Fines are charged at 50p per hour

An Evaluation of Place Marketing for Tourism within selected British Industrial Cities

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ABSTRACT

This research investigates the decision-making processes and objectives of tourism marketing organisations in the marketing of industrial cities for tourism, as part of their urban regeneration. The local authorities of these industrial cities have started to adopt a marketing orientation to some of their activities, as they are becoming increasingly aware that they are competing with each other for resources such as tourists, business locators and residents in order to regenerate their economies. They are therefore marketing themselves and projecting favourable place images. This study examines in detail the importance of place image in the tourism marketing process, as the marketing of a city for tourism is thought to be able to improve the often negative images of these industrial cities.

A review of the literature reveals that no writers have examined the objectives behind cities choosing tourism as a catalyst for urban regeneration; and virtually no research has investigated the creation of tourism images, the types of images projected in promotional material, and the tourism marketing organisations responsible for marketing industrial cities for tourism.

The research made use of qualitative research methods as these were felt to be appropriate for the nature of the study. A large study was carried out, examining the promotional material from sixty industrial towns and cities for the projection of place images. A case study approach was used to examine the specific situation that existed for tourism marketing in five industrial cities and this involved the interviewing of tourism marketing professionals in these cities.

The results indicate that the five cities had adopted similar approaches to the use of tourism marketing for urban regeneration, but varied in their emphasis of the objectives and in their organisational structure for tourism marketing. The large study showed that the sixty places projected similar, broad images to one another in their promotional material, but emphasised different aspects of this similar image. The five case study cities had different approaches to the process of image creation, but again promoted similar broad city images and emphasised different aspects of this city image from each other.

Issues arising from the research are that in the future cities may adopt broader place marketing objectives and promote broader place images, and this will have implications for the role of tourism marketing. It seems that places have similar tourism marketing objectives, so will they promote similar tourism products ? Places already promote similar tourism images, so how can they differentiate these images? It appears that official agencies responsible for marketing cities need a better understanding of place image and place marketing.

ACKNOWLEDGEMENTS

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CHAPTER 1

INTRODUCTION

1.1 THE STUDY

This study examines the objectives and decision-making processes of tourism marketing organisations in the marketing of industrial cities for tourism, as part of their urban regeneration. In particular it examines the importance of image in the tourism marketing process as place image has been shown to affect the decision-making and subsequent behaviour of visitors and inward investors. Tourism is increasingly being used as a means of urban regeneration in industrial cities, because the marketing of a city for tourism can improve the negative images of industrial cities, so that visitors and inward investors will be attracted to these cities to regenerate their economies. Tourism marketing is examined in the context of urban regeneration in these cities and how they are using tourism as one aspect of place marketing to improve their image.

1.2 AIMS OF THE STUDY

A number of writers have described the use of tourism for urban regeneration. However, none have examined in detail the objectives behind increasing numbers of urban local authorities choosing tourism as a catalyst for regeneration and using tourism marketing to improve their image, or have examined the operations of organisations and staff responsible for carrying out this tourism marketing. This study aims to build on the work of a range of academics by examining the decision-making processes that led to tourism

marketing being a part of the urban regeneration process
and the organisations that carry out tourism marketing.

Most tourism image research has been concerned with how
potential visitors perceive places and respond to images
projected in promotional material. However, virtually no
research has looked at the initial creation of tourism
images by tourism marketing organisations. Few studies
have examined, for example, how tourism images projected in
promotional material are created, or have investigated
tourism marketing organisations in relation to the images
they create and the views of people responsible for
creating these images. This study will discuss how and why
certain images of a place are created for tourism marketing
purposes and the decisions that led to particular images
being created in five industrial cities - Birmingham,
Bradford, Manchester, Sheffield and Stoke-on-Trent. It will
also examine in detail the tourism marketing organisations
responsible for creating the image and describe the
processes of image creation they adopt. This will build on
the very limited existing literature on the organisation of
tourism marketing by local authorities.

In addition, the types of images projected in promotional
material produced by place marketing organisations have
been described by very few writers. As there is scant
literature, this study will examine the images chosen by
sixty industrial towns and cities to attract leisure
tourists, business tourists and business locators, and

will analyse the promotional material for similarities and differences in the types of image they project.

1.3 TOURISM AND URBAN REGENERATION

In Britain, industrial towns and cities in need of regeneration can be described as places that used to have an economy predominantly based on manufacturing industries, but because of a decline in these industries have had to seek other economic activities, often service sector industries, to replace them. For example, Bradford used to have a concentration of wool and textile industries, Sheffield had its steel industry and Barrow-in-Furness had ship building.

Urban regeneration is a term used to describe the broad process of economic, social and environmental renewal of a town or city. This often occurs by the development of housing, industry, offices, shops, transport and leisure facilities in declining areas, which are frequently found in the city centre, in order to create employment and re-use empty areas and buildings. The specific role of leisure and tourism is to be a linking concept and a catalyst (Patijn, 1989).

Tourism is increasingly being used by towns and cities as a tool and catalyst for urban regeneration. Many industrial towns and cities in Britain are facing severe economic problems due to a decline in their traditional manufacturing industries, brought about by competition from other industrial countries. Faced with this decline, the towns and cities have developed and attracted service

sector industries - leisure and tourism included - to provide jobs for their residents and regenerate their economies (Hall, 1987).

Cities have always attracted many visitors because of the range of facilities they provide such as shops, museums, sporting events and theatres, as well as people visiting friends and relatives (Wall and Sinnott, 1980). Most major towns and cities developed hotels, and exhibition and conference centres to service the needs of business people, but leisure tourists from outside the city's immediate catchment area were initially not considered to be important. However, local authorities have started to realise that tourism can bring tremendous economic advantages to a place if that place is actively marketed as a leisure tourist destination (Law, 1991).

Since 1980, many British industrial cities have developed a strategy for tourism because of the economic benefits that tourism can provide. One of the main economic benefits of tourism is job creation as tourism developments and visitor-related facilities are built. The other major economic benefit is that visitors inject fresh capital into the local economy by spending money on accommodation, goods and services, which directly creates jobs and local income in these tourism businesses, as well as in the businesses supplying them - the so called multiplier effect (ETB, 1981).

Some of the writers who have studied tourism and urban regeneration include Hoyle, et al, who described how

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redeveloped waterfront areas have often proved to be

successful locations for tourism developments

(Hoyle, et al, 1988); Law, who examined approaches to

urban tourism and its contribution to economic regeneration

in various places (Law, 1991, 1992); the Department of the

Environment who evaluated the economic impacts of urban

tourism projects (Department of the Environment, 1990);

Beioley who described tourism developments used for urban

regeneration in the USA (Beioley, 1981) and Bramwell who

examined the use of tourism planning for regeneration in

Sheffield (Bramwell, 1993a).

The above studies show that tourism is increasingly being

used as a catalyst for urban regeneration. Another very

important effect of using tourism as a means of

regenerating a town or city is the effect on its place

image.

1.4 PLACE IMAGE AND TOURISM MARKETING

Place image can be defined as the perceptions, beliefs and

impressions that people have in their minds of places

(Lawson and Baud-Bovey, 1977). It is the so-called mental

picture that springs to mind when the name of a place is

mentioned. The image of a town or city has been identified

as being one of the most important aspects of place

marketing. Place marketing concerns the marketing of a town

or city by means of the projection of favourable images to

a potential market of users by those who have an interest

in attracting them. For example, places are marketed by

local authorities to the residents, by hotels to attract

guests and by development agencies to attract new industries (Ashworth and Voogd, 1990). This study is mainly concerned with the marketing of an industrial town or city for tourism by a tourism marketing organisation, which projects tourism images to attract visitors.

Place images have significant influences on how people perceive towns and cities and view them as potential industry locations or tourist destinations. The images that potential tourists and inward investors have of the natural environment, climate, place and people may detract from or contribute to successful tourism development in that place. Each year countries, cities, resorts and tourism organisations spend vast sums of money in attempts to create images that are conducive to investment and tourism (Hunt, 1975). For a town or city that is marketing itself as a tourist destination, success in selling its tourism place product and image is important for the commercial future of its tourism businesses and to the development of the local economy (Goodall, 1990).

Industrial towns and cities such as Glasgow, Leeds, Birmingham and Manchester, often have very negative images in the perceptions of both local residents and people living elsewhere, due to the presence of manufacturing industries which created pollution and made these towns and cities seem dirty and smoky places. With the decline of these industries, most industrial towns and cities have made a concerted effort to clean up their environment, as part of their urban regeneration, and become pleasanter

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places to live in and visit. However, it takes many years to change a negative image and a large number of people still have negative images of these places as dirty industrial towns and cities. In the hunt for new industry to replace their old manufacturing industries, these industrial towns and cities found that a negative image - although often inaccurate - deterred new industry so they were losing out on investment to places with better images (Law, 1991).

However, local authorities in these towns and cities realised that tourism could be used to improve their image. By actively marketing a place as a tourist destination and telling people about its attractions, hopefully people can be persuaded to visit and then they will realise that in reality the town or city is a vast improvement on the negative image they have in their minds. If visitors have a good experience it is likely that they will tell their social acquaintances how the town or city has improved, resulting in more people visiting. In this way marketing a town or city for tourism will result in the old negative image of that place being replaced by a good image. In addition, by a subtle osmosis effect, once a good image replaces a negative image, inward investment will be attracted (Law, 1991). If a town or city is perceived as being a tourist destination and attractive to visitors, then confidence in the place grows and inward investors are more tempted to invest their money there and new enterprise will locate there, as the town or city is perceived to be thriving (ETB, 1981).

Local residents will also benefit from seeing that their town or city is attractive to visitors and has an improved image. Development of facilities and attractions for tourists and improvements in infrastructure have an important effect on the self-confidence and self-esteem of residents of depressed areas. Residents can make use of the tourist facilities, sometimes at cheaper prices. As visitor numbers increase residents gain civic pride and this may result in a greater concern for the environment (ETB,1981).

The image of a place is very important, which may explain why some researchers have investigated place images. Some writers have described place images in general terms - considering what the image is, and how the image is formed in people's perceptions (Pocock and Hudson, 1978). Other writers have looked specifically at tourism images. Tourism images are created and projected by every organisation in a town or city that is involved in tourism, particularly if they produce promotional material in order to attract visitors. However, this study is concerned with the tourism images created by the official tourism agency for the place as a complete tourism destination. The marketing of a town or city for tourism is usually carried out by its local authority, but increasingly public-private sector tourism marketing bureaus are found.

To promote a tourism place product and create a tourism image, raw information about the place is encoded into a message or image by the tourism agency and this is channelled via various media to recipients who decode the

message and respond accordingly (Goodall, 1990).

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Image is
channelled through
Image creation              various media

Tourism           Place                        Recipient
place    ------->  image in    ------------->   receives
product           promotional                   image and
                  material                      decodes the
                                                message
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Fig. 1.1 **THE PROCESS OF IMAGE PROMOTION**

Adapted from Ashworth and Goodall (1988).
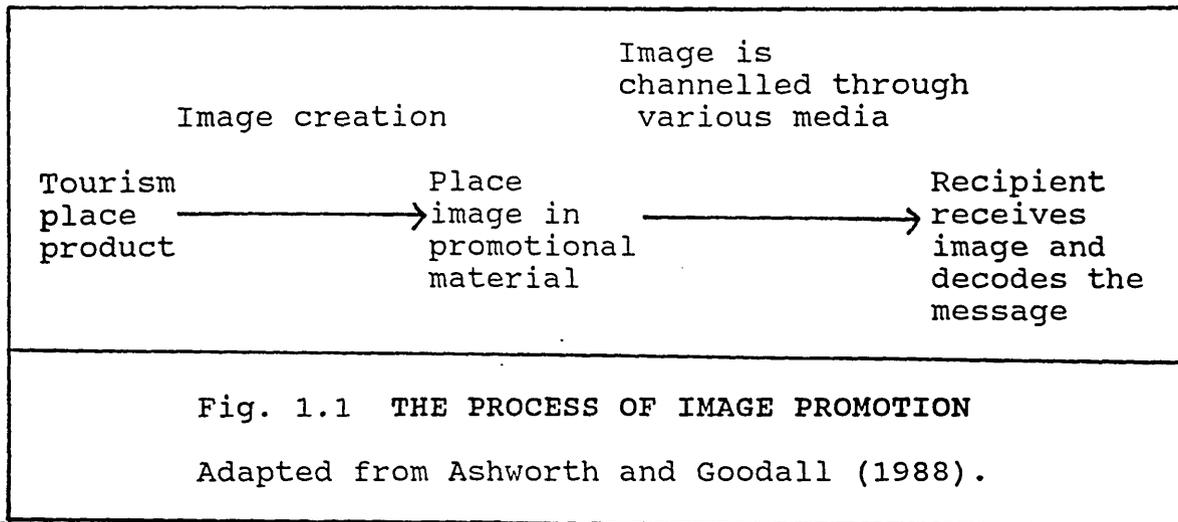
The recipient and received images have formed the focus of most tourism image research. Some studies have examined how tourism images are received and whether the images that are promoted are successful at attracting visitors or changing perceptions that already exist (Crompton, 1979; Hunt,1975). The creation of tourism images is an area where little previous research has been done. A few writers, however, have determined the types of tourism images projected in promotional material. Dilley looked at images projected in Canadian travel brochures (Dilley, 1986), and Burgess examined place images in promotional material sent out by local authorities in response to an inquiry from a potential investor (Burgess, 1982). These studies showed that most destinations project similar images to one another.

1.5 ORGANISATION OF THE STUDY

As there is hardly any literature relating to how city images are chosen as part of the tourism marketing process and few discussions of case study examples, this study

focuses on the analysis of primary source materials. The research methodology involved the collection of promotional material produced by sixty industrial towns and cities in order to study the types of projected images. In addition five industrial cities were selected for in-depth study, chosen because they were substantially involved in tourism marketing and this is seen as an important part of their urban regeneration process.

Birmingham was the first city to set up a convention and visitor bureau, being established in 1982 in order to market Birmingham as a business tourism destination. It had a far-sighted city council who invested in business tourism developments such as the NEC, the International Convention Centre and National Indoor Arena.

Bradford was the first industrial city to put substantial resources into marketing itself as a leisure tourism destination, by the means of innovative short break themed packages. This tourism marketing was also clearly conceived as a tool to attract inward investment to Bradford.

Manchester had many separate tourism marketing organisations which in 1991 were all amalgamated to form the Greater Manchester Visitor and Convention Bureau. Among all the organisations involved in marketing the city there was a great feeling of cooperation and enthusiasm to improve the city's tourist image, especially since its selection for the British Olympic Bid for the year 2000.

Sheffield made a policy decision to use tourism for urban regeneration relatively late compared to the other four cities. It set up a visitor and conference bureau at the end of 1991 and this was starting to market Sheffield as a leisure tourism destination by promoting sports tourism and the new sporting facilities built for the 1991 World Student Games.

Stoke hosted the National Garden Festival in 1986 as a catalyst to improve its image and stimulate development. In order to build on increasing awareness of Stoke as a visitor destination, it has marketed itself using its most famous product - the china industry - and has developed innovative marketing campaigns based on the china theme.

All of these cities were at different stages of tourism development so the different organisational structures for tourism marketing were compared together with their different approaches to image creation. Formal council literature and literature produced by the official tourism agency were studied to build up a picture of the tourism marketing organisations in these cities. Key people involved in tourism marketing were interviewed in each city to gain a picture of the processes of image creation and tourism marketing in these cities at the time of the interviews - July to October 1992.

Chapter one describes the background to the study, including previous research relevant to the study and the links between tourism images, marketing and urban regeneration. Chapter two explains the methodology used

and the selection of the five cities as case studies. Chapter three discusses the marketing of places and the reasons why cities market themselves for tourism. Chapter four discusses why the five cities market themselves for tourism and explains the historical development of tourism in each city. Chapter five examines the current organisational structure for tourism marketing in each of the five cities and goes on to develop some models to summarise trends in the structure of tourism marketing in cities. Chapter six discusses place image and the importance of this to tourism marketing. Chapter seven examines the images contained in the promotional material produced for business and leisure tourists and business locators in sixty industrial towns and cities. Chapter eight discusses the processes of image creation and the types of images created in five industrial cities and goes on to suggest a number of approaches to image creation adopted by these cities. Chapter nine concludes the study and discusses the findings, and goes on to suggest how city marketing and the process of image creation may develop in the future.

This study draws on previous research in many associated areas - urban regeneration, tourism marketing, place marketing and place image - and attempts to use these in the study to explain how images and tourism marketing are being used as an aspect of place marketing in the urban regeneration process in British industrial towns and cities.

CHAPTER 2

METHODOLOGY

2.1 INTRODUCTION

This chapter describes the methodology used in the study to examine the objectives and decision-making processes of tourism marketing organisations in the marketing of industrial cities for tourism and, in particular, how they create and promote tourism images.

The study was divided into two sections. Firstly, a large study was carried out of sixty towns and cities to identify broad trends in place marketing images for tourism and inward investment, which involved the analysis of promotional material. Then five industrial cities were selected as case studies for in-depth investigation of the nature and organisation of their tourism marketing, examining in particular their image creation and promotion. This involved interviewing people involved in tourism marketing in each city.

Qualitative methods were used for this study because - as Kelly has argued - they are appropriate for much leisure research as leisure is so often clearly a qualitative experience (quoted in Veal, 1992). Leisure also involves a great deal of face-to-face interaction between people - symbols, gestures, etc. - and qualitative research is often particularly effective at investigating these (Veal,1992). As the study involved the use of much qualitative research, specific hypotheses were not tested and instead categories were allowed to appear and were subsequently further

analysed and refined during the period of the research
(McCracken, 1988). Inductive research was used where
explanations of the data were derived from the collected
data. However, in practice data is rarely collected without
some explanatory model in mind and this study draws on the
theories of place marketing that exist at the time of the
study (Veal, 1992).

2.2
METHODOLOGY FOR EXAMINING IMAGES IN PROMOTIONAL MATERIAL

The aim of the first stage of the study was to examine the
projection of place images in the promotional material
produced by sixty towns and cities for business and leisure
tourists and business locators.

As few writers have examined place images in terms of their
creation and projection, this study examined primary
material to understand the types of place images being
promoted. It was decided to look at promotional material as
place marketing organisations deliberately produce this
type of material to persuade inward investors or potential
visitors that their town or city is a place clearly worth
investing in or visiting. As Burgess said:

> "decisions about the most effective way to sell the town
> will be reflected in the content and presentation of
> information." (Burgess, 1982, p5).

Potential visitors use the images and information found in
promotional brochures and leaflets to assist in their
travel decision-making (Wicks and Schuett, 1991).

It was also decided to examine material produced for business and leisure tourists and business locators, because these are target markets that industrial cities are likely to want to attract. Consequently cities are likely to produce promotional material for these markets projecting strong positive images.

The industrial towns and cities were selected using a method of sampling known as criterion sampling. The logic of using criterion sampling is to review and study all cases that meet predetermined criteria of importance. In this study the criteria - population size and the industrial character of the town or city - were used to select places that were likely to be information rich. As Patton has argued:

> "the point of criterion sampling is to be sure to understand cases which are likely to be information rich because they may reveal major system weaknesses which can become targets of opportunity for program or system improvement." (Patton, 1987, p56).

The Municipal Year Book 1990 was used as the source of the sampling frame as it includes statistics and descriptions for all towns and cities with a local authority (Municipal Year Book, 1990). The local authority of a place usually takes the lead role in general place marketing and the production of general promotional material. A place was selected if the Municipal Year Book described it as having an economy based on industry and if it had a population size of more than eighty thousand. This size criterion was used as larger local authorities are more likely to have the resources to market themselves and produce promotional

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material. Sixty towns and cities were identified using the above criteria and a list of these places is provided in Appendix 1.

Three letters were sent to each of the selected towns and cities explaining the nature of the research project. One letter was sent to the economic development unit or equivalent of the local authority, requesting the material usually sent out in response to a commercial inquiry from business locators and inward investors. The second letter was sent to the Conference Officer of the local authority requesting the information sent out in response to enquiries from potential conference organisers. However, if a town or city had a visitor and convention bureau, the letter was sent to this bureau as the bureau was likely to have taken over conference organisation from the local authority. A third letter was sent to the local Tourist Information Centre (TIC), requesting the information pack normally sent out in response to an inquiry from a potential visitor. Names and addresses were found in the Municipal Year Book.

The promotional material was analysed to determine the types of images projected. The researcher developed her own pro forma analytical frameworks. These pro formas were devised as a means of assessing the images in the vast quantities of promotional material from an initial examination of promotional material collected earlier during very preliminary research work (see Appendix 2). The frameworks contained generalised components or aspects of

place images and were used as check lists to examine the images being projected in the promotional material for business and leisure tourism and business location, forming the basis for content analysis. Images were identified by using this content analysis, which has been described by Patton as:

> "identifying coherent and important examples, themes and patterns in the data." (Patton, 1987, p149).

Determination of the images depended on the researcher's interpretations of the text and pictures. As Eyles has argued:

> "all such interpretations of meaning are based on internal analyses of the text. Such analysis seeks to establish and deconstruct the realities the text itself sets out." (Eyles, 1988, p11).

Content analysis was used to analyse the words and illustrations found in the promotional material for the sixty towns and cities. This technique was used to establish similarities and differences in the images, and to establish meaningful and broad categories among the images (Patton, 1987). The images projected by each place were assessed at two levels: the components that make up the overall place image, and the overall place image, including any emphases within the overall place image. Inductive content analysis was used at both levels to derive meaningful typologies and similarities and differences between the images of the towns and cities. Patton has described typologies as:

"classification systems made up of categories that divide
some aspect of the world into parts."
(Patton, 1987, p150).

Pro forma analytical frameworks were used to identify the
components that made up the overall place image for each
place (see Appendix 3), and it was from this analysis that
the overall images, and different emphases within them
emerged. Dilley used a similar content analysis method when
analysing images found in travel brochures, drawing on the
work of Holsti (1969) and Carney (1972), (quoted in Dilley,
1986). The results of this content analysis are discussed
in chapter seven, and Appendix 4 lists some of the
different emphases in the overall place images projected by
the sixty towns and cities.

2.3 METHODOLOGY FOR EXAMINING IMAGE PROMOTION IN CITIES

Images of place are promoted by many organisations in towns
and cities such as hotels, attractions, theatres, museums,
other council departments, etc. However, for this part of
the study it was decided to focus purely on the 'official'
tourism images and the 'official' destination tourism
agency responsible for creating these images, as it was
beyond the scope of this research to study all the
organisations responsible for creating place images.

In order to further explore the processes of image
promotion obtained from the large study, it was decided to
examine a small number of places in detail so that an
in-depth picture of the nature of tourism marketing in
these places could be formed. A case study approach was
used to determine the views of decision-makers involved in

tourism marketing, as it allowed the researcher to explore the specific context that existed in the case study cities. As Yin has argued:

> "the case study allows the investigator to maintain the holistic and meaningful characteristics of real life events." (Yin, 1989, p14).

Qualitative research was used for this part of the study because it involves gathering a great deal of information about a small number of people rather than a limited amount of information about a large number of people, and it is based on the belief that a full and rounded understanding of the behaviour and situation of a few individuals is of more value than a limited understanding of a large group (Veal, 1992).

A quantitative approach was rejected as the quality of information would have been sacrificed for quantity and this study required the detailed examination of the nature of tourism marketing in a few cities rather than a cursory examination of the situation in many cities. In addition, the promotional material from a relatively large sample of places had already been examined. As McCracken has said, the difference between the two methods is the trade-off between the precision of quantitative methods and the complexity-capturing ability of qualitative ones (McCracken, 1988).

It was also felt that a qualitative approach recognised that the people involved in tourism marketing in these cities were well placed to analyse and comment on the

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nature of image promotion and the decision-making process and allowed them to describe the processes in their own words. This enabled the researcher to gain insights into the decision-making processes of individuals and organisations (Veal, 1992).

The sample of case study cities was chosen using criterion sampling and using the sixty industrial towns and cities from the first part of the study as the sampling frame. Patton said that it is important to choose information-rich cases for in-depth study because people can learn a great deal from these about issues of central importance to the purpose of the study and criterion sampling provided a method of selecting these cases (Patton, 1987).

The first criterion used was that the place had to have a population size of more than two hundred and forty thousand as it was felt that larger towns and cities would be more likely to have the resources to wholeheartedly market themselves for tourism on a relatively substantial scale – an enriched situation.

The second criterion was the degree of involvement by the city in tourism marketing – the city had to be substantially involved in tourism marketing. This was identified using a panel of tourism educationalists within Sheffield Hallam University.

The third criterion was the organisational structure for tourism marketing in the city. The city had to have a dedicated tourism marketing organisation officially

responsible for marketing the city for tourism and carrying out tourism place image promotion. In practice this could be a local authority tourism department, a public-private sector visitor and convention bureau, a tourism association or any combination of these. The important thing was that staff working in the tourism marketing organisation would be the decision-makers responsible for the creation of the tourism place images.

The fourth criterion used was the stage of tourism development. It was decided to use a mix of stages of development so that some of the sample had marketed themselves for tourism for ten years and others had only just started.

The last criterion was convenience sampling (Patton 1987), which was ease of access to the base town of the research, Sheffield. Cities had to be within reasonable travelling distance - three hours - because each city had to be visited at least five times and resources available for the study precluded extended study trips to more distant cities.

A sample of five cities - Birmingham, Bradford, Manchester, Sheffield and Stoke-on-Trent - fitted the above criteria (see Appendix 5).

The data collection period was from May to November 1992. It was decided to use more than one data collection process as this allowed the research to combine the strengths and counteract the weaknesses of any one source of data

(Patton, 1987). This method is called triangulation and this study used two of Denzin's basic types of triangulation. First, data triangulation, which involved interviewing people in different status positions; and second, methodological triangulation, which involved using different methods to study the research problem - in this case interviews and documents (quoted in Patton, 1987).

Documentation for each city was collected by sending a letter to the tourism marketing organisation in each city, which explained the nature of the project and requested any information and relevant documents on their tourism marketing, such as tourism strategies or annual business plans. The Committee minutes and other papers of the local authority of each city were inspected to ascertain the history of tourism marketing in each city and the organisational structure for tourism within the council. Much information about each cities' tourism marketing activity was gained and as a consequence of methodological triangulation, this information could then be used in formulating questions for the interviews.

The people to be interviewed were then chosen. It was decided to interview three people in each city so that a variety of opinions and views could be taken into consideration and so make use of Denzin's data triangulation methodology. The people chosen were key informants - people who were likely to be particularly knowledgeable about tourism marketing and related decision-making processes and whose views were useful in

helping the researcher understand how these cities market themselves for tourism (Patton, 1987).

The first person to be interviewed was a member of staff of the tourism marketing organisation - usually a tourism officer or marketing manager. It was decided to interview them first so that the researcher could get to know the organisation and find out general information about the organisation such as its structure and operation, at an early stage. The second person to be interviewed was either the chief tourism officer or head of tourism section of a local authority tourism department, or the chief executive of a visitor and convention bureau. Usually this person would have a wider understanding of the decision-making processes for image promotion and tourism marketing. The last person to be interviewed was either the chair of the relevant council committee that tourism reported to in cities that had a local authority tourism department, or the chair of the executive board in cities that had a visitor and convention bureau. These people were interviewed because they were either elected representatives or else leading local industry figures and not tourism marketing professionals. They were interviewed to clarify, confirm and extend the information obtained from the other interviewees and to gain a more balanced view of tourism from people who were not directly involved in tourism marketing on a daily basis. A list of the interviewees, their positions and the dates of the interviews is provided in the bibliography.

The interviews were carried out in three rounds. First, the tourism officers and marketing managers in each city were interviewed. When these were completed, the second round took place and the chief officers and chief executives of each city were interviewed. The chairs of committees or executive boards were interviewed when the second round had been completed.

The interviewees were approached by telephone and they agreed to take part after the nature of the study was explained to them. If the relevant person was uncontactable by telephone, a letter was sent explaining the project and followed up by a telephone call to arrange the interview.

For the interviews, it was decided to use open-ended interviews containing structured questions. This method was considered appropriate because it was important to minimise variation in the questions asked. As Patton said:

> "this reduces the bias that can occur from having different interviews for different people."
> (Patton, 1987, p113).

Three sets of questions were developed for the three rounds of interviews (see Appendix 6). The first set contained detailed questions about the structure, organisation and operation of the tourism marketing organisation and were asked of the tourism and marketing officers in the first round of interviews. The second set of questions were more concerned with seeking opinions about decision-making processes for tourism marketing and were asked of the chief officers of council tourism departments or chief executives

of visitor and convention bureaus in the second round of interviews. The third set of questions were more general questions about tourism marketing to help clarify the views of earlier respondents and were asked of the chairs of council committees or chairs of executive boards of visitor and convention bureaus in the third round of interviews.

The questions were based on the researcher's knowledge of tourism marketing, the objectives of the study and previous information about the cities gained from the collection of relevant documentation from each city, so making use of methodological triangulation. The questions were divided into sections: tourism organisation, tourism and regeneration, tourism marketing and images, and opinions about tourism. The questions were slightly different for each city because different background information for each city had been collected. The order of the questions was the same so that each respondent went through the same sequence of topics.

A pilot study was carried out in Manchester, interviewing the Tourism Services Officer of the city council's tourism section. As this interview went well and the respondent had no difficulty in answering the questions, it was decided to include the results in the study. The only comment the respondent made was that it would have been helpful to see the questions before the interview took place and other respondents in the first round of interviews said the same. Consequently after the first round of interviews, it was decided to send subsequent

interviewees their questions a week before the interview took place. This allowed the interviewees to find out answers to the questions if they did not have the material to hand and made them more able to answer the questions fully, as they had had time to think about the answers.

The interviews were all conducted personally by the researcher. It was felt that more accurate and meaningful answers would be obtained by a conversation that was part of a developing relationship between the researcher and the tourism marketing organisation. Although the questions were asked in a structured format, use was made of the probing technique where necessary to gain additional information and increase the richness of the data being obtained (Patton, 1987). Often as a dialogue developed and a rapport built up between the interviewer and respondent, additional information was obtained and the respondents were able to speak freely and openly. As Cottle has argued:

> "without allowing people to speak freely we will never
> know what their real intentions are, and what the true
> meaning of their words might be."
> (Cottle quoted in Eyles, 1988, p8).

The interviews lasted between three-quarters of an hour and two hours and were taped recorded, backed up by on the spot researcher notes. Taping was used as it seemed to provide the most accurate method of recording exactly what was said in the interviews, and because of the difficulty for the interviewer of phrasing questions, listening, probing and recording responses all at the same time (Patton, 1987).

However, the interviewer also made brief notes capturing the most important points being said. The presence of the tape recorder did not seem to inhibit the respondents' answers and they were assured of the confidentiality of the material and that it would only be used for research purposes. The interviews went well, the respondents were happy to be interviewed, thought the questions were well structured and expressed interest in the results of the study. The tapes were transcribed by the researcher soon after each interview took place and the transcripts were used as a database of material for analysis.

Once the data collection period was over the data was evaluated, which Patton has described as:

> "the systematic collection, analysis and interpretation of information about the activities and outcomes of actual programs in order for interested persons to make judgements about specific aspects of a program." (Patton, 1987, p144).

The main focus of the evaluation was on the interviews of the tourism marketing professionals. The data was analysed and then was able to be organised into categories, which also formed the basis for the thesis chapter headings. It was very easy to compare and contrast the different views and opinions of the respondents because the questions had been designed for such comparison. The process of image promotion in the cities was able to be compared with existing theories about place marketing and the results are discussed in chapter eight.

2.4 CONCLUSION

This chapter has described the methodology used for this study. Qualitative research was used because the study was not concerned with testing ideas and models, but instead wanted to seek inductively explanations and ideas from analysis of the collected data.

The first part of the study looked at place images in promotional material because few other studies had examined place images in this medium and drew on methodologies described by Burgess (1982) and Dilley (1986). However, it was found that Burgess and Dilley, had not fully described the techniques and methodologies they had used to determine the images. Consequently, in order to do this the researcher had to develop her own technique and developed pro forma analytical frameworks using previously collected promotional material.

The one problem with this methodology was that it had not been tried and tested before and the analysis was not backed up by any hard statistical evidence. In particular the determination of the projected images by inductive content analysis was highly subjective and vulnerable to researcher bias.

The second part of the study used a case study approach and involved the methodological and data triangulation methods of data collection - interviewing tourism marketing professionals and collecting documentation from tourism marketing organisations in five cities. The use of in-depth case studies was important to gain detailed opinions and

views from experts in the field and an understanding of the experiences of the organisations under study.

The people interviewed were chosen because they all had an interest in tourism or worked in tourism. Most of the respondents recognised that this was likely to make them more favourably disposed towards tourism and said that their views were not always typical. The researcher was aware of this bias and that there are always other points of view about the role of tourism in urban regeneration.

After all the collected data was evaluated, the researcher was able to compare the situation that existed for tourism marketing and image promotion in five industrial cities with the theories of place marketing. It was also then possible to look in detail at the cities' objectives of using tourism marketing for regeneration, and at the decision-making processes involved.

CHAPTER 3

THE THEORY OF PLACE MARKETING AND OF URBAN MARKETING
FOR TOURISM

3.1 INTRODUCTION

This study is concerned with an examination of the images

of industrial cities as image is known to be a very

important aspect of place marketing. Industrial cities

often had very negative images in the perceptions of people

living elsewhere and increasingly they have been marketing

themselves to improve their image and thereby attract both

tourists and inward investors for economic development

(Law, 1992).

This chapter examines the theory of place marketing for

cities and discusses the reasons identified in the academic

literature why industrial cities are marketing themselves

for tourism.

3.2 PLACE MARKETING

Place marketing is concerned with the projection of

favourable images to a potential market of users by

official agencies who usually have an interest in

attracting them. Goodall has argued that marketing is

important for the commercial future of a town or city's

businesses and to the development of its local economy

(Goodall, 1990).

The concept of place marketing has evolved from marketing

theory developed for the selling of goods (products such as

toothpaste, baked beans and washing powder), which is now

being applied to the selling of services and activities

found in a town or city. Many urban activities and services operate within a market context, involving the bringing together of supply and demand. In theory all urban activities have a user who is the customer or consumer and who creates a demand for the activity. Likewise all activities are organised by someone who is the supplier (Ashworth and Voogd, 1988).

```
                          Urban activity
           organises      or service        Customer
Supplier ──────────────→  market  ←──────── creates demand
           activity                          for the activity
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Fig. 3.1 THE THEORY OF PLACE MARKETING
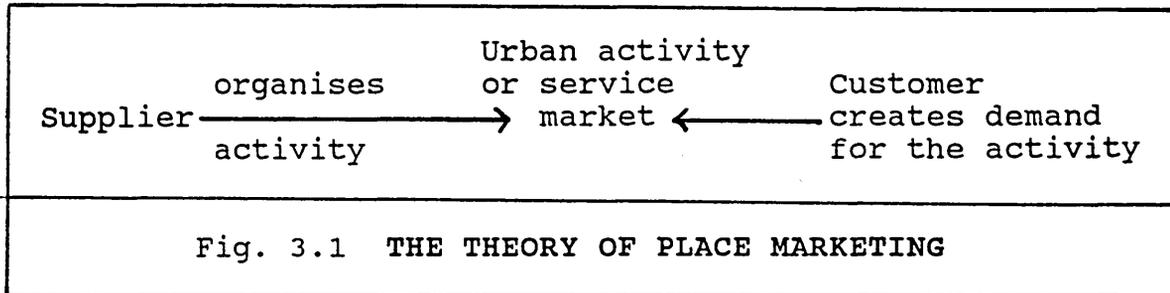
Marketing involves the tailoring of the supply of these activities to fit the demand for them. Realisation of this market context for these urban activities has led to the concept of place marketing. Ashworth and Voogd have written about this concept and described it as :

> "a process whereby urban activities are as closely as
> possible related to the demands of targeted customers so
> as to maximise the efficient social and economic
> functioning of the area concerned in accordance with
> whatever goals have been established."
> (Ashworth and Voogd, 1988, p68).

They have said that the idea is increasingly being used by local authorities to plan strategies and actions to improve the relative market position of their cities, with regard to particular activities such as the attraction of inward investors, footloose companies, tourists and in the providing of effective services to local residents. The local authorities of industrial cities, often with ever-decreasing resources, have started to take into

account the markets for their services, activities and facilities and have increasingly adopted a market-orientated approach to their practices. Most commercial marketing of goods and services has a goal of profit maximisation, but place marketing is usually part of much broader place management which is carried out for the benefit of everyone who lives in the place (Ashworth, 1991).

Place marketing involves defining the city as the place product and studying the spatial and organisational structure of the place product and the characteristics, market behaviour and needs of identified users who are the customers. Bringing together the place product and customer (ie supply and demand) is achieved through the four Ps - product, price, promotion and place (distribution) - of the marketing mix (Ashworth and Voogd, 1988).

Marketing a city or place product involves marketing many different urban activities, services and facilities, or even the idea of the town or city as a whole. Consequently, in contrast to most commercial products, the same product can be sold simultaneously to quite different customers for quite different purposes. For example, a city centre can be marketed to tourists as an historic attraction, to residents as a shopping centre and to commercial interests as an office location. Likewise on the demand side, users of the city can be categorised into market segments according to their use of the city as shoppers, workers, tourists or residents, and as such will have different needs from the city. Place marketing involves supplying

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those needs by identifying urban activities to satisfy
those needs and promoting favourable images of the
activities to the customers (Ashworth and Voogd, 1988).

One form of place marketing carried out by the local
authorities of industrial cities is directed at attracting
new investment to regenerate their urban economies
(Ashworth and Voogd, 1990). Many British local authorities
have relied heavily on place promotion in the hope that
investment decisions will be influenced by the content of
advertisements and promotional material. Advertising
campaigns, designed to generate favourable images, were
stimulated in the 1970s by the necessity to attract new
employment opportunities to places where traditional
industries were in decline (Burgess, 1982). Another form of
place marketing that has increasingly been adopted by the
local authorities of British industrial cities, is the
marketing of the city for tourism.

3.3 PLACE MARKETING FOR TOURISM

Among the first writers to apply conceptual ideas from
general marketing theory to tourism were Medlik and
Middleton (Medlik and Middleton, 1973).

From this perspective, a tourism destination such as an
industrial city, can be viewed as one of the products of
the tourism industry. It is a uniquely complex product
composed of climate, infrastructure, services, facilities,
attractions, natural and cultural attributes and an image.
All of these will play a role in attracting visitors to the
destination (Telisman-Kosuta, 1989). As Goodall has said,

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tourist destinations as place products have to be sold like any other product to potential customers - the business visitors and holiday-makers - hence the idea of place marketing (Goodall, 1990). Ashworth and Goodall have described how the tourism place product is multi-sold - different images are used to sell the same city to many different customers for many different uses (Ashworth and Goodall, 1988). There are various accounts of place marketing for tourism in the literature, and these are summarised in Ashworth, 1991; Ashworth and Goodall, 1990; Ashworth and Voogd, 1988 and 1990; and Goodall and Ashworth, 1988. In summary, cities can be viewed as tourism place products to be marketed and promoted in order to attract visitors. The next section examines the academic literature for explanations why industrial cities are increasingly marketing themselves for tourism.

3.4 WHY INDUSTRIAL CITIES MARKET THEMSELVES FOR TOURISM

Historically British local authorities in towns with a strong economic dependence on tourism, such as seaside resorts, have since the eighteenth century always promoted their towns to visitors. Brown has described how local authorities have been entrepreneurs both in the marketing of their own products and in the co-ordination of tourism services produced by others (Brown, 1988). However, now it is the industrial cities - perhaps the least likely - that are marketing themselves for tourism because of the economic, social and environmental benefits that tourism can provide. Tourism is being used as a means of urban regeneration and, despite being once dismissed as the

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'candy floss economy', is increasingly being recognised as a valuable tool for economic development (Beioley, 1981).

Many British industrial cities are going through a profound structural adjustment from the manufacturing and goods handling economy to the service economy, particularly the information providing economy. Most of these cities are found in the older manufacturing regions where the old economy has declined most drastically often as a result of the rise of new competing industrial countries. These cities are looking to the service industries (including tourism) to provide an important part of the economic base for the future (Hall, 1987).

In Britain tourists have traditionally visited seaside resorts, historic towns and the countryside, but urban tourism is now a rapidly expanding phenomenon. Vandermey has said that people visit cities because:

> "Cities can offer a range of travel and tourism related services and attractions diverse in nature, yet highly concentrated in location. Cities provide visitors a wide spectrum of cultural amenities, such as churches, museums, galleries, folklore, concerts, amusement and entertainment facilities and other commercial services.. Urban centres provide an excellent opportunity for the visitors whose primary goal is contact with other people and institutions." (Vandermey, 1984, p123).

In addition the mobility, affluence and increased leisure time of the late-twentieth century has made urban tourism appeal to a wide range of tourism markets (Karski, 1990), as many tourists now seek an individual rather than a mass tourism experience and cities can provide this. They want to discover something different and learn something about

the character of an urban place, its history, traditions, culture and people (Bramwell, 1990). Consequently, less obvious tourist destinations such as industrial cities will benefit from interest in urban tourism.

The revitalisation of American cities such as Boston, Baltimore and Lowell by tourist-related developments have been held up as role models for regeneration in Britain, as they significantly improved facilities, economic activity, image and employment in these cities (Beioley, 1981; Falk, 1986). British cities adopted similar strategies to their American counterparts during and following the recession of 1980-1982 because they had very high unemployment and were keen to seek any new industry to help overcome this problem. Local authorities sought to expand or develop their tourist industries and market themselves for tourism as one policy among several to ease the restructuring of their local economies and to generate income and employment (Law, 1991).

The economic impact of tourism on a city results from tourist expenditure which creates employment and generates local income. Tourism developments are usually fairly labour intensive and generate firstly, many unskilled or semi-skilled jobs in the construction of visitor-related facilities such as hotels, restaurants, attractions and shops and, secondly, in the operation of these facilities. The presence of tourist attractions can stimulate the establishment of offices and other industries leading to more employment (Bodlender, 1982).

Tourism's contribution to the income of an area is greater than immediately apparent due to the phenomenon of the tourism income multiplier, which is a measure of how much extra income is generated in the local economy as a result of the initial spending. Tourists spend money on goods and services and accommodation which directly creates jobs and local income in the businesses supplying them. These businesses will then use some of this income to buy goods and services from other firms causing further job and income creation - indirect effects. In addition, there are induced effects caused by the spending of personal income by households that receive income from the direct and indirect effects causing further job and income creation (WTO/Horwath and Horwath, 1981).

Other benefits of tourism include social benefits for the local community. The presence of tourists will encourage the provision of facilities such as shops, markets, public transport, leisure and recreation facilities, etc. which will then be available for use by local residents. Use by tourists will increase revenue and may encourage a high level of provision of facilities. Tourism also supports the organisation of cultural events such as exhibitions, festivals and theatres, etc. which can bring life and visitors to a city (ETB, 1981).

Finally, tourism can provide physical improvements to the environment and infrastructure of a city by providing new and economic uses for old and redundant buildings and can be a strong force for conservation. Inner city locations

often contain areas with interesting historical buildings and features such as canals, warehouses and disused docks, which can be developed as attractions and this is an aspect of our history that is of increasing interest to people. It is also often a much better use of resources to reuse old buildings than to demolish them and build anew. When an area is restored and developed the external environment around is improved with the establishment of public spaces such as parks, squares and tree-lined pedestrianised streets and so makes the area a much more interesting and attractive area to live in and visit (ETB, 1981).

Law has provided a useful summary of the strategy for using tourism for urban regeneration (see fig. 3.2) and explains the strategy:

> "The basis of the strategy is that visitors will be drawn into the area, generating income, which directly or indirectly will create jobs. Hopefully profits from the industry will encourage further investment leading to a virtuous circle of growth. Moreover as tourism develops new environments will be created which will benefit local residents and improve the image of the city. The expansion of tourist facilities may also be useful for local residents and improve the image of the city. Visitors to the changing city will have their image transformed and this will be relayed to others on their return home. The marketing of the city for tourism will also benefit other sectors of the economy, as in the attraction of industries. Through tourism marketing the image of the place will be improved. This could result in the inflow of firms and people. Again as visitor flow increases residents may gain civic pride, and hopefully this might produce a greater concern for the environment." (Law, 1991, p50).

However, as Law has described, one of the most important benefits of tourism is that marketing a city as a tourist destination can be used to improve the image of a city, and it is this aspect of tourism that forms the focus of this

Fig. 3.2 THE STRATEGY OF TOURISM AND URBAN REGENERATION

(Law, 1991, p51)

```
                    ┌──────────────────┐
                    │ Prospect of visitors │
                    └──────────────────┘
                             │
                             ▼
        ┌─────────────────────────────────┐      ┌──────────────────────────┐
        │            ⌈Attractions,  ⌉      │◄─────│ Public sector pump priming │
        │ Investment │Environmental │      │      └──────────────────────────┘
        │            ⌊improvements  ⌋      │
        └─────────────────────────────────┘────────────┐
                             │                          │
                             ▼                          │
              ┌─────────────────┐                       │
              │    Marketing     │──┐                   │
              └─────────────────┘  │                    ▼
                             │     │         ┌──────────────────┐
                             ▼     ├────────►│    New image      │
              ┌─────────────────┐  │         └──────────────────┘
              │     Visitors     │──┘              │        │        │
              └─────────────────┘           ┌──────┘        │        └──────┐
                             │              │               │               │
                             ▼        ┌───────────┐  ┌─────────────┐  ┌────────────┐
              ┌─────────────────┐     │ Other     │  │ Population  │  │ Civic pride │
              │     Income       │────►│ economic  │  │ growth      │  └────────────┘
              └─────────────────┘     │ activities│  └─────────────┘        │
                       │    │         │ expand    │        │                │
          ┌────────────┘    │         └───────────┘        │                │
          ▼                 ▼              │               │                │
  ┌──────────────┐   ┌─────────────┐       │               │                │
  │ Further       │   │    Jobs     │       │               │                │
  │ investment    │   └─────────────┘       │               │                │
  │ ⌈Attractions,⌉│         │               │               │                │
  │ │Environmental││         │               │               │                │
  │ ⌊Improvements⌋│         │               │               │                │
  └──────────────┘         │               │               │                │
          │                ▼               ▼               ▼                │
          └────────►┌────────────────────────────────────────────┐◄────────┘
                    │ Physical, economic and social regeneration   │
                    └────────────────────────────────────────────┘
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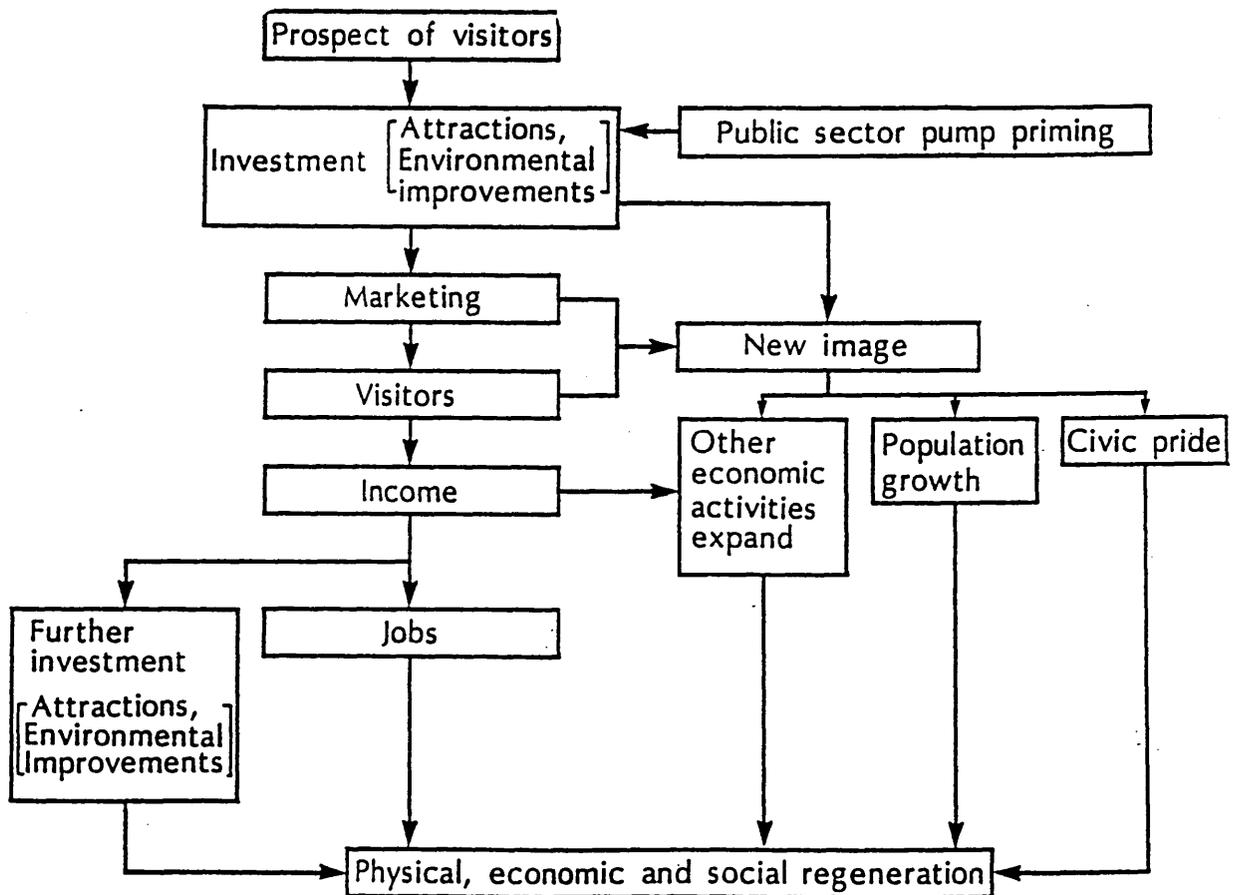
study. Many industrial cities had very negative images in the perceptions of people who saw them as being dirty, industrial places. Although this may have been true in the past, with the decline of their manufacturing industries many of these industrial cities have cleaned up their city centres, cleared derelict areas, adapted old industrial buildings for new uses and built new developments, with the result that they are now more pleasant places to visit. Deep-rooted images, prejudices and stereotypes about places are often very resistant to change, but many industrial cities are striving vigorously to change their negative images, often in part by marketing themselves for tourism. The theory is that tourism can make a very positive contribution to a person's image of a place by helping to put a city on the map, identifying it in people's consciousness, highlighting positive attributes and encouraging them to visit. If visitors have a good experience of the city it is likely to leave a positive image in their minds which they will communicate to their friends and acquaintances and so its reputation will spread. Industrial cities are creating and marketing good positive images of themselves in order to attract visitors. A city may need to have a good image and confidence in itself as an entity before new enterprise will consider locating there (ETB, 1981). For example, a study into the impact of tourism projects in British inner cities found that the projects were having a positive effect on the image of the areas in which they were located and that several projects had contributed to changing developer's

attitudes to investment in that particular city (Department of the Environment, 1990).

3.5 THE IMPORTANCE OF PLACE IMAGE

A city's place image is widely recognised as being one of the most important factors in determining the success of a city in the attraction of not only tourists, but also inward investors, other industries and residents. This is one important reason why places market themselves. How potential visitors or investors perceive a city has been found to affect their decision-making. This follows the findings from traditional marketing research, as well as studies in psychology and sociology, which have concluded that the image and perception of a product and service play an important role in a person's choice of that particular product or service (Telisman-Kosuta, 1989).

The importance of studying images lies in the relationship between perception and behaviour, that is whether people's ideas and beliefs about a place - their image - affect their decision-making and subsequent behaviour. Hence much research on images and behaviour has been undertaken. Some research has looked at the effect of place image on the locational decision-making of industrialists and inward investors (Pocock and Hudson, 1978; Daniels, 1979; Burgess, 1982; and Burgess and Wood, 1988). Other research has looked at tourist images and how they contribute to travel behaviour. A seminal work by Echtner and Brent Ritchie provides a useful summary of the work of other authors in this field (Echtner and Brent Ritchie, 1991). An important

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text by Ashworth and Voogd describes how tourism images are created, transmitted and received in relation to the place marketing of cities (Ashworth and Voogd, 1990). A fuller discussion and analysis of the importance of tourism images occurs later in the study (see chapter six).

3.6 CONCLUSION

This chapter has provided a discussion of the theory of place marketing (Ashworth and Voogd, 1988), and has described how all urban activities exist in markets with suppliers and customers who create demand. As in general marketing theory, place marketing involves the marketing of the product which is the city or town, although this particular product is usually multi-sold.

This place marketing concept has been applied by the local authorities of British industrial cities to several of their activities - such as promotion for the attraction of inward investment and for tourism - in order to regenerate their economies. Place image has been shown to be an important part of the marketing of these cities, and increasingly place marketing is being used to improve their negative images. Many of these cities decided to market themselves for tourism to improve their images and bring back confidence to the area.

However, other studies have shown that many people in industrial cities are very suspicious of tourism, and the tourist industry itself is often perceived as being a 'mickey mouse industry' with 'a candy floss economy' and not a worthy replacement for traditional manufacturing

industries (Law, 1991). More generally, these industrial cities have tended quite rightly not to consider tourism as a panacea, but rather as one tool among many for economic development.

The previous three chapters have set the context of the study by explaining the links identified in the academic literature between place marketing, tourism marketing, place image and urban regeneration and by describing the methodology used in the study. They have discussed the work of previous authors in several areas to provide a theoretical framework around which the empirical research can progress. It can be concluded from these chapters that industrial cities have become commodities to be packaged, marketed and sold in the hunt for new investment to regenerate their economies by the promotion of favourable place images (Burgess and Wood, 1988).

These chapters have discussed the theoretical literature to identify the role of place marketing and place images and have examined the reasons why industrial cities are marketing themselves for tourism. The next chapter goes on to consider the empirical research findings on the views of key decision-makers involved in tourism marketing in five industrial cities. It assesses the specific reasons why these five cities are marketing themselves for tourism.

CHAPTER 4

PLACE MARKETING FOR TOURISM IN FIVE INDUSTRIAL CITIES

4.1 INTRODUCTION

The previous chapter discussed the theory of place marketing, as found in the academic literature. Place marketing has been applied by some of the local authorities of industrial cities to activities such as promotion to attract inward investment and tourism, in order to regenerate their economies. This chapter will examine the empirical research findings on the views of key decision-makers in tourism marketing in five industrial cities and discuss what they see are the reasons why they are marketing themselves for tourism. These five industrial cities were chosen as case studies because they all had negative images and had also decided to use tourism as a means of urban regeneration (see chapter two). They were all substantially involved in tourism marketing through the creation of favourable tourism images to try and change perceptions, and usually for the broader objective of economic regeneration.

Three key tourism marketing decision-makers in each of the five industrial cities were interviewed to ascertain their views on the use of tourism for urban regeneration. This chapter will review the objectives stated for each city in turn.

4.2 BIRMINGHAM

P. Taylor, the Chief Executive of Birmingham Convention and Visitor Bureau, described how Birmingham decided to use

business tourism for regeneration. In the 1970s Birmingham was deep in recession, as its manufacturing industry declined and employed fewer people. Birmingham City Council decided to stimulate an exhibitions industry in Birmingham to provide new labour-intensive service industries to broaden the basis of its economy. The National Exhibition Centre (NEC) was built as Britain did not have a major exhibition venue (Taylor P. In. 1992).

According to P. Taylor, the NEC was successful in part because its location made it very easy to get to and it gained a reputation as an excellent meetings and exhibitions centre. Consequently, Birmingham City Council set up a convention and visitor bureau in 1982 to market Birmingham as a business tourism destination, with superb facilities right in the centre of the country; and to encourage visitors once they had arrived at the NEC to stay in Birmingham and spend money in the city. Business tourists were chosen as a target market because Birmingham's tourism product had the right facilities for these tourists - it was less likely to attract leisure tourists - and because it was believed that business tourism provides more economic benefit than leisure tourism as business tourists consume labour-intensive services, have a higher average expenditure per visit than leisure tourists and are much less volatile than leisure tourists (Lawson, 1982; Smith, 1989). Also the revenue business tourists bring into the city is used to create further jobs (Taylor P. In. 1992).

As the NEC was located outside the city boundary its economic impact was more on the region than on the city. Consequently, the council decided to build the International Convention Centre, which opened in 1991, as a means of further developing business tourism and so that the economic benefits would be felt in the city centre. As a result of the building of the convention centre, the environment of the centre was improved with the creation of new public spaces and squares, pedestrianisation of the city centre and the cleaning up of the central canal network. The council also developed a cultural strategy which resulted in the building of the Symphony Hall in the convention centre and the relocation of the D'Oyly Carte Opera and the Saddler's Wells Royal Ballet to Birmingham. The city centre became a much pleasanter place for visitors and local people to visit (Taylor P. In. 1992).

P. Taylor explained that tourism was being used because:

> "it suits the economic and social needs of the city i.e.
> it is labour intensive and brings in money from outside.
> It is also being used to regenerate the fabric of the
> city. It has brought enormous developments in the
> amenities, attractions and services for the community,
> so their quality of life has improved."
> (Taylor P. In. 1992)

Other people involved in tourism marketing that were interviewed echoed this point of view.

In summary, in Birmingham the council stimulated the development of business tourism by building the NEC to provide a replacement industry for its declining manufacturing industry. Business tourists were selected as

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a target market because they provided more economic
benefits than leisure tourists. Alongside this has occurred
the regeneration of the city centre, resulting in new
facilities for local people and an improved image.

4.3 BRADFORD

According to one council information sheet, it was felt
that the marketing of Bradford for tourism occurred as a
result of the economic recession which hit Britain in the
1970s, and caused a decline in its traditional industries
of wool textiles and engineering. Unemployment rose to 16%,
and 12% of its population were immigrants, mainly Asians
who suffered disproportionately in unemployment terms. In
addition, Bradford was loosing out on investment to other
West Yorkshire towns and cities because of its perceived
image of being a backward, northern, industrial city
(PM/BMDC/1).

The council decided to try and improve its negative image
and in November 1979 set up a specialist unit, the Economic
Development Unit, with objectives to change the image to
attract new investment, create new jobs and develop a wider
economic base for the district (Page, 1986).

Staff in the unit decided to attempt to assist the
regeneration of the city and improve its image by means of
tourism. It was felt that if the city's image could be
turned around sufficiently for it to become a major tourist
destination and so gain from the economic benefits of
tourism - additional spending by tourists in shops, hotels
etc. leading to the creation of jobs - then other economic

benefits, such as the attraction of investment, grant funding and boosting of confidence in the area, would follow (Shackley, 1990).

According to G. Glot, council Tourism and Conference Officer, marketing of the city for tourism is generally regarded to have been very successful and another outcome of using tourism was that Bradford began to attract EC grant aid for further development. For example, the Alhambra Theatre was refurbished with a £2.6 million grant from the EC. Tourism was also deliberately used for regeneration. The unit held the first Bradford cultural festival in Little Germany, an area of disused merchant offices and warehouses, which attracted visitors and life back into the area (Glot G. In. 1992).

M. Short, the council Economic Development Co-ordinator, described their approach to the use of tourism marketing for regeneration of Bradford as a subtle osmosis, trying to improve the image so that inward investment would be attracted and so restore local pride:

> "Tourism marketing is important for inward investment and confidence levels in the district, never under-estimate the issue of local pride. Cities will die for that reason...Also tourism has changed the image of Bradford, increased the number of tourism businesses, caused attractions to be built and improved and injected fresh money into the economy." (Short M. In. 1992).

G. Glot explained that tourism has changed the image of Bradford and reversed the economic decline in the city:

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"Bradford used to be perceived as a joke, a dirty satanic place. Now the travel trade take us seriously and local people are now proud to say they come from Bradford. Tourism has provided economic benefits such as tourist and conference income and EC money."
(Glot G. In. 1992).

R. Redfern, chair of the Economic Strategy Sub-Committee, also argued that tourism was used to dispel myths about the ethnic population of Bradford by promoting the city very positively as a multi-cultural city, with campaigns such as the Flavours of Asia (Redfern R. In. 1992).

However, in 1992 the Economic Development Unit saw tourism as a marketing tool to make the district more attractive and to encourage inward investment, and less as an industry in its own right. Consequently, the unit was placing less emphasis on marketing for tourism and more emphasis on marketing the city for economic development. Tourism did not need so much emphasis as Bradford was well established as a tourism destination and tourists would continue to visit famous tourism places like Haworth, even if the district was not promoted. The unit considered it more important to try to channel the benefits of tourism towards the areas where they are needed and to de-market the honey-pot areas where tourism was causing problems (Redfern R. In. 1992).

4.4 MANCHESTER

In 1984 Manchester City Council established an Economic Development Department to try and alleviate the problems in the city resulting from the rapid and long term decline in its manufacturing industries. Tourism marketing was one of

the activities of this department because it:

> "... draws in additional spending from outside the city
> and creates economic activity and employment."
> (Man: M 1985).

In 1991 a visitor and convention bureau was set up to market the region of Greater Manchester, to give the region a new identity and improve its image (Man: M 1990).

P. Greene, chairman of the board of the bureau, described how tourism was used to regenerate the Castlefield district of Manchester. The council saw tourism as a means of bringing life and activity back into the area, which in the nineteenth century had been a hub of activity with canals, railways, docks and warehousing. By 1982 it was a run down area of dereliction which had lost its function. The council restored one group of historic old buildings, turning them into a science museum - the Greater Manchester Museum of Science and Industry. The museum was seen as a means of conserving these old buildings and as a visitor attraction to start people visiting the area again. Once people started visiting it was hoped that the image of the area would be improved and that other developments would occur. This is exactly what has happened. The museum has been extended and now has an Air and Space Gallery; Granada Studios opened their very successful Studio tour here and have just built a television themed hotel; the YMCA established a hotel and fitness centre, and the whole area has been cleaned up and the environment improved. Castlefield is now one of Manchester's most important tourism products as it has a critical mass of attractions

with which to attract visitors (Greene P. In. 1992).

E. Jeffreys, Chief Executive of Greater Manchester Visitor
and Convention Bureau, argued that tourism was being used
because:

> "it is the fastest, most cost-effective way of generating
> jobs and it puts money into the local economy faster
> than any other method." (Jeffreys E. In. 1992).

P. Greene said about tourism:

> "A lot of people think of tourism too narrowly - a
> candy-floss industry and they do not understand about
> the benefits. At the museum we can demonstrate the kind
> of jobs that tourism can create - marketing, catering,
> engineering, design, - a whole range of jobs from those
> requiring professional qualifications to those requiring
> very little qualifications so we can take local people
> and train them." (Greene P. In. 1992).

C. Woolf, head of the council Tourism Section, explained
that tourism was being used for:

> "... financial benefits - money leads to jobs and
> investment and to install pride back into the host
> population.... Tourism can make the city a better place
> to live, visit, work and invest in and so the standard
> of living goes up, and the quality of life improves and
> the profile of the city is raised and it goes round in a
> circle." (Woolf C. In. 1992).

In addition, along with Manchester City Council's Tourism
Section, the Greater Manchester Visitor and Convention
Bureau was trying to change attitudes towards tourism by
making major presentations to chambers of commerce, chief
executives of companies etc. about the benefits of tourism.
Tourism was becoming an issue in its own right as more
people realised the benefits of tourism. However, the
amount of resources devoted to tourism in Manchester in the

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future will probably depend on whether the Olympic Bid is successful or not (Woolf C. In. 1992).

Despite once having a manufacturing industry based on textiles, Manchester probably did not have quite such a negative image as Bradford or Sheffield, as it was always described as a thriving commercial city. However, like any city it had run-down derelict areas and has used tourism as a means of regenerating these because of both the economic benefits and environmental improvements.

4.5 SHEFFIELD

Sheffield City Council decided to use tourism marketing for regeneration in 1986, encouraged by the use of tourism for regeneration in other industrial towns and cities like Bradford. The intention was to stimulate other industries to replace its declining steel industry and to improve its dirty, industrial image (Horton P., chair of Tourism Panel, In. 1992).

The council became concerned with the marketing of place images of Sheffield through its establishment with the Chamber of Commerce of Sheffield Partnerships in 1987. Sheffield Partnerships was a limited company whose brief was the marketing of Sheffield to attract inward investment (PM/SP/1).

However in 1990, Destination Sheffield Visitor and Conference Bureau was established as the other branch of Sheffield Partnerships, for the purpose of tourism marketing and to maximise tourism benefits from the World

Student Games being held in 1991. The council hoped that a large, international sporting event like this would attract lots of spectators and visitors to the city and so improve Sheffield's image to the outside world; and provide an opportunity to diversify the city's economy into sports, culture and heritage tourism (Sheff: M 1989).

Tourism marketing was being used for the economic and social regeneration of Sheffield. J. Heeley, the Director of the visitor and conference bureau, suggested that:

> "Tourism is being used as the flagship for regenerating the city, for employment and economic benefit and to change the perceived negative image of the city....
> I don't believe that the city has any basis for regeneration apart from presenting a new face using leisure, tourism and sport to the outside world and Sheffielders. Tourism will create a new image for Sheffield which will have a knock-on effect on inward investment and provide a new economic basis for the city." (Heeley J. In. 1992)

J. Coleman, Accommodation Manager of the bureau, contended that tourism was being used:

> "to improve the image and show people what a nice city it is... and tourism has provided new facilities for local people." (Coleman J. In. 1992).

It appears that there was much support for tourism in the city amongst councillors and the business and higher education communities and this was growing as the bureau tried to educate key people in the city about the role and nature of tourism and leisure as a means of regeneration. However, due to the severe financial problems of Sheffield City Council, increases in funding for tourism appeared unlikely and this has implications for the future work of

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the bureau (Heeley J. In. 1992)

4.6 STOKE-ON-TRENT

The city council decided to host the 1986 Garden Festival
to improve outside perceptions of the area which were very
negative and to provide economic benefit. Marketing the
city as a 'garden festival city' made Stoke the focus of
national attention, attracted more than two million
visitors and was a key factor in the stimulation of Stoke
as a major tourist destination (PM/S-O-TCC/1).

To capitalise on the interest in the city generated by the
garden festival, the council decided to market Stoke for
tourism and established a Marketing and Tourism Division in
1986, in order:

"to maintain hotel occupancy and visitor attendance in
   1987 as 1986." (Stoke: M 1986)

Also tourism was used to stimulate interest in the
traditional industry of the area - the china industry - as
research showed that the presence of the china industry was
an important reason for visits to the area (PM/S-O-TCC/2).
J. Dimmock, chair of the Economic and Tourism Committee,
argued that:

"Tourism is keeping the china industry going because
   tourists buy ceramics from the shops."
   (Dimmock J. In. 1992).

C. Roberts, the Chief Marketing and Tourism Officer of the
council, explained that tourism in Stoke was being used:

regeneration of the city - jobs and income etc - and it can improve the quality of life for residents....
Since the garden festival, tourism in this city has been developed to boost the number of visitors and encourage visitor spend." (Roberts C. In. 1992).

J. Randall, council Tourism Services Officer, suggested that:

"tourism and industrial development marketing are crucial to attract visitors and inward investors to the city, and tourism helps to create a favourable image of the city." (Randall J. In. 1992).

It appears that in the past tourism was a somewhat isolated function of the city council and the Marketing and Tourism Division was to some extent alienated from other city council departments and divisions. Tourism was only involved second hand in the regeneration plans for Stoke as the Planning Department looked after regeneration and usually only talked to the Tourism Division as part of the consultation process instead of at the initial stages (Randall J. In. 1992). This reflected a lack of understanding by people in the council of the role of tourism and its economic effects, and was a problem that had not been addressed before by the Division (Roberts C. In. 1992). There was strong support for tourism amongst the councillors who sat on the Economic Development and Tourism Committee, but there were many others who did not support it. C. Roberts argued that this was because:

"They do not understand tourism and it is because the tourism professionals do not want to tell them. Tourism is often seen as a very glamorous, frivolous industry with people flitting off around the world visiting exhibitions and is perceived as a waste of money. There is a distinct lack of communication. We need to market the idea of tourism to them and educate them about the economic benefits of tourism and what it can do for the city and get their support. If they do not support tourism the city will stand still and not move forward." (Roberts C. In. 1992).

Like the other cities, tourism has been used to improve the image of Stoke. However, Stoke differed from the other cities in that the latter marketed themselves as cities and developed visitor attractions to regenerate derelict areas. Stoke did not use tourism in quite the same way. Stoke marketed itself on its past and current industrial heritage; and it attracted visitors because it was the centre of the china industry. Tourism marketing was used to create interest in its traditional manufacturing industry, not to find a replacement for it. However, the garden festival site has been redeveloped into a leisure, office and retail park which attracts many visitors, so here tourism created interest and confidence in an area so that new industries were attracted. Also, tourism was not used as a focus for regeneration of the city; it was usually involved second hand, due to lack of communication between council departments and a lack of awareness of the benefits of tourism.

4.7 CONCLUSION

This chapter has examined the empirical research findings on the reasons given by key tourism marketing decision-makers in five industrial cities as to why these

cities were marketing themselves for tourism. The primary
motivations for tourism marketing differed slightly between
these cities. Birmingham marketed itself mainly as a
business tourism destination because of the economic
benefits of business tourism - its high visitor spend and
its requirement for labour intensive services. Bradford
used tourism to improve its very negative image. Manchester
was using tourism to give the region of Greater Manchester
a new identity and to attract people back into regenerated
areas. Sheffield used tourism for urban regeneration
and to improve its image. Stoke used tourism to create a
market for its china industry.

However, these key tourism marketing decision-makers mainly
argued that tourism was being used as a means of urban
regeneration (the exception was Stoke). This was because of
the economic benefits - increased revenue and job creation
- that it provides and its improvement of their city's
image. In addition they argued that tourism created new
facilities for their local residents and improved the
environment of their cities. With regard to Stoke,
although tourism was largely involved second hand in
regeneration schemes, it was being used primarily to create
demand for its traditional industry - the china industry.

It appears from the interviews with these tourism
professionals that they considered there was a widespread
ignorance about tourism and the tourist industry in these
five cities and it was generally not known the kind of
benefits that tourism can bring. To them, it seemed to have

a very poor image in the eyes of people who do not work in the industry of being a frivolous and glamorous industry and therefore was not seen as a worthy replacement for the 'good, old, solid manufacturing industries' that were in decline. Many of the tourism professionals interviewed said that they needed to educate both local people and councillors about the benefits of tourism, that is to market the idea of tourism itself and its importance to the future of their cities.

It can be argued at this stage that despite the fact these cities had different starting points, they have all adopted similar approaches to the use of tourism marketing for urban regeneration, although there were some slight variations in what they saw were the primary reasons for marketing a city for tourism. These five industrial cities were using tourism marketing for urban regeneration because of the economic and environmental benefits it can provide and in particular because the marketing of a city for tourism can improve a city's image.

CHAPTER 5

THE ORGANISATION AND STRUCTURE OF TOURISM MARKETING IN CITIES

5.1 INTRODUCTION

In many cases attitudes towards tourism by local authorities have changed from indifference or opposition to encouragement with the recognition of the economic benefits of tourism and of how it can be used as a tool for urban regeneration (Law, 1991). Often the initiative to market a place as a tourist destination comes from the local authority, motivated by a combination of economic pressure and a desire to restore local pride to their town or city. Consequently tourism has been given a role to play and has developed its own structure as a function or service of the local authority.

The marketing of a town or city for tourism is usually carried out by its local authority tourism department or a local tourism association. However, increasingly the private sector is being involved, often by forming a tourism marketing bureau. A tourism marketing bureau is a joint partnership between the public and private sector, established as a forum to market a place or area for tourism and sometimes also to co-ordinate policies for tourism development. They are usually set up to involve commercial sectors of the industry directly in the marketing of a destination and so they can operate at arms length from the local authority that partially funds them (Mathews, 1989).

Alternatively, in some places tourism associations also play a role in tourism marketing. They are locality-based groups which exist to protect the interests of their members and are often industry sector-based, such as hoteliers' associations or chambers of commerce. They may be private sector groups or public-private sector partnerships, and they usually work alongside the formal organisation for tourism in an area or city (Holloway, 1989).

This chapter will discuss the empirical research findings on the structures of the organisations that carry out tourism marketing in the five case study industrial cities. An understanding of these organisations is necessary in order to understand tourism marketing and the process of place image creation in these cities, as they form a vital part of the decision-making process which influences the tourism image in these cities. It was also considered necessary to examine these organisations as it was thought that a particular organisational structure for tourism marketing in a city may dictate the process of image creation and may cause a particular type of image to be promoted. In addition, there has been no published research on these organisational frameworks for tourism marketing so there is inherent value in studying them.

The first part of this chapter will examine the current organisational structure for tourism marketing in each city. Then a number of simplified models will be proposed to explain the complicated picture of tourism marketing

that exists in these five cities. It is beyond the scope of this study to measure how effective and successful these structures are as this study is concerned with the supply side of tourism marketing and how images are created, rather than with how they are received.

5.2 BIRMINGHAM CONVENTION AND VISITOR BUREAU

Birmingham Convention and Visitor Bureau was set up in 1982 as a company limited by guarantee, by a group of senior councillors and local business people who wanted to develop tourism in Birmingham (Taylor P., Chief Executive of the bureau, In. 1992). It was a partnership between Birmingham City Council and tourism interests in the surrounding area, with its major role being the systematic marketing of the Birmingham area for tourism, mainly in the form of business tourism in the world's major markets (PM/BCVB/1).

The bureau worked in partnership with relevant companies and organisations to generate more tourism in the twenty five miles around Birmingham, drawing its membership from all sectors of the trade and representing all important tourism services, facilities and attractions in the area. The bureau supported a wider geographical area than the city council boundary because when it was set up eleven years ago it was felt that it made sense to promote the region around Birmingham, riding on the back of successful tourist destinations like Stratford-upon-Avon and Warwick. In addition, both the NEC and the airport are outside the city boundary (Bernard S., Marketing Executive of the bureau, In. 1992).

The work of the bureau was overseen by an executive board made up of seven city councillors and eighteen representatives elected annually from the private sector members. The chair of the board was a Labour councillor, as Labour were in control of the city council, and the vice-chair was Conservative. The board was charged with the policy direction of the bureau and approved the annual business plan, annual travel trade programme, action plans, budget and staffing levels. The strategic decisions were made by the board but everyday decisions were made by the staff of the bureau without reference to them. Once the business plan was approved a framework of work was formed and the bureau operated to this for the next twelve months (Bernard S. In. 1992).

The bureau was funded by an annual grant from the city council, membership subscriptions and income from commissions and sale of goods. It employed nine staff who worked at the main office and they were divided into three operating divisions (see fig. 5.1).

It appears that the strengths of the bureau lay in the fact that it was able to operate outside the sometimes bureaucratic nature of local government and so could make decisions and get on with its job. However, because it was a limited company it had to show results and profits, and this may explain why it concentrated mainly on business tourism. In this sense it did not contribute to the marketing of Birmingham per se, instead it only projected an image of Birmingham as being a good place to have

Fig. 5.1

STRUCTURE OF BIRMINGHAM CONVENTION AND VISITOR BUREAU

CHIEF EXECUTIVE

DIRECTOR OF MARKETING　　　DIRECTOR OF VISITOR SERVICES

EXTERNAL RELATIONS
EXECUTIVES (*2)

MARKETING
EXECUTIVES (*2)　　　　　　　　　CONFERENCE OFFICER

PRODUCTION CONTROLLER　　　　　FIVE TICs

PRODUCTION ASSISTANT
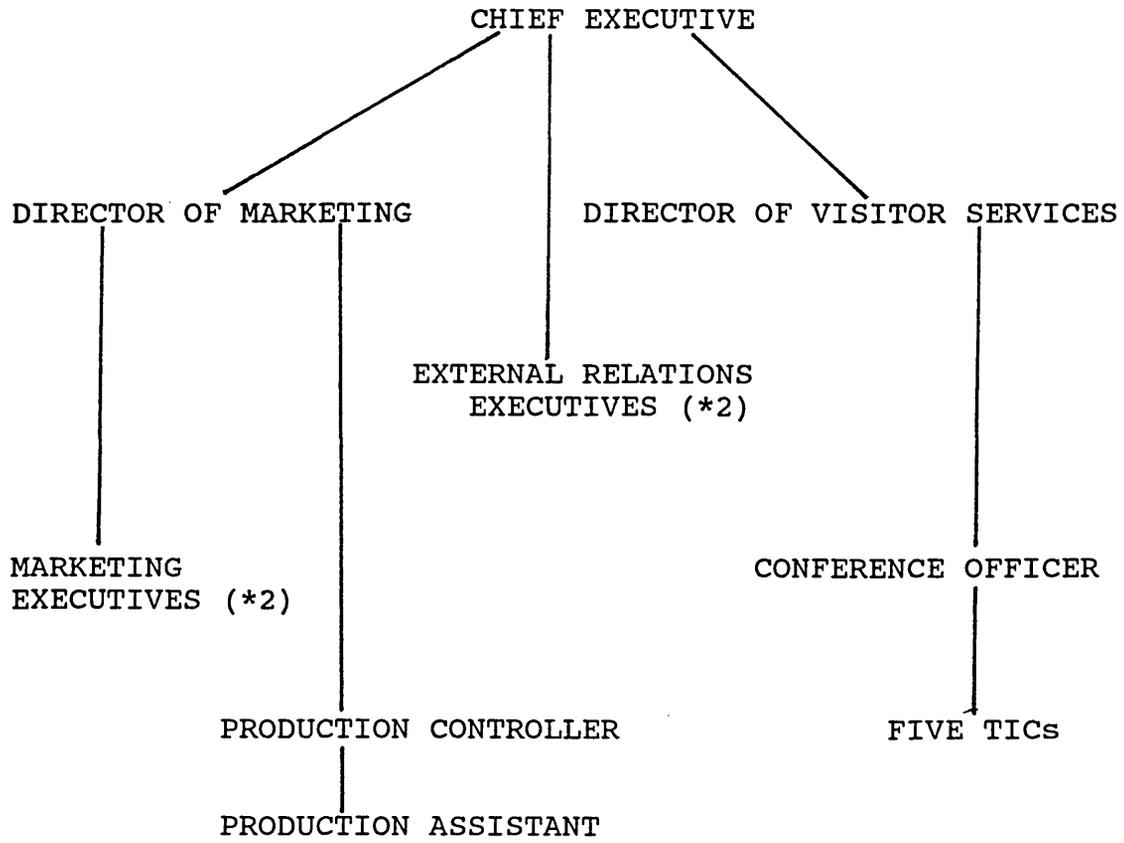
1 NEC

2 NEC Atrium

3 ICC

4 City Arcade

5 Central Library

meetings. In addition, business visitor spend profits the individual venues and hotels of its members but will probably not have much effect on the local people of Birmingham, although the council was the largest funder of the bureau.

5.3 BIRMINGHAM CITY COUNCIL

In 1989 the city council realised that its system for the promotion of Birmingham was not working. There was felt to be a lack of understanding amongst departments, absence of a clear view of the objective of the promotion of Birmingham as a whole and the promotion of the city council and duplication of effort between the council, NEC and the convention and visitor bureau (B'ham: M 1989).

A new Directorate of Public Affairs was set up in the Central Executive's Department and was responsible for promoting Birmingham and the city council as a whole, communicating the work of the city council to the local people, producing and implementing a tourism strategy, co-ordinating the activities of other tourism agencies such as the NEC, the Convention Centre and the convention and visitor bureau, and co-ordinating council departmental tourism activity (B'ham: M 1989).

In 1991 a tourism division was established with five staff (see fig. 5.2). The focus of the division was on marketing Birmingham as a leisure tourism destination, leaving the business tourism side to the convention and visitor bureau. Basic guide-lines and parameters of work and budgets were approved by the Finance and Management (Promotion and

Fig. 5.2

STRUCTURE OF TOURISM IN BIRMINGHAM CITY COUNCIL

DIRECTOR OF PUBLIC AFFAIRS

BIRMINGHAM AND
INTERNATIONAL
PROMOTION

TOURISM

BIRMINGHAM CITY
COUNCIL, MEDIA
AND PROMOTION

SUPPORT AND
DESIGN GROUP

PRINCIPAL TOURISM
OFFICER

SENIOR TOURISM
OFFICERS

BUSINESS   LEISURE

TWO SECRETARIES
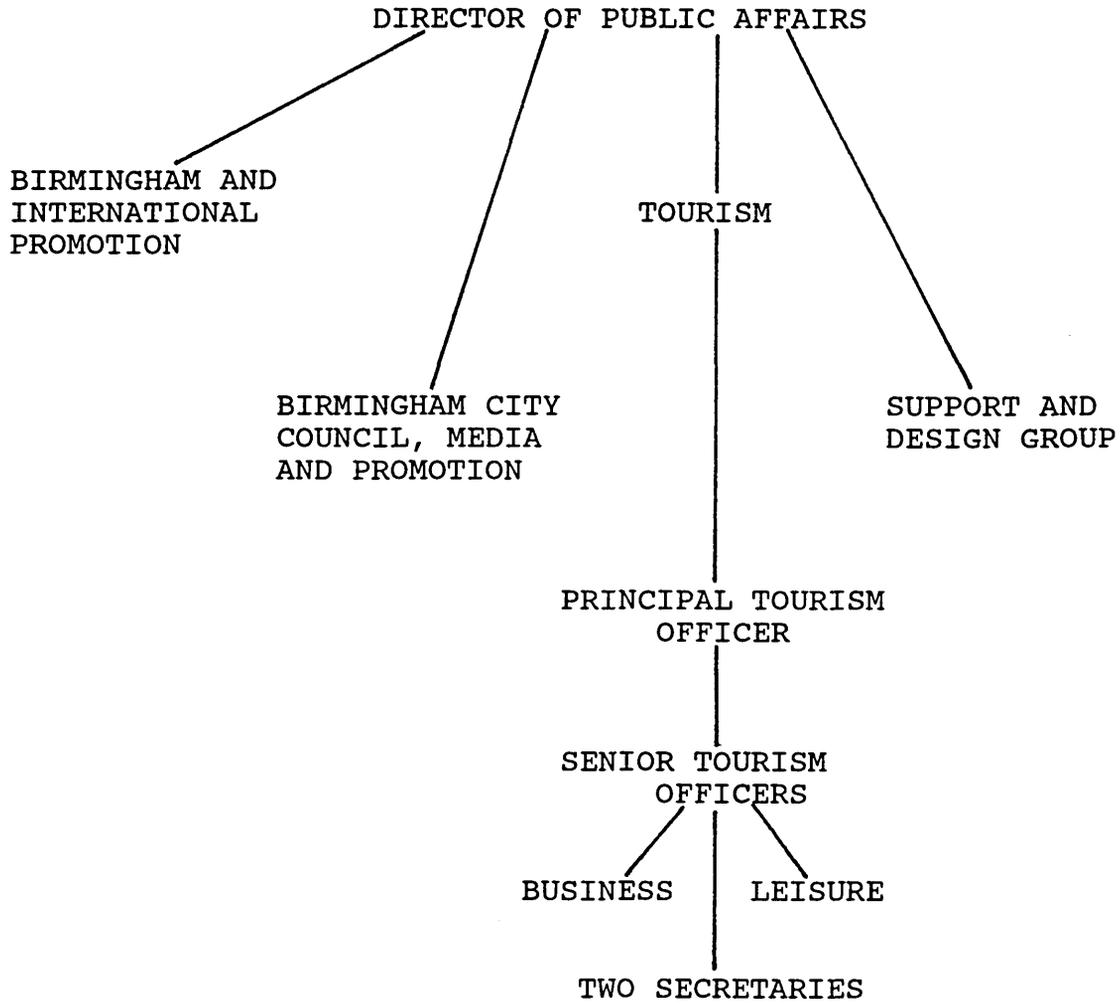
Public Relations Sub-)Committee (Belcher B., council

tourism officer, In. 1992).

Unfortunately it is felt in Birmingham that the city has

still not developed an appropriate structure for promotion,

and the Directorate of Public Affairs has been reviewed by

a communications consultant. The council was spending ever-

increasing sums of money on public relations and promotions

expecting the image of the city to get better. Many

considered that instead it got worse (Smith, 1992). The

consultant's report called for a complete shake up of the

whole of the city's communications and the way it sold

itself at home and abroad. It argued:

> "Public money has been spent, in very substantial sums in
> getting the NEC, ICC, NIA started, but there has not
> been the kind of return in a co-ordinated, effective
> marketing strategy that you see in other great European
> cities like Barcelona, Lyon or Lille....
> Promoting Birmingham and its Council is an enormous
> undertaking. The work must be properly co-ordinated and
> managed so there is no overlap in staff between the
> various bodies who do it. Reorganising the Directorate
> of Public Affairs to avoid duplication of the public
> relations work by different departments could save the
> city millions." (Ellam, 1992).

The report recommended that the council and all its

agencies - NEC, the Convention Centre and the convention

and visitor bureau - should work together (instead of

duplicating promotional activity separately), in a central

marketing bureau which would be at arms length from the

council and would involve the private sector to start

selling Birmingham professionally. The Directorate of

Public Affairs would be disbanded and a new Council

Communications Unit set up with a media office to tell

local residents what was going on, and a new market research department to find out what the public wants from the city council on a range of issues (Smith, 1992).

The report has been welcomed by both controlling Labour and opposition Conservatives on the city council and its recommendations are being implemented in 1993. Birmingham Marketing Partnerships is being established to encourage business and leisure tourism and to promote Birmingham as a major city. It will be a private sector led initiative, funded initially by the council, but will operate at arms length from the council with the work programme and plans derived from its board. Birmingham Convention and Visitor Bureau will operate as a division of Partnerships and will continue to market Birmingham for business tourism to the travel trade (B'ham: M 1992).

The organisation and structure of tourism in Birmingham has been very confused over the years with much duplication of effort and roles between agencies and the city council. It appears that the idea of a marketing bureau at arms length from the council to avoid the lengthy decision-making processes of local government works best. However, in Birmingham it is considered that the bureau should have a much wider focus and market the whole city for many reasons and to many different target markets rather than just for tourism.

5.4 BRADFORD

Tourism marketing in Bradford was organised by two Tourism and Conference Officers and five marketing staff who formed

the Marketing and Tourism Team of the Economic Development Unit of Bradford Metropolitan District Council (see fig. 5.3). The unit was an independent unit, but came under the Directorate of Community and Environmental Services and reported to the Economic Strategy Sub-Committee of the Community and Environmental Services Committee. The Tourist Information Centres were operated by the Libraries and Information Service, which was a different part of the Directorate (Glot G., council Tourism and Conference Officer, In, 1992).

As far as possible most of the decisions on the work carried out by the Marketing and Tourism Team were made by staff at the front end. The main aim of the Marketing and Tourism Team was to promote Bradford as a tourism and conference destination, but within this were objectives to improve Bradford's image, to attract inward investment and to provide economic benefit for the district (Glot G. In. 1992).

Bradford is regarded as a successful tourist destination and tourism marketing would appear to have radically improved the image of the city and how its people and culture are perceived. It is a widely held view that the success of Bradford as a tourist destination is largely attributable to the whole-hearted support it has had from the council as well as the initiative, flair and ability of the Marketing and Tourism Team and the strengths of their innovative marketing campaigns drawing on Bradford's unique assets (Shackley, 1990).

Fig. 5.3

ECONOMIC DEVELOPMENT UNIT

BUSINESS DEVELOPMENT
TEAM

VALUATION AND PROJECTS
OFFICE

MARKETING AND TOURISM TEAM

MARKETING MANAGER

SENIOR PROMOTIONS OFFICER

MEDIA RELATIONS OFFICER

MARKETING INFORMATION OFFICER

PROMOTIONS PRODUCTION ASSISTANT

SENIOR TOURISM AND
CONFERENCE OFFICER

TOURISM AND CONFERENCE
OFFICER

69
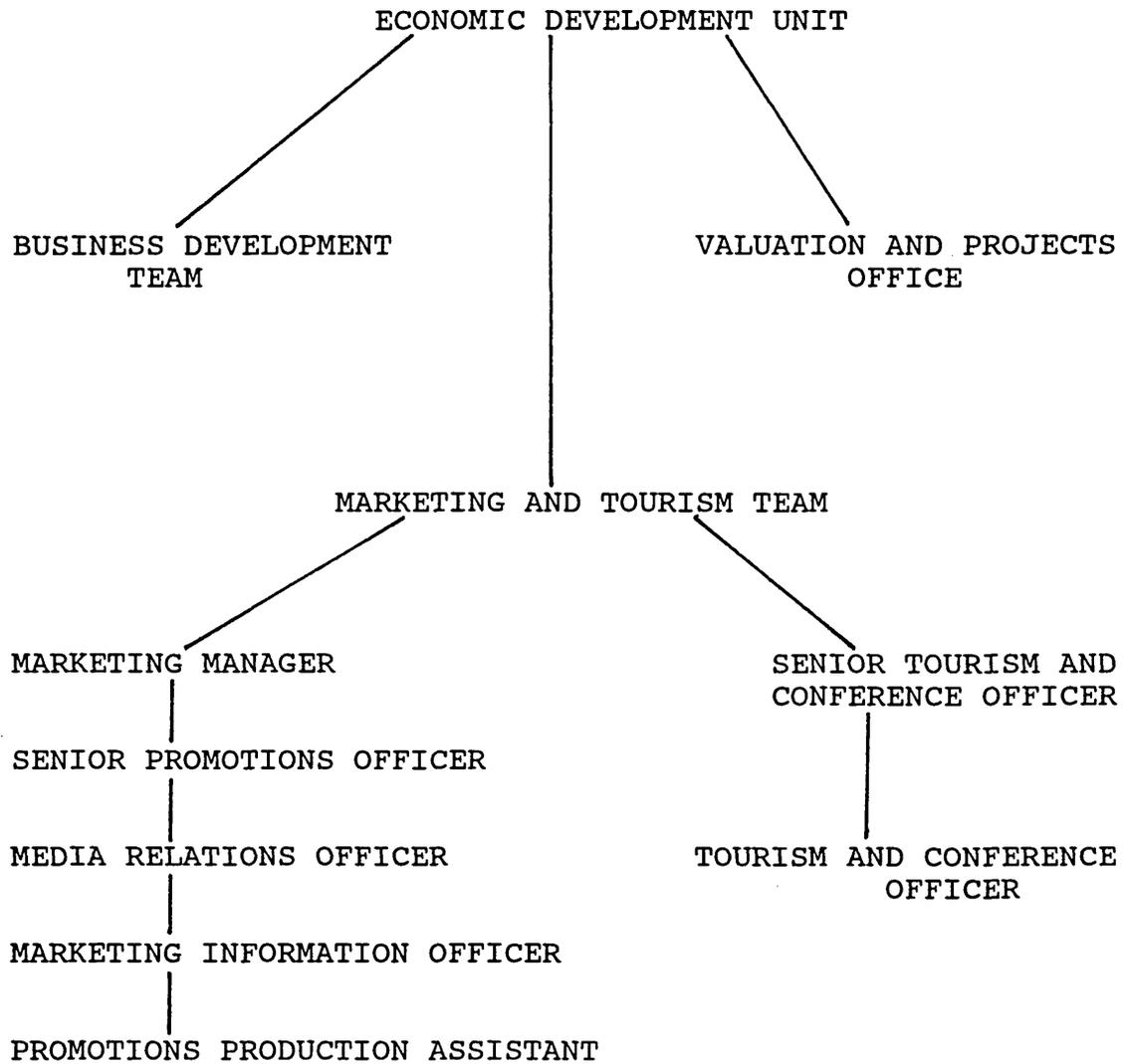
It appears that the structure and organisation of tourism marketing in Bradford has worked successfully. The unit was able to make decisions without being hampered by the sometimes bureaucratic nature of local government, probably because it functioned as a separate unit (Short M., Economic Development Co-ordinator, In. 1992).

5.5 MANCHESTER CITY COUNCIL

Tourism was found in the City Administrator's Division of the Chief Executive's Department, forming a section with advertising and marketing (see fig. 5.4). There were four tourism and marketing staff and four and a half TIC staff and a head of section (Hannah M., council Tourism Services Officer, In. 1992).

There was a clear division of responsibilities between the council tourism section and Greater Manchester Visitor and Convention Bureau so the two did not duplicate their work (Woolf C., Head of Tourism Section, In. 1992). The bureau concentrated on getting visitors to come to Greater Manchester and the council looked after them once they had arrived in the city. Manchester City Council was responsible for product development, tourist infrastructure such as car parks and toilets, visitor services, the TICs and the city centre campaign. As tourism was a function of the local authority, the tourism section had to provide a service to the local residents of Manchester, so the city was promoted to local residents as a day visit attraction. Consequently, the council promoted to a different target market from the bureau (Hannah M. In. 1992).

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Fig. 5.4

STRUCTURE OF TOURISM IN MANCHESTER CITY COUNCIL

CITY ADMINISTRATOR

ADVERTISING/MARKETING
AND TOURISM

MEDIA AND PUBLIC
INFORMATION

HEAD OF SECTION

ADVERTISING

MARKETING/TOURISM

TOURIST
INFORMATION

SENIOR PROMOTIONS OFFICER

TIC

TOURISM SERVICES OFFICER

Five staff

PROMOTIONS ASSISTANT

SPECIAL PROJECTS OFFICER
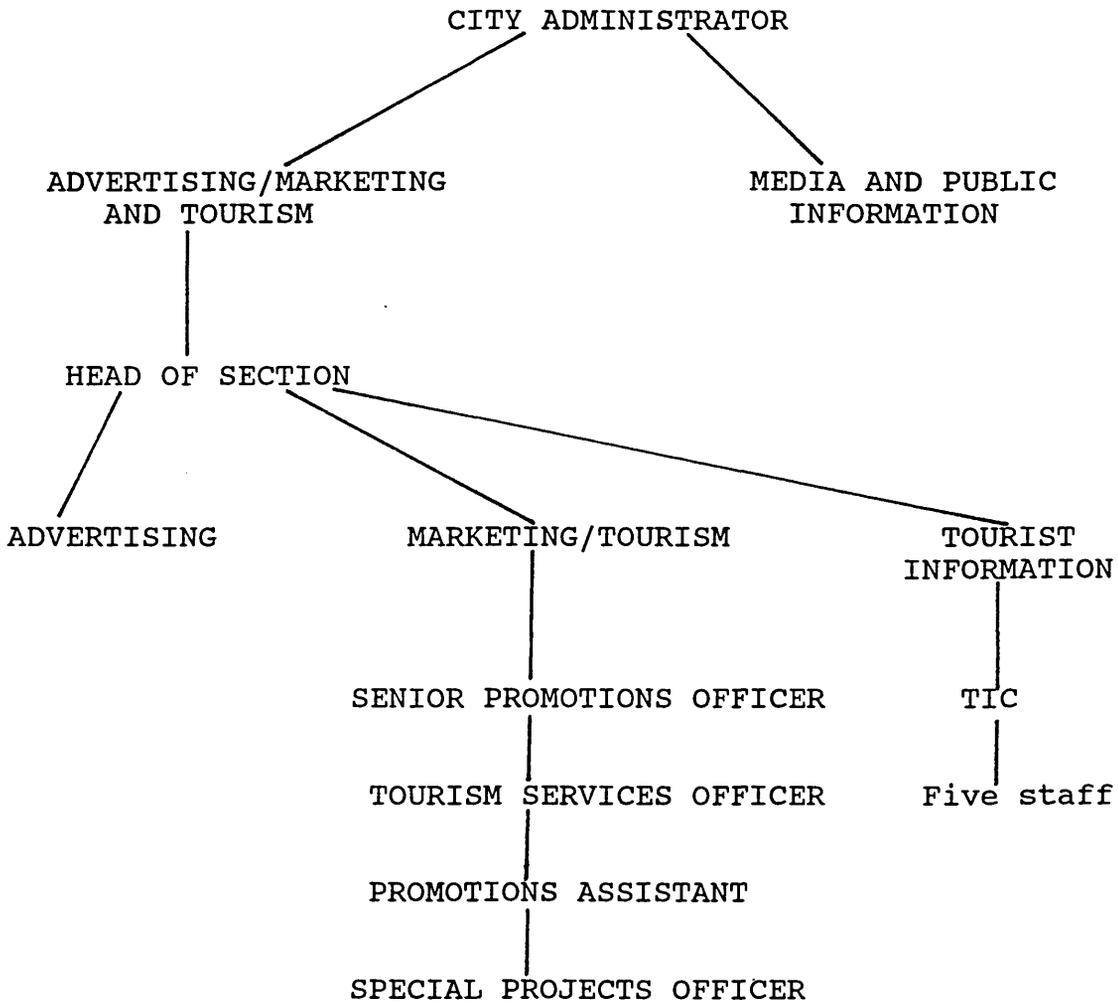
The Advertising, Marketing and Tourism Section was
responsible for deciding what work it carried out and drew
up its own marketing strategy. To a certain extent it was
quite independent from the council and was given the
freedom to make decisions with out referring them to
committee. The section reported officially to the Policy
and Resources Committee and reported informally to a
Communications Group, which looked at ways of promoting the
city, and which included core members of the Labour Group
who were in control of the City Council
(Woolf C. In. 1992).

5.6 GREATER MANCHESTER VISITOR AND CONVENTION BUREAU

Greater Manchester Visitor and Convention Bureau was set up
in 1991 by the Greater Manchester Tourism Forum, (an
association of the tourism officers of the ten district
councils in Greater Manchester) and by the Greater
Manchester Tourism and Leisure Association,
(a public-private sector tourism association). It
incorporated the association and the Greater Manchester
Conference Office (Man: M 1990).

The bureau was set up to market the region of Greater
Manchester. It was responsible for raising the region's
profile, promoting a positive image of Manchester as an
international business and leisure destination, and
marketing its range of visitor attractions and facilities
(PM/GMVCB/1).

The bureau had seven full-time members of staff (see fig.
5.5). It was a partnership between public and private

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Fig. 5.5

**STRUCTURE OF GREATER MANCHESTER VISITOR AND
CONVENTION BUREAU**

CHIEF EXECUTIVE

ADMIN/FINANCE OFFICER

MARKETING MANAGER

TOURISM SERVICES
EXECUTIVE

BUSINESS
DEVELOPMENT
EXECUTIVE

MARKETING
ASSISTANT

RECEPTIONIST/
SECRETARY
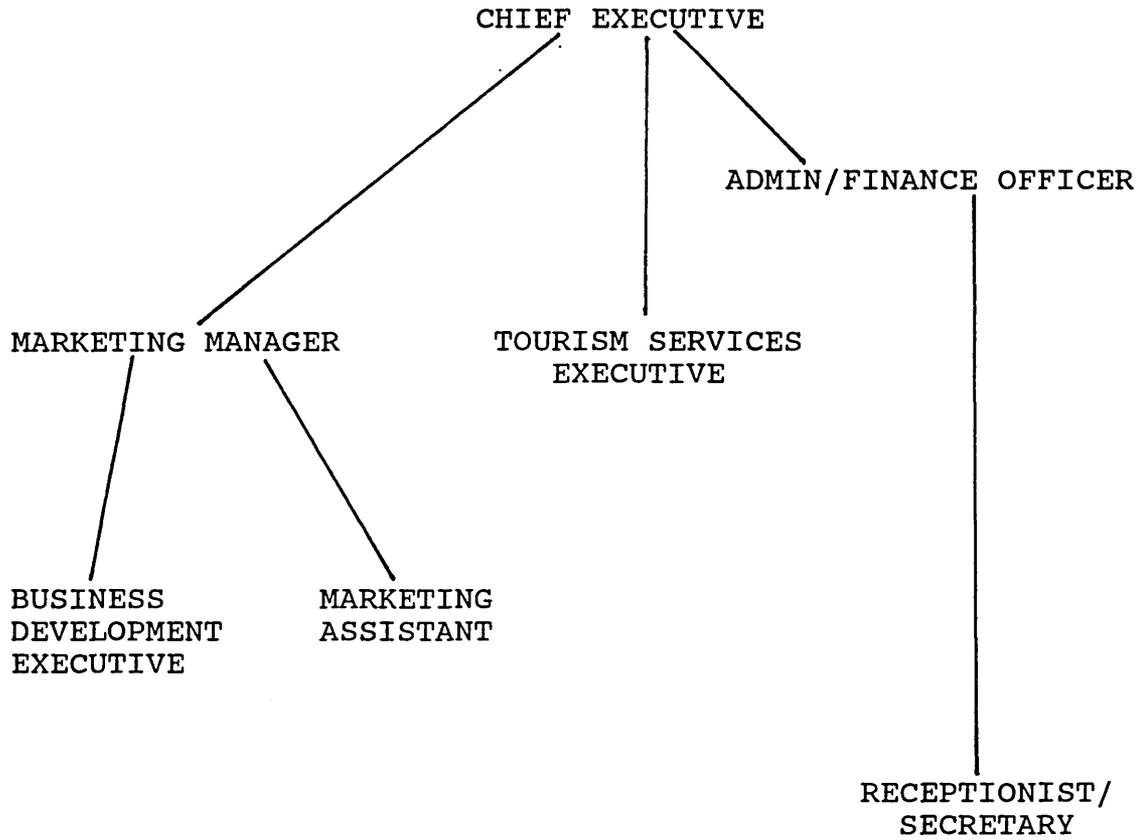
sector bodies and was funded by the ten district councils, the private sector, the Greater Manchester Passenger Transport Executive, Manchester Airport, Central Manchester Development Corporation and Trafford Park Development Corporation.

The work of the bureau was overseen by an executive board, made up of four members from the district councils nominated by the Association of Greater Manchester Authorities, one member from the airport, one from the Transport Executive, one from the Development Corporations and five representatives from the commercial sector (one of whom was the chair of the Board) (PM/GMVCB/1). The bureau developed an annual business plan and action plans, which were approved by the board, and these set the direction and objectives for the year. The budget and any expenditure over five thousand pounds had to be authorised by the board and each month the board received progress reports on work carried out by the bureau (Jeffreys E., Chief Executive of the bureau, In. 1992).

In the beginning, the bureau looked at the work of other tourism organisations in the area to make sure there was no duplication of effort. The bureau had a wider role than that of Manchester City Council because it was responsible for promoting the region covered by ten district councils. In addition the bureau marketed the region to persuade tourists to come to Greater Manchester and the district councils were responsible for looking after them once they have arrived. The two worked together to ensure that the

image promoted by the bureau matched the reality of

Manchester provided by the district councils

(Jeffreys E. In. 1992).

It appears that since the creation of the bureau there has

been a great deal of communication and liaison between the

different organisations responsible for tourism, so there

was little duplication of roles and work. Those involved

seemed to want to work together for the greater good of

Manchester and there was very much a spirit of cooperation

and enthusiasm. As P. Greene said:

> "Having a Visitor and Convention Bureau for the region
> means that there is a far higher degree of co-ordination
> and effort not just in the city, but in all ten
> districts leading to effective corporate decision making
> for tourism."

(Greene P., chairman of the board of the bureau, In.1992).

5.7 DESTINATION SHEFFIELD VISITOR AND CONFERENCE BUREAU

Destination Sheffield Visitor and Conference Bureau was an

independent partnership involving the public and private

sectors. It was established within the organisational

framework of Sheffield Partnerships, which was set up in

1987 to market Sheffield to attract inward investment. The

bureau was set up within the Partnerships framework because

it would benefit from their links with Sheffield's business

community, and being within the Partnerships structure

would give the bureau enhanced credibility and status. Also

it made sense for the bureau to be closely connected with

the industrial promotion work of Sheffield Partnerships so

that the effects of one aspect of marketing might spill

over to the other (Sheff: R 1991A).

The bureau was funded by a number of partners - Sheffield City Council, Sheffield Development Office and a wide range of mainly commercial tourist and leisure organisations. The work of the bureau was governed by an executive board made up of three representatives from the city council, one member nominated by the Sheffield Development Corporation and four commercial representatives elected each year from the retail, transport, accommodation and attractions sectors of the tourism industry. The chair of the board was drawn from the board of Sheffield Partnerships and reported to this board along with the Director of Tourism. The executive board of the bureau guided the work of the Director of Tourism, decided policy, approved the annual business plan, programmes and budgets (Sheff: R 1991B).

The bureau also reported to the Tourism and Heritage Panel of the Leisure and Tourism Services Programme Committee of the city council, but this was just to give information to the panel, no decisions were made here on the bureau's work. The bureau had five staff and was responsible for the three TICs which employed eight staff (see fig. 5.6) (Coleman J., bureau Conference and Accommodation manager, In. 1992).

The work of the bureau was dictated by the annual business plan which contained a number of projects which were costed and planned and was put together by the Director of Tourism in consultation with his staff. The business plan was debated and modified in discussions with the executive board and then again at the level of the board of Sheffield

Fig. 5.6

STRUCTURE OF DESTINATION SHEFFIELD VISITOR AND CONFERENCE BUREAU

DIRECTOR OF TOURISM

SECRETARY

HEAD OF VISITOR SERVICES

CONFERENCE AND
ACCOMMODATION
MANAGER

CONFERENCE AND
TOURISM ASSISTANT

THREE TICS

MIDLAND TRAIN
STATION

PEACE
GARDENS

MEADOWHALL

Three staff

Three staff

Two staff
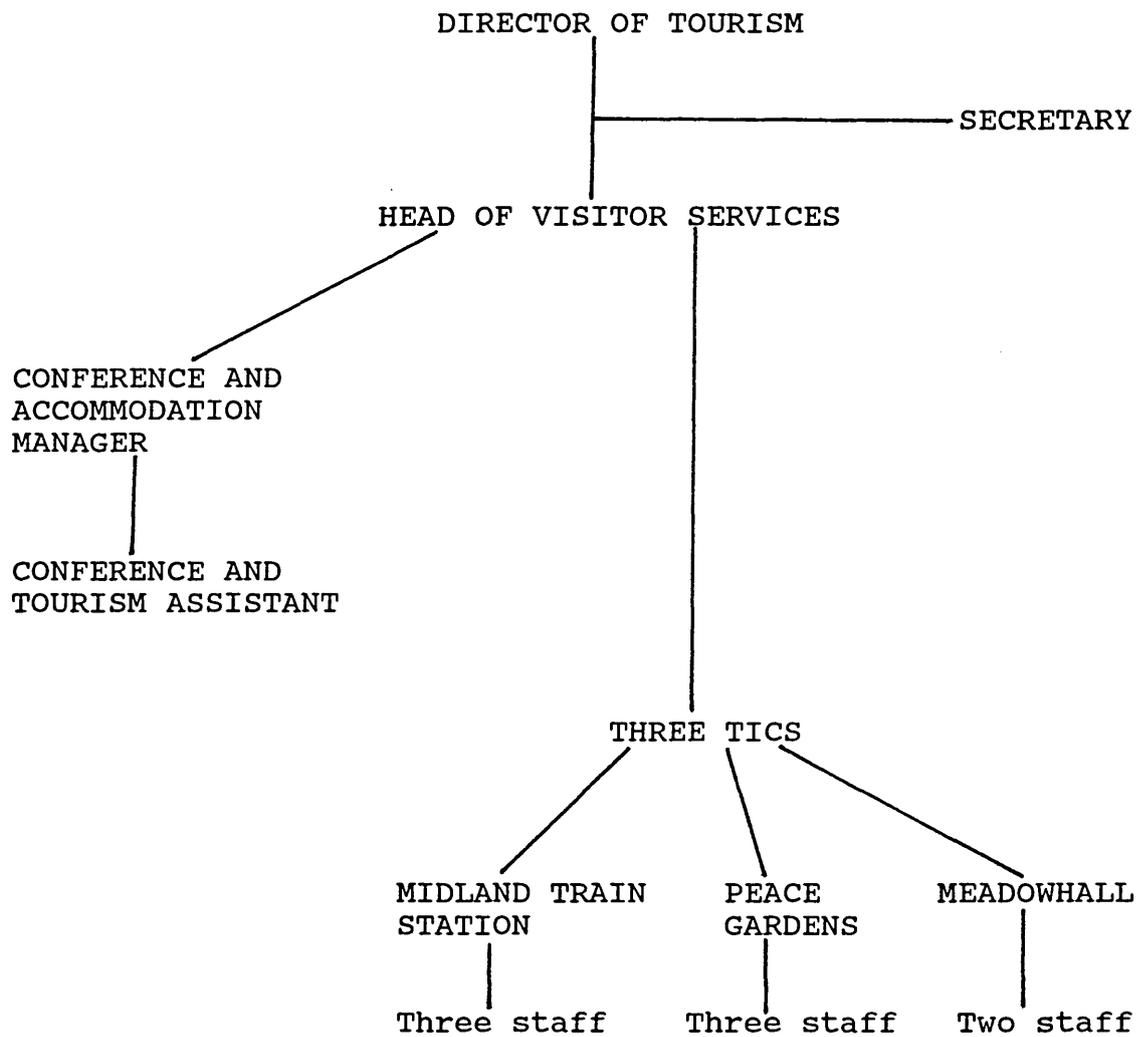
Partnerships. Once approved it formed the basis of an operating plan for everyday work and for implementation and monitoring of specific projects (Heeley J., Director of Tourism of the bureau, In. 1992).

In the future it appears that Sheffield will place more emphasis on the marketing of the whole city, not just on marketing for tourism. Sheffield Partnerships is to be renamed as Destination Sheffield and will concentrate on the promotion of a positive image of the city as a sporting, leisure and tourism destination. Destination Sheffield will have two wings. The visitor and conference bureau will continue to promote Sheffield as a tourist destination. The other wing - the corporate communications initiative - will be responsible for general place image promotion. The responsibility for inward investment marketing has passed to the Sheffield Development Corporation (Heeley J. In. 1993).

Sheffield has followed the example of several other British towns and cities and set up its own bureau for the purpose of marketing the city for tourism. It had the advantage of entering the 'tourism game' quite late so could see what structures other places had adopted and how they organised their tourism marketing. It decided to adopt a structure outside the jurisdiction of the city council so outside the sometimes bureaucratic decision-making processes of local government as this seems to be the most effective mechanism for destination marketing (Sheff: R 1991A).

5.8 STOKE-ON-TRENT

Tourism was organised by the Marketing and Tourism Division which was in the Town Clerk's Department. The Division had five staff as well as eight staff who worked in the two TICs in Stoke and Hanley (see fig. 5.7) (Randall J., council Tourism Services Officer, In. 1992).

The Division reported to the Economic Development and Tourism Committee who made the major decisions on the Division's work, such as development and budget. The Chief Officer of the Division decided what needed to go to committee and she also kept them informed of the Division's work. Most activities that were done on a daily basis did not need decisions from the Committee (Roberts C., Chief Tourism Officer, In. 1992).

The Division also worked with other tourism organisations and local authorities in the area, in particular the North Staffordshire Tourism Association. The association was formed in 1981 to promote North Staffordshire as a viable tourist destination and to co-ordinate mutually beneficial marketing schemes. It was funded by Stoke City Council, Staffordshire County Council, Staffordshire Moorlands District Council, and various private sector tourist attractions and potteries in the area. It had grown into an influential forum for the discussion of joint marketing initiatives and produced its own publications. However, in 1992 it decided to reform as a private sector organisation, with similar aims, but the marketing element would be rationalised to eliminate duplication of the marketing

Fig. 5.7

STRUCTURE OF TOURISM IN STOKE-ON-TRENT CITY COUNCIL

TOWN CLERK AND CHIEF EXECUTIVE

DEPUTY TOWN CLERK AND CHIEF EXECUTIVE

MARKETING AND TOURISM DIVISION

CHIEF MARKETING AND TOURISM OFFICER

TRAVEL TRADE   TOURISM SERVICES   SALES AND ADMIN
& TWINNING   OFFICER   OFFICER
OFFICER

TIC MANAGER   SECRETARY

HANLEY   STOKE

Three staff   Two staff
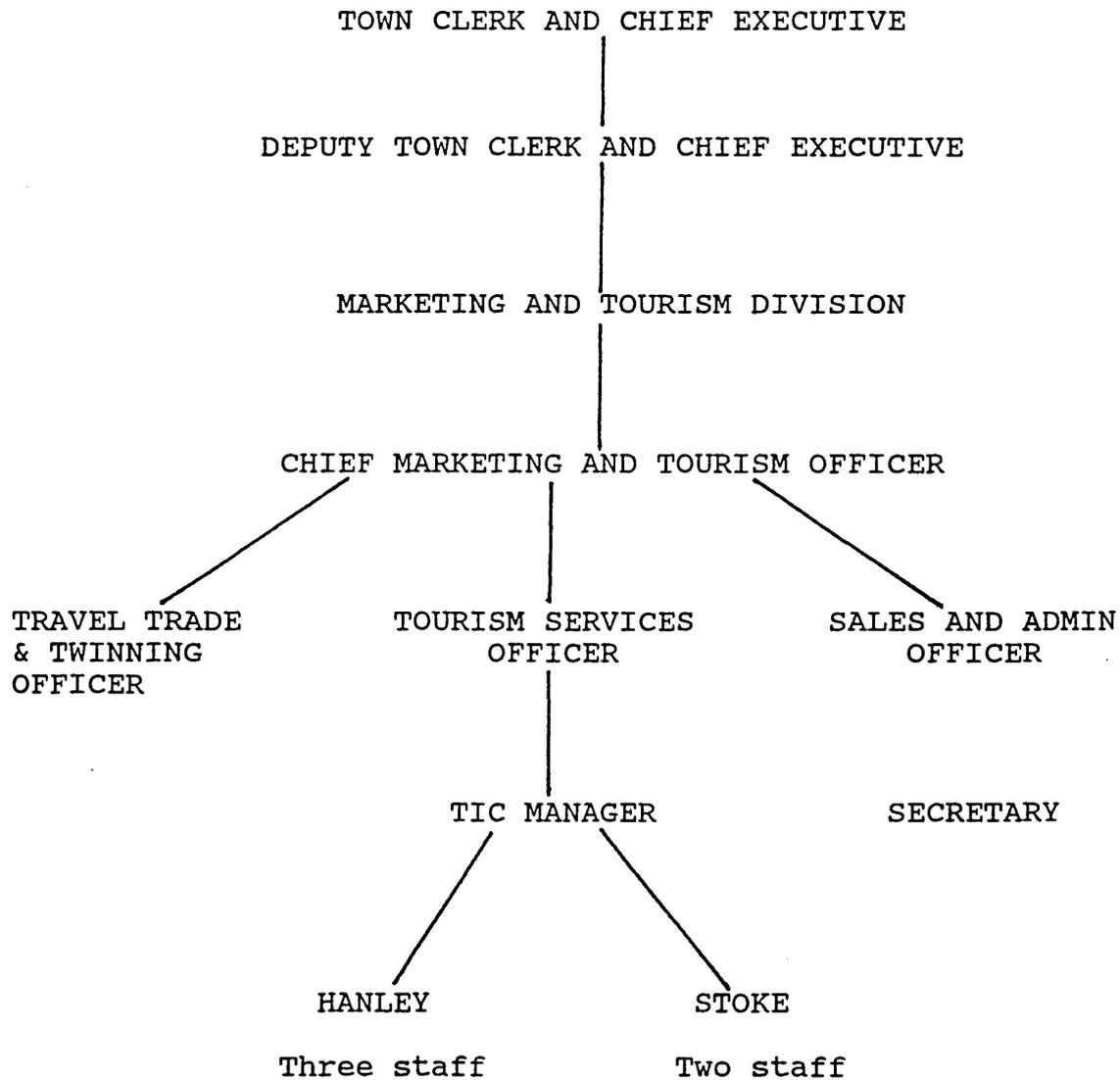
work done by the local authorities (Stoke: M 1992).

The Division recently had a new Chief Officer and its work has been reviewed and the emphasis changed. Stoke was quite successful as a tourist destination as the city has been marketed for tourism for some time, but the role of the Division was city marketing and tourism marketing, and the marketing of the city had not been dealt with before. Therefore, it appears likely that in the future the whole city would be marketed and that tourism would just be one aspect of this place marketing (Roberts C. In. 1992).

5.9
SIMPLIFIED MODELS FOR THE STRUCTURE OF TOURISM MARKETING
From the discussion of the structure and organisation of tourism marketing in the five industrial cities in the previous sections a number of models can be drawn up to simplify the situations that exist in these cities and to explore the situation that may exist in other cities (see fig. 5.8).

5.9.1 PUBLIC SECTOR MODEL
In this model tourism marketing is a public sector activity only. Tourism marketing will typically be found in a local authority, with the size of the section depending on the importance given to tourism. The tourism section is often responsible for the town or city's TIC and its staff. The tourism section will usually be part of a larger department and will report to a sub-committee. The department that tourism is found in and the sub-committee that it reports to depends on how tourism is being used in the particular

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Fig. 5.8

MODELS FOR THE STRUCTURE OF TOURISM

1. Public Sector
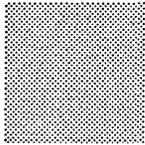
eg Bradford

2. Private Sector
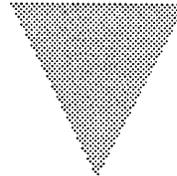
3. Partnership
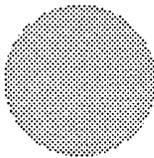
eg Sheffield

4. Public Sector and Partnership
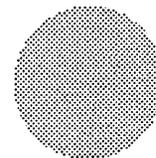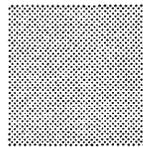
eg Birmingham and Manchester

5. Public Sector and Private Sector
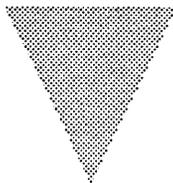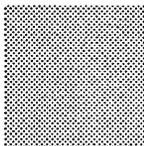
eg Stoke-on-Trent

6. Public Sector, Private Sector and Partnership
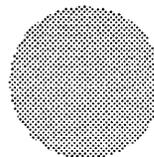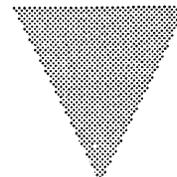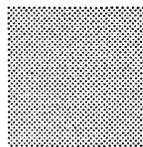
town or city. For example, if it is being used to stimulate economic development it may be found in the Economic Development Department, if it is being used to strengthen leisure provision it may be found in the Leisure Services or Recreation Department. The structure of tourism marketing in Bradford fits this model as it is purely public sector.

5.9.2 PRIVATE SECTOR MODEL

Tourism marketing is purely a private sector activity in this model and is organised by such groupings as a tourism association, hoteliers association, chamber of commerce, marketing bureau etc. In this case the local authority may not want to market the city for tourism as it may already be a highly popular destination and so is more concerned with managing tourism. This is the situation in York which has a totally private sector marketing bureau with no council involvement either in funding or decision-making. Alternatively, this may be the case in rural areas where local authority areas are large and cover many towns. Consequently the tourism association may cover a smaller area or an area covered by two different authorities but which has a particular identity of its own.

5.9.3 PARTNERSHIP MODEL

In this model tourism marketing is organised by both the public and private sector who typically enter a partnership arrangement and jointly fund a visitor and convention marketing bureau. Usually the local authority gives up its tourism marketing function once the bureau is formed, and

only indirectly has an interest in tourism marketing
through its funding of the bureau and through the
councillors who sit on the executive board of the bureau.
Typically, the marketing bureau will be funded by the local
authority and private sector tourism operators and its
purpose will be to market the town or city for tourism,
allowing local tourism businesses a say in how their town
or city is promoted. The work of the bureau is overseen by
an executive board made up of councillors and
representatives elected annually from the private sector
members. The bureau usually takes the form of a company
limited by guarantee and so can trade and sell. The
structure of tourism marketing in Sheffield fits this model
as this is purely carried out by Destination Sheffield
Visitor and Conference Bureau.

5.9.4 PUBLIC SECTOR AND PARTNERSHIP MODEL

This model consists of a public sector tourism marketing
section and a public-private sector tourism marketing
bureau, who appear in theory to do the same job. In
practice, their two roles often differ with, for example,
the local authority tourism section responsible for a
smaller area, promoting to different markets or looking
after the tourism infrastructure. The tourism marketing
bureau may well cover a wider area and concentrate on
persuading potential tourists to visit this area. There is
room for the two to co-exist providing they communicate and
cooperate with one another to avoid duplication. This
situation is found in both Manchester and Birmingham.

5.9.5 PUBLIC AND PRIVATE SECTOR MODEL

In this model tourism marketing is organised by the public sector and by a private sector tourism association. This situation may occur, for example, where the local authority markets a particular city for tourism and the tourism association markets the wider area or region in which the town or city exists. The structure of tourism in Stoke-on-Trent fits this model.

5.9.6 PUBLIC SECTOR, PRIVATE SECTOR AND PARTNERSHIP MODEL

This model is an amalgamation of the first, second and third models. In this case tourism marketing would be organised by the public sector, a local authority tourism department, a jointly funded public-private sector marketing bureau, and a private sector tourism association. In reality this model would probably never exist as there would be far too great a duplication of roles by each of the three organisations.

5.9.7 PLACE MARKETING MODEL

This model describes the situation that may occur much more frequently in the future, particularly developed from the public-private sector tourism marketing bureau. The focus of the marketing bureau is widened to market the whole city and the emphasis will be on place marketing rather than tourism marketing. The bureau may be divided into divisions, each of which will market to particular target markets such as inward investors, tourists and local residents. This situation is starting to occur in Birmingham and Sheffield.

5.10 CONCLUSION

As can be seen from the discussion of the organisation of tourism marketing in the five industrial cities the choice of structure for tourism marketing varies considerably, evolving in response to changing needs historically over time. In all these cities tourism marketing was regarded as a function in its own right with a place within local organisational structures, be it a local authority tourism department or public/private sector marketing bureau. There are advantages and disadvantages to each type of structure.

Greater Manchester, Sheffield and Birmingham chose to establish an independent marketing bureau at arms length from the local authority and with the help of the private sector. Marketing bureaus appear to be effective structures for tourism marketing as they do not get involved in the lengthy decision-making processes which may operate in local government and they are guided by an executive board made up of both the public and private sector. The marketing bureau structure allows the involvement of the expertise of individuals actually working in the tourism industry in decisions on how the city should be marketed. In addition, marketing bureaus can package and sell holidays, whilst local authorities cannot trade (Mathews, 1989). However, marketing bureaus, as they are funded by their members, will promote their members' attractions, facilities, hotels and restaurants, etc. Consequently, the profit from visitor spend will most likely benefit the individual members of the bureau, perhaps more than local people.

In Bradford, Stoke and Manchester tourism marketing was still a local authority function organised by a council department and as such had a certain degree of autonomy, but was still subject to the sometimes bureaucratic nature of local government. As tourism was a local authority service it suffered from the financial difficulties of local authorities, with in recent years budgets usually being cut each year, making long-term planning difficult. However, as tourism was a service provided by the local authority, all attractions, facilities, hotels, etc. within the area will be promoted, so visitor spend is perhaps more likely to have a wider effect on the place.

Based on the evidence from Birmingham, Sheffield and Stoke, in the future it seems likely that cities may broaden their marketing, from marketing the city for tourism, to place marketing of the whole city. Tourism is often found alongside marketing in council structures and until recently the tourism side was given more emphasis. However, increasingly marketing professionals are being employed to head up marketing and tourism sections. Cities are also increasingly realising that they are competing with each other for resources such as potential visitors, investors and residents and that, in order to compete successfully, they must market themselves and project favourable place images. Consequently, cities will be marketed for many reasons such as to improve the image, attract inward investment, encourage local pride and to attract visitors (both local people and people from elsewhere). It may be likely that a public-private sector place marketing bureau

will be established to market the whole city and to co-ordinate the work of other organisations involved in marketing aspects of the city in order to ensure that they are all promoting the same image and message.

CHAPTER 6

PLACE IMAGE FOR TOURISM MARKETING

6.1 INTRODUCTION

This chapter is concerned with the academic research on place image and the importance of this for tourism marketing. The place image of a city has been identified as one of the most important aspects of place marketing as it affects people's decision-making and subsequent behaviour. The images held by people about a place may have significant influences on that place as a tourist destination and industrial location (Hunt, 1975). A city's place image has been found to be one of the most important factors in determining the success of a city in the attraction of tourists, inward investors, other industries and residents. This is one reason why the tourism place image of industrial cities forms the focus of this study.

Industrial cities often have very negative images and have found that these negative images were causing them to lose out on investment to other cities with better images. Consequently, some of these cities chose to market themselves for tourism to improve their images because it was felt that if their images could be improved sufficiently for them to attract visitors then other economic benefits such as the attraction of inward investment and increased confidence in the area would follow (Shackley, 1990).

This chapter will review the academic literature to assess what the place image is and the three stages of the process

of tourism image promotion: how the image is created by tourism agencies and then transmitted and received by potential visitors. This will build on the place marketing theory described in chapter three. It will also describe the work of other researchers in this area. The chapter will go on to examine successful tourism image promotion and branding and the use of logos and slogans. As this chapter is concerned with the image and not the organisations that are responsible for creating and marketing the image, these organisations are referred to very broadly as destination tourism agencies.

6.2 WHAT IS IMAGE ?

An individual's views on the world and their environmental behaviour are dependent on their perception of the reality of the world. Perception is the process by which mental representations of the environment are created. Individuals assimilate information from their physical and social environments and then construct their own unique representations of reality which are called images or mental maps (Burgess and Gold, 1985).

Environmental perception refers to the process of sensory encoding of information, which is compared to learned and relatively stable mental conceptions of environments. These are referred to as images - mental models of the environment which can be thought of as summarising an individual's environmental knowledge, evaluations and preferences. These images have important implications for an individual's behaviour (Pocock and Hudson, 1978).

Many writers in the field of images use the term loosely
but Echtner and Ritchie have described previous authors'
work and have provided a useful summary of their various
definitions of the image (Echtner and Ritchie, 1991).
Lawson and Baud-Bovy consider the image to be :

> "the expression of all objective knowledge, impressions,
> prejudice, imaginations and emotional thoughts an
> individual or group have of a particular object or
> place." (Lawson and Baud-Bovey, 1977, p10).

The image is thus the sum of direct sensory interaction
interpreted through the observer's value system and
accommodated in the existing memory store. Images result
from an individual's perception of the environment and
perception provides a compromise between the finite
capacity of the human brain and the infinite complexity of
reality (Pocock and Hudson, 1978).

Images are formed because the brain is genetically limited
to processing seven pieces of information or eighteen
impressions at any one time and so is forced to select from
the wealth of potential sensory information. Without this
filter the brain would be in a condition of information
overload, which would result in confusion and mental
unbalance. The neurological explanation of image formation
is the mental filtering, coding, storing and retrieving of
information through the joint functioning of the limbic
system and parts of the neocortex of the brain
(Pocock and Hudson, 1978).

Perception and image building are active processes between
the environment and the individual. The human being is very

much a symbolic animal. We symbolise the environment in which we live and the symbols become stimuli to which we respond. What is selected to form an image from the total stimuli available in the environment, depends on stable characteristics of individuals including personality, social class, age, sex, etc; attitudes which are a collection of feelings and beliefs; the culture into which individuals have been born, spent their formative years and with which they subsequently associate; and the needs, moods, preferences and motivations of individuals at the time (Pocock and Hudson, 1978).

Images have various characteristics. They are distorted, partial and simplified representations of reality, and environmental stimuli cause different responses in each individual. There are also different levels of images. At one level there are as many images as there are individuals. At another level individuals in groups will share similar needs, ideals and loyalties and this will induce common or group images. Lowenthal provides a useful summary of the differences between individual and group perceptions of the environment (Lowenthal, 1961). It is very difficult to measure images as by definition they exist as psychological entities inside our heads and lack physical existence. The image is contributed to by all the senses, but the dominance of the eye means that the contents of the image are largely visual
(Pocock and Hudson, 1978).

In summary, images are formed through the interaction of individuals' needs, motivations, preferences, experience, knowledge and personal characteristics with their environment. Images are considered to be an important aspect of place marketing because they affect behaviour as they form part of peoples' decision-making processes by influencing the choices they make (Stabler, 1988).

6.3 TOURISM IMAGES

Geographical interest in the mental images of places is more than thirty years old, with Lynch (1960) being one of the first to write about place images (Ashworth and Voogd, 1988). More recently there have been a very small number of studies which have investigated place images in relation to different user groups of cities such as tourists, inward investors, etc. This chapter is concerned with tourism images and how they are promoted to potential tourists.

As described previously in chapter three, a city that markets itself for tourism can be regarded as having a tourism place product. Many cities offer similar tourism products to each other and as tourist destinations are relatively substitutable. Therefore, they must compete for tourists in the marketplace and sell their tourism product like any other product (Goodall, 1990). In order to differentiate themselves in the eyes of potential visitors they have to create and promote an attractive image of themselves. Calatone, et. al. says that a key component of positioning a destination in the minds of customers is:

"the creation and management of a distinctive and
appealing perception, or image, of the destination."
(quoted from Echtner and Ritchie, 1991, p2).

Likewise it has been found that tourists differentiate
between destinations on the basis of their images and
several studies have illustrated that place images do
influence tourist behaviour (Hunt, 1975; Pearce, 1982).
Mayo examined regional images and travel behaviour and
found that the image of a destination area was a critical
factor when choosing a destination (Mayo, 1973). In fact
research has suggested that tourists are more likely to
visit destinations with strong positive images
(Crompton, 1979; Woodside and Lysonski, 1989). Once at the
destination, it has been found that tourists are more
likely to be satisfied with their holiday if the
destination's reality matches up with the images they had
in their minds. If it does not, they are likely to go away
dissatisfied and also tell their social acquaintances about
their bad experience and this in turn affects other
people's image of that place (Chon, 1990).

Ashworth has provided a useful analytical framework for the
study of the promotion of tourism images, suggesting that
images can be analysed effectively through the use of a
simple radio analogy (see fig. 6.1). Image study can be
approached from the supply side - the tourism product or
destination - or from the demand side - the potential
consumer or tourist. The study of images involves examining
three aspects of the process of image promotion. Firstly,
images are projected, which involves the creation of

Fig. 6.1 TOURISM PLACE IMAGES IN A SIMPLE SYSTEM

(Ashworth, 1991, p127)
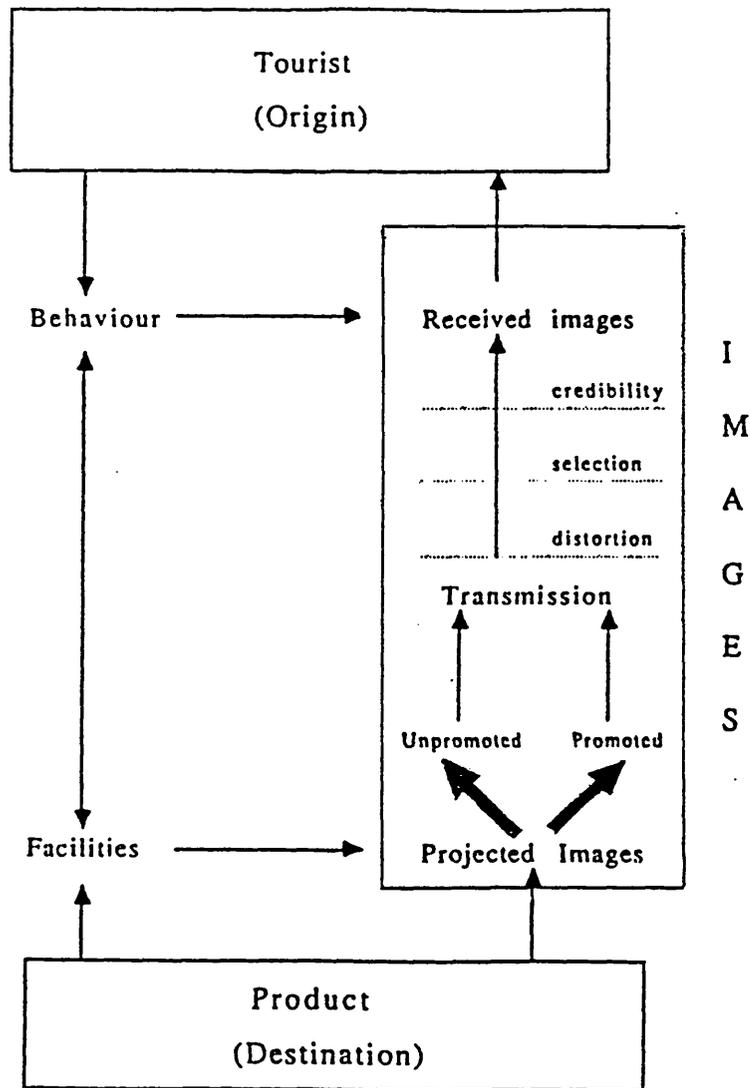
images, ideas and information about a place designed to attract potential visitors to that destination. Secondly, images are **transmitted** through various channels of communication which can themselves influence or distort the nature of the image and the accuracy of its targeting. Finally, transmitted images are **received** by potential visitors who compare the image to the image in their perceptions, adjust their image accordingly and use it in their decision-making (Ashworth, 1991).

6.4 IMAGE CREATION AND PROJECTION

Image projection, particularly in city tourism marketing, only rarely involves the creation of new images. Usually it involves the accommodation, modification or exploitation of existing images which are derived from a variety of sources over which marketing has little control (Ashworth and Voogd, 1990). Indeed, one of the reasons why industrial cities are marketing themselves for tourism is to change their perceived negative images because they found that their negative images, although often inaccurate, were causing them not to gain new investment.

Telisman-Kosuta has said that image creation, change and projection is not particularly easy. Because of the nature of the tourism place product, tourism agencies are not in a position to alter greatly the physical characteristics of the destination and the tourism agency does not usually have control over many aspects of the tourism destination product. In addition, destinations may be competing for the same customers. Consequently, within these limitations, it

is thought that tourism agencies should build their image around unique attributes which give the destination a competitive advantage and which can be marketed successfully. Secondly, a tourism agency is able to create an image only to the extent that it can control the information reaching potential visitors. In practice images are formed and shaped by many sources other than just promotional material (Telisman-Kosuta, 1989).

Only a few studies have examined created place images, that is have looked at images from the supply side. Most authors who have studied created place images have described the place images projected to investors and business locators.

Burgess examined the place images contained in the promotional material sent out to potential investors by British local authorities between 1977 and 1979. She found that most of the material contained similar images of centrality, dynamism, identity and quality of life and that few had isolated the uniqueness and sense of identity of places. She argued that most material had:

> "cloying imagery with boosterish claims of fame and
> fortune. The former reduces places to an
> undifferentiated environment of greenery and folkways
> whilst unsubstantiated claims jeopardise the
> credibility of the publication." (Burgess, 1982, p7).

Burgess and Wood examined the images contained in the 1982-83 promotional campaign of the London Docklands Development Corporation and found similar images of centrality, business opportunities and quality of life being promoted (Burgess and Wood, 1988).

Ashworth and Voogd examined promoted place images to potential private sector commercial investors in the northern part of the Netherlands (Ashworth and Voogd,1990). They found that the projected images consisted of three elements - portrayal of an entrepreneurial climate, a factual description of the cultural, educational, recreational and housing facilities available and, quantitatively the most important, the projection of the two attributes of landscape beauty and historicity. It appeared that:

> "A weakly defined product was being promoted through limited channels to an undifferentiated market."
> (Ashworth and Voogd, 1990, p117).

Goodey looked at local authority advertising and found that the key attributes being projected in images were accessibility and access to attractive scenery, findings which agreed with those of Burgess, Burgess and Wood and Ashworth and Voogd, (Goodey, 1974).

According to Agnew, locale, location and sense of place were important features in place advertisements which were commonly used to generate favourable images of places to inward investors. The locale and physical setting of everyday life was marketed as a set of environmental features contributing to the quality of life and attractive settings for new development. The location of places became significant in terms of centrality or the closeness to the heart of economic and political power. Places were marketed with a sense of place which consisted of the association of the identity of place experienced by local people, with

outsiders' images and myths about the place (Agnew, 1987).

While only a small number of authors have looked at place
images projected to investors and business locators, even
fewer authors have examined created tourism images.
Ashworth and Voogd examined tourism images projected to
existing visitors by the tourism authorities of eleven
resorts in Languedoc in south west France. They found that
all these resorts projected the same overall image of the
resorts as outdoor activity centres with sandy beaches and
sunny weather, despite the fact that the resorts offered
different holiday packages to different markets
(Ashworth and Voogd, 1990).

Dilley examined the international tourist brochures
produced by national tourism agencies in Toronto to uncover
general patterns in the images they projected. He found
that the images were grouped into four main categories,
based on their underlying themes of landscape, culture,
recreation and services (Dilley, 1986).

The above studies show that similar images were being
created by competing destinations for tourists and business
locators and that few places differentiated their place
products by creating unique images.

6.5 IMAGE TRANSMISSION

Once an image has been created or decided on it then has to
be successfully transmitted to potential tourists through
whatever communication media are appropriate. It is at this
stage that the image created by the tourism agency has to

compete for the attention of potential tourists with the so-called noise and interference from the other sources of information and ideas (Ashworth and Goodall, 1988).

In order to be effective, the image should be promoted to potential visitors along the channels of communication that will reach them most efficiently, and the information has to be accepted by them. Most people have an enormous existing store of images, information, feelings and expectations about places that has been acquired from various sources, and they are continually being bombarded with further information from these sources that is ignored or rejected (see fig. 6.2). Promotion can only make a small contribution to this store of information (Ashworth and Voogd, 1990).

To increase the chances of the image being accepted it should be promoted by a means of transmission that people find credible. The source of the information about a place and the way the image is presented in promotional material are important factors in the successful transmission of images (Burgess, 1982). Research has shown that the most important and credible sources of image are the images shaped by the personal experience of visitors on previous holidays or by the second-hand experience of personal contacts of the visitor, peer reference groups and the mass media (Hunt, 1975; Janowitz, 1968).

Gunn has described these sources of image as organic - the sum of all information that has not been deliberately directed by advertising or promotion of a destination. This

Fig. 6.2 FACTORS INFLUENCING THE FORMATION OF THE CONSUMERS' TOURIST IMAGE

(Stabler, 1988, p142)

CONSUMER FACTORS

Perceptions

Motivations

Psychological characteristics

Socio-economic characteristics (Income, occupation, age, etc.)

IMAGE

Experiences

Hearsay

Education

Tourist marketing

Media (TV, newspapers, books, magazines etc.)

SUPPLY FACTORS
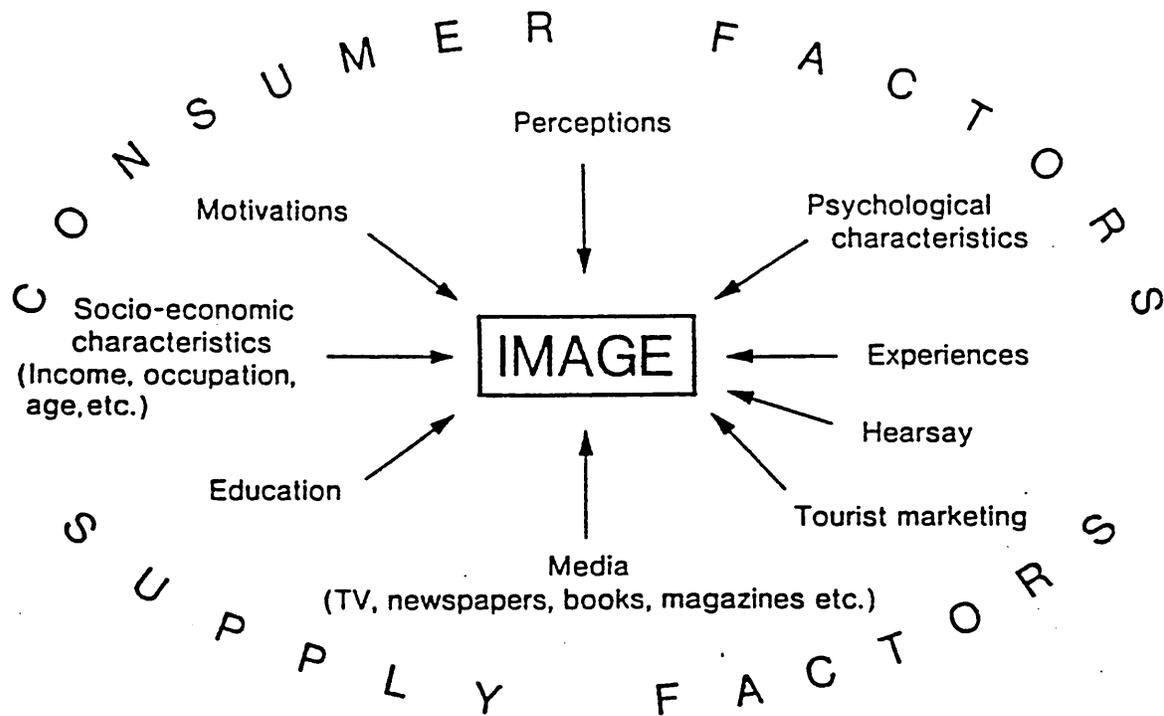
information comes from peoples' own experience on holidays, books, what other people have said about the place and the mass media (Gunn, 1972). The mass media is taken to comprise all those channels by which specialised groups employ technological devices to disseminate symbolic content to their audiences, and includes music, films, television, newspapers, magazines, radio, books, journals, poster advertising and view-data systems (Janowitz, 1968). Nolan investigated the credibility of various forms of tourism marketing media and found that official, printed information and counter services such as tourist information centres were seen to be the most credible, while press and broadcasting advertising were regarded as the least believable (Nolan, 1976).

The 'official' induced tourism image should match the organic image produced by other sources. But in practice Burgess has found that much official tourism promotion is defensive and tries to counteract and correct stereotypic images built up over time through the influence of the media (Burgess, 1982). In addition, the low effectiveness of the transmission of tourism images means that images projected by tourism agencies can usually do little more than confirm and reinforce the existing expectations of potential visitors (Ashworth and Goodall, 1988).

Images are transmitted by using the various promotional tools: advertising, personal selling, publicity and sales promotions. Hague has defined promotion as:

"Transmitting information, creating awareness and an interest, finally resulting in a desire to buy." (Hague, 1985, p115).

According to Telisman-Kosuta, advertising is the most obvious method of promotion and the most prevalent, but it is only one of the possible channels of communication (Telisman-Kosuta, 1989). Advertising is the world of persuasion whether by 'hidden' means, by appealing to our subconscious thought-processes (Packard, 1957), or by visual or aural means, by projecting an irresistibly attractive image (Thomas, 1967). Specific advertising messages in combination with special visual effects and delivered through a specific medium can be used to create an image of a place (Telisman-Kosuta, 1989).

Brochures are one of the most important and widely used forms of promotional material and are an inexpensive and versatile communication tool (Holloway and Plant, 1988). Potential visitors are often greatly dependent upon the images and information found in promotional brochures and leaflets when making their travel decisions, especially if they have no prior knowledge of a place (Wicks and Schuett, 1991). Coltman comments that potential visitors will compare brochures from destinations and it is likely that the one with the best brochure will receive their business (Coltman, 1989). For many potential visitors the brochure or information sent actually represents the product or destination and establishes the image of a place in their minds. Cohen argues that the reality of a place should match the image in the brochure (Cohen, 1989a).

Gunn has described images of places produced in promotional material and by advertising as **induced - the** deliberate portrayal and promotion of tourism images **by** tourism agencies (Gunn, 1972). Most research on **place** images has looked at induced images.

6.6 IMAGE RECEPTION

The final stage in the process of tourism image promotion is their reception by potential and existing visitors. However, as described above, tourism promotion tends **to do** little more than confirm existing images and most **received** images are derived largely from unintended projection - Gunn's organic sources of image (Ashworth and Voogd, 1990).

There have been studies which have generally tried **to** relate images to a range of demographic, social **or spatial** characteristics of recipients, or which have analysed **the** images held by specific consumer groups, such as **inward** investors, tourists and residents (Pocock and Hudson, 1978). Another body of work has evaluated different **places** against each other in terms of their received images (Ashworth and Voogd, 1990).

Most studies of tourism images have looked at **received** images, looking at how tourists view different destinations, or at how different tourism markets **view one** destination. Some of the seminal works looking at **received** tourism images are Mayo, who looked at regional **images and** regional travel behaviour (Mayo, 1973); Hunt, who **examined** images of Colorado (Hunt, 1975); Crompton, who **considered** how different markets in the USA viewed Mexico as a

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vacation destination (Crompton, 1979); Calatone et. al., who measured the images of eight Pacific rim countries (Calatone et.al., 1989); and Reilly, who evaluated the image of Montana (Reilly, 1990).

The above studies show that image plays an important role in travel decision-making and affects how people perceive different destinations.

6.7
SUCCESSFUL IMAGE PROMOTION ACCORDING TO PUBLISHED RESEARCH

In the marketing of places for tourism, several studies have identified the image of the destination as a pivotal aspect of the destination's marketing strategy, and have suggested that an accurate assessment of the image of the destination is a prerequisite before a marketing strategy can be put together (Reilly, 1990).

The destination tourism agency, in order to promote its tourism place product, should take information about that product and create an image which is transmitted via various media to recipients who receive the image and respond accordingly. Before marketing an image of a destination, the tourism agency should decide what users it wants to attract, or will be attracted by the destination's particular attractions and facilities, so that images can be tailored to particular market segments (Goodall, 1990). The tourism agency should also try to determine the organic image that potential visitors or visitors already have about the place. It can then assess whether that image is realistic, or whether it needs to be made more realistic,

or if it is distinguishable from that of competing destinations. Depending on the outcome, a marketing strategy can be developed which can either reinforce positive images, inform potential visitors of new characteristics they are not aware of, try to change a distorted image, or create an entirely new image (Telisman-Kosuta, 1989). According to Reilly, one of the hallmarks of a good marketing campaign is an accurate assessment of the appropriate image of whatever is promoted (Reilly, 1990).

Research has shown that potential visitors choose between destinations on the basis of their image and that places with positive images are more likely to attract tourists than places with negative images. It also suggests it is important that tourism agencies project a strong and positive place image of their town or city which also captures the place's unique character, in order to differentiate it from other competing destinations (Burgess, 1982). The promotional image should be distinctive and honest, but easily understood and believable, and not contain hyperbole and bias (Ashworth and Voogd, 1990).

Other authors argue that the destination tourism agency should have clear strategic objectives about what its tourism marketing and image promotion is trying to do. Much tourism promotion is aimed at generating awareness which will only later be converted into purchase. There is also a tactical decision of how the image is to be conveyed most

effectively to the potential visitor and which method of promotion to use (Ashworth and Voogd, 1990).

It has been argued that, for an image to be successfully received, the promoted or induced image should not conflict with the organic image of the potential visitor derived from other sources. Therefore it is necessary to measure potential visitors' organic images and compare them to the induced image projected by the tourism agency. One problem with this is that it is difficult to compare received and projected images as the methods of measurement and description are different. Measurement of projected images usually involves analysing the images projected in promotional material and received images are usually measured by attitude questionnaires and tests on the visitors themselves (Ashworth and Goodall, 1988). Echtner and Ritchie provide a full account of the methodologies used in measuring images (Echtner and Ritchie, 1991). It may also be useful to measure the images of people who have decided not to visit a particular destination and to try and discover if it was the tourism image that was responsible for them not visiting. Then image positioning and the tourism marketing strategy can be adjusted accordingly (Ashworth and Goodall, 1988).

However, one key problem in place marketing is when the promotional induced image and the visitors' image do not coincide. Where fact and perceived image differ there will be a gap between the expectations and the experiences of the visitors: the larger the difference between

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expectations and experiences the more dissatisfied and angry visitors will be and the more likely they are to seek alternative destinations on future occasions. Visitors who have been 'had' once are unlikely to return again and will pass on their opinion to their contacts who will also gain an unfavourable image of that destination (Ashworth and Goodall, 1988).

Telisman-Kosuta has contended that:

> "promotional messages produced by the tourism industry more often strive to create false and partial images of destinations and their people, than they attempt to communicate factual and truly worthwhile information."
> (Telisman-Kosuta, 1989, p559).

This again stresses the need for a tourism agency to promote an honest and believable, as well as a strong and unique image of their destination.

6.8 IMAGES AND BRANDING

The creation of a particular unique image for a place or destination will help to distinguish it from its competitors and so will give the place what is known in marketing terms as the unique selling proposition (Holloway and Plant, 1988). Ashworth and Voogd have said that:

> "what in the marketing of a physical product is termed 'brand recognition' has a counterpart in place marketing as the association of potential users of a place with its promoted attributes or image."
> (Ashworth and Voogd, 1990, p 110).

Goodall has commented that:

> "the marketing of the place product may be facilitated by the use of a brand name and slogan."
> (Goodall, 1990, p264).

A brand can be defined as a name, sign, symbol, design or combination of these which is intended to identify the place or destination product and to distinguish it from its competitors; and it will make use of the place's unique selling proposition or image (Kotler, 1991). The branding concept has been quite widely used in the tourism industry by hotels, airlines and tour operators and brand identities were created for seaside resorts in the first part of the century using slogans (Lumsden, 1992).

Branding a town or city with a brand name or symbol to identify its image offers a number of advantages. The place is identified in the eyes of the visitor and distinguished from its competitors, and the name becomes associated with a particular image and acts as a 'cue' to visitors in their decision-making. In particular, it can indicate a level of quality. As the tourism place product is intangible and cannot be seen or sampled in advance, the purchase of a branded product helps visitors to avoid risk and know what they are buying. Branding can also be used as a tool for market segmentation and a brand can be associated with or aimed at a particular segment of the market (Holloway and Plant, 1988).

Widely accepted marketing advice can be extended to place marketing. According to Holloway and Plant, in developing a brand image for a place the objectives of the brand need to be carefully thought out (Holloway and Plant, 1988). A brand should not be treated simply as a name, it ought to be a integral part of the town or city's efforts to create

a unique image that is sellable to customers
(Okoroafo, 1989). The brand name should stand for something
and act as a cue to the characteristics of the place and
its image, causing the potential visitor to immediately
recognise the town or city. The name should be easy to
pronounce and remember and should capture the uniqueness of
the place. Symbols and logos can also be used to illustrate
and support the brand name and image
(Holloway and Plant, 1988).

Branding also provides an opportunity for a place to
enhance its corporate image, because how visitors feel
about a brand name will reflect their feelings about the
place. A brand will enhance the corporate identity of a
place so that the brand and the place become inseparable in
the minds of visitors (Holloway and Plant, 1988). In place
marketing the corporate brand image is the name of the town
or city, as usually the local authority produces the
promotional material and is therefore responsible for
deciding on the 'official' image that is to be projected
for the town or city (Okoroafo, 1989).

Logos and slogans are tools that are used to project the
brand image and again these should capture the uniqueness
of the brand image (Holloway and Plant, 1988). Slogans are
short, snappy sentences that can be used to describe
places. Jefkins has said that slogans are one of the
simplest and most effective means of implementing ideas
about places and aid in name recognition (Jefkins, 1974).
Slogans should be as simple as possible, to convey directly

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an uncomplicated image of the place, and 'catchy' so that they stay in visitors' minds (Ashworth and Voogd, 1990).

Symbols are used in logos because they are often more easily understood than verbal messages. According to Macrae a well integrated visual communications system uses repetition of design or its elements of colour, line and texture to reinforce a total impression on peoples' minds. For example airlines repeat the colours in their logos on the side of the plane, in the carpet, on the china used in serving meals, on their boarding passes, ticket holders and baggage tags. Each integrated item will contribute to an overall impression of the personality unique to that airline (Macrae, 1991). Diefenbach has said that a company which successfully employs these visual communications techniques is perceived by others with more confidence. The system projects a tone of planned cohesiveness and a reassuring sense of order (Diefenbach, 1992).

In place marketing, to gain maximum impact on the potential visitor the brand name, logo or slogan should be used in all areas of the town or city's marketing and on all promotional material and stationary used in communicating with the potential visitor (Holloway and Plant, 1988). The more often the brand name, logo and slogan are used the more frequently the visitor will be reminded of the brand image of a place (Gold, 1974). The brand name, logo and slogan chosen should be used for several years to allow time for the message to build up and be reinforced in visitors' minds (Middleton, 1988).

Middleton identified the BTA's Heritage themes, and the Wales' Dragon, 'I Love New York', and Torbay 'the English Riviera' marketing campaigns as examples of branding used by places to identify their destinations with unique images (Middleton,1988).

6.9 CONCLUSION

This chapter has shown that the study of images is a necessary prerequisite for the determination of successful tourism marketing strategies.

Firstly, the chapter described what an image is and concluded that images are formed as a result of individuals' perceptions of their environment, through the interaction of their personal experience, characteristics, knowledge, motivations, needs and preferences. It went on to examine tourism images and described the work of other writers in this and related areas. It looked at the study of images in terms of the process of image promotion involving image creation, transmission and reception.

From this it can be seen that there are few writers who have looked at the tourism image from the supply end and examined in detail the reasons why certain tourism images are chosen or at the content of created and projected images. Consequently, this study specifically examines the tourism images created by industrial cities that are marketing themselves for tourism and will describe the decision-making processes used by staff responsible for creating the official tourism image of these industrial cities (see chapter eight).

In addition, it appears that most authors found that similar images were being created by competing places and that few places differentiated their tourism place products and created unique images. Consequently, this study will build on this work and examine the images projected in promotional material produced for business and leisure tourists and business locators by sixty industrial towns and cities (see chapter seven).

It can be argued at this stage that place image is a crucial component of a destination's tourism product and its tourism marketing. The importance of studying tourism images lies in the fact that they have profound implications for tourist behaviour. Potential tourists' choice of destination is strongly influenced by their perceptions of a place's image.

The chapter has suggested that in their marketing, tourism agencies should seek to create a favourable and unique image, which should capture their sense of identity, in order to differentiate themselves from competing destinations. Brand images with associated logos and slogans can be developed to differentiate places and give them a corporate identity. It has also been argued that an accurate measurement of potential visitors' organic images is necessary in designing successful tourism marketing strategies. However, the image should match the reality of the place so that potential tourists' expectations are met when they actually experience the place.

However, despite the fact that this chapter has focussed on the importance of image in determining the success of a place as a destination and the travel behaviour of potential tourists, it should be remembered that other determinants of travel such as price, motivations, preferences, ease of travel, distance, and so forth are also important (Hunt, 1975). As Telisman-Kosuta has said:

"while image is a significant variable weighing upon the success of a destination, its relative magnitude as compared to other factors such as access, population concentrations, physical facilities and so forth still remains a question." (Telisman-Kosuta, 1989, p558).

This is still true.

CHAPTER 7

IMAGES IN PROMOTIONAL MATERIAL FOR TOURISM AND BUSINESS LOCATION

7.1 INTRODUCTION

Industrial towns and cities are now being marketed in order to attract new investment - be it from tourism or from business, to regenerate their declining economies. Studies have shown that there is a significant link between access to information, place images and the process of decision-making about places by visitors and business people (Daniels, 1979).

Place marketing has increasingly been used by official agencies, usually local authorities, to generate favourable images and to attract both new industries and visitors and to give local residents a civic pride in their town or city. In the hunt for new investment to regenerate the economies of declining industrial areas local authorities have relied heavily on place promotion in the hope that investment decisions will be influenced by the place images projected in advertisements and promotional material (Burgess, 1982). However, few studies have looked at which images are chosen for marketing purposes.

Previous studies by Goodey (1974), Burgess (1982), Burgess and Gold (1986), Dilley (1986) and Ashworth and Voogd (1990) concluded that similar images were being created by competing destinations and that few places differentiated their place products and created unique images.

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Places are marketed for many reasons and to many different categories of users or market segments and different images may be used to attract the different market segments. This chapter will examine the promotional material produced for business tourism - specifically conference organisers - for leisure tourism and for business location. It will examine this for sixty industrial towns and cities, considering the projection of place images and the use of logos and slogans. It was decided to examine these types of promotional material because business and leisure tourists and business locators are target markets that industrial cities are likely to want to attract because of the economic benefit they can provide.

Images were determined using a pro forma analytical framework which formed the basis for content analysis (see chapter two). Inductive content analysis, which Patton has described as identifying themes and patterns in data, was used to identify the similarities and differences in the images found (Patton, 1987).

7.2 RESPONSE RATES

Table 7.1 describes the response rates to the sixty letters sent out to each category (see table 7.1 over page). All percentages in the text are quoted as a percentage of the respondents, rather than as a percentage of the total sample size of sixty. The response rate is high and ensures the analysis that follows is soundly based.

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CATEGORY	NO OF REPLIES RECEIVED	PERCENTAGE OF REQUESTS
Leisure tourism	58	97
Business tourism	58	97
Business location	46	76

Table 7.1 **RESPONSE RATES FROM THE SIXTY TOWNS AND CITIES**

7.3 USE OF LOGOS AND SLOGANS

Logos and slogans are frequently used as tools to create place images. 47% of places in their leisure tourism material and 43% of places in their conference material made use of a slogan for a brand image for their destination, but only 17% and 27% also had a logo to go with their slogan. A list of the leisure and business tourism slogans and logos is provided in Appendices 7.1 and 7.2.

It appeared that most places used branding, although this was often in a very limited way, such as using a slogan on the front cover of a brochure, leaflet or guide. Five places (9%), that is Birmingham, Portsmouth, Rochdale, South Tyneside and Stoke used their slogan and logo on all tourism material. In the conference material the proportion was higher, with 17% using their slogan and logo on all material - the above five places and Barnsley, Morecambe, Leeds, Hartlepool and Southampton.

For slogans to work effectively they should accurately describe a town or city or make use of a place's unique character; but in this study it appeared that many did not.

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The Pennines were rather an over-used image used by
Burnley, Kirklees, Calderdale and Rochdale; as was the word
Yorkshire, used by Calderdale, Hull, Kirklees and Leeds.
Other places used bland statements which did not either say
anything about a place or evoke an image. Gillingham,
Newcastle-upon-Tyne, Sheffield and Wakefield all described
themselves as being welcoming, but this did not really tell
the reader anything about the place and its image
(see table 7.2).

BURNLEY:	'a town amidst the Pennines'.
BARNSLEY:	'Time for a change'.
GILLINGHAM:	'Welcome to Gillingham'.
NEWCASTLE-UPON-TYNE:	'A warmer welcome'.
SHEFFIELD:	'The welcoming city'.
SOUTHAMPTON:	'Southampton's More'.
WAKEFIELD:	'Welcome to Wakefield'.

Table 7.2   **EXAMPLES OF BLAND PLACE SLOGANS**

Different tourism market segments will have different needs
from the promotional material, consequently different
slogans and logos may be used. However, fourteen places
used the same slogan and logo on both their tourism and
their conference promotional material, thus projecting the
same brand image to different markets. In practice much of
the material sent to potential visitors and conference
organisers was the same, so the market segments were not
being differentiated. Only Birmingham, Portsmouth, Stoke
and Southampton produced a conference guide that was
different to the promotional material produced for
visitors.

Four places used a different slogan on their conference promotional material. In the case of Hartlepool and Lancaster it was because a different area was being promoted. The town of Hartlepool was promoted in the tourism material, whereas the area of the Tees Valley was promoted in the conference material. For Lancaster it was the resort of Morecambe that was promoted as a conference destination.

Logos were also used by places to build up images by the use of symbolism. Darlington used the symbol of a compass which points to the North East, suggesting that Darlington is the gateway to the North East. Gillingham had a logo of trees and oast houses. Oasthouses are highly symbolic of the county of Kent so the use of this symbol suggested that Gillingham is surrounded by beautiful countryside. Portsmouth used a ship to symbolise its naval and maritime history and to illustrate its slogan as being the flagship. Lancaster/Morecambe used the symbols of sun, sea and waves to emphasise the seaside resort image of Morecambe.

The slogans and logos in the business locators material were different from those in the business and leisure tourism material (the exceptions being Stoke and Portsmouth) (see Appendix 7.3). 37% of places made use of slogans to produce a brand image for their town or city, and 11% had logos to go with their slogans. Derby used a logo of a bright yellow squiggle to illustrate its slogan 'A brighter business in Derby' suggesting that Derby is a better place for industry to locate in and the future there

is brighter than in other locations. Lancaster used a silhouette of the city with its skyline of interesting buildings to illustrate its slogan 'City of style'. This suggested an image of an elegant, stylish city.

The slogans described the town or city in terms of business climate and most slogans implied that the place they described is 'the place' for industry to locate. Some slogans emphasised the fact that their town or city is better than other places - Coventry, Darlington, Derby, Newcastle-under-lyme, Rotherham, Stockton and Stockport. Some stressed the quality of life - Barnsley, Lancaster, Swansea, Stockport and Wakefield. Burnley's slogan 'Cotton on to Burnley' illustrated its industrial heritage as a centre of the cotton industry.

Most places used the branding concept, although again often in a limited way, such as using the slogan on the front of their folder or visitor guide. But 8% - that is Lancaster, Derby, Doncaster and Stoke - used their slogan on all material to reinforce the image in the reader's mind.

7.4 IMAGES FOUND IN THE BUSINESS AND LEISURE TOURISM PROMOTIONAL MATERIAL

Content analysis was used to determine the images contained within the words and illustrations found in the business and leisure tourism promotional material produced by the sixty towns and cities. A pro forma analytical framework was used to identify the components that made up the overall place image of each town and city. This is summarised in Appendix 3.1, which shows that the same

components featured in very many of the promotional images of these towns and cities. For example, heritage and history was a component image for fifty seven of the fifty eight towns and cities (98%), the urban landscape for 64%, and countryside for 72%. Some image components, such as sport and a gateway centre, appeared far less frequently (14% and 9% of places respectively). Nevertheless, there are clearly considerable similarities in these image components among the sample towns and cities.

The second level of overall place images also tended to have many similarities between these places because they were based on the component images for each place, which also tended to be similar. However, there was still some differentiation between these places in their overall place images due to differences in their emphasis or emphases. This differentiation is important, but was sometimes very slight and sometimes not at all apparent. Yet it was possible to develop a typology of these different emphases in the overall place image, and a list, with examples of the towns or cities having the emphasis, is provided in Appendix 4.1. The typology of emphases is also considered here, but the considerable similarities should not be forgotten or under-estimated.

7.4.1 INDUSTRIAL TOWN WITH MUCH HERITAGE AND SURROUNDED BY BEAUTIFUL COUNTRYSIDE.

This was a common emphasis used by places. The emphasis in the image was on a town with an industrial heritage, usually from the Industrial Revolution Era, yet very close to beautiful countryside. For example:-

Barnsley 'a bustling market town surrounded by miles of countryside brings together some of South Yorkshire's most striking landscapes and fascinating industrial heritage.' (PM/1).

Burnley 'Visitors will be amazed by Burnley's wealth of contrasts from some of the best preserved industrial landscapes in Britain to magnificent countryside with rugged moorlands.' (PM/2).

Bradford, Hartlepool/Tees Valley, Pendle, Stockton and Stoke put particular emphasis on this aspect of thei image.

Pendle emphasised in its image an area affected by the industrial revolution, but surrounded by nice countryside. The cover of the visitor brochure depicted a typical moorland landscape, and the industrial heritage was symbolised by pictures of clogs, cotton and a shuttle (see fig. 7.1). Inside the brochure, the text reinforced this:

'Visit the mill shops of our industrial heritage.'

'-once the heartland of Lancashire's cotton industry.'

'Lancashire's hill country rolls out in a hundred shades of green, the russet expanse of moorland of Boulsworth Hill mingling with Yorkshire heather.' (PM/3).

However, Pendle also used a famous and unique feature - the Pendle Witches - to suggest that the area also has an aura of mystery about it. In the corner of the visitor brochure, peering out as if from underneath the cover, was a witch and a skeleton waiting to be discovered. Inside the text reinforced this message:

'Welcome to Pendle. Uncover its secrets.'

'Nestled below are the tiny hamlets of Newchurch and Roughlee still holding their memories of the Pendle witches like a guarded secret.' (PM/3).

Fig. 7.1 FRONT COVER OF THE PENDLE VISITOR BROCHUR
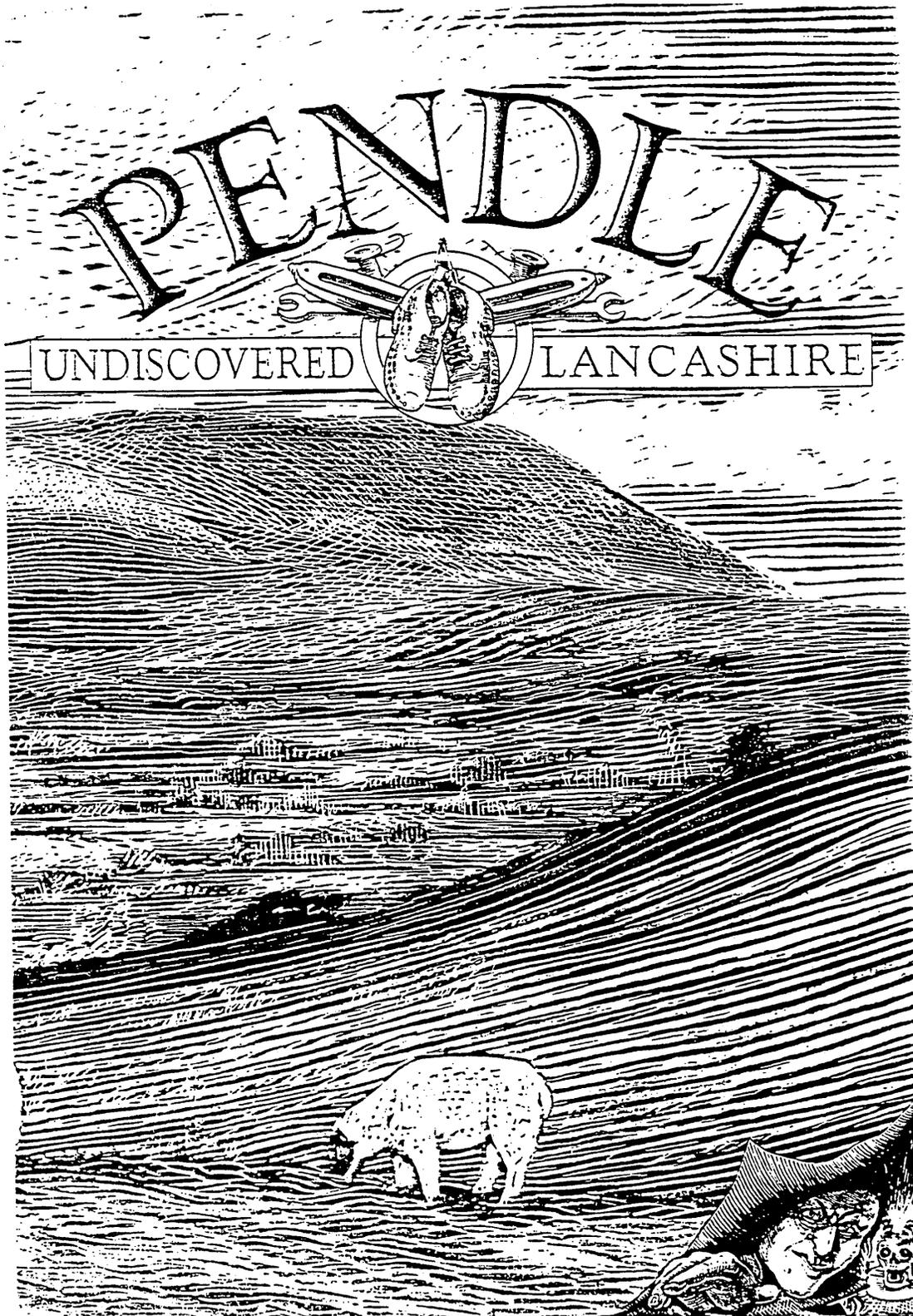
It was surprising that Pendle did not make use of the witches in its slogan - 'Undiscovered Lancashire' - which did not reinforce the image found in the pictures and text.

Stockton projected an image with an emphasis on its industrial heritage related to its railway heritage. The text in the tourist brochure reinforced this:

> 'Today the triumph of the railway pioneers is relived in '1825! - the Birth of Railways', an exciting audio-visual show .... and a Railway Heritage Trail traces the history and landmarks which made Stockton the 'Birthplace of Railways.'' (PM/4).

Stockton exploited this unique characteristic with its slogan 'the birthplace of railways', and in a series of themed leaflets (see fig. 7.2).

> ·'Where to stay in the birthplace of railways'
> 'Keep fit in the birthplace of railways'
> 'Nightlife in the birthplace of railways' (PM/5/6/7).

These were all designed in the style of an old-fashioned railway timetable.

7.4.2   AN HISTORIC CITY WITH DISTINGUISHED BUILDINGS

Here an emphasis in the overall image was on an historic city with distinguished buildings and fine architecture. Lancaster and Wakefield were good examples.

Lancaster had a slogan of 'the legacy' to suggest its historic past, and a leaflet with pictures of its historic attractions (see fig. 7.3). The text of the leaflet reinforced this:

> 'Lancaster's long and distinguished history has left a fine heritage of buildings, churches and museums.'

Fig. 7.2 COVER OF ONE OF STOCKTON'S THEMED LEAFLETS

WHERE TO STAY

—— IN THE ——

BIRTHPLACE of
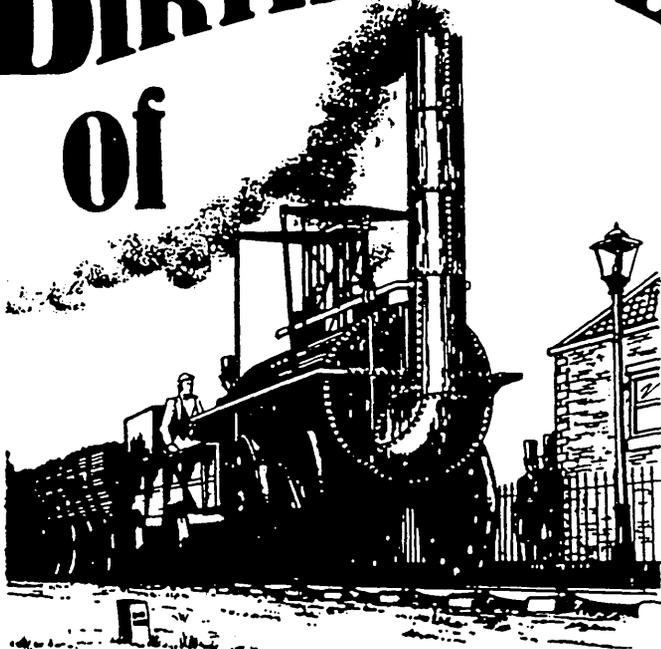
RAILWAYS

STOCKTON-ON-TEES

1991 GUIDE

Fig. 7.3 COVER OF LANCASTER'S VISITOR LEAFLET
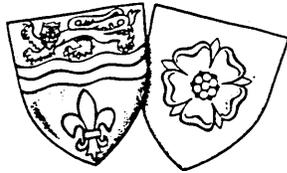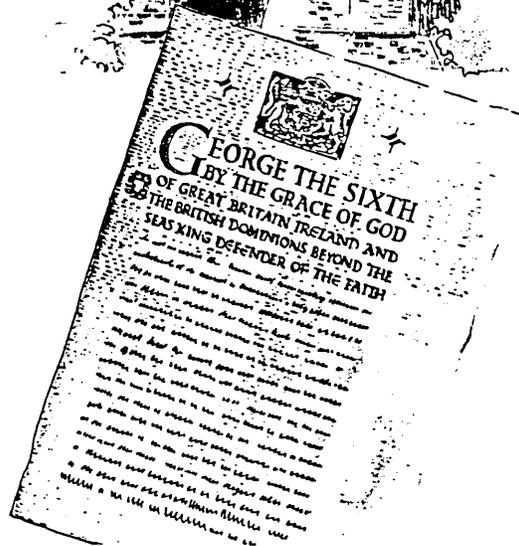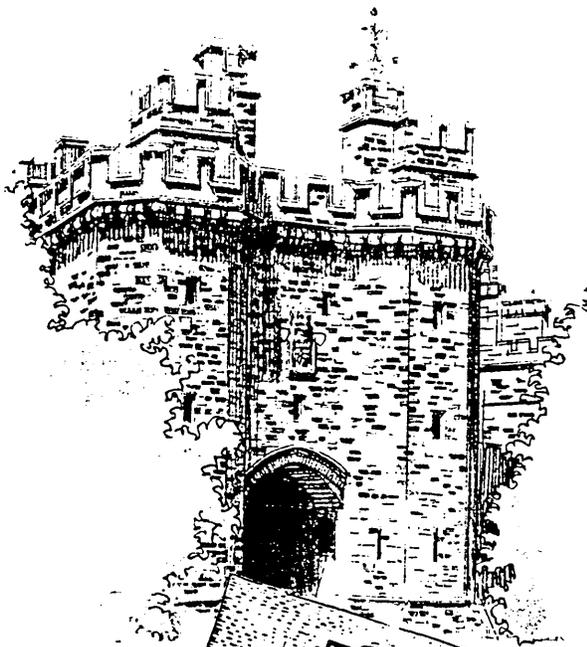
'History,... streetscapes,...notable buildings,...
cobbled streets and alleyways preserved.' (PM/8).

Wakefield produced a high quality brochure with a photo of
the city at night. Inside the brochure the text reinforced
the message:

> 'Wakefield has a long and rich history. In 1990 the city
> celebrated its 900th anniversary and the tapestry of
> its origins is reflected throughout the district.'

> 'Known as the Merrie City since Medieval times the
> Wakefield District has a heritage and tradition
> reflected in the lifestyle, leisure activities and
> culture of the people.' (PM/9).

So Wakefield put an emphasis on its elegance and history
in its image.

7.4.3   THE 'BIG CITY'

Another common emphasis used by places in the overall place
image was on the 'big city'. Here the city was a key
attraction and much emphasis was placed on what there is to
see and do in the city. Manchester and Birmingham were good
examples of this.

Manchester's promotional literature highlighted an image of
a lively, cultural city where lots of events occur and the
text conveyed this message:

> 'the vibrant city of Manchester - the London of the
> North - bustling with theatres, galleries, nightclubs;
> centre for Britain's youth culture and a revolution in
> popular music.' (PM/GMVCB/2).

> 'while its artistic, cultural, leisure and entertainment
> facilities place Manchester second only to London for
> sheer choice and variety. ..... Dawn to dusk, dusk to
> dawn, city centre Manchester is open to all comers, all
> hours.' (PM/GMVCB/3).

Manchester's slogan and logo 'the life and soul of Britain' also suggested an exciting, vibrant city with lots of things happening.

Birmingham's slogan 'the big heart of England' suggested a lively place with lots going on. The text of the promotional literature reinforced this:

> 'The big city at the heart of England, that's Birmingham, a lively centre surrounded by lovely countryside and historic towns and villages. Birmingham offers a feast of entertainment and culture - music, theatre, cinema, sport, a spectacular range of hotels and restaurants and a warm welcoming atmosphere.' (PM/BCVB/2).

In its conference manual, Birmingham emphasised an image of being a conference city, calling itself the 'Convention city':

> 'From exhibitions to entertainments to conferences to conventions to sports to spectaculars... we're at the centre of everything. It's easy to see why Birmingham is becoming known as the Exhibition and Conference City.' (PM/BCVB/3).

So Birmingham emphasised a 'big city' image, to convey the message that it is an excellent for holding conferences in.

7.4.4   PORT/MARITIME

Some places emphasised their connection with the sea in their image, with Portsmouth and Grimsby being good examples.

Portsmouth clearly projected a naval and maritime emphasis in its image, even down to using the colours of navy and white on the cover of its guide to signify the Navy (see fig. 7.4). The slogan 'Flagship of Maritime England' and a logo of a ship were used everywhere to remind the

Fig. 7.4 FRONT COVER OF THE PORTSMOUTH VISITOR GUIDE

THE OFFICIAL TOURIST GUIDE

Portsmouth
Flagship of Maritime England

AND·ITS·RESORT·OF

SOUTHSEA

GREAT BRITISH
CITIES

UK Tourism Marketing Award

1992
INCLUDES ACCOMMODATION GUIDE
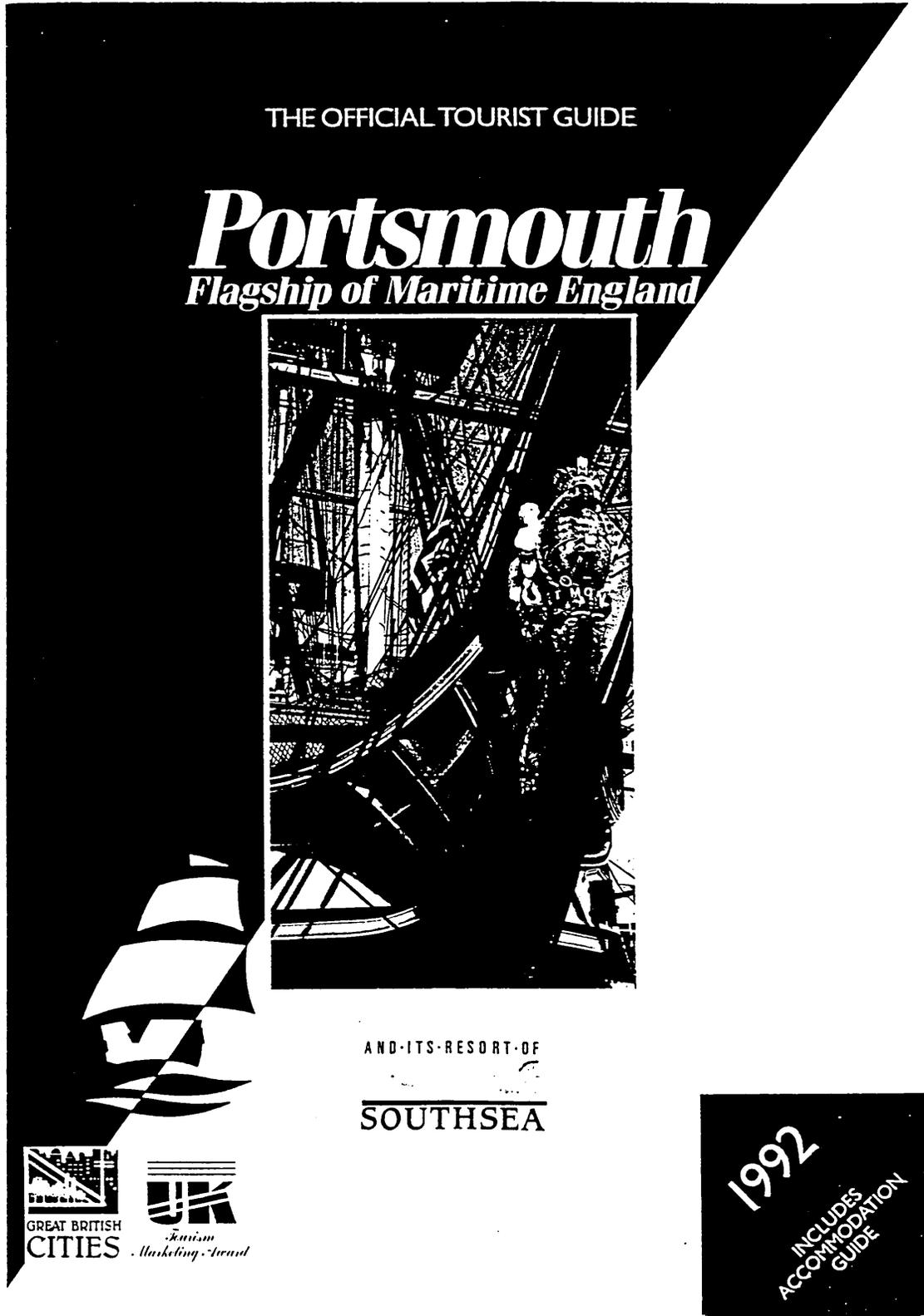
reader of this emphasis. The text in the guide reinforced this message:

'Portsmouth's sea history as the traditional home of the Royal Navy lives on in an array of majestic historic ships, castles and attractions.'

'The City of Portsmouth combines maritime tradition with a busy seascape of a thriving Naval and Commercial Port.' (PM/10).

Again, the emphasis was on Portsmouth's naval and maritime connections.

Grimsby used the slogan 'Europes Food Town' to highlight the fact that it is a port town whose fortunes have been closely associated with its fishing industry. The visitor leaflet conveyed this message:

'Once the greatest fishing port in the world, Grimsby has much to offer the visitor with plenty of nearby attractions... an impressive maritime heritage... seafood dishes are a speciality ...' (PM/11).

Again, the port image was being emphasised.

7.4.5   MODERN BUT OLD

Derby, Doncaster, Gateshead and Gillingham were examples of places that emphasised that they were towns that were old but were now evolving into modern towns with lots of facilities.

7.4.6   SEASIDE RESORT

Here an emphasis was on the place as a traditional seaside resort with many beaches and providing family fun. Swansea and North and South Tyneside were good examples of this.

Swansea's visitor guide had pictures of the seaside, beaches, its marina and wave pool on the cover (see fig. 7.5). Inside the guide, the text conveyed this image:

'This city by the sea surrounded by the beaches of Gower.'

'The coastline is as varied as the city itself, and includes secluded coves and family beaches.' (PM/12).

So the seaside was being emphasised in the visitor guide.

North Tyneside emphasised the fact that it is a traditional seaside resort. The cover of the visitor guide had a picture of the coast with a European Blue Flag clean beach award symbol. The seaside was also emphasised inside the guide:

'Northumbria's top seaside resorts, Whitley Bay and Tynemouth, offer glorious golden sands and bucketfuls of old fashioned family fun.' (PM/13).

North Tyneside also emphasised its railway heritage as well as the seaside, drawing on the area's association with George Stephenson, who introduced the visitor guide and the railway theme. The text of the guide conveyed this message:

'N. Tyneside was the cradle of the world's railways and George Stephenson the proud father.' (PM/13)

So North Tyneside put an emphasis on the seaside and its railway heritage.

South Tyneside also emphasised the seaside, with the cover of its visitor guide showing pictures of the seaside and a European Blue Flag clean beach award symbol. The text also reinforced this:

Fig. 7.5 FRONT COVER OF THE SWANSEA VISITOR GUIDE

Croeso!
Willkommen!
Bienvenue!

'Following the River Tyne to the magnificent harbour and
scenic coastline, there are superb sandy beaches,
including 1990 European Blue Flag Award winner
Sandhaven, rugged cliffs quiet coves and sheltered
bays.' (PM/14)

In addition, South Tyneside also emphasised its literary
associations with Catherine Cookson. Cookson writes novels
set in South Tyneside and these are very well known and
have been serialised on television. By seeing the name of
Catherine Cookson the visitor will associate the region
with images from her books and will hopefully want to visit
the region and see South Tyneside for themselves. The text
of the guide conveyed this:

'South Tyneside is Catherine Cookson Country - the
birthplace of Britain's most popular author. Distinctive
plaques mark places of interest from her early life at
various locations in the borough.' (PM/14).

South Tyneside gave an emphasis to both the seaside and its
literary association with Catherine Cookson in its overall
place image.

7.4.7   GATEWAY

Some places put an emphasis on the fact that they are towns
that act as gateways to interesting areas. Darlington and
Coventry were good examples.

Darlington promoted itself as a gateway town to the north
east of England (see fig. 7.6). The text of the promotional
material conveyed this message:

'Darlington is at the centre of the compass - whether you
want to go North to Durham City, Beamish Open Air Museum
or Newcastle; South to Yorkshire, its Dales and Herriot
Country; East to the Yorkshire Moors or the attractive
coast at Whitby; or West to the Pennines, the Lake
District, Barnard Castle or the Bowes Museum.' (PM/15).

Fig. 7.6 FRONT COVER OF THE DARLINGTON VISITOR GUIDE

This shows clearly its gateway location and is emphasised in the promotional material.

Coventry emphasised that it is a city that is a modern gateway to an historic region and is also a modern town with an historic heart. This image was conveyed in its guide:

> 'Coventry is an ideal base to stay and tour the Heart of
> England, known as the City in Shakespeare Country,
> Coventry is within easy reach of the countryside with
> Kenilworth, Warwick, Stratford-upon-Avon and the
> Cotswolds all close by.' (PM/16).

As with Darlington, this demonstrates the gateway image.

7.4.8   THE MARKET TOWN

Chesterfield, Newark and Sherwood and Newcastle-under-Lyme placed an emphasis in their overall place image on the fact that they are ancient market towns.

7.4.9   LOTS TO SEE AND DO

Trafford was a good example of a place that emphasised how much there is to see and do within its area:

> 'A visit to Trafford promises a unique combination of
> sporting and industrial heritage, small country villages
> and busy market towns such as Altrincham.' (PM/17).

In the absence of any major tourist attractions and people draw, Trafford offered a pleasant variety of things to see and do for local residents and people visiting friends and relatives.

7.4.10 NO PARTICULAR EMPHASIS IN THE IMAGE

In some cases it was not possible to determine an emphasis in the overall place image in the information that was sent. Crewe and Nantwich just described themselves as a part of South Cheshire. However South Cheshire emphasised the fact that it is the floral centre of England. Macclesfield did not project any overall place image in its promotional material as it did not send enough information; however, it could create an image around its silk industry heritage. Salford and Stockport struggled to maintain a separate image to Manchester. Salford could make more of its Lowry connection. Walsall probably struggled with its overall image because of its proximity to Birmingham. However, it could create an overall image around its leather industry heritage. Langbaurgh also did not send enough information.

7.5 IMAGES FOUND IN BUSINESS LOCATORS MATERIAL

This study agreed with the findings of Burgess (1982) and Agnew (1987), finding that most of the towns and cities in the study projected similar images as ideal places for business location, stressing the following individual components of this overall place image:

- they are ideal business locations that are very accessible and have excellent communication links - close to motorways, railways and airports;

- they are business hubs with existing industry, a hardworking, reliable available work force and grant aid and incentives available to business locators;

- they have an excellent quality of life as they are close to beautiful countryside, they have lots of available housing and they have excellent shopping, schools and recreational facilities;

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- they have future potential.

Again content analysis was used to determine the images in the promotional material, this time the material directed at business locators. A pro forma was used to identify the components that made up the overall image of each town or city, this time based on an adapted version of the scheme used by Burgess (1982). The results are summarised in Appendix 3.2, and are discussed here.

Most places projected similar component images of being an ideal business hub, (thirty of the forty six - 65% - towns and cities projected this image). For example:

> 'Blackburn is one of the most dynamic areas in North East Lancashire. 'Open for Business' the towns promotional message to inward investors and the local business community is being heard loud and clear and is working.' (PM/18).

Descriptions of the quality of the workforce were also a fairly standard aspect of the component image of a place being an ideal business location.

> 'Rest assured that the workforce here is skilled and professional. You'll find good employee relations here, as well as competitive wage rates.' (PM/28).

was a statement made by Burnley, whereas East Staffordshire said:

> 'The traditional strength of manufacturing and its related office based employment has created a skilled and flexible workforce.' (PM/29).

Location is thought to be a most significant factor in attracting companies so most places (67%) described themselves as 'ideally located'. Centrality is also

significant as it eases distribution problems.

Accessibility is a key aspect to be projected,

especially ease of motorway access. Gold has commented

that:

> "There are many important psychological factors which are
> associated with transport and communications and to move
> to a location which could any way be regarded as
> isolated is often equated with becoming uncompetitive."
> (Gold, 1974, p84).

Examples of towns stressing this were:

> `Coventry is at the centre of England and in a recent CBI
> survey was shown to be the most accessible city in the
> UK with excellent road, rail and air communications.'
> (PM/19).

> `Located close to the A1(M), situated astride the main
> London-Edinburgh railway line, and with a major regional
> airport right on its doorstep, Darlington can truthfully
> claim to have communications second to none.' (PM/20).

The business executive or decision-maker needs to be

convinced that his quality of life and standard of living

will be improved by a move to a town or city so these

aspects were emphasised by 65% of places. For example,

Lancaster and Newport said:

> `Lancaster's quality of business life is mirrored by the
> quality of family and social life; acclaimed for its
> annual programme of festivals, concerts and drama
> seasons.' (PM/23).

> `Gwent offers an enjoyable life in a variety of settings
> from a relaxed rural environment to a thriving town. The
> range of lifestyles on offer is vast, with the choice
> being a matter of personal taste rather than one
> dictated by costs.' (PM/24).

Another common aspect of the quality of life component of

an ideal business location was access to some of the most

attractive scenery in Britain. For example, Crewe and

Hartlepool made the following statements:

> 'The beautiful countryside of the Peak District and North Wales is only a short car journey away from Crewe.' (PM/21).

> 'Hartlepool is at the heart of scenery that is rich in contrasts. From the man-made majesty of Durham Cathedral to the natural splendour of moorlands, dales, cliff top villages and picturesque bays.' (PM/22).

Places claimed to have plenty of available housing. Two examples of such claims were Gateshead and Leicester:

> 'Gateshead has homes to suit every taste, with a variety of styles, sizes and ages in both owned and rented accommodation.' (PM/25).

> 'The Leicester area provided a wide range of housing for sale or rent and at reasonable cost.' (PM/26).

Another aspect of the quality of life component of an ideal business location which was often featured was the presence of excellent shopping, schools and recreational facilities. For example, Lancaster, Derby and Coventry stressed these in the following way:

> 'Local education provision is extensive in Lancaster, offering a wide choice from primary school through to secondary and further education.' (PM/23).

> 'Traditional advantages of market town trading add to Derby's attraction as a shopping centre which draws people from miles around.' (PM/27).

> 'Coventry offers a wide range of recreational, sporting and cultural activities.' (PM/19).

It has been argued that most towns and cities projected similar images as ideal places for business location, with considerable similarities in the component images which were promoted. Other overall place images contained in the promotional material for business locators tended to be

similar, again due to the similarities in the component images. However, there were some differences of emphasis in overall place images between places. A typology of these different emphases in overall place images is provided in Appendix 4.2 and discussed here. Again it must be remembered that the similarities in overall place images were very considerable.

Some places emphasised in their overall place image that they had a strong tradition of industry locating there. For example, Bolton stated:

> 'Bolton was once a great Cotton town. New fibres and new technologies have transformed what remains of the heritage of cotton.' (PM/30).

whereas Sunderland said:

> 'Sunderland's traditional industrial base of shipbuilding, coal mining and engineering has given way to a wide range of modern industries.' (PM/31).

Other places emphasised their port and maritime activities. For example, Hull and Portsmouth said:

> 'the most enduring and internationally famous characteristic of the City of Hull is its seafaring traditions.' (PM/32).

> 'Portsmouth is steeped in its unique heritage as the traditional home of Britain's Royal Navy.' (PM/33).

Some places stressed a thriving, modern commercial city centre image but again with an excellent quality of life, and a few emphasised their elegance and history.

About a third of respondents projected no images of their town or city. They just sent factual details of vacant property, business help and financial incentives available

and no promotional material about their town or city.

7.6 CONCLUSION

Previous research has shown how the perception of places held by potential visitors and business locators is an important factor in the decision-making process of business and leisure tourism and of business location. Therefore, it is extremely important that official place marketing agencies project a strong and positive place image of their city which also captures the place's unique character.

Burgess has said that a strong sense of identity should emerge from the words and pictures if a promotional publication is to make an impact on the reader (Burgess, 1982). The style of writing and presentation of information should also be fresh, lively and original and the place should appear sufficiently interesting to encourage the decision-maker to take further action. This study agreed with the findings of Burgess, who argued that:

> "Unfortunately in the great majority of cases tangible
> places do not emerge from the stale phrases and
> over-used cliches which characterise promotional
> publications." (Burgess, 1982, p6).

From this study of the leisure and business tourism promotional material of sixty towns and cities, it appeared that most places projected similar place images. In the researcher's opinion, only a quarter of places marketed themselves successfully and they did this by emphasising a particular aspect of their overall place image that 'said something' about the town or city, presenting a unique communication message that identified and positioned the

place and differentiated it from others. The emphasis of the one aspect provided a clear brand image and the towns and cities also used slogans and logos successfully on much of their promotional material to build up and reinforce this brand image.

According to the academic literature, creation of a successful brand image involves detailed market research into how visitors perceive the destination and this can point to the type of specific promotional activities needed to improve a negative image, maintain a positive one or create a new image (Cohen, 1989b). The literature on place marketing suggests that the chosen image should make use of a destination's unique attributes to differentiate the destination from its competitors and should fit into its chosen market segment (Burgess, 1982).

Again in the researcher's opinion, three quarters of the towns and cities projected quite similar, broad, images, failing to emphasise a particular aspect of their overall place image and to reinforce this by using slogans and logos on much of their promotional material. Faced with a choice for a holiday when many places offered the same tourism destination product and projected similar images, the visitor is likely to reject these and will choose to visit somewhere that appears to be different. These conclusions accord with those of Gilbert, who looked at countries and argued that many countries do not differentiate their tourism products sufficiently and that they should promote their unique attributes (Gilbert,1990).

Promotional material should also be aimed at a particular target market. Few places differentiated between the business and leisure tourism markets, despite these being very different and having different needs. The same images and often the same publications were used for both markets. This is similar to the findings of Wicks and Schuett who looked at the use of travel brochures as a communication tool in the US state of Illinois and found that eighty five percent of the producers of the brochures did not intend to target a specific market with their brochure and that the brochures' message was designed to be as broad as possible to appeal to as wide a range of customers as possible (Wicks and Schuett, 1991). The official agency producing the promotional material needs to define the target market the material is directed at, and to undertake research on what the market segment needs to know.

With regard to the images in the promotional material for business locators, this study found that most places projected a similar overall place image of being an ideal business location. Most places reinforced this with component images of having helpful local authorities, lots of available, vacant land and properties, and a whole range of financial incentives; and that the town or city is an excellent place to live in, with all the facilities a person could wish for, surrounded by beautiful countryside and with excellent communication links and easy access. Few stood out as being innovative and original. Places should try and project images of what is unique and special to them, as most places offer the same locational advantages,

business environments, educational facilities and attractive countryside (Burgess, 1982). However, it may be the case that in the harsh economic climate of the 1990s economic factors are all-important and that investors and business locators are only interested in the prices of land and property and the range of incentives available. It appears that with regard to promotion for business locators, the market has been differentiated and special promotional material, containing information it is thought business locators would wish to know, is produced specifically for that particular market by specific departments of local authorities.

Although promotional brochures produced by towns and cities often form the basis of decision-making, the importance of these brochures should not be overstated. Images are also formed from other sources, and images in brochures have to compete with these. It is important therefore, that research is undertaken at source to ascertain the organic images that are already in the potential visitors' minds (Telisman-Kosuta, 1989).

As described in the previous chapter, if the image in the promotional material is inaccurate and does not match the reality of a place, peoples' expectations will not be met and they will be dissatisfied. If they then comment adversely on the place to their social acquaintances this will prevent other people from visiting or considering it as a location site. Therefore, the projected image should be honest and accurate.

CHAPTER 8

IMAGES AND IMAGE CREATION FOR TOURISM
IN FIVE INDUSTRIAL CITIES

8.1 INTRODUCTION

This chapter will discuss the process of image creation for
tourism marketing in five industrial cities, which form a
case study profile and will look at the decisions that led
to particular images being chosen and promoted. It will
then go on to examine the images promoted by the
organisations that carry out tourism marketing in these
cities and the images contained in the promotional material
produced by these organisations. Finally it will identify a
number of general approaches for the processes of image
creation and a number of general types of images arising
from this study. Many organisations create and project
images in these cities but this chapter is concerned with
the images projected for tourists by the tourism marketing
organisations discussed in chapter five.

Having previously discussed the importance of the image to
place marketing and why cities are using tourism to improve
their image (see chapter three), this chapter will examine
in practice the image choice process and will link the
theory of images (see chapter six) to the actual situation
that exists for the marketing of tourism images in cities
today. It will also seek to discover if a particular
organisational structure for tourism marketing dictates the
process for image creation and results in a particular
image being promoted and if the objectives of the

organisation result in a particular image being created
(see chapter five).

All five cities had negative images as perceived by people
living outside of these cities, and so decided to use
tourism in part as a means of improving their image
(see chapter four).

The previous chapter looked at the images projected in the
promotional material of sixty towns and cities, including
these five cities. It was found that these five cities
projected similar overall place images to one another, but
had some differences in their emphases within this
(see table 8.1).

TYPE OF EMPHASIS IN THE OVERALL PLACE IMAGE	NAME OF PLACE
Industrial heritage surrounded by beautiful countryside	Bradford, Sheffield, Stoke
Big city with lots to see and do	Birmingham, Manchester

Table 8.1 DIFFERENT EMPHASES IN THE OVERALL PLACE IMAGES OF THE FIVE CITIES AS IDENTIFIED IN THE SURVEY OF SIXTY TOWNS AND CITIES

The chapter will discuss the process of image creation in
each city and will look in more detail at the types of
image projected in the promotional material by each city.

8.2 BIRMINGHAM

After the building of the Birmingham NEC in 1976 a
reputation was gained as an excellent city for the holding

of meetings and exhibitions. Birmingham Convention and Visitor Bureau was set up in 1982 to make the most of this reputation and to market Birmingham as a business tourism destination (Bernard S., bureau Marketing Executive, In. 1992).

The process of image creation was directed by the Chief Executive of the bureau, P. Taylor. According to P. Taylor, when the bureau was first set up he decided that it was not necessary to create an image and that it was better to promote the 'reality' of Birmingham. Consequently, the bureau did not consciously or deliberately go through a process of image creation. P. Taylor said:

> "The image was chosen because it is the facts, it is the reality. We did no market research to create an image. We think image is irrelevant, we think image and reality converge and that you cannot sell a false perspective. You can only sell what you actually have and what we have is a great big city, bang in the middle of England with unique communications. It also happens to be in a beautiful part of England." (Taylor P. In. 1992).

As the city had the right facilities and excellent communications links, the bureau's initial objectives were to promote business tourism and an image of Birmingham as a good place for meetings. There was no point in creating a false image of Birmingham, such as creating an image of Birmingham as a beautiful city and trying to market Birmingham as the city for leisure tourism as the city was not a beautiful city and simply did not have a suitable leisure tourism product (Bernard S. In. 1992). The image that was promoted was how P. Taylor perceived the reality of Birmingham to be:

"We promote the fact that it is big, very accessible, it
is very English and it is friendly. We just promote the
facts we don't go in for gimmicks. It is the 'Big Heart
of England' ie it is big, it is in the middle, it is
friendly and that is it. It is a good place for
meetings - a sensible, convenient, cost-effective and
efficient place to have meetings."
(Taylor P. In. 1992).

P. Taylor also chose an appropriate logo and slogan to

match this 'real' image and in 1992 these were both still

used on all promotional material produced by the bureau to

reinforce the message (see fig. 8.1). S. Bernard, Marketing

Executive of the bureau, said that this logo and slogan

were chosen because:

"of our location right in the centre of England.
Birmingham is at the heart of the regions of England
and at the heart of this region. It was also built on
awareness that was already there. So we did not have to
go out and convince people of a new fact. The heart
also signifies the friendliness of the 'Brummy'
people." (Bernard S. In. 1992).

However, as the city's reputation of being a good place for

meetings grew there has been further investment in the

business tourism infrastructure, such as the building of

the International Convention Centre, and so further

development of the business tourism product. This has

helped the bureau to promote an image of Birmingham as the

exhibition and convention city (Bernard S. In. 1992).

In 1992 the image that was promoted had another dimension

because the building of the Convention Centre has caused

improvements in the city centre, with a new public square,

gardens, statues etc, which have made the city centre a

much better place to visit. This has helped the bureau to

market Birmingham as a destination for short break

Fig. 8.1 LOGO AND SLOGAN USED BY BIRMINGHAM CONVENTION
AND VISITOR BUREAU

🖤 Birmingham The Big Heart of England

holidays. So enhancement of the business tourism product has enabled the bureau to promote a different image, one of an attractive city suitable for a short break, to a new target market - short break takers - in addition to the image of Birmingham as an exhibition and meetings city.

Much tourism promotional material was produced by the Convention and Visitor Bureau in 1992, as the bureau had its own publications unit and also owned and was responsible for the operation of the five TICs in the city. Consequently, the bureau was largely responsible for deciding which images of Birmingham were promoted to tourists. They produced six publications all with the logo and slogan on the front cover (Bernard S. In. 1992). The publications were sent out in a glossy high quality folder which had colour photographs of the city of Birmingham and its attractions like the Convention Centre, the Jewellery Quarter, the NEC, the canals, Cadbury World, concerts and ballet (see fig. 8.2) (PM/BCVB/4). This conveyed an image of an up-market big city with lots to see and do. Similar photographs were found on the covers of the other publications.

The publications projected a big city image. For example, the 'Pocket Guide' had colour photographs on its cover and used black and white text to create this image, with the text describing how:

> "Birmingham is a thriving business centre, but it also
> has a lively entertainment and artistic scene. You can
> watch ballet, orchestra, opera and jazz and visit superb
> art galleries and museums as well as shops, restaurants,
> theatres and hotels." (PM/BCVB/5).

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Fig. 8.2 PHOTOGRAPHS USED ON THE FRONT COVER OF

THE VISITOR FOLDER

The Conference and Travel Manual, which was targeted at

the travel trade and conference organisers, was an

extremely high quality, glossy, colour brochure and

contained colour photographs and lavish descriptions of the

city, its attractions and venues to create an image of

Birmingham as:

> "One of the world's great meeting places. Conferences and
> conventions, trade fairs and exhibitions, festivals and
> special events, both cultural and sporting....whatever
> the size or the style, Birmingham, the Big Heart of
> England, hosts them all, whether its a meeting for 10 or
> 10,000.
> ... A complete destination, meeting the needs of every
> event planner." (PM/BCVB/3).

The Warm Hearted Weekends brochure again projected a big

city image ideal for a weekend break. It had a green cover

with the title in red letters and colour photographs on it

to convey an image of a warm and friendly city, while the

use of the name 'Warm Hearted Weekend' also suggested this

image. The use of the word heart linked this image to the

logo and slogan 'Big Heart of England' (see fig. 8.3).

In 1990 Birmingham City Council's Directorate of Public

Affairs, along with the City Action Team and the Heart of

England Tourist Board attempted to find a new visual image

for the city. It employed communications consultants who

carried out research into three key audiences whose opinion

of the city mattered most to the city council ie residents,

potential inward investors and potential tourists

(B'ham: M 1990). They put forward two slogans:

'Birminghambition' and 'Up and Brumming'

Fig. 8.3 FRONT COVER OF THE WARM HEARTED WEEKENDS BROCHURE

WARM HEARTED

Weekends

IN THE BIG
HEART OF ENGLAND
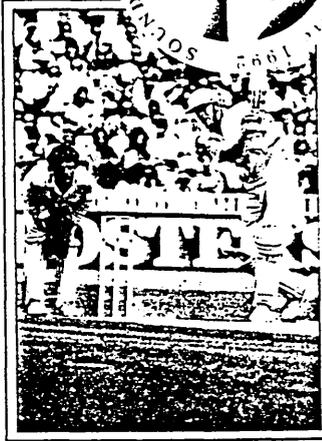
1st January-31st December 1992

from
£22
per person per night
including
full English
breakfast

BIRMINGHAM **C**ONVENTION & **V**ISITOR **B**UREAU

The first slogan projected an image of an ambitious city that is always willing to try out new ideas and be innovative, as exemplified by the building of the NEC. The second slogan was slightly more jokey and played on the phrase 'up and running' to suggest a lively, forward-thinking, dynamic city and on the word 'brumm' to suggest, firstly, that Birmingham people have pride in their city and, secondly, to suggest the noise made by cars reflecting Birmingham's motor industry. These two slogans were tested on the three key audiences by an independent market research company. In the end neither slogan was adopted as there were no financial resources available to mount a corporate communications programme to key target audiences and because business people involved in the project were reluctant to use either slogan on their stationary or publications because they felt the slogans were superficial and created a jokey image of Birmingham (B'ham: R 1991).

In 1992 the city council set up a tourism section, as part of the Directorate of Public Affairs and this promoted an image of Birmingham as a leisure tourism destination. Belcher, the council's Tourism Officer, said that:

> "We are changing the image of the city from heavy
> industry to a cultural one, a patron of the arts, a
> modern, forward-looking city with world class facilities
> in terms of exhibitions and concerts."
> (Belcher B. In. 1992).

The tourism section has been able to do this as the improvement of the city centre, the building of the convention centre and the indoor arena have given it a

suitable leisure tourism product to promote.

Hence it can be seen that Birmingham's approach to the process of image creation for tourism has been to create an image of its most obvious and tangible tourism strengths. Birmingham Convention and Visitor Bureau described this process as promoting the reality rather than deliberately creating an image. The fact that it was a marketing bureau that was responsible for promoting Birmingham did not mean that sophisticated marketing techniques were used to create an image, as it was the chief executive of the bureau who decided on this process.

The image that was promoted was an image of the tourism product. In Birmingham's case as it had a good business tourism product with the NEC, an appropriate business city image was chosen - that of a big city in the middle of the country with good communication links and the logo 'the Big Heart of England'. The image projected by the bureau in its promotional material varied according to the target market it was aimed at. A convention city image was aimed at the business tourism market, a lively big city image was aimed at the short break market and a more generalised city image was projected in literature that gave visitors information about Birmingham as a destination.

In the future it appears that a more generalised place image of Birmingham will be promoted with the formation of a centralised marketing bureau to market the council's facilities - the NEC, Convention Centre and Indoor Arena. According to the consultant who investigated the

communications work of the council, there was a duplication
of marketing effort between all the council's agencies
including the bureau, and a plethora of images was being
promoted by the different organisations (Smith, 1992).
Birmingham Marketing Partnerships is being established in
1993, to co-ordinate all organisations involved in
marketing the city and to promote an image of Birmingham as
a city of excellence to external audiences, for the
attraction of economic investment, business and leisure
tourism and major events. Birmingham Convention and Visitor
Bureau will form a division of the Partnerships and will
continue to promote images of Birmingham as a meetings and
exhibition city. A separate Council Communications Unit
will promote images of the council to local residents
(B'ham M: 1992).

8.3 BRADFORD

In the late 1970s Bradford had an external image of being a
backward, northern, industrial city and local people
perceived that because of this negative image they were
losing out on investment to other places in West Yorkshire
(PM/BMDC/1). Page, the Economic Development Co-ordinator
of Bradford Metropolitan District Council at that time,
described Bradford rather tongue-in-cheek as:

> "A northern industrial city totally occupied by males
> joined together by cobbled streets and inhabited by
> strange individuals wearing cloth caps."
> (Page, 1986, p72).

Bradford was also perceived by some as having an
unacceptably large Asian population who were poorly

integrated into the community (Shackley, 1990). In addition
at this time it was receiving much negative publicity from
the Yorkshire Ripper tragedy, the Ray Honeyford saga and a
large fire at the Valley Parade football ground
(Clinton, 1991).

In 1979 the council created an Economic Development Unit
with part of its brief being to improve the district's
image in order to attract inward investment (PM/BMDC/1).
The unit staff decided to use tourism as a key mechanism to
improve its image and regenerate the city (Shackley, 1990)
and embarked on a campaign to be the first inland
industrial city to become a successful tourist destination
(PM/BMDC/1). At this time this was a very unusual approach
to take as one would expect an economic development unit to
have more mainstream economic objectives and to project an
image likely to attract inward investors. Instead the unit
used a:

> "... subtle osmosis approach. We see tourism as a tool
> for inward investment. We believe that if you can
> actually, through the process of selective truths
> promote a fairly positive image of the Bradford
> District, you might eventually get through a subliminal
> message to inward investors that Bradford is not that
> bad a place." (Short M., current Economic Development
> Co-ordinator, In. 1992).

Fenn has described the process of image creation in
Bradford. The Bradford district had many attractions that
could be used to create images that would appeal to
visitors, such as Haworth - home of the Bronte sisters -
the spa town of Ilkely, a superb heritage of Victorian
industrial buildings, and a location close to the beauty of

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the Yorkshire Dales. However, the unit decided that Bradford could not be marketed with an historic city image and compete with well-established historic cities like Bath and York. With current, widely-held negative perceptions of Bradford it was unlikely that this kind of image would be believed. Instead the process of image creation involved extensive desk research by the unit, which identified suitable markets to target and then suitable holiday packages and images were designed to appeal to these markets (Fenn, 1988). At the time it was considered unnecessary for the unit to measure Bradford's image as its negative image was a widely held view (Page, 1986; Clinton, 1991). The unit also devised a promotional campaign with the slogan 'Mythbreakers' which projected images to change perceptions about Bradford (Short M. In. 1992).

In 1980 the first two holiday packages were marketed - 'In the Footsteps of the Brontes' and 'Bradford's Industrial Heritage'- playing on Bradford's tourism strengths (PM/BMDC/1). So Bradford was promoted as a city that has much literary and industrial heritage. This image was designed to appeal to the target market the research had indicated - people looking for short weekend breaks with a special interest (Page, 1986).

At the same time the council itself had decided to run a local image improving campaign based on Glasgow's 'Smiles Better' campaign and in conjunction with the local paper the 'Telegraph & Argus' and Bradford's Chamber of Commerce. A private company was formed to run the campaign and the

slogan 'Bradford's Bouncing Back' and logo and mascot of a bouncing bear were designed by an advertising agency. The campaign consisted of a film called 'Laugh? I nearly went to Bradford', which starred Bradford born personalities and tried to convey the true image of Bradford, advertising and promotional merchandise such as t-shirts, mugs, badges, car stickers and posters, etc all with the logo and slogan. The bear mascot became the success of the campaign and people who were dressed up in bear costumes to represent Bounce the Bear were invited to six hundred separate events. The campaign ran until 1988 by which time it was claimed that the campaign had attracted nearly two million pounds worth of 'free' media publicity and had done much to dispel national stereotypes about Bradford, along with the marketing of Bradford as a tourist destination carried out by the tourism team in the Economic Development Unit (Clinton, 1991).

As the initial tourism packages attracted visitors and the images projected in the promotional material started to change perceptions of Bradford, the unit developed other holiday packages and images based on the district's attractions and again designed to appeal to short break takers with a special interest. The unit has promoted mill shopping, TV themes, Bradford entertains, psychic sightseeing, photographic weekends, horse riding in the great outdoors, art-lovers Bradford, film capital of the world, Flavours of Asia, Yorkshire heritage and steam railways (PM/BMDC/1). In 1992 the unit was always researching new ideas and themes to promote and exploit

Bradford's attractions and to change the image (Glot G., council Tourism and Conference Officer, In. 1992).

Flavours of Asia has been the most successful holiday package and image created so far (Glot G. In. 1992). It was designed in 1986 to improve the image of Bradford's Asian population, who had not benefited from the tourist boom so far, and to encourage spending in Asian shops and restaurants (PM/BMDC/1). Also it was designed for political reasons to show that the council was trying to integrate the Asian Community into its tourism initiatives (Redfern R., chair of the Economic Strategy Sub-Committee, In, 1992). Flavours of Asia packages allowed visitors to experience Asian religion, culture, dress and food (PM/BMDC/1). A very successful brand image of Bradford was created as an exciting, ethnic city, and has helped to improve the image of one of Bradford's perceived negative aspects.

In 1992 the image projected by the unit was a wide umbrella image of Bradford as an exciting, lively city with lots to see and do and within this particular images were promoted to specific target markets. As G. Glot said:

> "We promote the image to fit the appropriate market. The wide image is that Bradford is a fun, exciting, vibrant city, with major national attractions like the National Museum of Film, Photography and TV. It has a wide range of attractions to suit all ages and a large area of attractive countryside."   (Glot G. In. 1992).

Additionally, the unit used the slogan 'a surprising place' on all its promotional material to try to change the

perceptions of people that Bradford is a surprising place because there is so much to do and see there. The slogan was originally used with a poster campaign which had photos of Bradford that contradicted common misconceptions and stereotypes about Bradford (Glot G. In. 1992).

The unit produced a series of promotional leaflets which were sent out in a cardboard folder. The folder was made out of white cardboard and only had the words 'the folder for Visitors Bradford' on the front cover and so did not project any images of Bradford apart from the fact that it is a tourist place (PM/BMDC/2). The promotional leaflets were either about the region, specific attractions or holiday packages.

There was a family of leaflets about the region and each one described a different area. The leaflets were all printed in a different colour, had colour photographs on the cover and all had the slogan 'the surprising place' on them to reinforce the message (see fig. 8.4). Inside, the text was written in a very descriptive style interspersed with more colour photographs. The three leaflets, on the Aire Valley, Worth Valley and Wharfe Valley, all projected an image of the district of Bradford as a beautiful area:

> "Bradford District, moors and dales, towns and villages –
> famous attractions of international acclaim. A district
> of golden honey coloured stone waiting to be explored."
> (PM/BMDC/3/4/5).

Other leaflets projected particular brand images aimed at specific short break markets. Leaflets on Bradford city centre itself projected a city image with lots to do, lots

THE GUIDE FOR....
THE AIRE VALLEY

The Surprising Place

Exploring "Emmerdale" country, Historic Saltaire and the moors of Airedale.

THE GUIDE FOR...
THE WHARFE VALLEY

The Surprising Place

Exploring Ilkley and Wharfedale

THE GUIDE FOR...
BRADFORD'S CITY CENTRE

The Surprising Place

Entertainments, Attractions and Heritage in the Heart of Yorkshire

THE GUIDE FOR...
THE WORTH VALLEY
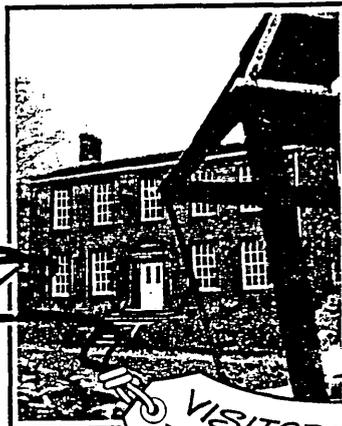
The Surprising Place

Exploring the Bronte Country, Haworth and Keighley

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of interesting industrial heritage and nearby to beautiful countryside, and emphasised that it is a surprising place because there is so much to do:

> "Where else can you stroll the cobbled streets and moors of the Bronte sisters; ride on a steam train; be amazed at the spectacle of Britain's largest film screen." (PM/BMDC/6).

The Flavours of Asia leaflet used vibrant colours - bright purple, orange, red and yellow - and a drawing of a person riding an elephant with a background of an Indian temple to project an image of Bradford as an exciting ethnic and multi-cultural city (see fig. 8.5). Inside, the leaflet had descriptive text interspersed with colour photographs inside the temple silhouette, projecting this image:

> "Flavours of Asia offers you a unique opportunity to share Asian culture, to eat in authentic Asian restaurants, shop at Europe's largest Asian food store and understand the faiths and festivals which shape Bradford's Asian communities." (PM/BMDC/7).

The mill shopping guide was aimed at such special interest groups such as knitters and sewers and projected an image of a very interesting area that is great for mill shopping (PM/BMDC/8).

Bradford's approach has been to use tourism to improve its negative image and gradually to change perceptions so people believe it is an attractive and pleasant place, and so this in turn will result in the attraction of inward investment.

The Economic Development Unit unit knew that it could never promote Bradford as a traditional inland city destination,

Fig. 8.5 THE FLAVOURS OF ASIA LEAFLET
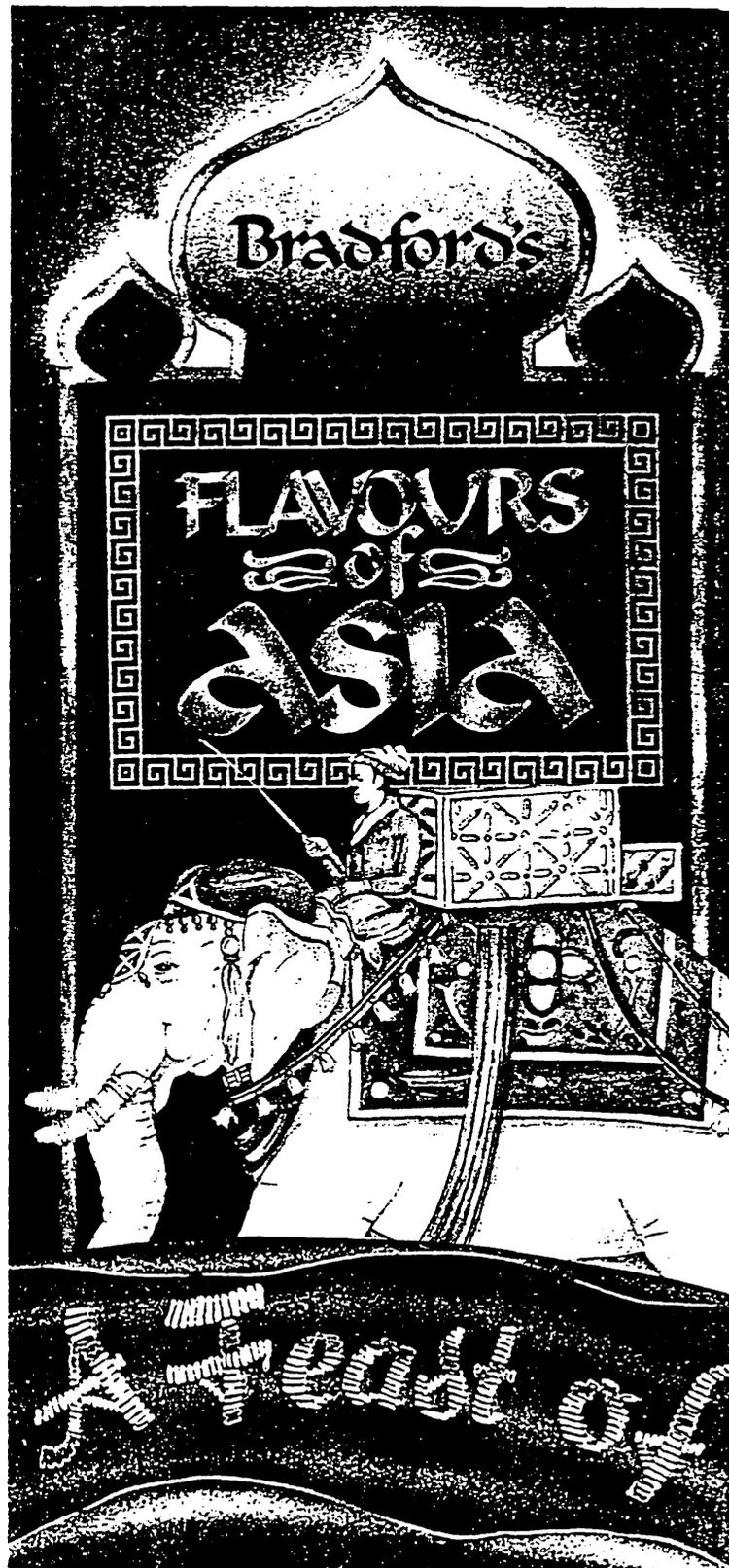
so instead it has selectively marketed aspects of Bradford.
The process of image creation was to use research to
identify market segments to target and then images were
designed to appeal to these segments, making use of
Bradford's many tourist attractions. The image promoted by
the unit was of an overall umbrella image of Bradford as a
city with lots of attractions and as a surprising place.
Underneath the broad, umbrella image, particular aspects of
Bradford were projected as separate brand images such as
the city image, the district image, the Asian image and the
factory shopping image. The unit was constantly devising
new brand images to promote the district's attractions.

In the future, however, it appears that the unit will
concentrate on the marketing of Bradford for inward
investment and that tourism marketing will become only one
aspect of this marketing. Some staff within the unit felt
that the 'subtle osmosis' type of approach has not worked
and inward investors were not attracted by tourist type
images of a place (Short M. In. 1992). Consequently, the
type of images chosen and projected will be those that will
show the district to its best advantage as a good place to
live, work and play and will appeal to inward investors,
rather than those which show the specific attractions of a
visitor destination. Hence in Bradford's case the
organisational structure for tourism marketing - the
Economic Development Unit - will dictate the types of
images promoted.

8.4 MANCHESTER

Manchester City Council first started creating images to attract visitors in 1983 with its City Centre Campaign which was a promotional campaign designed to attract shoppers into the city centre at Christmas time. An advertising agency was used to design the slogan 'City Centre Manchester - right at the heart of things', suggesting an image of a city as a lively retail, cultural and entertainment centre with many attractions and facilities and at the centre of this region, and promotional material also projected this image (Man: M 1984). The campaign continued with the slogan 'the international capital of the north and its right on my doorstep' (Man: M 1988A). This suggested an image of a city that was the regional centre and as it was described as the international capital, this suggested that it had similar attractions and facilities to other capital cities.

In 1992 Manchester City Council's tourism section promoted images for the day visitor as that was the market it was targeting, thus reflecting the section's objectives. It promoted a big city image of a lively, exciting city with lots to see and do. The section was also concerned with raising the profile and projecting images of Manchester as the British city chosen to bid for the Olympic Games in the year 2000 and as the Arts Council's City of Drama in 1994. M. Hannah, the council's Tourism Services Officer, described the image as:

> "City of Drama 1994, arts and culture, sporting because
> of the Olympic Bid, we promote very much a city image.
> Our slogan is just 'Manchester' because Manchester is
> being pushed by a whole host of people at the moment and
> the very word Manchester conjures up images in people's
> minds anyway. With the markets we deal with we feel that
> the image work has been done and people have a positive
> image, so we can be confident with just using
> Manchester." (Hannah M. In. 1992).

The section produced a visitor guide to Manchester which

projected a big city image with lots to see and do; and

with the emphasis on sport, culture, history and shopping.

The front cover had a mixture of drawings, photographs in

colour and black and white and phrases describing

Manchester (see fig. 8.6). Descriptive text inside

continued this big city image:

> "Manchester is a city of surprises, a city of variety but
> most of all it is a city of colour and vitality. We can
> offer you world famous attractions; Europe's largest
> municipal park; the hottest nightlife in Britain; the
> best theatreland outside the West End; two world class
> orchestras, shops from boutiques to antiques; endless
> sporting activities to watch....If you are looking for
> life by day, life by night or 24 hours of life every
> day, then welcome to Manchester." (PM/MCC/1).

The council's approach has been to promote an image of

Manchester reflecting the tourism section's objectives.

In 1991 the Greater Manchester Visitor and Convention

Bureau was formed from the Greater Manchester Tourism and

Leisure Association and the Greater Manchester Conference

Office (Man: M 1990). Once established, one of the first

tasks of the bureau was:

> "to create an accurate and positive image of Greater
> Manchester world-wide by using an imaginative and
> dynamic new corporate identity encapsulating the spirit
> of the region as 'the Life and Soul of Britain.'"
> (PM/GMVCB/1).

Fig. 8.6 COVER OF THE MANCHESTER VISITOR GUIDE

Manchester

A Visitor's Guide to a Great City

World renowned art galleries
and award-winning museums

First division sporting attractions

Shopping from
Lewis's to Liberty's
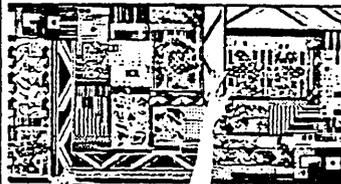
World class dance,
music and theatre
from Britain's City
of Drama 1994

The centre of the pop music scene

A wealth of history and
heritage in Castlefield
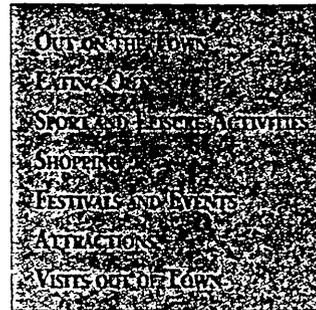
Recommended price 50p

The identity was worked on soon after the bureau was set up because as E. Jeffreys, the Chief Executive of the bureau, said:

"before you can get people to visit a place it needs to have an identity." (Jeffreys E. In. 1992).

The process of image creation involved research to measure the image. A design brief was put together using the results of a major market research project - the Harris Report - which surveyed attitudes to Manchester among different market segments and showed what people perceived the image of Manchester to be. It was also based on discussions among bureau staff on what they thought were Manchester's strengths. This was given to a number of design and advertising agencies and the executive board of the bureau chose two after listening to their presentations. The board felt that none of the agencies had quite captured the true identity of Manchester but that two had nearly done so. Consequently, these two were asked to work together; and they subsequently created the slogan: 'the Life and Soul of Britain', together with the logo of an M, with a 'swirly circle', a star and the words Greater Manchester printed in a 'jazzy style' (see fig. 8.7) (Jeffreys E. In. 1992).

D. Lomax, the Marketing Manager of the bureau, said that the bureau staff saw this image as a whole concept and identity for the bureau, its members and the region of Greater Manchester rather than just a slogan and logo. The slogan and logo were used on all the bureau's promotional

THE LIFE & SOUL OF BRITAIN

Greater
MANCHESTER

material to reinforce the message and members were
encouraged to use them on their own promotional material
(Lomax D. In. 1992).

In 1992 the image of Greater Manchester that was promoted
by the bureau was the big city image, one of a city that is
lively, cultured and cosmopolitan and was described by
E. Jeffreys as:

> "vibrant, exciting, revolutionary, shocking, different,
> historic, it is so many things. It is not like a city
> with a famous recognisable landmark like Paris has the
> Eiffel Tower. Manchester has magnificent Victorian
> architecture but if you project this image there is a
> danger that you are saying its like a heritage theme
> park city and you go down one road. A lot of vitality is
> still here and it is a fascinating city. We feel that
> Manchester is very important, it has a wonderful
> historic theme, Victorian architecture, there is a great
> sense of pride in where Manchester has come from, but
> there is also a great essence of the contemporary now
> and where we want to be on the future. So we try to
> reflect all of this in how we promote the city."
> (Jeffreys E. In. 1992).

D. Lomax described the image:

> "The 'Life and Soul of Britain' sums up neatly the image
> we are trying to project - vitality, energy, innovative,
> strong youth culture, the largest volume of theatres
> outside London, City of Drama 1994." (Lomax D. In.1992).

The bureau produced five pieces of promotional literature
which all had the logo and slogan 'Life and Soul of
Britain' on the front cover. The logo was printed in
different colours on each different piece of print to
illustrate the fact that Manchester is dynamic and as a
city is always changing (Jeffreys E. In. 1992). The front
covers also had the same lively, 'jazzy', colour
photographs on them to illustrate the slogan and start

creating the image of Greater Manchester as a lively, energetic place with much vitality (see fig. 8.8).

The promotional literature was sent out in a white, high quality folder which had nothing else printed on it except the logo and slogan. Hopefully this would open the reader's mind to the idea that Greater Manchester is the 'Life and Soul of Britain' and then this image would be reinforced in the promotional material inside (PM/GMVCB/4).

Each piece of promotional literature projected the same image of Greater Manchester as being this lively and energetic city and then the image was subtly tailored to fit the market segment it was aimed at. The travel trade guide used descriptive text and atmospheric black and white photographs to project the city image of Manchester and said that:

> "Most major destinations claim to accommodate every
> taste, Greater Manchester actually does. Entertaining,
> theatrical, historical, sporting, relaxing, surprising
> but never boring" (PM/GMVCB/5).

The conference and exhibition guide was a very high quality, glossy brochure which made use of superb colour photography to project a similar, but more up-market city image with a conference and business theme. The lively text described Manchester as:

> "Revolutionary, shocking, innovative, surprising,
> impressive - there are many ways to describe Greater
> Manchester.... A key destination for culture,
> entertainment, heritage and, of course, business....
> Greater Manchester is swiftly emerging as one of
> Europe's busiest conference and exhibition capitals."
> (PM/GMVCB/3)

Fig. 8.8 COVER OF THE EVENTS GUIDE

THE LIFE AND SOUL OF 1992

EVENTS GUIDE

Greater
MANCHESTER

In addition, in 1992 the council, bureau and Central

Manchester Development Corporation were funding research to

measure the perceptions and image of Manchester held by

people living in different parts of the UK (Woolf C., Head

of the council's Tourism Section, In. 1992). C. Woolf

commented on this research:

> "We know what we think the image is, but we are asking
> people what they think it is, so we will actually have a
> basis to start from. I do not think anything surprising
> will come out, but it will give us facts and figures to
> back up what we do." (Woolf C. In. 1992).

This research was being carried out so that the promotion

of images by organisations involved in marketing

Manchester, such as the bureau, council, development

corporation, Olympic bid committee, City of Drama committee

and the British Council could be co-ordinated into an

integrated marketing campaign and to ensure that they were

all selling the same message and image of Manchester

(Hannah M. In. 1992; Lomax D. In. 1992).

The process of image making in Greater Manchester appears

to have been quite sophisticated. The bureau followed

widely accepted marketing advice and based its identity on

research that measured people's perceptions of Manchester.

The fact that the organisational structure for tourism was

a marketing bureau could have resulted in the market

research style of approach that was used. Consequently, the

image that the bureau promoted was based on thoroughly

researched perceptions of Manchester, rather than an image

that had been created by a tourism department or

advertising agency with no prior research. As the image had

been thoroughly researched it was more likely to capture the true identity and character of Manchester. The image promoted by the bureau was the big city image reflected in the slogan the 'Life and Soul of Britain'.

In 1992 there appeared to be a consensus of opinion in Manchester that the city's image was very important and all organisations with an interest in marketing the city were beginning to work together to ensure that the same image of the city was projected.

8.5 SHEFFIELD

In 1986 it was realised by Sheffield City Council that one of the difficulties of developing tourism in the city was the common misconception of Sheffield as a dirty industrial place (Sheff: M 1986). Sheffield became much more directly concerned with the creation of place images in 1987 with the establishment of Sheffield Partnerships whose prime objective was to promote a positive image of Sheffield among developers and investors (PM/SP/1).

A visitor and conference bureau was set up in 1991. It had been recommended in a report by the English Tourist Board that a marketing bureau was the best organisational structure to project a vigourous and vibrant tourism destination image (Sheff: R 1990). The bureau was set up within the framework of Sheffield Partnerships as they were both concerned with marketing images of Sheffield (Sheff: R 1991A).

The bureau was established with the name Destination Sheffield Visitor and Conference Bureau to help create an image of Sheffield as a tourist destination. As reported to the council:

> "In marketing terms, Sheffield is a defined entity. People relate to it: they have perceived images - both good and bad - of the place. The prefix neatly conveys the bureau's mission, for Sheffield to become a visitor destination and for it to be seen to be so - by the resident population as well as by the public at large." (Sheff: R 1991A).

As in Birmingham, the process of image creation rested largely with the Director of the bureau, J. Heeley, working on his own and with little prior research. He decided to market the city with the slogan 'Sheffield the Welcoming City' and to promote an image of Sheffield as a friendly and welcoming place. The slogan was found on all publications produced by the bureau to reinforce the message, but there was no logo to go with the slogan. This particular image was not based on any structured research that measured the image of Sheffield, but was developed based on the judgement of J. Heeley who said about the process of image creation:

> "For city promotion to succeed there has to be a relationship between the image and the history of the city, what the people are like, what its geographical position is - making the most of what you have got, ie tourism strengths." (Heeley J. In. 1992).

J. Heeley described the basis of his choice of image:

"The image we promote is based on three propositions:
the city is a very welcoming and friendly place because
of the type of people and their heritage; the centrality
of the city - it is in a sense the midland, lowland,
northern dividing point and at the centre of England;
and the leisure attractions of the countryside, arts,
entertainment, shopping, sport and traditional
industries. What we are doing is stressing the access,
hospitality and what there is to see and do. These three
are based on the propositions of tourism ie hospitality,
how to get there and what there is to see and do."
(Heeley J. In. 1992).

P. Horton, chair of the Tourism Sub-Committee, also

commented on the director's choice of image:

"The Director of Tourism has tried to think the image
out. He has based it on the past and present record of
quality manufacturing in steel, cutlery and engineering
- the cutting edge, together with the new sporting and
cultural facilities and the proximity to the Peak
District National Park, also stressing the central
position of Sheffield in the country and also the
friendliness and the pleasantness of the city to visit
and live in." (Horton P. In. 1992).

Within the overall umbrella image of Sheffield as a

friendly and welcoming place, more focussed images of

Sheffield were promoted. These images were of a sports

event city, because of the new sporting facilities built

for the World Student Games; of a pleasant environment

because the city has many parks and is close to the Peak

District National Park; of industrial heritage, because of

the steel industry and industrial museums; of arts and

culture because of the theatres and art galleries; and of

shopping particularly because of the new Meadowhall

shopping mall (Sheff: R 1991C). These images suggested

Sheffield's tourism products but they were very general and

were not tailored to appeal to particular target markets.

The bureau produced a series of publications in a similar style with the slogan on the front cover of them all. They were sent out in a high quality folder which had the slogan and five colour photographs on the front cover to create the more focussed images within an overall theme of the 'Welcoming City' (see fig. 8.9). Unfortunately, the inside of the folder was covered in advertisements for accommodation and attractions in Sheffield which detracted from the images shown on the front cover (PM/DSVCB/1).

The main leaflet giving information about Sheffield had colour photographs on the front cover and the slogan to project the warm and friendly image (see fig. 8.10). Inside it used a mixture of photographs, drawings and descriptive text to project the more focussed images of sport, environment, industrial heritage, arts and entertainment and shopping:

> "Sheffield is a great British City. Set at the foot of
> the Pennines, it forms the junction of highland and
> lowland Britain. Sheffield is fast becoming the sporting
> capital of England... Over half of Sheffield is green
> belt and national park... Discover splendid industrial
> museums and factories which open their doors to the
> public. The cultural scene in Sheffield is vibrant and
> rich... Sheffield is a shoppers paradise."
> (PM/DSVCB/2).

The conference leaflet had a colour photograph of Sheffield on the cover and inside had more photographs illustrating the text which projected an image of Sheffield as an accessible, friendly conference city:

> "Sheffield the ideal location. Easy access by road and
> rail from all parts of the country. Wide range of
> excellent venues at affordable prices, strategic
> position at the centre of the UK, lively entertainment
> with lots to see and do and friendly people offering
> true Yorkshire hospitality." (PM/DSVCB/3).

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Fig. 8.9 COVER OF DESTINATION SHEFFIELD'S VISITOR FOLDER

Destination Sheffield

T H E   W E L C O M I N G   C I T Y

Fig. 8.10 COVER OF DESTINATION SHEFFIELD'S MAIN
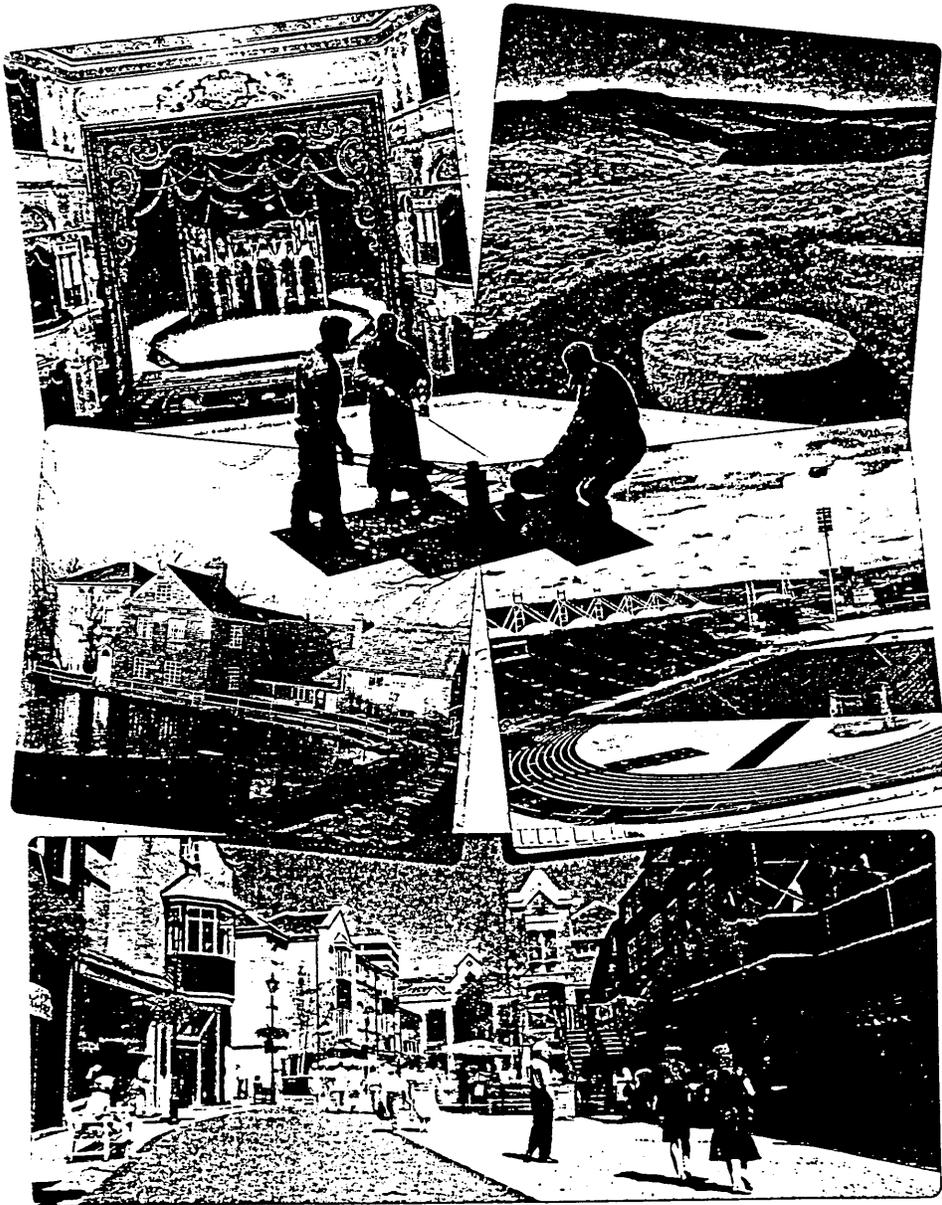
VISITOR LEAFLET

Meadowhall

Burbage Moor

The Lyceum & Crucible Theatres

THE
WELCOMING
CITY

The images projected in the promotional material were not very strong as they generally promoted Sheffield's tourism products and were not targeted to particular markets; the leaflets really only provided essential information (Sheff: C 1992).

Sheffield's approach to the process of image creation was similar to Birmingham. The main umbrella image was chosen by the director of the bureau who was not in a position to carry out market research and measure the image and perceptions of Sheffield first. Again having a marketing bureau as the organisational structure for tourism marketing did not result in a market research approach being used.

With regard to the type of image promoted Sheffield used a similar technique to Bradford and promoted an overall umbrella image, in this case of being a friendly and welcoming city, and then projected various more focussed images of its tourism products. Unlike Bradford these images were not aimed at different target markets and seemed to hinder the main image as there were too many images being projected.

As the chosen image was not based on any research, the result was rather a weak image which did not say anything special about Sheffield or give it a unique identity. Most cities that promote themselves as tourist destinations would probably consider it realistic to describe themselves as welcoming and friendly and although Sheffielders are known as very friendly people, there is little evidence to

suggest that they are any more hospitable than 'Brummies', 'Mancunians' or 'Bradfordians'. Sheffield was once renowned for its steel industry and this image may have had more of an impact as it is based on a unique aspect of Sheffield's history.

In the future it appears that a similar situation to Birmingham may occur in Sheffield. Destination Sheffield is being widened to form a centralised place marketing bureau that will carry out generalised place marketing and market the whole city, whilst the visitor and conference bureau will still continue to promote tourism images of Sheffield as a division of this place marketing bureau
(Heeley J. In. 1993).

8.6 STOKE-ON-TRENT

Stoke City Council became more interested in image creation with its decision to hold the 1986 National Garden Festival. One important reason for Stoke hosting the Garden Festival was to improve its perceived image of being a grimy, industrial city (it was known locally as 'Smoke-on-Trent') (Dimmock J., chair of the Economic Development and Tourism Committee, In. 1992). The Garden Festival made Stoke the focus of national attention, attracting many thousands of visitors with its image of being a Garden Festival City, an attractive city with many gardens, plants and flowers (PM/S-O-TCC/1).

In order to capitalise on this image and to develop Stoke as a tourist destination the council created a Promotion and Tourism Unit in 1986 (Stoke: M 1986). One of the

objectives of the unit was to create a new positive image for Stoke that could be used for promotional purposes to attract visitors.

The process of image creation involved research being carried out with people that had already visited Stoke to measure their images and perceptions. The research showed that people perceived the area as a smoky, run-down city with nothing much to see and that, apart from Alton Towers, the main reason for coming to the city was for the china industry. The unit realised that to develop tourism in Stoke it would have to eliminate misconceptions about the city by positively promoting the area's main tourism product - its china industries. A corporate image was worked up from the results of the research and from a brainstorming session with the advertising agency, McCann Erikson, used by the unit (PM/S-O-TCC/2).

The image chosen emphasised the china appeal of the area and was chosen to reflect the main tourism product. A slogan 'the City that Fires the Imagination' was devised to emphasise the china image of the area through fired kilns (the main tourism product), whilst also offering the promise that the city was an interesting place to visit. The logo depicted a pottery kiln to symbolise the china production of the Potteries, some waves and a sun to show that the city is an exciting place (see fig. 8.11). The slogan and logo were found on all promotional material produced by the unit to create a strong brand image

Fig. 8.11 LOGO AND SLOGAN USED BY STOKE CITY COUNCIL'S MARKETING AND TOURISM DIVISION

(Randall J., the council's Tourism Services Officer, In. 1992).

The unit subsequently promoted this image with its 'Do China in a Day' promotional campaign (Randall J. In. 1992). The leaflet which promoted this china image had a drawing of Wedgwood's willow pattern china on the cover and was blue in colour, to symbolise this type of china. The descriptive text inside further projected this image:

> "As a growing number of visitors have been finding out Stoke-on-Trent really is a city that fires the imagination. The city earned its popular title 'the Potteries' for its famed production of beautiful ceramics and today this heritage means there are pottery factory museums and visitor centres galore where you can discover both the traditional and present day skills of fine china production." (PM/S-O-TCC/3).

The following year a promotional campaign to promote this image of Stoke was launched called 'Passport to China' where visitors had to get their passports stamped at twelve of the twenty one attractions in the area in order to enter a competition, with the first prize being a holiday overseas to China. The campaign was relaunched as 'the China Experience' in 1992. This was because the unit realised that visitors thought that they could get round all the china attractions in one day, and hence day visitors were attracted rather than staying visitors (Randall J. In. 1992). The unit also set up a special bus service which linked all the pottery factory shops and visitor centres with the train station, to make visiting these attractions easier for tourists. The china bus service had its own minibuses which were painted blue and

white, so they were distinctive and also matched the colours on the front of the promotional leaflet for visitors, reinforcing the china image.

The unit was reformed in 1991 as the Marketing and Tourism Division to place greater emphasis on marketing the city of Stoke. However, it still promoted an image based on the main tourism product - of Stoke as a city at the centre of the china industry, with lots of heritage and leisure attractions. C. Roberts, the chief Marketing and Tourism Officer, said:

> "We are trying to create greater awareness of Stoke as a tourist destination and doing this by promoting the ceramics, attractions and heritage ie the full product range that we have here." (Roberts C. In. 1992).

The division did not try to promote a big city image because of the geography of Stoke, which is in fact made up of six towns and lacks the well-defined city centre that other cities have. C. Roberts said:

> "My concern is that we cannot fulfil the promise if we promote Stoke as a city because people will automatically assume that Stoke has a core city centre and we do not have that. I am reluctant to do anything that does not fulfil the promise and we would get some very negative vibes from that." (Roberts C. In. 1992).

The division recently improved the quality and quantity of promotional material available to visitors and all material projected the image of Stoke as the centre of the china industry. The material was sent out in a pocket at the back of the main 'Visitor's Guide to the Potteries'. The front cover of this had the logo, slogan and colour photographs of a pottery kiln, fine china, the Potteries

Shopping Centre and a family enjoying the countryside to start creating the image of a city at the centre of the china industry and with other good leisure attractions in the area (see fig. 8.12). Inside the glossy brochure were featured attractive, high quality, colour photographs to illustrate the china image created in the descriptive text:

"World famous potters such as Wedgwood and Royal Doulton are still here, and flourishing, but Stoke-on-Trent is a city as much for people as for industry. A greener, cleaner Stoke-on-Trent has seen the emergence of Festival Park and the opening of the Potteries Shopping Centre bringing new and exciting shopping and leisure facilities to add to spacious parks, award-winning museums and lively nightlife." (PM/S-O-TCC/4).

Another brochure '1 City 6 Towns 1000 things to see and do' and the short breaks leaflet projected the same image, again by using colour photographs and descriptive text (PM/S-O-TCC/5; PM/S-O-TCC/6).

However, in 1992 C. Roberts, the chief officer of the division, was devising a new corporate image for the city and one that was wider than just a tourism image in order to reflect the broader objectives of the Marketing and Tourism Division. In the past the city had just been marketed for tourism, the whole city had not been marketed. She commented that:

"The division needs to be marketing the city in a way other than just for straight tourism. At present I am doing a review of all the divisions of the council, addressing all the perceived images or not from the audiences that we do address. Then pulling all this together, analysing what we do and present, where we are and more importantly where we want to be and then I will go out and get a professional designer to come up with an image." (Roberts C. In. 1992).

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Fig. 8.12 PHOTOGRAPHS USED ON THE FRONT OF STOKE'S

VISITOR GUIDE
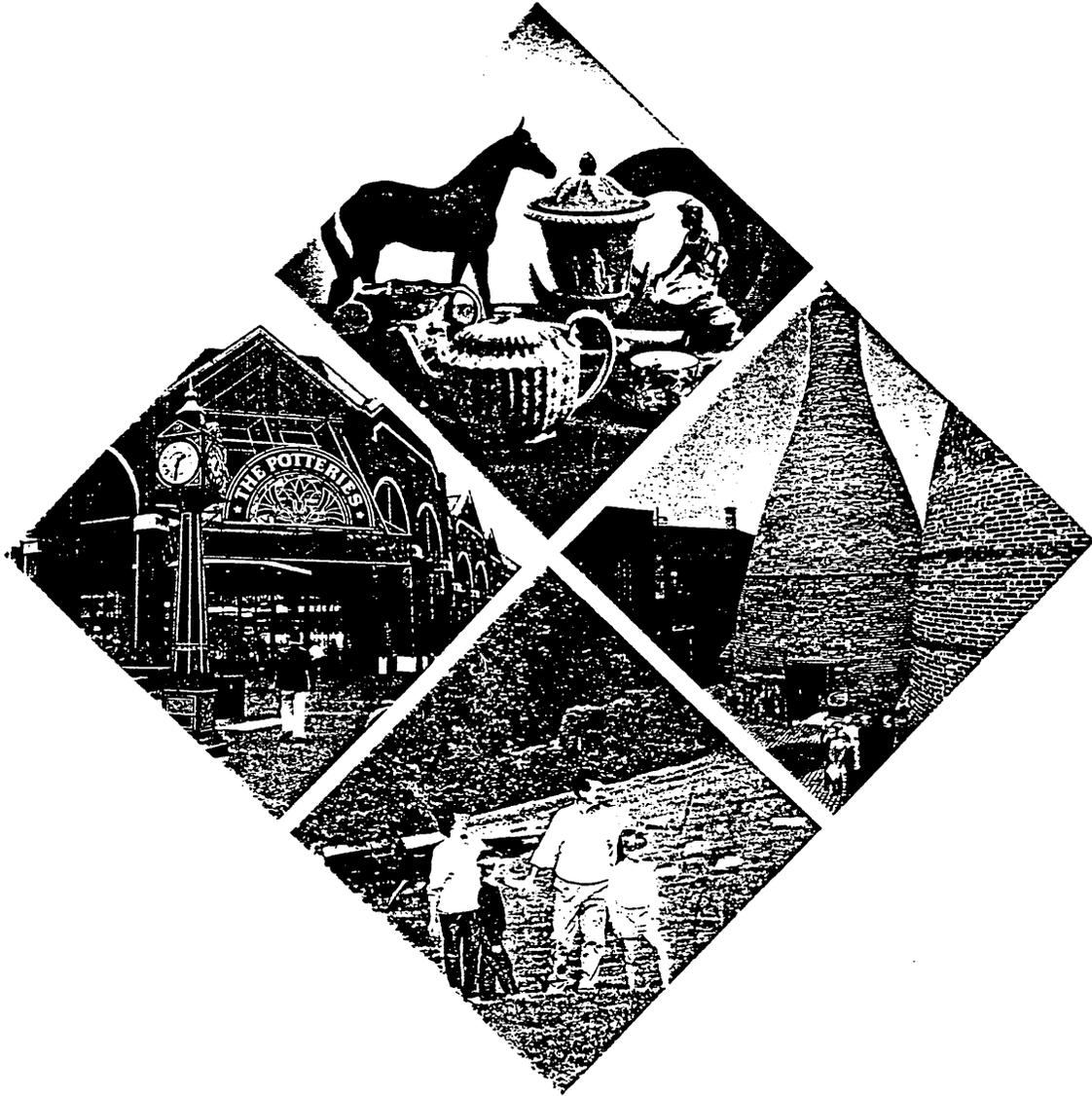
Stoke's approach to the process of image creation was similar to that of Greater Manchester. It used research to measure people's perceptions of the place, and then created a strong, clearly defined image based on this research. However, it was a local authority tourism department, not a marketing bureau that took this market research type of approach. This may be because a marketing professional was employed to run the Marketing and Tourism Unit. The image that was projected promoted Stoke's main tourism product and was based on the unique character and identity of Stoke - that it was at the centre of the UK's china industries .

The image has been slightly broadened and updated since it was first created to take into account the development of the tourism product, with the new leisure facilities in Stoke such as the Potteries Shopping Centre and Festival Park. This was to give a wider appeal to Stoke as a destination that can offer more for the visitor than just the china industries and their heritage and so that new markets can be targeted (Randall J. In. 1992).

In 1992 a new corporate image was being researched for the city, which will encompass general place marketing as well as tourism. It may be that in future the whole city will be marketed and an overall umbrella image of the city may be promoted to create an general place image and then specific images may be promoted for specific markets.

8.7
THE PROCESS OF IMAGE CREATION AND TYPES OF IMAGES FOUND
From a discussion of the processes of image creation and

projection of images in five industrial cities that market
themselves for tourism, a number of general approaches to
the process of image creation and a number of general types
of images can be derived. Any categorisation of approaches
and images will serve to simplify the actual situation that
exists in these cities.

8.7.1 APPROACHES TO THE PROCESS OF IMAGE CREATION

There are two approaches which emerge from the examination
of how images for tourism marketing were created in these
five cities (see table 8.2).

APPROACHES	NAME OF PLACE
Research Chief executive	Manchester, Stoke, Bradford Birmingham, Sheffield

Table 8.2   **APPROACHES TO IMAGE CREATION**

The research approach involved the use of research to
measure the image that already existed in people's minds
and people's attitudes to and perceptions about a place.
The results of the research studies were discussed with the
staff in the tourism marketing organisation and they
devised a design brief. This was used to brief an
advertising or design agency who then created an identity
or image, logo and slogan for a place. It is likely that
the final decision on choice of image was made by the
director, chief officer or chief executive of the
organisation.

The image created was more likely to be based on the unique
character of the place, that is its unique selling

proposition, and so differed from other images being projected by other places. In addition, as this image was based on more thoroughly researched perceptions of a place it was more likely to capture the true identity of a place and be more accurate. This was the approach used by Greater Manchester and Stoke. In Bradford's case research was used but it was used to determine a market to target and then staff in the tourism team devised images based on Bradford's attractions to attract these target markets.

The chief executive approach involved no research to measure the image that people have of a place and instead it was the chief executive, chief officer or director, who made the decision on the image to be promoted, according to what they felt was appropriate. As the image created was not based on research, just on one person's perceptions, it was less likely to capture the unique identity of a place and be accurate. This was the approach used by Sheffield and Birmingham.

8.7.2 TYPES OF IMAGES

These five case studies allowed more information to be obtained about the images, and the process of image creation and selection, so the conclusions for these five cities are now more refined than in the sample of sixty towns and cities. From these in-depth case studies the overall place images emerged as that of big cities with lots to see and do, but there were some differences of emphasis between the five cities as shown in table 8.3. These differences of emphasis are now discussed.

TYPES OF EMPHASIS IN THE OVERALL PLACE IMAGE	NAME OF PLACE
Tourism product Big city Umbrella	Birmingham, Stoke Manchester Bradford, Sheffield

Table 8.3 DIFFERENT EMPHASES IN THE OVERALL PLACE IMAGES OF THE FIVE CITIES AS IDENTIFIED IN THE IN-DEPTH SURVEY OF THE FIVE CITIES

First, the tourism product image was the situation in a place that has a very strong main tourism product and the image promotes this product. The place may already have had a strong image and identity because of a certain facility or industry and the tourism marketing image can then build on this. This type of image can also take into account product development because as new facilities and attractions are built, the image can be expanded and updated to accommodate these. This type of image was promoted by Birmingham and Stoke.

Second, the big city image was of a very lively, big, exciting, cultured, cosmopolitan and energetic city, which has lots of attractions and facilities. This image was promoted by Greater Manchester Visitor and Convention Bureau.

The umbrella image, thirdly, was the situation where an overall, generalised umbrella destination image was promoted and then additional specialised images were promoted for target markets. It usually involved research to discover the appropriate market to target and then images were chosen to fit these markets. Bradford and

Sheffield promoted this type of image.

In the future, a generalised place image may be adopted, with the whole city being marketed and a generalised place image being promoted, not just a tourism image. Then specialised images will be promoted to particular markets such as inward investors, business tourists, leisure tourists, day visitors and local residents. In Birmingham, Birmingham Marketing Partnerships has been set up to do exactly this. In Sheffield, the brief of Destination Sheffield has been widened to market the whole city. A new corporate identity was being put together for Stoke which will result in a more generalised place image being promoted.

8.8 CONCLUSION

As can be seen from the discussion of images and the process of image creation there were a number of different approaches that were adopted by these five industrial cities. These cities were all using tourism to improve their negative images and having made the decision to use tourism, the cities then had to go about creating new positive images and identities for themselves.

Stoke and Manchester followed widely accepted marketing techniques and used research to measure people's perceptions and then created an accurate and distinctive image based on these. In Birmingham and Sheffield, the chief executive of the tourism marketing bureau selected the image. In Bradford staff in the tourism team selected images to attract target markets. Therefore no conclusions

can be drawn saying that a particular organisational structure for tourism marketing used a particular method or process of creating images. However, it is surprising that two tourism marketing bureaus in Birmingham and Sheffield did not use a market research approach to selecting an image. Marketing bureaus are thought to have a number of advantages that makes them effective organisational structures for marketing a city (see chapter five) and therefore one might expect them to use marketing techniques to create an image. Instead it was the chief executive of the bureau who created the image so the image was less likely to capture the true identity and unique character of a place compared to a image based on thoroughly researched perceptions. Of course it may be that the process of image creation used depended on the expertise of the staff involved or the resources available.

With regard to the images projected, the five cities all projected a similar broad city image of a place that has lots to see and do for visitors, but again it seems that different emphases were used to differentiate the similar image. Birmingham and Stoke emphasised an image of their main tourism product. Manchester emphasised a big city image and Sheffield and Bradford promoted an overall umbrella image. Again no conclusions can be drawn about particular organisational structures or particular processes of image creation causing a particular type of image to be promoted. Tourism marketing bureaus set up to market cities do not always give a particular emphasis to a big city image, in this case only one out of the three

- Greater Manchester Visitor and Convention Bureau - gave
a particular emphasis to this type of image. It also seems
that the different emphases used by these cities to
differentiate their images (see table 8.3) were different
to the emphases derived in the previous chapter (see table
8.1). This was because these five cities were case studies
and so far more detailed information about the nature of
the images and of image promotion and creation in these
cities was discovered.

However, the objectives of the organisation do appear to
dictate the image projected. The main objective of
Birmingham Convention and Visitor Bureau was to market
Birmingham as a business tourism destination so the bureau
projected an image of a business city. In Bradford the
Economic Development Unit which has economic objectives to
attract inward investment has changed its promotional
emphasis from promoting tourism images to attract visitors,
to projecting images of Bradford as a good place to live,
work and play that will appeal to inward investors. Stoke's
Marketing and Tourism Division was broadening the image it
projected to reflect its place marketing objectives,
rather than just its tourism objectives. One of Greater
Manchester Visitor and Convention Bureau's objectives was
to position Manchester as an international gateway city and
as a player on the world stage, so it projected an image of
Manchester as a cultured, cosmopolitan, vibrant and
exciting city. In Sheffield, the Visitor and Conference
Bureau projected an image of a friendly and welcoming city

to reflect its objective of positioning Sheffield as a leisure tourism destination.

It appears that in conclusion, the process of image creation in these five industrial cities is complex and it is not possible to say which factor or factors dictates the process of image creation or the type of image promoted.

In the future, based on the developing situations in Birmingham, Stoke and Sheffield, it appears that cities are leaning more towards the idea of generalised place marketing with the promotion of generalised place images and corporate identities, with the recognition that they need to compete with each other for resources.

CONCLUSION

This study has examined the objectives and decision-making processes of tourism marketing organisations in the marketing of industrial cities for tourism, as part of their urban regeneration. In particular it has examined the importance of image to the tourism marketing process as place image has been shown, in previous studies, to affect the decision-making and subsequent behaviour of visitors and inward investors. Tourism has increasingly been used as a means of urban regeneration in industrial cities, because the marketing of these cities for tourism can often improve their negative images.

The aims of the study were to examine the reasons why tourism marketing was used as part of the urban regeneration process, to look at the structure of the organisations responsible for tourism marketing in industrial cities, to examine the types of image projected in promotional material and to look at the processes and decision-making involved in the creation of tourism images by tourism marketing organisations.

The study has made use of much qualitative research as this was felt to be appropriate for the nature of the study (Veal, 1992). Hypotheses were not tested, instead explanations of the data were derived from the collected data. The study was divided into two parts. First, a large study was carried out, examining the promotional material from sixty industrial towns and cities for the projection

of place images. Second, a case study approach was used to examine the specific situation that existed for tourism marketing in five industrial cities. Few other studies have taken a practical case study approach and described actual examples from cities involved in place marketing for tourism. In this part, tourism marketing professionals were interviewed to ascertain the views of those directly responsible for tourism marketing in these five cities and to gain the views of those responsible for making the decisions on which images of the city would be promoted. In addition, relevant background literature on urban regeneration, tourism and place marketing and place image was studied to provide theory with which to interpret the empirical research findings (Law, 1991, 1992; Ashworth and Voogd, 1990; Ashworth and Goodall, 1988; Pocock and Hudson, 1978; Burgess, 1982 and Dilley, 1986).

Although the methodology used for the study seemed to work, the technique used for the determination of images in promotional material, in particular, was rather subjective and prone to researcher bias. This was because there was an absence of methodology in studies by previous researchers who looked at tourism images (Burgess, 1982; Dilley, 1986; Ashworth and Voogd, 1990). Consequently, the researcher had to develop her own technique, using a pro forma analytical framework to determine images. One way of extending this study would be to evaluate different methodologies for determining images. Another way would be to use focus groups to look at the images in promotional material so that the effectiveness of image transmission and reception

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could be measured. It might then be possible to state with more confidence that a particular place projected a particular type of image as it would be based on more than one person's view.

The people chosen to be interviewed in this study were all involved in tourism and were therefore likely to be favourably disposed towards the use of tourism in urban regeneration and they provided a wealth of information. However, they would also be aware of the problems of developing this perspective. A further development of this kind of study would be to interview people involved in urban regeneration, but not directly working in tourism to gain a wider view on the role of tourism in the regeneration process.

Chapter three of the study provides a discussion of the theory of place marketing, as described by Ashworth and Voogd (1988), and discusses the reasons identified in the academic literature why industrial cities are marketing themselves for tourism. It appears that place marketing is becoming increasingly common in cities (Bramwell, 1993a). Place marketing has been applied by British industrial cities to various of their activities such as tourism and promotion for the attraction of inward investment. However, they do not see it as a theory; in their view they are simply adopting a marketing orientation to some of their activities. The reason for adopting this marketing orientation is because these cities are increasingly aware that they are competing with each other for such resources

as tourists, business locators and residents in order to regenerate their economies. As a consequence, they are realising that they need to market themselves and project favourable place images in order to compete effectively with other cities - the idea of city marketing. This is shown very clearly by the case studies.

Marketing a city for tourism is one aspect of place marketing that has been identified in the literature as a way of improving a negative image and restoring confidence to improve a depressed area. British industrial cities had very negative images after the decline of their manufacturing industries and so have started, since the 1980s, to market themselves for tourism to improve these negative images. Tourism marketing was being used in these cities and specifically in the case study ones, as part of their urban regeneration. Other reasons identified in the academic literature for the use of tourism marketing as part of the urban regeneration process were its economic benefits - increased revenue and job creation - environmental improvements to derelict or decaying areas and social benefits to local residents in terms of increased provision of facilities (ETB, 1981; Department of the Environment, 1990).

This study has helped to build on the knowledge of place marketing for tourism by examining the situation in the five case study cities. Few writers have discussed either tourism marketing from a place marketing point of view, or have written about practical case study examples of place

marketing for tourism. A number of writers have described the use of tourism for urban regeneration, few have examined the policy objectives for selecting tourism (Beioley, 1981; Hoyle, et al, 1988 and Law, 1991, 1992). This study has increased the body of work on the use of tourism for urban regeneration by discussing the views of key tourism marketing decision-makers in the five case study cities in relation to what they saw as the reasons why tourism marketing was being used for urban regeneration in their cities. This will now be discussed.

The empirical research findings on the views of key tourism marketing decision-makers in the five industrial, case study cities and also the historical development of tourism marketing in each city, appears to coincide with the reasons stated by Law (1991, 1992) and Bramwell (1993a) in the academic literature. The five cities all adopted similar approaches to the use of tourism marketing for urban regeneration, but varied in their emphasis of the objectives and reasons. Everyone interviewed agreed that tourism marketing was being used for urban regeneration because it could provide economic benefits, environmental improvements, facilities for local residents and improvement of their city's image. They suggested that the effectiveness of the chosen image and how it is promoted and marketed will affect the volume of potential visitors persuaded to visit the city. Tourists visiting the city bring economic benefits and give the city a better image. This in turn attracts more visitors, giving the city more economic benefit and increased confidence. This in

turn attracts other development and inward investment giving the city an even better image. The process is a cumulative and mutually reinforcing one with an improved image leading to more investment, leading to an even better image etc. They especially emphasised the importance of tourism to local people in terms of increased provision of facilities, jobs and revenue, and in terms of the local pride of people in their city if they see tourists visiting their city because it is an attractive destination.

However, the emphasis placed on each of the reasons for using tourism marketing for urban regeneration varied between the five cities. In each case it was possible to determine a different primary objective for using tourism marketing. Birmingham marketed itself as a business tourism destination, primarily because business tourism provided more economic benefit than leisure tourism. A knock-on effect of marketing the city for tourism was an improvement to the environs of the city centre. Bradford was the first of these cities to market itself for tourism and saw tourism as a way of improving its very negative image in order to attract inward investment and restore local confidence in the area. Manchester used tourism to regenerate derelict areas around the city centre. In 1992, tourism was seen as a way of communicating Manchester's improved image to the world and to focus attention on the fact that it has been chosen to be Britain's Olympic Bid City. Sheffield was using tourism for regeneration and to improve its image. Stoke was the exception, with a primary reason for using tourism being to create demand for its

traditional industry - the china industry. However, tourism
was involved in the regeneration of its garden festival
site into a leisure and retail park. A useful follow-up to
the study would be to re-interview the key decision-makers
to confirm the views expressed here and the interpretation
of them, because the researcher had a much clearer view of
the issues involved after carrying out the study. It
appears that the five cities all had similar reasons in
using tourism marketing but that each one had taken a
different emphasis to meet their own particular needs. This
raises the question that if cities are marketing themselves
for tourism for the same reasons then will they adopt the
same strategies, promote similar tourism products and
appear the same to tourists? From the evidence in these
five cities it appears that the cities only differentiated
themselves slightly by emphasising a different primary
objective for using tourism marketing, while using
alongside this a range of similar objectives.

Another interesting conclusion that emerged from the
interviews with these decision-makers was that the use of
tourism marketing for regeneration was not viewed
favourably by some people, such as council officers,
politicians and local residents, or even known about.
People not involved in tourism sometimes perceive the idea
of the tourist industry replacing manufacturing industries
with a great deal of suspicion. This opens up a whole area
of debate about public support for urban tourism and
whether tourism and service sector industries can ever be a
replacement for manufacturing industries (see Law, 1991).

Consequently, the decision-makers agreed that they needed to market the idea of tourism itself within the cities and educate people about its benefits. A possible future area of research would be to investigate the idea of marketing tourism to council officers, politicians and local residents and how it is carried out currently and how it might be done.

In addition, when asked about the negative effects of marketing a city for tourism the decision-makers agreed that, on the, whole tourists did not cause significant problems in their cities, beyond maybe a small increase in traffic congestion. The exception was Bradford - whilst tourists were not having any negative effects in Bradford city itself - they were in the honey-pot villages in the surrounding district. Therefore, it appears that adopting a strategy for environmentally more sensitive tourism which focuses on industrial cities may be one way forward. It seems that tourists may not cause the environmental impacts in cities that they do in the countryside and cities have the necessary infrastructures to absorb large movements of people.

Having looked at the reasons why five industrial cities were marketing themselves for tourism, chapter five discusses the structures of the tourism marketing organisations in these five cities. This chapter extended the very limited existing literature on the organisation of tourism promotion by local authorities by describing and comparing the different structures in the five cities. All

five cities had a dedicated tourism marketing organisation.
Despite having similar reasons for using tourism marketing,
as noted above, the structures of these organisations
varied considerably. Often more than one organisation
existed within a city to promote tourism and only
Birmingham and Manchester had a similar organisational
structure. A number of simplified models are proposed to
explain the complicated situation that exists in these
cities (see fig. 5.8).

Greater Manchester, Birmingham and Sheffield had
independent tourism marketing bureaus, established at arms
length from the local authority and run with the help of
the private sector. Some writers have suggested that
marketing bureaus are effective structures for tourism
marketing as they operate outside the sometimes
bureaucratic nature of local government and they allow
their members who actually work in the tourism industry to
be involved in the marketing of the city (Mathews, 1989).
As marketing bureaus may be considered to be effective
structures, it was somewhat surprising to find that in
Birmingham and Manchester parallel organisations existed -
a separate local authority tourism department was found as
well as a tourism marketing bureau. However, this was
usually for historic reasons and in practice the two
organisations in each city worked closely together to
minimise duplication of activity (Bernard S. In. 1992;
Hannah M. In. 1992 and Jeffreys E. In. 1992). In addition
the two organisations covered different geographical areas.
In Birmingham, the Convention and Visitor Bureau's area was

wider than that of the city council so that it included the airport and the NEC. Greater Manchester Visitor and Convention Bureau marketed the region of Greater Manchester, and was funded by the ten district councils that used to come under the jurisdiction of the Greater Manchester County Council, which was abolished in 1986. Although the initial situation is surprising, the two organisations in each city also had different target markets. In Birmingham, the bureau targeted business tourists whilst the city council targeted leisure tourists. In Manchester the division of markets and work was even clearer with the bureau persuading people to visit Manchester and targeting business tourists, short breaks takers and the overseas markets; whilst the city council concentrated on looking after the visitors once they had arrived, providing visitor services, product development and the day visitor market. This differentiation is not currently covered by the literature on tourism marketing.

It is interesting to note that there appears to be a division of labour between the tourism marketing bureaus and local authority departments in these two cities. Marketing of the city for tourism was the responsibility of the marketing bureau, as tourism marketing will directly benefit the bureau members. Product development, tourism planning and looking after the tourism infrastructure was the responsibility of the local authority. It appears that tourism is being split into planning and development - on the one side being carried out by one organisation, the local authority - and marketing on the other being carried

out by a different organisation, the marketing bureau. This raises the question of the public-private sector partnership and whether tourism marketing can be divorced from planning. This also raises the question about who benefits from tourism marketing? It is more likely to be individual members of the marketing bureau whose attractions, facilities, hotels and restaurants are promoted rather than the local people of the city. This complex situation shown by the case studies has never been developed or discussed in the literature before.

Stoke, Bradford, Manchester and Birmingham had local authority tourism marketing departments. Stoke and Bradford appeared to operate quite efficiently within the confines of local government so did not see the need to establish separate marketing bureaus. However, in Stoke the North Staffordshire Tourism Association was also found which marketed a wider area than the local authority. Therefore, Stoke showed a slight variation in its organisational structure for tourism marketing.

It has been suggested that tourism marketing bureaus are effective structures (Mathews, 1989), therefore, it was quite surprising to find that more places did not have a tourism marketing bureau and to find more than one tourism marketing organisation in a city. But, as the cities made the decision to market themselves for tourism at different times, different structures have evolved. Sheffield was the last city out of the five to decide to market itself for tourism. Consequently, it could see what other cities had

done and which type of structure worked most effectively for them and decided to establish a tourism marketing bureau (Sheff: R 1990). However, in the end a city seems to adopt whichever structure works for its own situation or which is acceptable politically, particularly within the local authority and with the local tourist industry.

The study suggests that in the future it is likely that cities may move one stage further in their marketing and adopt broader place marketing objectives and promote broader place images. In Sheffield and Birmingham broader place marketing bureaus are being established to market the whole city to inward investors, business locators, local residents and sports events organisers, not just to tourists. In Stoke the emphasis in the future will be on marketing the whole city, not just on marketing the city for tourism (Roberts C. In. 1992). It appears that these cities have realised that they should market the whole city in order to compete successfully with other cities (B'ham M: 1992; Heeley J. In. 1993). They are therefore, starting to adopt a broader place marketing concept. Another area of future research will be to examine the place marketing structures that develop to see how they differ from tourism marketing ones. This also begs the question of where does tourism marketing fit into place marketing organisations and the relationship between the tourism marketing image and the place marketing image. Will the tourism image be either a part of or related to the broader place image, or will it be a totally unrelated different image? Will the choice of tourism image be related to the choice of place

image? In Manchester the big city 'life and soul of
Britain' image, although created as a tourism image, could
be used as a place image as it would appeal to many markets
- tourists, youth culture, locals and inward investors - as
it suggests an exciting, vibrant, ambitious, thriving and
confident city. Will other cities use their tourism image
as a place image or create a new image? These are all
interesting questions that can provide future areas of
research. There are likely to be different levels of
marketing with tourism marketing in the future being one
part of the place marketing. So how will the role and
organisation of tourism marketing appear in the future and
will it be over-shadowed by the broader place marketing
concept? Evidence from the case studies supports this
likely development of place marketing with the resultant
issue of where does tourism marketing fit.

Chapter six focuses on the importance of place image to
place marketing. It reviews the academic literature on the
study of place image and concludes that the study of images
was a necessary prerequisite for the determination of
successful tourism marketing. Having discussed the work of
previous researchers on how images are created, transmitted
and received, the chapter identifies from the academic
literature, marketing techniques for successful image
promotion. It suggests that tourism agencies in their
marketing should seek to create a favourable and unique
image, which should capture a place's sense of identity and
differentiate it from other destinations (Burgess, 1982).
The image should also be based on research which has

measured potential visitors organic images of a place (the organic image is formed unconsciously by previous holiday experiences, second hand experiences of social acquaintances, books, education and the mass media). In this way the image is more likely to be based on an accurate representation of the place and when tourists visit they are unlikely to be disappointed as the image matches the reality. It is therefore important that honest and accurate images are projected in promotional material (Telisman-Kosuta, 1989; Ashworth and Voogd, 1990).

The study then went on to examine the images projected in the promotional material produced for business and leisure tourists and business locators by sixty industrial towns and cities. This chapter extended the work of the few writers who have described the types of images projected in promotional material produced by place marketing organisations (Burgess, 1982; Agnew, 1987; Dilley, 1986; Ashworth and Voogd, 1990). The projected images in the leisure and business tourism promotional material were found to be similar to one another. The overall place images tended to be similar between towns and cities because they were based in large measure on the component images for each place which also tended to be similar. However, there was often some differentiation between places in their overall place images due to differences in their emphasis or emphases, although this differentiation was sometimes very slight. The different emphases used and examples of places using them were discussed (see Appendix 4.1). This study suggests that only one quarter of places

had followed the marketing techniques identified in the literature to differentiate their image and that they did this by emphasising one aspect of their place image and by making good use of logos and slogans to create brand images and corporate identities. It appeared that the majority of places projected weak and similar images. In the business locators promotional material most places projected a similar overall place image of being an ideal business location, but some did emphasise different particular aspects of this image. This study agreed with the findings of Burgess (1982), Dilley (1986) and Agnew (1987) who found that most places projected similar images to one another in their promotional material. These findings suggest that many towns and cities do not do any or enough research before selecting images for marketing purposes or follow the marketing techniques identified in the literature. It is inevitable that places will have similar tourism products to promote and therefore will promote similar images, but it appears from this study that places do not differentiate these products or images sufficiently. There is a need for research into different ways of packaging the individual product to differentiate it from that of other places or to look at all aspects of the place to try and identify an aspect that is unique and can be used to create a strong and different image.

Chapter eight discusses the process of image creation for tourism marketing in the five industrial cities and looks at the decisions that led to particular images being promoted. Few previous studies have either examined the

tourism image from the supply end, or looked at why certain tourism images are chosen and promoted. Consequently, this chapter lacks a strong literature base. Some approaches to image creation are suggested to simplify the actual situation studied in the case study cities. The first approach used market research techniques to measure the organic image that already existed in people's minds. This was the situation in Stoke and Manchester and followed the marketing techniques identified in the limited literature to create a unique, positive and different image. In the second approach, it was the chief executive of the Sheffield and Birmingham marketing bureaus who created the images. This is surprising as one might expect marketing bureaus employing marketing professionals to follow marketing techniques. The resulting images are shown by the study to be less accurate and meaningful than ones based on thoroughly researched perceptions. This result could be tested by these five organisations to see the image transmission and reception by individual members of the public.

It is interesting to note the influence of the industrial base in Stoke and Birmingham's choice of image, reflecting people's traditional perceptions of a place. Stoke promoted an image of a an area at the centre of the china industry and research had showed that people visited Stoke because of its china industry. Birmingham projected an image of a business and exhibition city because of the success of the NEC.

Stoke, Manchester and Birmingham have based their image on people's organic perceptions of the cities. The academic literature suggested that image creation was not an easy task and that most image promotion did little more than modify existing images which are derived from a variety of sources over which marketing has little control; also that the created tourism image should not conflict with the organic image (Ashworth and Voogd, 1990). This brings into question the extent to which created tourism place images can challenge preconceptions about places ie peoples' organic images. It appears that the image of a place cannot be drastically altered or repositioned and still be believed (Ashworth and Goodall, 1988), therefore industrial cities with negative images may probably only market themselves successfully if they promote a subtly improved image based on their traditional image, such as Stoke has done. Sheffield was an interesting example because it chose to promote an image of a friendly city, instead of an image based on its steel industry for which it used to be world famous (Heeley J. In. 1992). This may be because the city now has much less manufacturing industry and looks to the leisure industry to provide its economic base in the future, or it may be that an image based on the steel industry was considered unappealing to visitors by the tourism marketing bureau.

Looking at the types of image projected, the five cities each projected similar images, but again different emphases were found. These cities all promoted a similar broad city image as they all have a range of arts, culture,

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restaurants, leisure attractions and facilities that are of interest to visitors and which visitors would expect to find in any urban tourism destination. They then emphasised a different aspect of this city image from each other. Birmingham and Stoke chose to emphasise an image of their main tourism product. Manchester promoted a big city image and Sheffield and Bradford promoted an overall umbrella image. A future area of research would be to try and assess to what extent the promoted tourism image reflects the actual tourism place product of a city. Cities are an amalgam of many tourism products and are complex structures; therefore, it is extremely difficult to encapsulate any one city in a single marketing message. As cities are so complex they are bound to have lots of similarities to each other, and so are likely to project similar images. The evidence from the case study cities suggests that in order to differentiate themselves the cities have chosen to emphasise different aspects of a similar city image. An interesting dilemma for tourism marketing organisations in cities is that to project a city image and promote all the attractions and facilities that will attract visitors may result in a similar image to other cities being projected and will weaken the idea of a unique image. On the other hand, if they project a unique image of their city in a single marketing message, they are in danger of simplifying the city and not promoting the very attractions and facilities that will appeal to visitors. This dilemma is a potentially rich field for future research.

This study examined the images projected by sixty towns and cities in their promotional material and analysed in detail the images promoted by the five case study cities. With regard to the sixty places, the study was only able to obtain a general, snap shot view of the images contained in promotional material. The case study approach to the five cities allowed much more information to be obtained about the images and the process of image creation and selection, particularly as the individuals responsible for image creation in each city were interviewed. The images projected by the towns and cities were similar, although there were often differences in the emphasis of the overall image of each place. Even here, however, these differences were sometimes slight. It is also the case that more than one city is likely to have the same emphasis in their overall image - as was shown in chapter seven. Again, this raises the issue of research to discover an aspect of a city that can be used to create an image that is truly unique, or for a tourism marketing organisation to use different ways of packaging the city in order to differentiate it from other places.

In the final analysis it appears that the processes of image creation and of the selection of the types of images to project by the five industrial cities were fairly complex. It seemed that there were many factors involved in image creation - the organisational structure for tourism marketing, type of staff employed by the organisation, the objectives of the organisation, the use of market research, the organic perceptions and images of a place, the type of

place ie its economic base, the politics of the city and the type of tourism place product and product base that the city had - and it was not possible in this study to say that one factor more than another resulted in a particular approach to image creation and type of image. The one thing that emerged is that the objectives of the organisation did seem to affect the image projected. For example, the objectives of Birmingham Convention and Visitor Bureau were to market the city as a business tourism destination so a business image was projected (Taylor P. In. 1992). The objectives of the Economic Development Unit in Bradford were to attract inward investment so the types of image projected were those that would appeal to inward investors (Short M. In. 1992). It seemed that the processes for image creation were only fairly sophisticated in Stoke and Manchester.

In conclusion, therefore, it seems that the five cities chosen for in-depth study were at different stages of tourism development but have all followed a similar process (see fig. 9.1 over page).

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┌─────────┐
│  City   │
└────┬────┘
     │
     ▼
┌─────────────────┐
│ Tourism  agency │
└────────┬────────┘
         │
         ▼
┌───────────────────────────────┐
│ Tourism place image promotion │
└───────────────┬───────────────┘
                │
                ▼
     ┌──────────────────┐
     │ Image promotion  │
     └──────────────────┘
```
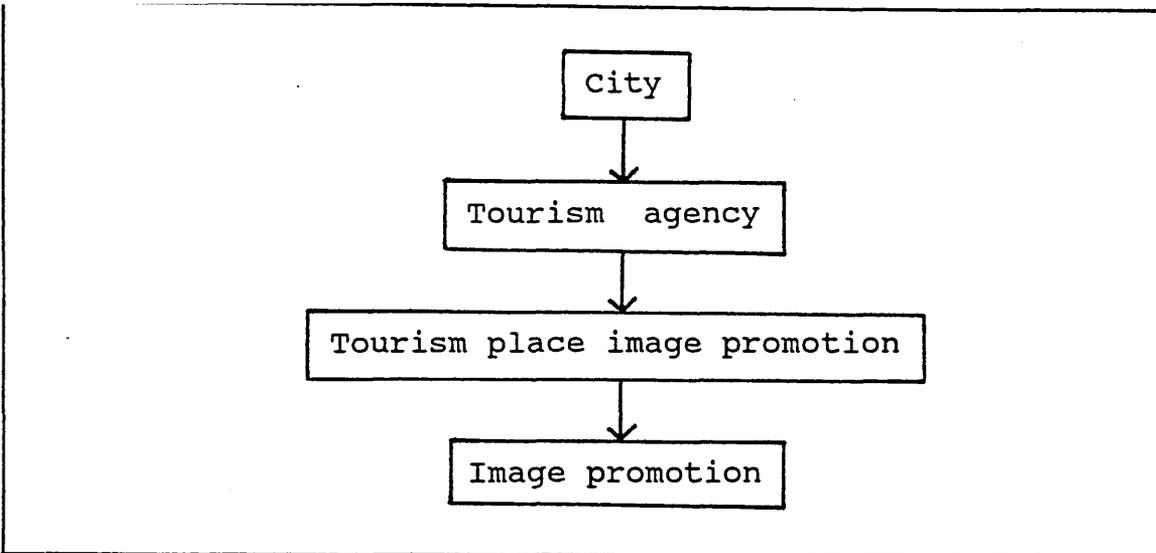
Fig. 9.1
THE PROCESS OF IMAGE PROMOTION IN CITY TOURISM MARKETING

(Based on this study)

First, they made the decision to market their cities for

tourism as a means of urban regeneration and set up an

official tourism agency to facilitate the marketing of the

city for tourism. This may have been a local authority

department, but increasingly public-private sector tourism

marketing bureaus were found as they were thought to be

more effective marketing structures (Mathews, 1989). Then

an official tourism place image was chosen using a process

of image creation. This process sometimes involved the use

of research to measure the organic image that already

existed in peoples' minds, and tried to identify the unique

character of a place. In other cases the chief executive of

the tourism agency was responsible for creating the image.

It appears that the process of image creation varied

greatly in cities and a number of approaches were found and

that the process was complex and depended on a number of

factors. It was not possible to identify one overall

approach for the process of image promotion from this data.

Once the tourism place image was created it was promoted to appropriate target audiences in promotional material.

This study has drawn on previous research in many related areas - urban regeneration, tourism marketing, place marketing and image - and has attempted to focus all of these on how images and tourism marketing were being used as an aspect of place marketing in the urban regeneration process in British industrial towns and cities. The study has examined the importance of image to the tourism marketing process, examined the motivations of tourism marketing organisations in industrial cities in using tourism marketing for urban regeneration and looked at how tourism marketing fits into the wider process of place marketing. It has also discussed case study examples of the use of place marketing for tourism in British industrial cities.

Marketing of a city for tourism seeks to change the potential visitors' attitudes, perceptions and images to an awareness and an inclination to buy in favour of one destination. The three processes of place image creation, image promotion and tourism marketing are seen as essential links in matching the tourism product and the tourist experience, that is of matching the holiday and the individual (Ashworth and Goodall, 1990). The two critical decisions for destination tourism agencies and businesses are to get their place products and images right and to identify appropriate markets for those products (Goodall, 1990).

In the future, it appears that a better understanding of place image and place marketing is required by the official agencies responsible for the marketing of towns and cities as business and leisure tourism destinations or location sites. Much market research needs to be done and places should try to create images that focus on their unique aspects to differentiate them from other destinations.

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This is a bibliography of material cited in the text rather than a full list of material consulted.

1.1 REPORTS AND MINUTES

C = consultants reports to councils or marketing bureaus
M = council committee minutes
R = reports to council committees

This material is referenced in the text as
(place name: C/M/R/ date). For example (Man: M 1990) refers to Manchester City Council minutes in 1990 for the Policy and Resources Committee, July.

BIRMINGHAM (B'ham)

MINUTES
1989, Finance and Management (Promotions and Public
        Relations Sub-)Committee, Dec.
1990, Finance and Management (Promotions and Public
        Relations Sub-)Committee, Oct.
1992, Finance and Management (Promotions and Public
        Relations Sub-)Committee, Nov.

REPORTS TO COMMITTE
1991, Finance and Management (Promotions and Public
        Relations Sub-)Committee, Jul, report of the Director
        of Public Affairs on the Birmingham Image Study.

MANCHESTER (Man)
MINUTES
1984, Economic Development Committee, Oct.
1985, Economic Development Committee, Nov.
1986A Promotion and Tourism Sub-Committee, Feb.
1986B Promotion and Tourism Sub-Committee, Jul.
1988A Promotion and Tourism Sub-Committee, Mar.
1988B Economic Development Committee, Jul.
1990, Policy and Resources Committee, Jul.

SHEFFIELD (Sheff)

CONSULTANTS REPORTS
1992, Fielder Green consultants, "A Short Break Marketing
        Strategy for Sheffield", p41.

MINUTES
1986, Recreation Programme Committee, Apr.
1989, Tourism and Heritage Panel, Jan.

REPORTS
1990, Leisure Services Programme Committee, Nov, report by
        the Directors of Arts, Employment and Economic
        Development, Libraries and Information, Museums, Land
        and Planning, Recreation and the City Treasurer on
        the Joint Development Initiative.

1991A Tourism Panel, Jan, report by the Director of Tourism
       on the draft outline proposal for the visitor and
       conference bureau.
1991B Tourism Panel, Jun, report by the Director of Tourism
       on the financing and proposed structure of
       Destination Sheffield.
1991C Tourism Panel, Oct, report by the Director of Tourism
       on the Business Plan for the 1991/92 Marketing
       Programme.

STOKE-ON-TRENT (Stoke)

MINUTES
1986, Economic Development and Tourism Sub-Committee, Sep.
1992, Economic Development and Tourism Sub-Committee, Mar.

1.2 INTERVIEWS

Material gained from these interviews is referenced in the
text as (surname initials, In. year). For example
(Woolf C. In. 1992) refers to the interview with Caroline
Woolf on 22. 9. 92.

Bamford G.   1.10.92.   **Chairman of the Board**, Birmingham
                        Convention and Visitor Bureau.

Belcher B.   21.7.92.   **Tourism Officer**,
                        Birmingham City Council.

Bernard S.   21.7.92.   **Marketing Executive**, Birmingham
                        Convention and Visitor Bureau.

Coleman J.   27.7.92.   **Conference and Accommodation
                        Manager**, Destination Sheffield
                        Visitor and Conference Bureau.

Dimmock J.   12.11.92. **Chair of the Economic Development
                        and Tourism Committee**,
                        Stoke-on-Trent City Council.

Glot G.   22.7.92.   **Tourism and Conference Officer**,
                        Bradford Metropolitan District
                        Council.

Hannah M.   20.7.92.   **Tourism Services Officer**,
                        Manchester City Council.

Heeley J.   8.9.92.   **Director of Tourism**,
                        Destination Sheffield Visitor and
                        Conference Bureau.

Heeley J.   9.3.93   Follow up interview.

Horton P.   5.10.92.   **Chair of the Tourism Sub-Committee**,
                        Sheffield City Council.

```
Jeffreys E.  15.9.92.   Chief Executive, Greater Manchester
                        Visitor and Convention Bureau.

Lomax D.     28.7.92.   Marketing Manager, Greater Manchester
                        Visitor and Convention Bureau.

Lutz J.      23.7.92.   External Relations Officer,
                        Birmingham Convention and Visitor
                        Bureau.

Randall J.   23.7.92.   Tourism Services Officer,
                        Stoke-on-Trent City Council.

Redfern R.   13.10.92.  Chair of the Economic Strategy
                        Sub-Committee, Bradford Metropolitan
                        District Council.

Roberts C.   10.9.92.   Chief Marketing and Tourism Officer,
                        Stoke-on-Trent City Council.

Short M.     18.9.92.   Economic Development Co-ordinator,
                        Bradford Metropolitan District
                        Council.

Smith S.     11.11.92.  Deputy Chair of the Arts and Leisure
                        Committee, Manchester City Council.

Taylor P.    14.9.92.   Chief Executive, Birmingham
                        Convention and Visitor Bureau.

Woolf C.     22.9.92.   Head of Advertising, Marketing and
                        Tourism, Manchester City Council.
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1.3 PROMOTIONAL MATERIAL FOR THE FIVE CASE STUDY CITIES

This material is referenced in the text as
(PM = promotional material/ initials of the organisation
producing the material/no). For example (PM/BCVB/1) refers
to the first item on the list of promotional material
produced by Birmingham Convention and Visitor Bureau.

BIRMINGHAM CONVENTION AND VISITOR BUREAU (BCVB)

1   Information leaflet for members.
2   BTA Guide to Birmingham.
3   Conference and Travel Manual, 1993.
4   Folder for sending promotional material out in.
5   Pocket Guide to Birmingham.
6   Warm Hearted Weekends leaflet, 1992.

BRADFORD METROPOLITAN DISTRICT COUNCIL (BMDC)

1   Information sheet on developing tourism in Bradford,
     1991.
2   Folder for sending promotional material out in.
3   The Guide for the Aire Valley.
4   The Guide for the Wharfe Valley.

5   The Guide for the Worth Valley.
6   The Delegates Guide to Bradford.
7   Flavours of Asia leaflet.
8   A Guide to the Famous Bradford Millshops.

MANCHESTER CITY COUNCIL (MCC)

1   Manchester, a Visitor's Guide to a Great City.

GREATER MANCHESTER VISITOR AND CONVENTION BUREAU (GMVCB)

1   Information leaflet for members.
2   BTA Guide to Greater Manchester, Centre of Britain.
3   Greater Manchester, the International Conference
      County 1991/92.
4   Folder used to send promotional material out in.
5   Travel Trade Guide 1992.

SHEFFIELD PARTNERSHIPS (SP)

1   Information sheet on Sheffield Partnerships.

DESTINATION SHEFFIELD VISITOR AND CONFERENCE BUREAU (DSVCB)

1   Folder to send promotional material out in.
2   Main leaflet, Sheffield the Welcoming City.
3   Conference leaflet, the Right Place for your
      Conference.

STOKE-ON-TRENT CITY COUNCIL (S-O-TCC)

1   Student Information Pack.
2   Industrial handbook.
3   The Potteries Visitor Maps and Directory.
4   Visitor's Guide to the Potteries.
5   1 City 6 Towns 1000 Things to See and Do.
6   Short breaks leaflet, Take a Break in Peak and
      Potteries Country.

1.4   PROMOTIONAL MATERIAL FOR THE OTHER TOWNS AND CITIES

This material is referenced as (PM/no). For example (PM/11)
refers to the leaflet on Grimsby.

1   Barnsley Visitors Guide, Tourism Unit, Barnsley
      Metropolitan Borough Council.
2   Leaflet on Burnley, Burnley Borough Council.
3   Pendle Visitors Guide, Promotions Unit, Pendle Borough
      Council.
4   Leaflet on Stockton-on-Tees, Publicity and Marketing
      Section, Stockton-on-Tees Borough Council.
5   Leaflet called 'Where to stay in the birthplace of
      the railway', Stockton-on-Tees Borough Council.
6   Leaflet called 'Keep fit in the birthplace of
      railways', Stockton-on-Tees Borough Council.
7   Leaflet called 'Nightlife in the birthplace of the
      railways', Stockton-on-Tees Borough Council.

8   Leaflet called 'Lancaster the Legacy', Lancaster
        Tourism.
9   Welcome to Wakefield brochure, Economic Development
        Department, Wakefield Metropolitan District Council.
10   The Official Tourist Guide to Portsmouth, Tourism
        Section, Portsmouth City Council.
11   Leaflet on Grimsby, Grimsby Borough Council.
12   Swansea Bay, Mumbles and Gower brochure, Marketing and
        Communications Division, Swansea City Council.
13   North Tyneside Visitor Guide, Leisure and Tourism
        Department North Tyneside Metropolitan Borough
        Council.
14   South Tyneside Visitor Guide, South Tyneside
        Metropolitan, Borough Council.
15   Darlington Town Guide, Economic Development Unit,
        Darlington Borough Council.
16   Where to stay in Coventry brochure, Tourism and
        Conference Desk, Coventry City Council.
17   Trafford Visitors Guide, Trafford Metropolitan
        Borough Council.
18   Leaflet on Blackburn, Economic Development Unit,
        Blackburn Borough Council.
19   Coventry a Change for the Better brochure, Economic
        Development Department, Coventry City Council.
20   Darlington a better place for business brochure,
        Economic Development Unit, Darlington Borough
        Council.
21   Communications leaflet in folder on Crewe and
        Nantwich, Economic Development Department, Crewe and
        Nantwich Borough Council.
22   Hartlepool brochure, Economic Development and Leisure
        Department, Hartlepool Borough Council.
23   City of Style brochure, Economic Development Service,
        Lancaster City Council.
24   Gwent the perfect world for quality of life brochure,
        Gwent County Council.
25   A Guide to Gateshead, Gateshead Metropolitan Borough
        Council.
26   Living in Leicester leaflet, Central Services
        Department, Leicester City Council.
27   Moving to Derby brochure, Development Services
        Department, Derby City Council.
28   Cotton onto Burnley brochure, Economic Development
        Unit, Burnley Borough Council.
29   Industrial Directory 1990, Economic Development
        Service, East Staffordshire District Council.
30   Business in Bolton brochure, Bolton Metropolitan
        Borough Council.
31   Sunderland brochure, Employment Development Team,
        Sunderland Borough Council.
32   City of Hull Marina leaflet, Public Relations Office,
        Hull City Council.
33   Leaflet on Portsmouth, Portsmouth City Council.

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Appendix 1

THE SIXTY INDUSTRIAL TOWNS AND CITIES IN THE LARGE STUDY

Barnsley	Manchester
Birmingham	Middlesbrough
Blackburn	Newark and Sherwood
Bolton	Newcastle-under-Lyme
Bradford	Newcastle-upon-Tyne
Bristol	North Tyneside
Burnley	Nottingham
Bury	Oldham
Calderdale (Halifax)	Pendle (Nelson)
Chesterfield	Portsmouth
Coventry	Preston
Crewe and Nantwich	Rochdale
Darlington	Rotherham
Derby	St. Helens
Doncaster	Salford
Dudley	Sheffield
East Staffordshire (Burton)	Southampton
Gateshead	South Tyneside
Gillingham	Stockport
Gloucester	Stockton-on-Tees
Grimsby	Stoke-on-Trent
Hartlepool	Sunderland
Hull	Trafford
Kirklees (Huddersfield)	Wakefield
Lancaster	Walsall
Langbaurgh-on-Tees (Guisborough)	Wigan
Leeds	Wolverhampton
Leicester	Cardfiff
Liverpool	Newport
Macclesfield	Swansea

PRO FORMA ANALYTICAL FRAMEWORK FOR LEISURE AND BUSINESS TOURISM IMAGES

A. OVERALL GENERAL IMAGE

   i. logo and slogan,
  ii. overall theme.

B. DETAILED IMAGE.

1. HERITAGE/HISTORICAL

    i. Period.
   ii. Figures.
  iii. Events.
   iv. Museums.
    v. Attractions.

2. URBAN LANDSCAPE

   i. Architecture.
  ii. Buildings.
 iii. Public space.

3. WATER

   i. Seaside.
  ii. Maritime.
 iii. Naval.
  iv. Canals.

4. COUNTRYSIDE

   i. Town or countryside around, centre for touring.
  ii. Type ie rolling/peaks/managed country parks.
 iii. Idealised or natural.

5. CULTURE

   i. Galleries.
  ii. Theatres.
 iii. Cultural attractions.

6. VITALITY, LIVELINESS

   i. Lots to see and do.
  ii. Emphasis on the town attractions.

7. THEMED

   i. Famous person, tv, author.
  ii. Food.
 iii. Character of the place.
  iv. Landmark.

8. GATEWAY TO AN AREA

9. SPORT

<u>PRO FORMA ANALYTICAL FRAMEWORK FOR BUSINESS LOCATION IMAGES</u>

Adapted from Burgess, 1982.

A. OVERALL GENERAL IMAGE.

   i. logo and slogan,
  ii. overall theme.

B. DETAILED IMAGE.

1. LOCATION

    i. Accessiblity.
   ii. Centrality.
  iii. European links.

2. BUSINESS HUB

    i. Established industry.
   ii. Local workforce.
  iii. Grant aid.

3. FUTURE POTENTIAL

4. QUALITY OF LIFE

    i. Environment.
   ii. Community spirit.
  iii. Space.
   iv. Atmosphere of the town.
    v. History, heritage.
   vi. Character.

Appendix 3.1

COMPONENTS OF THE LEISURE AND BUSINESS TOURISM IMAGES

1 = Heritage/history
2 = Urban landscape
3 = Water
4 = Countryside
5 = Culture
6 = Lots to see and do/vitality/ liveliness
7 = Themed
8 = Gateway to an area
9 = Sport

* = denotes the presence of this image component in the places' promotional material.

	1	2	3	4	5	6	7	8	9
Barnsley	*			*	*				
Birmingham	*	*	*	*	*	*			
Blackburn	*	*	*	*	*				
Bolton	*	*		*	*	*			
Bradford	*	*		*	*	*	*		
Bristol	*	*	*		*	*			
Burnley	*	*		*					
Bury	*		*	*			*		
Calderdale	*	*		*					
Chesterfield	*	*		*					
Coventry	*	*		*		*		*	
Crewe and Nantwich	*	*	*	*				*	
Darlington	*	*		*	*	*		*	
Derby	*	*		*	*				
Doncaster	*			*		*			
Dudley	*	*	*	*					
E. Staffs (Burton)	*	*	*	*			*		
Gateshead	*	*		*		*			

	1	2	3	4	5	6	7	8	9
Gillingham	*	*	*	*					
Gloucester	*	*	*		*				
Grimsby	*		*			*			
Hartlepool	*		*						
Hull	*	*	*			*			
Kirklees	*	*		*			*		
Lancaster	*	*	*	*	*	*			
Langbaurgh	*		*	*			*	*	
Leeds	*	*	*		*	*			
Leicester	*	*		*			*		
Liverpool	No material sent								
Macclesfield		*		*					
Manchester	*	*	*		*	*	*		*
Middlesbroug	*	*	*	*			*	*	
Newark and Sherwwood	*	*		*					
Newcastle-under-Lyme	*			*					
Newcastle-upon-Tyne	*	*	*		*	*	*		*
N. Tyneside	*		*	*			*		
Nottingham	*	*			*	*	*		*
Oldham	*			*					
Pendle	*			*			*		
Portsmouth	*	*	*	*		*	*		
Preston	*			*		*			
Rochdale	*			*					
Rotherham	*			*					

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	1	2	3	4	5	6	7	8	9
St. Helens	*	*	*	*					
Salford	*	*	*						
Sheffield	*	*		*	*				*
Southampton	*	*	*		*	*	*		
S. Tyneside	*		*	*			*		
Stockport	*			*					
Stockton-on-Tees	*		*	*			*		
Stoke-on-Trent	*	*		*			*		
Sunderland	*		*			*	*		
Trafford	*					*			*
Wakefield	*	*		*	*				
Walsall	*					*			
Wigan	*	*	*						*
Wolverhampton	No material sent								
Cardiff	*	*	*		*	*			*
Newport	*			*	*				*
Swansea	*		*	*	*				

Appendix 3.2

COMPONENTS OF THE BUSINESS LOCATION IMAGES

1 = Location/ accessibility/communication links
2 = Business hub
3 = Future potential
4 = Quality of life

* = denotes the presence of this image component in the places' promotional material.

	1	2	3	4
Barnsley	*	*	*	*
Birmingham	No material sent			
Blackburn	*	*		*
Bolton	*	*		*
Bradford	No clear image projected			
Bristol	No material sent			
Burnley	*	*	*	*
Bury	No material sent			
Calderdale (Halifax)	No clear image projected			
Chesterfield	No clear image projected			
Coventry	*	*	*	*
Crewe and Nantwich	*	*	*	*
Darlington	*	*		*
Derby	*	*		*
Doncaster	*	*	*	*
Dudley	No clear image projected			
East Staffordshire	*	*		*
Gateshead	*	*		*
Gillingham	No material sent			
Gloucester	No material sent			
Grimsby	No material sent			
Hartlepool	*	*		*

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	1	2	3	4
Hull	*	*	*	*
Kirklees (Huddersfield)	No clear image projected			
Lancaster	*	*	*	*
Langbaurgh-on-Tees	No clear image projected			
Leeds	No clear image projected			
Leicester	*	*	*	*
Liverpool	No material sent			
Macclesfield	*	*	*	*
Manchester	No clear image projected			
Middlesbrough	No clear image projected			
Newark and Sherwwood	*	*		*
Newcastle-under-Lyme	*	*		*
Newcastle-upon-Tyne	No clear image projected			
North Tyneside	No clear image projected			
Nottingham	No material sent			
Oldham	No material sent			
Pendle (Nelson)	*	*		*
Portsmouth	*	*	*	*
Preston	*	*		*
Rochdale	No material sent			
Rotherham	*	*	*	*
St. Helens	No material sent			
Salford	*	*		
Sheffield	No material sent			
Southampton	*	*		*
South Tyneside	No material sent			
Stockport	*	*		*

	1	2	3	4
Stockton-on-Tees	*	*	*	*
Stoke-on-Trent	*	*	*	*
Sunderland	*	*	*	*
Trafford	No material sent			
Wakefield	*		*	*
Walsall	No clear image projected			
Wigan	No clear image projected			
Wolverhampton	No clear image projected			
Cardiff	No clear image projected			
Newport	*	*	*	*
Swansea	*	*	*	*

DIFFERENT EMPHASES IN THE OVERALL PLACE IMAGES OF THE SIXTY PLACES IN THEIR LEISURE AND BUSINESS TOURISM PROMOTIONAL MATERIAL

TYPES OF EMPHASIS IN THE OVERALL PLACE IMAGE	EXAMPLES OF PLACES
Industrial town with much heritage and surrounded by beautiful countryside	Barnsley, Burnley Bradford, Dudley Hartlepool, Oldham Pendle, Sheffield Stockton, Stoke
Historic city with distinguished buildings	Bristol, Lancaster Nottingham, Wakefield
Big city	Birmingham, Leeds Manchester, Preston
Port/maritime	Grimsby, Hull Portsmouth, Southampton
Modern but old	Derby, Doncaster Gateshead, Gillingham
Seaside	North Tyneside, Swansea South Tyneside
Gateway to an area	Darlington, Coventry Middlesbrough
Market town	Chesterfield, Newark Newcastle-under-Lyme
Lots to see and do	Trafford
No clear image projected	Crewe, Macclesfield Salford, Stockport, Walsall, Langbaurgh

DIFFERENT EMPHASES IN THE OVERALL PLACE IMAGES OF THE SIXTY PLACES IN THEIR BUSINESS LOCATION PROMOTIONAL MATERIAL

TYPES OF EMPHASIS IN THE OVERALL PLACE IMAGE	EXAMPLES OF PLACES
Strong tradition of industry	Bolton, Crewe Derby, Sunderland
Port/maritime	Hull, Portsmouth Southampton
Modern, commercial centre	Coventry, Leicester
Historic city	Lancaster, Wakefield

Appendix 5

<u>SELECTION OF THE CASE STUDY CITIES</u>

BIRMINGHAM
Birmingham marketed itself as a business tourism
destination due to its location and excellent communication
links. It had a far-sighted city council who invested in
business tourism developments such as the NEC,
International Convention Centre and Indoor Arena.
Birmingham Convention and Visitor Bureau were responsible
for marketing the city and this was established in 1982.
However in the future this is likely to become part of a
wider place marketing organisation. Tourism was playing a
major part in the regeneration of the city, the environment
is being cleaned up and the canals restored.

BRADFORD
Bradford was the first city to decide to deliberately use
tourism as a means of economic regeneration; and to
actively market itself as a tourist destination in 1980.
The Marketing and Tourism Team of the Economic Development
Unit of the district council were responsible for marketing
the district. It created short-break themed packages to
attract visitors to the city and continually devised new
innovative tourism marketing campaigns.

MANCHESTER
Manchester had many separate organisations for tourism
marketing. These have since all joined together to form
the Greater Manchester Visitor and Convention Bureau in
1991 and this was responsible for marketing the region of
Greater Manchester for tourism. Manchester City Council
also had a tourism section which was responsible for
marketing the city to day visitors. Manchester was
developing a high profile for itself with its bid to be the
Olympic City for the year 2000.

SHEFFIELD
Sheffield followed the example of other industrial cities
and became involved in tourism marketing with its decision
to host the World Student Games in 1991. Destination
Sheffield Visitor and Conference Bureau was established in
1991 to market Sheffield as a leisure tourism destination
and to promote the new sporting facilities built for the
student games.

STOKE-ON-TRENT
Stoke hosted the National Garden Festival in 1986 and used
this as a catalyst to stimulate development in the city and
improve its image. After the festival the city council
decided to develop tourism in the city to maintain the
interest and awareness created by the festival and set up a
Marketing and Tourism Division in 1986. Stoke marketed
itself as the centre of excellence for china because of the
location of the china industry in the area and has
developed tourism and promotional campaigns around this.

QUESTIONS ASKED TO THE THREE PEOPLE INTERVIEWED
IN BRADFORD

    Name: Gina Glot
    Position: **Tourism & Conference Officer**, Marketing &
              Tourism Team, Economic Development Unit,
              Bradford City Council

1. **THE ORGANISATION OF TOURISM IN BRADFORD**
   How is tourism organised in Bradford
   What are the main responsibilities of the tourism unit
   How many staff are there - who does what
   How are decisions made - what things go to committee
   (Economic Strategy / Employment Initiatives Sub-Com)

2. **TOURISM AND REGENERATION IN BRADFORD**
   How is tourism involved in the regeneration of Bradford
   Why is it being used
   Who was involved in the decision to use tourism
   What new developments are occurring as part of the
   regeneration - (West End 3D, Lister Mill, Hotels,
   themes)

3. **TOURISM MARKETING**
   Do you have a tourism strategy
   How was it put together - who was consulted
   How is Bradford marketed for tourism, - since when To
   which markets, - how are these decided on
   What is the image of Bradford that is promoted
   How was it chosen
   Has any market research been done
   Why is the image important
   Are different images promoted to different markets
   Do you have a logo and slogan
   Was the tourism dept involved in bids for events like
   the World Speedway Championships
   Do you have any involvement in the marketing and images
   of individual attractions
   What promotional campaigns have been run (Flavours of
   Asia, Mythbreakers, Film Capital, different theme every
   year, ads)
   Have any follow up studies been done

4. **OPINIONS**
   How important is marketing the city for tourism
   Has marketing the city for tourism become less important
   with the negative effects of tourism on the environment
   Has marketing the city for tourism had any effects on
   i.   the no of tourists
   ii.   the no of inward investors
   iii. the local residents
   Has the general image of Braford been improved since
   the city has been marketed for tourism
   What benefits has tourism brought
   What costs has tourism brought
   Do you think tourism is a good thing, - why
   What do the people of Bradford think about tourism
   In the future what do you think tourism's role will be
   in the regeneration of the city

Name: Mike Short
Position: **Economic Development Co-ordinator**, Economic
          Development Unit, Bradford City Council.

1. THE ORGANISATION OF TOURISM IN BRADFORD

How are decisions made about what marketing work you
will do
How are decisions made about which items are discussed
at committee meetings
(Economic Strategy / Employment Initiatives Sub-Com)
Do you think there is effective corporate
decision-making for tourism in the city
Is there strong councillor support for tourism and
tourism initiatives

2. TOURISM AND REGENERATION IN BRADFORD

How is tourism involved in the regeneration of Bradford
Why is it being used
Who was involved in the decision to use tourism
Was there a consultation process
What new developments are occurring as part of the
regeneration - (West End 3D, Lister Mill, Hotels,
themes)

3. TOURISM MARKETING

Do you have a tourism strategy
How was it put together - who was consulted
How is Bradford marketed for tourism, - since when What
is the image of Bradford that is promoted
How was it chosen
Has any market research been done
Why is the image important
Do you have a logo and slogan
What promotional campaigns have been run (Flavours of
Asia, Mythbreakers, Film Capital, different theme every
year, ads)

4. OPINIONS

How important is marketing the city for tourism
Has marketing the city for tourism become less important
with the negative effects of tourism on the environment
Has marketing the city for tourism had any effects on
i.   the no of tourists
ii.   the no of inward investors
Has the general image of Braford been improved since
the city has been marketed for tourism
Which cities is Bradford in competition with
What benefits has tourism brought
What costs has tourism brought
Do you think tourism is a good thing, - why
What do the people of Bradford think about tourism
In the future what do you think tourism's role will be
in the regeneration of the city

Name: Ruth Redfern
Position: **Chair of Economic Strategy Sub-Committee,**
           Bradford Metropolitan District Council.

1. **TOURISM AND REGENERATION IN BRADFORD**

   How is tourism involved in the regeneration of Bradford
   Why is it being used
   Who was involved in the decision to use tourism
   Was there a consultation process
   What new developments are occurring as part of the
   regeneration

2. **THE ORGANISATION OF TOURISM IN BRADFORD**

   What kind of items get discussed at council committee
   meetings
   Do you think there is effective corporate
   decision-making for tourism in the city
   Is there strong councillor support for tourism and
   tourism initiatives

3. **THE IMAGE OF BRADFORD**

   What is the image of the city that is promoted for
   tourism
   How was it chosen
   Why is the image important

4. **OPINIONS**

   How important is marketing the city for tourism
   Has marketing the city for tourism had any effects on
   i.   the no of tourists
   ii.   the no of inward investors
   Has the general image of Bradford been improved since
   the city has been marketed for tourism
   What benefits has tourism brought
   What costs has tourism brought
   Do you think tourism is a good thing, - why
   What do the people of Bradford think about tourism
   In the future what do you think tourism's role will be
   in the regeneration of the city

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SLOGANS AND LOGOS FOUND IN LEISURE TOURISM
PROMOTIONAL MATERIAL

BIRMINGHAM: the Big Heart of England.
                     (logo - a red heart.)

BRADFORD: a Surprising Place.

BURNLEY: a town amidst the Pennines.

CALDERDALE: Discover Calderdale in Pennine Yorkshire.

CREWE: Relax in South Cheshire.
                     Discover the Floral Heart of England.

DARLINGTON: Decide on Darlington.
                     (logo - a compass).

DUDLEY: Capital of the Black Country.

GILLINGHAM: Welcome to Gillingham.
                     (logo - trees and oast houses).

GRIMSBY: Europes Food Town.

HARTLEPOOL: A marina and much more.

HULL: A great Yorkshire City.

KIRKLEES: Pennine Yorkshire.

LANCASTER: the Legacy.

LEEDS: Yorkshire's City for Variety.
                     (logo - the town hall).

LEICESTER: A world of difference.
                     Birthplace of tourism.

MANCHESTER: So Much to Discover.

MIDDLESBROUGH: Gateway to Captain Cook Country.

NEWCASTLE: (logo - the Tyne Bridge in bright colours).

N. TYNESIDE: a warm Geordie welcome.
                     (logo - George Stephenson).

PENDLE: Undiscovered Lancashire.
                     (logo - clogs, spindle, cotton, spanner).

PORTSMOUTH: Flagship of Maritime England.
                     (logo - a ship).

ROCHDALE: Discovering the Pennine Edge.

SHEFFIELD: the Welcoming City.

SOUTHAMPTON: Southampton's More.

S. TYNESIDE: Catherine Cookson Country.

STOCKTON: Birthplace of the Railways.

STOKE: the City that fires the imagination.
                     (logo - a pottery kiln).

WAKEFIELD: Welcome to Wakefield.

Appendix 7.2

<u>**SLOGANS AND LOGOS FOUND IN BUSINESS TOURISM**</u>
<u>**PROMOTIONAL MATERIAL**</u>

BARNSLEY: Time for a Change.
          (logo - the town hall and a sun cartoon style).
BIRMINGHAM: the Big Heart of England.
                  (logo - a red heart).
BRADFORD: A surprising place.

CALDERDALE: Pennine Yorkshire.

CREWE: Relax in South Cheshire.
                   Discover the Floral Heart of England.
DARLINGTON: Decide on Darlington,
                   (logo - a compass).
DONCASTER: England's Northern Jewel
                   (logo - a diamond).
GRIMSBY: Europes Food Town

HARTLEPOOL/ :   Tees Valley, the Great North River
TEES VALLEY   (logo - a picture of the river).

KIRKLEES: Pennine Yorkshire.

LANCASTER/ :   The Right Decision,
MORECAMBE   There's More to Morecambe Bay
                   (logo - sun, sea, waves).
LEEDS: Yorkshire's City for Conferences
                   (logo - the Town Hall).
MANCHESTER: The Life and Soul of Britain
                   (logo - an "M" with a star and a circle).
MIDDLESBROUGH: Gateway to Captain Cook Country

NEWCASTLE-UPON: A warmer welcome
TYNE   (logo - the Tyne Bridge with a smiling face).

NEWCASTLE-UNDER   Peak and Potteries Country
LYME   (logo - a pottery kiln).

N. TYNESIDE: a warm Geordie welcome
                   (logo - George Stephenson).
NOTTINGHAM: (logo - a target with an arrow).

PENDLE: Undiscovered Lancashire
                   (logo - clogs, spindle, cotton, spanner).

PORTSMOUTH: Flagship of Maritime England
                   (logo - a ship).
ROCHDALE: Discovering the Pennine Edge.

SOUTHAMPTON: Southampton's More.

STOKE: the City that fires the imagination
                   (logo - a pottery kiln).
WAKEFIELD: Welcome to Wakefield.

CARDIFF: Just Capital
                   A large capital C
NEWPORT/Gwent: Gateway to Wales.

SWANSEA: Wales Maritime City.

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Appendix 7.3

SLOGANS AND LOGOS FOUND IN BUSINESS LOCATION PROMOTIONAL MATERIAL

BARNSLEY: Where business can breath

BOLTON: Our location is our excellence
                    Make the Bolton Connection

BURNLEY: Cotton on to Burnley

COVENTRY: A change for the better

DARLINGTON: A better place for business

DERBY: A brighter business in Derby

DONCASTER: England's Northern Jewel
                    (Logo of a diamond)

LANCASTER: City of Style
                    (logo - silhouette of the city skyline)

NEWCASTLE   You'll notice the difference UNDER-LYME:

PORTSMOUTH: Flagship of Maritime England
                    The city that means business

PRESTON: The commercial heart of Lancashire

ROTHERHAM: The R'other'ham way of getting things
                    done

STOCKPORT: What's so great about Stockport

STOCKTON: An emerging force

WAKEFIELD: Wake up to Wakefield

NEWPORT/GWENT: The first county in South Wales

SWANSEA: Quality of life