

# CAPITAL CITIES: EMBRACING THE CHANGE AND TAPPING INTO OPPORTUNITIES

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# Brand equity as a tool for city development. Empirical research on the city brand of Warsaw



# What is the city brand?

Associations .....

- Berlin
- Kishinev

# What is the city brand?

› **A network of associations in the consumers' mind** based on the visual, verbal, and behavioral expression of a city, which is embodied through the aims, communication, values, and the general culture of the city's stakeholders and the overall city design (Zenker, Braun 2010)

## › Aims of the city brand

› To **maximise the efficient social and economic functioning** of the city, in accordance with whatever wider goals have been established

→ To promote a city's **values and image** so that potential users are fully aware of its **distinctive** advantages'

(Ashworth, Voogd 1990; Braun 2008; Kotler *et al* 1993)

# Brand equity

- **Brand** – an associative structure in consumer’s mind → brand knowledge
- Consistent with an associative network memory model, **brand knowledge** is conceptualized as consisting of **a brand node in memory** to which a variety of associations are linked
- **Brand knowledge** is conceptualized according to an associative network memory model in terms of two components, **brand awareness** and **brand image** (i.e., a set of brand associations).



- Customer-based **brand equity** occurs when the consumer is familiar with the brand and holds some favorable, strong, and unique brand associations in memory

(Keller 1993; Keller, Lehmann 2009; Aaker 1991)

# Need for strong city brands

- › Cities increasingly **compete** with each other in an effort to attract tourists, investors, companies, new citizens and most of all qualified workforce
- › Managing Authorities focus more and more on establishing the city as a brand and try to **promote** their city to its different target groups
- › However: most big cities have similar strengths
  - › Find a city's **unique** attributes to be distinguished from other cities in building its brand image
  - › Create a **coherent** brand image
  - › Offer reasons to **generate the wish** of the individuals to visit, live, invest or work in the respective place. For this, it is based on the promotion of different attributes like the economic stability, quality of life, opening towards exterior, infrastructure etc.

(Anholt 2004; Kavaratzis 2005; Zenker 2009; Braun 2008; Zenker, Martin 2011)

**Brand equity** - the consumer is familiar with the brand and holds some favorable, strong, and unique brand associations in memory

# The advantages of strong city brands

- › Greater loyalty and less vulnerability to competitive actions and crises.

Loyalty to a city may show itself through **repeat visits or civic pride**. Less vulnerability to competitive actions may translate into **a business not relocating** when a seemingly better option is offered, or **an image not being damaged** despite bad press

- › Greater trade cooperation and support may be revealed in local businesses promoting the city and cooperating with city strategies

- › Increased marketing effectiveness can be achieved through association with a city brand and capitalised on across city-wide activity

(Keller 2003; Parkeson, Saunders 2005)

# The city brand of Warsaw

## Empirical research



### Objectives of the research:

- To establish an **associative structure** of the city brand of Warsaw in citizens' and visitors' minds, considering **sub-brands** of Warsaw
- To establish **affective reactions** to Warsaw and to its sub-brands, on the basis of analyses of associations
- To establish the **personality** of the brand of Warsaw and **emotions** to this brand
- To find the **essence** of the brand Warsaw in **cause-effect relationships** analyses

• **Brand knowledge** is conceptualized according to an **associative network** memory model in terms of two components, **brand awareness** and **brand image** (i.e., a set of brand associations).

• **Brand equity** occurs when the consumer is **familiar with the brand and holds some favorable, strong, and unique brand associations in memory**



# Theoretical Background

## Theoretical background

### **An associative structure of the mind**

- Network models of the mind
- The stronger associations among nodes, the easier connected pieces of information are retrieved from memory
- Memory – an active constructive process. Brain's structure – plastic and dynamic → can be changed by new experiences

(Anderson 1983; McClelland 1995; McClelland, Rogers 2003; Edelman 1992; LeDoux 1996; Schacter 2001)

## Theoretical background

### An associative structure of the brand

- An associative structure of the brand → a part of an associative structure of the mind (memory)
- Brand knowledge → from different sources
- Crucial property of brand associations → their **emotional valence**

(Keller, 1993; 2008)

**Brand equity** - the consumer is familiar with the brand and holds some **favorable, strong, and unique brand associations** in memory

## Theoretical background

### Network organization of emotions

- Network organization of emotions  
Representations of objects and emotions localized in the same network → cooperation of cognitive and emotional processes → examined in cause-effect relationships
- Influence of positive and negative emotions on cognitive processes:
  - Positive affect activates a wide area of a cognitive network;
  - Negative affect increases vigilance more than positive affect, while activating a narrower area of the cognitive network

(Bower 1992; Parrot, Spackman 2000; Panksepp 2000; Suarez Araujo et al. 2005; Ashby, Isen, Turken 1999)

## Theoretical background

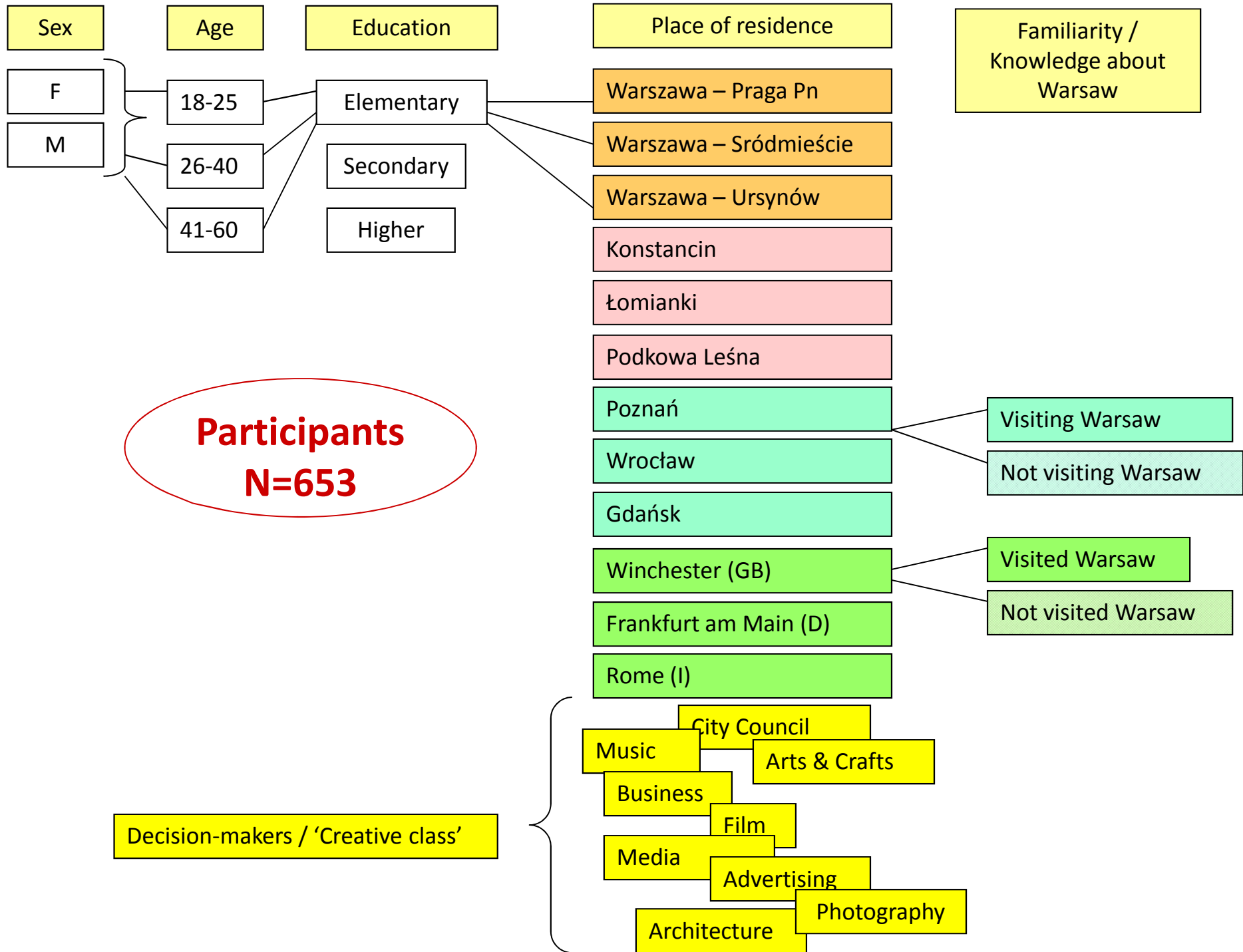
### Brand personality

- The construct of **brand personality** - the set of human characteristics associated with the brand
- Brand personality – a key way to **differentiate a brand** in a product category; a central driver of consumer **preference and usage**

(Aaker 1997)

**Brand equity** - the consumer is familiar with the brand and holds some **favorable, strong, and unique brand associations** in memory

# Method



# Materials and procedure

## Study 1

- Elements of the city brand → Sub-brands of Warsaw

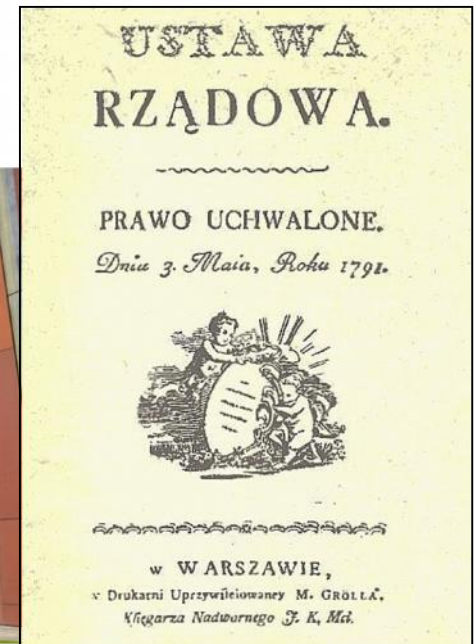
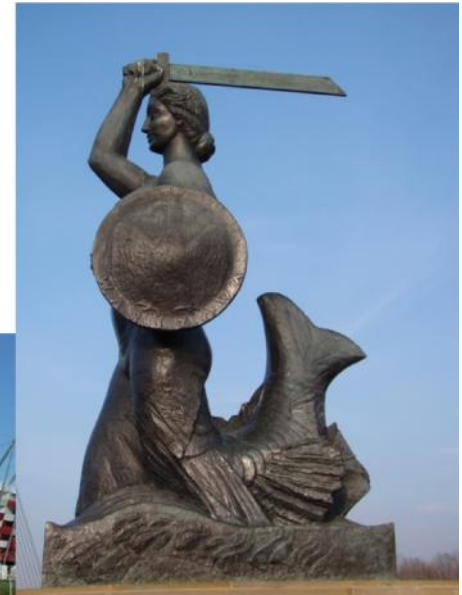
(associations concerning places, objects, events, institutions, and persons which create / constitute Warsaw)

## Study 2

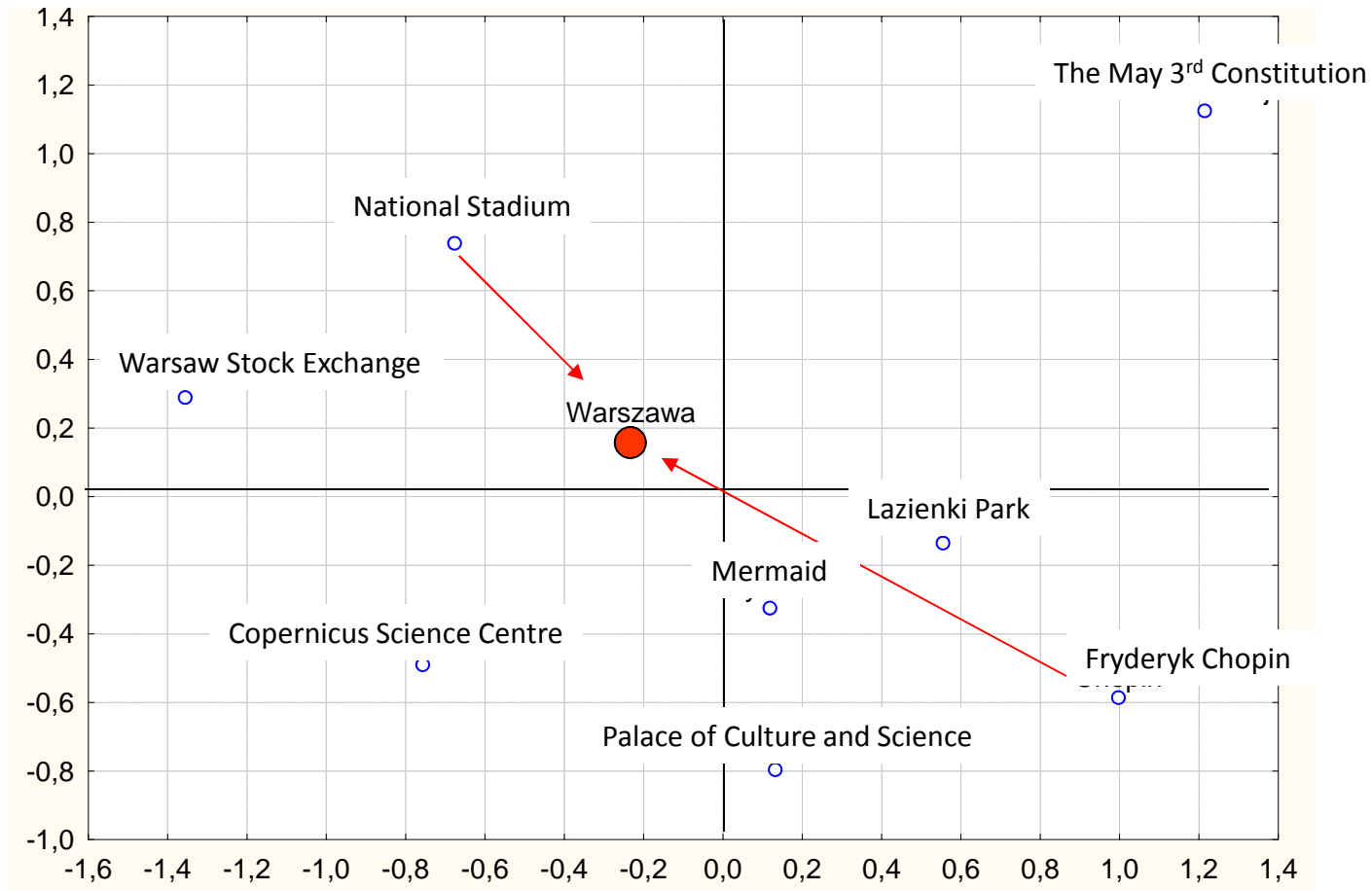
- An associative structure of Warsaw and its sub-brands → architecture of the brand
- Affective valence of associations
- To what extent sub-brands are related to Warsaw
- Brand personality
- Emotions to the city
- Cause-effect relationships - The essence of the city brand of Warsaw?
  - How to strengthen brand equity?



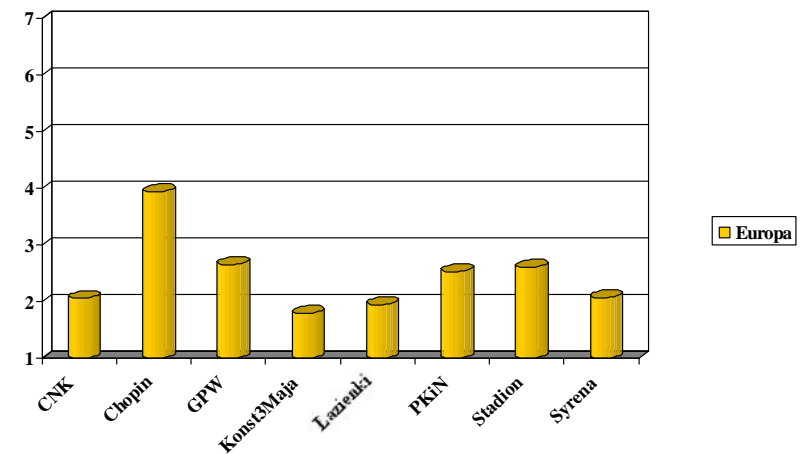
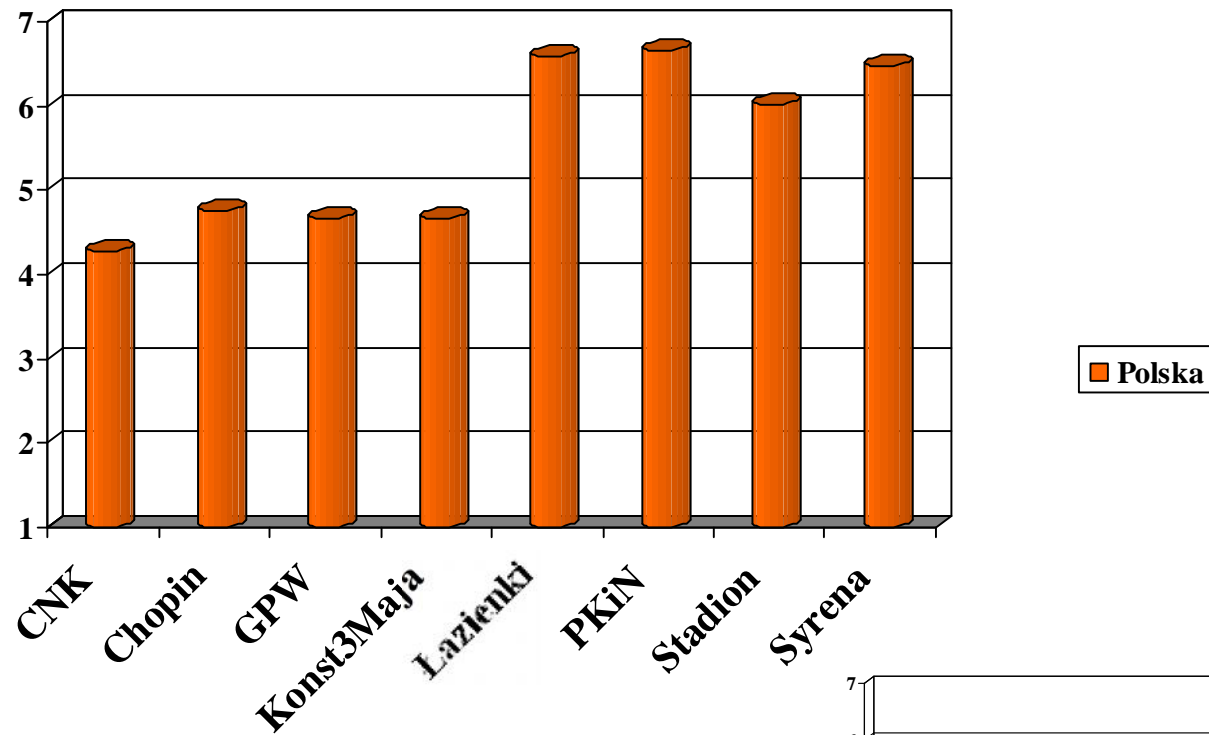
# Results



# An associative structure of the city brand of Warsaw

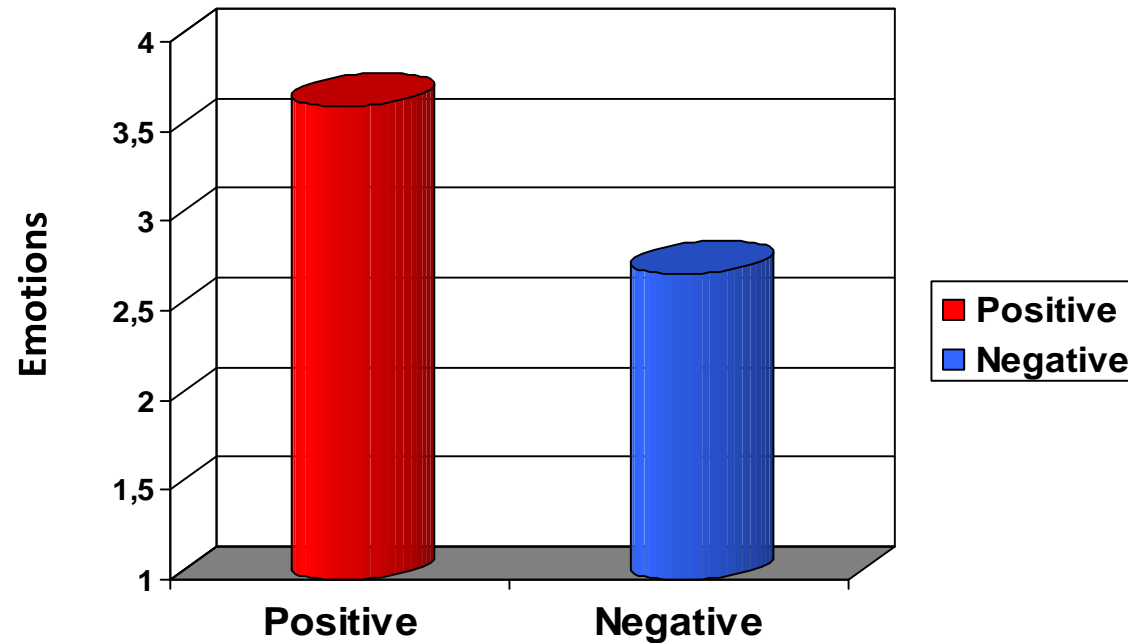


# To what extent the object or people are related to Warsaw



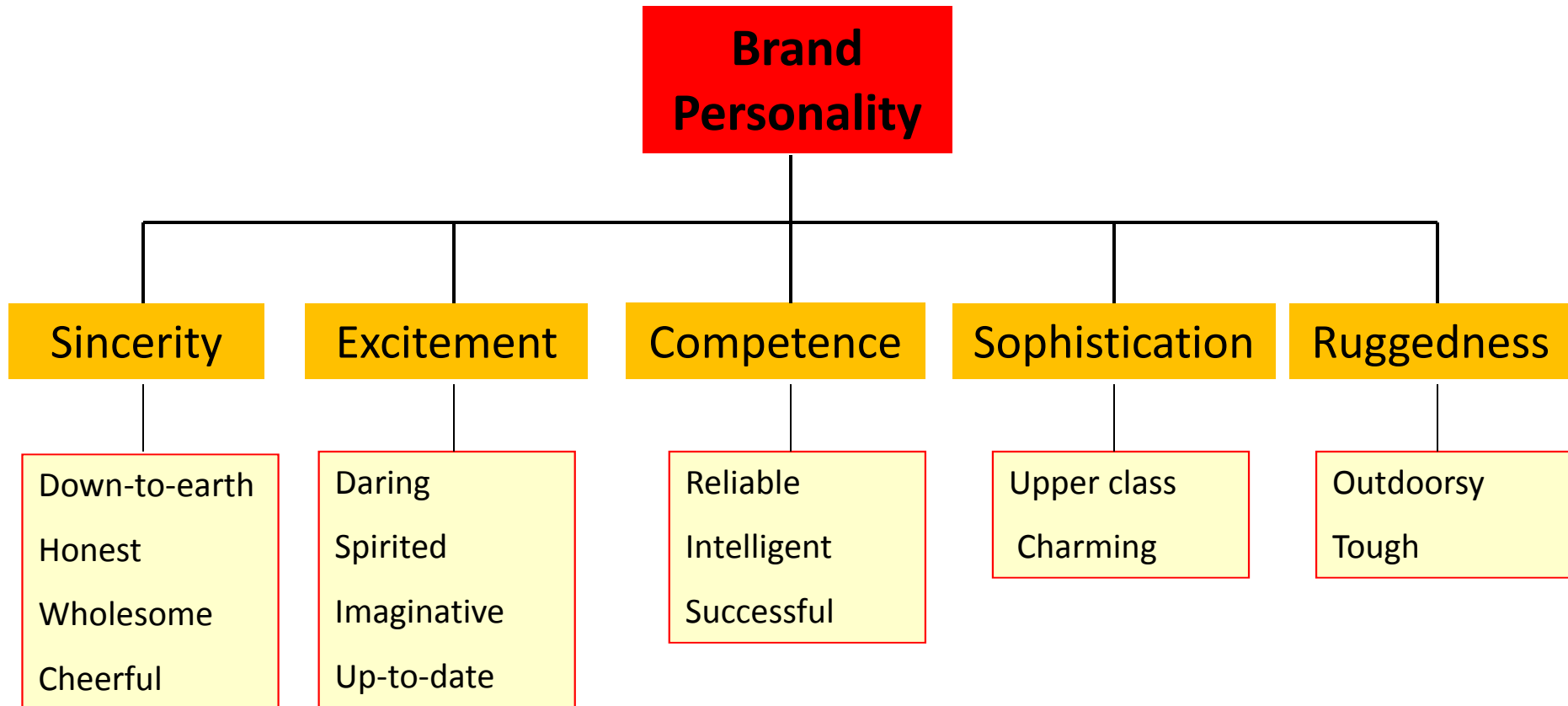
## Emotions to Warsaw

- Positive emotions: liking, contentment, joy, pleasure, willingness to stay
- Negative emotions: annoyance, nervousness
- Positive emotions stronger than negative emotions

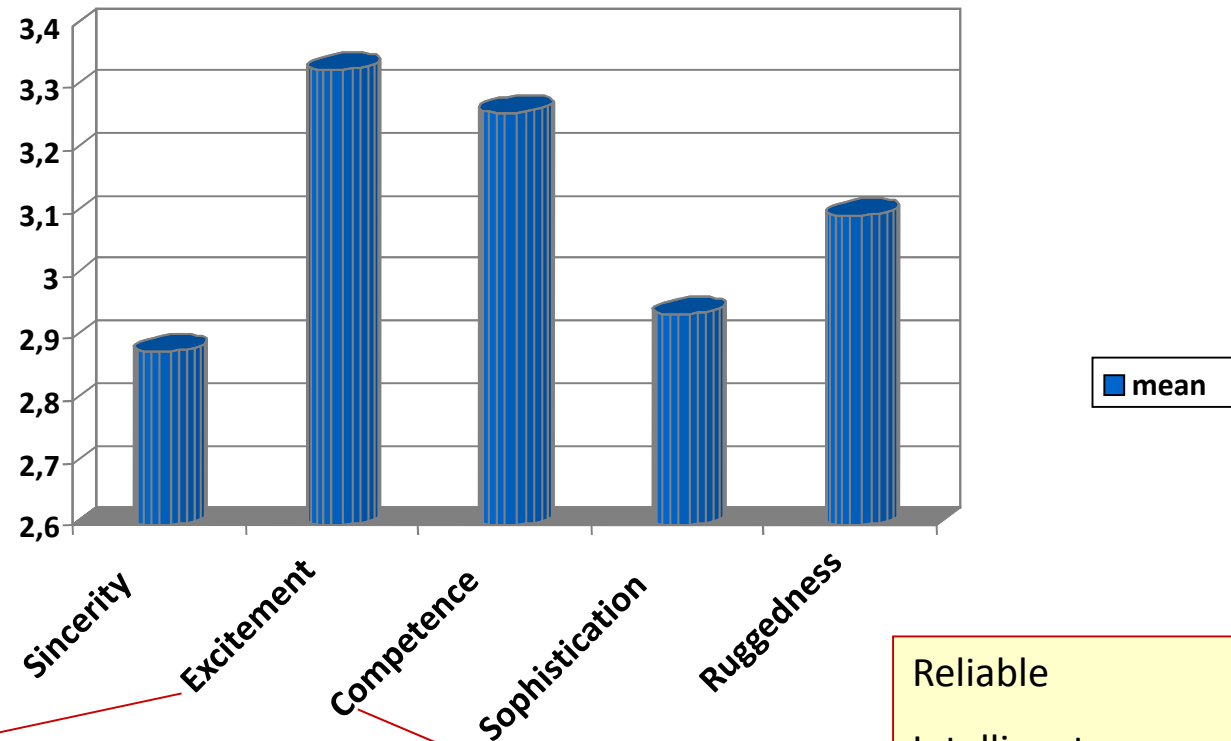


**Brand equity** - the consumer is familiar with the brand and holds some favorable, strong, and unique brand associations in memory

# Dimensions of brand personality



# Brand personality of Warsaw



Daring  
Spirited  
Imaginative  
Up-to-date  
Trendy

Reliable  
Intelligent  
Successful  
Leader

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# Excitement

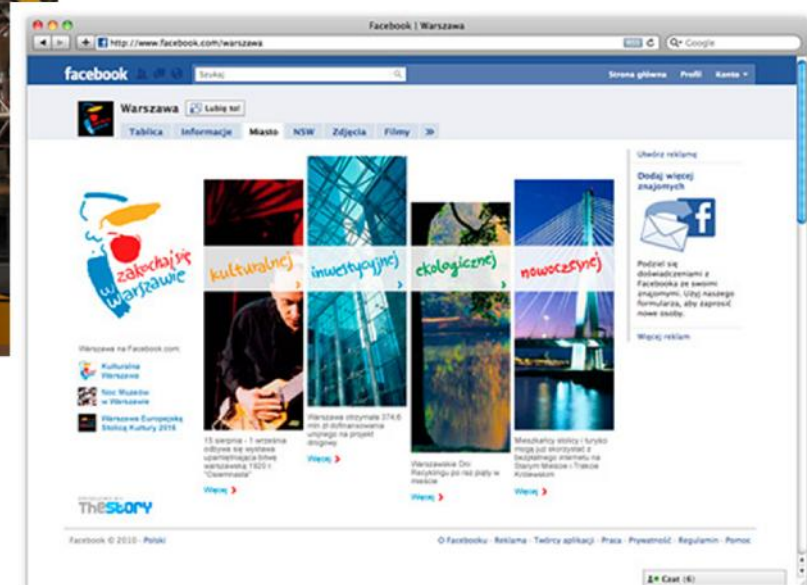




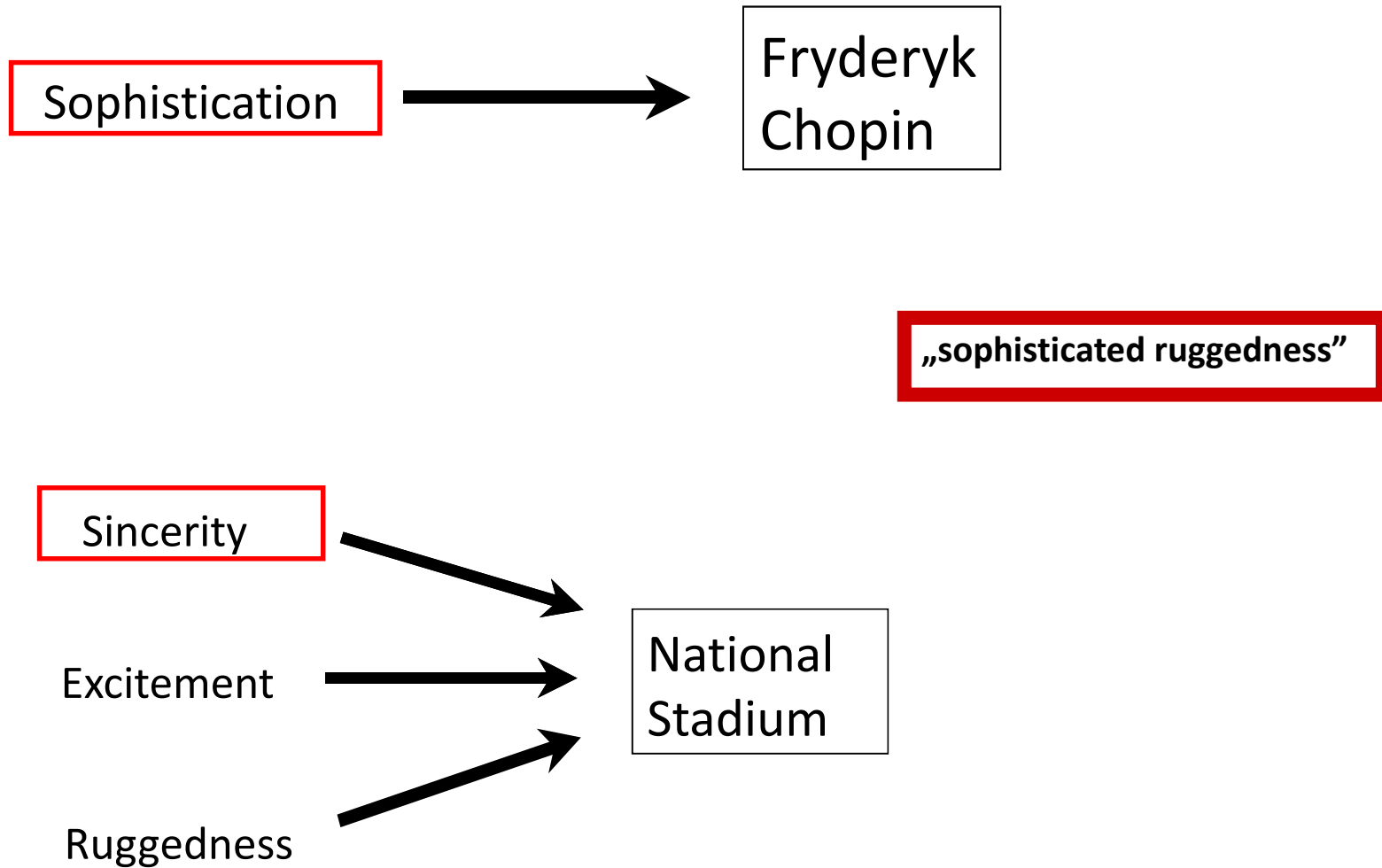
# Competence



foto: Zdzisław Krawiec / pzdudio.pl



# Dimensions of Warsaw brand personality manifested in its sub-brands



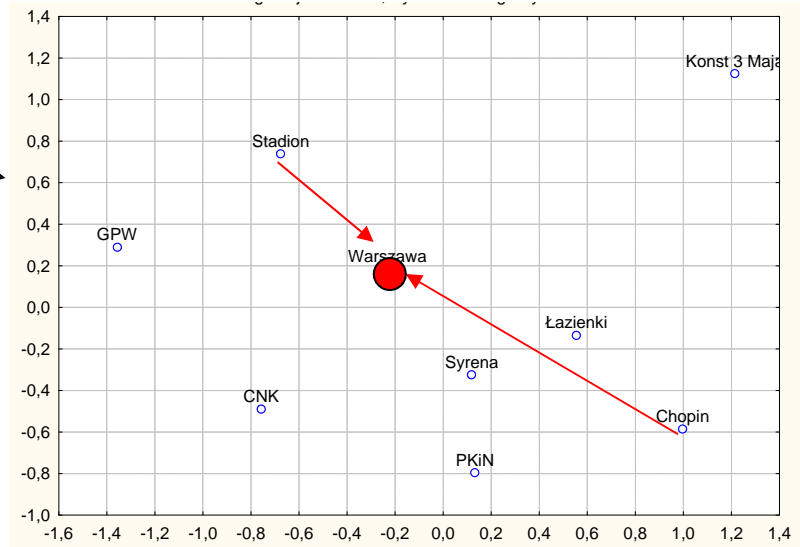
# Sophistication



Fryderyk Chopin and National Stadium are located opposite each other relative to Warsaw. They can be complementary

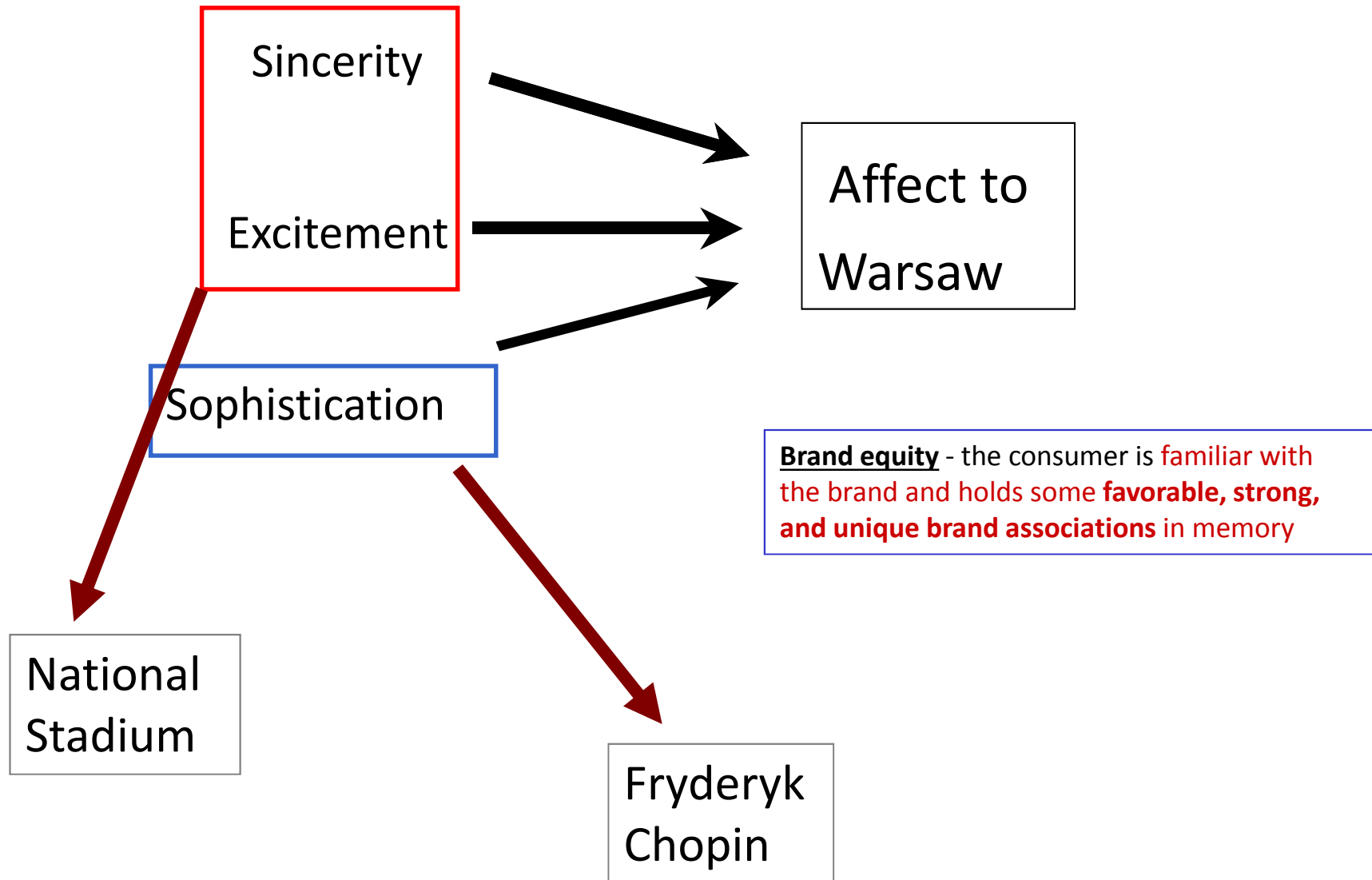


**Sincerity**  
Down-to-earth,  
Honest, Cheerful

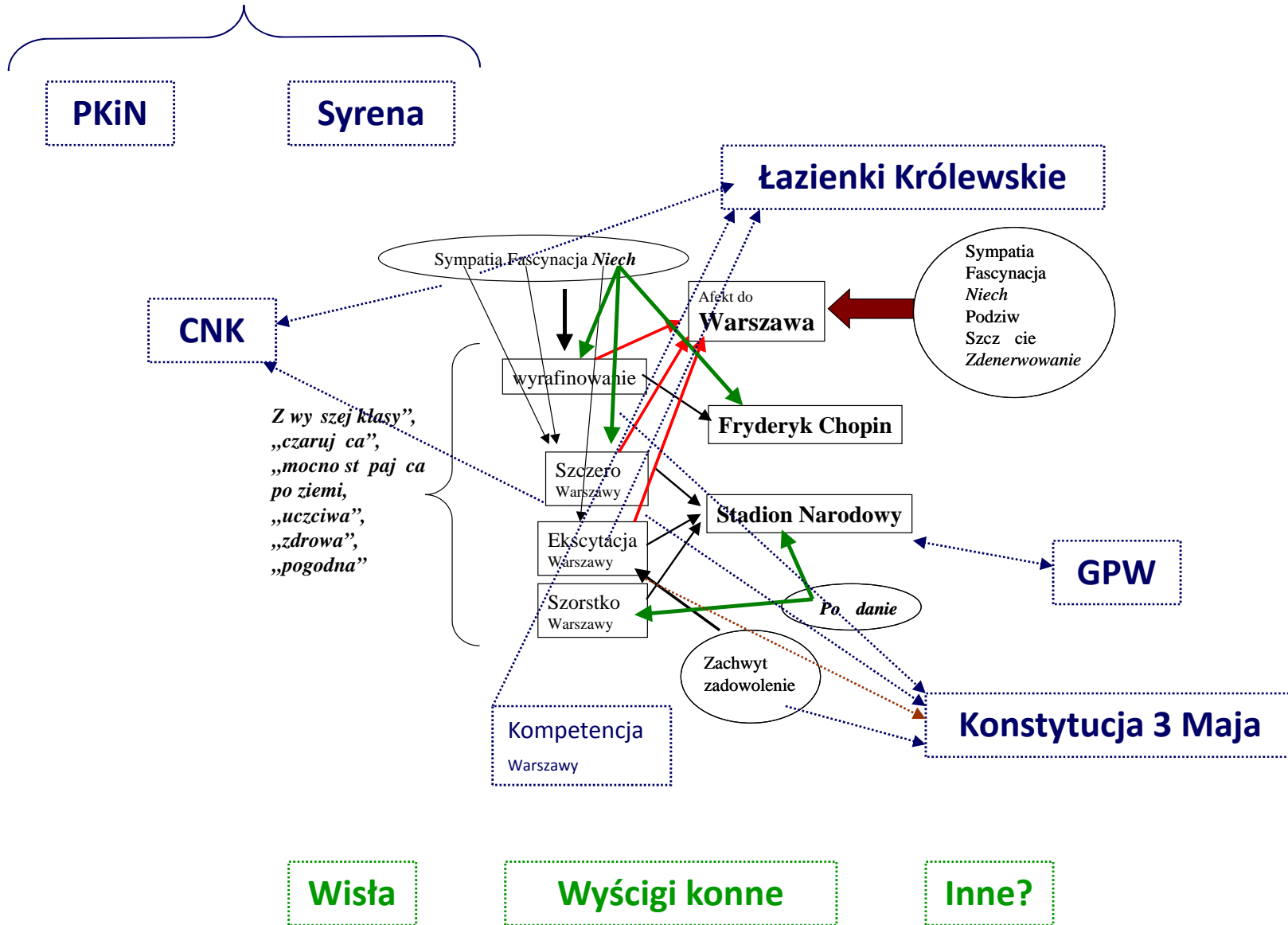


**Sophistication**  
Upper class, Charming

# Brand personality and affect to Warsaw

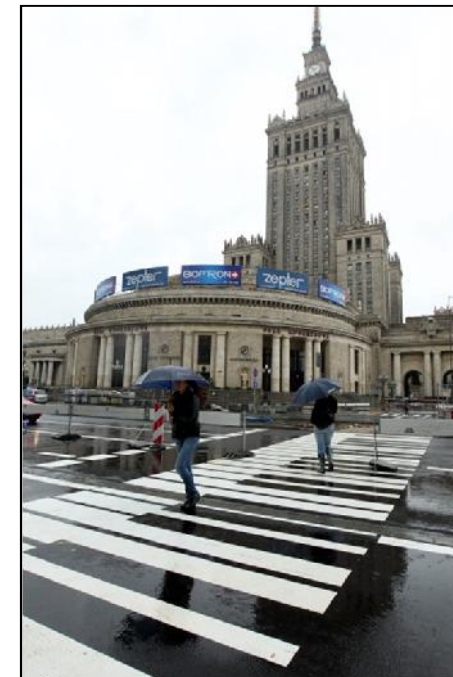
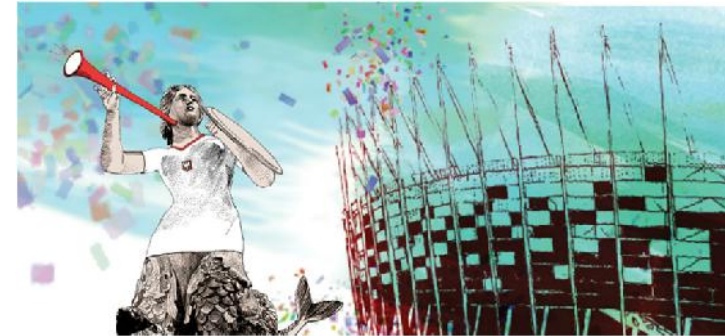


Symbols of Warsaw. Cues in memory



# Building brand equity

## Actions



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