

 RESONANCE





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# PLACE BRANDING







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# ABOUT US

Resonance Consultancy is a global advisor on real estate, tourism and economic development for countries, cities and communities around the world.







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# RECENT PROJECTS

---

Vancouver Economic Development Branding

---

Cincinnati Destination Development Strategy

---

Ireland Regional Branding

---

Tulsa Regional Branding

---

Portland Tourism Master Plan

---

Montreal Destination Assessment

---

Copenhagen Competitive Identity Benchmarking

---

Calgary East Village Branding

---





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# PLACES ARE OUR PASSION







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# PLACES INSPIRE US







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# PLACES CREATE ENERGY







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# PLACES CREATE CONNECTIONS







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# PLACES CREATE PROSPERITY







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# HOW DO YOU MEASURE THE QUALITY AND COMPETITIVE IDENTITY OF ONE PLACE TO ANOTHER?







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**RESONANCE  
CONSULTANCY HAS  
ANALYZED AND  
BENCHMARKED MORE  
THAN 400 CITIES IN AN  
EFFORT TO ANSWER  
THIS QUESTION.**







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# THE BRAND OF A CITY

- 
- 01** What is place branding?

---

  - 02** The key factors that shape perception of place

---

  - 03** Evaluating the competitive strengths and weaknesses of a place

---

  - 04** Mapping the competitive identity of place

---

  - 05** Developing a place branding strategy

---

  - 06** An analysis of the perception shaping factors most highly correlated with FDI
-





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# 1. WHAT IS PLACE BRANDING?







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# WHAT IS PLACE?







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# WHAT IS PLACE?







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# PLACES OF ALL SIZES COMPETE FOR TALENT, TOURISM, AND INVESTMENT



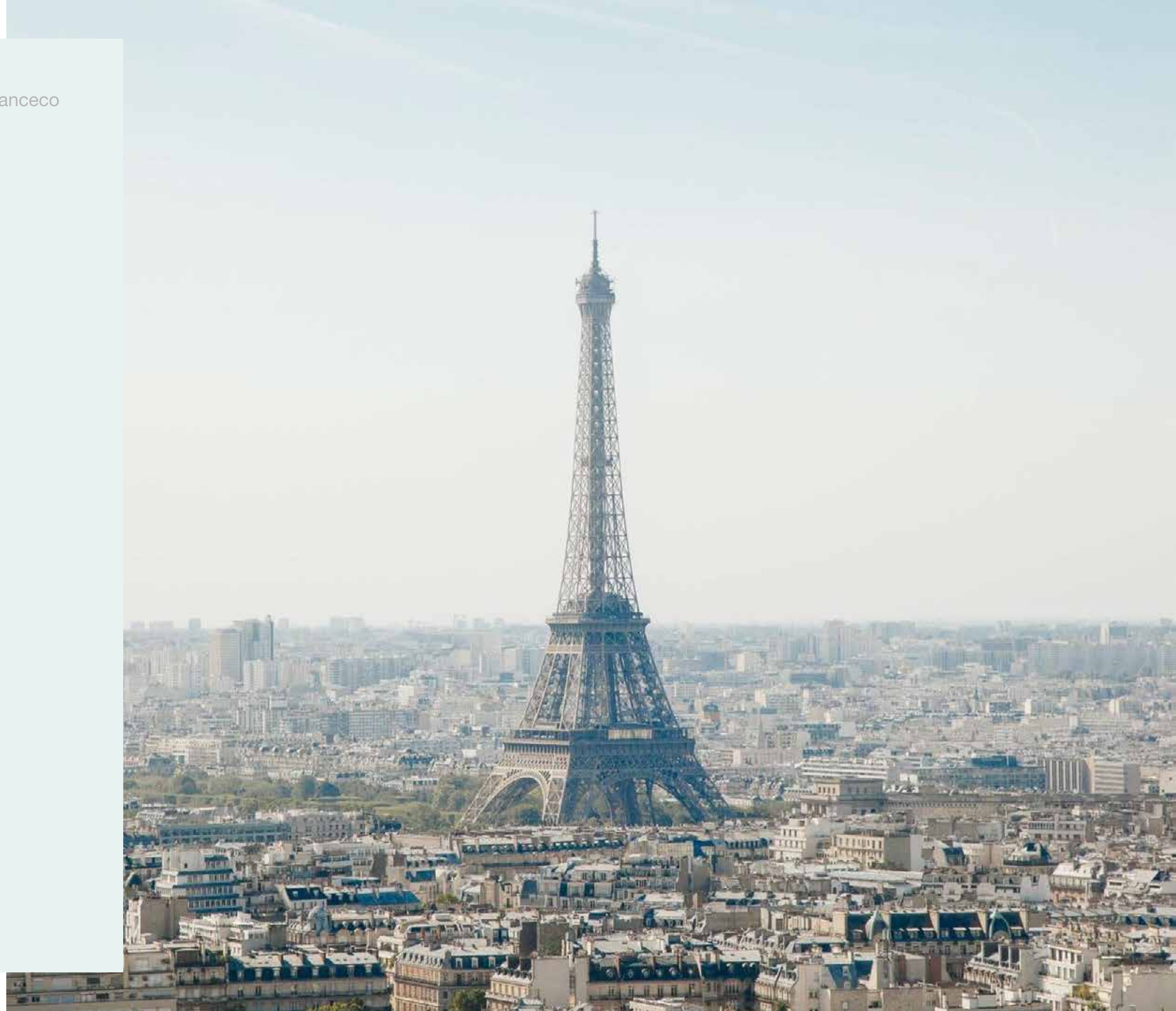




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# PLACE

The perceived identity of a place has historically been defined by hardware: attractions, landmarks, geography, or industries.







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# DETROIT







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# MACAU







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# ROME







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# VANCOUVER







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**BUT THE MORE FREELY  
PEOPLE AND CAPITAL  
MOVE AROUND THE  
WORLD, THE MORE  
IMPORTANT A CITY'S  
IDENTITY OR "BRAND"  
BECOMES IN DETERMINING  
WHERE TALENT, TOURISM,  
MEETINGS AND  
INVESTMENT FLOWS.**







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# WHAT IS BRAND?







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# ESTIMATED VALUE OF COCA-COLA'S "BRAND" IS \$69.7 BILLION

– Interbrand 2017







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# BRAND EQUITY

**Brand Equity** is “the set of assets and liabilities linked to a brand’s name and symbol that adds or subtracts from the value provided by a product or service to a firm and/or that firm’s customers.”

– David Aaker, *Managing Brand Equity*







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**THE IDENTITY OF A PLACE IS SHAPED BY MANY MORE DIMENSIONS THAN THAT OF A CONSUMER PRODUCT OR SERVICE.**







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# A PLACE TO LIVE







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# A PLACE TO DO BUSINESS







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# A PLACE TO VISIT







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# PLACE EQUITY

**Place Equity** is the set of assets and liabilities linked to a place's name and identity that adds or subtracts from the perceived attractiveness of a community as a place to live, visit and invest.



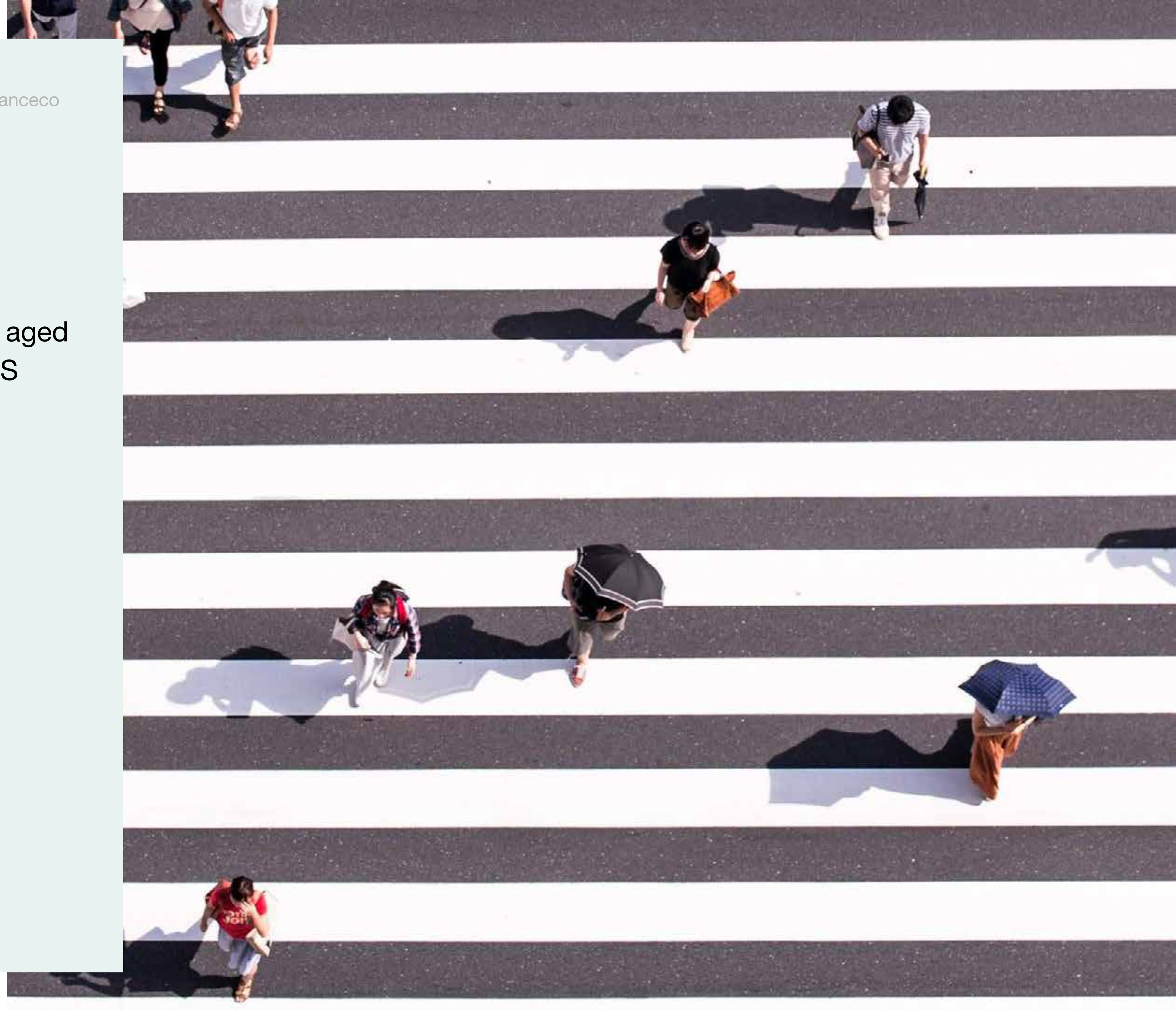




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# MEASURING PERCEPTION

In 2017, IPSOS interviewed 18,557 adults aged 16-64 across 26 countries using the IPSOS online panel system.







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# TOP CITIES FOR LIVING

*IPSOS City Index*

<i>City</i>	<i>% score</i>	<i>2017 rank</i>	<i>2013 rank</i>
<b>Zurich</b>	18	1	1
<b>Sydney</b>	16	2	2
<b>Abu Dhabi</b>	13	3	7
<b>Vancouver</b>	13	3	–
<b>Stockholm</b>	13	3	8
<b>London</b>	12	6	3
<b>Amsterdam</b>	12	6	10
<b>Toronto</b>	12	6	6
<b>Oslo</b>	12	6	10
<b>New York</b>	11	10	5
<b>Paris</b>	11	10	3





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# TOP CITIES TO DO BUSINESS

*IPSOS City Index*

<i>City</i>	<i>% score</i>	<i>2017 rank</i>	<i>2013 rank</i>
<b>New York</b>	23	1	1
<b>Abu Dhabi</b>	21	2	2
<b>London</b>	16	3	5
<b>Hong Kong</b>	16	3	3
<b>Tokyo</b>	15	5	4
<b>Zurich</b>	11	6	7
<b>Beijing</b>	11	6	6
<b>Los Angeles</b>	11	6	10
<b>Berlin</b>	10	9	9
<b>Shanghai</b>	10	9	9





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# TOP CITIES TO VISIT

*IPSOS City Index*

<i>City</i>	<i>% score</i>	<i>2017 rank</i>	<i>2013 rank</i>
<b>Paris</b>	21	1	1
<b>Rome</b>	20	2	3
<b>New York</b>	16	3	2
<b>London</b>	12	4	4
<b>Sydney</b>	12	4	5
<b>Abu Dhabi</b>	12	6	6
<b>Tokyo</b>	12	6	6
<b>Amsterdam</b>	10	8	10
<b>Los Angeles</b>	9	9	7
<b>Madrid</b>	8	10	10
<b>Zurich</b>	8	10	10





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# TOP CITIES OVERALL

*IPSOS City Index*

<i>City</i>	<i>% score</i>	<i>2017 rank</i>	<i>2013 rank</i>
<b>New York</b>	50	1	1
<b>Abu Dhabi</b>	46	2	4
<b>London</b>	41	3	2
<b>Paris</b>	39	4	3
<b>Sydney</b>	36	5	5
<b>Zurich</b>	36	5	6
<b>Tokyo</b>	36	5	7
<b>Rome</b>	34	8	9
<b>Los Angeles</b>	28	9	10
<b>Amsterdam</b>	27	10	14





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## 2. FACTORS THAT SHAPE PERCEPTION OF PLACE

PERCEPTION

PRODUCT







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# WHAT ASSETS AND LIABILITIES SHAPE OUR PERCEPTION OF THE DESIRABILITY OF PLACES TO LIVE, WORK & INVEST?







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# MILLENNIALS

In 2016, Resonance interviewed 1,500 “mobile” millennials and asked them what they look for in a place to visit or live.







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# WHAT MILLENNIALS WANT IN A CITY TO LIVE







# MILLENNIALS: A CITY TO LIVE

10 – Extremely important 9

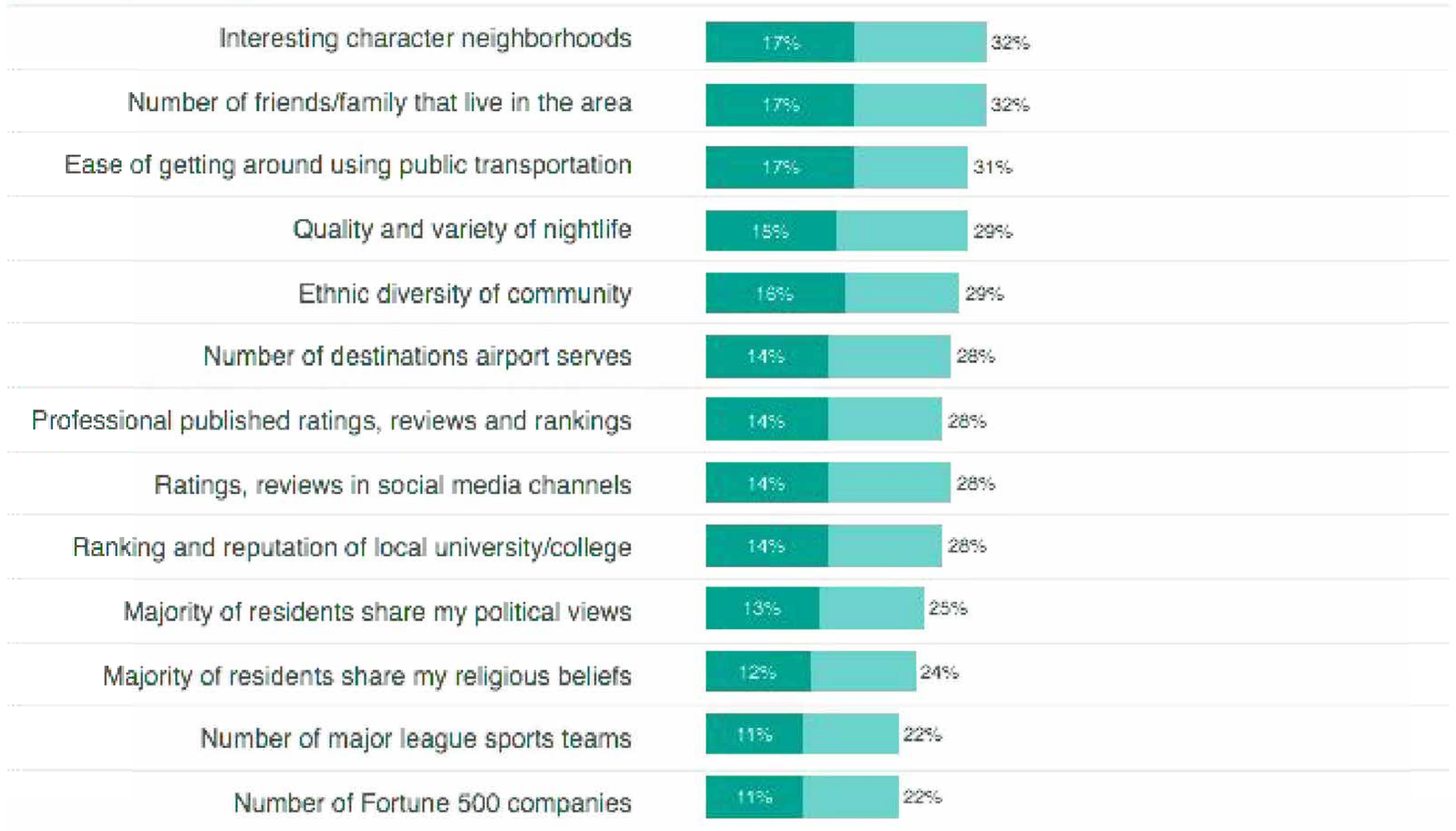






# MILLENNIALS: A CITY TO LIVE

10 – Extremely important 9







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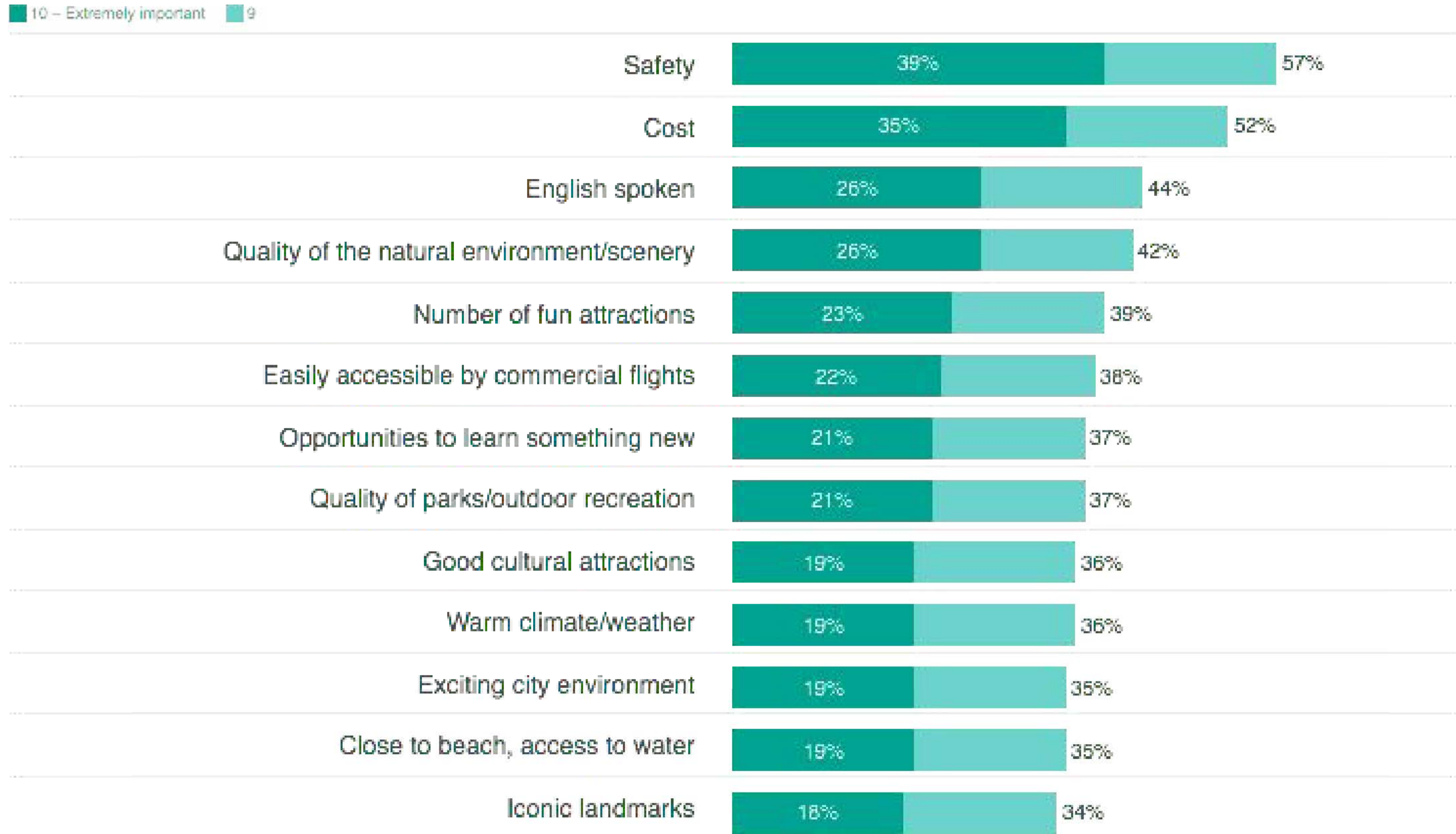
# WHAT THEY WANT IN A VACATION DESTINATION







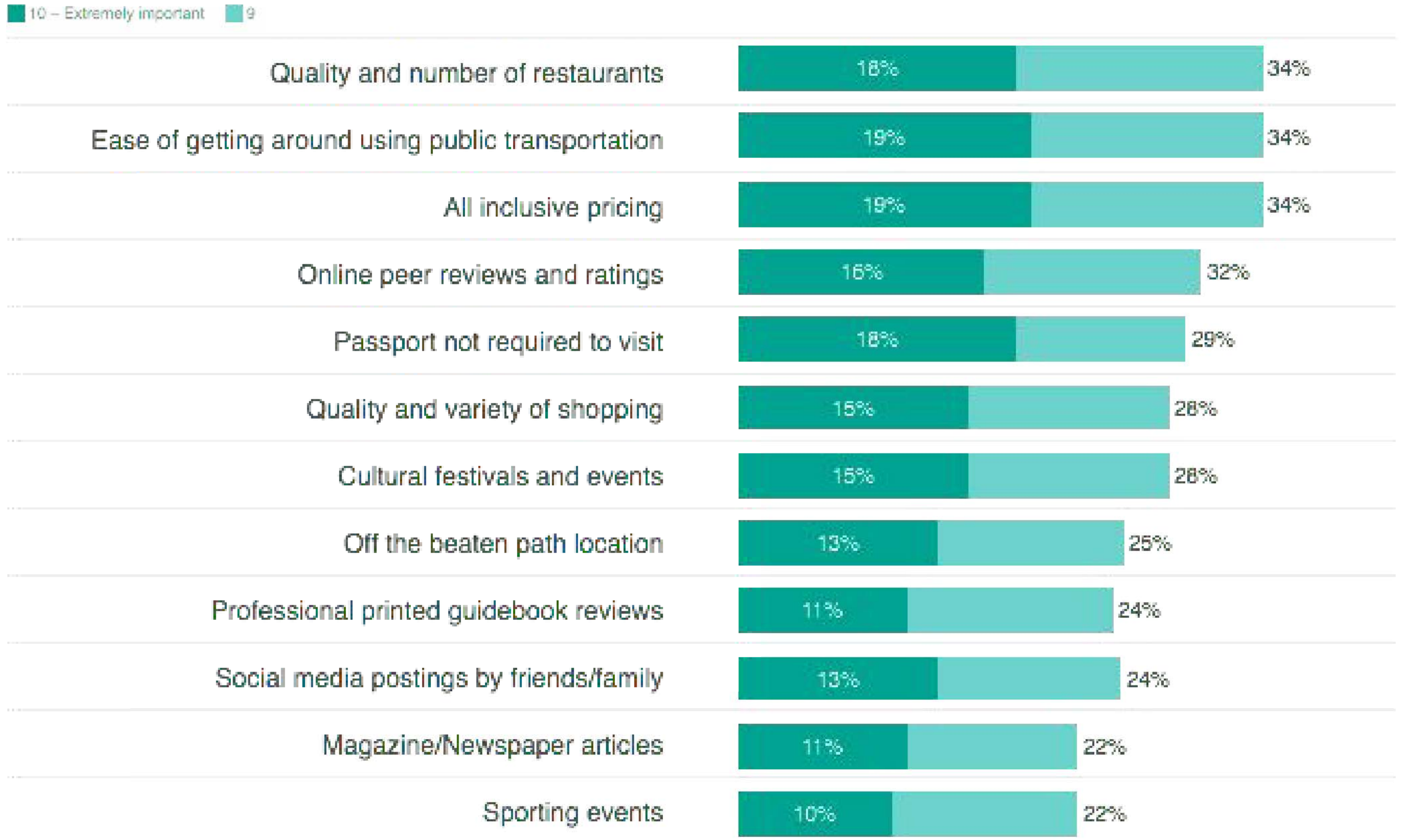
# MILLENNIALS: A VACATION DESTINATION







# MILLENNIALS: A VACATION DESTINATION







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# TO LIVE TO VISIT

## TO LIVE

---

### Safety

---

Job opportunities

---

Affordability of housing

---

Average commute time

---

### Quality of the natural environment

---

Average wages and household income

---

### Quality of parks and outdoor recreation

---

### Favourable climate

---

Proximity to hospitals and healthcare services

---

Quality and number of restaurants

---

## TO VISIT

---

### Safety

---

Cost

---

English spoken

---

### Quality of the natural environment

---

Number of fun attractions

---

Easily accessible by commercial flights

---

Opportunities to learn something new

---

### Quality of parks and outdoor recreation

---

Good cultural attractions

---

### Favourable climate

---





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# 3. A MODEL FOR EVALUATING THE COMPETITIVE STRENGTHS & WEAKNESSES OF PLACE







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## PERCEPTION IS SHAPED BY 23 FACTORS GROUPED INTO 6 CATEGORIES

- 
- 01 Place:** Quality of a city's natural and built environment

---

  - 02 Product:** A city's key institutions, attractions and infrastructure

---

  - 03 Programming:** The arts, culture and entertainment in a city

---

  - 04 People:** Immigration and diversity of a city

---

  - 05 Prosperity:** Employment, GDP per capita, and companies in a city

---

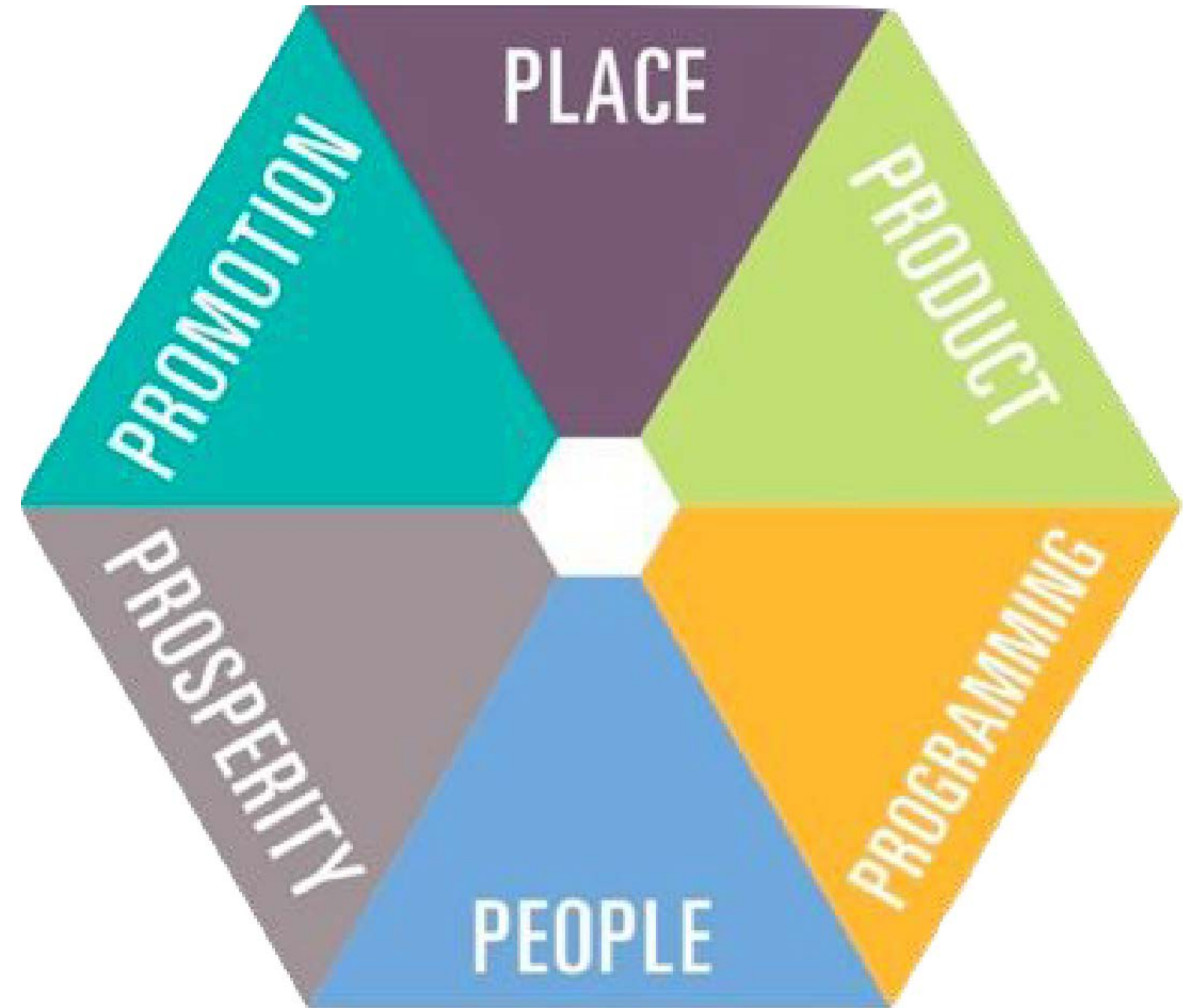
  - 06 Promotion:** Quantity of articles, references and recommendations online
-





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# COMPETITIVE IDENTITY







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# PLACE

Quality of a city or community's natural and built environment.







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# PLACE

Quality of a city or community's natural and built environment.

---

## **Weather**

*National Climatic Weather Centre*

---

## **Crime rate**

*Office for National, Regional Statistics,  
UN Office Drugs & Crime/Eurostat*

---

## **Neighbourhoods & Landmarks**

*TripAdvisor*

---

## **Parks & Outdoors**

*TripAdvisor*

---

## **Air Quality Index**

*World Health Organization*

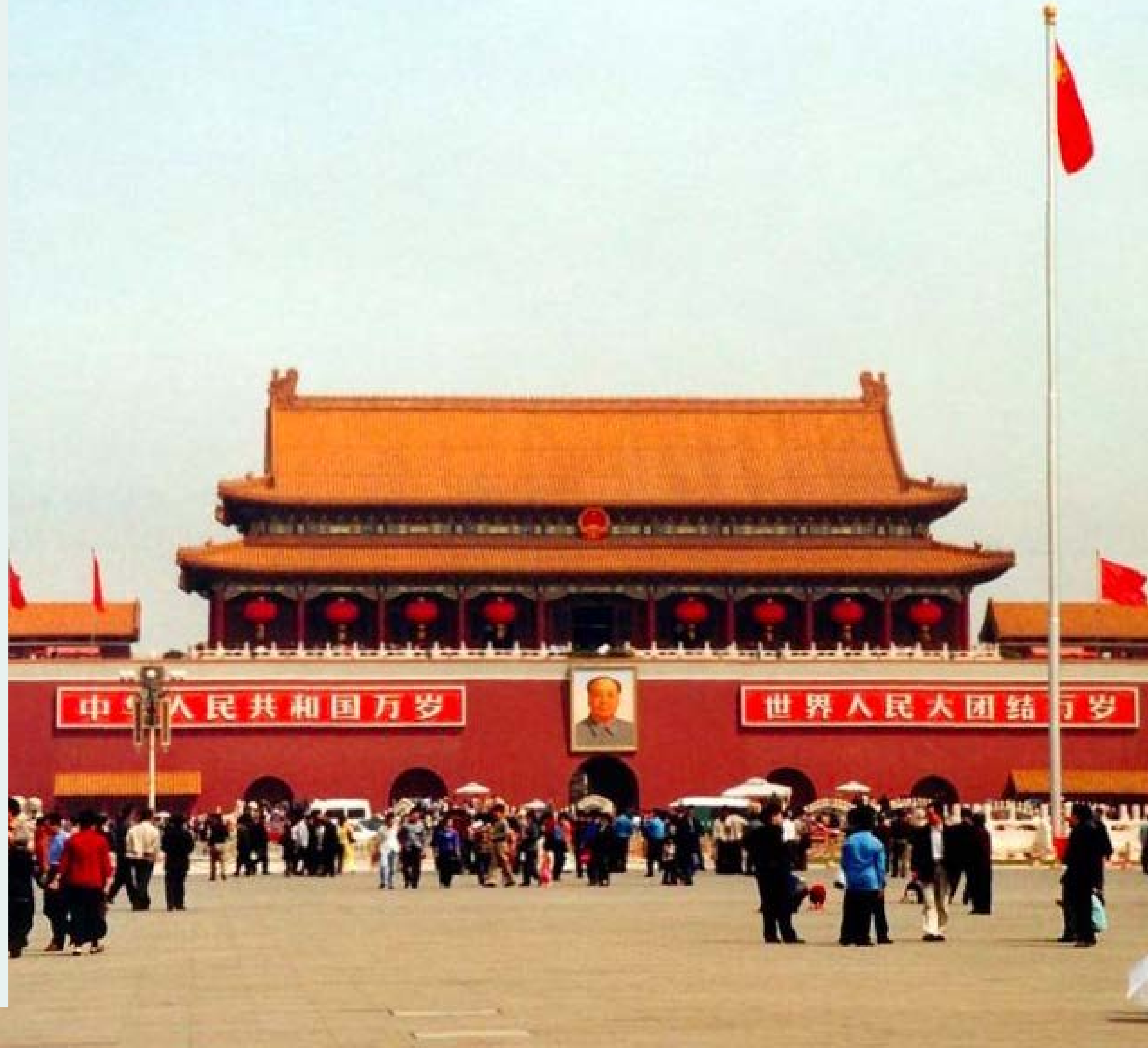
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# BEIJING







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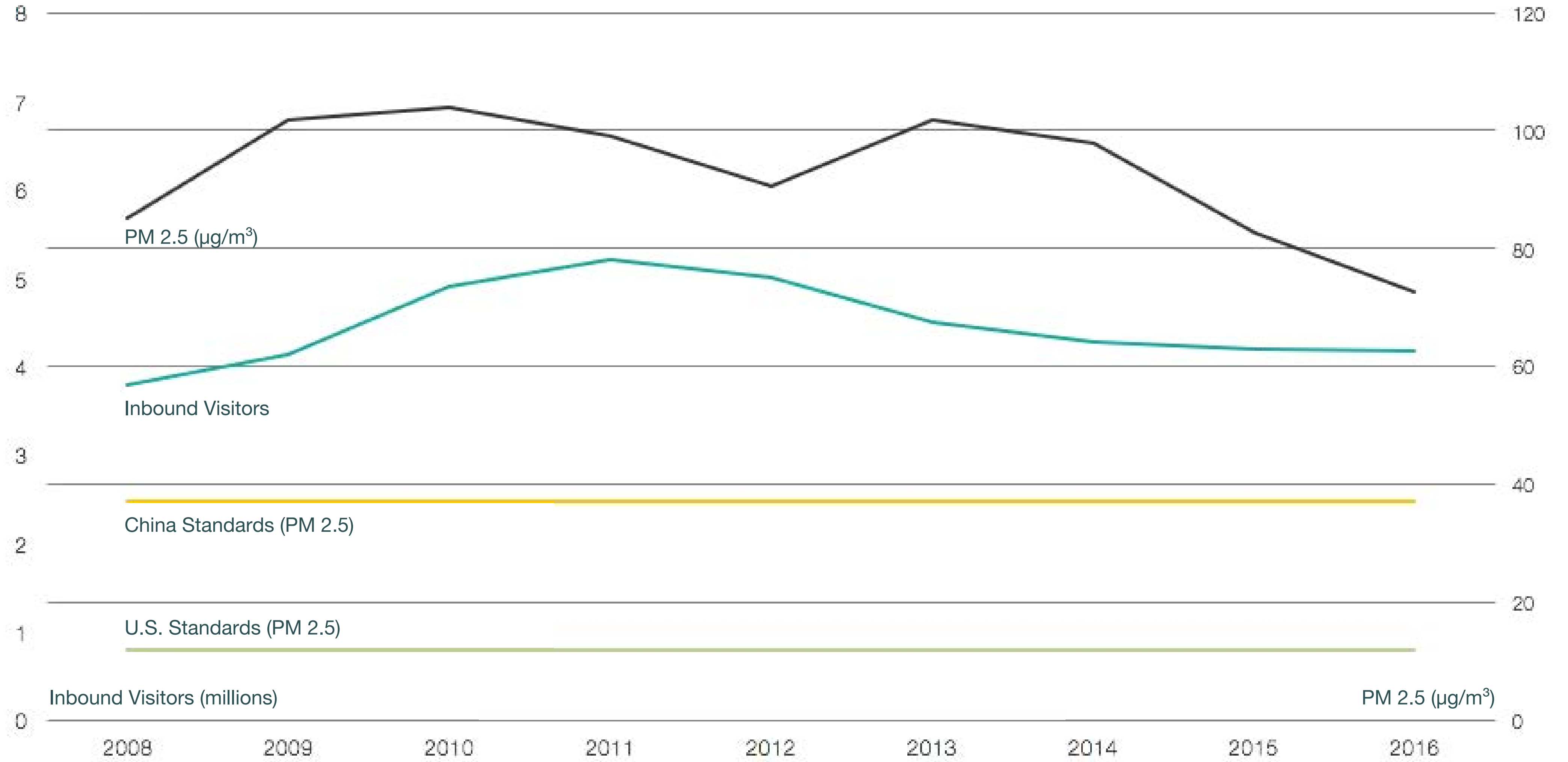
# BEIJING







# BEIJING - PM 2.5 / INBOUND VISITORS







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# TIMES SQUARE 1970s







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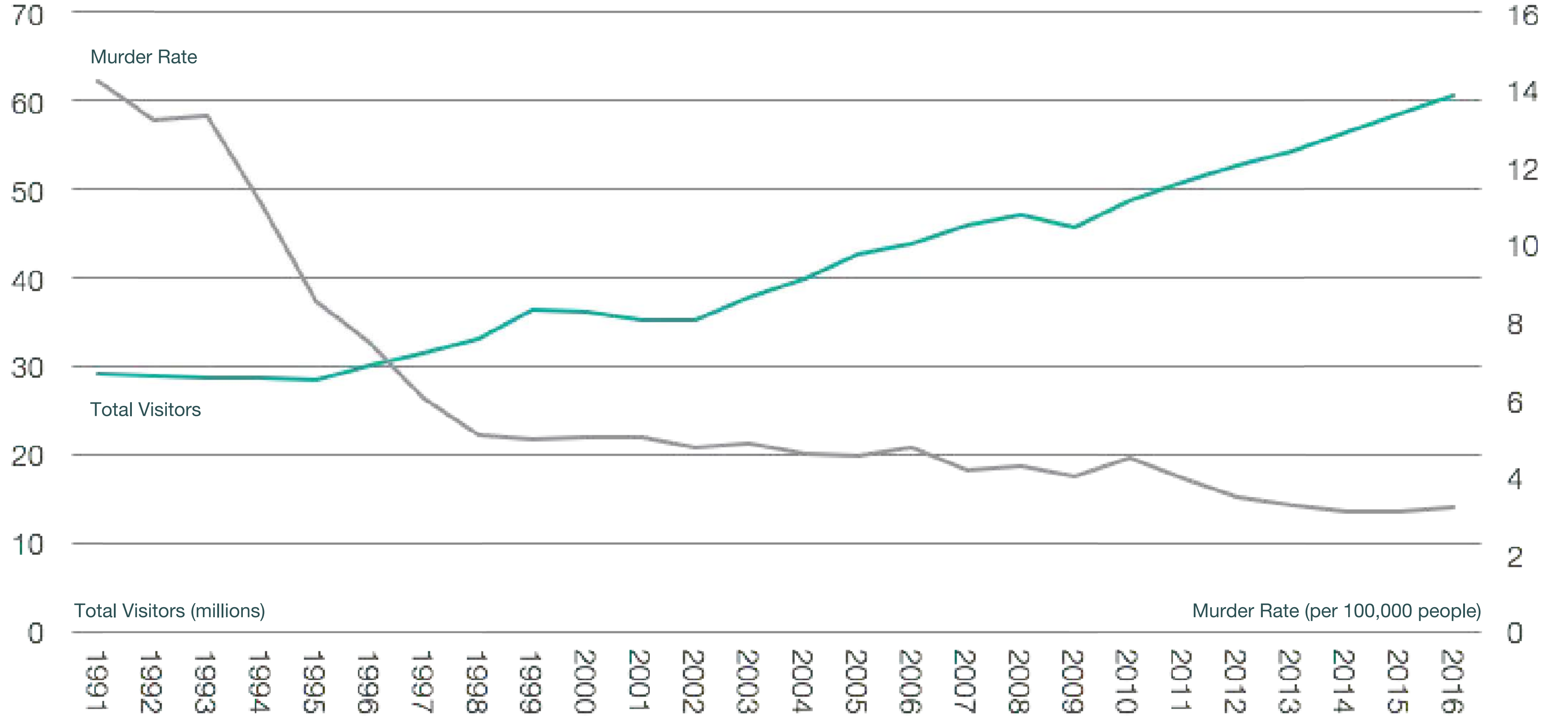
# TIMES SQUARE 2013







# NYC – MURDER RATE / ANNUAL VISITORS







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# TOP 25 CITIES FOR PLACE

*World's Best Cities*

01. TOKYO

---

02. BARCELONA

---

03. SAN DIEGO

---

04. ROME

---

05. LONDON

---

06. VENICE

---

07. SYDNEY

---

08. BRISBANE

---

09. MADRID

---

10. NEW YORK

11. DUBAI

---

12. MOSCOW

---

13. SINGAPORE

---

14. MIAMI

---

15. CAPE TOWN

---

16. LAS VEGAS

---

17. BEIJING

---

18. LISBON

---

19. SAN FRANCISCO

---

20. TUCSON

21. HONG KONG

---

22. AUCKLAND

---

23. SEATTLE

---

24. ST. PETERSBURG

---

25. RIO DE JANEIRO

---

26. AMSTERDAM





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# PRODUCT

A community's key institutions, attractions and infrastructure.







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# PRODUCT

A community's key institutions, attractions and infrastructure.

---

## University Ranking

*QS World University Rankings*

---

## Connectivity

*Google Flights*

---

## Convention Centres

*Official Convention Centre Website*

---

## Entertainment

*TripAdvisor*

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## Museums & Fine Arts Institutions

*TripAdvisor*

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# BILBAO

Guggenheim Museum Bilbao.

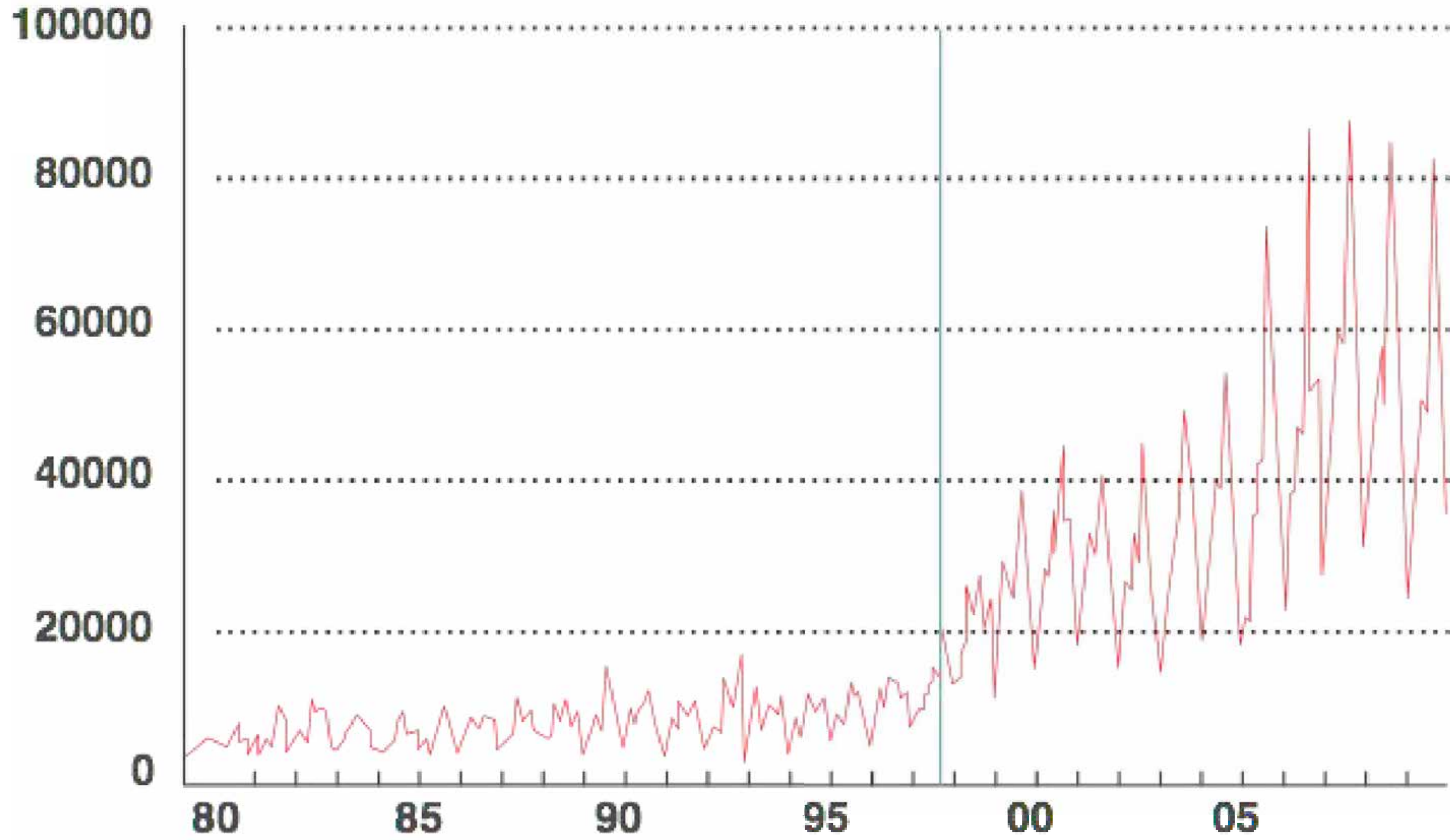
Monthly overnight stays of foreign visitors in the province of biscay from January 1980 to December 2010.







# BISCAY PROVINCE: OVERNIGHT STAYS







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# TOP 25 CITIES FOR PRODUCT

*World's Best Cities*

01. MOSCOW

11. BARCELONA

21. LOS ANGELES

02. PARIS

12. GUANGZHOU

22. DUSSELDORF

03. LONDON

13. LAS VEGAS

23. ROME

04. FRANKFURT

14. BEIJING

24. BRUSSELS

05. ISTANBUL

15. BERLIN

25. MADRID

06. TOKYO

16. AMSTERDAM

07. CHICAGO

17. SEOUL

08. ST. PETERSBURG

18. PRAGUE

09. NEW YORK

19. SHANGHAI

10. BOSTON

20. MUNICH

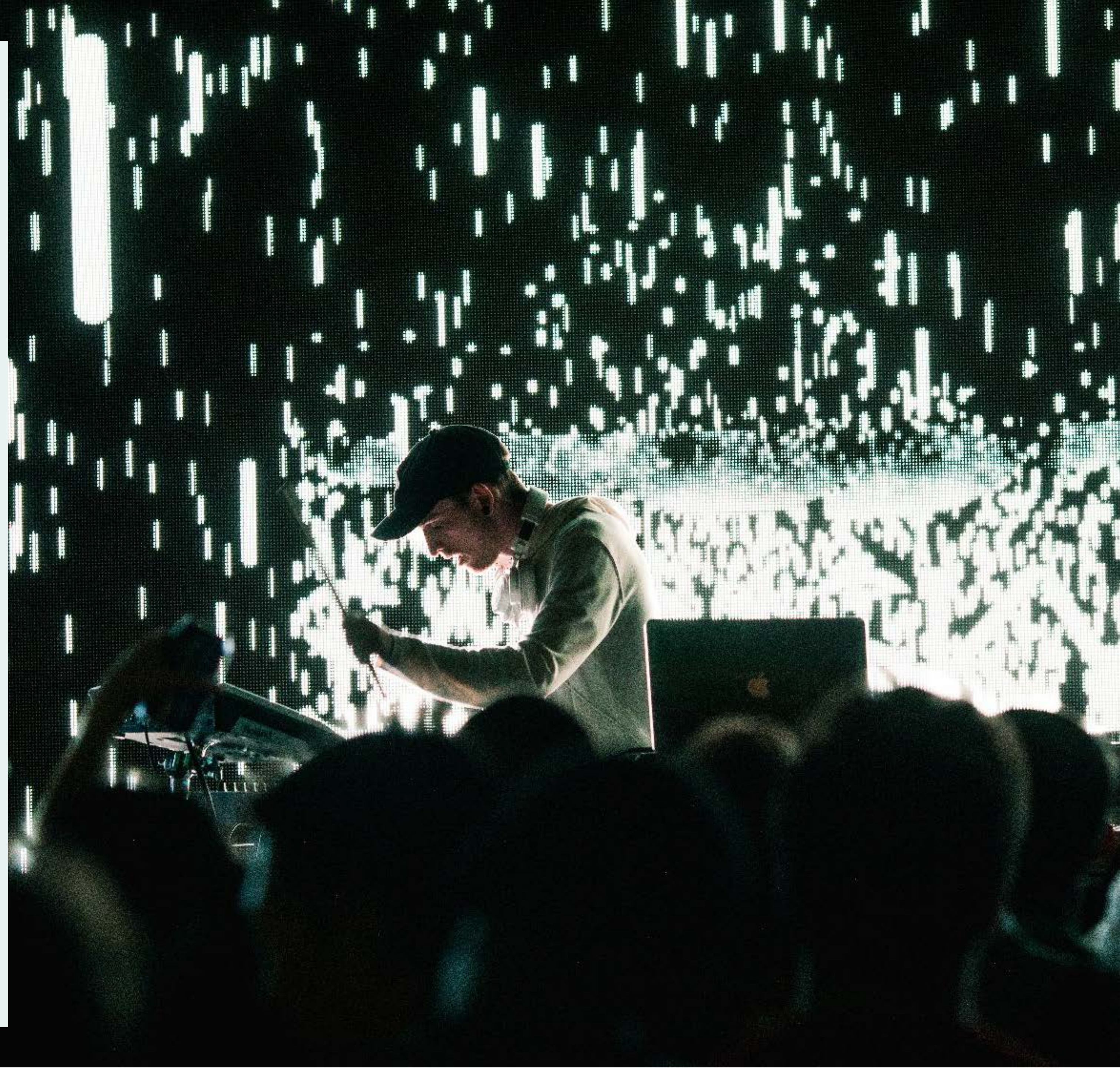




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# PROGRAMMING

The arts, culture and entertainment in a community.







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# PROGRAMMING

The arts, culture and entertainment in a community.

---

**Restaurants &  
Culinary Experiences**

*TripAdvisor*

---

**Shopping**

*TripAdvisor*

---

**Nightlife**

*TripAdvisor*

---

**Culture & Performing Arts**

*TripAdvisor*

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# PORTLAND, OR



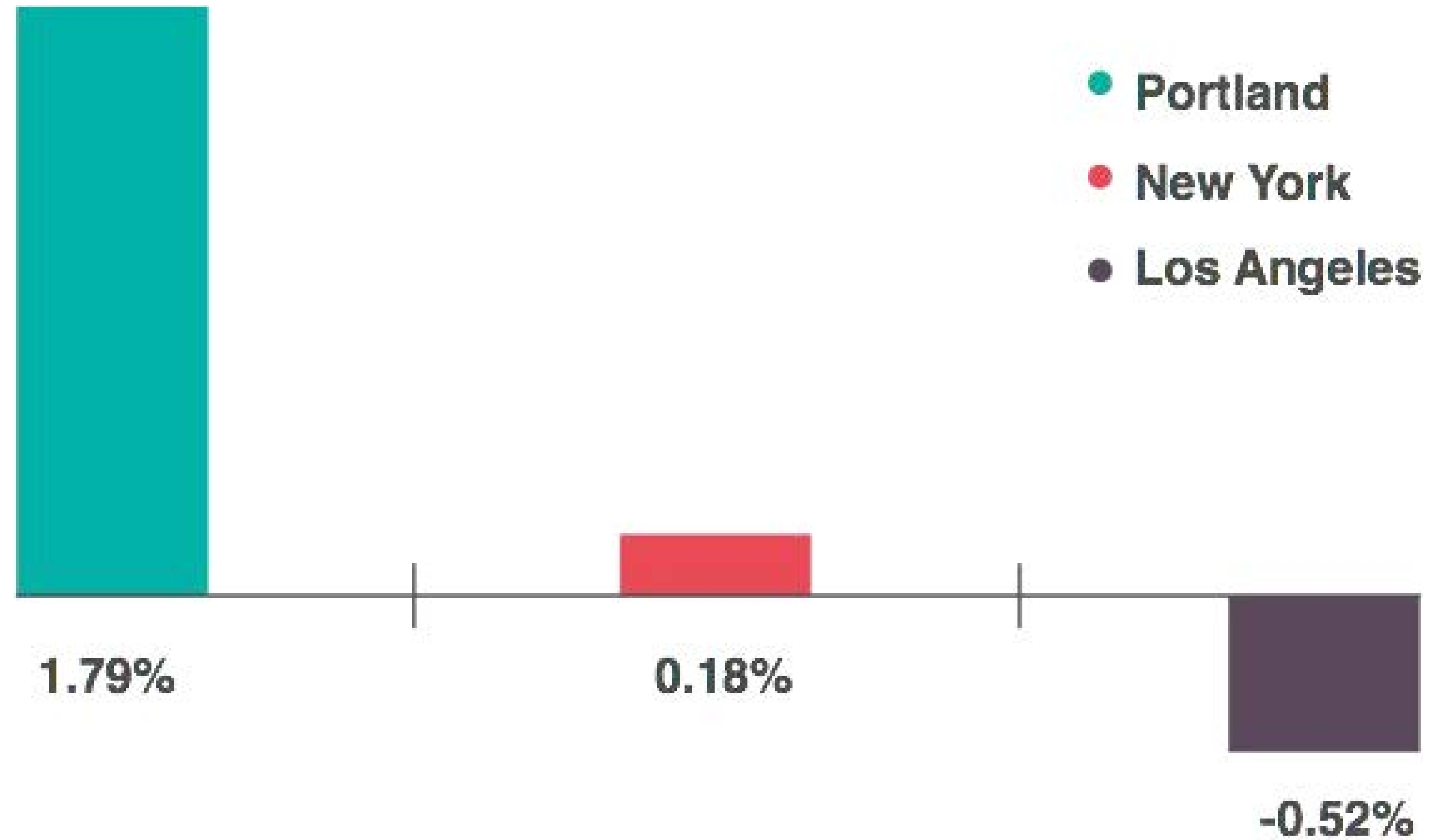




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# PORTLAND, OR

Annual growth of population aged 25 to 34, since 2000.







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# TOP 25 CITIES FOR PROGRAMMING

*World's Best Cities*

01. LONDON

11. ISTANBUL

21. RIO DE JANEIRO

02. NEW YORK

12. CHICAGO

22. LOS ANGELES

03. TOKYO

13. BERLIN

23. SHANGHAI

04. PARIS

14. LAS VEGAS

24. BUENOS AIRES

05. ROME

15. SEOUL

25. SINGAPORE

06. MADRID

16. MILAN

07. SAO PAULO

17. BANGKOK

08. BARCELONA

18. SAN FRANCISCO

09. PRAGUE

19. AMSTERDAM

10. MOSCOW

20. ST PETERSBURG





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# PEOPLE

Educational attainment, immigration and diversity of a community.







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# PEOPLE

Educational attainment, immigration and diversity of a community.

---

**Foreign-born residents**

*Office for National, Regional Statistics, World Bank, Eurostat*

---

**Educational Attainment**

*Office for National, Regional Statistics, World Bank, Eurostat*

---





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# TOP 25 CITIES FOR PEOPLE

*World's Best Cities*

01. VANCOUVER

11. BASEL

21. LUXEMBOURG

02. TORONTO

12. OTTAWA

22. MELBOURNE

03. SAN FRANCISCO

13. SINGAPORE

23. EDMONTON

04. ZURICH

14. BRUSSELS

24. MOSCOW

05. DUBAI

15. SAN JOSE

25. SYDNEY

06. LONDON

16. MONTREAL

07. ABU DHABI

17. AMSTERDAM

08. CALGARY

18. MIAMI

09. PARIS

19. PERTH

10. SEATTLE

20. TEL AVIV





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# PROSPERITY

The relative wealth of a community.







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# PROSPERITY

The relative wealth of a community.

---

Global Fortune 500  
companies

*Fortune*

---

GDP  
per Capita

*Brookings - Metropolitan Policy  
Program*

---

Unemployment  
Rate

*Office for National, Regional  
Statistics, Eurostat*

---





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# TOP 25 CITIES FOR PROSPERITY

*World's Best Cities*

01. BEIJING

11. HOUSTON

21. LOS ANGELES

02. DUBAI

12. SINGAPORE

22. PERTH

03. NEW YORK

13. SEATTLE

23. DALLAS

04. TOKYO

14. CHICAGO

24. SALT LAKE CITY

05. SAN JOSE

15. MINNEAPOLIS

25. MOSCOW

06. PARIS

16. PORTLANC

50. AMSTERDAM

07. LONDON

17. DENVER

08. WASHINGTON

18. HONG KONG

09. BOSTON

19. ZURICH

10. SAN FRANCISCO

20. CALGARY





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# PROMOTION

How much does the world  
talk about you online?







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# PROMOTION

How much does the world  
talk about you online?

---

**Google References**

*Google*

---

**TripAdvisor Reviews**

*TripAdvisor*

---

**Google Trends**

*Google*

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**Facebook check-ins**

*Facebook*

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# TOP 25 CITIES FOR PROMOTION

*World's Best Cities*

1. LONDON

11. CHICAGO

21. AMSTERDAM

2. NEW YORK

12. LOS ANGELES

22. MILAN

3. PARIS

13. SAO PAULO

23. SYDNEY

4. SINGAPORE

14. BERLIN

24. ISTANBUL

5. HONG KONG

15. WASHINGTON

25. ORLANDO

6. ROME

16. RIO DE JANEIRO

7. BARCELONA

17. BANGKOK

8. MADRID

18. TORONTO

9. DUBAI

19. SAN FRANCISCO

10. LAS VEGAS

20. HAMBURG





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# OVERALL







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# TOP 30 CITIES OVERALL

*World's Best Cities*

1. LONDON

11. MADRID

21. WASHINGTON

2. NEW YORK

12. LOS ANGELES

22. ST. PETERSBURG

3. PARIS

13. TORONTO

23. PRAGUE

4. MOSCOW

14. AMSTERDAM

24. BEIJING

5. TOKYO

15. BOSTON

25. SYDNEY

6. SINGAPORE

16. ROME

26. SAN JOSE

7. DUBAI

17. HONG KONG

27. MIAMI

8. BARCELONA

18. LAS VEGAS

28. BERLIN

9. SAN FRANCISCO

19. SEATTLE

29. VANCOUVER

10. CHICAGO

20. SAN DIEGO

30. ORLANDO





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## 4. A NEW APPROACH TO MAPPING A CITY'S COMPETITIVE IDENTITY

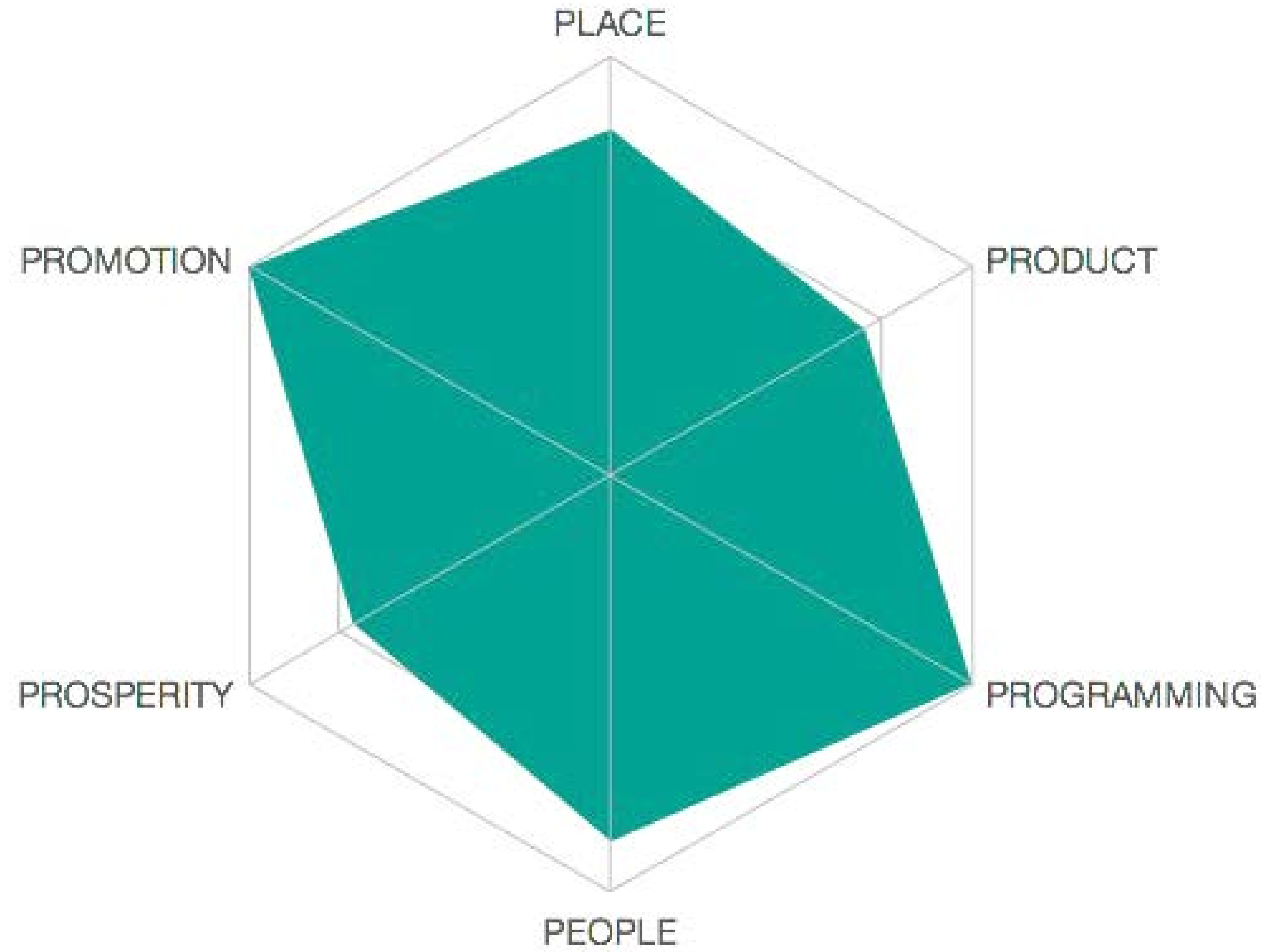






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# 01 LONDON

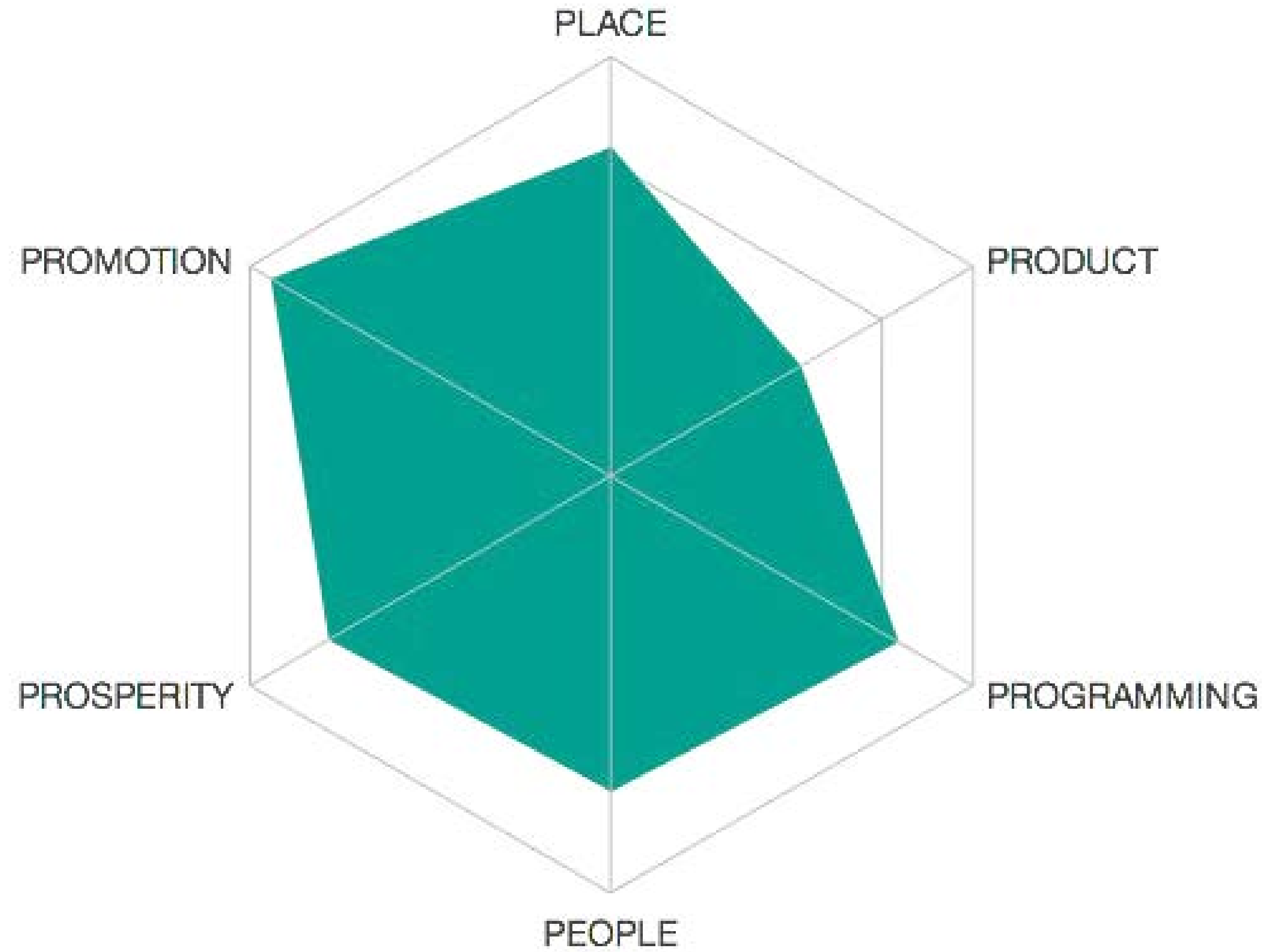






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# 02 NEW YORK

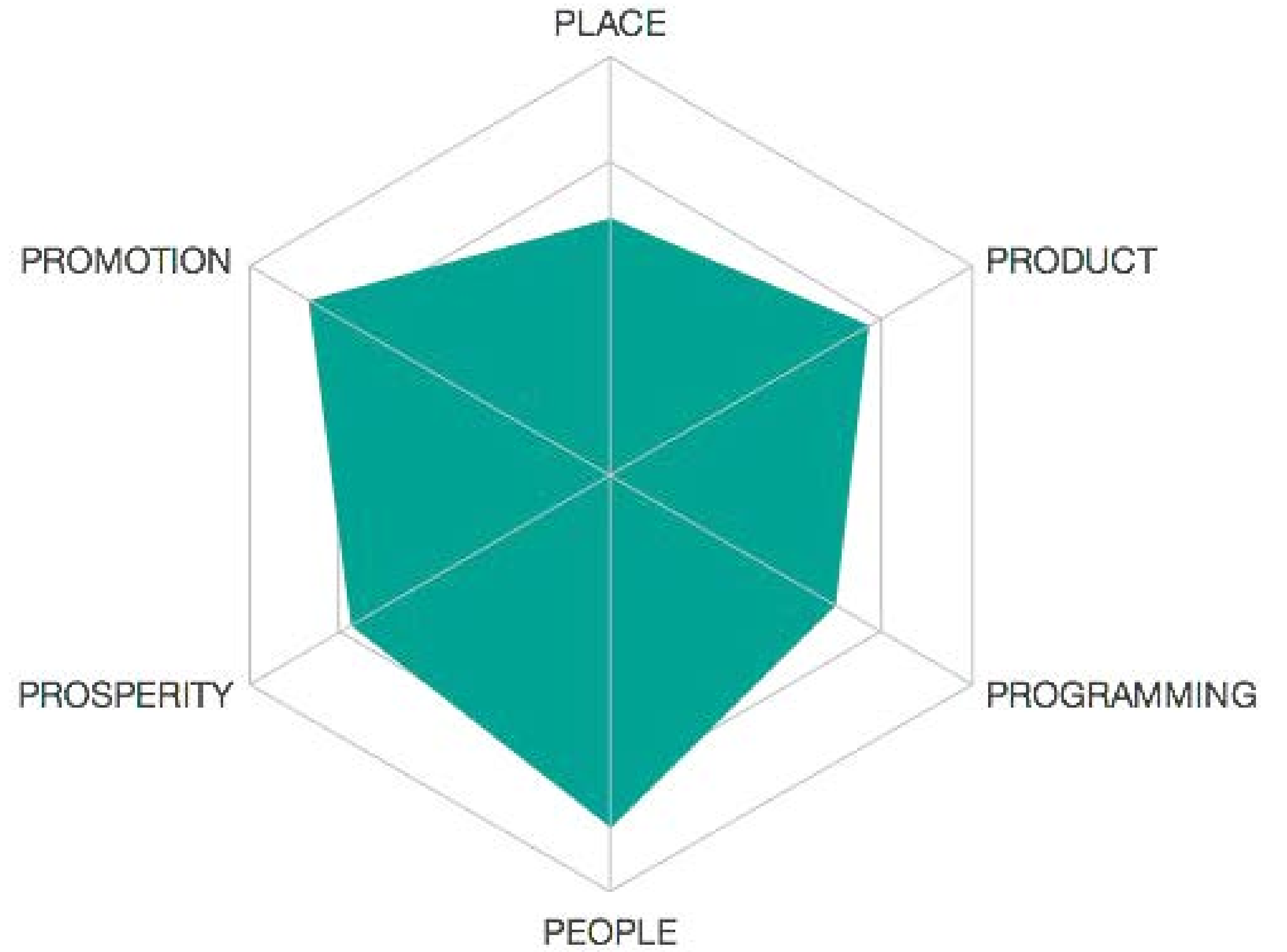






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# 03 PARIS

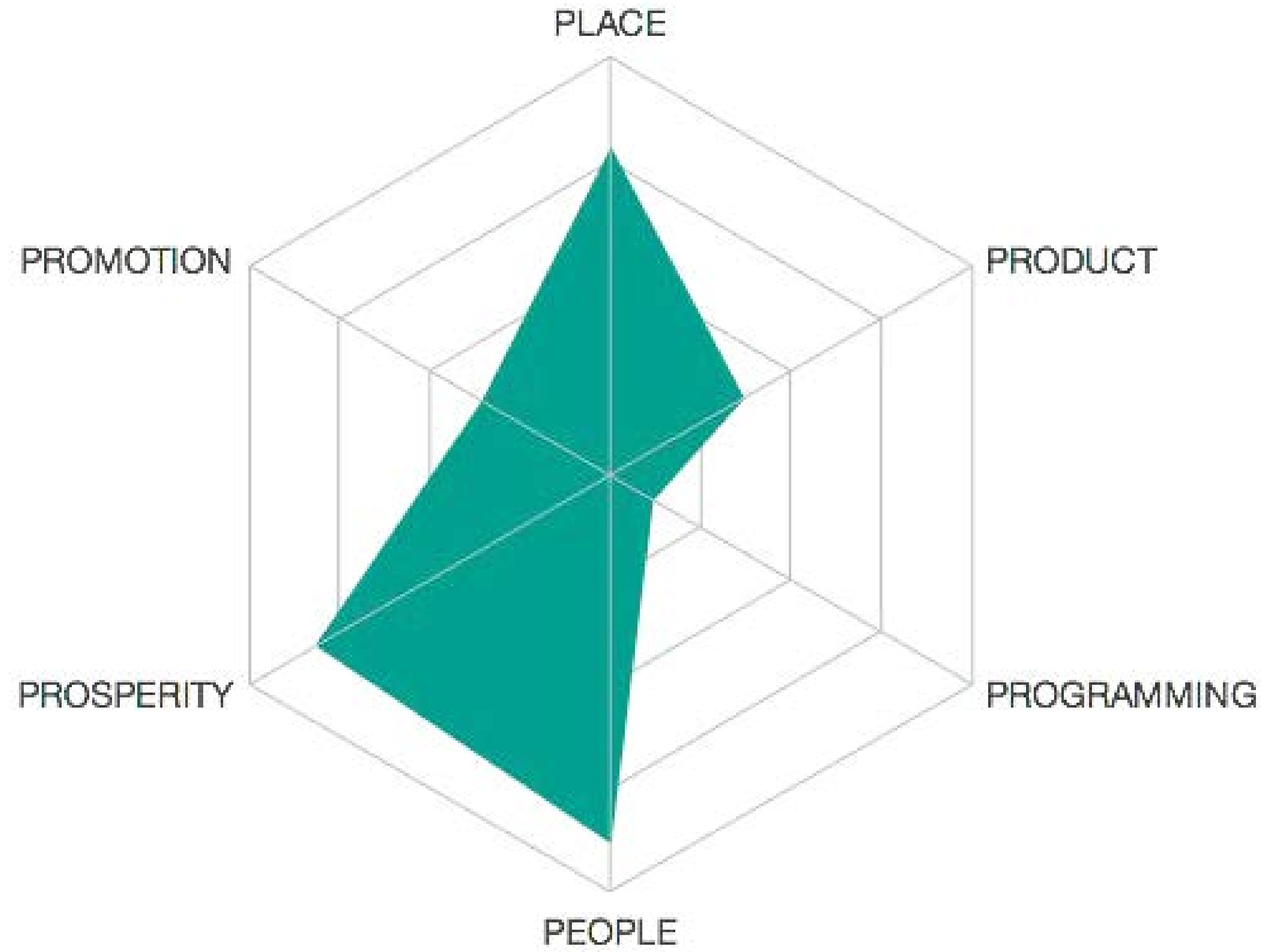






@resonanceco

# 07 DUBAI

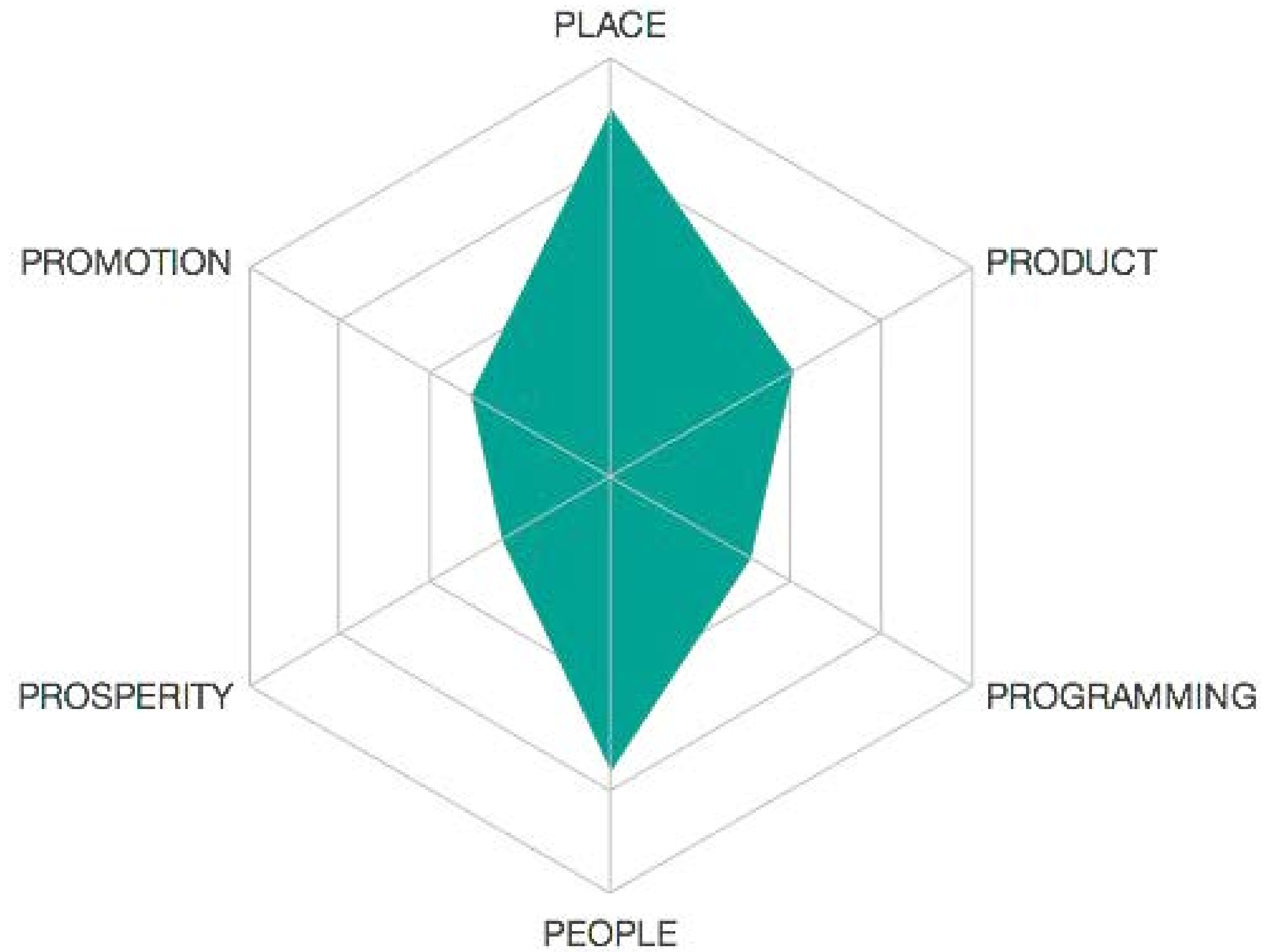






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# 08 BARCELONA

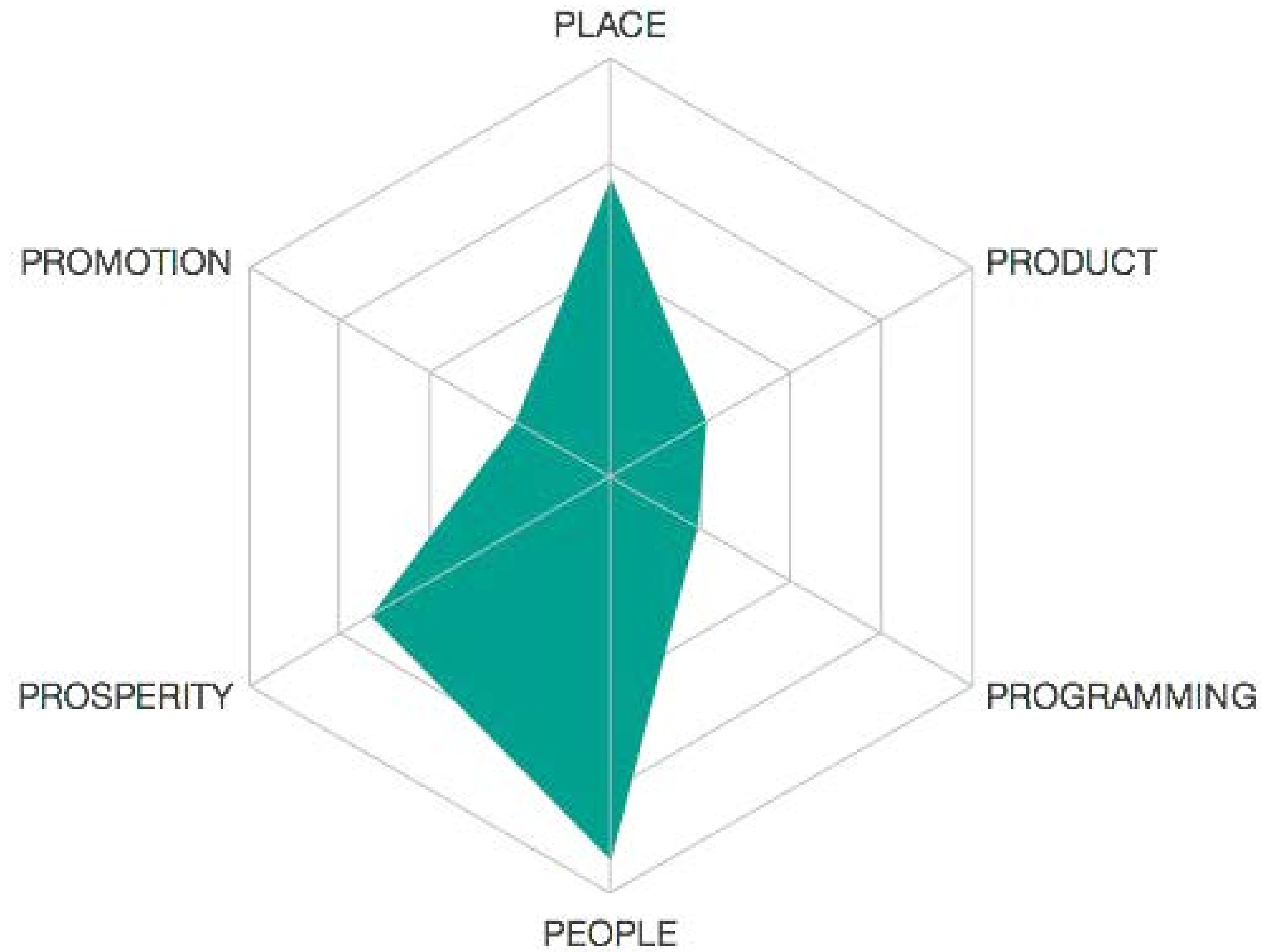






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# 09 SAN FRANCISCO

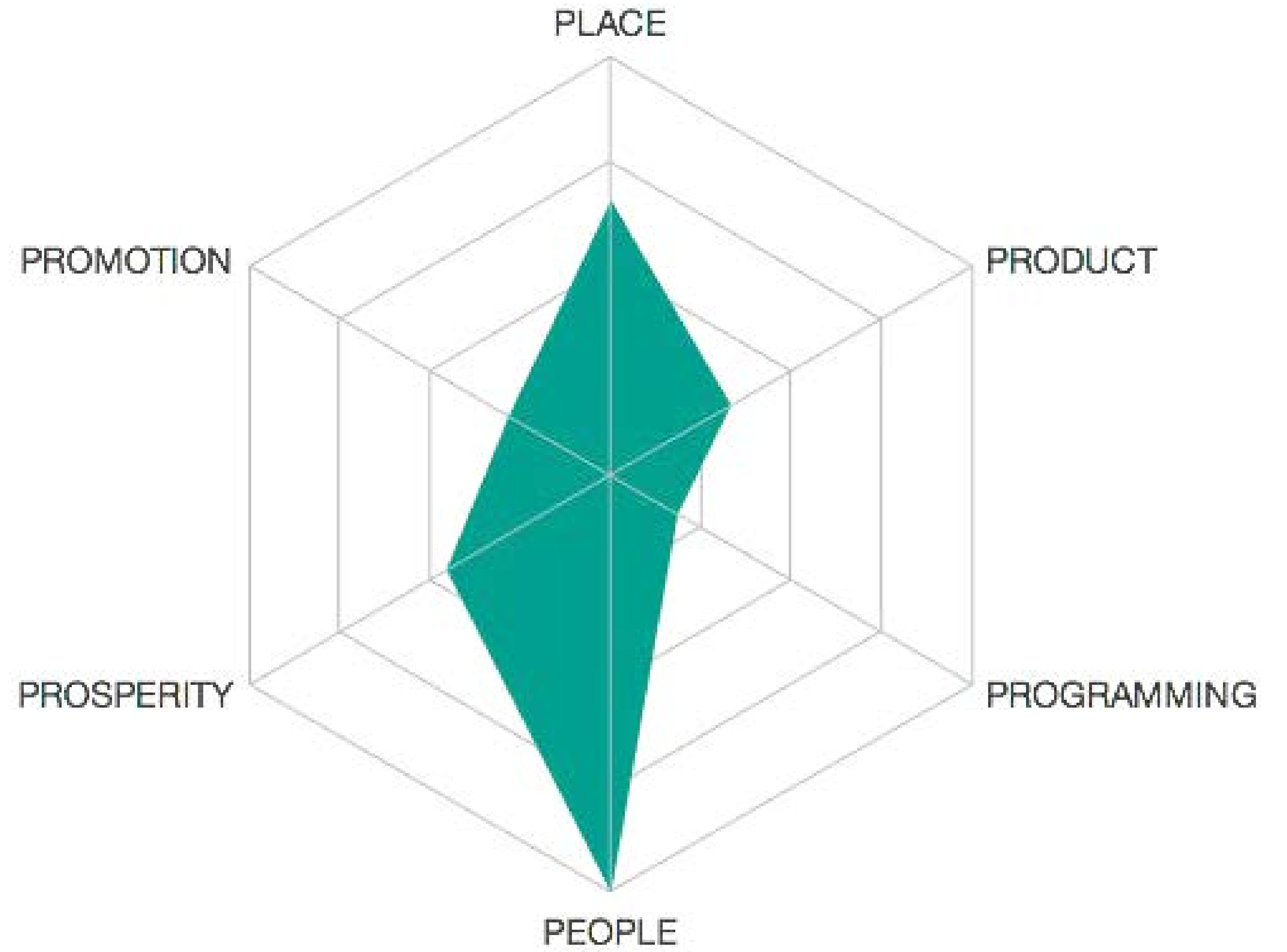






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# 13 TORONTO

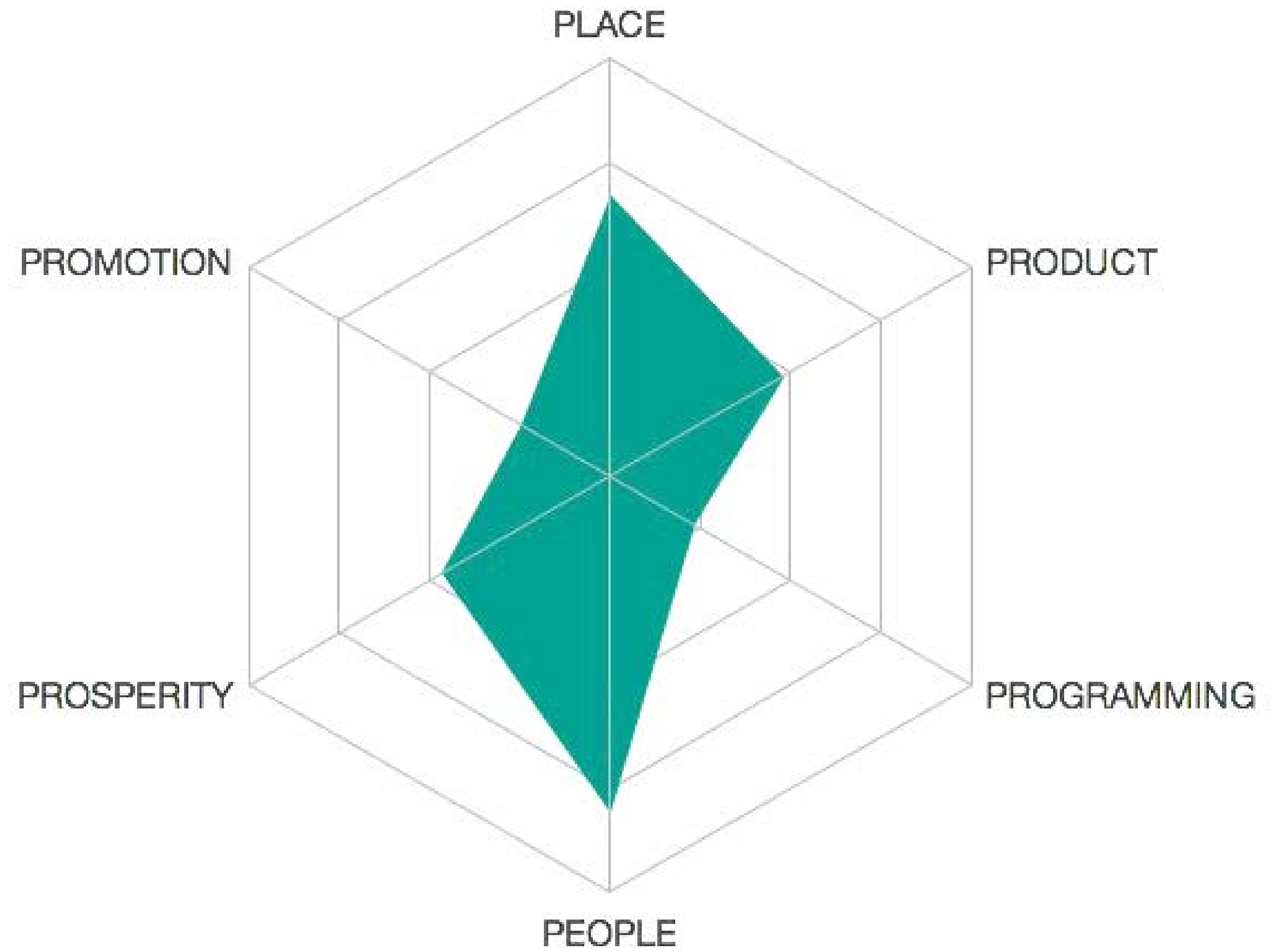






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# 14 AMSTERDAM

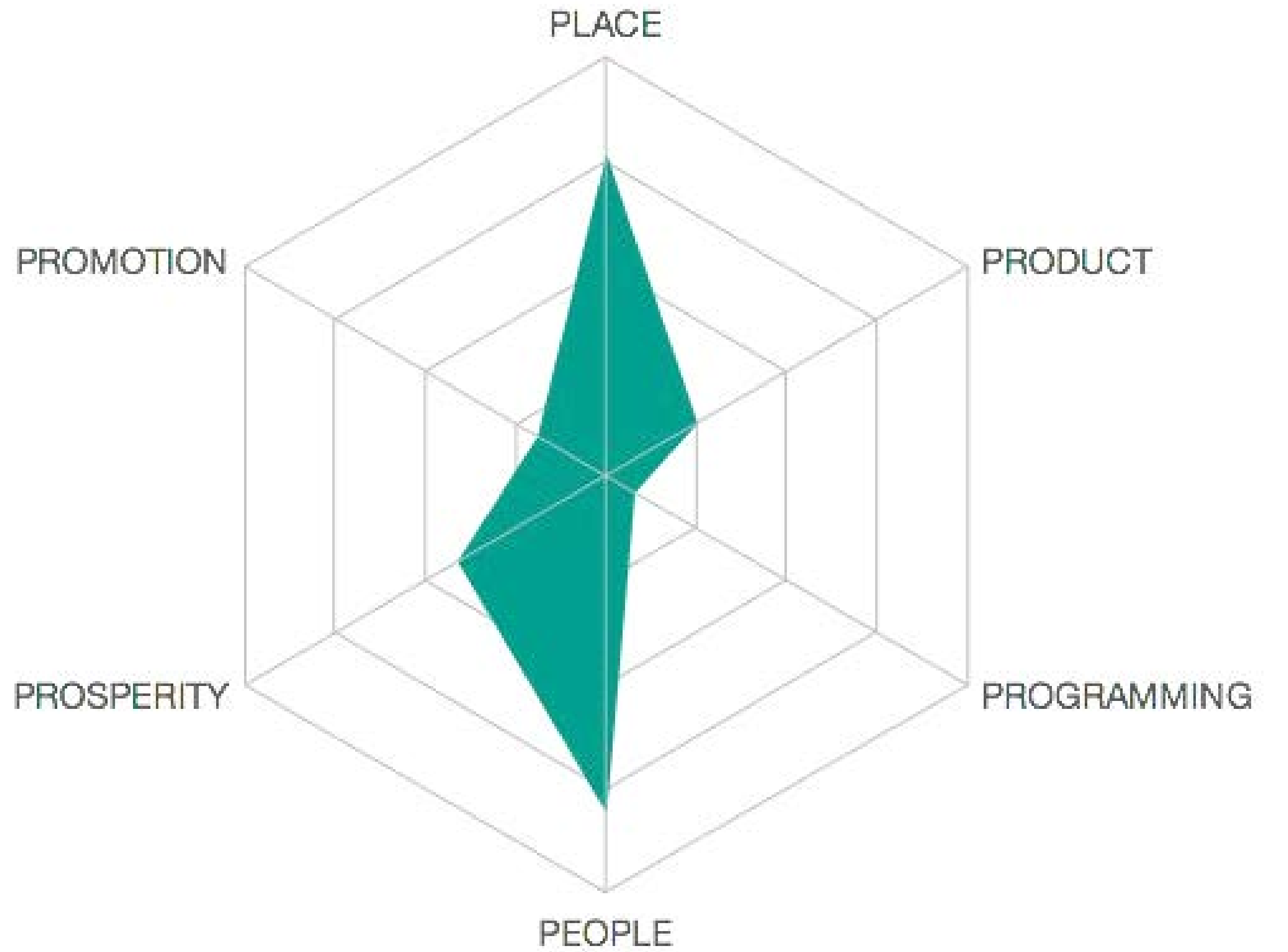






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# 27 MIAMI

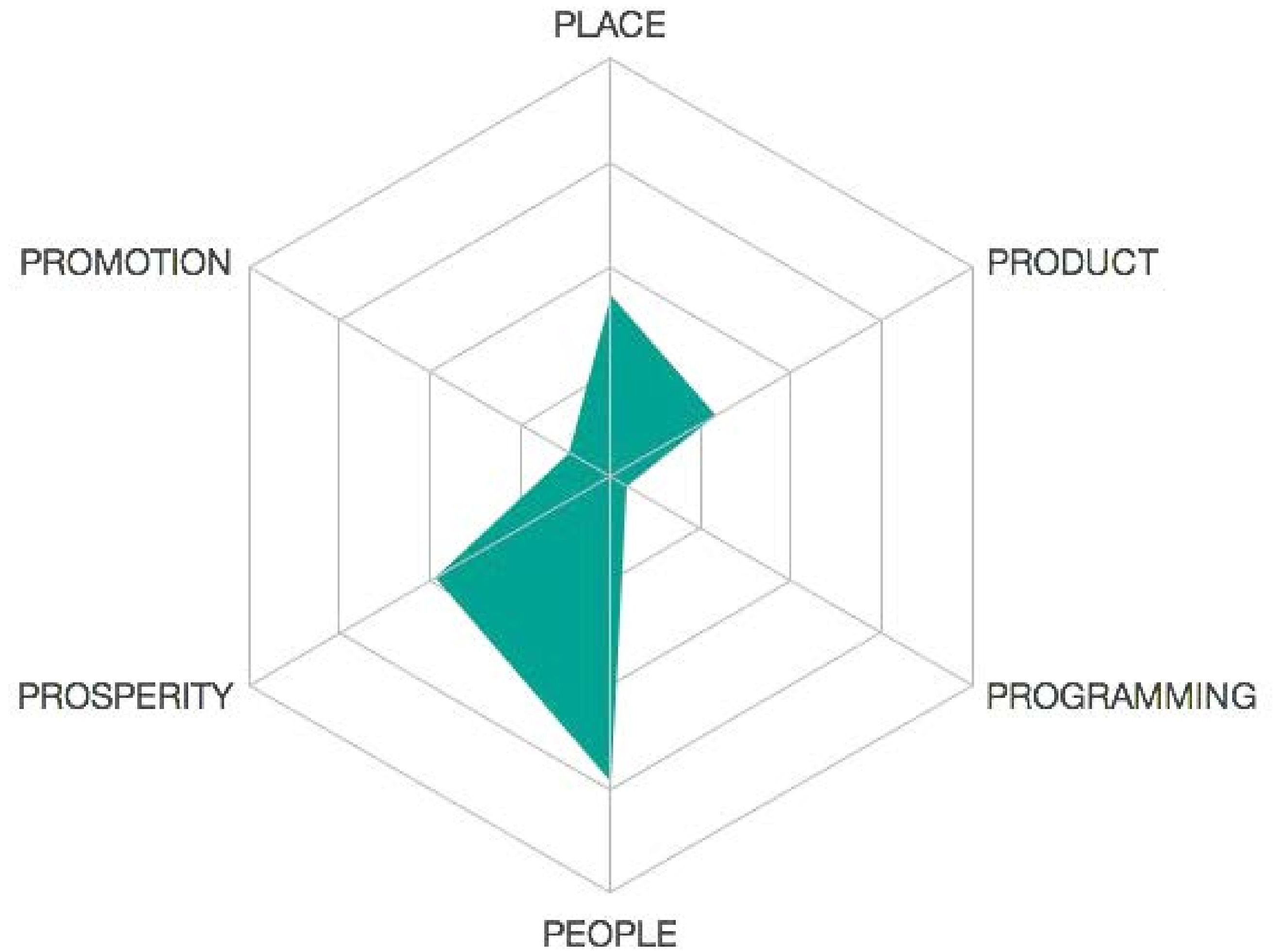






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# 54 STOCKHOLM

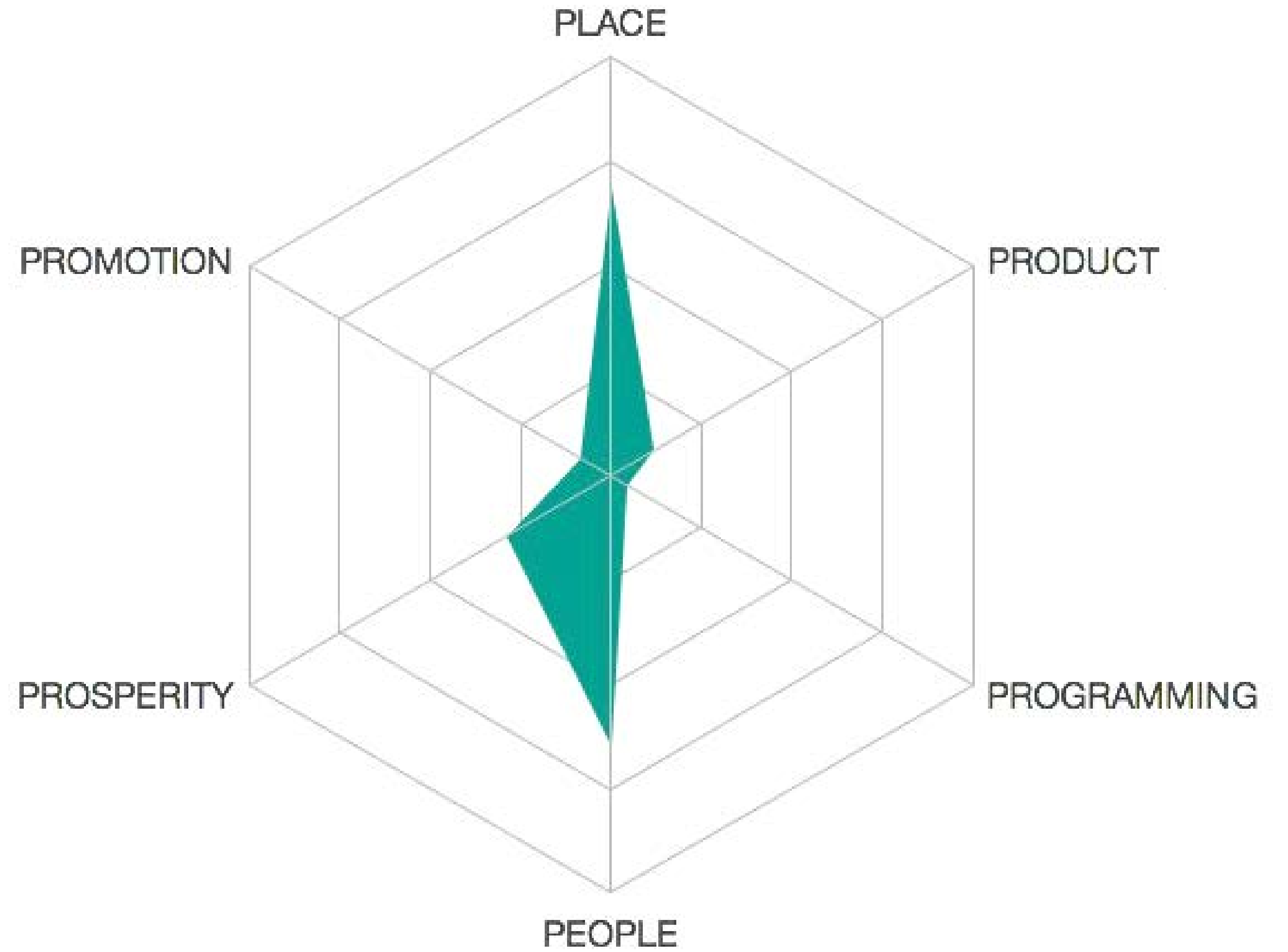






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# 79 AUCKLAND

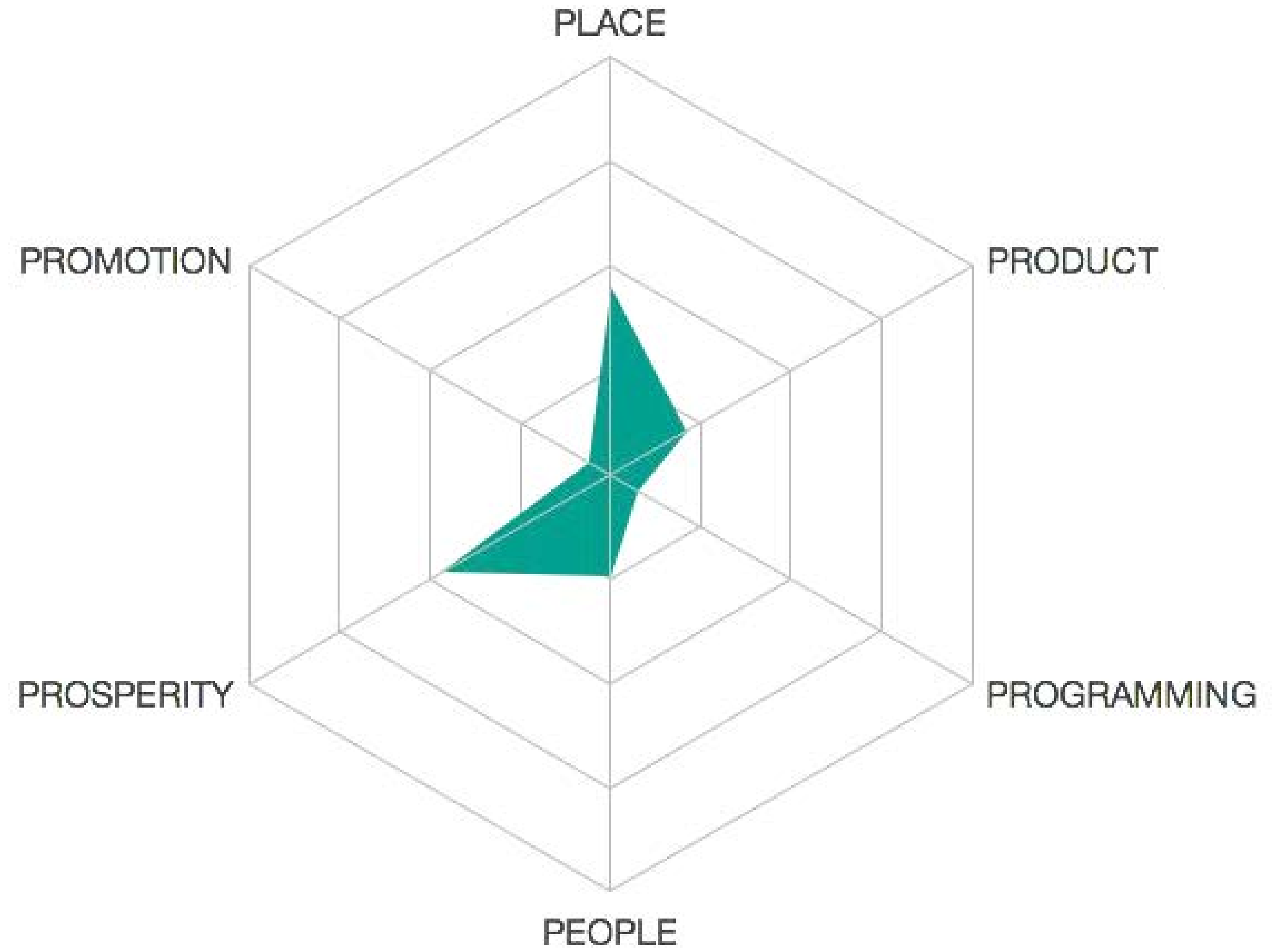






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# 122 BUCHAREST

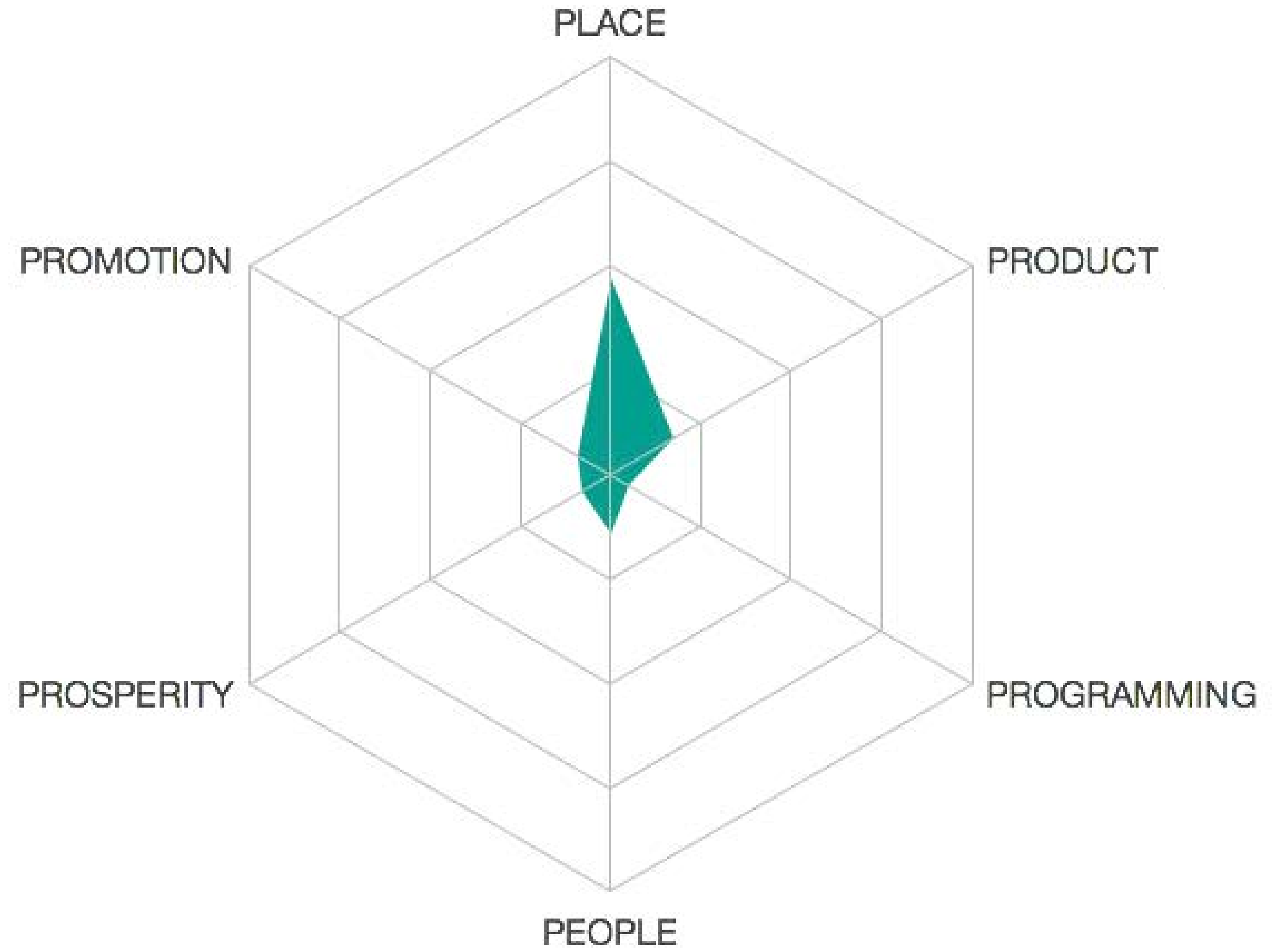






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# 161 CAIRO







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## 5. DEVELOPING YOUR PLACE BRANDING STRATEGY







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# FACTORS THAT SHAPE PERCEPTION OF PLACE

PERCEPTION

PRODUCT







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# WORLD'S BEST CITIES

Top 30 cities based on core statistics and online data.

1. LONDON

11. MADRID

21. WASHINGTON

2. NEW YORK

12. LOS ANGELES

22. ST. PETERSBURG

3. PARIS

13. TORONTO

23. PRAGUE

4. MOSCOW

14. AMSTERDAM

24. BEIJING

5. TOKYO

15. BOSTON

25. SYDNEY

6. SINGAPORE

16. ROME

26. SAN JOSE

7. DUBAI

17. HONG KONG

27. MIAMI

8. BARCELONA

18. LAS VEGAS

28. BERLIN

9. SAN FRANCISCO

19. SEATTLE

29. VANCOUVER

10. CHICAGO

20. SAN DIEGO

30. ORLANDO





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# IPSOS CITY INDEX

Top 10 cities based on a survey of 18,557 adults aged 16-64 across 26 countries.

<i>City</i>	<i>% score</i>	<i>2017 rank</i>	<i>2013 rank</i>
<b>New York</b>	50	1	1
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<b>Paris</b>	39	4	3
<b>Sydney</b>	36	5	5
<b>Zurich</b>	36	5	6
<b>Tokyo</b>	36	5	7
<b>Rome</b>	34	8	9
<b>Los Angeles</b>	28	9	10
<b>Amsterdam</b>	27	10	14





# RISK & OPPORTUNITY : IPSOS CITY INDEX

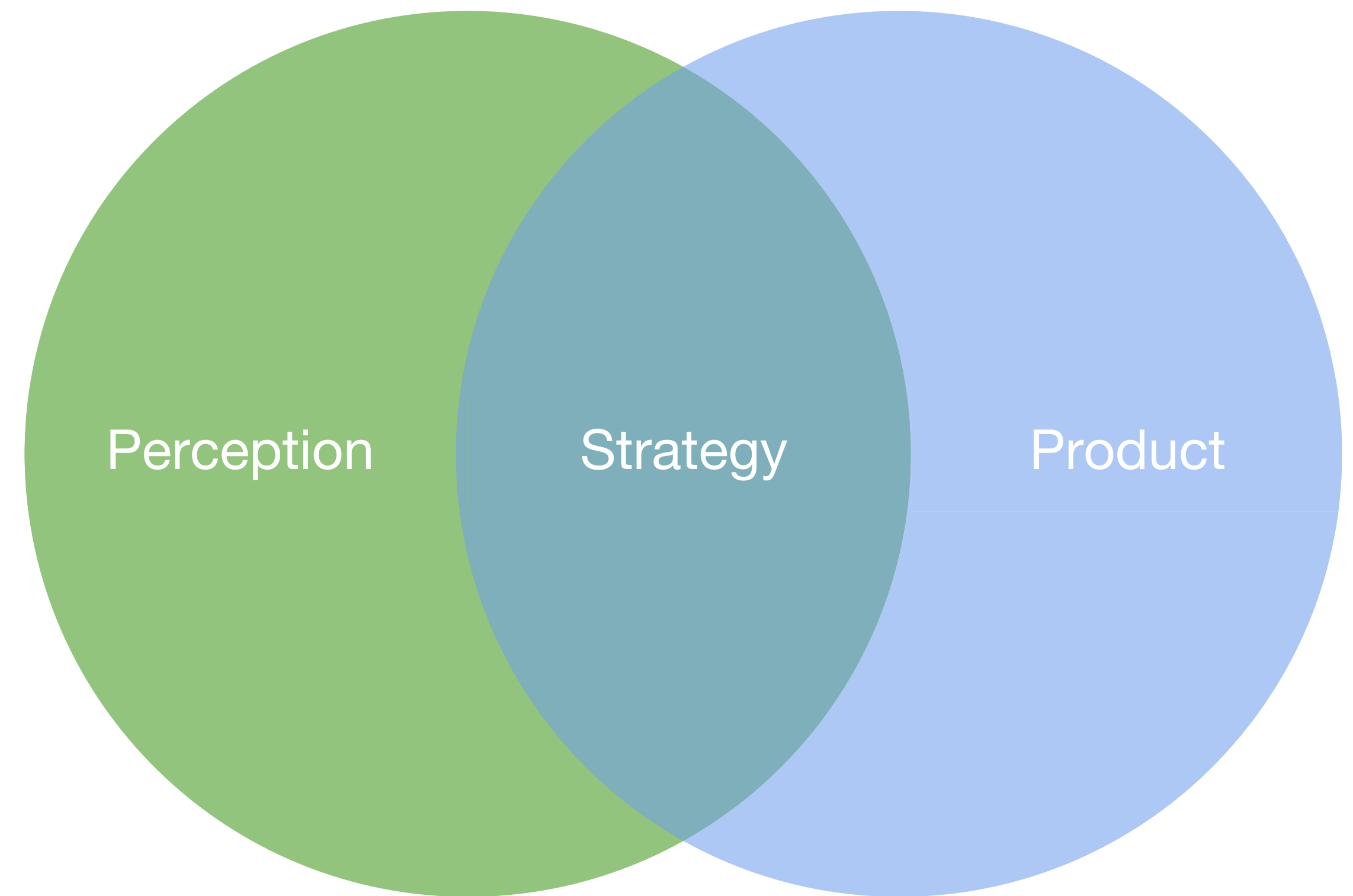






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# THE STRATEGY







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**PLACE BRANDING IS  
ABOUT MUCH MORE THAN  
A LOGO OR A TAGLINE.**

**IT'S A POSITIONING  
STRATEGY BASED ON AN  
UNDERSTANDING OF YOUR  
PERCEPTION AND  
PRODUCT.**







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# 6. PERCEPTION & PERFORMANCE







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# WHICH OF THESE AREAS ARE MOST CLOSELY CORRELATED WITH INTERNATIONAL TOURISM ARRIVALS?







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# INTERNATIONAL VISITORS

*Correlation Coefficient*

---

**PROMOTION**

0.90

---

**PROGRAMMING**

0.82

---

**PRODUCT**

0.66

---

**PLACE**

0.61

---

**PEOPLE**

0.58

---

**PROSPERITY**

0.29





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# INTERNATIONAL VISITORS

	<i>Correlation Coefficient</i>
<b>Facebook Check-in</b>	0.89
<b>TripAdvisor Reviews</b>	0.86
<b>Google Trends</b>	0.85
<b>Neighbourhoods &amp; Landmarks</b>	0.82
<b>Culinary</b>	0.80
<b>Culture</b>	0.78
<b>Google Search Results</b>	0.78
<b>Nightlife</b>	0.78
<b>Shopping</b>	0.78
<b>Museums</b>	0.72





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# WHICH OF THESE AREAS ARE MOST CLOSELY CORRELATED WITH FOREIGN INVESTMENT?







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# FOREIGN DIRECT INVESTMENT

*Correlation Coefficient*

---

**PROMOTION**

0.85

---

**PROGRAMMING**

0.82

---

**PRODUCT**

0.79

---

**PEOPLE**

0.44

---

**PLACE**

0.35

---

**PROSPERITY**

0.29





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# FOREIGN DIRECT INVESTMENT

*Correlation Coefficient*

---

**Google Trends**

0.91

---

**Sports Teams**

0.87

---

**Facebook Check-in**

0.87

---

**Culinary**

0.84

---

**Google Search Results**

0.83

---

**Museums**

0.81

---

**Fortune 500**

0.81

---

**Neighbourhoods & Landmarks**

0.78

---

**Culture**

0.77

---

**Nightlife**

0.77

---





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**THE FACTORS THAT MAKE  
A PLACE ATTRACTIVE TO  
VISIT ARE INCREASINGLY  
ALIGNED WITH THOSE  
THAT MAKE IT ATTRACTIVE  
TO INVEST.**

## TOURISTS

---

Facebook Check-in

---

**TripAdvisor Reviews**

---

Google Trends

---

Neighbourhoods / Landmarks

---

Culinary

---

Culture

---

Google Search Results

---

Nightlife

---

**Shopping**

---

Museums

---

## INVESTMENT

---

Google Trends

---

**Sports Teams**

---

Facebook Check-in

---

Culinary

---

Google Search Results

---

Museums

---

**Fortune 500**

---

Neighbourhoods / Landmarks

---

Culture

---

Nightlife

---





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# PLACE & PROSPERITY

While livability shapes perception, it has a low correlation with visitor arrivals and foreign investment.

The relative “vibrancy” of the city is determining where tourism and investment flows.







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**“THE PROBLEM IS NOT SO MUCH TO BRAND THE CITY, BUT TO MAKE THE CITY INTO A BETTER CITY, A CLEANER CITY, A MORE CARING CITY – A CITY WITH SOME INTERESTING THINGS TO SEE AND DO.”**

– Philip Kotler, Author of Marketing Places







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# AMAZON HQ2 RFP CRITERIA

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## **Incentives**

Tax credits, relocation grants

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## **Labor Force**

Educational attainment, university system

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## **Connectivity**

Daily direct flights to Seattle, New York, the San Francisco Bay area, and Washington DC.

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## **Infrastructure**

Mass transit, inter-connected highway system

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## **Culture**

Diversity, inclusion

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## **Quality of Life**

Programming, recreational opportunities

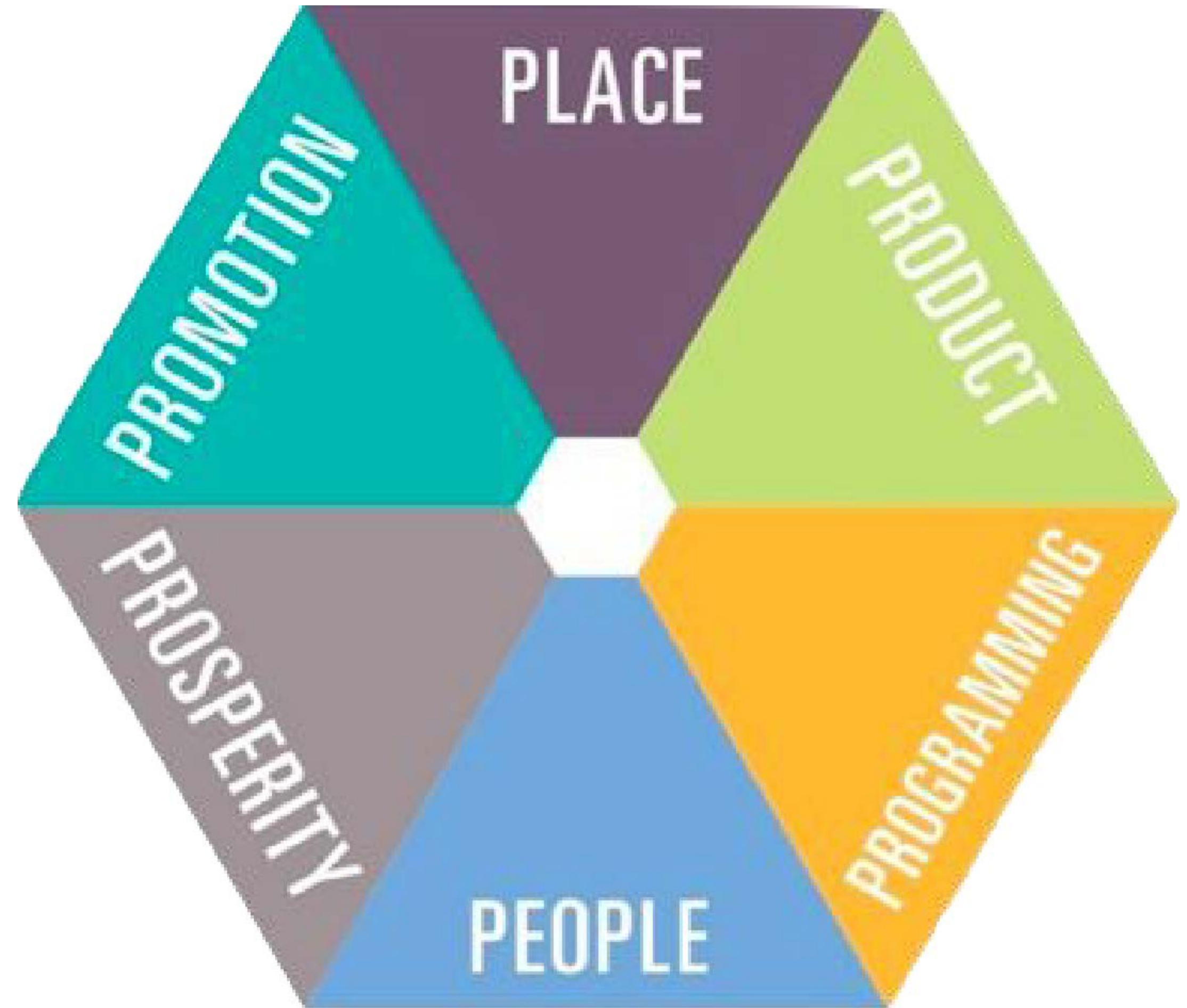
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# COMPETITIVE IDENTITY







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# THANK YOU

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