

**Effective city-branding strategies:  
in a time of cultural change:**

# **How to design and position PREMIUM CITIES.**

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PREMIUMFEST FORUM  
Madrid, November 3<sup>rd</sup> 2011**

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**Gail Dexter Lord**  
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# 1. Our URBAN world



<http://desmemoriats.deviantart.com/art/urban-world-76079825>

**“The 21<sup>st</sup> century will not be dominated by America or China, Brazil or India,**

***but by The City”*.**

**-Dr. Parag Khanna  
Foreign Policy Magazine**




**URBAN POPULATION IS GROWING**  
by **65 million** annually.

**Cities = Half** of the world's population. **80%** of global GDP.



<http://www.absolutjapon.com/un-paseo-por-shibuya/>

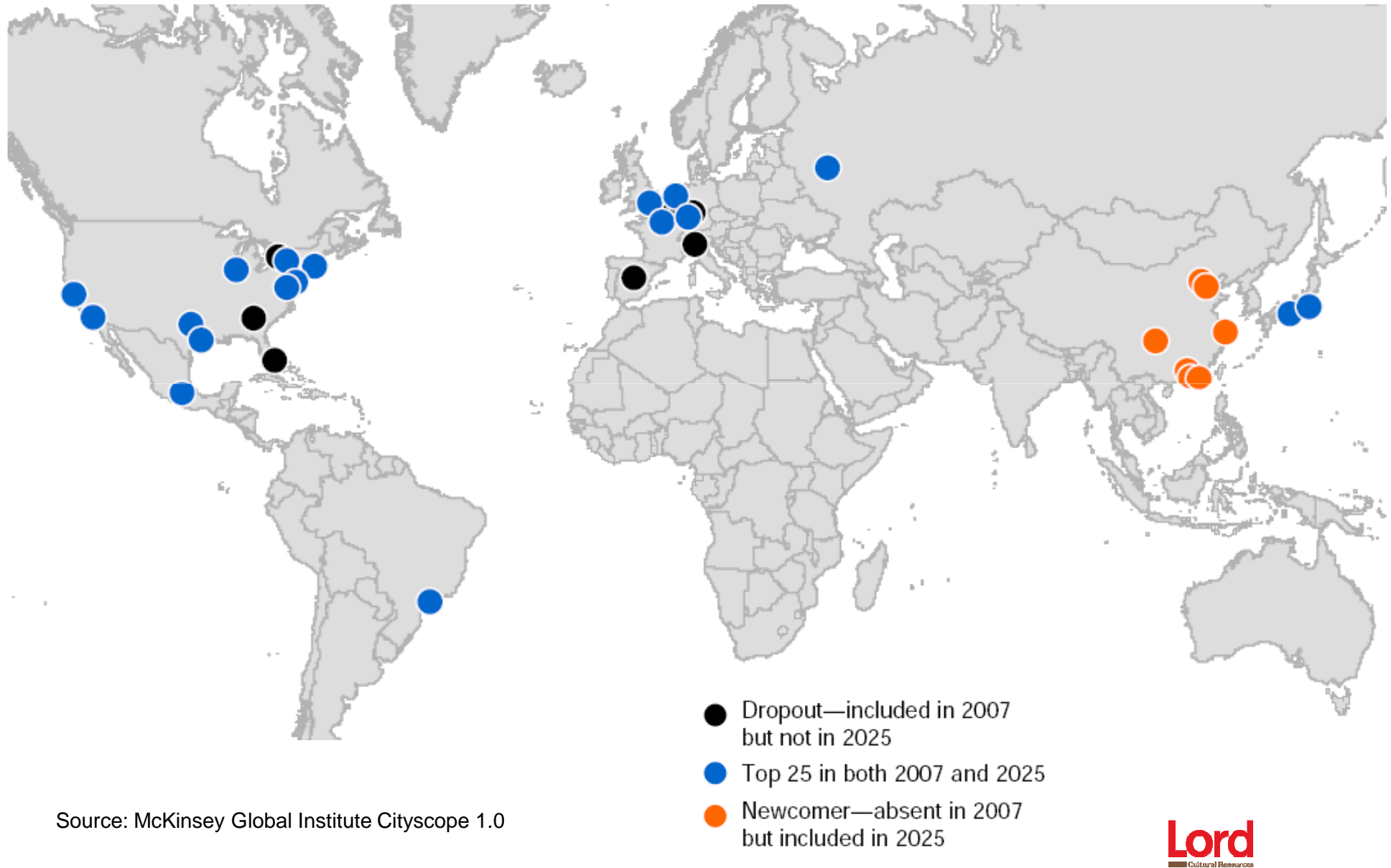
Urbanization drives global **ECONOMIC** growth.



**Urban  
power is  
shifting  
EAST  
(& South)**

<http://www.chinayourway.org/spring-break/shanghai>

# Top 25 cities by GDP, 2007-2025



Source: McKinsey Global Institute Cityscope 1.0



Library, Museum Reina Sofía, Madrid.

- Our lives have been marked by the geographic shift of the industrial economy and the growth of the knowledge economy
- Knowledge Economy= science, health, financial sectors, media, technology, culture
- Cities



# CULTURAL CHANGE A GLOBALLY COMPETITIVE WORKFORCE

RMB City. 2007  
Multimedia installation, Istanbul  
Biennale

## Industrial Economy

- Physical strength
- Follow orders
- Organized
- Some problem solving
- Memorization
- Basic communication
- Aggregate

## Knowledge Economy

- Intellectual strength
- Lead
- Individualistic
- All problem solving
- Improvisation
- Great communication
- **CREATE!**

What is the  
**COMPETITIVE  
ADVANTAGE**  
of cities in  
developed countries?

# **CULTURAL RESOURCES**

- **Attract investment & talent**
- **Export knowledge & expertise.**



[http://www.sigojoven.com/grupos/museos\\_del\\_mundo/articulo/antonio-lopez-en-el-museo-de-bellas-artes-de-bilbao--](http://www.sigojoven.com/grupos/museos_del_mundo/articulo/antonio-lopez-en-el-museo-de-bellas-artes-de-bilbao--)

**"Creativity on the street and in the Boardroom".**

**- AuthentiCity, 2008.**



Cities build on their  
**CULTURAL RESOURCES**

to create

**CULTURAL CAPITAL**

<http://pvc123.blogspot.com/2011/02/gran-via-de-antonio-lopez-con-version.html>

- **Build Skills, Create New Knowledge, Stimulate creativity.**
- **Transform consumption into production and creativity.**
- **Partner with financial capital.**

## 2. What is a **PREMIUM** city



**in the 21<sup>st</sup> century?**

Talent  
Sustainability  
Culture  
Leadership  
Glocal  
Safety  
Eventfulness  
Heritage  
Creativity  
Luxury  
Infrastructure  
Liveability  
Identity  
Exclusivity  
Tourism  
Diversity  
Branding  
Economy  
Vibrant  
World-Class  
...?

# **CITIES are ranked from different PERSPECTIVES**

- **GDP**
- **Business Activity**
- **Human Capital**
- **Innovation**
- **Tourism destination**
- **Quality of Life/Liveability**
- **Creativity**

# Global Cities Index

•**What:** 5 factors: Business activity, human capital, information exchange, cultural experience, political engagement. 2010.

•**Who:** Foreign Policy, A.T. Kearney, and the Chicago Council on Global Affairs.

1. New York

2. London

3. Tokyo

4. Paris

5. Hong Kong

6. Chicago

7. Los Angeles

8. Singapore

9. Sydney

10. Seoul

**Madrid is ranked #17.**



# Tourism Destination

- What:** International tourist arrivals. 2009.
- Who:** Euromonitor.

1. London
2. Bangkok
3. Singapore
4. Kuala Lumpur
5. Antalya
6. New York
7. Dubai
8. Paris
9. Istanbul
10. Hong Kong

**Madrid is ranked #30.**



# Liveability (1)

•**What:** Availability of goods & services, safety, effective infrastructure. (Not climate or cost of living). 2011.

•**Who:** Economist Intelligence Unit.

1. Melbourne
2. Vienna
3. Vancouver
4. Toronto
5. Calgary
6. Sydney
7. Helsinki
8. Perth
9. Adelaide
10. Auckland

**Madrid is ranked #39.**



# Liveability (2)

•**What:** Quality of life. Factors: safety: connectivity, climate, architecture, public transportation, tolerance, environment, etc.

•**Who:** Monocle Magazine. 2011.

1. Helsinki
2. Zurich
3. Copenhagen
4. Munich
5. Melbourne
6. Vienna
7. Sydney
8. Berlin
9. Tokyo

**Madrid is ranked #10.**



# Innovation

•**What:** 3 factors: Cultural Assets, Human Infrastructure, Networked Markets.

•**Who:** 2thinknow. 2011.

1. Boston
2. San Francisco
3. Paris
4. New York
5. Vienna
6. Amsterdam
7. Munich
8. Lyon
9. Copenhagen
10. Toronto

Madrid is ranked #52.



# OBSERVATIONS

High **business activity and human capital** correlate to high innovation (New York, Paris) but **NOT** to high liveability.

High **international tourism** is **NOT** correlated to high quality of life or innovation (Kuala Lumpur, Istanbul).

High **quality of life** is correlated to innovation (Vienna, Copenhagen, Munich, Toronto).

High **innovation top 10** is the most promising measure – note that **small/mid-size cities can excel** (Vienna, Toronto).

# What is a Premium city?



## Consumption Perspective

- LUXURY focus
- Shopping
- Passive spectacles
- Reactive
- Monaco, Dubai

## Production Perspective

- Eventful
- Diverse
- Involving events
- Innovative
- NY, Paris, London



# INNOVATIVE CITIES CREATIVE CITIES EVENTFUL CITIES

<http://arake-lab.blogspot.com/2011/02/tetris-object-poem-en-arco-madrid.html>

## A city with events

- Sectoral
- Tactical
- Reactive
- A container of events
- Competition
- Pandering to audiences
- Market led
- Spectacle
- City marketing

## The eventful city

- Holistic
- Strategic
- Proactive
- A generator of events
- Cooperation
- Provoking publics
- Market leader
- Involvement
- City making



**“If European tourists had to reduce their spending during their holidays in 2009, they did it primarily for restaurants and shopping, but rarely for cultural and entertainment activities.”**

- eurostat. Cultural Statistics. 2011.



# **TRANSFORMATIVE Tourist EXPERIENCES**

**From consumption tourism to  
creative participatory experiences**



The Pumpkin, David Edwards, Harvard University

## WHAT Kind of Culture

- Intracultural
- Interdisciplinary
- Eventful
- Global

# You need to Decide

**Is a premium city a BRAND –  
CONSUMPTION oriented**

**OR**

**Is a premium city a dynamic place –  
PRODUCTION/CREATION oriented**

# 3. Case Studies



**Salford-Singapore-Vienna-Toronto-Madrid**



**Case Study 1: Urban regeneration**

# **SALFORD ENGLAND**

**MOST DEPRIVED CITY IN EUROPE 1850-1990**

- Lost Industry after WW2 and closure of Manchester Ship Canal
- In 1987 created 40 year plan to transform the derelict transport hub into a sparkling creative hub

# THE LOWRY A FLAGSHIP PROJECT



Two theatres, exhibitions, restaurants, museum, kids zone

- Biggest, most expensive Millennium project in the UK outside London
- Won Best Building for the Year 2000
- Attracted Imperial War Museum, Condos, Shopping Centers
- Won competition for BBC's Media City
- \$240-million investment led to \$3 billion in inward investment
- 6,500 new jobs



## **Case Study 2: A Creative Economy**

# **The Republic of SINGAPORE**

Continuum, Singapore Arts Festival 2008



**Nurture a  
creative  
economy**



Thriving Biotechnology Industries



Orita Sinclair – School of Art and New Media

## Engaging Creative Resources



Celebrity tour of *Primary Colours: Feng Zhengjie* on display at the Singapore Art Museum

# Creating Cultural Capital



# Marina Bay Sands + Art Science Museum

## Case Study 3: Creating a meeting place

# VIENNA, Austria



- Image of the City post-war was “waltz” Opera, city for older people.
- In 1998, the city initiated redevelopment of the Imperial Riding Stables to become a year round cultural complex called Museumsquartier.
- Lots of opposition – especially from heritage preservationists around the world who took the view that Vienna must not change.

# A Creative Cluster



Photo: evilrayanderson; [www.flickr.com/photos/evilray/268071085/](http://www.flickr.com/photos/evilray/268071085/)

- The focus was to attract youth – both youthful tourists and local youth – to create a meeting place (commons) .
- They moved cultural institutions into the historic buildings - ie. the Kunsthalle Wien was turned into a radical contemporary art space - the MUMOK.
- The Museumsquartier (MQ) is a 60,000 m<sup>2</sup> large; it is the eighth largest cultural cluster in the world. It includes 7 institutions: art museums, architecture museum, a children's museum (Zoom Kindergarten) and children's theatre.



# Innovation, Tourism, Liveability

- The result – major success – state when it opened.
- It has contributed to positioning Vienna as a top city: #5 in innovation and #2 in liveability.
- Number one destination of international congresses and conventions.



## Case Study 4: Diversity, Creativity & Innovation

# TORONTO, Canada

Until 1970 Toronto was seen as a very conservative mainly “british” city “Hogtown”.



# Most diverse city in the world

- By 2000 – most diverse city in the world – according to the UN.
- In 2006, 49.9% of Toronto's population is foreign-born.
- Jane Jacobs leaves New York and moves to Toronto in 1968 – putting its urban plan on the map.
- Diversity became Toronto's identity.



# Creative Economy & Creative Class

Photo: Richard Florida in a lecture

- 1994: 401 Richmond Street - a vibrant mixed-use building with a focus on the arts.
- 2001: first Creative City report - the Creative City: A Workprint.
- 2003: Culture Plan for the Creative City.
- 2007: University of Toronto creates Martin Prosperity Institute and invites Richard Florida to head it up.
- 2011: Creative Capital Gains report



## **Eventful – Large & Small scale**

- Toronto TIFF, Nuit Blanche
- 2007: Luminato - the largest and best funded multi-arts festival in north America.
- Subtle Technologies Festival – small scale events also help to brand the city as creative

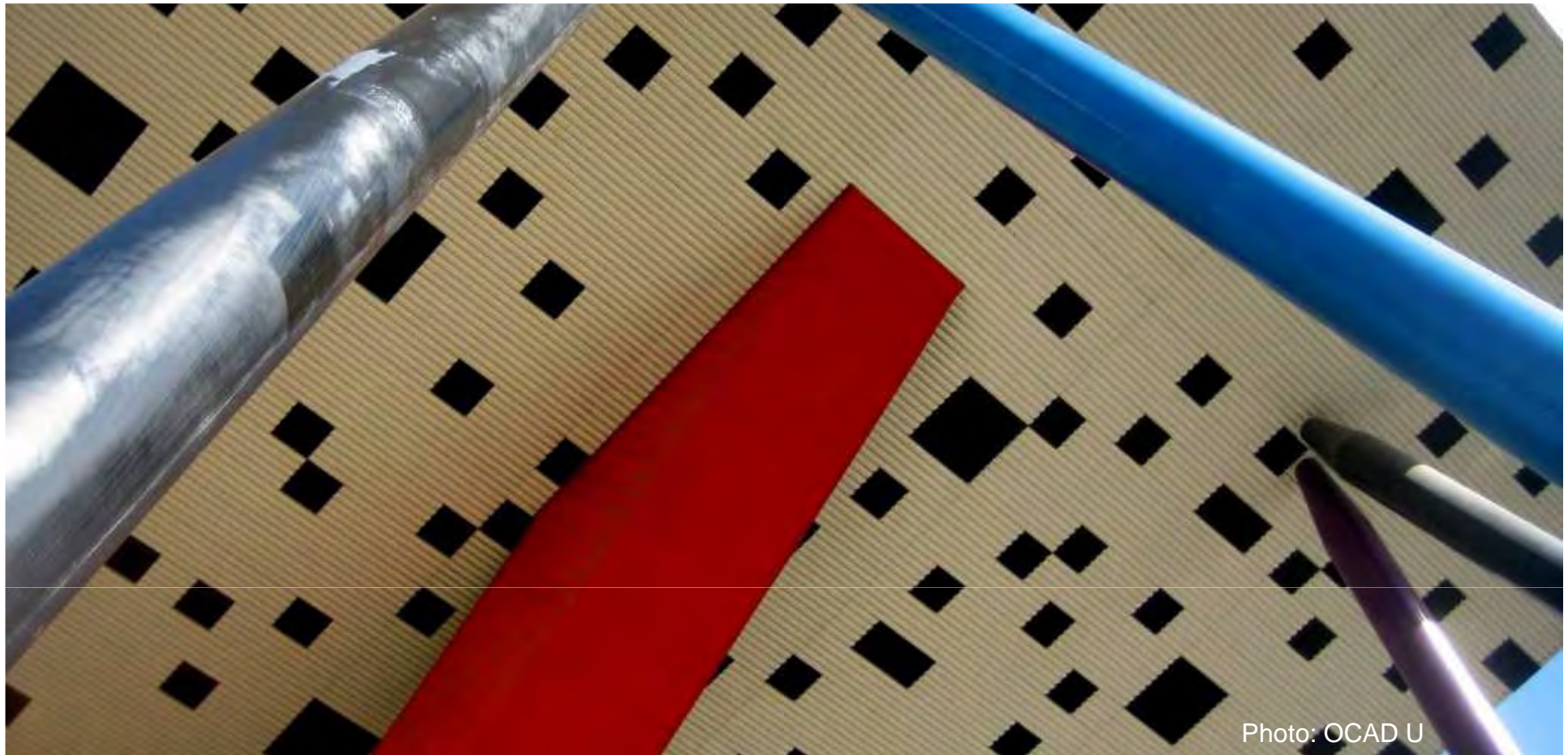
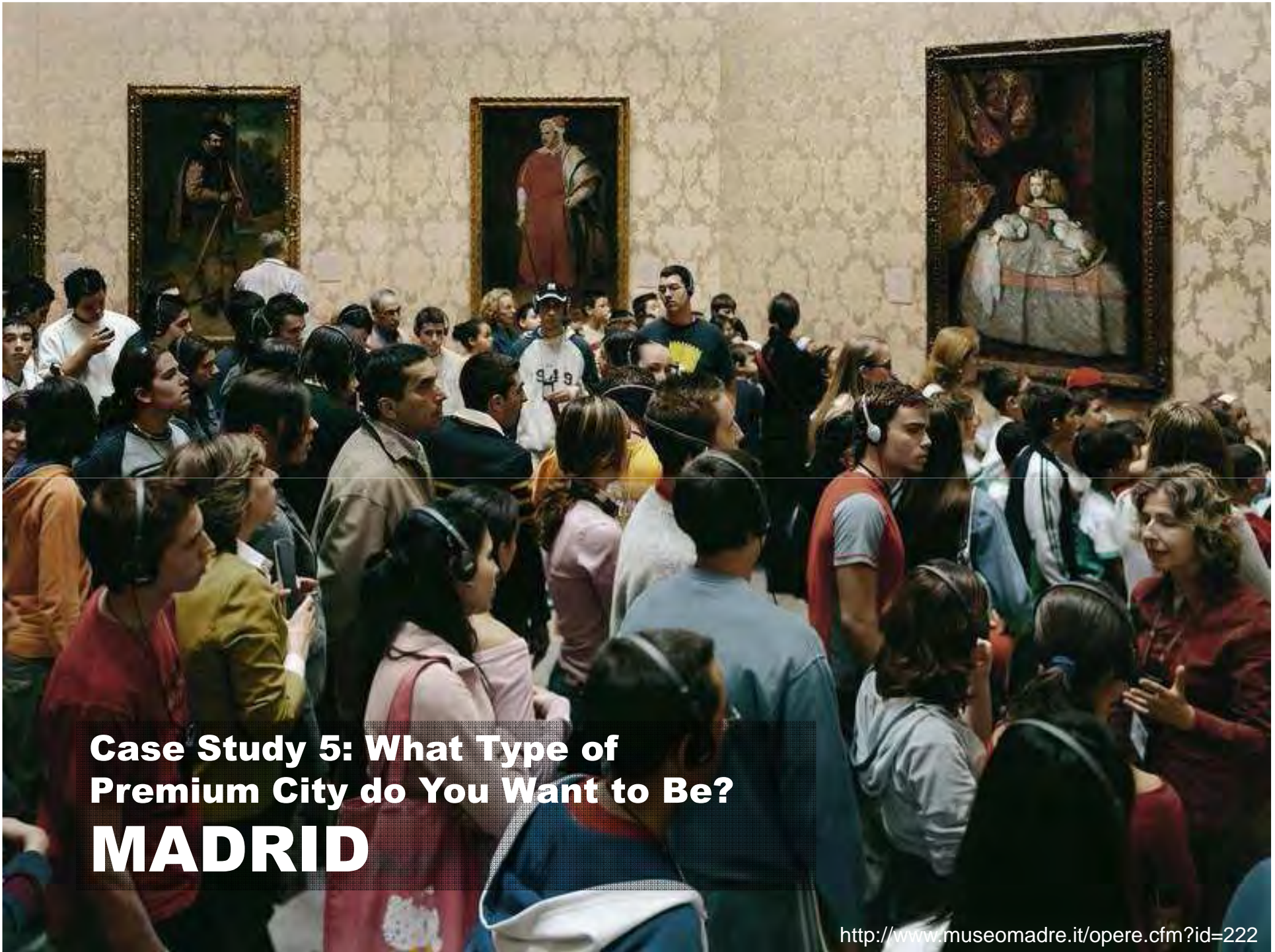


Photo: OCAD U

## #10 in Innovation

- 2005: Mars Center for Innovation.
- OCAD U: Art and design education that links studio-based learning with critical enquiry.
- 2010: Ryerson University's Digital Media Zone
- Creativity, Innovation and a very high in Quality of Life.



**Case Study 5: What Type of  
Premium City do You Want to Be?**  
**MADRID**



## A Vibrant City

<http://www.rtve.es/resources/jpg/6/6/1253425739866.jpg>

- One of the largest museum districts in the world : El Prado, Thyssen and Reina Sofia. New art centres: Matadero, Caixa Forum.
- Festivals and special events: ARCO Art Fair, Noche en Blanco, Festival de Otoño, PhotoEspaña.
- World-Class Performing Arts & Music: Cirque du Soleil, Lion King, Opera Real.
- 24 hour lifestyle.



## Creative Class on the Rise

- The most multicultural city in Spain.
- Chueca: One of the largest gay districts in Europe.
- Growing fashion destination: Cibeles Madrid Fashion Week, Serrano, Fuencarral, Triball.
- Eating: from tapas to haute cuisine. San Miguel & San Anton Markets.



# Quality of Life

- Rapid transformation of the city in recent years.
- One of the largest and newest metro systems in the world.
- Madrid Rio: a new 8km river parkland.
- Pedestrian center.
- Blue sky and 300 days of sunshine.
- #10 in quality of life.



# Challenges?

- From institutional/consumptive to creative/transformational?
- Impact of debt crisis in public policies and social unrest?
- Towards an Innovation Nexus: Creativity/Innovation clusters?

**What type of premium city  
does Madrid want to be?**

**Muchas gracias  
Thank you**

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