, which many equate. Of course, the promotion of touristic attractions can also play an important role in creating a positive image of a city, but today this fact is influenced by many other factors and actors (political factors, infrastructure, traffic, economic, and factors in terms of the environment, spatial planning, development and the like). Therefore, touristic promotion is good and desirable, but not sufficient to create a brand of the city.

3. CONCLUSION

Brand is not a modern, revolutionary or trendy marketing approach. Indeed, it is a marketing axiom that has existed for centuries, but its application has changed very much lately. Brand is not only a part of the business philosophy, but also a prerequisite for the success of any enterprise, institution, state and city in the world and it represents a specific way of communication between the manufacturer and its target groups. The necessity of creating a successful brand is particularly evident and important in the contemporary conditions of globalization and extreme hyper competition in every field.

In case the cities develop a strong brand, just like any other well-known company, they will much easier find channels to sell their own products or services, reach the best workforce, attract more visitors, tourists, investment and events, and will also be able to have important role at the national and global level. Just as every product has its own characteristics, quality, price, design, accessibility, etc., every city has also its own characteristics that we have described and explained. For example, Vienna is located in the "heart" of Europe and, in addition to other cultural and urban features it can be differentiated because of its geographical location. In addition to this feature, which is very important in city branding, we talked about many other characteristics of the city, such as attractiveness, sports, cultural and social events, urban infrastructure and hospitality of the population. For example, many tourists will visit Munich because of *FC Bayern Munich* and the *Allianz Arena*, while others will visit the capital of Bavaria because of the *Oktoberfest*. In order to create a brand, every city should first consider what its main characteristics are on the basis of which it can be differentiated, i.e. which may bring comparative advantage. In other words, cities must have certain characteristics, which can be recognized on the global tourism market. In the end, in order to create and develop a city brand, it is necessary to choose a particular theme or topic that can successfully convey adventures and attractions that can be experienced in that specific destination.

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