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Territorial marketing as a tool for developing the attractiveness of cities

Dissertation

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Abstract

The thesis critically assesses the role of territorial marketing in Brno, Olomouc, Ostrava, and Zlin. It identifies their key marketing procedures and specific issues, examines target groups' attitudes, and proposes recommendations for marketing optimisation. The research utilises case studies and questionnaires, revealing a modest positive shift in the marketing of Czech cities from a tourism-centric approach to more comprehensive territorial strategies. Compared to the prevailing global context, the inadequate execution of territorial marketing by Czech cities may not effectively capture the intended target groups. This inefficacy impairs prospects and detracts from the territory's prosperity. The frequent misperception of residents, who feel overlooked by these strategies, indicates a dilution of urban potential, and emphasises the need for cities to more precisely address the unique needs of their communities to bolster and sustain growth.

Anotace

Disertační práce se kriticky zabývá úlohou teritoriálního marketingu ve městech různých velikostí – konkrétně se jedná o Brno, Olomouc, Ostravu a Zlín. Prozkoumává hlavní marketingové postupy a specifické problémy, zkoumá názory cílových skupin a předkládá doporučení pro optimalizaci marketingových aktivit. Výzkum, využívající metody případové studie a dotazníkového šetření, odhaluje mírný, avšak pozitivní posun od turisticky zaměřeného marketingu k detailnějším strategiím zaměřeným na určité cílové skupiny v českém prostředí. Ačkoli se česká města posouvají směrem k evropskému chápání konceptu teritoriálního marketingu a jeho dopadů, výzkum ukazuje, že obyvatelé, jakožto primární cílová skupina zkoumaných měst, se cítí být opomíjeni. To snižuje celkový dlouhodobý potenciál měst a také ovlivňuje jejich konkurenceschopnost na mezinárodním trhu.

Statement of Authorship

I hereby declare that I am the sole author of the PhD dissertation titled *Territorial marketing as a tool developing the attractiveness of cities*, which I wrote under the supervision of doc. Ing. Vladimíra Žítka, Ph.D, and that I have used all sources in accordance with Czech legal regulations, Masaryk University's internal regulations and internal acts of management of Masaryk University and the Faculty of Economics and Administration.

In Brno ……. March 30, 2024 ….....

Ing. Lucie Herbočková

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Dedication to the projects

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Introduction

Over 10,000 cities in the world compete for attention, essentially because of globalisation. Although globalisation brings opportunities, now is the time to learn how to manage global information overload. In essence, the competitive environment has widened its strides both in the microeconomic and macroeconomic environments. Generally speaking, the competitiveness of a territory has many determinants. One of the most influential is a competitive advantage, principally discussed as the source of the territory's demand (Dinis, 2004; Martin et al., 2015). Besides, the competitive territory is such as (1) a place that is attractive with a highly positive image; (2) the idea of the place that corresponds with its target groups; (3) attractive for internal and external investors; and (4) a place that brings the opportunities into the territory as well as the local stakeholders (Anholt, 2005; Ventura, 2014; Hudson et al., 2017). Within a mature territorial setting, it is crucial to carefully investigate the unique selling points (USP) that define its presence in the current competitive environment (Baker, 2019). These unique selling points provide a mix of customised offerings and benefits for targeted groups (Kotler et al., 1999). Amidst globalisation and the post-COVID-19 epidemic, every territory must identify its advantages to stand out and compete; otherwise, it keeps losing its potential. Creating a unique character that allows the territory to stand out in a competitive market is the driving force behind this strategic goal (Baker, 2019). Nevertheless, is the differentiation enough?

Here comes the need for territorial marketing, which refers to identifying, developing, and following the competitive advantage of a territory and keeping up with the competitors in the global market. Its main idea is to increase the value of territory and its economic attractiveness by activating a virtuous circle of satisfaction-attractiveness-value (Valdani & Ancarani, 2001). Moreover, such a concept presents a territory where people want to live, work, visit, and, more importantly, coexist for a long time or potentially come back (Future Place Leadership, 2020). Well-planned marketing creates a competitive advantage for attracting residents, entrepreneurs, tourists, talents, and skilled workers (Kotler et al., 1999). Actors in the public sphere implement territorial marketing at the level of regions and cities (MMR, 2022). Precise execution of the marketing strategy will yield positive outcomes such as an increase in the number and type of jobs, a more attractive environment, a wider range of housing options, or a higher standard of living. Additionally, territorial marketing is becoming an essential instrument of public administration at the regional and municipal levels to increase the territory's competitiveness and the population's quality of life (MMR, 2022).

Some theories briefly explain the concept as promoting communication and cooperation between the supply and demand of the target groups (Texier, 1997; Dinis, 2004; Anholt, 2005). Above all, this marketing can be conducted on different geographical levels, such as village, city, municipality, county, region, and country (Bitsani & Kavoura, 2010; Daldanise, 2016). As previously mentioned, the distribution strategy adheres to a global perspective while addressing local needs. In other words, preparing a country's marketing strategy is challenging when some territorial units seem unattractive to the target groups and have undeveloped areas that cannot compete with other territories. Simply put, the strategy of a region does not apply the rule of one-size-fits-all (Dinis, 2004). The author primarily comprehends territorial marketing through the application of the marketing concept, which encompasses a range of marketing methods, instruments, and activities implemented by stakeholders (public entities and the private sector) within the framework of strategic planning, such as local strategic documents and regional innovation strategies, with the aim of attracting, retaining, and sustaining target groups. Likewise, a solid territorial identity has a growing market value.

It is important to note that after the slow and gradual expansion of territorial marketing into the broader awareness of academia and experts and specialists working with this concept in practice, this marketing has set itself apart as a separate discipline. Although it is relatively challenging to understand the concept and the individual classifications of territorial marketing often differ, it is the centre of interest in many fields. Based on the literature and the author's belief, the concept of territorial marketing goes beyond advertisement and promotion; it is a more complex toolbox covered by methods, instruments, best practices, and experiences, and as Kotler et al. (2005) emphasise, these are only the tip of the marketing iceberg that needs to be deeply discovered.

The main aim of the thesis is to critically assess the role of territorial marketing within selected Czech cities, identify their key marketing procedures and specific issues, examine target groups' attitudes, and propose recommendations for marketing optimisation. The focus is to fully grasp the modern dynamics in this field, as there has been no such complex study of the Czech environment lately. The commendable commitment and proactive initiatives undertaken by the Ministry of Regional Development (MMR) in addressing this subject are noteworthy (2022). The Ministry endeavours to disseminate knowledge and promote an understanding of the integral role of marketing in strategic development. Further, the author intends to provide a scholarly research contribution that assists while upholding academic rigour. This endeavour aims to go beyond official papers and offer vital insights for stakeholders. In addition to its economic aspects, the research recognises the crucial significance of territorial marketing in establishing the identity and competitiveness of territories. It highlights the broader influence of territorial marketing on social cohesion and resident happiness, ultimately leading to economic benefits. The research seeks to provide valuable insights into the current knowledge base by conducting a thorough analysis. It aims to illuminate the complex dynamics that define territorial marketing in the Czech Republic, serving as a basis for well-informed strategies and future advancements in this dynamic concept. Furthermore, recognising that territorial marketing is a long-term and complex approach is crucial. This thesis explores the fundamental elements of territorial marketing, encompassing creating a place favourable for residence, employment, and communal harmony. However, the notion goes beyond just keeping people in the area; it includes the strategic need to construct a territory that supports its current population and has the inherent attractiveness to entice former residents to come back in the future.

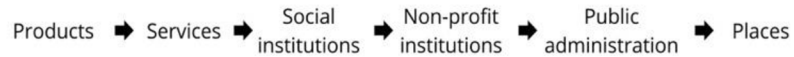
1 A Literature Review

1.1 Territorial Marketing and its Development

In the first place, the concept of territorial marketing calls for the definition of the essential expressions that make the concept understandable. As territory is assuredly a significant part of the concept of territorial marketing, there is a need for clarification and characterization of such a term. The Latin origin of **territory** (i.e., territorium) indicates land around any standard unit (state, town, or region) (Merriam-Webster, 2021). Based on the historical background, there are many ways to grasp territory theory, i.e., conceptually history (Bishai, 2004), geographical (Gottmann, 1973), genealogical (Elden, 2003), political (Anderson, 1992), and philosophical (Casey, 1997). Painter asserts in his paper (2006, p. 6), "*which delves into territory questions, that one must consider territory in its uniqueness*." From this perspective, the benefit of territory in the territorial marketing concept mainly lies in its flexibility and complexity, i.e., being a form of theoretical umbrella covering all territorial scales. The territory is admittedly something closely related to a place, city, or region, but it is also more than that. As mentioned, its complexity lies in its flexibility, specificity, and complexity, making it a narrow concept. To illustrate, Hassner explained (1997, p. 57) that territory is *"a complex of three things: a piece of land, seen as a sacred heritage; a seat of power; and a functional space. It encompasses the dimensions of identity, authority (the state as an instrument of political, legal, police and military control over a population defined by its residence), and of administrative, bureaucratic or economic efficiency in the management of social mechanisms, particularly of interdependence."*

Furthermore, the pioneer of marketing, Philip Kotler, explains in the book (Kotler et al., 2005, p. 38-40) that the modern **marketing concept** is different from its proposed historical meaning, i.e., the ability to persuade and sell a product to a customer, simply put, "*telling and selling."* The modern approach evolves its mindset, particularly *"satisfying customer needs"* with a relevant product; the selling process comes afterwards (Kotler et al., 2005, p. 38). Simply put, "*marketing manages profitable customer relationships*" (Kotler et al., 2005, p. 38). Indeed, territorial marketing has a significant history in traditional marketing, also known as business marketing. However, this is where the concepts diverge, primarily in the context of product definition. Hence, the difference between products and services that might be sold at the market and territories explicitly "not for sale". Thus, based on the chronological order of the so-called marketing-broadening concept, Kotler and Levy (1969) developed an idea for expanding marketing into the non-business background; they made the first base of place marketing. Furthermore, Kotler et al. (1993) developed the concept of strategic place marketing, an early attempt to define how a territory should operate as a business in response to increasing competition, technological change, and urban decay in the global market (Kotler et al., 1993; Anholt, 2010). Furthermore, Vaňová et al. (2017) recreated the process of the theoretical disciplines over time; see Figure 1.

Figure 1: Formation of marketing theoretical disciplines over time



Source: Vaňová et al., 2017

Hassner (1997) quite complexly defined the territory timelessly. The definition he provided may gradually align with the **concept of territorial marketing**. Defining the terms, i.e., territory and marketing, and quickly understanding the complexity of the combination of these terms are prerequisites for developing a local competitive advantage within the background of regional development (Hassner, 1997). In the thesis, a particular territory is perceived as a product that benefits local companies, organisations, activities, competitive advantages, and uniqueness over other territories. The concept originated in the 19th century, primarily at the municipal level, in response to the growth and profitability of tourism (Cudny, 2019). The conceptual framework is essential because it establishes connections between national, regional, and local economic elements and the industrial and tourism sectors. Integrating several factors is paramount when assessing a firm's competitiveness and identifying possible prospects (De Chiara, 2016). The authorities in the United States of America, Great Britain, and Germany significantly recognised and adopted this method towards the end of the 20th century (Ashworth & Voogd, 1988; Zenker, 2009). The evolution of economic theory, specifically the shift from Keynesian principles to the emergence of neoliberal conceptions in corporate governance, serves as the foundation for this concept (Rassuli & Rassuli, 1988). Target groups and stakeholders involved in territorial development actively reinforced the market's dominant position and competitive landscape, thereby enhancing their competitiveness (Eugenio-Vela et al., 2019). Within the framework of the regional economy, the change process also emphasised bolstering small and medium-sized firms, local initiatives, and the decentralisation of skills (Rumpel, 2002).

On the other hand, the notable disparities across the regions could be perceived as a potential obstacle or a great foundation for territorial marketing. In their study, Vaňová et al. (2017) provide an analysis of the factors that necessitated the development of the aforementioned concept during the 1990s. These factors include socio-economic challenges, demographic issues such as undesirable migration and the loss of skilled individuals and talents, ecological concerns leading to heightened interest in specific territories through tourism, advancements in innovations and technologies, globalisation and intensified competition, and political determinations. The study by Rumpel (2003) highlights that some industrialised nations, namely Austria, Germany, the United Kingdom, the Netherlands, and the United States of America, have effectively implemented territorial marketing into their strategies. These territories serve as a noteworthy illustration of enhancing the appeal of a given region, irrespective of

its dimensions, through effective territorial management strategies. Within the framework of the Czech Republic, the consequences of a preceding communist administration arise. In contrast to other Western territories outside the communist bloc during the same period, the Czech Republic, as a newly independent nation, primarily prioritised the consolidation of its territory and economy rather than actively promoting its attractiveness (Rumpel, 2002; Ježek, 2010). Although not relying heavily on tourism, some Czech cities and regions view territorial marketing techniques as a means of regional development rather than only as a tool to attract other target groups and strengthen their place in the market. One significant catalyst for regional growth is the Czech Republic's integration into the European Union, which, in turn, facilitates its broader engagement in the process of globalisation. Territorial marketing, traditionally employed in tourism, now faces the challenge of attracting and retaining a skilled workforce in a particular territory (Prato, 2022).

There is a need for a clear and precise definition to effectively include territorial marketing in the strategy of local administrative authorities. As previously said, the phrase is subject to varying interpretations among academic scholars, not just based on its meaning but primarily due to its decentralised implementation. Furthermore, locating a precise description of this idea in English proves challenging. The key definitions delineating the overarching methodology of territorial marketing are as follows (Table 1).

Table 1: Definitions of territorial marketing

Authors	The definition of territorial marketing
Kotler and Armstrong, (2003, p. 364)	Territorial marketing includes activities that are focused on the creation, maintaining or change in attitudes or behaviour of target groups towards certain territories.
Raszkowski (2014, p. 202)	It is the role of territorial marketing to strengthen such identity, to upgrade its level and perform creative activities in the areas predisposed for meeting such objectives. The strengthening of territorial community identity is a long-lasting process and should be performed in a consistent manner as well as take full advantage of the whole set of place marketing components.
Vaňová et al. (2017, p. 19)	The territorial approach to place marketing is described as the place is taken as a whole, with all advantages and disadvantages. In development, the emphasis is on reaping the advantages.
Texier (1997, p. 387)	The action aimed at attracting firms to a territory, facilitating the activities of local firms, and promoting a favourable image for local development.
Cliquet and Baray (2020, p. 160)	Territorial marketing, a significant consumer of so-called geomarketing techniques, can be considered as a part of spatial marketing at the same time as it participates in regional and local public policies to attract both economic and cultural activities.

Source: own compilation of specific authors

In light of the primary interests associated with this concept, namely (1) the establishment of an appealing and stable territory with a high standard of living, (2) political stability and harmony, (3) local product demand, (4) long-term vision and mission, (5) investment attractiveness, (6) collaboration within the triple helix framework, and (7) the development of competitive advantage, the author presents the following definition: Territorial marketing is primarily understood as applying marketing principles, encompassing a range of methods, analyses, tools, and activities employed by both public entities and the private sector within the strategic planning process (regional innovation strategy) to attract, retain, and sustain target groups. This definition is compiled in the works of Valdani and Ancarani (2001), Batat (2016), Cleave et al. (2016), and Ventura (2014). In like manner, it is crucial to include the movement and comparative analysis of regions by individuals and community participants (Gollain, 2017). As Kotler and Lane (2013) emphasised the importance of a marketing field, territorial marketing is one of the most effective ways to make another territory more attractive, regardless of size. However, in this case, the global rule of success applies: "*Think globally, act locally*." Besides, Kotler et al. (2005)

claim that territorial marketing is a public perception as the only way of promotion; with this in mind, it is only the tip of the iceberg. In essence, territorial marketing is an effort to promote a particular territory in a competitive market to influence public behaviour in its favour and well-being through a territorial offer; its perception of value is a permanently superior offer of the competition.

The point often overlooked is that the phenomenon of territorial marketing brings into regional development background many controversies. Some authors use terms such as place marketing, place branding, regional, communal, city, and local marketing, or branding either unintentionally or intentionally with the wrong meaning (Ashworth & Voogd, 1988; Kotler et al., 1993; Anholt, 2005; Kavaratzis & Ashworth, 2005; Dinnie, 2008). At this moment, the author agrees with the author Sucháček (2008), who demonstrates in his paper how misinterpretations may confuse the audience by improper labelling of the terms. These terms aim partly for the same goal, i.e., to implement marketing tools into the territories' formal structure, thus making any territory attractive for its predefined target groups. However, in this part of a defined goal, the common characteristics differ mainly in the concepts, methods, and instruments of achieving such a goal.

From the historical point of view, considering the main difference between place and territory, "*places are portions of space embedded with personal or group values* (Duarte, 2017, p. 67)." In contrast, the structure of territory comes along with feelings and emotions, i.e., "*territories might coexist, but particularly in modernity with the all-encompassing idea of the nation-state, this coexistence depends on mutually accepted limits and areas of influence* (Duarte, 2017, p. 71)." To demonstrate, Duarte further (2017, p. 72) gives an example of sharing a household as "*home as a whole is identified as a place by a family, while in its interior some territories are clearly or tacitly demarcated and respected by family members, territories that encompass the spatial and temporal behaviours of family members.*" Despite the historical distinction between territory as a more abstract idea and place as a concrete entity, existing literature often uses these phrases interchangeably so that the author perceives them as equivalent. Vuignier (2016) explained the concept of territorial marketing, a term that has not received significant attention since its inception. Despite the elapsed period from 2016 to 2024, there remains an opportunity for the practical application of this concept within the Czech Republic. Furthermore, Raszkowski (2014) focused on the relationship between place marketing and territorial identity, concluding his research with insights on territorial marketing. However, it should be noted that Raszkowski's work (2014) primarily addresses place marketing before delving into the implications for territorial marketing.

Additionally, Eshuis et al. (2014, p. 4) explain **place marketing** as "*applying marketing instruments to geographical locations such as cities, towns, regions, and communities*." Both terms, territorial marketing and place marketing, share the common objective of enhancing the impression and desirability of a particular geographical region or territory. Territorial marketing spans a broader scope of areas and emphasises long-term growth and overall image enhancement. In contrast, place marketing concentrates on a single location, such as a city or region, and may prioritise short-term objectives, such as promoting tourism. Territorial marketing is a comprehensive strategy that integrates infrastructural, educational advancements, and long-term planning, whereas place marketing focuses on highlighting specific characteristics of a location, such as its historical significance or cultural festivities (Warnaby & Medway, 2013; Raszkowski, 2014; Vuigner, 2016; Gollain, 2017). The significant difference primarily lies in the extent of the marketing endeavour and its degree of specificity. Territorial marketing encompasses a broader perspective by promoting the collective assets of several cities, towns, or natural attractions within a particular region. This approach differs from place marketing, highlighting the unique characteristics that differentiate a place (such as a city, region, or nation) from its rivals (Eshuis

et al., 2014). In the contemporary era of heightened globalisation, many entities, such as cities, regions, and countries, compete to garner recognition, attract investments, and cultivate positive perceptions (Dinis, 2004; Metaxas, 2010; Gollain, 2017; Matwiejczyk, 2023). Coming out of this misunderstanding, Goretti and Cardoso (2022) discovered the division based on the geographical scale, such as countries (country marketing; nation marketing), islands (place marketing), states (state marketing), regions (regional marketing), cities (city marketing), and streets (place marketing).

All in all, the notion of territorial marketing may be understood as a comprehensive framework or a form of subjective umbrella, including several territorial levels. Currently, the viability of this marketing approach is undeniably contingent upon its precise delineation. Several other terms, such as destination marketing, urban marketing, city marketing, regional marketing, rural marketing, location marketing, geographical marketing, event marketing, and cultural marketing, may refer to this umbrella term. Each concept, while originating with the objective of promoting a specific geographical region, has distinct focal points and methodologies. Annex A – Differentiating Marketing Concepts illustrates the detailed division of terms.

The shift from territorial marketing to city marketing

As previously indicated, the concept of extending traditional marketing practices beyond the realm of business was formulated by Kotler and Levy (1969). The notion of strategic location marketing, as introduced by Kotler et al. (1993), emerged as an initial endeavour to provide guidelines for territories to operate as businesses in response to growing competition, technical advancements, and urban deterioration in the global market (Kotler et al., 1993; Anholt, 2010). Considering many factors involved in the expansion of a region, the notion of city marketing (urban marketing) looks significant within the context of the Czech environment, particularly concerning the historical trajectory of prioritising competitiveness on a global scale.

The shift from territorial marketing to city marketing is evident in urban development and promotion's evolving strategies and priorities. City and territorial marketing aim to promote a particular geographical location. However, city marketing specifically focuses on promoting a particular city and its parts, highlighting its distinct characteristics, attractions, and competitive advantage (Dinnie, 2011). On the other hand, territorial marketing spans a greater geographical scope, promoting the collective strengths of all cities, towns, and regions within a territory and bringing its competitive advantage to the global market (Sucháček, 2008; Rudolf, 2009; Ventura, 2014). Overall, Mirski (2015) explains that city marketing, or the regularly used term urban marketing, encompasses a diverse range of strategies and methodologies aimed at influencing the perception of a city by improving its urban environment, introducing urban-centric products, comprehending the preferences and requirements of consumers for specific cities's offerings, generating interest in these products, and efficiently meeting these demands, frequently through focused promotional endeavours.

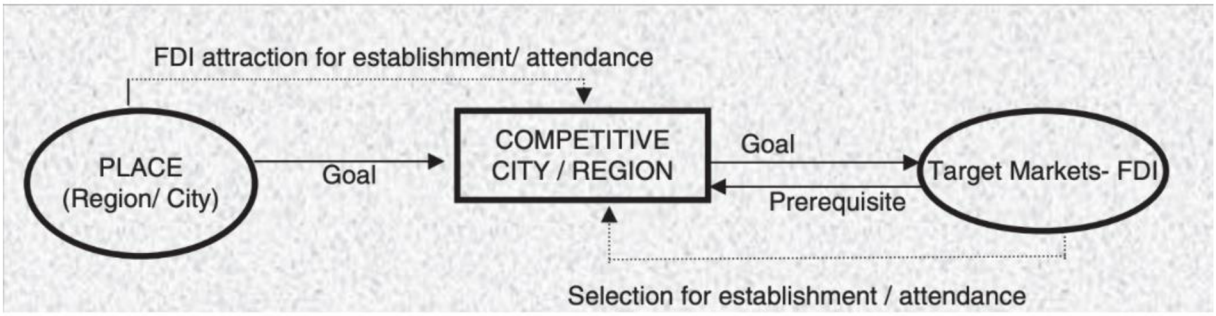
1.2 Regional Development and Territorial Marketing

The linkage between **regional development and territorial marketing** is crucial in promoting equitable and resilient regional growth in a long-term and sustainable manner (Vaňová et al., 2010; Goretti, 2022). Territorial marketing plays a significant role in attracting investments, visitors, residents, talents, and enterprises by highlighting the competitive advantage of an area and its separate administrative bodies (Kotler et al., 1993; Anholt, 2010; Ježek, 2010; Metaxas, 2010). Especially with

the issue of brain drain in the European Union (Khan, 2021; Prato, 2022). For a regional development plan to yield positive outcomes, it is crucial to formulate a marketing strategy that aligns with the broad developmental goals of the area (Goretti, 2022). This strategic approach should comprehensively include geographical, economic, cultural, social, and environmental aspects (Tozsa, 2011; Cleave et al., 2016). Most importantly, both approaches are value-oriented and follow similar visions, such as long-term prosperity.

By identifying specific target groups and tailoring marketing techniques to connect with them effectively, territories can establish a distinct competitive advantage (Dinis, 2004; Martin et al., 2015). Metaxas (2010) elucidates that one of the fundamental objectives of territorial marketing is to draw **foreign direct investment** (FDI) into a specific territory. This requires the development of a comprehensive offer that includes well-established infrastructure, particularly in industrial sectors, based on historical experiences (Rumpel, 2002; Metaxas, 2010; Grover et al., 2022). The act of proposing these proposals to potential investors requires a careful evaluation of the prevailing circumstances and the establishment of measurable standards (Metaxas, 2010; Goretti, 2022). Various factors include the entire area, including precise ownership arrangements, provisions for infrastructure, transportation connections, user incentives, and possible limitations (Kotler et al., 1993; Cudny, 2019; Diemer et al., 2022). In detail, Metaxas and Petrakos (2004) present the relationship between foreign direct investment, the place, and its competitive advantage, which gives the place the opportunity (Figure 2).

Figure 2: Relationship of FDI and place marketing



Source: Metaxas and Petrakos (2004)

Territorial marketing plays a crucial role in enhancing the territory's knowledge environment. According to Cliquet and Baray (2020), using local knowledge may enhance marketing efforts by highlighting the positive aspects of a particular location, such as its skilled workforce, developed infrastructure, and commitment to environmental preservation (Rudolf, 2009; Metaxas, 2010). The success of local government and territorial marketing hinges on establishing seamless communication among stakeholders within the area (Kunze & Schramm-Klein, 2014). According to Cudny (2019), territories may enhance their competitive position and facilitate long-term growth by aligning local development plans with territorial marketing strategies. This synchronisation enables territories to attract foreign direct investments and create favourable conditions for sustainable development (Metaxas, 2010; Daldanise, 2016; Goretti, 2022). The interdependence between these areas enhances local development, fostering a positive territorial perception among residents, other entities, and stakeholders (Metaxas, 2010).

In the current global context, characterised by intense competitiveness, several areas are driven to establish a unique and distinguishable identity, thus focusing on the local competitive advantage

(Kavoura, 2013; Martin et al., 2015). This statement captures the essence of innovation. Territories can focus on unparalleled value propositions by cultivating an innovative ethos and assimilating technologies (Cooke, 2007). The promotion of niche sectors, support for emerging businesses, or allocation of resources towards research and development can demonstrate this (Rondé & Hussler, 2005; Daldanise, 2016). Promoting innovation-driven local development can stimulate the emergence of vibrant business ecosystems, facilitating the exchange of ideas, expertise, and entrepreneurial drive. Consequently, this may attract cutting-edge companies and highly skilled individuals (Ježek et al., 2007; Sucháček, 2008). In regional development, Anholt (2007) introduced the concept of "competitive identity" to address the idea of competitive advantage in geographical meaning. This framework emphasises the advantages of a particular area and places more emphasis on strategies aimed at enhancing the region's competitiveness (Anholt, 2007). This idea is a fusion of public diplomacy and brand management, and its successful execution requires a confluence of visionary leadership, synchronised engagement and support from local stakeholders, and sustained dedication to enhancing the well-being of residents through words and actions (Anholt, 2007; Boughton, 2023).

Marketing has a crucial role in highlighting the creative capabilities of an area and attracting investors, businesses, and skilled people (Cliquet & Baray, 2020). The region's distinctive advantages, including its research centres, universities, technological infrastructure, and support mechanisms for entrepreneurs, are effectively highlighted via competent marketing strategies (Weinstein, 2004; Boughton, 2023). By using digital platforms, such as social media, and implementing tailored marketing strategies, territories can engage with a worldwide audience, establishing themselves as highly desirable territories for investment and cooperation (Self, 2016; Boughton, 2023). Additionally, the integration of innovative marketing strategies has the potential to enhance regional development significantly. Advanced marketing tools such as data analytics and artificial intelligence (AI) can significantly enhance territorial marketing efforts (Ameen et al., 2022). These tools provide valuable insights into market trends and target groups' preferences, facilitating the development of tailored marketing strategies and establishing a strong regional brand (Rainisto, 2003; Cudny, 2019; Cliquet & Baray, 2020). However, it is essential to acknowledge that while territorial marketing has many benefits, territories have modern obstacles, usually regional disparities. These factors may include dynamic shifts in the global economic climate, disruptive technological advancements, geopolitical conflicts, and ecological issues (Rainisto, 2003; Kavoura, 2013; Cliquet & Baray, 2020; Rovira et al., 2022). To tackle these difficulties effectively, it is essential to use adaptive techniques, engage in continuous learning, and foster cooperation among stakeholders at the defined local level, i.e., city, regional, and national.

1.3 Significance of Territorial Marketing in the Czech Environment

The perspective of territorial marketing exhibits variation across different territories based on its historical progress. Within the Czech Republic, territorial marketing has tremendous potential not only to promote tourism (see more cities like Helsinki, Tampere, Eindhoven, and Copenhagen) but also to include efforts to improve the general perception of cities and regions, stimulate economic growth, and reinforce local identity, but not mainly for touristic goals (Herbočková & Žítek, 2021). The origins of applying territorial marketing in the Czech Republic may be attributed to the period after the end of communism, during which the nation saw notable economic and political changes. In response to the liberalisation of markets and the need to engage in global competition, Czech cities and regions have acknowledged the significance of using strategic marketing techniques to attract foreign investments, visitors, and international events (Rumpel, 2002).

Although there is a lack of specific identification of the leading proponents of territorial marketing in the Czech Republic in existing literature, several Czech scholars have devoted their studies to comprehensively understanding the development of this approach (see authors Rumpel, 2002; 2003; Pauličková, 2005; Ježek et al., 2007; Sucháček, 2008). The influential contributions made by these individuals have significantly shaped the academic discussion around territorial marketing in the Czech Republic, including theoretical frameworks, methodology proposals, and empirical explanations in the last two decades. In general, the Czech academic literature has had a discernible dearth of content in recent years. Before 2010, a comprehensive and intricate body of academic research on this subject matter was available. There has been a noticeable decline in scholarly attention to this paradigm. Given the phenomena of globalisation and post-COVID-19 time and the continuous dynamics of the contemporary world, it is noticeable that many instruments and processes in this domain have undergone substantial alterations. These transformations include digital advancements, modifications in methodologies, strategies, approaches, and so forth. Czech literature often popularizes the concept of **complex territorial marketing**. It is a comprehensive strategic strategy incorporating all territories' services. Further, according to Henninger et al. (2016), the notion is intricate and encompasses political science and economics. Additionally, the municipalities' political term in the Czech Republic lasts four years.

The primary purpose of complex territorial marketing is the comprehensive planning of territorial growth by implementing projects that align with the vision of the development of the territory (Ježek et al., 2007). The complexity is then a reflection of all the identified target groups and actors affected by the improvement of the territory. Moreover, the complex territorial marketing concept includes partial approaches focusing on activities within one thematic area or dealing with a small, specifically defined area (Ježek et al., 2007). As an illustration, Ježek et al. (2007) divide complex territorial marketing into the following parts:

(1) *City management* – not primarily oriented to the entire city but aiming to develop and attract the city management to the historic centre.
(2) *City-area marketing* – like city management. It appears in the bigger cities with various significant administratively separated territories.
(3) *Marketing Business Investment* Opportunities – the critical type of territorial marketing. It emphasises the city's economic development by expanding the monetary base. The target groups are the city's financial entities, such as foreign investors, domestic investors, and economic entities.
(4) *Destination marketing/management* – Mainly tourism marketing, which is not the primary interest of PhD thesis.
(5) *Event marketing* – principally about organising events of diverse kinds, which are attractive to specific target groups and arouse media responses. It can be big congresses, music festivals, Christmas markets, or sports tournaments.
(6) *Essential strategy marketing* – this type is characteristic of cities and regions, starting with the promotion. It includes only some aspects of marketing. For example, they perform an image and SWOT analysis and define a vision and priority goals.

The primary issue with marketing strategy is the lack of projects to enhance territorial structures or their image. There can be an example of the Maslow hierarchy of needs, as Vaňová et al. (2017) mention in their book. Even though Ježek et al. (2007) explained complex territorial marketing in detail, their division primarily considers the territory of a city or urban marketing, where the city is understood as a whole territory covering other areas of the city administration (Texier, 1997). Likewise, Pauličková

(2005) defines municipal marketing as primarily designated by municipal policy, including the geographical divisions of city marketing, city management, and city-area marketing, as suggested by Ježek et al. (2007).

Drawing from the existing body of academic literature, this research paper aims to integrate the many dimensions of territorial marketing as conceptualised by Ježek et al. (2007), with a specific focus on its relevance to the geographical setting of the Czech Republic. Recognising the temporal context of the publication, it is essential to note the timestamp of 2007, as it allows for a comprehensive understanding of the following development of the places mentioned earlier. Despite the lack of progress on a Czech scale in advancing these approaches, including Table 2 in the thesis serves the primary purpose of clarifying the development and present condition of territorial marketing. The proposed plan for territorial growth is both intricate and relevant. Its objective is to thoroughly examine many aspects and traits, which will be further discussed in later chapters, to strengthen their current significance in the Czech environment.

Table 2: Complex perception of territorial marketing components

	Phase	Definition
1	**Emphasis on market implementation of projects**	The emphasis on market implementation aims to begin the practice of expert planning of the ideal state of approach, thus including the specialists and experts while managing the processes (Ježek et al., 2007).
2	**Existence of the institutions and organisations supporting communication, coordination, and cooperation among actors**	There is a need to excite the communication, coordination, and cooperation between the public and private sectors via the decentralised institutions and organisations, aiming to find the standard solutions for all involved actors (Ježek et al., 2007).
3	**Use of marketing mix tools**	for a detailed description, see Chapter 2.3
4	**Partnership of public and private sector actors**	The cooperation of public and private sector actors helps a territory grow and attract the target groups if both sectors know the vision and mission of the partnership (Ježek et al., 2007). Besides, Kotler et al. (1993) name both sectors as the leading place marketers.
5	**Defining target groups and market segmentation**	for a detailed description, see Chapter 2.2
6	**Market research and analysis of the competitive environment**	The market research process in territorial marketing is indeed crucial. The practice focuses on identifying the needs of target groups, development in culture, marketing environment, demand, quality of governance, and competitiveness (Ježek et al., 2007; Vaňová et al., 2017).
7	**The plurality of participating actors**	for a detailed description, see Chapter 2.1
8	**Civic participation and support of territorial identity**	This part could be merged into target groups (residents); however, Ježek et al. (2007) consider it separately, emphasising the importance of civic participation and its participation in the local developing projects in the planning phase.
9	**The new style of public sector management**	While the territorial marketing concept seems complex, it originates in the context of a higher principle — new public management that applies the business model to public administration in developed countries (Zumbo-Lebrument, 2018).
10	**Emphasis on "learning" of institutions and human resources to develop a territory, innovation activity**	The role of institutions, organisations, and human resources aims to create a Regional Innovation System, i.e., cooperation among private sectors, universities and educational institutions, and the government (Ježek et al., 2007).

Source: own compilation

2 Strategic Pillars of Territorial Marketing Strategy

To leverage the potential benefits of territorial marketing, which include strengthening local businesses, fostering collaborative efforts, and attracting capital-focused investors and emerging entrepreneurs, it is crucial to implement systematic strategies supported by clearly defined operational territorial procedures (Metaxas, 2010; Vaňová et al., 2017). Considering the diverse approaches and methodologies present in academic literature, the author of this thesis advocates for adopting a comprehensive framework. It can only be achieved through strategic planning and subsequent marketing activities that effectively communicate with the target groups. This framework is thoughtfully adapted to the distinct features of the Czech context and its primary stakeholders. Despite an extensive literature review, the author identifies a gap in research about theoretical frameworks specifically applicable to the Czech setting. Consequently, this thesis proposes an innovative, tailored framework designed to cater effectively to the unique characteristics of the Czech environment and its principal stakeholders.

As noted, beforehand, many studies and propositions on marketing strategy structure exist, yet a discernible gap is evident between theoretical frameworks, practical application, and the adaptability of these concepts to the Czech environment. In addition, for the implication, the author chose as the main territory, the city. This chapter highlights a need for a more integrated approach that ensures the relevance and applicability of research within the Czech context, considering its unique geographical, cultural, and socio-economic landscapes. The following framework is suggested based on the research of marketing strategies and discussion in the territorial marketing literature, such as nine principles by Kotler and Levy (1969), followed by the researched marketing or strategic urban documents based on the cities such as Eindhoven (EHV365, 2020), Helsinki (Helsinki, 2016; 2021), Turku (Turku, 2022), Valencia (Valencia, 2020), and Tampere (Tampere City Council, 2023).

In this theoretical phase of the thesis, the focus transitions from the broader scope of territorial marketing to a more detailed geographical focus, specifically cities. The purpose of this shift is to lay a theoretical foundation for the practical section of the thesis, which focuses on an in-depth analysis of selected cities in the Czech Republic. This approach integrates theoretical insights with detailed, locale-specific applications, offering a comprehensive understanding of territorial marketing within these urban contexts.

The marketing strategy should firmly root itself in its long-term vision and focus on the set goals within the larger framework of strategic documents. The presence of fragmented marketing initiatives and activities may not always correspond with the overall strategy nor contribute to sustainable long-term growth. These actions must be effectively included in the strategy framework to provide coherent and consistent development towards the long-term objectives. Correspondingly, Kotler (1993, p. 90) suggested that "*the marketing process consists of analysing marketing opportunities, developing marketing strategies, planning marketing programs, and managing the marketing effort.*" In this context, the formulation of a marketing strategy begins with local strategic documents. These documents are essential, outlining the city's envisioned direction for the coming years. Building on this foundation, the marketing strategy reinforces these objectives, enabling the city to align its target groups with these strategic goals and foster a more profound association with them.

The scale of a city may directly impact the complexity and layered character of its strategic planning documents, and it is essential to recognise this. The path a city chooses to pursue its success will determine its marketing methods. Possible sub-strategies include promoting tourism, attracting new

business opportunities and activities, fostering an appealing investment climate, supporting local enterprises, and enhancing socio-demographic aspects of the urban environment. The effectiveness of any localised plan depends on how well it aligns with the territory's overall objectives. An essential prerequisite for any city, regardless of any additional plans, is formulating a comprehensive and diverse marketing strategy. This plan should encompass all relevant viewpoints on the city's future welfare and success, guaranteeing a comprehensive and unified approach to urban development and marketing. The following sub-chapters explain the main pillars to focus on while building the marketing strategy.

2.1 The Definition of Strategic Conceptual Choices and Stakeholder Mobilisation. We Are Developing the Strategy BECAUSE, and WHO Is Part of it?

The **Definition of Strategic Choices**, also known as the conceptual phase, is the first phase in the strategy formulation process. This segment encompasses a complex procedure of formulating goals, outlining strategic objectives of strategic territorial documents, understanding the complex system of a territory, formulating a vision and mission, identifying the unique selling proposition, defining the competitive advantage, and clarifying shared values. A foundational element of these activities is comprehensive market research specific to the territory under study, which informs and underpins the strategic planning process. The primary objective of this phase is to examine the fundamental question: ***What is the basis for the need to articulate strategic decisions in the context of formulating a territorial marketing strategy?***

A mission, objectives, and subgoals support the **vision**, which is the highest point in a hierarchical framework (Kotler & Armstrong, 2003). This vision embodies the most comprehensive expression of a territory's future, encompassing its long-term objectives and current political situation (Vaňová et al., 2017). Constructing a vision involves creating a concise, objective, and precise statement that may be broad (Basile et al., 2016). This statement should clearly and precisely describe the specific qualities of the territory, outlining what it aims to provide, whom it is targeting, and the values it prioritises (Baker, 2019; Thomas et al. 2020). A comprehensive vision includes promoting a place's prosperity, which is closely linked to improving the well-being of its target groups (Vaňová et al., 2017). Subsequently, the **mission** represents an ongoing statement of a territory's primary purposes and activities (Baker, 2019). The mission's primary objective is to clearly define and convey a territory's purpose and future direction. Defining the mission requires a thoughtful analysis of the strategic processes involved in the growth of the place and its function in the broader macro-environment (Vaňová et al., 2017; Thomas et al., 2020). This analysis should focus on meeting the specific requirements of the target groups. Moreover, the mission should prioritise the market and not just the product, ensuring it is achievable, inspiring, and well-stated (Thomas et al., 2020). The mission should prioritise achieving the maximum level of market demand fulfilment and should be clearly and realistically communicated to attract a wide range of stakeholders (Basile et al., 2016).

Arising from the mission statement, establishing **marketing objectives**, and delineating strategic objectives within strategic documents are fundamental activities that serve as the foundation for effective government and the development of a territory (Metaxas, 2010; Klóska, 2023). The processes possess intrinsic complexity due to their need to include the varied and dynamic systems that define a given territory. In the present context, a territory is defined as a geographical area and a multifaceted system consisting of interconnected socio-economic, cultural, environmental, and political components

(Merriam-Webster, 2021). According to academic discourse, it is recommended that a thorough comprehension of the distinctive characteristics and difficulties of the territory inform the establishment of objectives in local strategy documents. Giovanardi et al. (2023) say that this process includes a full diagnostic check-up that can find the territorial system's strengths, weaknesses, opportunities, and threats (SWOT).

The strategic objectives resulting from this evaluation should adhere to the **SMART criteria**, which stands for Specific, Measurable, Achievable, Relevant, and Time-bound (Kellams, 2020). This ensures that the objectives are unambiguous, quantifiable, attainable, pertinent, and have a defined timeframe, making them explicit and implementable (Kellams, 2020). The strategic objectives developed from these SMART goals should demonstrate a comprehensive understanding of the territory as a multifaceted system, whereby different subsystems interact dynamically and sometimes unpredictably. Comprehending this concept is of utmost importance in creating strategy documents that possess not only coherence and concentration but also adaptability and responsiveness to the emerging characteristics of the region (Feldman, 2016). The ability to strike a balance between accuracy and flexibility allows strategic goals to steer the territory towards sustained growth and development effectively (Kellams, 2020). The integration of SMART objectives into strategic planning documents enables a systematic approach to territorial development, characterised by a disciplined execution process that remains adaptable to the changing dynamics of the territory. Within the framework of delineating strategic options for territory marketing, the description of shared values emerges as a crucial phase that supports the formulation of SMART objectives, as do the following steps, such as market analysis (Vaňová et al., 2017).

According to Hospers (2010), **shared values** serve as the moral compass and fundamental cultural principles that underpin the construction and pursuit of strategic goals. The combination of ideas and values unites the many stakeholders within a given territory, generating a communal atmosphere and a shared sense of direction (Vaňová et al., 2017). When establishing SMART objectives, it is of utmost importance that these goals align with the collective values of the territory. This alignment guarantees that the objectives include not just strategic and operational aspects but also represent the inherent character and values of the territory (Feldman, 2016). If there is a collective commitment, the strategic objectives must include precise and quantifiable targets for implementing development practices. The process of strategic planning involves clarifying shared values, which guarantees that the objectives established are not only technically solid but also ethically based and culturally consistent (Kavaratzis, 2009; Eshuis et al., 2014), which leads to the evaluation issue. The integration of shared values with SMART objectives enables a comprehensive approach to territorial development that is accepted by the community, maintains sustainability in the long run, and supports its evaluation and monitoring phases (Eshuis et al., 2014).

Stakeholder mobilisation is a fundamental stage within the development process of territorial marketing strategy. This sub-phase highlights the significance of mobilising all pertinent parties and actors (stakeholders), including local enterprises and institutions, communities, governmental bodies, inhabitants, and other interested individuals or institutions (Eshuis et al., 2014; Rovira et al., 2022). The idea is to foster a shared competitive identity and dedication to the objectives of territory marketing (Anholt, 2007). Simultaneously, the establishment of leadership and decision-making structures takes place, with the structuring of teams, working groups, or committees responsible for overseeing different aspects of the plan (Bryson, 2004). This sub-phase primarily examines the crucial question: ***Who should be significant and involved while developing a city marketing strategy?***

The initiation of the marketing strategy may appear to be directed by the city administrations and governors, but for it to function effectively, the participation and cooperation of all stakeholders or interested parties are necessary. This approach is commonly known as the bottom-up approach (Eshuis et al., 2014). For innovative cities, it is crucial to consider the triple helix of the innovation framework, which focuses on cooperation among public administration, academia, and local industries to achieve a cohesive strategy for territorial marketing (Rondé & Hussler, 2005). The model suggests that collaboration is crucial for enhancing innovation conditions in a society driven by knowledge, its power, and its competitive advantage in the world market of cities (Calzada, 2020). In addition, it is essential to include local citizens as ambassadors, not only passive spectators but also proactive representatives and those for whom the strategy is made. This kind of engagement motivates individuals to promote their community actively, therefore incorporating a personalised element into marketing endeavours (Eshuis et al., 2014; Romão et al., 2018).

Identifying key players within a given territory is paramount since they are integral to the territorial environment. By carefully considering and harmonising the many viewpoints and feedback provided by different stakeholders, marketers can get a full assessment of the local environment and scene (Kotler et al., 1993). According to Meyronin (2009), comprehensive knowledge of the territory necessitates adopting a holistic approach that incorporates the perspectives and contributions of all relevant stakeholders, similar to adopting a triple helix or extending formations into the territorial marketing context (Rondé & Hussler, 2005).

For practical strategy application among the target groups, there is a need to convince controlling stakeholders and prominent actors to be involved in a territory. (Eugenio-Vela, 2019). A territory cannot merely rely on public administration tools, so the actors must be included, as the concept of territorial marketing follows the idea of a high quality of life for its internal target groups, its consistency, its openness to cooperation (co-branding), and the lucrative conditions for the outer segment (Ježek et al., 2007). It is important to note that the successfully constructed competitive advantage should require developments within the actors involved in the field of the economy (e.g., cooperation, smart infrastructures, and business networks), governance (e.g., multi-level governance), knowledge infrastructure (e.g., universities, the public sector in research, external specialists), local communities, and culture (e.g., sustainability, talented and creative human capital) (Cooke, 2007). In terms of attracting the target markets, the competitive identity concept of such a city must evolve, as Anholt proposed (2007).

In the field of city marketing, it is essential to integrate **co-branding principles** to express a competitive identity effectively. This strategy requires active involvement with local stakeholders, as the city can only directly interact with some residents. Thus, these cities embody the core principles of collaborative local efforts and stakeholder involvement in the strategic development of the city's marketing plan, primarily through bottom-up participation (Eshuis et al., 2014). When considering the many groups involved in city development, we acknowledge various organisations, projects, and entities from the public and commercial sectors (Rowley & Hanna, 2019). These groups, including autonomous groups and established institutions, can be profit-oriented or non-profit. These many stakeholders participate in ongoing, multifaceted interactions, establishing the foundation for the city's brand ecosystem (Lucarelli, 2018). By fostering mutually beneficial and collaborative partnerships among various brands, the co-branding approach ensures that each member has a stake in the symbolic and narrative aspects of the brand (Baker, 2019). In city branding, this comprehensive approach guarantees that the overall city brand collection not only represents a cohesive and powerful brand image but also connects with the perceptions and ambitions of the citizens (Freire, 2022). The involvement of local development

stakeholders in collaboratively designing the city's marketing strategy guarantees that the city's brand represents both the strategic goals and the community's shared vision. The co-branding process involves reciprocal connections and shared commitment, which leads to advantages aligned with the vested interests of each participating brand within the city's environment (Helmig et al., 2008).

Generally, at the lower territorial unit (city parts, rural areas), the marketing activities might be favourably done by its public administration. However, at the higher level (e.g., city, region, nation), it is advantageous to hire an advertising agency or public relations firm to create a positive image of such territory (as successful illustration see Eindhoven's city - Einhoven365, or region Emilia Romagna with the campaign of talent pool). Ježek et al. (2007) mention that those territorial marketing strategies successfully include many prominent actors who know the territory well; thus, such actors' quality is a critical success factor. The stakeholder theory, first introduced by Freeman in 1984, has the potential to be applied to a geographical setting. According to this theoretical framework, incorporating various local stakeholders, such as industries, specialists, civil society, and other relevant actors, may enhance the strategic decision-making process within public administration (Bryson, 2004; Soltani et al., 2015). Kotler et al. (1993) define a detailed summary of possible significant actors across the territorial unit levels (see Table 3). Nevertheless, it is essential to note that the summary is mainly based on the United States of America territorial unit levels, so the European approach might differ. To compare, Table 3 also presents the mention of stakeholders in Czech literature. Additionally, Bitsani and Kavoura (2010) emphasise the essential element of promoting local actors' active participation in the region, such as public authorities, associations, and enterprises.

Speaking of stakeholders, a relevant question arises in Czech cities about integrating all components of the triple helix concept or its adaptations. The appropriateness of public administration as the significant entity tasked with managing and executing this strategic framework is a subject of constant debate, primarily due to a widespread decrease in the accessibility of financial resources (Kaplan & Haenlein, 2009; Eshuis et al., 2013). The ideas in question have yet to be empirically examined since there is a lack of research, especially investigating this subject within the Czech setting (to compare, see Eshuis et al. (2013) study on the Dutch public environment). Many approaches and strategies for constructing and governing a specific area are also considered. Gollain (2017) analyses the advantages derived from industries' engagement. The positives include creating new activities and job opportunities to promote local competitiveness, integration into the local value chain, attracting prospective residents, improving regional reputation, and promoting civic involvement.

Table 3: Major actors in comparison of Kotler et al. (1993) and Ježek et al. (2007)

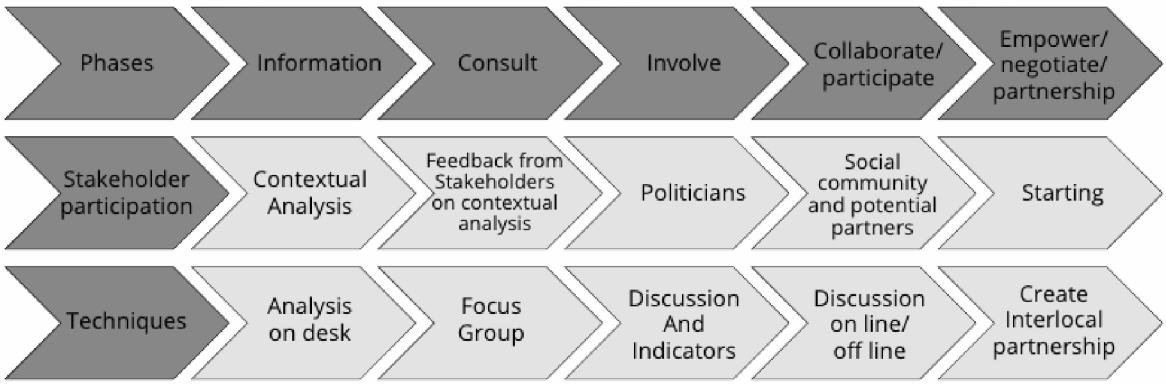
United States of America approach (Kotler et al., 1993)		Czech Republic approach (Ježek et al., 2007)	
Category	**Description**	**Category**	**Description**
Local Actors	Mayor, city manager Urban planning department Business development department Tourist bureau Convention bureau Public information bureau Infrastructure managers (transportation, education, sanitation)	*Major actors*	Stakeholders in leading positions at the local and regional territorial level (public and private sectors)
Private Sector Actors	Individual citizens Leading enterprises Real estate developers and agents Financial institutions Electricity and gas utility Chamber of commerce Hospitality and retail industries Travel agencies Unions Taxi companies Architects Media	*Recommended actors*	Involved when it is required and requested, for instance, creative individuals and companies
Regional Actors	Regional economic development agencies Local and state government Regional tourist boards	*Locally specific actors*	Representatives' institutions essential for the territory
National Actors	Political heads of government Various ministries National unions Inward investment agencies	*Specialists, experts, and "Elite"*	Necessary to involve the local elite group
International Actors	Embassies and consulates Inward investment agencies International chambers of commerce		

Source: own compilation based on Kotler et al. (1993); Ježek et al. (2007)

Formulating a strategy plan for achieving a balanced situation in a territory is a complex undertaking that progresses through a series of intentional phases, including the administration, examination, and supervision of urban dynamics guided by governing bodies (Kaplan & Haenlein, 2009). This undertaking is based on the collaboration of individuals or groups with a shared interest to cultivate a comprehensive understanding of the local environment (Eshuis et al., 2013). A failure to account for the interconnections between urban features in a study may obfuscate the emergence of system attributes and the intricate network of interactions. This oversight may result in missed chances to improve local government (Eshuis et al., 2013). This study draws its paradigm from the academic contributions of Basile et al. (2016). These authors emphasise the need for an integrated analysis that effectively reflects the collective behaviour of many territorial aspects. The resulting Figure 3, Basile et al., 2016) effectively illustrates the comprehensive approach employed, visually representing the

interconnectedness between stakeholders and urban elements that contribute to the vitality and equilibrium of the territory, i.e., the city. This further emphasises the importance of adopting a stakeholder-engaged and holistic viewpoint when formulating territorial marketing strategies (Basile et al., 2016).

Figure 3: Planning process framework



Source: Basile et al. 2016

To conclude, within this stage of creating the marketing strategy, the local authorities should focus on the steps below.

(1) Formulate the vision of the city based on the local strategy documents.

(2) Formulate the mission of the city based on the local strategy documents.

(3) Define the shared values and shared approach of the city. Feel the city's need.

(4) Define the SMART objectives based on the local strategy documents.

(5) For each objective, form the relevant measuring indicators (KPI) in the context.

(6) Define and keep in mind your competitive advantage and unique selling point.

(7) Think of place identity and its consistency.

(8) Find the responsible agency/authority/department.

(9) Stimulate, lead, and guide a discussion on the structure of the strategy: who is the target group? Follow the strategic local objectives and strategy.

(10) Go public and online. Ask the target group what they want.

(11) Create the working groups. Cooperate with them.

(12) Everyone engaged must have a role and responsibility.

(13) Mobilise the local communities and platforms. These are crucial to get to the proper target groups. More importantly, work with them in close collaboration and projects.

2.2 Place Analysis: Rationale and Target Groups for the Marketing Strategy

The next phase in the strategy is known as **Place analysis**. This phase may incorporate several approaches, including SWOT analysis, diagnostic assessment of the territory, or the Cerise concept idea developed by Gollain (2017), and market research. This phase primarily examines the crucial question: ***What is the significance of developing the marketing strategy?***

Similar to the business marketing model, a thorough and systematic **analysis phase** precedes the conception phase. This crucial stage enables an exhaustive comprehension of the current marketing circumstances and guides subsequent strategic decision-making. Vaňová et al. (2017) suggest that carrying out thorough studies as part of place development is advisable based on the analysis listed below. Furthermore, the analysis emphasises the need for a comprehensive study, considering the complex network of elements influencing place marketing. Exploring these distinct domains thoroughly provides a comprehensive understanding of the present market condition and reveals prospective opportunities for growth and differentiation. By incorporating these observations, city marketing tactics may be customised to match the distinct characteristics and objectives of the territory, thereby improving its competitive image on a local or worldwide scale.

(1) *Examining the internal and external factors* that affect the marketing environment, which includes performing an analysis using marketing mix tools.
(2) *Analysis of competition*.
(3) *Demand analysis and market research* - with emphasis on selecting and defining target groups.

To analyse the **internal and external diagnostic analysis**, there are many concepts for geographical perception; the SWOT and Cerise Revait® concepts are the most suitable. Whether viewed from a comprehensive or sector-specific perspective, the SWOT analysis is a crucial technique for assessing a region's strengths, weaknesses, opportunities, and threats. The assessment is crucial in integrating findings and developing future suggestions (Kotler et al., 1999; Jakubíková, 2008). The territory's attractiveness is intrinsically linked to its surrounding environment (Gollain, 2017). However, the study of a territory's strengths, weaknesses, opportunities, and threats (SWOT) is complicated by the fragmented form of data, which differs from the challenges faced in organisational settings (Meyronin, 2009; Giovanardi et al., 2023).

In the context of territorial analysis, the concept of comparative advantage plays a crucial role in understanding a given region's competitive edge and attractiveness. Gollain (2017) has proposed a sophisticated technique known as "Cerise Revait®," which provides a complete framework for evaluating comparative advantages. This paradigm utilises a current assessment of local competitive assets and advantages, resulting in a more detailed territorial analysis that highlights the distinctive offer of the region (Gollain, 2017). The technique is designed based on examining thirteen core aspects, supplemented by six additional optional components. By using this framework, marketing professionals specialising in territorial marketing get access to valuable knowledge, which aids in developing customised marketing strategies that align with the inherent strengths and possibilities of the specific region. Significantly, every alphabetical character within the technique's name correlates to a prominent analytical factor, guaranteeing a systematic and informed approach to maximise the inherent potential of an area (Gollain, 2017).

Table 4: Cerise Revait® list and its examples

Characteristics		Example
C	Human capital	Celebrities, ambassadors, influencers, residents
E	Enterprises and personality of the territory	Enterprises/competitiveness of clusters, crucial industry players, international companies
R	Networks and nodal points	Resource Allocation, triple helix cooperation framework, communities
I	Infrastructures/ Immovable assets/ Equipment	Infrastructure and real estate
S	Services	Service
E	Professional Events	Events in general, conferences, cultural events, job fairs
R	Research & Development/ Innovation	Research & development, academia
E	Secondary Enterprises/ Economic Issue/ Fields and Sectors	Exchange economy
V	Values and identity of the territory	Values and identity, mission, vision, feeling of belonging in the territory, word-of-mouth
A	Collective and Structuring Actions	Abilities and human capital, communities, interactions
I	Territorial brand and image	Image
T	TIC	Information technology companies, IT workers
®	Natural and Physical resources/ key cities	Collective and structural action
A	Territorial icons	The competitive advantages, USP
I	Insecurity	Weaknesses
M	Local Market	Local Market
A	Atmosphere, vibe	Atmosphere, local vibes
G	Governance and actors' organisation	Stakeholders
E	Environment	Environment

Source: Gollain, 2017

Integrating the Cerise Revait® approach with the SWOT analysis enables a comprehensive evaluation of the specified area. The integration of these two approaches facilitates the process of territorial benchmarking, thereby enabling the identification of optimal strategies for territorial development and the recognition of competing entities (Gollain, 2017). While considering place analysis, thoroughly evaluating a city's strengths and weaknesses is crucial (through the above-mentioned methods). Furthermore, it is essential to consider the overall competitive environment while analysing this since the city operates within a competitive framework where strategic positioning is essential. To comprehensively evaluate the competitive advantage of a city, it is necessary to consider its distinctive starting point, the strength and position of its economic, cultural, and social surroundings, and how these factors combined impact its appeal to inhabitants, companies, and visitors. Employing a holistic strategy to analyse a city's marketability is crucial for making well-informed, strategic decisions that aim to improve its reputation and attractiveness compared to other places.

In the discussion of city marketing, the customer is described as the target group of people that the city is trying to reach. Identifying this group depends on the city's strategic goals. In order to determine the

preferences and needs of the target groups, it is essential to do **market analysis** through **market research**. This process is essential for acquiring a comprehensive comprehension of the current and potential target groups' needs, which guides the creation and execution of a successful marketing plan (Weinstein, 2004). Market research is commonly carried out by combining primary and secondary data (Vaňová et al., 2017). Primary data collection involves acquiring information from target groups, such as their satisfaction levels, to acquire personal insights. Secondary data collection entails analysing pre-existing data to enhance and expand upon primary data findings. In the context of the strategic framework, it is crucial to recognise that every target group has unique characteristics, hence requiring tailored strategies rather than a one-size-fits-all approach (Dinis, 2004). Territorial marketing strategies cannot be as effective as expected with target groups without precise identification, involvement, and cooperation (Dibb & Simkin, 2008).

There may be a question of why there is a need to define the target groups, as all stakeholders involved in a territory should be reached. The typical pattern of traditional business marketing and territorial marketing lies chiefly in its customer/target group definition. As the global market, either business or non-business, is overwhelmed by the gradual supply, there is a call for different messages for different audiences, simply put, knowing your audience and customers. First, there is a need to explain terms such as target groups, market segmentation, and target audience. With this intention, Weinstein (2004, p. 4) understands segmentation as "*the process of partitioning markets into groups of potential customers with similar needs and characteristics who are likely to exhibit similar purchase behaviour*." Viewed this way, the characteristics may be geographic (internal, external), demographic (age, sex, marital status, nationality), socio-economic (income, education, social group), psychographic behavioural (lifestyle, personal criteria), business demographics, adopter categories, sector (industry), benefits, product usage, and purchasing approaches (Weinstein, 2004; Kotler et al., 2005; Vaňová et al., 2017). For a better illustration, see Figure 4.

Figure 4: Relationship among market segmentation, target groups, and target audience with examples

Source: own compilation on provided literature of Kotler et al., 1993; 2002; Valdani and Ancarani, 2001

Further, the **target group** is generally defined as people with certain traits or characteristics that target a marketing strategy. Determining such a group is an essential factor in determining how to send a different message to different audiences. The term may be described in some literature as a target audience, market targets, or target markets (Kotler et al., 1993; Dibb & Simkin, 2008; Baer, 2013). Related territorial marketing literature brings many approaches to defining segmentation and its target markets (Kotler et al., 1993; Valdani & Ancarani, 2001; Ježek et al., 2007; Eshuis et al., 2014). For instance, Ježek et al. (2007) outline several alternatives to segmentation in territorial marketing, e.g., geographically, socially, culturally, and demographically. According to Kotler et al. (2002, p. 158), the potential target markets are determined *"as place customers, which are producers of goods and services."* With this in mind, a demand and supply structure reflect the target groups. For instance, the demand side is defined mainly by managers, developers, investors, residents, tourists, visitors, and commuters (Tozsa, 2011). To illustrate possible categories of theoretical approach, Table 5 describes some of them, reflecting the spatial scales. When it comes to attracting target groups in rural and peripheral areas, they face unique challenges primarily due to limited resources and insignificant attractiveness. Therefore, the primary dimensions to consider are the resident and non-resident segments, which are crucial for the development of a territory. Both categories seek a better quality of life, thus increasing the standard of living and contact with nature, traditions, and knowledge. Nevertheless, each type seeks quality of life differently (Dinis, 2004). City or urban marketing is quite common. Research on territorial marketing strategies shows that the diversity of target groups within each city is as varied as the cities themselves. Metropolitan spaces exhibit a variety of demographic factors and distinct cultural, economic, and social characteristics that shape each territory. The Table 5 illustrates the diversity, providing concrete examples of how different territories tailor their marketing strategies to the unique environment of their target groups. It would highlight the need for each city to understand and embrace its unique selling propositions to attract and retain diverse groups, contributing to its vibrancy and sustainability.

Table 5: Various approaches toward target groups

Categories	I	II	III	IV	V	VI
Rural and peripheral areas (Dinis, 2004)	Residents	Non-residents				
City marketing (Ashworth & Voogd, 1990; Hosper, 2004; Van Dijk-Bettenhausen, 2011)	Residents	Visitors	Enterprises			
Regional marketing (Kunze & Schramm-Klein, 2014)	Residents	Intraregional service providers	Investors and companies	Potential residents	Decision-makers	Tourists
Place Marketing (Kotler et al., 1993)	Residents and workers	Visitors	Business and Industry	Export markets		
Creative Class (Zenker, 2009 based on Florida, 2005)	Creative class	Common classes				

Source: author

Furthermore, Kunze and Schramm-Klein (2014) outline territorial marketing based on internal and external territory perception. (1) The **internal target group** division focuses on the residents, intraregional service providers, and decision-makers in the economy, science, education, culture, politics, and leisure. (2) In contrast, the **external target groups** present potential residents, investors, companies, workforce, and tourists. Viewed in this way, authors (Valdani & Ancarani, 2001; Ježek et al., 2007; Pelsmacker et al., 2007; Cant & Machado, 2011; Eshuis et al., 2014) also suggest the general

orientations as internal and external target groups. The internal target group is mainly represented by the stakeholders living and involved in the territory. As an illustration, the internal stakeholders are the residents, current students, scientists and researchers, entrepreneurs, local investors, and academia. In contrast, the external target groups come from outside the territory, for instance, foreign investors, potential skilled students, scientists and researchers, start-up visioners, potential employees, and visitors, regardless of the purpose of the visit. With attention to detail, Kotler et al. (1993, p. 24) illustrate four primary target groups: (1) Visitors: focusing on business and non-business (tourists and travellers) visitors; (2) Residents and workers: emphasising mainly professionals (scientists), skilled workers, wealthy individuals, investors, entrepreneurs, and unskilled workers; furthermore (3) business and industry (heavy industry and clean industry—high-tech); (4) last but not least, export markets, including other localities within the domestic markets as well as international markets. In experience-based studies, the territorial marketing concept with innovation progress is successful (Asheim, 1996; Cooke, 2007; Martin et al., 2015; Glinka, 2017; Romão et al., 2018; Goodman et al., 2020). A knowledge-based economy widely uses innovation as a significant driving force for the economy. The concept of the 'creative city', as Richard Florida (1995) proposed, has a significant place within modern theoretical developments. Florida (1995) proposed creating clusters of people with creative and intellectual resources in many fields, such as science, technology, culture, commerce, and management, and locating them in some geographical regions. Florida (2005) posits that curating urban settings that foster creativity and innovation can enhance these areas' appeal to potential demographic groups. Expanding upon this assumption, Zenker (2009) aims to redefine the identified 'creative class' in Florida as a key demographic concerning prospective inhabitants. This reevaluation seeks to shift the theoretical idea into a practical emphasis on urban development and marketing tactics. The so-called creative class target groups are divided into two categories: super-creative core, represented by job categories such as computer, architecture, engineering, arts, design, and education jobs, and creative professionals, presented by management, business, financial, legal, sales, and healthcare occupations. Different from the creative field, there are the categories of common classes, which include: working-class: installation, transportation, and production jobs; service-class: health care support, food service, office, and administration jobs; and finally, agriculture: farming, fishing, and forestry occupations (Florida, 2005; Zenker, 2009).

Table 6 reports practical examples within European territory, regardless of the territory's interest and size. The aim is to point out how territorial marketing's umbrella includes all spatial scales of territories, thus their perception of approach towards target groups. For instance, the cities promoting themselves as innovative and high-tech territories have started to focus on talent attraction, i.e., gradually developing IT fields, talented students, skilled employees, academia, start-ups, and innovators. On the other side, some rural territories or capitals are still focusing mainly on tourism, as it brings most of the budget into the location. Similarly, residents and potential residents are the most frequent users of these services.

Similar to the realm of business marketing, the promotion of a territory is characterised by substantial competition (De Chiara, 2016). Generally, this competition catalyses development by fostering innovations that enhance effectiveness (Metaxas & Petrakos, 2004). A critical insight into place marketing, which is inherently practice-oriented and necessitates acknowledgement, is the balanced perspective on competition (Dinis, 2004). Expressly, it is advised that competition should be more balanced in the case of prominent places, and it should be trivialized for places deemed less significant. The analytical process concerning competition entails a comparative evaluation of the territory in question against other territories. This comparative analysis of competing territories facilitates the

utilisation of the subject's unique strengths and characteristics to mitigate potential threats (Vaňová et al., 2017).

Table 6: Case studies of target groups

Territory	I	II	III	IV
Cities				
Copenhagen, Kingdom of Denmark (Greater Copenhagen, 2018)	**Talent Attraction** Gaming FinTech Start-up Engineer IT/Tech Life Science	**Investment Promotion** FinTech Logistics Brexit Life Science Food Cleantech		
Eindhoven, the Netherlands (EHV365, 2016; 2020)	**City Explorer** Visitors	**Bright Talent** International talents Innovators Students	**Tech Starter** Entrepreneurs	**Residents**
Helsinki, Finland (Helsinki, 2016)	**Citizens** Citizen activities Quiet folk Novelty seekers Purpose-driven Optimisers Onlookers	**Business People** Local and global decision-makers and policymakers Local and global experts Local and global potential start-ups and entrepreneurs	**International tourism** Daytime visitors Overnight city vacationers Stopover travellers from Asia Cruise ship passengers	
Utrecht, the Netherlands (Place Leadership Academy, 2020)	**Visitors and Residents**	**Business and Talent**		
Tartu, Estonia (Sepp et al., 2020; Tartu, 2020)	**Knowledge** Recognised researchers Academic staff Skilled students	**Entrepreneurship** Potential local and foreign investors Educated skilled labour force Applied researchers Potential start-ups	**Residency** Residents Potential residents International business partners	**Creativity** Residents Tourists Event's visitors
South Moravian Region, the Czech Republic (JIC, 2020)	**International Talent Generation Y** Qualified specialists Skilled students	**Investors** Scientists, researchers, academia Entrepreneurs (CEO, CMO, CHRO) Residents		
Countryside and Developing territories				
Landsbyggare, Sweeden (TPBO, 2020)	Creative, skilful, and cooperative entrepreneurs	Non-government associations	Potential residents	
The Faroe Islands, Kingdom of Denmark (Place Leadership Academy, 2020)	Tourists	Largest International Press	Digital projects	
Nation				
Costa Rica (Place Leadership Academy, 2020)	Tourism	Commerce		

Source: author

To conclude, within this stage of creating the marketing strategy, the local authorities should focus on the steps below.

(1) Strategy overview. Where are we staying now? Why do we need this strategy?

(2) Find the most suitable method based on the environment to analyse the environment.

(3) Analyse the internal environment of the city.

(4) Analyse the external environment of the city.

(5) Define the current situation/issue.

(6) Define the competition market. Who are your competitors? How do they present themselves?

(7) Do the market research – who are you "customers"? Define the target groups.

(8) Be as specific as possible in defining target groups.

(9) Make marketing personas. It helps you in defining the following instruments to reach these target groups.

2.3 Strategic Decisions. WHAT is the Plan, and WHAT Are the Steps?

The following stage in the territorial marketing plan is often called the **Strategic phase**. At this moment, it is essential to identify precise activities, delineate the timeframe within which these actions will occur, work with the groups that will be targeted, formulate the message and its corresponding tone, branding, and co-branding decisions, and choose relevant communication channels and their KPIs for measurement and optimization. This phase demonstrates a systematic approach, delineating the tactical measures required to transform the strategic objective into concrete results. This inquiry aims to explore the operational query: ***What are the necessary steps to execute a territorial marketing strategy and guarantee its achievement proficiently, and how to?***

During this phase, the strategic approach shifts from the process of conception to the implementation of actions. The first phase entails identifying the steps necessary to propel the strategy ahead. This entails the development of a comprehensive plan, including the specific tasks, responsible individuals, and designated timeframes. The selection of appropriate communication channels is paramount to ensuring the successful dissemination of a message to its intended "customers." The selection of communication channels may vary through the marketing mix, including both digital platforms and conventional media, contingent upon the target demographics' level of engagement and receptiveness. Ultimately, the implementation of the strategy is undertaken, representing the pinnacle of the preceding stages of planning and preparation. Basically, this phase aims to comprehensively provide a roadmap for successfully further step - implementing a territorial marketing strategy with an aligned budget, working culture, and responsibility.

Building upon the preceding phase, which includes market analysis and the definition of target groups, it is essential to approach these groups with efficacy and relevance. The meticulous delineation of target groups, a clearly articulated competitive advantage, and a unique selling proposition (USP) form the cornerstone of a triumphant marketing strategy. Moreover, Baker (2019) integrates additional dimensions, such as strategic positioning and the cultivation of **brand** and identity. This involves creating a distinct and genuine brand identity that sets a competitive advantage apart from its competitors, recognising essential characteristics, and harmonising them with the territory's cultural legacy, natural resources, and economic capabilities (Anholt, 2010; Baker, 2019). The authors Kavaratzis and Ashworth (2005) explore the notion of branding, which they define as the establishment of connections, and further analyse it into three elements: identity, positioning, and image. The studies (Kavaratzis & Ashworth, 2005; Hospers, 2019) examine the thought-provoking inquiry of whether territories may be seen as commodities or products, highlighting the continuing discourse within the place branding concept. Although providing clear solutions is challenging, Kavaratzis and Ashworth (2005) emphasise the need to see places as unique commodities for successful place branding. Above all, it is essential for branding to recognise and integrate these differences into the process to be a legitimate and efficient form of management, thereby avoiding the possibility of becoming an insignificant diversion (Anholt, 2005; 2010). Furthermore, Kavaratzis and Ashworth (2005) argue that brand management goes beyond just promoting and selling a brand. Hospers (2019) suggests viewing it as an additional tool in city administration. Nevertheless, there are problems with the disparity between research and implementation in branding, where territory branding is often criticised as a temporary marketing tactic (Govers et al., 2017). According to a survey conducted in 2016, a majority of practitioners expressed dissatisfaction with place branding research, with two-thirds stating that it only partially fulfils their requirements (Govers et al., 2017). Consequently, the absence of agreement on using fundamental ideas exacerbates the practical implementation of city branding plans (Govers et al., 2017).

After identifying the specific target groups relevant to an urban setting, creating marketing personas is an excellent first step. Engaging with personalities involves systematically creating a comprehensive portrayal of the intended audience. This process involves concentrating on granular details to encapsulate the ideal target group's archetype's characteristics, behaviours, preferences, and needs. In order to effectively approach these target groups', the **marketing tools** that coordinate marketing processes and strategies are undeniably crucial since they plan how marketing strategies are implemented. Speaking of tools designed to express territorial marketing activities, one of the most precise models is the so-called **marketing mix 4P**, which helps a territory predict its target groups and actors' actual needs. This tool has historical significance in the field of business marketing. Perception of the territory has changed significantly. It is no longer seen as an urban area but as a product that can be marketed, like other products (Vaňová et al., 2010). Moreover, it is a commonly used instrument adapted to a particular territory to maximise the results of marketing activities and meet the set objectives.

First, the essential tools for marketing decisions, the Marketing Mix 4P, i.e., product, price, promotion, and place, are fundamental tools to attract the potential market and the target groups (Kotler et al., 2005). Neil Borden primarily defined the tool in his article The Concept of Marketing Mix (1964) as categories such as product, price, branding, distribution channels, face-to-face selling, advertising, promotions, packaging, displays, servicing, physical handling, fact-finding, and analysis. Professor Jerome McCarthy developed Borden's procedures and suggested four essential tools: product, price, place, and promotion. To illustrate each component, here is the explanation: (1) The offered product is intended to

meet the customer's needs. (2) The price expresses the value for the customer and the conditions of sale. (3) The main aim of the place is to find a proper way to deliver the product to the relevant customers. (4) The promotion aims to organise the communication system with the environment (McCarthy, 1960; Sasse, 2008; Young & Pagoso, 2008; Baker & Saren, 2010). Furthermore, there are various ways to expand the marketing mix. 4P. For instance, another expansion is the so-called marketing mix (7Ps) presented by (5) people who are staff and team members involved in the customers' journey, e.g., customer quality service, openness to feedback, employee training, and (6) processes including a smooth customer journey and an overall good experience. (7) Physical evidence presented either by tangible or intangible processes, e.g., product packaging or perception of the business's product in the marketplace. The marketing mix 8P serves as another extension, adding up to (8) Programming, represented by integrated marketing aspects; and (9) Performance, which depicts a firm's financial and non-financial outcomes. Based on interest, there is quite a common use. (10) Partnership, which involves the actors cooperating in interest (Sasse, 2008).

Speaking of the territorial marketing concept, the specific features of each tool might be described as follows:

(1) **Product** – a territory itself or its attractiveness, activities, interest of investments, economic activities, social situation, work opportunities, services, image, and brand.

(2) **Price** – the value of a place, price maps, real estate price maps, participatory budgets, rents, price of properties and services, fiscal policy, labour force, people installation, tax benefits, educational institutions, and resident card.

(3) **Place** – its geographical accessibility infrastructure and transportation.

(4) **Promotion** – communication via advertising, public relations, publicity, and creating an attractive brand. Concerning sales promotion, the categories might be divided into categories to be part of the promotional mix that consists of communication tools:

- **Paid channels** – social media such as LinkedIn, AdWords, Facebook Ads, billboards, media, and other paid channels.
- **Digital channels** – the combination of online channels, such as LinkedIn, Facebook, X, Youtube, Instagram, media
- **Earned channels** – value in the content placed on other sites – Search engine optimisation (SEO), influencers, ambassadors, sponsorship, media.
- **Owned channels** – having complete control over – social media, website, sub-website, magazines, news, forums, blog, mailing (Self, 2016).
- **Public relations (PR)** – employees, consultation, meetings, media, reports, lobbying, public office, information centre.
- **Events**
- **Participatory budgets**
- **Other** – word of mouth (WOM), Guerrilla marketing, storytelling

(5) **People** – internal target groups and stakeholders, local communities, local institutions, non-government organizations (NGOs).

(6) **Processes** – innovations and technology.

(7) **Physical evidence**– all surroundings express the local culture, resources, and nature.

(8) **Programming** – ancillary services created for the benefit of the target groups, for instance, events and attractions related to the Product.

(9) **Performance** – analysing and measuring the implications of possible outcomes, e.g., key performance indicators.

(10) **Partnership** – cooperation of private and public sector, local stakeholders, non-profit organizations, non-government organizations, supporting triple helix idea.

It is essential to understand that the marketing mix is not a scientific theory but a practical model that helps orient the micro- and macro-environments of the market (Goi, 2009). The advantage of this concept is its applicability to both long-term and short-term strategic planning. To compare, Ježek et al. (2007) prefer mainly the pillars of product and promotion; on the other hand, Vaňová et al. (2017) consider the tools of product, price, place (named as accessibility), promotion, people (named as human factors), partnership, and participation within the concept of place marketing.

As the marketing mix model was initially designed for the business environment, territorial marketing has various adaptations. Some authors' approaches (see Table 7) mainly involve spatial planning and geographical division, which influence the physical evidence. Other essential tools are promotions, image, and quality of life, creating a positive image of a territory, attractions, urban design and infrastructure, and territory representation.

Table 7: Various adaptations of 4P's model to cities

Kotler et al. (1993; 1999)	Hubbard and Hall (1998)	Ashworth and Voogd (1990)	Gollain (2017)
Infrastructure	Publicity and promotion	Promotional activities	Product/Service
People	Large-scale physical development	Functional and spatial activities	Price
Attractions	Civic and cultural facilities	Organisational activities	Promotion
Image and quality of life	Mega-events	Financial activities	Place
Urban design	Cultural regeneration	Geographical division	Political power
Basic services: police, fire department, education	Private-public partnership		Public opinion
			Loyalty and retention
			Lobbying
			Cooperation
			Boost attractiveness
			Governance

Source: author

A communication plan is an essential long-term action plan by which a territory shares information and interacts with the target groups. This strategic initiative is crucial, especially in the present competitive landscape's established or medium-term territorial settings. The process entails determining unique selling propositions (USP), including the territory's offerings and benefits, strategically customised for specific target groups (Kotler et al., 1999). Amidst intense competition in the market, each place must communicate its distinctive advantages to stand out, especially in the context of globalisation and the post-COVID era.

This **communication strategy** is based on thoroughly reviewing the territory's status and marketing plan. A communication campaign has many interrelated stages. These tasks encompass identifying the relevant target groups, working on the personas, establishing objectives for communication, formulating the message and the tone of voice, choosing communication channels, allocating a budget for promotion, determining the communication mix, creating a system for measuring effectiveness, and overseeing the integrated marketing communication process (Baker, 2019). Essentially, the communication strategy of a city is a complex and ever-changing process that encompasses strategic planning, focused messages, and efficient collaboration via co-branding with the local communities and platforms. This phenomenon is often called a "community brand" or "**co-branding**" since it is linked to a specific geographic area that works with various stakeholders, such as people, companies, local communities, platforms, and organisations (Baker, 2019). These collaborations aim to produce a unified and participatory approach to conveying the essence of the territory (Baker, 2019; Rowley & Hanna, 2019). Stakeholders in city co-branding—ranging from festivals, suburban areas, local communities, private corporations, museums, landmarks, to influential individuals—often possess distinct brand identities. These entities participate in complex, multi-layered interactions that form the bedrock of the city's brand identity. In branding theory, these interactive relationships are framed within the concept of co-branding (Rowley & Hanna, 2019).

Significantly, a territory's communication strategy goes beyond transmitting information to its residents, institutions, and the wider world (Baker, 2019). It functions as a deliberate and thoughtful structure, accurately reflecting the entire dynamics of the territory's growth and all related aspects. The main objective of the city's communication is to guarantee optimal awareness of the city's actions and efforts. Effective communication is essential for effectively executing any strategic development plan for the city, making the communication strategy an indispensable component of the city's overarching strategic plan. In addition, the communication strategy extends beyond the confines of a website, radio, magazine, or slogan. Instead, it forms a cohesive and readily recognisable collection of components corresponding to the city's overall development plan (Baker, 2019). All future information must originate from the communication strategy regarding substance and presentation.

The **See-Think-Do-Care framework** presents a universally efficacious method for targeting specific audience segments. This model readily adapts across diverse contexts, providing a strategic approach to target groups' engagement. It delineates a consumer's journey from initial awareness (See) to consideration (Think), to decision (Do), and ultimately to the taking-care phase (Care), thus encompassing the full spectrum of consumer interaction and the evolution of their relationship with the city. This holistic view allows marketers to tailor their strategies to effectively address the distinct needs and behaviours exhibited at each stage of the consumer experience.

Table 8: Application of the See-Think-Do-Care framework in the context of city marketing

	Examples of channels	Example of goal of attracting potential academia workers	Examples of measurement activities
See = Awareness	Paid channels Media Digital channels PR activities Events Blog articles Ambassadors Influencers Guerilla marketing Search engine optimisation (SEO)	To raise awareness among potential academic talent about the city's opportunities. **Example of channels:** Emailing to relevant institutions LinkedIn campaign Research Gate contact WOM Blogpost	Target new target group Engagement Online/offline
Think = Consideration	Organic search Paid channels social media PR Blog News Forum Brochures/Fact sheets Word of mouth (WOM)	To get academicians to consider the city as a top place to live and work. **Example of channels:** Landing page Form WOM Blogposts	Micro-conversion Applying, registration, contact information
Do = Conversion	PPC advertising Landing page Remarketing Mailing	To encourage academicians to take action, such as applying for a position or engaging with the city's academic community. **Example of channels:** Landing page Expat centre	The intended action Arrival Coming to the event Buying the property Contract
Care = Taking care	Mailing Blog	To build loyalty and turn new academicians into long-term advocates for the city. **Example of channels:** Staying in touch Newsletter Expat centre	Talking with the target group after the action Inform Stay in touch

Source: author

It is crucial to acknowledge that the communication strategy of a city extends beyond the tourist department alone, i.e., because of its focus on other target groups (Baker, 2019). Limiting brand management and communication strategy to staff in the municipal communication department, destination marketing office, or information point is unlikely to achieve its maximum potential for long-term comprehensive influence fully (Baker, 2019). The city must recognise that the communication strategy is only one component of a more significant city development idea and should be managed by an organisation that continuously aligns it with the entire context of city development, e.g., in Sweden's cases where the external organisation manages brand and marketing strategy.

To conclude, within this stage of creating the marketing strategy, the local authorities should focus on the steps below.

(1) Decide on what the most suitable method is in your environment and expertise.

(2) Create a city logo based on the previous steps and the branding process.

(3) Create or work with the current brand of the territory.

(4) Work on a detailed action plan.

(5) Define the detailed budget for the action plan.

(6) Based on the personas, elaborate on a detailed communication plan. Who is the subject of the communication plan? Based on personas, define the way of their communication.

(7) Communication channels. What channels are you going to use to reach these target groups? The framework See-Think-Do-Care works universally.

(8) Define the tone of voice. Each target group has a different perception. Adjust the content.

(9) Define the slogan.

(10) Elaborate the brand and logo manual to be online accessible.

(11) Define the responsibility and project guarantee to the stakeholders.

(12) Consider the metrics for assessment and temporal supervision at every action plan step is crucial.

2.4 Implementation Phase. HOW to Proceed?

In the progression of a territorial marketing strategy, the phase succeeding strategic planning is commonly termed the **Implementation phase**. At this stage, it is crucial to implement the specific activities previously delineated in the strategic action plan. Equally important is establishing a clear timeline for these activities, with precision in execution and monitoring. An acute awareness of the available human resources and a clear assignment of responsibilities are essential.

This phase is characterised by a disciplined approach, outlining the tactical operations necessary to convert strategic objectives into palpable outcomes. It signifies a shift from the abstract realm of strategy development to the practical realm of action implementation. The consummation of the strategy's execution, which stands as the culmination of earlier phases of planning and strategizing, occurs in this phase. It encompasses enacting the formulated plan, continuously measuring its activities and procedures, and instigating any adjustments required to ensure the fulfilment of the strategy's goals. This stage embodies a critical point where theoretical preparation transitions into actively realising the city's marketing ambitions.

2.5 Monitoring and Evaluation. Has it Been a SUCCESS so far?

Ethical concerns are primarily based on addressing social needs and interests (Vaňová et al., 2017). Therefore, thorough monitoring and evaluation of the effects of marketing efforts pose significant difficulties. These obstacles arise from the complex network of linkages, the multidimensional structure of the processes involved, the distinct qualities intrinsic to each territory, and its socio-economic-ecological character. Clearly, though, some territories predefine the indicators monitoring the success of strategies that could be replicated as best practices. In business marketing, the most used method of indicating success is the use of **key performance indicators** (KPIs). Parmenter (2019) distinguishes four performance measures:

(1) Key result indicators – providing the overall summary of how the company performs.
(2) Result indicators – monitoring the results of teams.
(3) Performance indicators – provide the results that teams are delivering.
(4) Key performance indicators – presents how the company performs during the monitoring period.

Predefined KPIs allow the stakeholders and actors to optimise the strategy and evaluate the methods and instruments' effectiveness. Table 9 presents defined measurable objectives and indicators used in Nordic territories, especially for sustainable places (Future Place Leadership, 2020). To compare, Hudson et al. (2017) researched community-based place brand development by monitoring the goals, namely core values, quality of life, current and desired image, economic development opportunities, and future vision. Also, Jørgensen (2016), who was researching key performance indicators in Danish cities, outlines the following key performance indicators of the town and place brand equity of Danish cities: unique visitors on newcomers meeting points at the town website, new followers on Facebook, stories in national media, recent photos on Instagram, more than new participants not yet living in the municipality at every open town arrangement, to become one of 4 cities in the region with the most significant growth in new jobs and newcomers, new students annually, new jobs created, Danes relating to the city's name and culture.

Table 9: Examples of indicators for sustainable places

What to measure	How to gather data	Indicator
Access and linkages	Place observation	Ability to circulate in the space, including persons with disabilities Number, type, and location of public transportation The time between different destinations / activities by other means of transportation
Comfort and image	Place statistics	Resident turnover
	Place statistics/survey	The measured and perceived noise level
	Interviews/survey	Feeling associated with the area
	Place observation	Number and repartition of trash cans Time spent in the public space Number of seats and quality of seating. Presence of greenery
	Place observation/survey	Perceived cleanness
	Place statistics/observation	Security presence
Economic security and physical safety	3rd party statistics	Number of crimes Income inequality Risk of poverty and social exclusion
	Interviews / Survey	Crime perception
Education	3rd party statistics	Educational attainment
Uses & Activities	Place observation	The balance between different groups How many people pass by, and how many people? Stop at a different time of the day, week, year Number and type of activities present in the space
The productive or main activity	3rd party statistics	Number of organisations present in the place and type
	Place statistics	Amount of money spent in the place. Number of vacant shops

Source: a modified version of Future Place Leadership (2020)

Even though Ashworth and Voogd (1990) argued that monitoring place marketing effectiveness is hard to achieve, measuring success is necessary in a progressive and innovative city (see Table 10). Conversely, some strategies still neglect the power of monitoring, especially at lower spatial units. To support the idea of monitoring, Rainisto (2003, p. 213) thinks that *"Places that set targets and measure and follow up the results can establish more successful place marketing practices than places without concrete targets and measure."*

Table 10: Marketing methods and Key performance indicators performed in practice.

Territory	Marketing methods	Key Performance Indicators
Copenhagen, Kingdom of Denmark (Greater Copenhagen, 2018)	Data collection Target group specification Marketing mix Time of website Interaction Brand interaction Affinity trends	Total international awareness Total webpage visitors Organic awareness Interaction estimate for talent attraction Interaction estimate for business attraction Overall global reputation rank Unique people reached
Eindhoven, the Netherlands (EHV365, 2016; 2020)	Research Target group specification Creation of strategy Potentially compared to other same-sized cities	The indicator reflecting the city's reputation Analysis of customer journeys Visitors' numbers General expenditure Residents pride
Helsinki, *Finland* (Helsinki, 2016)	Ambassadors: Helsinkians and international opinion leaders Storytelling Events Locations and spaces for encounters in an open city Communal urban development Bold initiatives for international and local joint marketing Visibility of the brand Renewal of digital channels Renewal of marketing tools Implement brand concept	Image surveys with selected target groups Functionality and usability assessment of marketing tools Media monitoring User and user experience metrics Feedback from within the city organisation and cooperation partners about the functionality and usability of marketing tools The utilisation of the City Council's scorecard Development of new indicators (e.g., start-ups and growth companies)
Utrecht, the Netherlands (Utrecht Marketing, 2016; Place Leadership Academy, 2020)	Brand awareness among target groups Brand positioning among target groups Visitor marketing Marketing mix Talent marketing City Branding	The balance between target groups Cooperation among partners Developments in the city Occupancy of the hotels Participation in conferences Economic impact
Costa Rica (Place Leadership Academy, 2020)	Compilation of research and data sources Understanding of the comprehensive brand image Visualisation of the public perception aspiring for and taking the steps needed to align perception with the brand	Country branding

Source: author

It is important to note that every planned action should have a well-defined aim, preferably measurable, using specified metrics. Nevertheless, it is acknowledged that specific tasks cannot be easily quantified. During such occurrences, **benchmarking** arises as an alternative approach for assessing success. This comparative methodology assesses the results of marketing campaigns by comparing them to

comparable and rival territories rather than depending just on absolute measurements (TPBO, 2016). Qualitative indicators play a crucial role in benchmarking. They offer an evaluation of the current circumstances among specific target groups (TPBP, 2016). An example of such a measure is stakeholder satisfaction, which provides a deeper understanding of marketing efforts' perceived worth and efficiency. This qualitative measure provides a detailed insight into the influence of marketing, enhancing the quantitative data obtained from standard measures.

Methods like establishing Key Performance Indicators (KPIs), benchmarking, or performing on-site qualitative research are acknowledged as both partial assessment indicators and representative measures for public administration to showcase the effectiveness of marketing activities and procedures. Vaňová et al. (2017) classify these evaluation procedures as elements of the last stage of a marketing audit. This phase involves a systematic procedure that consists of

(1) pre-audit activities aimed at determining the extent and focus of the audit,
(2) the gathering and analysis of information,
(3) the formulation of strategic suggestions and
(4) the creation of measures for implementation.

These phases offer a thorough framework for evaluating marketing operations and developing well-informed strategies for ongoing enhancement.

To conclude, within this stage of creating the marketing strategy, the local authorities should focus on the steps below.

(1) Check the relevancy of initially formed KPIs to each objective.
(2) Measure the success. What is the most suitable method?
(3) Optimisations. Have the objectives been successful? If not, optimise! Each campaign and channel need to have these KPIs to be measured.
(4) Be prepared for the audit.

3 Methodology – Research Design and Methods

3.1 Research Problem

The author selected the city/urban territory as the primary focus of the investigation since territorial marketing may be used for several territorial sizes, including nation, region, city, and rural regions. Recent discussions on territorial marketing and its various manifestations have raised questions about the actual implementation of this concept in the Czech territory, given its complexity. Despite the small size of the area, the Czech Republic has become a sustainable territory over time. Its long-term strategy to get closer to Western countries forms its mission and vision. However, many Czech territories, especially cities, use the marketing strategy to attract tourism and focus on destination marketing primarily; moreover, this focus needs to be narrower and more sustainable in the long term. This makes up for the problem of non-sustainable short-term visits into a territory, and the importance of the topic of territorial marketing is notable. Based on this knowledge, the author chose the territory as the city that could be a great example of its development based on its successful monitoring and territorial marketing concept, which benefits regional development at its local and national levels.

This concept's principal challenge is its limited recognition and underrepresentation within the Czech environment, encompassing urban and rural regions. This situation can be attributed to various factors, including financial constraints, political organisation, organisational challenges, and a need for more specialised knowledge. Moreover, the ambiguity surrounding guidelines for territorial applications exacerbates this issue. Given these conditions, a distinct opportunity for exploration emerges within the scope of this dissertation. Capitalising on this research to provide comprehensive case studies that illustrate practical applications and assess the current state of territorial marketing in the Czech context would be highly beneficial.

Table 11: Queries of related topics to territorial marketing at Web of Science Core Collection and Scopus electronic libraries

Queries	All results	Results in Czechia and Slovakia	%	Czech and Slovak language	%
Territorial marketing	245	18	7%	6	2%
Place marketing	853	12	1%	2	0%
Country marketing	54	1	2%	0	0%
Regional marketing	232	17	7%	4	2%
City marketing	534	20	4%	10	2%
Urban marketing	172	1	1%	0	0%
Rural marketing	117	0	0%	0	0%

Source: author (2021)

Furthermore, an effort was made to investigate how many territorial marketing topics related to scientific articles can be found through the relevant databases using the Web of Science Core Collection and Scopus electronic library search (see Table 11). In contrast, these topics need to be analysed more than

tourism, indicating around 80,000 queries on the Web of Science. The locations and languages of the Czech Republic and Slovakia, where the percentage of related topics is relatively low, provide compelling evidence. The low percentage share implicates its slow and gradual expansion into a broader awareness of academia, experts, and specialists working with this concept in practice. On the positive side, the topic is getting more attention lately, reflecting its timeliness and topicality.

3.2 The Purpose of the Thesis

The structure of the theoretical framework demonstrated that practical territorial marketing application increases the attractiveness of a territory and helps to create its value. The intention is to provide a theoretical framework that combines several components that contribute to effective territorial marketing within the scope of local development, especially tailored for the Czech Republic. However, there is currently no universally applicable standard for defining success in territorial marketing concepts. Success in this context is subjective and dependent on individual circumstances, regional disparities, and uniqueness. The primary intention of the theoretical framework is to suggest a theoretical model of marketing strategy that emphasises the main categories to be focused on within the local development and its attractiveness among the target groups. Future empirical case studies will employ this model.

3.3 Research Aim, Objectives, Questions, and Focus

Main aim

The main aim of this PhD thesis is to critically assess the role of territorial marketing within selected Czech cities, identify key marketing procedures, investigate target groups' attitudes, and propose recommendations for optimisation.

In this context, there is a need to meet the following objectives to accomplish the main aim of the thesis: The research questions may contribute to the practical and effective use of territorial marketing in the Czech Republic, as the Czech territories may need to execute the concept more effectively. In Table 12 the author set the following objectives and associated research questions in the context of defined aims and objectives.

As stated, the primary aim of this PhD thesis is to assess the role of territorial marketing within the contexts of critically mixed-sized cities of **Brno, Olomouc, Ostrava, and Zlin**. These cities serve as the geographical limitations of this research. This research uniquely focuses on leveraging territorial marketing to support the sustainable development of these cities, consciously avoiding strategies that might lead to excessive tourism and its associated challenges. Instead, it prioritises the cities' holistic growth, ensuring that development initiatives align with the needs and expectations of their residents. The target group of this study is the **residents** of these cities, whose perceptions, attitudes, and responses to territorial marketing efforts are pivotal. This choice is based on their dual role as stakeholders and participants in these cities' local strategic documents and marketing strategies, alongside tourists and visitors.

Table 12: Research aim, objectives, and questions

The primary aim of this PhD thesis is to critically assess the role of territorial marketing within selected Czech cities, identify their key marketing procedures and specific issues, examine target groups' attitudes, and propose recommendations for marketing optimisation.			
Specific objective 1	To evaluate the implementation from the perspective of strategic approach and individual marketing activities.	**Research question 1**	How do selected Czech cities approach the concept of territorial marketing?
Specific objective 2	To examine the attitudes of target groups towards the city's marketing activities and their perceptions of the city.	**Research question 2**	How is the local approach to marketing activities reflected in the opinions of target groups within selected Czech cities?
Specific objective 3	To propose recommendations for the optimized implementation of marketing practises to advance the success of city marketing in the Czech context.	**Research question 3**	What lessons can be drawn from existing marketing frameworks that could be adapted to the context of Czech cities to support local competitiveness?

Source: author

This research employs a methodological approach that intertwines qualitative and quantitative methods: a **qualitative case study** that provides an in-depth understanding of each city's current marketing strategies and a **quantitative questionnaire** designed to measure residents' attitudes and satisfaction levels. Through this comprehensive approach, the thesis aims to identify key marketing procedures and propose recommendations for optimising territorial marketing strategies, ensuring they contribute effectively to the sustainable and inclusive development of the researched cities. The succeeding chapters provide detailed explanations of each feature of this research, including the methodology, to ensure complete comprehension. The research focus is interpreted in Table 13.

Table 13: Research Focus

Focus	
What kind of territory?	Cities - Brno, Olomouc, Ostrava, Zlin
Leading target group focusing on:	Residents
Theoretical position	Territorial marketing avoding the tourism perspective.
Empirical study methods	Qualitative case study Quantitative questionnaire

Source: author

3.4 Research Methods

The PhD thesis applied an exploratory mixed methodology, combining quantitative and qualitative research methods such as a case study approach and questionnaires, to four Czech Statutory Moravian cities: Brno, Olomouc, Ostrava, and Zlin. The decision to use qualitative research was primarily based on its characteristics, which align with the nature of the thesis research and further with the research objectives. In other words, these characteristics include identifying common patterns and differences,

collecting extensive information about a specific city, exploring the research, and shifting focus within the topic (Lapan et al., 2011; Taylor et al., 2015). The thesis aims to critically assess the role of territorial marketing within selected Czech cities without seeking to establish a correlation or causality with the problem.

This research is unique in its comprehensive approach since no recent studies have thoroughly investigated the subject in the Czech Republic lately. Likewise, the capacity to comprehend complexity aligns with the objectives of the thesis. Moreover, quantitative research offers benefits in connection with the thesis. Hence, the thesis employs qualitative and quantitative research methodologies to authenticate and reinforce the acquired data, significantly contributing to its overall purpose. It is significant to highlight that Skořepa et al. (2008) conducted empirical research involving case studies of 135 cities, each with a population exceeding 5,000 residents in 2003. This research aimed to ascertain how local public administration employees conceptualise and interpret the notion of city marketing. The findings indicate that most cities examined acknowledge the imperative of integrating city marketing strategies, among other innovative practices, into their operations.

Theoretical framework

The construction of the theoretical-methodological framework principally focuses on the methods of analysis and synthesis, followed by the comparison. This part begins with a literature review, which fundamentally aims to evaluate the current state and essence of the concept, its history and development, the transformation of traditional business marketing instruments and techniques into non-business promotion, the strategic pillars of the marketing strategy, and its significance in the context of regional development. The thesis is structured within the framework of territorial marketing concept, intentionally steering away from the often-dominant tourism perspective prevalent in the Czech Republic's marketing strategies.

Qualitative Case Study Approach

To adequately address the issue of territorial marketing within the Czech context, it is necessary to use methodologies such as interviews or surveys, together with carefully designed research questions, due to the need for more thorough studies on this phenomenon. Hence, using qualitative approaches in conjunction with a case study research framework is the most appropriate approach for acquiring a comprehensive comprehension of the complexities of this topic. After all, the social sciences use case study research as a specific approach to conduct research (Scapens, 2011).

Secondary data sources will elaborate on identifying selected Czech cities and their approaches to local marketing strategies. Specifically, a case study approach is a commonly used technique for analysing the intricacies of territorial marketing and other territorial strategies. It focuses on exploring the problems and possibilities associated with urban and regional growth. Case studies are essential in territorial marketing research because they provide a substantial benefit by offering detailed exploration, description, and evaluation of various situations (Yin, 1994). The case study method in this case lets us look at all aspects of judging the effectiveness of territorial marketing, such as the subjective views of local people who live and work in the territory. This shows how complicated the concept is. The timeless theory of Yin (1994, p. 13) explains case study as *"an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not evident."*

In this present study, the case study approach evaluates the application of territorial marketing in the Czech environment. Several significant factors informed the selection of the case study technique. Currently, the academic background in the Czech environment that leads to success in territorial marketing is limited. Therefore, the author must adopt an approach that helps propose a theoretical framework. As Coffey and Atkinson (1996) suggest, case studies generate ideas while building theories. Furthermore, the concept being examined made it unfeasible to conduct causal investigations. So, the inherent characteristics of the concept necessitated analysis within its practical setting.

Given the aforementioned considerations, the author has chosen a multiple-case study design (MCS). This approach necessitates treating each case individually (Yin, 1994). Conclusions drawn from each study segment may contribute to the overarching understanding of the research theme. However, it is imperative to maintain the distinctiveness and separation of each case in the analytical process. This methodology ensures a nuanced examination of each case while allowing for the synthesis of insights across different scenarios.

In case study research, it is a common phenomenon that data analysis and collection processes frequently occur concurrently. This overlapping of phases allows for a dynamic and iterative approach to understanding the data, facilitating continuous refinement and adjustment of the research methodology in response to emerging insights (Yin, 1994). The author was to thoroughly acquaint each case with a distinct unit, laying the groundwork for an effective cross-case comparative analysis. In the Czech Republic, many documents may be categorised as marketing strategies, primarily emphasising tourism. They focus on reaching out to external audiences, namely non-resident groups that visit the cities for a short-term period (usually not focusing on digital nomads). Although these strategy papers are legitimate, they fail to fulfil the author's standards for a comprehensive approach since they either partially address or entirely ignore the needs of the residents. Research data for the case studies were collected via documentary research, including accessible online and offline documents—strategic documents, urban planning strategies, working group meeting minutes, activity reports, and local questionnaires. It is important to note that this longitudinal research presents data collection multiple times (Yin, 1994). As Yin (1994) proposed, data collection has its principles, such as 1) using multiple sources of evidence, 2) creating a case study database, and 3) maintaining a chain of evidence. The author followed all of these.

As Pellenbarg and Meester (2009) mentioned, assessing the efficacy of city marketing presents a challenge. The ongoing discourse about the precise definition of city marketing, its objectives, and the degree to which specific marketing initiatives can explain observed changes contributes to this difficulty. As of 2023, it is significant to acknowledge that a standardised, universal metric for appraising this concept still needs to be developed. The most employed and objective approach involves analysing migration flows. However, this method prompts further inquiry into whether the observed patterns represent a correlation or causation in attracting potential target groups (Niedomysl, 2007; Hospers, 2010). The case study incorporates an analysis of migration flows to examine the population variations, including current and potential residents. This evaluative comparison spans the period following the establishment of the Czech Republic in 1993, with data sourced from the Czech Statistical Office.

Research Process of the Thesis

This sub-chapter delineates the research methodology used in the author's studies and her thesis. It thoroughly evaluates the methods, processes, and analytical techniques used in the thesis.

Table 14: Case study process

Action	Timing
Theoretical elaboration for the study design Understanding of key concepts	2019 - started working on the thesis
To conduct an extensive review of relevant literature and its updates	2020 - 2022
Extensive research on progressive European cities focusing on city marketing and its marketing strategy	2020 - 2023
Extensive research on Czech cities and their marketing strategies and local strategic documents	2020
To develop a theoretical framework Refine research questions	2021 - 2022
Select the relevant Czech cities and analyse their approach toward territorial marketing	2022 - 2023
Working on the case studies	2022 - 2023
Final version of thesis	2024

Source: author

3.5 Four Case Study Descriptions and Analysis

The thesis offers an exhaustive examination of the frameworks and approaches used by these cities in organising their territorial marketing methodologies. The process of selecting the cases was on purpose based on the standard specific features of the case and its geographical proximity (Yin, 1994). The methodology of this topic acknowledges the scarcity of comprehensive research on the topic within the Czech context, primarily relying on bachelor's and master's theses, not academic research papers. Recognising this gap, the author initiated an extensive investigation in 2020 to gather available strategic marketing documents from Czech cities without restrictions on the size of the documents. This approach aims to provide a broader perspective on the subject matter within the Czech environment.

The research examines the unique attributes and macroeconomic environments of several Czech cities, which significantly impact the economic structure of the Moravian region in the Czech Republic. Despite some differences, such as variations in population, these cities exhibit linguistic, historical, and sociological similarities, indicating a discernible level of homogeneity. There is a need to elucidate the common characteristics that unite the chosen cities, which are crucial for drawing decisive conclusions from the thesis. These cities were selected based on their status as the major urban centres in Moravia and their shared characteristics. Each of these cities has a historic centre geared explicitly towards tourism, which is in the Czech context, and the territorial marketing concept is essential to consider. The existence of universities, innovation agencies, and intrinsic opportunities for growth further boosts this potential.

Upon analysing these cities, it becomes evident they possess a competitive disposition as regional capital cities within the Moravian territory of the Czech Republic. One important trait that these cities have in

common is their deliberate emphasis on growth and promotion, starting with attracting visitors, evaluating their strategy, and extending to local inhabitants. This demonstrates a thorough strategy for marketing the city. These cities are characterised by their economic and social innovation hubs, greatly enhancing their appeal and competitiveness across several industries. Moreover, higher education institutions in these cities are in a unique position to attract university graduates as potential residents. This demographic is crucial for developing a skilled workforce, contributing significantly to these urban areas' economic vitality and sustainability.

The theoretical part laid the foundation for the methodological structure of the case study. This involves the construction of strategic pillars that can be systematically duplicated and derived from examining efficacious, holistic marketing strategies. The author intended the formulated framework to adapt effortlessly within the milieu of Czech municipalities, considering local characteristics and specificities.

3.6 Subjective Perception of Residents

3.6.1 Quantitative Study

The questionnaire is a commonly used method, especially when studying a substantial number of people, as the author initially expected. The effectiveness of the information obtained from a questionnaire depends on the complexity of its structure and the dependability of the answers given by the participants (Lietz, 2010). A significant obstacle is formulating non-suggestive and unambiguous questions (Galvan & Galvan, 2017). Furthermore, the questions must be clear and easily understandable by all participants. An essential benefit of using questionnaires is the practicality of submitting the gathered data to statistical analysis, enabling the extraction of significant insights and trends (Murray, 1998). A standardised questionnaire (quantitative methodology) was used to tackle the specific topic. Overall, the quantitative study conducted in this thesis primarily focuses on gathering data using a questionnaire, although it is not intended to validate any hypothesis. Furthermore, the questionnaire technique will be used for non-probability sampling focusing on voluntary response samples, i.e., convenience sampling and snowball sampling techniques, using the procedure of online access-voluntary response sampling via social media.

3.6.2 Measures

This part involves categorising questionnaire responses into themes relevant to territorial marketing. These included socio-demographic characteristics and perceptions of the city representation. The analysis method encompassed an equal focus on all questions and a detailed correlation analysis between the target groups and specific questions. This method was chosen to explore the subjective perceptions of the city held by different socio-demographic groups. This inclusive definition covered permanent residents and those without permanent residence, like students, workers, and family members, who spend a significant amount of time in the city, i.e., the author defined a minimum of 12 months.

The selected cities were identified for their forward-thinking characteristics and environments conducive to innovation, with a particular emphasis on nurturing a creative class. The key demographic segments, delineated for their enduring contribution to economic vitality and their intrinsic quality, are expounded upon in Table 15. This table thoroughly delineates the principal stakeholders pivotal to urban development and marketing strategies. These socio-demographic segments were delineated based on analysing commonly targeted groups within strategic documents pertinent to the respective cities. Target

groups partially include the creative class, a previously elucidated concept. Notwithstanding the myriad of merits and demerits associated with the creative-class theory, the role of the creative class, especially their creativity, insight, and conceptual contributions, remains a cornerstone in catalysing spatial progression in economic and social development.

Table 15: View of the key stakeholders chosen for the questionnaire

Identification	Target groups (TG)	Description	Representation of	Channel to reach the target group out
TG1	IT/Tech/FinTech worker	Worker engaged in technology, information systems, and financial technology sectors. These professionals are typically versed in digital innovation, software development, and tech-based financial services. Their skills contribute significantly to a region's digital infrastructure and technological advancement, making them key players in driving economic growth, fostering innovation ecosystems, and enhancing the area's competitiveness.	Innovation hub Local ecosystem Community in the city Creative class	LinkedIn Sharing the post Innovation centres Communities' platforms
TG2	University student	The university student target group encompasses individuals enrolled in higher education institutions. This demographic is crucial for fostering a culture of learning, innovation, and research in the region. They represent a diverse, dynamic, and future-oriented segment, often bringing fresh perspectives and new ideas. Their presence has the potential to stimulate local economies through consumption and participation in cultural and social activities. Additionally, they are potential future workforce contributors, making their integration into local development plans vital for sustaining the region's long-term economic and social growth.	University in the city Creative class	Facebook groups for students University – faculties Students' communities
TG3	Academic environment/researcher	Academia includes individuals and entities engaged in scholarly research and higher education. This group is pivotal for fostering a culture of research and innovation, contributing to the intellectual capital of a region. They are instrumental in advancing scientific knowledge, driving research and development, and collaborating with various sectors to solve complex regional issues. Their role is vital in enhancing a region's educational level and research capabilities, making them essential contributors to long-term economic, technological, and social progress.	University/Academia in the city Potential for an Innovation hub in the city	Facebook page of universities Direct email UNI email Researchers groups
TG4	Mother/Father on parental leave	Parents temporarily leave the workforce to care for their newborns or young children. This group significantly contributes to regional demographics and consumer patterns. They often prioritise services like childcare, healthcare, and family-friendly community activities. Their needs can influence local policy and business offerings, highlighting the importance of family-centric amenities and support systems in regional planning.	Family-friendly city	Facebook groups for parents Friends
TG5	Part of the investment environment	Workers in the investment environment encompass individuals and entities actively involved in investment activities. This group is crucial for economic growth, providing capital for business ventures, infrastructure projects, and technological advancements. They play a key role in shaping the economic landscape, attracting new businesses, and fostering a dynamic market environment.	Innovation hub Potential to growth Creative class	LinkedIn Online reaching out Via innovation centres
TG6	Senior position in a company (CEO, CMO, CHRO)	The senior position in a company's target group includes high-level executives such as CEOs, CMOs, and CHROs. These individuals are key decision-makers and strategists, significantly influencing their organisations' direction and the broader economic landscape. Their leadership and vision are crucial for driving business growth, fostering innovation, and enhancing competitiveness. Their decisions can impact employment, local economies, and industry trends, making them vital stakeholders in shaping regional economic policies and development initiatives.	Innovation hub Potential to growth Creative class	LinkedIn Online reaching out Via innovation centres
TG7	Start-up employee	This group consists of individuals working in emerging and innovative business ventures. These employees often bring fresh perspectives, creativity, and adaptability, contributing to the dynamic nature of the start-up ecosystem. Their work is essential in fostering innovation, disrupting traditional	Innovation hub Creative class	LinkedIn Online reaching out Via innovation centres

Identification	Target groups (TG)	Description	Representation of	Channel to reach the target group out
		industries, and introducing new technologies and business models. Their presence can attract investment and talent, making them critical drivers of the region's economic growth and technological advancement.		
TG8	Worker of a hobby/non-profit/charitable organisation/firm	Other workers that do not fit in the previous target groups.	Regularity of the city	Facebook residents' groups and cities' pages LinkedIn
TG9	Other	Other occupations	Regularity of the city	Facebook residents' groups and cities' pages LinkedIn

Source: author

The questionnaire was structured into three distinct sections. The first section, deemed crucial, aimed to identify the respondents based on residency and their alignment with the targeted groups (questions 1–3). The second section delved into residents' perceptions of the city (questions 4–16). The final section gathered socio-demographic data such as gender, age, and education (questions 15–17). Despite its limited relevance to the thesis, the latter part holds potential value for future research applications, contributing to a more comprehensive understanding of the respondents' profiles.

While designing the questionnaire, the author focuses on the principles of questionnaire design, such as straightforward questions to avoid ambiguity, avoiding ambiguity of content, specific questions, short questions, and reducing the information that the respondents do not need to focus on (Bradburn et al., 2015). For a detailed structure of questions, see Table 16. The distributed questionnaire for the translated thesis was in the Czech language. The shared questionnaire contained the introduction, focus of the questionnaire, ethics principles, and thank-you note. Appendix B provides a comprehensive questionnaire for reference.

Table 16: Questionnaire and its elements

No	Question	Units of measure	Goal	Format	Measurement
Defining residency					
1	*To which city do your responses refer?*	Jihlava Brno Zlin Olomouc Ostrava Other:	Identify the respondent's city of residence	Multiple choice	Descriptive analysis
2	*Do you refer to yourself as a resident of the city? The requirement is either permanent residence or monthly spending at least 12 nights in the city.*	Yes No	To identify the residents which the survey is primarily for	Dichotomous question	Descriptive analysis
3	*Which community/subgroup would you sign up for?*	IT/Tech/FinTech worker Mother/Father on parental leave University student Academic environment/researcher Part of the investment environment Senior position in a company (CEO, CMO, CHRO) Start-up employee Worker of a hobby/non-profit/charitable organisation Other:	To specify the target group	Multiple choice question	Descriptive analysis
Perceptions of the City Among Residents					
4	*Are you actively interested in life in your city?*	Yes No	To determine if respondents are interested in the development of the city and current events, which will also influence their perspective on the city's marketing strategy	Dichotomous question	Descriptive analysis Spearman's rank correlation coefficient
5	*In your opinion, has there been positive development in the city over the past few years*	Yes No	To ascertain whether respondents are aware of and interested in the city's development and happenings compared to the marketing strategy and its time frame.	Dichotomous question	Descriptive analysis Spearman's rank correlation coefficient
6	*Are you aware of any efforts by your city to enhance its image and engagement with the residents?*	Yes No	To find out whether respondents know about the city's promotion and strategy.	Dichotomous question	Descriptive analysis Spearman's rank correlation coefficient
7	*How would you rate the city's efforts in organising events, promoting, and communicating with the public?*	1 (the best) 2 3 4 5 (the worst)	To assess the perception of the city's promotional activities and communication efforts from the viewpoint of target groups.	Ordinal question	Descriptive analysis Spearman's rank correlation coefficient
8	*What are your primary sources for information about what's happening in your city?*	Social media Regional television Press	To determine the city's communication mix from the target group's perspective.	Multiple choice question	Percentage division

No	Question	Units of measure	Goal	Format	Measurement
	Multiple options can be selected.	Local press Websites Billboards/local notice boards At public events City information centre City's mobile application Other:			
9	*Please list the names of events you have attended in the past year in your city that come to mind first.*		To ascertain the most popular local events and create a list of the city's most attended events for subsequent comparison.	Open-ended question	Analysis
10	*Do you feel that you, as a member of a particular target group, are given enough attention within the city?*	Yes No Please elaborate:	To determine the inclusion of target groups in the city's functioning.	Multiple choice question	Descriptive analysis Spearman's rank correlation coefficient
11	*Are you satisfied with the events in your city? Do they seem attractive to your target group?*	Yes I don't know No Please elaborate:	To determine the inclusion of target groups in the city's events and their alignment with the interests of these groups.	Multiple choice question	Percentage division
12	*In your opinion, which target groups is the city's marketing primarily focused on?* *Multiple options can be selected.*	Residents Visitor/Tourist Employer/Employee/Self-employed Students Researchers Seniors	To determine the target group's perspective on whether they feel included in the city's marketing strategy.	Multiple choice question	Descriptive analysis Spearman's rank correlation coefficient
13	*How would you define your city in words or slogans?*		To ascertain if the residents' views align with the strategy.	Open-ended question	Analysis
14	*What do you consider to be the main strengths of your city?*		To find out if the residents' views align with the strategy.	Open-ended question	Analysis
Socio-Demographics					
15	*Gender: How do you identify?*	Male Female Other	To identify gender	Demographic question Ordinal variable	Descriptive analysis
16	*Age: What is your age?*	15 – 24 years 25 – 34 years 35 - 44 years 45 – 54 years 55 – 64 years 65 and over	To identify age	Demographic question Ordinal variable	Descriptive analysis
17	*What is the highest level of education you have achieved?*	Primary Secondary with a certificate of apprenticeship Secondary with a diploma or post-secondary University diploma	To identify the education level	Demographic question Ordinal variable	Descriptive analysis

Source: author

3.6.3 Data Collection

Sample

The data was gathered using an online, structured questionnaire called LimeSurvey. Initially, a preliminary investigation was carried out to validate the questionnaire using ten tests in advance. The author employed non-probability sampling methods, specifically convenience and snowball sampling techniques, to gather voluntary response samples from relevant social media platforms.

The formula given is a standard formula used in statistics to estimate the sample size for a given population when conducting surveys or experiments (Levy & Lemeshow, 2013):

$$n = (Z^2 * p * (1 - p)) / (E^2) \quad (1)$$

Where:

n - is the required sample size

Z - is the z-score corresponding to the desired confidence level. For example, for a 95% confidence level, the z-score is approximately 1.96

p - is the estimated proportion of the population with the characteristic of interest

E - is the desired margin of error

Considering this approach,

Table 17 presents the minimal sample to be the research representative, such as a convenience questionnaire. The researcher established a predetermined minimum sample size to ensure the representativeness of the findings. Due to the limited representativeness of the original data collection during the first phase, the researcher opted to conduct an additional phase of questionnaire collection. This included reaching out to a broader range of respondents for more detailed data. Significantly, the design of the entire questionnaire coincided with the COVID-19 period, which imposed restrictions on in-person interactions. Consequently, the choice to leverage social media platforms in the second phase was primarily influenced by these limitations, coupled with the observation of heightened online engagement during this time (as the study by Nabity-Grover et al. (2020) explains).

First phase 04-05/2022

Distribution first took place via social networks, notably Facebook and LinkedIn. The information was sent across Facebook groups relevant to the citizens of all the places being examined.

Second phase 10-12/2022

The author decided to increase the number of distribution sites due to the meagre return rate observed during the first phase. This decision is clearly shown in Table 17. The second round of data collection saw a dramatic increase in the rate of responses, primarily due to the expansion of the questionnaire's distribution on LinkedIn, which enabled more effective targeting of the desired categories. Additionally, supplementary strategies were employed to access potential respondent groups, including direct emailing to pertinent institutions associated with each target demographic, engagement with universities and other relevant organizations, dissemination through online platforms, informal promotion through

personal networks, and leveraging connections within municipal councils, particularly those affiliated with regional innovation hubs. During the analysis, the author has chosen to exclude the city of Jihlava due to its comparatively low rate of return in relation to other findings.

Table 17: Process of data collection

	Minimal sample size	No of respondents (1st round - 04-05/2022)	No of respondents (2nd round - 10-12/2022) in total	Invaluable results
Brno	384	73	555 (+ 482)	10
Jihlava	382	53	64 (+ 11)	8
Olomouc	383	26	393 (+ 367)	13
Ostrava	384	51	389 (+ 338)	5
Zlin	383	50	403 (+ 353)	23
Other	not defined	37		

Source: author

Sample characteristics - Basic socio-demographic categories

The following Table 18 provides a profile of the study sample based on characteristics such as gender, age categories, and education.

Table 18: Basic demographic categories

Characteristics		Brno	Olomouc	Ostrava	Zlin
Gender	Women	66,1%	54,7%	67%	65,5%
	Men	32,6%	45%	20%	27,0%
	not defined	2,3%	0,3%	13%	7,5%
Age Distribution	Ages 15-24	33,5%	15%	2%	12%
	Ages 25-34	38,3%	78%	57%	40%
	Ages 35-44	17,1%	4%	16%	20%
	Ages 35-44	7,5%	1%	16%	9%
	Ages 55-64	3,6%	1%	10%	7%
	Ages 65 and above	0,0%	1%	0%	12%
Education Level	Basic Education	0,8%	2%	0%	2%
	Vocational Education	0,7%	0%	0%	4%
	High School or Higher Vocational Education	4,9%	6%	33%	22%
	Higher Education (University)	93,6%	92%	65%	72%

Source: author

3.6.4 Data Analysis

The descriptive statistics method was used to analyse residents' socio-demographic characteristics and individual perceptions. The data from the questionnaire were analysed with the statistical online software Gretl, which calculated the correlation analysis (Pearson correlation coefficient and Spearman's rank correlation coefficient) and descriptive statistics (mean, standard deviation, and slope) as well as Excel for simplification of the graphs.

The analysis is the following:

(1) **Socio-demographic analysis:** Analysing basic demographic characteristics of the respondents, such as age, education, and target group classification.

(2) **Perception analysis:** Examining responses related to the perception of the city. This involves descriptive statistics to assess general trends and potentially group analyses for different target groups.

(3) **Correlation analysis:** Investigating the correlation between the target groups and their feelings about the city. This involves calculating correlation coefficients to assess the strength and direction of relationships between variables.

3.6.5 Data Preparation

The author performed the statistics using the free software, Gretl. The dataset was initially translated into English and converted into numerical values (yes = 1; no = 0) with binary results. This step was necessary to perform the correlation coefficients and descriptive statistics.

The author initially needed to learn about the strength of the correlation matrix. Consequently, the author initially employed the Pearson correlation coefficient, which ranges from -1 to 1, to evaluate the linear relationship between pairs of nominal and qualitative variables (target groups and selected questions). However, further in-depth analysis revealed that the relationships across all variables were non-linear and lacked statistical significance. This led to the adoption of Spearman's rank correlation coefficient, a more suitable method for assessing monotonic relationships, especially given the nature of the thesis data. This non-parametric coefficient is robust against outliers and deviations from normality, as it relies solely on the rankings of observed values (Spearman, 2010). In contrast to the Pearson correlation coefficient, which depicts a linear relationship between variables X and Y, the Spearman coefficient clarifies the extent to which a monotonic function, potentially non-linear, can describe the relationship between X and Y. This transition in the analytical approach underscores the importance of selecting appropriate statistical tools in research to accurately capture the dynamics within the dataset (Spearman, 2010).

4 Case Study Brno

4.1 History and Why to Market the City of Brno

Brno, the second-most populous city in the Czech Republic, occupies a prominent role as the central hub of the historical region of Moravia and functions as the administrative centre of the South Moravian Region. Brno has a population of over 396,101 inhabitants (data.brno, 2023). It is recognised as a significant legal centre in the country and serves as a vibrant hub for higher education for a student community exceeding 62,000 individuals (data.brno, 2023). The city of Brno has been recognised as a prominent centre of scientific activity in the Czech Republic due to its extensive historical background. The city's status as a hub for research and development may be attributed to the significant contributions made by Gregor Mendel in the field of genetics, Viktor Kaplan's original discoveries in turbine technology, and Armin Delong's advancements in electron microscopy (Lukášek, 1969; Orel & Wood, 1998; Jaberg et al., 2015). The city's distinctiveness mainly stems from its geographical location. Situated among the prominent capitals of Vienna, Prague, and Bratislava, the city provides enough support for its intended demographic. JIC (2018) has portrayed Brno as an ideal location for research and innovation, drawing upon its illustrious historical background. This portrayal highlights the harmonious coexistence of two distinct realms: the big one, including trade, industry, and politics, and the small one, representing the closeness and friendliness defined by the place's culture (JIC, 2018; 2020; RIS JMK, 2018a).

The city's strategic focus is primarily concentrated on promoting progress in scientific discovery, research endeavours, and creative pursuits. Furthermore, the city of Brno has a strategically advantageous geographical location in the central region of Europe, which confers upon its considerable importance as a crucial hub for commercial trade routes and industrial endeavours and as a gateway facilitating connections with other parts of the continent (RIS JMK, 2017; 2018a; 2018b).

The recognition of the significance of a well-defined strategy and the area's boundaries is evident in the public management's approach to developing the city of Brno. Recognising a city's historical and experiential aspects is considered an ethical obligation. However, only those cities possess a long-term vision and strategic approach that can effectively identify and cultivate competitive advantage, particularly regarding sustainability, a well-defined vision, economic success, and self-reliance. In 2017, stakeholders and municipal administrations in Brno and the South-Moravian Region implemented a communication and creative strategy known as #brnoregion to enhance the city's worldwide appeal and promote its growth and innovation potential. The South-Moravian Region and the Brno City Municipality jointly fund the entire undertaking (JIC, 2018; n.d.).

The city of Brno is renowned for its five distinguished public universities, namely Masaryk University, Brno University of Technology, Mendel University, University of Veterinary and Pharmaceutical Sciences, and Janáček Academy of Music and Performing Arts, which assume a pivotal role in cultivating innovation and advancing research endeavours for the target group of talents. These universities collaborate with various entities, such as Brno Science Partners (universities, research and development centres, and the Czech Academy of Sciences), Brno Business Alliance (entrepreneurs, small and medium-sized enterprises, large corporations, investors, and trade chambers), Non-Governmental Organisations (non-profit and non-governmental organisations, associations, foundations, and endowment funds), Brno Smart City Community (active citizens and experts), Brno

Managing Members (municipal government, city districts, political clubs, municipal companies, and organisations), and National and European Governmental Levels (Brno Metropolitan Area, South Moravian Region, regional, national, and European institutions, government, and ministries). This collective effort significantly contributes to the research strength and overall development of Brno City (Brno City, 2017; RIS JMK, 2018a).

It is worth highlighting that the South Moravian region has attained the highest level of knowledge intensity in the Czech Republic and continues to be among the top performers in Central and Eastern Europe (CSZO, 2021). It is on par with advanced regions such as Hessia in Germany, Carinthia and Tyrol in Austria, Cheshire in Great Britain, and Flanders in Belgium (JIC, 2020). In terms of research and development (R&D) investments, the Brno area deserves praise for its significant concentration of European academics and the growth of R&D activities in the information and communication technology (ICT) industry since 2012 (CSZO, 2021). In addition, the area benefits from a competitive advantage due to the presence of global technological businesses engaged in research and development. Examples of such organisations include IBM, Kiwi, Siemens, Red Hat, ABB, Avast, Artin, Honeywell, and others (RIS JMK, 2018a; JIC, 2020).

Additionally, Figure 5 denotes the trajectory of total net migration in Brno from 1993, which is significant as it marks the establishment of the Czech Republic as a sovereign state through to the year 2021. *Net migration* is a critical demographic indicator, representing the difference between the number of individuals entering and leaving a region. In territorial marketing, such data is instrumental in calculating the city's attractivity and liveability from the perspective of current and potential residents. An initial observation of the graph indicates a pattern of pronounced volatility in migration figures, marked by significant swings between population gains and losses. This instability indicates the city's fluctuating economic opportunities, quality of life, governance, and social environment, which can influence people's decisions to move to or away from the city.

Brno's response to these migratory movements necessitates strategic planning and branding initiatives. These measures are imperative to enhance the city's appeal, stimulate investment, and improve living conditions. The strategies employed may address the root causes of migration fluctuations by fostering a positive image of Brno, showcasing its unique attributes, and effectively communicating its vision for the future. The city's approach to shaping a strong and inviting brand identity and a coherent strategic plan for development aims to reverse negative migration patterns and reposition Brno as a vibrant and enticing place to live.

Figure 5: The development of total net migration in Brno since 1993

Source: CZSO, 2023

4.2 Brno's Strategic Documents

The city of Brno has been undergoing a sustained period of economic growth and development, a fact recognised by the city's administration, considering the city's inherent constraints and limitations. Spatial planning is a fundamental need for all cities, as it ensures the effective organisation and use of land. However, for a city that seeks to adopt a forward-thinking approach, it is essential to incorporate strategic and sustainable city development into its planning framework. The factors mentioned earlier are crucial for long-term viability, environmental responsibility, and the capacity to meet one's needs.

The Vision and Strategy project #brno2050 was authorised by the City Council of Brno in 2017, demonstrating a predisposition to the principles of territorial marketing. The present strategy statement presents a vision for the city's future that aims to constantly improve the quality of life for its citizens, foster a feeling of security, and attract prospective inhabitants. This plan aims to optimise the city's capabilities and transform it into a hub for a knowledge-based economy, scientific advancements, research, and innovation (Brno City, 2017).

The plan primarily focuses on innovative progress, sustainability, quality of life, prosperity, education, culture, cohesion, self-sufficiency, and other public services (Brno City, 2017). It received support from various experts, such as Kai Rugger, the head of the policy research group at the University of Cambridge, who believes that "*Cities cannot become 'smart' without a strong understanding and involvement of people, institutions, and the urban environment (Brno City, 2017). "*

Assessing the efficacy of the strategy document is a contemporary challenge. Nevertheless, Brno is well recognised as a very affluent science and information technology area. The city's territorial marketing efforts rely on the abundance of skilled human capital and robust research capabilities, which contribute to this achievement. In 2017, Brno had higher research and development spending levels than other locations, indicating a solid dedication towards fostering innovation (CSZO, 2021). International cooperation enhances the city's reputation overseas. The presence of a substantial student population in Brno, along with its designation as a university city, contributes significantly to the availability of a trained workforce (JIC, 2020). The city's economic foundation comprises various industries, including

energy engineering, software development, hardware manufacturing, information technology, and aviation. This diversified economic landscape plays a significant role in enhancing the city's global competitiveness. The creative sector is now undergoing significant expansion, with concurrent attempts to enhance the quality of life for people by catalysing innovation. The advantageous geographical position of Brno, its aesthetically pleasing natural surroundings, and the rejuvenated city core all provide a very appealing milieu conducive to investment and developmental activities. The combined influence of these elements contributes to the city's appeal and capacity for innovation (RIS JMK, 2017).

The Vision and Strategy Project #brno2050, which is divided into three main sections, is a thorough and methodically laid-out plan for the growth of the city of Brno.

Strategic Part: With an eye towards 2050, this part delineates the overall vision, strategic values, and long-term objectives for the city's growth. It establishes the fundamental course for Brno's future by emphasising long-term goals and ambitions.

Programme Part: The 10-year time frame is the main emphasis of this section. It outlines the precise goals and actions that the city plans to take. This section provides a plan for the next ten years, bridging the gap between the long-term goal and urgent activities.

Action Plan: The most urgent section spans a year or two. The plan outlines specific tasks and initiatives that must start and finish soon to ensure noticeable effects immediately.

The three primary indicators that drive the strategy adhere to European guidelines for strategic planning.

Value: This identifies the fundamental traits and ideals the city needs to uphold by the year 2050. The paper includes twenty-three values, each with a brief synopsis and an elaborate justification of how each has influenced the city's growth.

Objective: Every value has a primary objective and many supplementary objectives. Within the framework of each value, these goals specify the precise outcomes that Brno hopes to accomplish.

Indicator: These are measurements to assess if a goal has been fulfilled. For most objectives, we know the current values of these indicators; however, for specific goals, we have defined the indicators but have not yet tracked them due to budgetary or technical reasons. The paper enumerates the indicators we plan to monitor in the future and those we have already recorded.

The strategy is highly relevant as a base document for city marketing as it presents Brno as a city actively planning, emphasising its inhabitants' quality of life, sustainability, and inclusivity. The favourable location of Brno presents an appealing prospect for prospective inhabitants, companies, and investors. However, by incorporating additional explicit marketing and branding elements that showcase the city's unique features, cultural heritage, and potential growth to a wider global audience, we can further enhance the approach's effectiveness. This has the potential to enhance Brno's worldwide standing and visibility. The following chapter describes Brno's available marketing documents.

4.3 Marketing Strategy

It is essential to emphasise that the public administration of Brno has yet to develop a dedicated and explicit marketing strategy document for the city in the past few years. Nevertheless, the initiative known as #brno2050 may be seen as a commendable fundamental framework for such a strategic

approach, owing to its prioritisation of urban development and the welfare of its inhabitants as primary goals. One notable characteristic of this plan is the proactive involvement of the citizens of Brno, enabling them to directly participate in shaping the city's future direction (Statutory City of Brno, 2017). In 2010, an initiative was launched to establish a city identity for Brno, named 'ŽÍT Brno'. This project aimed to unify the city's communication and promotion, driven by various stimuli, including foreign best practices and strategic city documents. Despite its strategic alignment with stakeholders' perspectives, the initiative faced challenges. Coincidentally named after the city identity, a local political party emerged in 2011, leading to a conflict with the city's values and the subsequent disassociation of the city from this identity. Critiques and operational oversights undermined the city's efforts to create an appealing slogan and a dedicated website for the initiative, leading to its use for other local purposes (Statutory City of Brno, 2017).

Among the main reasons for the progress of the Brno region, strategy #brno2050 highlights many factors; however, for the purposes of territorial marketing, the main ones are

(1) the growing identity of the city as a centre of science, research, innovation, knowledge of the economy, and externally
(2) preparation of the unifying connection of the territory #brnoregion
(3) long-term excellent rating of the city by independent reputable rating agencies
(4) international cooperation of the city raising awareness of Brno abroad
(5) above-average educated population
(6) growth in the number of employees in research and development
(7) competitive advantage on average lower wages in the international market
(8) diversified economic base of the city
(9) attractiveness for investors, global companies
(10) comprehensive and competitive industries: energy engineering, SW, HW, IT, and aerospace
(11) quality of life and services for foreign workers
(12) emerging cooperation between the university and private sector
(13) attractive nature background
(14) lively city centre beautiful to locals

Brno's significance lies primarily in its renowned IT hubs and status as an IT centre. It boasts a high concentration of universities and institutes affiliated with the Czech Academy of Sciences, contributing to a pool of highly skilled graduates. Moreover, the region stands out for its remarkable rate of IT employment and the substantial portion of IT companies in Brno. These attributes are comparative advantages within the context of territorial marketing. Brno is a hub for innovation, housing six public universities, research institutions, and various technology companies (JIC, 2022a; 2022b).

At this stage, correcting possible ambiguities concerning Brno's branding is paramount. The municipal administration and its staff embody the principal brand identity of the city of Brno. On the other hand, the city's geographical perspective has become a focal point for concentrated innovation endeavours. The South Moravian Innovation Centre (known in Czech as JIC) has collaborated to use the marketing brand #brnoregion to represent the brand strategically for the innovation ecosystem of the South Moravian Region. Companies and institutions use this brand to enhance regional awareness, aiming to attract international talent. JIC (South Moravian Innovation Centre) manages the marketing strategy for this innovation ecosystem, drawing from the Regional Innovation Strategy of the South Moravian Region (RIS) (RIS JMK, 2018a; 2018b; JIC, 2022a; 2022b).

Overall, the South Moravian Region, the city of Brno, and #brnoregion often engage in independent marketing endeavours, needing a synchronised collaborative approach. The circumstance gives rise to a prevailing view among the population of the Czech Republic that the South Moravian Region, often denoted as Southern Moravia in various forms of communication, and the urban centre of Brno are separate entities. Although brands originate from the exact location, they exhibit unique visions, goals, and target audiences. The observed phenomenon of bifurcation in branding has notable importance as it introduces the notion of several brand identities associated with a single urban centre, despite the regional brand #brnoregion positioning itself as the representative brand. Nevertheless, it remains evident that the city of Brno is the region's central hub. To facilitate comparison analysis, it is worth noting that Eindhoven implements a comparable branding approach while concurrently maintaining a unified and enduring local character (Brainport innovation brand vs. the city of Eindhoven). The following Table 19 comprehensively analyses the contrasting brand identities linked with Brno and provides a more detailed analysis of Brno's branding efforts based on the strategic documents. Although the central focus of this thesis does not revolve around the tourism perspective, the author's decision to include it is crucial to conduct a comprehensive comparison, highlighting the distinctive features of Brno's diverse branding strategies, particularly in the realm of tourist marketing (Statutory City of Brno, 2017). It is imperative to acknowledge that the city of Brno's brand needs a clearly defined marketing plan, starkly contrasting the well-established marketing strategies of the #brnoregion and tourist brand.

Table 19: Comparison of Brno's local brands

Brand/ indicator	City of Brno	#brnoregion	Brno - touristic brand
The authority	Statutory City of Brno	South Moravian Innovation Centre (JIC)	Statutory City of Brno Touristic information centre (TIC)
Vision	The goal is to make maximum use of the potential of a city that should be a Central European centre of knowledge economy, first-class research and development, and high-quality culture and sport, while at the same time continuing to be a pleasant place for daily life that offers each of its inhabitants a balance between working careers and leisure activities.	A region is a place of advanced knowledge economy, where talented, creative, and active people live, top scientific teams operate, and globally competitive knowledge-based companies with unique products and services, and all this is supported by a modern public administration that creates unique favourable conditions for this.	The city of Brno is perceived among domestic and foreign visitors and newly defined target groups as a vibrant and young-spirited city with an authentic atmosphere, unique architecture, and rich culture. The city has a rich cultural offering. The attractive and energetic city centre is the cherished heart of the metropolis, which surprises with a wide variety of quality experiences prepared together with its partners. Brno is a popular base for trips to the surrounding area and South Moravia.
Mission and the objective	Brno in 2050 is, in international comparisons, a synonym for an attractive and, at the same time, sustainable city. Brno's citizens appreciate the high quality of life in a city that offers them opportunities for work and enterprise, entertainment, and relaxation. The fruits of research	The strategy aims to increase the knowledge and image of the South Moravian Region, or the Regional Innovation Ecosystem (RIE), as an attractive area of the knowledge economy in the Czech Republic and abroad. The presented MarKom Strategy thus implements marketing objectives within the South	Visitation to Brno in 2025 will be at the same level as in 2019 with the help of existing activities and products for new target groups (families with children), medical tourism, and MICE.

Brand/ indicator	City of Brno	#brnoregion	Brno - touristic brand
	and innovation are interlinked here with the economic prosperity of individuals and companies. The urban landscape blends into the surrounding natural environment. Openness and cohesiveness, on the one hand, and a healthy and resilient environment, on the other, create a home and a secure base for half a million people. Brno's citizens are aware of the scarcity and value of natural resources and promote their practical use, so the city has a constant supply of water, energy, and resources for its development. They want to leave the city for future generations in the same or even better condition. Brno's citizens perceive that the city is managed in an energetic, modern, and efficient manner. The city breathes for its inhabitants, who, in turn, can be proud of their city.	Moravian Region's RIS that support the "business" objectives "to ensure sufficient talent for research in the South Moravian Region" and "to attract talents and investors (domestic and foreign) to the South Moravian Region."	
Target groups	**Residents** **Local communities and businesses**	**Talents** (secondary school; students applying to university from the Czech Republic and Slovakia; current or potential worker employable in the economy of the South Moravian Region with at least five years of experience) **Investors** **Exporting companies**	**Tourists** **Short-term visitors**
website	www.brno.cz	www.brnoregion.com	www.gotobrno.cz
topics focusing on	Environment prosperity services	Increase awareness of the Regional Innovation Ecosystem (RIE) among the defined target groups. Strengthen the desired associations of the RIE in the defined target group, with these associations based on the established identity of the JMK. Specifically, these are the following values: entrepreneurship, harmony in life, respect, cooperation, and fair play.	Recovering from COVID-19 Focus on strengthening the touristic brand of Brno
Logo	B R N O	#–B·R·N·O·R·E·G·I·O·N	Jižní Morava

Brand/ indicator	City of Brno	#brnoregion	Brno - touristic brand
Source	#brno2050 strategy	Regional Innovation Strategy for the South Moravian Region 2014–2020. The marketing and communication strategy of the South Moravian	Development programme for tourism in the City of Brno 2021–2025.

Source: own compilation based on JIC, 2016; 2020; Statutory City of Brno, 2017; 2021; 2023

The belief that different Brno brands focus on specific target groups and embody varying visions results in a noticeable lack of consistency in their perception, ultimately leading to a fragmentation of Brno's identity. This implies that while each brand has distinct aims and processes, there is potential for a more coherent and united effect that better reflects the city's character. The primary responsibility for managing the active development of the region's or city's image is with the local government in the Czech environment, and it mainly focuses on the tourism marketing approach (Herbočková & Žítek, 2021). Except for a few cases, there has been a lack of systematic and deliberate involvement of many significant institutions, organisations, and enterprises in influencing the perception of the city. Nonetheless, many institutions, including colleges and notable public and private corporations, unwittingly shape the city's image by strategically targeting specific populations (Statutory City of Brno, 2017).

The next phase of this research focuses on the official strategic document of the City of Brno, i.e., #brno2050 (Statutory City of Brno, 2017). The author purposely excludes the marketing strategy of the regional innovation ecosystem within the brand of #brnoregion. This exclusion is based on the idea that the ecosystem's plan focuses on other target groups than residents, e.g., international target groups, talents, and exporting companies (JIC, 2016; 2022a). Moreover, the marketing strategy of the innovation ecosystem should be part of the overall city's marketing strategy, not the subject of this thesis.

The partial goal is to determine whether the city's approach fully includes all aspects of a prospective marketing plan, as proposed in the theoretical framework. The city of Brno's strategic approach is a comprehensive and enduring initiative that aims to enhance Brno's attractiveness for its inhabitants. This approach leverages the unique characteristics and advantages of the city area, specifically emphasising its capacity for creativity and scientific prowess.

Table 20: Marketing activities structure in the City of Brno

Activity	Brno - based on the Strategic document #brno2050
Stakeholders' mobilisation	The #brno2050 plan, developed via a collaborative effort with the **residents and the members of the urban ecosystem** (representatives of the public, private and non-profit sectors, and active citizens) to tackle local requirements. The formed **Marketing Council of Brno** consists of local officials and experts from the business sector. The expert group will meet every two months to help identify priorities, set long-term goals, and create strategy papers.
Organisation	Statutory City of Brno Board of Marketing Experts

Activity	Brno - based on the Strategic document #brno2050
Place analysis	Brno does not explicitly have the SWOT or CEERIT analysis framework, but when preparing the strategy, it considered the competitive environment into account.
Competition market	The city does not explicitly present itself as a part of the competitive market from the city marketing perspective.
Vision	The vision is clearly defined as (1) Our goal is to make maximum use of the potential of a city which should be a Central European centre of the knowledge economy, first-class research and development and high-quality culture and sport, and at the same time continue to be a pleasant place for daily life, which offers each of its inhabitants a balance between working careers and leisure activities. (2) We want to be an open, accountable, respectful, efficient, diversified, modular and smart city. It can only achieve this when every person, every company and every institution will understand the steps the city takes, can share its values, and influence its further development. (3) Together, we are creating a city for future generations.
Mission	The mission had to be taken out of individual sub-goals of the strategic document: (1) Brno aims to become a globally renowned city recognised for its commitment to sustainability and appeal by the year 2050. The city will strongly emphasise ensuring a superior standard of living, providing a wide range of options for employment, recreation, and business ventures. The main priorities are to promote a strong innovation ecosystem, combine research with economic development, and guarantee environmental sustainability. Brno is committed to cultivating a community of accomplished entrepreneurs and conducting impactful research that significantly impacts the business world and society at large. The city will foster a knowledge-based economy, equipping its young population to tackle global issues and sustaining a dynamic community of specialists. (2) These endeavors are focused on positioning Brno as a city that is well-prepared for the future, highly efficient, and open. There is a significant emphasis on involving the public and forming long-term partnerships.
Objective/strategy	The strategy consists of several goals and sub-objectives, which vary depending on the perspective, category, and values. The main goal of the strategy is to make maximum use of the potential of a city that should be a Central European centre of knowledge economy, first-class research and development, and high-quality culture and sport, while at the same time continuing to be a pleasant place for daily life that offers each of its inhabitants a balance between working careers and leisure activities.
Defined indicators to the objectives	Strategy has predefined indicators. Depending on the objective, the most relevant to the marketing topic is (1) Evaluation of the adequacy of the city's steps taken in improving the living environment. (2) Number of participants in the activities of universities and colleges for the public, connecting the academic sphere and the city. (3) Number and proportion of qualified foreign nationals living in Brno. (4) Sociological survey: Image of the city as seen from the inside.
Values	The document presents the values as following: (1) **Environment** (Compact and balanced city, Architectural face of the city, Nature in the city, City with affordable housing, City with efficient and sustainable, Mobility, Healthy living environment) (2) **Prosperity** (Prosperous city, Central European centre of Research, development, and innovation, Educated university city, International city, globally accessible city) (3) **Services** (Healthy people in a healthy city, Cohesive and respectful city, Cultural city, City of sports, Safe city) (4) **Resources** (City with efficient water management, Energy-saving, independent and Resilient city, Clean and circular city) (5) **Administration** (Shared vision and good name of the city, Functioning brno metropolitan area, efficiently functioning electronic, Administration and open data, Participation of the public in the administration of the city)

Activity	Brno - based on the Strategic document #brno2050
Target audience	Residents Local communities and businesses
Place identity	A fragmented approach, characterized by an identity of disparate brands signifying divergent objectives, results in an incoherent portrayal of the place identity amongst local entities. This lack of consistency in presentation undermines the cohesive representation of identity essential for effective branding and marketing strategies.
Brand, consistency, and positioning	There is a lack of uniformity in the brand due to the presence of more distinct brands and identities prioritising separate goals.
Methods	Not evident
Logo	Not a unified presentation of the logo. At this point, the logo for Brno and the region symbolises 'institutions' rather than the geographic areas they are meant to represent. The official logo of the city of Brno is: The logo presenting the strategic document #brno2050, which is a sub-brand is quite different:
Unique selling proposition (USP)	Centre of science, research, and innovation.
Budget	not defined
Communication channels	Brno recognises the significance of online channels and digital platforms in reaching and engaging with target groups. (1) Online and digital marketing (2) website optimisation, search engine marketing (SEO), social media campaigns, content marketing, email marketing, social media *Facebook* (BRNOmycity - official page; Brno; Bezpečnější Brno – Safer Brno; Dáme na vás - participatory budgeting; Chytré Brno - innovation and smart city; Kultura Brno – Brno Culture; Sochařské Brno – Brno Sculptural; OnStage; Kreativní Brno – Creative Brno; Brnoinmotion), *LinkedIn* (Brno – municipality), *X* (BRNOmycity; dataBrno), *Instagram* (several accounts, such as BRNOmycity; Brno Creative; damenavas.cz), *Youtube* (BRNOmycity; Kultura Brno (Brno Culture); Brno in Motion; Dáme na vás) (3) Partnerships and Collaborations (4) Local Communities, Businesses, Attempt to Coordinate triple helix communication (5) Events (6) Website www.inbrno.cz - presenting the USP to the residents, www.brno.cz - The city provides information mostly on administrative and cultural activities, www.kopemezabrno.cz - Brno brought together the themes of repairing infrastructure, significant investments and moving the central station under one website, www.ticbrno.cz - events for public and tourists, data.brno.cz – accessible data based in Brno (7) Offline channels (8) Billboards

Activity	Brno - based on the Strategic document #brno2050
	(9) Local newspapers - Brněnský Metropolitan, Šalina, KAM magazine
Tone of voice	not defined
Slogan	not defined
Sub-brands	- Brno City Brands (managed by the Statutory City of Brno) - Brno True Story (destination brand) - Digging for Brno (closures) - Mendel Brno - #brno2050 - Let's give it to you - Parking in Brno - What will Brno be - Žít Brno (Live, Brno) - Office of the City Architect of Brno - Participatory budget
Local communities	Brno is full of local communities and platforms that could help the city get to them, such as the expat centre, the South Moravian Innovation Centre, Gamebaze, INTEMAC, KUMST, and Brno. AI, university student communities, city-parts administration, Cybersecurity Excellence Hub, cultural infrastructure, and many others.
Brand Manual	Brno uses a range of sub-brands in its long-term communication endeavours, which are strategically matched with certain domains like tourism or used to convey essential achievements and notable initiatives successfully. The City of Brno lacks a comprehensive brand strategy. It does have simplified online guidelines for applying its logo (including appropriate and inappropriate contexts for its usage). However, this has resulted in inconsistent and occasionally perplexing communication, as demonstrated by instances where the logo is used in the context of patronage. A publication titled "Brandbook" (2018) centres explicitly on the City in the context of destination branding. The brand book provides the strategic basis for the brand, outlining the target audience and the brand's purpose. The primary objective is to appeal to a specific demographic of tourists, e.g., non-mainstream tourists, intellectuals, indulgers, seekers of otherness and places with a natural atmosphere.
Responsibility	In the #brno2050 plan, each section is allocated a designated responsible individual. This strategy guarantees responsibility and concentrated emphasis on every component of the plan.
Implementation and action plan	Related strategy documents include the implementation structure, the action plan, the project guarantee, and culture.

Source: own compilation based on Statutory City of Brno, 2017; 2018; 2023, JIC, 2016; 2020

The author highlights that this research (structured as a case study) is firmly based on the Statutory City of Brno's strategy document, such as #brno2050. However, this strategy could serve as a base point of reference for the city's following marketing plan, which is not readily available or reachable by the residents. Moreover, it is essential to acknowledge that the Regional Innovation Ecosystem is only one of the several brands and platforms supported by the City of Brno (JIC, 2020). Hence, it is impractical to concentrate on the ecosystem's strategy or partake in comparative analysis with other efforts. While these many brands work closely together, they do not mainly strive for a cohesive strategy, **but Brno's complex marketing strategy should.** The absence of consistency in emphasis may lead to a

disorganised impression of the territory's overall strategic orientation. To illustrate, regarding the #brno2050 campaign, there is evident fragmentation in the communication approach, indicating that Brno has yet to establish a cohesive strategy for effectively conveying its strategic development plans to the public. The fact that the #brno2050 campaign primarily communicates through a Facebook page named "Chytré Brno" ("Smart Brno") highlights this fragmentation. **This approach leads to the proliferation of multiple brand identities, potentially creating confusion among the audience, potential budget distribution, and a loss of shared strength.**

4.4 Subjective Perception from the Perspective of the Target Group

Socio-demographic profile of respondents

A questionnaire for Brno residents was conducted to provide a diverse perspective on the researched concept. The Methodology chapter contains the socio-demographic data for Brno. The demographic analysis reveals a substantial presence of younger participants, notably those aged 15–34. Additionally, most respondents were women (61%), and a notable proportion had attained higher levels of education.

The Table 21 presents the breakdown of the primary target groups in Brno's population. Accordingly, the biggest group is university students, accounting for 44%. Subsequently, persons working in IT, technology, or FinTech and parents on parental leave constituted 12% and 10% of the total, respectively. Academics and researchers accounted for 17% of the total, while those engaged in start-ups comprised 5%. The percentage of participants involved in the investing environment was 5%. 10% of the employees were affiliated with hobby, non-profit, or philanthropic organizations. Significantly, senior executive roles (CEO, CMO, CHRO), namely 1,8%. The category labelled 'Other' had the lowest representation, accounting for just 0,5%. The author does not include this category any longer.

Table 21: Target groups distribution in the questionnaire

Identification	Target groups (TG)	N	%
TG1	IT/Tech/FinTech worker	70	12%
TG2	Mother/Father on parental leave	60	10%
TG3	University student	249	44%
TG4	Academic environment/researcher	96	17%
TG5	Part of the investment environment	31	5%
TG6	Senior position in a company (CEO, CMO, CHRO)	10	2%
TG7	Start-up employee	28	5%
TG8	Worker of a hobby/non-profit/charitable organisation	56	10%
TG9	Other	3	0,5%

Source: author

Perception and correlation analysis

To facilitate a nuanced analysis of the questionnaire in Brno, the predefined category perceptions of the city among residents indicate if and how the residents perceive the city's actions towards them as the prior target group in the strategic documents (see Table 22).

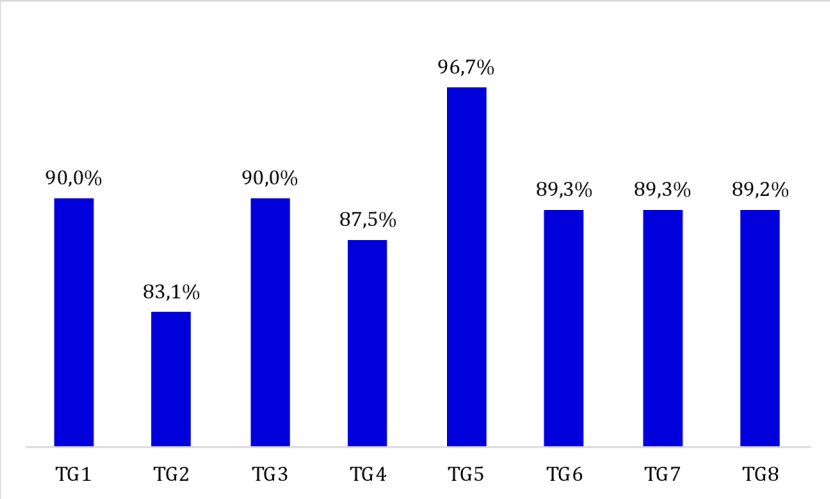
Table 22: Descriptive statistics

	Median	Mean	Standard deviation	Slope
Q4	1.0000	0.87387	0.33229	-2.2523
Q5	1.0000	0.90450	0.29416	-2.7527
Q6	0.0000	0.19279	0.39485	1.5575
Q7	3.0000	3.0270	0.94295	-0.49335
Q10	1.0000	0.69550	0.46061	-0.84962
		Q12		
Residents	0.0000	0.58739	0.49275	-0.35501
Visitors/Tourists	1.000	0.55955	0.49771	-0.19918
Companies	0.000	0.18018	0.38468	1.6643
Students	1.000	0.56396	0.49634	-0.25798
Researchers	0.000	0.18018	0.38468	1.6643
Seniors	0.000	0.064865	0.24651	3.5336

Source: author

The first questionnaire item in this category presented a question regarding the level of interest residents have in the life of their city (**Q4: Are you actively interested in the life of your city?**). A significant majority of **87%** of participants express a strong interest, as seen in Figure 6, which provides a thorough breakdown by target groups. This significant majority points to a robust civic engagement within Brno, suggesting a strong community bond and reflecting satisfaction with municipal initiatives and activities, assuming that active interest is correlated with a positive outlook towards the city. However, it is essential to note that a minority of **13%** do not share this sentiment, as the lower end of the response range underscores, such as Mother/Father on parental leave or Academicians. This figure, while substantially smaller, is non-negligible and may represent segments of the population that are either disengaged, possibly due to dissatisfaction or feelings of exclusion from the city's strategic planning and actions, or simply due to personal dispositions that are less community oriented. Moreover, the Table 23 displays the correlation between the target groups and their replies to the question. There must be discernible importance or notable interest within the target demographic in Brno's life. Furthermore, the low standard deviation of 0.33229 indicates minimal variation in interest levels, reinforcing the idea of a widely shared interest in the city's affairs among its residents.

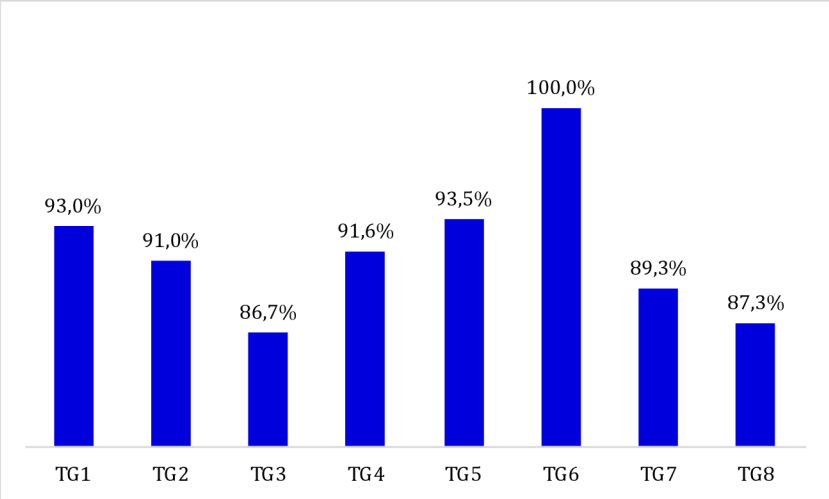
Figure 6: Share of respondents actively interested in life in the city of Brno (% of respondents)



Source: author

Another item of the questionnaire illustrates the responses concerning the perceived positive development in the city over recent years (**Q5: In your opinion, has there been positive development in the city over the past few years?**). An impressive **90%** of participants acknowledge positive development, a sentiment strongly supported by statistical indicators. This overwhelming majority underscores a common perception of beneficial advancements in the city's infrastructure, quality of life, and civic services, suggesting that these improvements are recognised and valued by the populace. In addition to students, individuals employed in non-profit sectors, and start-up employees, the remaining sociodemographic segments confidently assert that the city has undergone favourable progress in recent years. The low standard deviation of 0.29416 reinforces the consensus among the survey participants, indicating that this positive perception is not only prevalent but also consistent across responses. In contrast, the small minority of **10%** who do not view the city's development positively may reflect underlying issues that merit attention. Although they represent a modest proportion of the population, the insights of this subset are indispensable for a comprehensive comprehension of the city's development trends. Such perspectives underscore the need to address specific grievances that hinder these individuals from perceiving the city's growth as favourably as others do. This is particularly pertinent to the student target group, which embodies significant potential for the city's enduring presence and start-up employees who contribute to the city's economic prosperity.

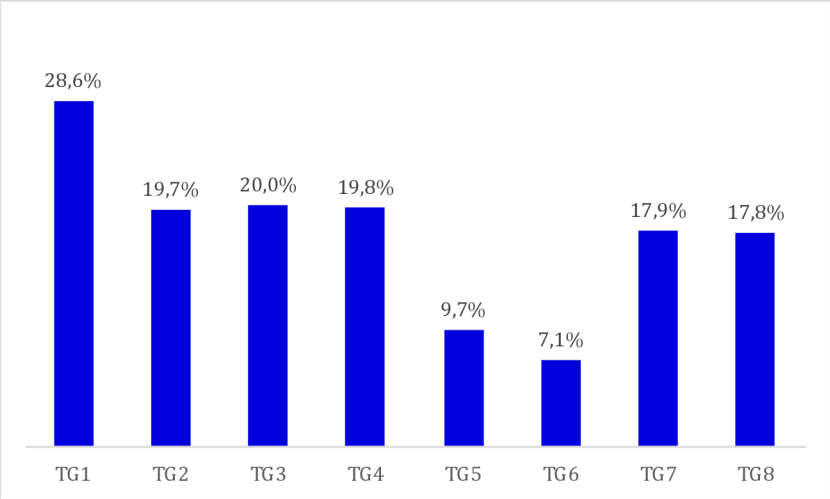
Figure 7: Percentage of respondents perceiving positive development (% of respondents)



Source: author

The following question reflected responses to a question querying awareness of city efforts to enhance its image and engagement with residents (**Q6: Are you aware of any efforts by your city to enhance its image and engagement with the residents?**). A significant **81%** of those surveyed indicate a need for more awareness of the city's efforts in this regard. This substantial Figure 8 suggests a disconnect between the actions of Brno's public administration and the residents' recognition of these initiatives, which implies that the communication strategies employed may need to be more effective in informing the majority of residents or that the efforts themselves need to be sufficiently visible and impactful. Quite large differences were identified here. Significant disparities among target groups have been observed in this context. Workers within the IT sector most prominently recognise the city's activities, even though the rate is meagre (28%). Conversely, the efforts of the city are least apparent to individuals employed by start-ups and those involved in the investment sector. Though relatively low, the mean response level of 0.19279 aligns with this finding, affirming a substantial lack of awareness across the residents on average. The standard deviation, at 0.39485, is moderately higher than what was observed in other areas of the survey, indicating a broader spread in the level of awareness, and suggesting that while a majority are uninformed, a subset of the population is aware to varying degrees. Together, these findings point to a need for enhanced communication efforts from the city's administration to ensure that their efforts to improve the city's image and resident engagement are both known and impactful to the target group at large.

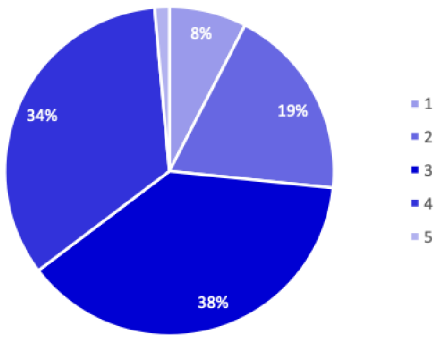
Figure 8: Awareness of the city's effort (% of respondents)



Source: author

The results of the **Q7: How would you rate the city's efforts in organising events, promoting, and communicating with the public?** (1 - the best; 5 - the worst) reveal that the most frequent rating across various target groups regarding the city's organisational, promotional, and communicative efforts is a score of **4**, i.e., IT/Tech/FinTech worker (4; 38,5 %), Mother/Father on parental leave (4; 40 %), University student (3; 34,5%), Academic environment/researcher (3, 48,3%), Part of the investment environment (4; 44,8%), Senior position in a company (CEO, CMO, CHRO) (3; 50%), Start-up employee (4; 55,5%), Worker of a hobby/non-profit/charitable organisation (3; 39,2%), The mean score of 3.0236, which closely resembles the median and suggests a general agreement among respondents on this moderate assessment, further supports this middle-of-the-scale positioning. The standard deviation is comparatively higher at 0.94369, pointing to a broader range of opinions and suggesting diverse experiences and perceptions of the city's initiatives in these areas. **The results do not suggest a favourable opinion of the city's marketing activities. In this domain, individuals exhibit a notable level of dissatisfaction, indicating a substantial opportunity for enhancement.**

Figure 9: Evaluation of the city's effort; grade 1 = the best, grade 5 = the worst (% of respondents)

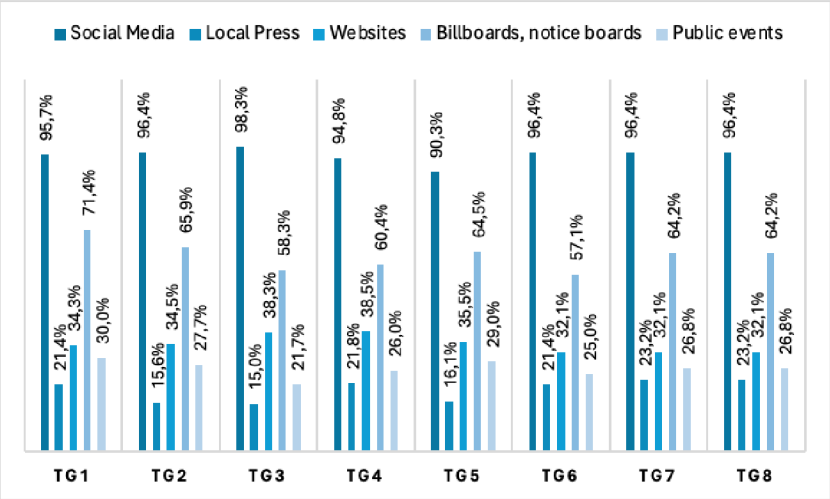


Source: author

Further, question **Q8: What are your primary sources of information about what is happening in your city?** provides a clear overview of the preferred sources of information about life in the city among

the respondents. Figure 10 shows the five most common responses divided by target groups. In total, **social networks** (94%), **billboards/local notice boards** (63%), and **websites** (37%) are the most popular sources. Other sources, like **public events** (28%), **local press** (15%), the city mobile app (5%) and information centre (5%), have lower usage rates. These insights can be valuable for tailoring communication strategies to the preferred channels of the target group, thereby enhancing the effectiveness of city-related communication. The questionnaire also investigated how residents obtain information about events in Brno (if not according to the possible choices). According to the analysed answers, respondents often get information about events in Brno indirectly in their social circles (from family members, relatives, neighbours, friends, co-workers), "Radio Krokodýl", and university channels.

Figure 10: Preferred sources of information about the city by target groups (% of respondents)



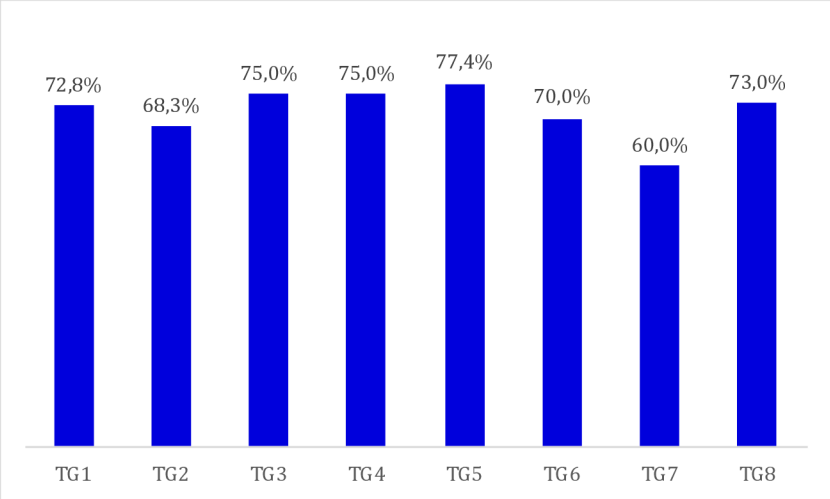
Source: author

An open-ended question was employed to elicit spontaneous recall of events attended by respondents over the past year **(Q9: Please list the names of events you have attended in the past year in your city that come to mind first.)**. This method afforded participants the latitude to enumerate events as they naturally came to mind, with some citing a singular event while others listed more than two. Inclusivity was paramount in the analysis. Thus, all responses were considered, including those from participants who mentioned multiple events. A pattern emerged from the aggregate of 89 responses, with the "**Ignis Brunesis**" fireworks being the most frequently recalled event. This event is notable for its organisation by Brno in collaboration with the South Moravian Region, signifying its impact and reach. Additionally, local **markets,** which include Christmas, local, and occasional markets, were recurrently mentioned, indicating their significance in the community's social and cultural tapestry. Of particular note was "**Majáles**", which, despite its broad appeal, stood out as a pivotal event in the student calendar, underscoring its role as a significant fixture in the city's annual event offerings.

The significant question is **Q10: Do you feel that you, as a member of a particular target group, are given enough attention within the city?** The purpose of this question is to investigate whether the target groups perceive themselves as the focus of the city's marketing strategy. A majority affirmatively feel that city initiatives adequately regard their group. This suggests a prevailing sentiment of inclusion and recognition among most surveyed demographics. However, a closer look at the mean score reveals a nuanced picture; at 0.69550, the mean suggests a tangible portion of respondents—**30,4%**—do not

feel sufficiently recognised as members of their specific groups. The moderate standard deviation of 0.46061 indicates various perceptions regarding how well the city's efforts cater to different groups. This spread suggests that, despite a general trend towards satisfaction, there is a significant subset of the population that feels neglected. These findings highlight the dual nature of the city's outreach: **while many feel included, many residents signal the need for a more encompassing and communicative approach**. The data underscores the ongoing challenge for city activities to adapt and be more encompassing, ensuring all community members feel acknowledged and represented.

Figure 11: Respondents' perception of attention given to their target group within the city (% of respondents)



Source: author

The analysis of the Spearman correlation coefficients and corresponding p-values (Table 23) about the perceptions of various target groups in Brno regarding city life and marketing strategies reveals intricate layers of community engagement and the city's communication effectiveness. The data indicates that specific professional cohorts, such as those in IT/Tech/FinTech sectors and academic researchers, demonstrate a marginal but positive engagement with the city's marketing efforts and developmental progression. This is evidenced by slight positive correlations, which, while modest, indicate a baseline awareness and acknowledgement of the city's endeavours in these sectors. Conversely, target groups like university students and parents on parental leave exhibit negative correlations concerning their perception of the city's interest in their lives and overall development. Particularly for parents on parental leave, there appears to be a discernible awareness of the city's marketing efforts; however, this does not translate to a positive perception, suggesting that while marketing initiatives are noted, they may not meet this demographic's specific needs or expectations. Individuals occupying senior company positions and stakeholders in the investment environment present low negative correlations. This implies a disconnect between the city's marketing strategies and these individuals' perceptions or expectations, or a need for more communication between these efforts.

Across the surveyed questions (Q4, Q5, Q6, and Q10), the absence of statistically significant correlations suggests that the city's appeal and developmental advancements, as well as its marketing awareness and focus, are similar among the various target segments. This uniformity may indicate that current marketing strategies must be sufficiently tailored to each group's distinct characteristics and preferences. The overall low correlation coefficients and p-values, which do not meet the conventional threshold for

statistical significance, further imply that there is no substantial evidence to support a strong relationship between the target groups' attributes and their perceptions of the city's marketing efforts.

The findings suggest that while different target groups acknowledge Brno's marketing strategies, the city's management has an opportunity to adopt a more differentiated approach. Such an approach would enhance these strategies' perceived relevance and effectiveness by aligning them more closely with each target group's distinct needs and interests. The current one-size-fits-all strategy may not optimise engagement and value perception among the city's diverse population, underscoring the potential for a strategic pivot towards more customised and impactful marketing initiatives that foster a more inclusive and engaged urban community.

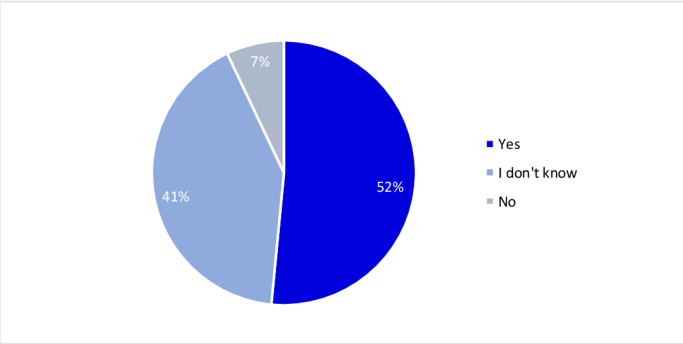
Table 23: Spearman's rank correlation coefficient (rho)

TG	rho (Q4)	p-value	rho(Q5)	p-value	rho(Q6)	p-value	rho(Q10)	p-value
TG1	0.02989691	0.4821	0.03111014	0.4645	0.08948627	0.0351	0.02730525	0.5209
TG2	-0.11561044	0.0064	0.02192133	0.6063	0.00913372	0.8300	-0.02502080	0.5564
TG3	0.02739814	0.5195	-0.04482317	0.2918	0.00636066	0.8812	0.04123456	0.3322
TG4	0.00155128	0.9709	0.01892532	0.6564	0.00594005	0.8890	0.05416486	0.2026
TG5	0.06877113	0.1056	0.02563840	0.5467	-0.05920149	0.1637	0.04159443	0.3280
TG6	-0.07094294	0.0950	0.04401369	0.3006	0.00247475	0.9536	0.00132588	0.9751
TG7	0.01318007	0.7567	-0.00913491	0.8300	-0.07091310	0.0951	-0.04425366	0.2980
TG8	0.01915525	0.6525	-0.03363065	0.4291	-0.01207667	0.7765	0.02667733	0.5305

Source: author

Q11: Are you satisfied with the events in your city? Do they seem attractive to your target group? The results consolidate these individual responses into overall satisfaction rates. It shows that **51%** of respondents are satisfied with city events, suggesting that just over half of the population finds the events appealing and well-suited to their interests. However, **41%** of respondents need more certainty about city events, which could indicate a need for more information or engagement with these events. The **7%** unsatisfied represent a smaller but significant portion, indicating specific unmet needs or mismatches between event offerings and target group interests. While events in Brno are happening, they may need to be hitting the mark regarding resonating with specific groups within the population. The city might consider this an opportunity to explore why these events need to meet the varied interests of different groups.

Figure 12: Event satisfaction (% of respondents)



Source: author

Furthermore, the Table 24 illustrates the perceptions of different target groups regarding the focus of the city's marketing strategies **Q12: In your opinion, which target groups is the city's marketing primarily focused on?** The data reflects a prevailing perception among various target groups that the

city's marketing efforts are primarily **oriented towards visitors and tourists**. This is a common characteristic observed across multiple target groups, with powerful perceptions among IT/Tech/FinTech workers, and university students suggesting a city marketing strategy that is notably visitor centric. These insights indicate a potential gap between the city's marketing intentions (Strategy #brno2050) or prevailing touristic Brno brand and the perceived value provided to its residents. It underscores an opportunity for city marketing strategists to ensure a more balanced approach that also resonates with the broader needs of its diverse resident population. The relatively low correlation values in the residents' column indicate that respondents need to perceive a strong emphasis on residents in the city's marketing efforts.

Conversely, higher correlations with other groups, particularly visitors/tourists, imply that these groups might be perceived as more targeted by the city's marketing. The statistical significance of these correlations, as indicated by the p-values, reinforces the idea that these perceptions are unlikely to be due to chance. **While the city aims to concentrate its marketing on residents, this discrepancy suggests that public perception needs to strongly reflect this intent, highlighting the need for the city to reassess and possibly readjust its marketing strategies to better align with its resident-focused goals.** Another possibility would be to research which brand the residents perceive more in association with the City of Brno. This uniformity in perception across such a diverse array of target groups points to a discrepancy between the city's possible intent to concentrate its marketing on residents and the actual impact of these efforts as reflected in public perception. Such a gap suggests a disconnect between the city's marketing strategies and the residents' recognition of these initiatives as tailored to them.

This analysis highlights a dual opportunity for the city of Brno:

(1) There is a clear need for the city to reassess and readjust its marketing strategies to better align with its resident-focused goals. If the city intends to engage specific segments of its population through targeted marketing campaigns, these findings indicate that the current efforts may not effectively resonate with these groups.

(2) There is an avenue to conduct further research into which brands or marketing messages the residents more strongly associate with Brno. Understanding the existing brand perceptions and associations could provide valuable insights for the city to craft more impactful marketing strategies that connect with the residents' identity and city experiences. Such tailored approaches bridge the gap in perception, ensuring that marketing efforts are evident and meaningful to the diverse communities that comprise the city's demographic landscape.

The Table 24 presents a mixed perception of the city of Brno's marketing focus across different target groups. Residents, visitors, tourists, and students commonly perceive themselves as targeted by the city's marketing campaigns, as indicated by their median and mode values of 1.0. Although the moderate means suggest a general perception of targeting, the relatively high standard deviations for these groups indicate a varied perception within these communities. On the other hand, companies, researchers, and seniors generally need to believe that the city's marketing efforts target them. However, the positive slopes for companies and researchers, especially seniors, indicate a possible upward trend in their perception of the city's marketing efforts targeting them. This disparity in perceived marketing focus calls for a strategic reassessment. The city may need to enhance its marketing communications to engage better-underrepresented groups such as companies, researchers, and seniors, ensuring that its marketing strategies are inclusive and resonate with the entire spectrum of its populace. The data indicates that the

city's marketing strategies are predominantly **tourist-oriented**. While there is recognition among residents and students of some marketing efforts directed at them, it is the tourists who are most acknowledged by the city's marketing activities. The lower perception among companies, researchers, and seniors signals an opportunity for the city to diversify its marketing strategies to distribute the focus more evenly across other resident groups and sectors, balancing the tourist-centric solid approach.

Table 24: Spearman's rank correlation coefficient (rho) of each target group and its p-value (p)

TG	Residents (rho)	p-value	Visitors/Tourists (rho)	p-value	Companies (rho)	p-value	Students (rho)	p-value	Researchers (rho)	p-value	Seniors (rho)	p-value
TG 1	-0.0002911	0.9758	**0.930129**	0.0516	0.0488957	0.2514	-0.037742	0.3761	-0.0237632	0.5774	-0.0345116	0.4184
TG 2	-0.0085191	0.8417	**0.9323513**	0.0481	0.0032491	0.9393	-0.031476	0.4605	0.0367827	0.3884	0.0407087	0.3397
TG 3	-0.0380316	0.3725	**0.7801558**	0.0498	-0.0115431	0.7867	0.0257665	0.5458	0.0019710	0.9631	0.0020497	0.9617
TG 4	-0.0658994	0.1220	**0.9145655**	0.0528	-0.0254956	0.5500	-0.1018339	0.0167	-0.0400013	0.3482	0.0350722	0.4109
TG 5	0.0225800	0.5965	-0.0092583	0.0482	-0.0704123	0.0984	0.0499127	0.2417	-0.0297687	0.4852	0.0985002	0.0206
TG 6	0.0587716	0.1679	**0.7416690**	0.0585	0.0073120	0.8639	0.0100222	0.8143	0.0419116	0.3257	0.0191348	0.6537
TG 7	0.0094769	0.8242	-0.0410271	0.0360	-0.0650256	0.1270	0.0037392	0.9302	-0.0444234	0.2975	-0.0276213	0.5172
TG 8	0.0259616	0.5427	0.8369010	0.0369	-0.0319600	0.4536	0.0054353	0.8986	-0.0022578	0.9578	0.0327538	0.4425

Source: author

An open-ended question elicited spontaneous recall of any words or slogans the resident can devise considering the city of Brno (**Q13: How would you define your city in words or slogans?**). Based on the responses, several key themes and descriptions emerge for the city of Brno:

Student-Focused City: A dominant theme in the responses is the characterization of Brno as a student city. This repeated mention highlights the city's strong association with its student population and academic environment.

Vibrant and lively: Many respondents describe Brno as a lively, vibrant, or energetic city. Phrases like "živé město" and "Brno žije" suggest a dynamic and active urban atmosphere.

Innovative and modern: Terms like innovative and modern and references to startups and innovation indicate that many see Brno as a hub for modernity and technological advancement.

Cultural and gastronomic centre: Some responses highlight Brno's cultural and gastronomic offerings, portraying it as a city of culture and an excellent place for food enthusiasts.

A city with potential and opportunities: Phrases like a city with potential and descriptions of Brno as a place full of opportunities, especially for young people, are also notable.

Diverse perceptions: While most descriptions are positive, there are a few that suggest areas for improvement or challenges, such as references to the city being dug up, congested backward and unmodern.

Lifestyle and atmosphere: Brno is often referred to not just as a place but as a lifestyle, with phrases like Brno being a lifestyle and mentioning a relaxed or pleasant atmosphere.

Figure 13: Brno city definition

Source: author

Likewise, the responses to the following question about the main strengths of Brno highlight its unique blend of urban amenities with a calm atmosphere (**Q14: What do you consider to be the main strengths of your city?**). Key aspects include its status as a large city with a quiet vibe, abundant cafés and nightlife, excellent public transport, and proximity to nature. People perceive Brno as a smaller and less crowded city than Prague, providing a friendly environment, especially for students. People appreciate its compact size, which makes most places easily walkable and seamlessly blends urban life with green spaces. The city is also noted for its innovative spirit, technological and research hubs, and efficient public transport system.

Figure 14: Strengths of the Brno city

Source: author

4.5 Another Local Research

The first attempt to focus on the city image was developed in 2009 to assess the perception of Brno by its citizens and to capture the multifaceted picture of the city as seen through their eyes. Its dimensions include factors such as familiarity with the city, the depth of one's understanding, prestige,

distinctiveness from other cities, and the significance of certain aspects of life (Statutory City of Brno, 2009).

The two research studies are relevant to creating a city marketing strategy in Brno. In 2016 and 2017, Brno conducted the notable sociological research "Anticipating the Future of Brno" to identify the fundamental quality of life factors that were important to its inhabitants (Statutory City of Brno, 2023). The main goal was to evaluate their significance and identify areas for adjustment or improvement. The results of this research were used as the foundation for developing a new long-term vision and strategy for the city, known as #Brno2050, which encompasses planning goals up to the year 2050 (Statutory City of Brno, 2017; 2023). Guided by the insights derived from the study, the strategic planning closely adheres to the principles of territory marketing, yet still requires the deployment of a marketing strategy. The objective is to bolster and augment Brno's reputation and appeal to inhabitants, visitors, enterprises, and investors, with a particular emphasis on ameliorating the standard of living and catering to the preferences of locals (Statutory City of Brno, 2023). Furthermore, in 2022, the city of Brno conducted an extensive survey to investigate the thoughts and attitudes of its citizens on current city topics. An independent firm carried out the questionnaire with the aim of understanding the essence of Brno from its residents' perspective. This was the fourth iteration of comparable research, with prior surveys in 2009, 2013, and 2017 (Statutory City of Brno, 2023).

Both surveys also examined the citizens' perspectives on their city, including positive features such as cultural amenities, employment prospects, and issues like traffic and cleanliness (Statutory City of Brno, 2023). It is crucial to identify these elements to develop impactful territorial marketing strategies that highlight the strengths of an area and tackle its deficiencies. Moreover, the studies emphasised specific domains in which citizens see the need for improvements, including transportation, public administration, and the accessibility of social services (Statutory City of Brno, 2023). These observations may guide strategic choices in territorial marketing to boost the city's overall attractiveness. Last, the two sociological research studies conducted in Brno emphasise the need to comprehend the population's requirements, inclinations, and perspectives. These factors are crucial in the field of territorial marketing.

4.6 Partial Evaluation

Conclusion: The city's overarching marketing strategy needs a co-branding element, leading to a broad but ineffective targeting approach that fails to engage specific target groups effectively.

The assessment of Brno's territorial marketing initiatives reveals an ununified brand identity. The city is associated with many geographical brands, such as The City of Brno, #brnoregion, a tourist brand, and the South Moravia Region, former brand "Žít Brno", each overseen by separate institutions. Nevertheless, the city likewise supports other fragmented sub-brands, such as #brno True Story, Digging for Brno, #brno2050, Participatory Budget, and others. While this fragmentation is essential for the city's survival, the brand's relationship and development appear disjointed and require unification within a complex strategy. Several diverse elements inhibit the development of a consistent brand identity, which is crucial for effective communication and strategic marketing. If local brands and communities are included in a well-organised and strategic framework, they have the potential to contribute positively to a unified brand.

The present scenario is marked by a decentralised approach, with several stakeholders (local communities and platforms) functioning autonomously, resulting in weakened brand visibility and a need for more strategic guidance. The city should demonstrate its support for these projects while allocating a budget that avoids fragmentation of efforts and enables efficient implementation.

Without a unified strategic plan, communities that play a crucial role in urban dynamics follow their objectives, such as JIC, cultural institutions, universities, and precisely focused communities. The lack of a 'liaison officer' or a designated job to coordinate local brands and community initiatives highlights the absence of a crucial notion for guiding Brno's future trajectory.

The city's marketing initiatives have evolved organically but need a long-term strategic framework and a strong connection between the public sector, data utilisation, and communities, which could increase this problem. The survey items lack association, suggesting a disproportionate focus on visitors that contradicts the broader goal. However, the city consistently conducts local surveys and analyses, providing a foundation for developing a more efficient marketing plan. Nevertheless, the study findings do not provide evidence to support the idea that these efforts are successfully influencing the city's marketing decisions. To see a detailed recognition of survey results, see the above-mentioned tables.

The analysis of Brno's strategy, particularly the #brno2050 strategic document, reveals a disconnect between the city's intended focus on its residents and the actual perception among these residents, as the questionnaire results demonstrate. The results and correlation analysis indicate that while residents are the primary target group of the #brno2050 strategy, they do not perceive themselves as such. Instead, there is a prevalent belief that the city's initiatives are more geared towards tourists, indicating a misalignment between the city's strategic objectives and the residents' perceptions. To bridge this gap, Brno must reassess its marketing initiatives to better align with the goals in the #brno2050 document. This realignment should emphasise including and engaging its residents and making the city's brand more focused. Implementing communication strategies that effectively convey city initiatives to residents will be essential in this process. These strategies must improve such initiatives' visibility and perceived relevance amongst the resident population, ensuring they are aware of and feel a part of the city's developmental journey. However, Brno has seen more success in the realm of destination marketing. The city has promoted itself to domestic and international visitors through the rebellious brand #brnotruestory, which is also reflected in the residents' opinions. The city's strategic projects and the Office of the City Architect of Brno play a significant role in communication. This office is notably active, regularly sharing updates, activities, and outputs on social media and organising architectural tours. Despite the fragmentation in communication and the variety of individual outputs and brands, Brno's campaigns have achieved considerable visibility and marketing success. However, they have sometimes entirely resonated with the mentality of its citizens, sparking controversy and even outrage. Nevertheless, while the City of Brno has established an excellent foundation for comprehending the dynamics of its residents and has carried out initial surveys, there is a distinct need for a thorough and strategically coordinated marketing strategy. A practical approach should include a cohesive brand strategy corresponding with the strategic document #brno2050, a focused and inclusive communication plan, and a coordinating structure to integrate different activities towards a shared vision for the city. Implementing these measures will optimise fiscal efficacy, bolster the standing of projects among crucial stakeholders, and guarantee that the city's marketing efforts align more closely with and effectively address its citizens' varied requirements and perspectives.

In conclusion, Brno's approach to territorial marketing is characterised by its ongoing expansion and active use of territorial marketing methods. Nevertheless, a notable obstacle to this undertaking is the

need for more cohesion in its branding and marketing strategy. Although Brno has made progress in several strategic steps in several areas, especially in comparison to cities known for their effective territorial marketing, such as Eindhoven, Helsinki, and Tampere, the need for more cohesion in its plan poses challenges. The wide range of brands in Brno and the need for a unified strategy for these brands suggest a broad but scattered targeting approach. This scenario might be characterised as an endeavour to accommodate **"everyone but no one"** simultaneously. Although individually creative and captivating, the city's many efforts need a cohesive direction to better communicate Brno's character and qualities to its citizens and worldwide target groups. The city's current marketing strategy needs a co-branding approach to establish a synergistic association between the city and other brands that resonate with different population segments. The foundational objective of the city's marketing strategy—to cast as wide a net as possible regarding target demographics—may inadvertently lead to a dilution of impact. As mentioned above, this phenomenon, often characterised by the adage 'targeting everyone but engaging no one,' suggests an inefficient strategic design. Such an approach fails to leverage the potential specificity afforded by co-branding, which could otherwise create more meaningful and direct connections with various community sectors.

Table 25: Evaluation of specific activities in Brno in reflection of residents

Activity	Brno case	Related questionnaire questions	Answers to the question
Marketing strategy	The city has no complex marketing/communication document aimed at the residents.	Q6: Are you aware of any efforts by your city to enhance its image and engagement with the residents?	Data indicates a prevalent lack of awareness among respondents regarding their city's image enhancement and engagement efforts (80.8%).
Vision	(...) Together, we are creating a city for future generations (...).	Q5: In your opinion, has there been a positive development in the city over the past few years?	The majority sentiment is strongly positive at 90,6%.
Target audience	Residents Local communities and businesses	Q10: Do you feel that you, as a member of a particular target group, are given enough attention within the city? Q11: Are you satisfied with the events in your city? Do they seem attractive to your target group? Q12: In your opinion, which target groups are the city's marketing primarily focused on?	Q10: The majority does feel adequately recognized 69,6%. Q11: It indicates an overall satisfaction of 51%. Q12: Visitors/Tourists perceive the highest focus.
Unique selling proposition (USP)	Centre of science, research, and innovation.	Q14: What do you consider to be the main strengths of your city?	Mostly, the characteristics widely correspond to the USP.
Communication channels	- Websites - Magazine Brněnský metropolitan - Social Media platforms – Facebook, Instagram, Youtube - Events - Local communities - KAM magazine	Q7: How would you rate the city's efforts in organizing events, promoting, and communicating with the public? Q8: What are your primary sources of information about what's happening in your city? Q9: Please list the names of events you have attended in the past year in your city that come to mind first.	Q7: The median score is 3 with a wide range of opinions. Q8: *The most:* social media, website, public events, local press *The least:* Apps, city information centre, regional television Q9: Ignis Brunesis, local markets, Majáles.
Slogan	not defined	Q13: How would you define your city in words or slogans?	Živé město, Brno žije, Lifestyle
Sub-brands	Participatory budget engagement and inclination towards other projects	Q4: Are you actively interested in the life of your city?	High level of civic engagement among the residents, 87,3%.

Source: author

5 Case Study Olomouc

5.1 History and Why to Market the City of Olomouc

Olomouc, a historically rich city located in the eastern part of the Czech Republic, serves as the administrative centre of the Olomouc Region. Its population is around 101,825 inhabitants (CSZO, 2023b). This city is recognised for its substantial academic influence, underscored by Palacký University, one of the oldest and most prestigious universities in the Czech Republic, which fosters a vibrant academic community of over 23,000 students (Statutory City of Olomouc, 2023b). Strategically, Olomouc focuses on enhancing its academic stature and fostering research and innovation. The city's historical and contemporary significance in education, science, and culture positions it as a critical national and regional academic player. This emphasis on intellectual growth and cultural enrichment is integral to Olomouc's identity (Statutory City of Olomouc, 2020). Olomouc is geographically situated, historically facilitating its role as a major ecclesiastical centre and a crossroads for trade and cultural exchange (Statutory City of Olomouc, 2023b). Olomouc's economic landscape comprises a well-developed industry, diverse service sectors, and a state-of-the-art research and development environment (Statutory City of Olomouc, 2023a; 2023b). The city's economic potential is significantly bolstered by its advantageous location, robust manufacturing tradition, and skilled workforce, making it a promising hub for future growth and development. Olomouc's academic and cultural prominence is deeply rooted in its history, with landmarks like the Holy Trinity Column, a UNESCO World Heritage Site, symbolising the city's rich cultural heritage. The city's blend of historical architecture and modern educational facilities creates a unique environment that is inspirational and conducive to scholarly pursuits (Statutory City of Olomouc, 2023b). The city council prioritises sustainable development and cultural preservation while supporting modern educational infrastructure and research initiatives, thus fostering a harmonious coexistence of the past and present (Statutory City of Olomouc, 2023a). Education is a cornerstone of Olomouc's identity, with the city serving as a critical centre of learning of regional importance. The presence of the historic Palacký University With eight faculties and a student body, it is the largest educational institution in the Central Moravia region (Statutory City of Olomouc, 2023b). The university is an internationally respected and high-performing European institution, ranking highly among Czech universities and holding prestigious positions in global university rankings (Statutory City of Olomouc, 2023b). Regarding research and innovation, Palacký University is at the forefront, conducting significant sustainability and social responsibility projects. The university's cooperation with hundreds of domestic and international firms for contractual research and joint scientific projects underlines its role as a regional innovation and economic development catalyst (Statutory City of Olomouc, 2023a; 2023b). The Science and Technology Park (UP2) is a testament to this, creating conditions for the growth of science and technology-oriented companies and supporting small innovative firms in the region through its Business Incubator (Statutory City of Olomouc, 2023a).

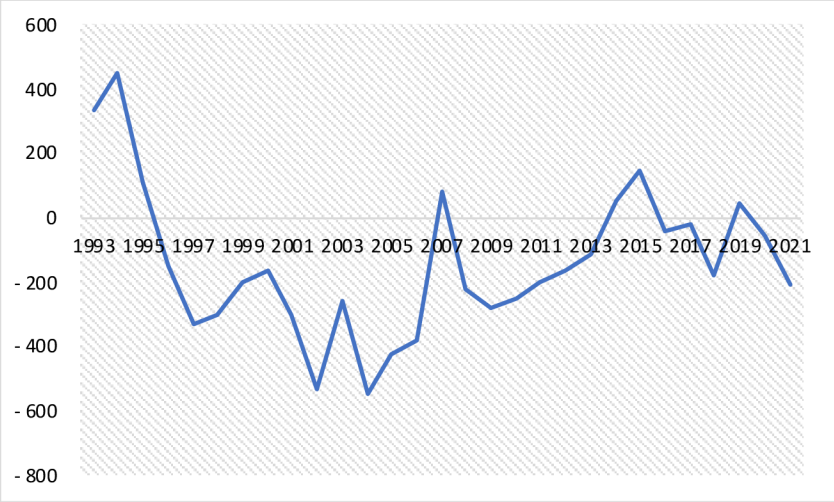
The Olomouc Smart City Community is notable for its urban development and innovation (Statutory City of Olomouc, 2023b). This project unites individuals and specialists to cooperate to improve urban existence. Their objective is to enhance municipal services, foster sustainable growth, and raise Olomouc's general quality of life by using technology and creative solutions for the residents (Statutory City of Olomouc, 2020; 2023a). These collaborative networks provide the fundamental structure of Olomouc's identity as a city that effortlessly combines its historical heritage with contemporary

innovation, positioning it as a prominent hub of education, culture, and advancement in Central Europe (Statutory City of Olomouc, 2020; 2023a).

Additionally, the Figure 15 illustrates the total net migration trends in Olomouc from 1993, marking the year the Czech Republic became an independent nation, to the year 2021. *Net migration*, a key demographic measure, indicates the net balance of people moving into and out of a region, and is an essential gauge of a city's attractiveness and the quality of life it affords to existing and prospective inhabitants. A preliminary graph analysis reveals a fluctuating pattern of net migration in Olomouc, characterised by considerable variances between the numbers of people moving in and out. The observed volatility may reflect the shifting economic conditions, the prevailing quality of life, governance efficacy, and the general social milieu, which can significantly impact individuals' decisions to relocate to or depart from the city.

By cultivating a positive city image, accentuating its distinctive features, and effectively broadcasting its strategic vision for the future, Olomouc likely seeks to delve into and mitigate the factors underlying the migration trends. The city's concerted effort to forge a robust and appealing brand identity, complemented by an articulate strategic development framework, aims to mitigate negative migration patterns. The goal for Olomouc is to re-establish itself as a dynamic and appealing habitat, thus enhancing its demographic profile, and reinforcing its standing as a preferred place of residence and activity (Statutory City of Olomouc, 2020).

Figure 15: The development of total net migration in Olomouc since 1993



Source: CZSO, 2023

5.2 Olomouc's Strategic Documents

The medium-term development plan for Olomouc until 2023 is a meticulously framed document created via a collaborative process including the city's administration, lawmakers from both the ruling and opposition parties, specialists, Palacký University, and the city's citizens. This technique serves as a prime example of participatory urban planning, although its user-friendly form is somewhat hidden behind numerous layers of navigation via current news and specialised reports. The formulation of this strategy was marked by substantial public involvement, including methods such as surveys, emotional mapping, and public deliberations (Statutory City of Olomouc, 2020).

Olomouc's strategic plan for 2017–2023 is a crucial component of the city's territorial marketing approach, yet it needs to explore its marketing strategy further. This plan, structured around four main pillars, aims to enhance the city's appeal and competitiveness regionally and internationally. Each pillar is tailored to address specific aspects of Olomouc's development, aligning closely with the principles of territorial marketing by emphasising the city's unique strengths and potential for growth. Moreover, the plan incorporates the "Olomouc 2030: Historic Pearl of Moravia" vision, projecting an image of a proud, educated city with a promising future. A critical aspect of this vision and the broader strategic development plan is the need for structured communication, adhering to a strict hierarchy of brands. The primary focus should be on the Strategic Development Plan, which lies in the Olomouc 2030 vision, investment actions and plans, and the aestheticization of public spaces, followed by policy statements. By maintaining communication discipline, sub-brand fragmentation can be effectively avoided, ensuring a cohesive and unified representation of the city's development initiatives (Statutory City of Olomouc, 2020).

Competitive and Creative Olomouc: This pillar is designed to boost Olomouc's appeal as an innovative and business-friendly environment. It involves improving educational infrastructure and enhancing the quality of education and training, including career counselling. The city aims to create fertile ground for innovation and development in culturally creative industries by supporting collaboration between academia and industry. This focus is central to portraying Olomouc as a dynamic, forward-thinking city attractive to investors and skilled professionals.

Olomouc – The Pearl of Europe: Under this pillar, Olomouc's strategy is to strengthen its position as a desirable tourist destination. By enhancing tourism, culture, leisure, and sports services and modernising its infrastructure, the city aims to attract more visitors and increase its visibility on the European stage. This approach leverages Olomouc's rich cultural and spiritual heritage, making it a key feature in the city's territorial marketing efforts.

Sustainable Olomouc: Sustainability is a crucial element of modern territorial marketing, and this pillar focuses on making Olomouc an environmentally friendly and liveable city. Initiatives include improving transportation infrastructure, enhancing public spaces and greenery, and promoting energy efficiency. These efforts contribute to a positive image of Olomouc as a city that values and preserves its natural and historical assets while catering to the well-being of its residents and visitors.

Olomouc as a Functional Regional Centre: This pillar aims to strengthen Olomouc's role as a regional hub by ensuring sound financial management, enhancing housing availability, and fostering community welfare. These measures aim to enhance Olomouc's appeal as a place to live, work, and invest, thereby boosting its overall attractiveness and competitiveness in the region.

The development of Olomouc's strategic plan involved a collaborative process with input from various stakeholders, including city officials, university representatives, business leaders, and the public. This inclusive approach reflects modern territorial marketing strategies that emphasise community involvement and the integration of diverse perspectives. The strategic plan's focus on innovation, sustainability, cultural richness, and quality of life aligns with the goals of territorial marketing by enhancing Olomouc's appeal to a wide range of audiences, including residents, businesses, investors, and tourists (Statutory City of Olomouc, 2020).

5.3 Olomouc Marketing Strategy

The City of Olomouc is literally changing it; the new brand is the so-called "Měníme Olomouc" (We are changing Olomouc). It is an overarching brand designed to integrate several communication projects and strategic city documents, such as Olomouc's strategic plan for 2017–2023. Given the multitude of future initiatives that the brand Měníme Olomouc has planned, it can emerge from all sub-brands as the primary emblem of the city's progress and serve as a means for inhabitants to engage in this transformative endeavour actively. The communication strategy process follows the specific objective "4.3: Develop the principles of strategic management and promote project management to improve quality public services provided by the municipality" of the design section of the city's Strategic Development Plan Olomouc, especially in ensuring open communication, participation, and partnership with significant partners, both professional and public, which it further develops (Statutory City of Olomouc, 2020).

The brand aims to encompass additional themes in the future, such as smart city strategies, sustainable mobility plans, cultural and sports concepts, crime prevention programmes, and guidelines for signage and advertising in conservation areas. This brand and its campaign aim to enhance public awareness of the city's strategic development, investment plans, and prospects. It seeks to present these topics clearly and engagingly, including detailed steps for their realisation. A key objective of the brand is to foster citizen engagement through two-way communication, soliciting ideas and stimuli, focusing on co-branding, and receiving feedback regarding the city's direction. Given the scope of topics covered, the brand targets a diverse audience, encompassing both the public and professionals (Statutory City of Olomouc, 2020).

Historically, the brand has utilised traditional territorial marketing communication tools, including the project's website, city and project-specific subdomains, strategic documents, press services, municipal newsletters, social media, regional television broadcasts, public discussions, and contact marketing. It also employs outdoor and indoor advertising to convey its message. This comprehensive approach reflects a commitment to effectively communicate the city's ongoing transformation and strategic initiatives to a wide and varied audience, ultimately contributing to Olomouc's broader vision and development (Statutory City of Olomouc, 2020; 2023a; 2023b).

The partial goal is to determine whether the city's approach fully includes all aspects of a prospective marketing plan, as proposed in the theoretical framework. Olomouc's communication strategy is comprehensive and enduring, aimed at enhancing Olomouc's attractiveness for its inhabitants.

Table 26: Marketing activities structure in Olomouc

Activity	Olomouc - brand "Měníme Olomouc"
Stakeholders' mobilisation	Primarily, there is no stakeholder mobilisation, such as working groups. While the city administers satisfaction surveys that could serve as an excellent foundation for refining its strategic approach, this potential still needs to be realised. Moreover, within Olomouc, no subject could substitute the function of the projects under the umbrella of the Měníme Olomouc brand.
Organisation	Statutory City of Olomouc - Department of Strategic Development
Place analysis	The strategy aligns with the data-driven approach for doing a SWOT analysis of the city. Firstly, the emphasis is mainly on the 5C idea (Company, Competitors, Customers, Collaborators, Climate), which seems pertinent to the City's present circumstances. SWOT analysis is also done based on information provided by the contracting authority, secondary sources, facts summarised in the situational analysis and own agency expertise.
Competition market	The strategy explicitly presents the main competitors, such as Brno and Ostrava.
Vision	Olomouc ensures open and unified communication with citizens and individual entities within the city, provides all information in a clear and understandable form, actively seeks to involve the public in planning and co-decision-making about the present and future of the city, and establishes deeper cooperation and partnership with representatives of the public, non-profit, and business sectors.
Mission	Not defined
Objective/strategy	Increasing the efficiency of communication within the Statutory City of Olomouc towards citizens, organisations, and companies within the municipality, and promoting and developing participation
Defined indicators to the objectives	Strategy has predefined indicators based on its strategic objectives and sub-objectives. Depending on the objective, the indicators are: - Creation of uniform visual and communication style manuals - Number of new or upgraded web portals - Number of information and mobilisation campaigns - Creation of a basic set of materials (brand cloud, brand-tool-box) - Up-to-date information/communication campaign plan created activities - Number of social media followers Number of features included in city apps - Crisis communication manual created - Production of new merchandising items - Number of strategic documents created with active public participation - Number of people who participated in public hearings on strategic documents - Number of projects supported in the framework of the aestheticization of public spaces with active public participation - Number of new platforms for citizen participation - Number of (newly) involved citizens - Number of incentive programmes created - Number of social networks with interactive involvement (communication) of the city of Olomouc - Existence of open data sharing platforms - Number of datasets published by SMOl - Number of datasets actively used (by applications, citizen services, or other entities) - Creation of participatory principles within the new information website
Values	The brand is evidently deficient in terms of a well-defined promise and values.
Target audience	The strategy emphasise that everyone is the target groups, such as

Activity	Olomouc - brand "Měníme Olomouc"
	Internal (The brand does not primarily target internal target groups. Practical application of co-branding principles is crucial for successful brand communication. Therefore, it is essential to achieve alignment and collaboration among all internal stakeholders who might contribute to or impact the brand campaign.) - Political representation - Sub-brands Guarantors - Local commissions of city districts - Municipal companies and organisations **External** (Primary target group) - General public - Children and youth - Students - Young Adults - Families - Empty nest - Seniors - Entrepreneurs and workers - Disabled - Media - Professional public - Academics - Private sector - Public sector - NGO worker (social sector)
Place identity	The city's visual representation needs a cohesive and impactful identity. Distinct graphic designs are utilised for individual projects, resulting in fragmented visual communication. Developing a unified visual system within the context of the Měníme Olomouc brand initiative is still on the table. The aim is to create a memorable and recognisable brand encompassing many themes, enabling the public to easily associate and categorise them under a singular, overarching brand identity. The aim is to associate a city with its own identity in the future. Working with the method of so-called ATL image communication that works mainly on the surface perception of the brand via channels such as TV, radio, news, press, and outside billboards. Primarily to reach and increase awareness of the brand's existence and its benefits for the residents. The modifications made to the visuals are as follows:
Brand, its consistency, and positioning	The brand is the so-called "Měníme Olomouc" (We are changing Olomouc). This brand aims to enhance public awareness of the city's strategic development, investment plans, and prospects. It seeks to present these topics clearly and engagingly, including detailed steps for their realisation. A key objective of the brand is to foster citizen engagement through two-way communication, soliciting ideas, stimuli, and feedback regarding the city's direction. This brand aims to create functional principles of co-branding.
Methods	Concept See - Think - Do - Care

Activity	Olomouc - brand "Měníme Olomouc"
Logo	The city's brand is distinctly linked to the corporate identity of Olomouc. The visual abbreviation of the brand is practical, allowing residents to associate the project brand (Měníme Olomouc) quickly and easily with the overarching brand of the city. However, there is a noticeable absence of a more intricate connection between the two elements of the logo, which may lead to the logo not being recognised as such by the target groups. MĚNÍME OLOMOUC
Unique selling proposition (USP)	It is not explicitly defined within the provided excerpts. However, based on the goals and aspirations outlined in the strategy, it appears that Olomouc's USP could be its commitment to a participatory approach to urban development. This is demonstrated by the city's efforts to involve citizens directly in the planning and realisation of strategic documents and future city projects through the "Měníme Olomouc" initiative.
Budget	The strategy has a predefined, detailed yet structured description of each strategic objective, including the budget as well.
Communication channels	Olomouc recognises the significance of mixed communication channels. Each target group has predefined the communication channel. The list all channels are: (1) Online and digital marketing (2) Social media (Facebook – Statutory City of Olomouc; Instagram – Olomouc_tourism; X – mesto_OLOMOUC, Media, Apps, Newsletter, Reporting (3) Partnerships and Collaborations - School activities, Competitions, Media, Regional television, City's press - Měníme Olomouc, Ambassadors - famous individuals, Entrepreneurs, residents, Meeting the working groups (4) Website - www.menimeolomouc.eu (to inform residents about ongoing or upcoming construction and repair projects); www.olomouc.eu (5) Guerilla marketing (6) Events (7) Contact campaign (8) Offline channels (9) Outdoor advertising, Advertising in public transport
Tone of voice	It focuses on the tonality—you are one of us (based on the concept of the brand's archetypes).
Slogan	In translation to English: We've got it covered when the "IT" is there on purpose to change, e.g., ideas, data. In the Czech language, it is just marketing play with the words associated with the current problem. „Máme na to" #menimeolomouc
Sub-brands	The brand is a subjective "umbrella" of the following brands: - Current main sub-brands - Strategic Development Plan of the City of Olomouc - Vision 2030 - Aestheticization of Public Spaces - Programme Declaration City Council 2018-2022 - Investment actions and plans - Local Agenda 21 - Prospective sub-brands

Activity	Olomouc - brand "Měníme Olomouc"
	- Smart City Strategy - Sustainable Mobility Plan - Sport concept and culture - Prevention programme Crime Programme - Good Practice Manual Marking of establishments and advertising
Local communities	Not evident
Brand Manual	The brand strategy outlines a vision for a cohesive communication approach incorporating a brand manual and co-branding efforts. The brand manual serves as a framework for the brand's visual and communicative style, guaranteeing uniformity in all messaging and alignment with the initiative's overarching goals. This would typically include guidelines on logo usage, typography, colour schemes, and the tone of voice for all communications to present a consistent identity for the "Měníme Olomouc" brand. The focus on including co-branding and its importance is strong. In this context, co-branding refers to aligning the various sub-brands and projects under the umbrella of "Měníme Olomouc." Each sub-brand represents diverse and sometimes unrelated themes, such as sustainable mobility, cultural programming, or urban aesthetics. Presenting these sub-brands in a way that does not confuse the audience, maintains clarity and relevance, and reinforces the overarching brand's identity is the goal. The strategy emphasises the importance of clear, accessible communication that informs and engages the citizens of Olomouc in the developmental process. It suggests that the brand has yet to fully realise its potential in unifying the city's various strategic initiatives and that the current approach requires a more structured and citizen-focused methodology. The co-branding effort is essential to prevent dilution of the leading brand's impact and to strengthen the connection between the city's different projects and the citizens they serve.
Responsibility	Strategy has a predefined, detailed, yet structured description of each strategic objective, including the responsible person as well.
Implementation and action plan	The strategy does not explicitly encompass a detailed action plan, but it does concentrate on specific sub-goals and their associated aspects. This includes identifying target groups, responsible individuals, implementers, partners, and relevant indicators for each objective

Source: Statutory City of Olomouc, 2020; 2023a; 2023b

Based on evaluating the city's approach towards the territorial marketing concept, the initiative presents a multifaceted approach to urban development and citizen engagement, reflecting its comprehensive scope and areas for further development.

The strategy's strength lies in its robust emphasis on citizen engagement, a key aspect of fostering communal identity and ensuring alignment of development with resident needs. Integrating various sub-brands under the "Měníme Olomouc" umbrella is a strategic endeavour to establish a cohesive city identity, crucial in territorial marketing for a clear and strong brand representation. Additionally, a wide range of focus areas, from sustainable mobility to cultural and environmental aesthetics, showcase Olomouc as a dynamic city with diverse offerings, appealing to a broad spectrum of residents and visitors.

However, addressing the strategy's challenges could enhance its efficacy. A detailed action plan needs to be more detailed in strategic execution, necessitating a more structured approach with specific timelines and actionable items. Communication and brand identity aspects require attention, as the current state of fragmented communication and the need for a more unified and engaging style across

all platforms are apparent. The strategy could also benefit from a more effective use of digital platforms to widen outreach and engagement, ensuring that websites and online tools are more user-friendly and informative. Lastly, the strategy needs a distinct articulation of Olomouc's unique selling proposition in territorial marketing. A more precise definition of what differentiates Olomouc, such as its historical significance or cultural vibrancy, would augment its appeal. In conclusion, the "Měníme Olomouc" strategy exhibits significant potential for enhancing Olomouc's territorial marketing efforts through its comprehensive citizen-centric approach and integration of diverse urban development themes. Addressing the outlined challenges would be instrumental in maximising the strategy's impact and effectiveness in shaping Olomouc's identity and appeal in territorial marketing.

5.4 Subjective Perception from the Perspective of the Target Group

Socio-demographic profile of respondents

To provide a diverse perspective on the researched concept, a questionnaire for Olomouc's residents was conducted. The socio-demographic data for Olomouc may be found in the Methodology chapter. The demographic research conducted by Olomouc reveals a notable presence of younger age groups, namely those aged 15 to 34. Similarly, the survey population is quite proportionally distributed between male and female, accounting for 55,1% and male 45% of the respondents. Moreover, the data indicates that a significant portion of the participants had higher educational credentials, emphasising the city's highly educated population.

The Table 27 provides an overview of the target groups within the population of Olomouc, as determined by the questionnaire results. Predominantly, the group comprising parents on parental leave forms the largest segment, constituting 21% of the total population sampled. University students and IT/Tech/FinTech workers also represent significant proportions, amounting to 18% and 17%, respectively. Those holding senior positions within companies (such as CEO, CMO, or CHRO) comprise 13% of the population, while individuals employed in start-ups form 11%. Members associated with hobby, non-profit, or charitable organisations account for 9%, and participants engaged in the investment sector make up 8%. The category labelled Other encompasses the smallest group, at 2%. Notably, there were no participants from the academic or research sectors. The data thus reflects a diverse cross-section of Olomouc's urban milieu, contributing to a robust understanding of the community's composition. The author does not include the categories Other and Academic or Research Sectors any longer.

Table 27: Target groups distribution in the questionnaire

Identification	Target groups (TG)	N	%
TG1	IT/Tech/FinTech worker	65	17%
TG2	University student	70	18%
TG3	Academic environment/researcher	0	0%
TG4	Mother/Father on parental leave	81	21%
TG5	Part of the investment environment	30	8%
TG6	Senior position in a company (CEO, CMO, CHRO)	53	13%
TG7	Start-up employee	43	11%
TG8	Worker of a hobby/non-profit/charitable organisation	35	9%
TH9	Other	6	2%

Source: author

Perception and correlation analysis

To facilitate a nuanced analysis of the questionnaire in Olomouc, the predefined category perceptions of the city among residents indicate if and how the residents perceive the city's actions towards them as the prior target group in the strategic documents.

Table 28: Descriptive statistics

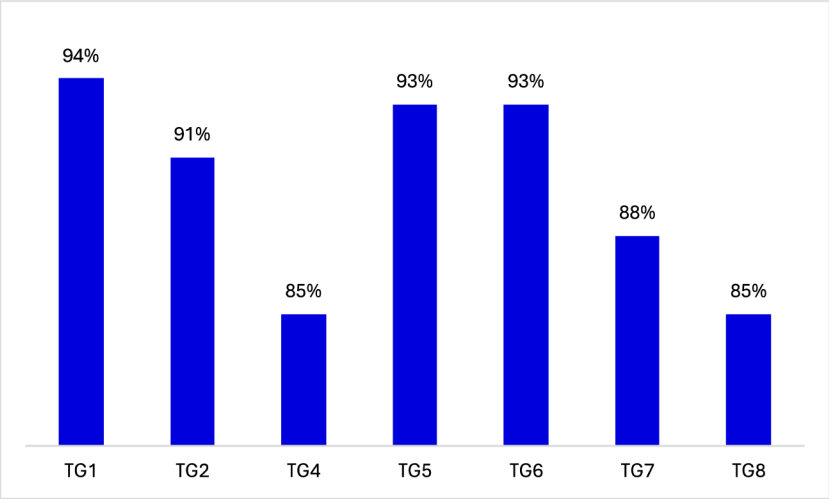
	Median	Mean	Standard deviation	Slope
Q4	1.0000	0.87532	0.33078	-2.2722
Q5	1.0000	0.83206	0.37429	-1.7766
Q6	1.0000	0.55216	0.49791	-0.20980
Q7	3.0000	3.0102	0.90062	-0.33465
Q10	0.0000	0.38168	0.48642	-1.7627
		Q12		
Residents	0.0000	0.31043	0.46326	-1.3285
Visitors/Tourists	1.000	0.94656	0.22519	-3.9712
Companies	0.000	0.035623	0.18559	5.0108
Students	0.000	0.3664	0.4824	0.55451
Researchers	0.000	0.000	0.000	NA
Seniors	0.000	0.09669	0.2959	2.7293

Source: author

The first questionnaire item in this category presented a question regarding the level of interest residents have in the life of their city (**Q4: Are you actively interested in the life of your city?**). The data indicate

that a significant majority, **87,5%**, of respondents express an active interest in the life of their city. This substantial proportion suggests a high level of civic engagement in Olomouc's life and environment and could imply a strong sense of community among the residents. It may also reflect satisfaction with the city's initiatives and activities if interest correlates with positive perception. The Figure 16 represents the distribution of active interest by target groups. The statistical dispersion, measured by the standard deviation of 0.33078, is relatively small, indicating that the responses are not widely spread but cluster closely around the mean. This reinforces the interpretation of a robust and collective engagement among the residents. Conversely, a minority of **12,5%** indicate that they are not actively interested in the life of their city (mainly Parents on parental leave and hobby and non-profit workers). This figure, while substantially smaller, is non-negligible and may represent segments of the population that are either disengaged, possibly due to dissatisfaction or feelings of exclusion from the city's strategic planning and actions, or simply due to personal dispositions that are less community oriented. Furthermore, the dataset's negative slope of -2.2722 could indicate a decline in interest or a discrepancy in responses when comparing other demographic or psychographic factors to the degree of interest in city life. Moreover, Table 29 displays the correlation between the target groups and their replies to the question. No discernible importance or notable interest within the target groups in Olomouc's life exists.

Figure 16: Share of respondents actively interested in life in the city of Olomouc (% of respondents)

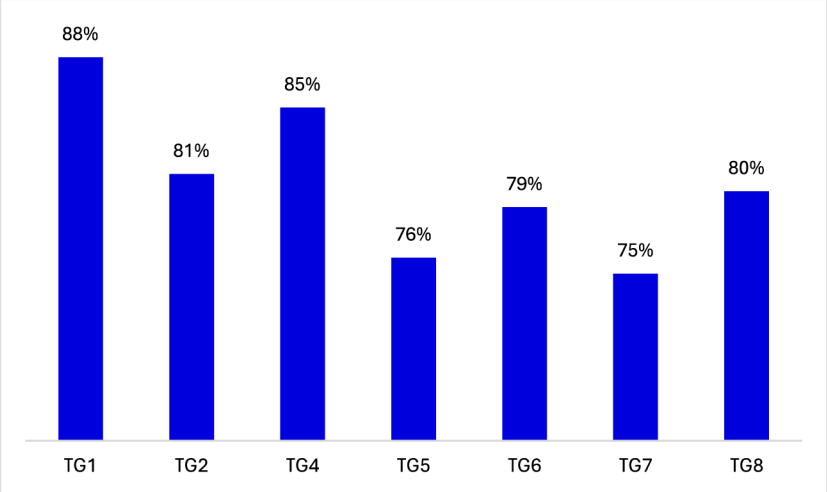


Source: author

The survey data rendered insights into the respondents' perception of Olomouc's progression within the preceding years, as evidenced by their responses to the inquiry regarding positive developments in the city (**Q5: In your opinion, has there been a positive development in the city over the past few years?**). A substantial majority, constituting **83,2%** of the participants, acknowledged witnessing favourable advancements, which could be interpreted as a testament to the efficacious transformation in the city's infrastructure, enhancements in the quality of life, or improvements in municipal services and communication from the city authorities. The standard deviation of 0.37429 points to a moderate spread of responses, suggesting that while the majority opinion leans towards recognising improvements, there is variability in the extent to which individuals perceive this progression. In contrast, a minority, representing **16,8%** of the sample, did not share this sentiment of positive development. When juxtaposed with the scenario in Brno, the findings from Olomouc stand in stark contrast, with the latter's populace exhibiting a more optimistic assessment of the city's trajectory. The slope of -1.7766 could imply that as one moves across different target groups or considers other variables, there may be

a decline in the positive perception of the city's development. This gradient suggests that the consensus on positive change is not uniform across all groups (see Figure 17).

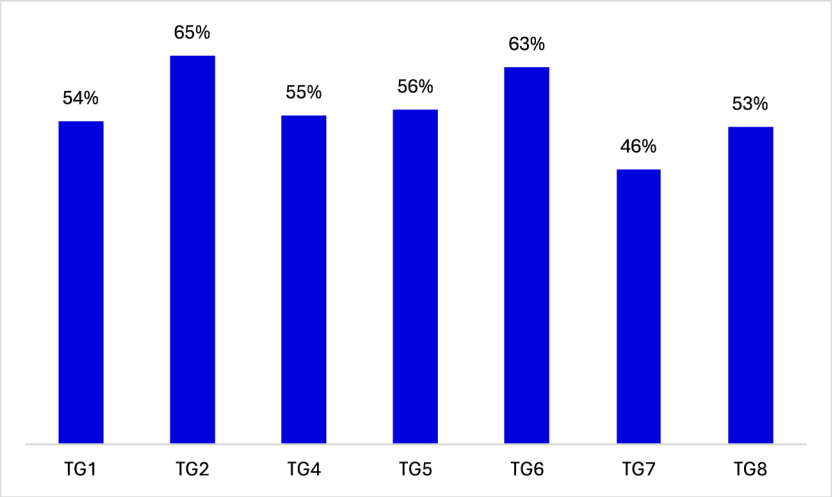
Figure 17: Percentage of respondents perceiving positive development (% of respondents)



Source: author

In the subsequent analysis, attention was directed towards participants' cognisance of municipal endeavours aimed at augmenting the city's image and fostering engagement with its inhabitants (**Q6: Are you aware of any efforts by your city to enhance its image and engagement with the residents?**). The results demonstrated a noteworthy bifurcation in perceptions: approximately **55,2%** of respondents acknowledged awareness of the city's initiatives, while conversely, **44,8%** did not recognise or were unaware of such efforts. This value, juxtaposed with the standard deviation of 0.49791, indicates a notable spread in the awareness levels among respondents. This significant spread points to a dichotomy in the public's perception of the city's marketing and engagement initiatives. The slope of -0.20980 may suggest a slight decline in awareness or a variation in perception when considering the responses across other variables. This could indicate that the city's messaging and efforts must uniformly reach or resonate with all population segments. Despite the city's inclusive strategy, its efforts may come across **as too broad and non-specific, failing to resonate distinctly with any specific target group**. This scenario epitomises the potential pitfall of targeting multiple groups simultaneously while not achieving a significant impact on any single demographic.

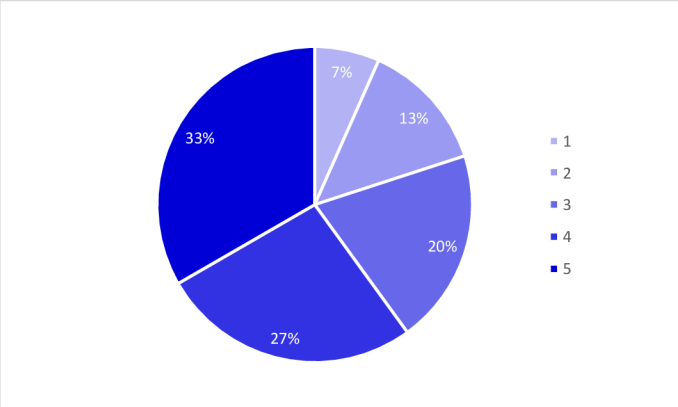
Figure 18: Awareness of the city's effort (% of respondents)



Source: author

The following question is **Q7: How would you rate the city's efforts in organising events, promoting, and communicating with the public? (1 - the best; 5 - the worst)**. The statistical data reflects a median of 3.0 and a mean of 3.0102, indicating an average score slightly **above 3**, which suggests a middling perception of the city's efforts. The most frequently occurring rating, as denoted by the mode of 4.0, indicates a prevalent dissatisfaction among several target groups. The standard deviation of 0.90062 illustrates a considerable variance in perceptions, which could be attributed to the differing expectations and experiences of the city's initiatives among various societal segments. It reveals a level of dissatisfaction, i.e., IT/Tech/FinTech worker (4; 43,1 %), Mother/Father on parental leave (4; 43,6 %), University student (4; 42,6%), Academic environment/researcher (3, 48,3%), Part of the investment environment (4; 46,7%), Senior position in a company (CEO, CMO, CHRO) (4; 45,5%), Start-up employee (2; 34,8%), Worker of a hobby/non-profit/charitable organisation (2; 41,5%), The negative slope of -0.33465 could imply a slight overall trend towards better ratings when adjusting for specific variables or across different demographics. For instance, while start-up employees and those in non-profit organisations tend to give a rating of 2, indicating relative satisfaction, this is inconsistent across all the categories mentioned. **This data, crucial for territorial marketing analysis, implies that pockets of positivity should be noticed while there is a general tendency towards dissatisfaction in specific sectors.**

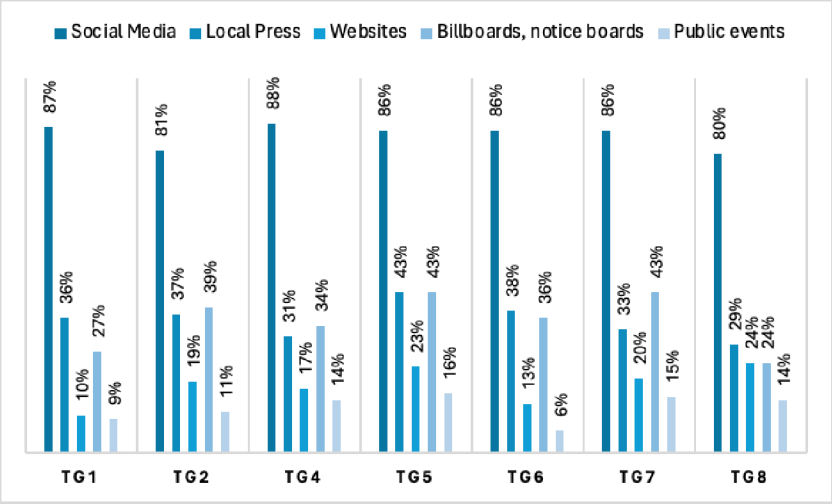
Figure 19: Evaluation of the city's effort; grade 1 = the best, grade 5 = the worst (% of respondents)



Source: author

Further, question **Q8: What are your primary sources of information about what is happening in your city?** Provides a clear overview of the preferred sources of information about life in the city among the respondents. Figure 20 shows the five most common responses divided by target groups. The graph indicates that **social media** is the most preferred source by each target group, followed by billboards, notice boards, websites, and the local press. Public events, the city information centre, and the city's mobile application are the minor preferred sources of information among the respondents. The questionnaire also investigated how residents obtain information about city life in Olomouc (if not according to the possible choices). According to the analysed answers, respondents often get information from their friends.

Figure 20: Preferred sources of information about the city by target groups (% of respondents)



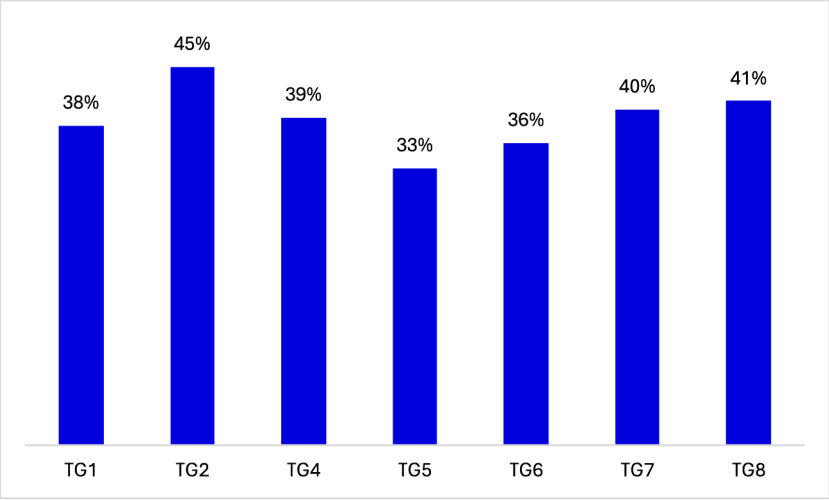
Source: author

An open-ended question was employed to elicit spontaneous recall of events attended by respondents over the past year (**Q9: Please list the names of events you have attended in the past year in your city that come to mind first**). This method afforded participants the latitude to enumerate events as they naturally came to mind, with some citing a singular event while others listed more than two. Inclusivity was paramount in the analysis. Thus, all responses were considered, including those from participants who mentioned multiple events. Upon examination of the collective 37 entries, a discernible

trend was noted, with "Olomouc žije" frequently cited, illustrating its prominence within the civic domain. Furthermore, market-related activities, encompassing Christmas markets and various local fairs, were consistently referenced, denoting their integral role within the community's socio-cultural fabric. Additionally, established festivities such as the "Tvarůžkový festival" and activities hosted by the Flora Exhibition Center were highlighted. Noteworthy were recurring admissions of non-attendance ("absolutely none") and critical observations postulating that the post-pandemic event landscape, while improving, seemingly favours tourist-centric commercialization over resident engagement.

The core question **Q10: Do you feel that you are given enough attention within the city as a member of a particular target group?** It sought to assess the extent to which various target groups feel included in the city's marketing strategy. Despite the overall data suggesting a minimal correlation between group identification and perceived attention (with most correlations being weak and statistically insignificant), **61,8%** of respondents still reported feeling insufficient attention towards their group. This highlights potential areas for improvement in city outreach and policy communication to enhance inclusivity. The standard deviation of 0.48642 indicates a moderate response spread, signalling diverse experiences among the target groups. Moreover, the negative slope of -1.7627 could imply a solid downward trend, reflecting that the more closely individuals identify with specific target groups, the less attention they receive from city initiatives. Conversely, approximately **38,2%** of participants indicated feeling adequately considered by city initiatives, especially students, start-up employees, or hobby and non-profit workers. A significant portion of the surveyed groups demonstrate a sense of inclusion and acknowledgement, even though this sentiment does not strongly correlate with their group identity. **These outcomes emphasise the importance of nuanced community engagement and highlight perceived disparities in attention and inclusion within the city's strategies.**

Figure 21: Respondents' perception of attention given to their target group within the city (% of respondents)



Source: author

Analysing the The correlations across all target groups are weak and statistically insignificant for **Q4**, which inquiries about active interest in the city's life. This suggests there needs to be more substantial evidence that being part of any specific target group, such as IT/Tech/FinTech workers, influences active interest in city life. Regarding **Q5**, which addresses the perception of positive development in the city, most target groups exhibit very weak correlations. Notably, the correlation is negative for some groups, like start-up employees, indicating a tendency to perceive less positive development, although this is not statistically significant. This mixed response suggests a varied perception of the city's progress,

which may reflect differing priorities or awareness levels among the groups. The responses to **Q6**, assessing awareness of the city's efforts to enhance its image and engagement with residents, also show weak correlations across the groups, with no significant findings. However, the negative correlation for start-up employees nears statistical significance, hinting at a potential gap in communication between the city's initiatives and this entrepreneurial segment. Finally, **Q10** questions whether individuals feel the city gives their target group enough attention. Here again, the correlations are generally weak, with the highest positive correlation observed in TG1, suggesting that IT/Tech/FinTech workers have a slight tendency to feel included, albeit insignificantly.

The overall analysis of Table 29 reveals no statistically significant correlation between the self-identification within a target group and the perceptions or feelings related to civic engagement, city development, awareness of efforts, or feeling of inclusion. The lack of significant findings indicates that the city's marketing and engagement strategies must more effectively resonate with or target the diverse identities within its population. The data calls for a more nuanced approach to the city's territorial marketing strategies to better align with its residents' varied needs and perceptions. Although not statistically significant, the trends point to areas where the city could refine its outreach and policies to ensure all groups feel seen and included in its initiatives. of Spearman's rho correlation coefficients provides insights into the perceived relationship between different target groups and their responses to questions regarding civic engagement and perception of the city's efforts. The The correlations across all target groups are weak and statistically insignificant for **Q4**, which inquiries about active interest in the city's life. This suggests there needs to be more substantial evidence that being part of any specific target group, such as IT/Tech/FinTech workers, influences active interest in city life. Regarding **Q5**, which addresses the perception of positive development in the city, most target groups exhibit very weak correlations. Notably, the correlation is negative for some groups, like start-up employees, indicating a tendency to perceive less positive development, although this is not statistically significant. This mixed response suggests a varied perception of the city's progress, which may reflect differing priorities or awareness levels among the groups. The responses to **Q6**, assessing awareness of the city's efforts to enhance its image and engagement with residents, also show weak correlations across the groups, with no significant findings. However, the negative correlation for start-up employees nears statistical significance, hinting at a potential gap in communication between the city's initiatives and this entrepreneurial segment. Finally, **Q10** questions whether individuals feel the city gives their target group enough attention. Here again, the correlations are generally weak, with the highest positive correlation observed in TG1, suggesting that IT/Tech/FinTech workers have a slight tendency to feel included, albeit insignificantly.

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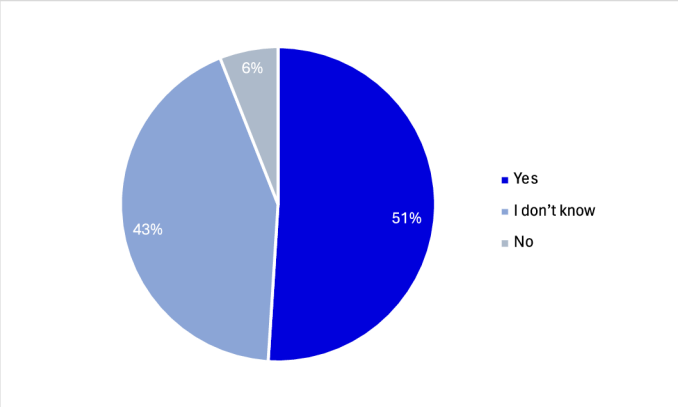
Table 29: Spearman's rank correlation coefficient (rho)

TG	rho (Q4)	p-value	rho(Q5)	p-value	rho(Q6)	p-value	rho(Q10)	p-value
TG1	0.08508706	0.0921	0.05342508	0.2907	-0.01226558	0.8085	0.00269041	0.9576
TG2	0.05542283	0.2731	-0.01420616	0.7789	0.08928049	0.0771	0.06823811	0.1770
TG3								
TG4	-0.04116529	0.4158	0.02850308	0.5732	0.00115984	0.9817	0.01377813	0.7854
TG5	0.05048530	0.3181	-0.05029150	0.3200	0.00838486	0.8684	-0.02860962	0.5718
TG6	0.06072650	0.2297	-0.03477113	0.4919	0.06012237	0.2344	-0.01318763	0.7944
TG7	0.01220883	0.8093	-0.09683327	0.0551	-0.08203228	0.1044	0.02291036	0.6507
TG8	-0.02237613	0.6583	-0.02481790	0.6238	-0.01069115	0.8327	0.02315168	0.6473

Source: author

The analysis of the survey data regarding **Q11's satisfaction with city events revealed nuanced insights across diverse target groups.** According to the results, no group exhibited a strong consensus towards either high or significant unsatisfaction, see Figure 22 23. Notably, the coefficients indicated a trend of neutral satisfaction levels among most target groups. However, specific groups such as IT/Tech/FinTech workers and university students were slightly inclined towards dissatisfaction, as evidenced by their negative coefficients. The consolidated data indicated that **51%** of respondents were satisfied with the city's events, implying that just over half of the surveyed population found these events appealing and aligned with their interests. Conversely**, 43%** of respondents expressed uncertainty about the city events, suggesting potential gaps in information dissemination or engagement strategies with these events. The remaining **6%** of respondents who were not satisfied represent a critical minority, highlighting the presence of unmet needs or mismatches between the events offered and the preferences of specific target groups.

Figure 22: Event satisfaction (% of respondents)



Source: author

The Table 30 outlines Spearman's rho correlation coefficients between different target groups (TG) within the city and their perceptions of the focus of the city's marketing efforts **Q12: In your opinion, which target groups is the city's marketing primarily focused on?** The data reveals a prevalent belief among diverse target groups that the city primarily focuses its marketing efforts on visitors and tourists. This is a common characteristic observed across multiple target groups, with powerful perceptions among IT/Tech/FinTech workers and university students suggesting a city marketing strategy that is notably **visitor-centric.** It underscores an opportunity for city marketing strategists to ensure a more balanced approach that also resonates with the broader needs of its diverse resident population. The relatively low correlation values in the residents' column indicate that respondents need to perceive a strong emphasis on residents in the city's marketing efforts. Conversely, higher correlations with other groups, particularly visitors/tourists, imply that these groups might be perceived as more targeted by the city's marketing. The statistical significance of these correlations, as indicated by the p-values, reinforces the idea that these perceptions are unlikely to be due to chance. **While the city aims to concentrate its marketing on residents, this discrepancy suggests that public perception needs to strongly reflect this intent, indicating a need for the city to reassess and possibly readjust its marketing strategies to better align with its resident-focused goals**.

Table 30: Spearman's rank correlation coefficient (rho)

TG	Residents (rho)	p-value	Visitors/Tourists (rho)	p-value	Companies (rho)	p-value	Students (rho)	p-value	Researchers (rho)	p-value	Seniors (rho)	p-value
TG 1	-0.0914514	0.0701	**0.9057688**	0.0461	-0.0855587	0.0903	-0.0542521	0.2833			0.0629165	0.2133
TG 2	0.0161531	0.7495	**0.8331354**	0.0475	0.0313520	0.5355	-0.0780412	0.1225			0.0499735	0.3231
TG 3												
TG 4	-0.0152213	0.5636	**0.924373**	0.0518	0.0209631	0.6787	0.0068986	0.8916			-0.0623466	0.2175
TG 5	-0.0064822	0.8981	**0.8256952**	0.0416	0.0481485	0.3411	-0.0396247	0.4334			0.0032176	0.9493
TG 6	0.0408304	0.4196	**0.8484813**	0.0378	-0.0247048	0.6254	-0.0187939	0.7103			-0.0615585	0.2234
TG 7	0.0083863	0.8684	**0.9204308**	0.0464	-0.0526106	0.2982	0.0377218	0.4559			-0.0152020	0.7639
TG 8	0.0408812	0.4190	**0.9440759**	0.0435	-0.0655944	0.1944	-0.0522242	0.3017			-0.0271625	0.5914

Source: author

In the Table 30, the coefficients indicate the strength and direction of the relationship between the target groups' perceptions and the city's marketing focus. These values are accompanied by p-values, which offer insights into the statistical significance of the correlations observed. The data reveals a compelling correlation for TG1, encompassing IT/Tech/FinTech workers. This group exhibits a robust positive rho

value of 0.90576889 about the perception that the city's marketing efforts are primarily directed **towards visitors and tourists**. More notably, the associated p-value of 0.0461 falls just below the conventional threshold of 0.05, which denotes statistical significance. This finding suggests that the perception of a visitor-centric marketing focus among IT/Tech/FinTech workers is not an artefact of random variation but a reflection of a genuine sentiment within this cohort. In contrast, the other target groups present rho values that do not reach statistical significance, as indicated by their p-values surpassing the 0.05 mark. This implies that any correlations between these groups' perceptions and the city's marketing focus, while potentially present, must be sufficiently strong to assert that they differ from what might be expected by chance. However, it underscores a significant discrepancy between the city's marketing strategies and the perceptions of its IT/Tech/FinTech professionals. Given the statistical significance of this group's perception, it may reflect an overarching strategy **prioritising tourism**, potentially overshadowing efforts to engage with and cater to the resident population. This singular statistically significant result among the target groups examined calls for a reflective consideration of the current marketing strategies employed by the city. It suggests a pivotal opportunity for strategic realignment to ensure that marketing efforts are inclusive and resonate with residents and visitors alike. This could entail a more nuanced approach that balances the promotion of the city's tourist appeal with initiatives that reflect the interests and values of the resident population, thereby fostering a sense of community and belonging among all stakeholders within the city's ambit.

An open-ended question elicited spontaneous recall of any words or slogans the resident can devise considering the city of Olomouc **(Q13: How would you define your city in words or slogans?).** Based on the responses, several key themes and descriptions emerge for the city of Olomouc:

Historical and Cultural Richness: References such as "Flora a památky" and "Historické město s turistickým potenciálem" underscore the city's rich historical tapestry and potential as a tourist hub. The city is also lauded as a repository of history, culture, and sports, suggesting a strong sense of pride in the city's heritage and diverse cultural offerings.

Academic and Social Vibrancy: Descriptors like "historické, studentské, přátelské" depict the city as a vibrant academic centre with a friendly atmosphere, indicating the significance of the student population and the general social environment as defining elements of the city's identity.

Urban Challenges and Governance: Some responses, such as "rozkopané" and critical remarks about the city's management, reveal concerns about current urban development challenges and governance issues, implying an area for critical reflection and potential improvement.

Urban Aesthetics and Lifestyle: The city's aesthetics are captured with terms like "Parky, muzikanti, orloj, turisti," and "Okouzlující město," highlighting the scenic parks, musical ambience, historical timepieces, and the allure for tourists. This indicates a city as a living museum and a place of contemporary urban experiences.

Functional Attributes: Practical aspects of the city are noted with mentions of "Parkování, veřejná doprava, zeleň," which focus on parking, public transport, and green spaces. This reflects an appreciation for the city's functionality and livability.

Subjective Discontent: A single response, "Nuda," suggests that residents may perceive the city as lacking in engagement or dynamism despite the attributes.

Figure 23: Olomouc city definition

Source: author

Similar to the strengths noted for the city of Olomouc, the respondents answered the question **(Q14: What do you consider to be the main strengths of your city?**) and articulated a distinctive mix of community vitality and cultural richness as the main advantages of their city. The strengths identified encompass a robust social and cultural life and ample opportunities for cultural engagement and leisurely pursuits, exemplified by the city's stunning parks, which are popular for strolls. The city's ideal size is praised for its pedestrian-friendly layout and the accessibility of essential services, reflecting a well-considered urban design that fosters convenience and ease of living. Transportation access, mainly by train, alongside greenery, is recognized as a significant benefit, highlighting the city's commitment to connectivity and sustainability. The rich tapestry of historic landmarks, especially the Baroque monuments and churches, weaves a narrative of a city that thrives amidst its historical grandeur, enhanced by the cultural vibrancy and picturesque parks. The city is also described as having a "family-friendly" character; its relatively modest size does not prevent a strong sense of community and familiarity among its residents, suggesting a close-knit urban fabric where amenities are within easy reach. Recreational activities, such as swimming spots enjoyed during the summer, add to the city's allure. While the feedback is overwhelmingly positive, reflecting a city that balances urban sophistication with the charm of a tight-knit community, there are notes of discontent pointing to aspects of the city that may seem overextended or less functional. This indicates areas where urban development could be directed to enhance the city's strengths further.

Figure 24: Strengths of the Olomouc city

Source: author

5.5 Another Local Research

The city of Olomouc has engaged in a comprehensive satisfaction survey intending to incorporate citizen feedback into the future developmental trajectory and urban planning. The latest questionnaire was held in the summary of 2023, so there has yet to be evidence of the results online. The survey, conducted by the local Agenda 21, was designed for the public administration as a tool for citizens to express their views on various aspects of city life, such as infrastructure, public transport, green spaces, cultural activities, and more. Importantly, this initiative also serves as a platform for residents to share their opinions on public engagement in city planning and decision-making processes, their awareness of city activities, and their interests in future initiatives and educational campaigns (Statutory City of Olomouc, 2023a).

This current inquiry builds upon a similar data collection effort from 2020, allowing for a comparative analysis to ascertain progress over the past three years and identify persistent gaps (Statutory City of Olomouc, 2023a). The anonymous nature of the survey ensures that citizens can freely express their views, providing valuable insights that will serve as a foundational element for decision-making regarding the future direction of Olomouc as a quality place to live (Statutory City of Olomouc, 2023aMSI). This engagement represents a proactive approach to urban governance, prioritising residents' voices in shaping a city that meets their needs and reflects their preferences.

5.6 Partial Conclusion

Conclusion: In the Czech Republic, including a communication strategy that goes beyond the consideration of communication channels is an advanced aspect of territorial marketing. However, there is still a need for additional co-branding strategies that contribute to the development of the city.

Olomouc reflects a concerted effort to develop a comprehensive brand and communication strategy yet reveals specific gaps and areas for improvement. The city's branding, encapsulated in the "Měníme Olomouc" umbrella brand, is designed to unify various projects and strategic city documents. This includes the Strategic Development Plan, Vision 2030, and other significant initiatives. The

conceptualization of Olomouc's brand strategy is meticulously formulated and well-considered, portraying the city's identity in a realistic and potential-filled light. However, while the communication strategy is robustly constructed, there still needs to be a gap in the city's comprehensive understanding of the marketing context. The communication strategy transcends mere information dissemination to citizens, institutions, and the global community. It embodies a distinct objective, mirroring the overall dynamism of the area's development, including all its facets. The city's primary communication approach ensures maximal awareness of municipal happenings and operations. Effective communication is a fundamental prerequisite for realising any strategic development plan for the city. Consequently, the communication strategy should be integral to the city's strategic planning.

Similar to other cities, Olomouc's strategy, despite its existence, **tends to focus more broadly, often overlooking specific groups in its communication outreach. Although this inclusive approach appears well-intentioned, questionnaire reflection indicates that residents and detailed target groups feel marginalised as secondary targets in the communication narrative.** This highlights the need for a more nuanced approach to the city's communication strategy, which caters to the diverse needs and perceptions of its varied demographic groups, thus bolstering the efficacy and inclusiveness of its strategic development initiatives. To see detailed results, see Table 31.

Moreover, the brand Měníme Olomouc presents a unique opportunity for the city. It integrates various sub-brands, representing many content-rich and often interrelated themes. However, the brand currently faces challenges in maintaining coherence among these sub-brands and effectively engaging citizens in the city's development. People perceive the brand primarily as showcasing investment actions, rather than fostering participatory development and feedback. To evolve into an effective umbrella brand, Měníme Olomouc must employ co-branding principles and ensure cooperation among different city organisations and institutions. This cohesive approach should extend to a clear, unified communication style, reinforcing the city's commitment to inclusive and participatory urban development. While Olomouc's branding efforts demonstrate potential and ambition, a re-evaluation and strategic realignment focusing on inclusivity, co-branding, and effective citizen engagement are imperative for the brand to truly resonate with and represent the diverse fabric of the city's populace.

In conclusion, the case study on Olomouc's territorial marketing strategy reveals a gap between the city's potential and its current brand communication. "Měníme Olomouc" lacks an articulated promise, established values, and a defined overarching communication framework, including visual and communication style. This dissonance is not conducive to speaking to its audience cohesively and undermines the fulfilment of set goals. The questionnaire results reflect a skewed perception favouring tourists over residents, suggesting a significant misalignment with the city's marketing intentions. This strategic rebranding should foster a sense of inclusivity, reflecting the city's dedication to nurturing an environment conducive to innovation and community engagement. By doing so, Olomouc can enhance its identity not just as a destination for visitors but as a vibrant hub for its residents, aligning its image with the evolving dynamics of contemporary urban life and the multifaceted aspirations of its populace.

Table 31: Evaluation of specific activities in Olomouc in reflection of residents

Activity	Olomouc case	Related questions	Answers to the question
Marketing strategy	The city does have a communication strategy.	Q6: Are you aware of any efforts by your city to enhance its image and engagement with the residents?	55,2% of respondents acknowledged awareness of the city's initiatives, while conversely, 44,8% did not recognize or were unaware of such efforts.
Vision	Olomouc ensures open and unified communication with citizens and individual entities within the city, provides all information in a clear and understandable form, actively seeks to involve the public in planning and co-decision-making about the present and future of the city, and establishes deeper cooperation and partnership with representatives of the public, non-profit, and business sectors.	Q5: In your opinion, has there been positive development in the city over the past few years	The majority sentiment is strongly positive 83,2%
Target audience	**Internal** (Political representation, Sub-brands Guarantors, Local commissions of city districts, Municipal companies, and organisations) **External (Primary target group)** (General public, Children and youth, Students, Young Adults, Families, Empty nest, Seniors, Entrepreneurs and workers, Disabled, Media, Professional public, Academics, Private sector, public sector, NGO workers)	Q10: Do you feel that you, as a member of a particular target group, are given enough attention within the city? Q11: Are you satisfied with the events in your city? Do they seem attractive to your target group? Q12: In your opinion, which target groups are the city's marketing primarily focused on?	Q10: 61,8% of respondents still reported feeling a lack of sufficient attention towards their group. Q11: It indicates an overall satisfaction of 51%, Q12: Visitors/Tourists perceive the highest focus.
Unique selling proposition (USP)	It is not explicitly defined within the provided excerpts. However, based on the goals and aspirations outlined in the strategy, Olomouc's USP could be its commitment to a participatory approach to urban development. This is demonstrated by the city's efforts to involve citizens directly in the planning and realization of strategic documents and future city projects through the "Měníme Olomouc" initiative.	Q14: What do you consider to be the main strengths of your city?	Generally, there are mentions like urban development to change the place ("Měníme Olomouc").
Communication channels	- Social media - Outdoor advertising - Advertising in public transport - School activities - Contact campaign	Q7: How would you rate the city's efforts in organising events, promoting, and communicating with the public?	Q7: the median score is 3, with a wide range of opinion

Activity	Olomouc case	Related questions	Answers to the question
	- Events - Media - Competitions - Apps - Guerilla marketing - Regional television - City's press - Měníme Olomouc - Website - PR - Ambassadors - Newsletter - Reporting - Meeting - Working groups	Q8: What are your primary sources of information about what's happening in your city? Q9: Please list the names of events you have attended in the past year in your city that come to mind first.	Q8: *The most*: social media, billboards, local press *The least:* Apps, city information centre, regional TV Q9: Olomouc "žije" - local event, local markets, as well as not much happening
Slogan	We've got it covered (Máme na to).	Q13: How would you define your city in words or slogans?	Not mentioning the slogan nor the associations
Sub-brands	Participatory budget engagement and inclination towards other projects	Q4: Are you actively interested in the life of your city?	High level of civic engagement among the residents 87,5%

Source: author

6 Case Study Ostrava

6.1 History and why to Market the City of Ostrava

Ostrava, located in the north-eastern part of the Czech Republic, is a crucial hub for industry and administration, occupying a prominent role in the Moravia-Silesia area. With over 279,791 residents, Ostrava is well-known for its industrial legacy in coal mining and steel manufacturing (CSZO, 2023a). The city has undergone a remarkable metamorphosis, transitioning from its industrial origins to a more varied economy and placing significant importance on higher education, cultural pursuits, and technical advancement (Statutory City of Ostrava, 2023). Geographically, Ostrava's location at the crossroads of major trade routes enhances its appeal as a commercial and logistics centre. This strategic positioning has historically bolstered its role as an industrial powerhouse and continues to facilitate its integration into broader European economic networks (Statutory City of Ostrava, 2023). Ostrava's strategic focus has shifted towards revitalising its post-industrial landscape, embracing modern industries, and fostering research and development. This approach is evident in the city's support for technological parks and business incubators, which aim to nurture start-ups and innovation-driven enterprises. The city's commitment to sustainable development and environmental rehabilitation of former industrial sites underscores its dedication to urban renewal and quality-of-life improvements (MSIC, 2023).

Regarding education, Ostrava is home to the VŠB Technical University of Ostrava and the University of Ostrava, which count around 30,000 students, which collectively contribute to a dynamic academic environment (Statutory City of Ostrava, 2023). With their diverse range of faculties and research centres, these institutions attract a substantial student population, adding vibrancy and diversity to the city. The universities are recognised for their excellence in engineering, technical sciences, and humanities, contributing significantly to Ostrava's reputation as an educational hub (MSIC, 2023; Statutory City of Ostrava, 2023).

Ostrava's approach to urban development and governance reflects a strategic balance between preserving its industrial heritage and adopting contemporary advancements in education, culture, and technology. The city administration prioritises sustainable urban development, cultural preservation, and support for modern educational infrastructure and research initiatives (Municipality of Ostrava, 2023; Statutory City of Ostrava, 2023). This approach fosters a harmonious blend of Ostrava's past and present, contributing to its appeal as a city that respects its history while embracing modernity. In recent years, Ostrava has launched initiatives to enhance its domestic and international profile, showcasing its transformation from an industrial hub to a modern, diversified city (Statutory City of Ostrava, 2023). These initiatives aim to promote Ostrava as a business, tourism, and cultural destination, highlighting its unique blend of industrial heritage and contemporary dynamism (Statutory City of Ostrava, 2023).

Ostrava uniquely addresses talent attraction at an international level through the 'IN FOCUS' project. This initiative is a network of cities aiming to boost competitiveness and job creation by aligning with their specialised strategies tailored to various productive sectors. The project's main challenge is formulating effective urban policies to enhance economic activity in priority business sectors. This includes identifying new sectoral opportunities and integrating functions like talent development, entrepreneurship, innovation, and city branding and marketing. Other participating European cities include Bilbao, Porto, Plasencia, Bucharest, and Bielsko-Biala (Municipality of Ostrava, 2018). Furthermore, Ostrava benefits from the cooperative interaction of various organisations, each

contributing to its growth and vitality. These include educational institutions, research centres, business alliances, numerous non-governmental organisations (NGOs), and innovation centres (MSIC) that address innovation ecosystems and social issues, promote community events, and enhance community projects (Statutory City of Ostrava, 2023). Initiatives like the Ostrava Smart City project, which brings together engaged individuals and experts to enhance urban life through technological and creative solutions, exemplify the city's focus on innovation. This project aims to improve municipal services, foster sustainable growth, and enhance residents' overall quality of life (MSIC, 2023). These collaborative networks form the foundational structure of Ostrava's identity as a city that seamlessly integrates its industrial past with contemporary innovation, positioning it as a significant centre of commerce, culture, and advancement in the Czech Republic (Statutory City of Ostrava, 2023).

Additionally, the Figure 25 depicts the total *net migration* in the city of Ostrava from the pivotal year of 1993, coinciding with the establishment of the Czech Republic's sovereignty, through to 2021. The *Net migration* rate is a crucial indicator of demographic change, quantifying the net sum of individuals relocating to and from a city. This metric is particularly significant in territorial marketing, as it offers insight into the city's appeal and quality of life from the perspectives of its current residents and those considering a move to Ostrava. The graph's data reveals a pattern of significant fluctuations in net migration. These fluctuations are characterised by periods where the number of individuals leaving Ostrava surpasses those arriving, suggesting a potential challenge in maintaining a stable and growing population. The trends observed in Ostrava's migration data reflect varying factors, including economic dynamism, living standards, governance policies, and social conditions, which can influence migration decisions. These fluctuations in net migration could indicate a need for strategic initiatives to enhance Ostrava's attractiveness as a place to live and work.

Ostrava faces a significant 'brain drain' challenge, marked by a shortage of skilled labour in the Czech Republic (Municipality of Ostrava, 2023). This issue is compounded by the high demand for Prague as the capital, which far exceeds even the national labour market's capacities. A key objective of Ostrava's Strategic Plan (2017–2023) is to halt population loss (Municipality of Ostrava, 2023). This plan responds to the long-term trend of economic restructuring post-1989 and job losses in the mining and metallurgy industries (Municipality of Ostrava, 2023). Over the past two decades, Ostrava has experienced a decline in its population, with thousands of economically active individuals leaving the city (Municipality of Ostrava, 2023).

In response to these demographic trends, Ostrava has likely undertaken strategic planning and branding efforts like those implemented by other Czech cities. Such initiatives are essential for improving the city's appeal, fostering economic growth, and enhancing the overall living environment. By promoting a positive image of Ostrava, highlighting its unique selling points, and effectively communicating its future vision, the strategies aim to tackle the underlying causes of migratory changes. Ostrava's concerted efforts to develop a compelling brand identity OSTRAVA!!! and a clear developmental roadmap are directed at counteracting the negative migration patterns.

Figure 25: The development of total net migration in Ostrava since 1993

Source: author

6.2 Ostrava's Strategic Documents

The formulation of the strategic plan for the period 2017–2023 in Ostrava was undertaken as a chance to revamp the city's perception and engage its residents more actively in managing city affairs. The preliminary Ostrava City Strategic Development Plan for 2017–2023 outlines a vision for a city closer to its people, nature, and the rest of the world (Statutory City of Ostrava, 2023). It aims to transform Ostrava into a confident European city with a high-quality life for all generations, attracting young and talented individuals. The plan's priorities focus on building an interconnected city, revitalising the historic centre, enhancing education, business environment, and public health, and bringing the city closer to nature. It strongly focuses on sustainable development, attracting young talent, and improving demographic structures. The plan was developed with substantial public input, highlighting its commitment to inclusivity and community engagement. Critical indicators for success include stable or growing inward migration, increased average wages, reduced air pollution, and improvement in the demographic structure. The plan was created with extensive public involvement and aims to foster a more attractive urban environment, emphasising sustainable development and community engagement (Statutory City of Ostrava, 2023). The city enlisted officials from the municipal administration, professionals, public personalities, and nearly 20,000 inhabitants to develop the vision and goals of the strategic plan (MMR, 2022). This inclusive approach signifies a notable change in urban planning approaches, prioritising public involvement and community-led development. The participation of a significant number of inhabitants signifies a strong commitment to inclusive government to align Ostrava's strategic direction with the needs and desires of its population (MMR, 2022; Statutory City of Ostrava, 2023). This approach emphasises the significance of cooperative planning in influencing not only the physical environment of a city but also its social and economic structure (MMR, 2022; Statutory City of Ostrava, 2023).

Upon first observation, the strategic framework of Ostrava's territorial marketing may not exhibit a unique differentiation compared to other frameworks. However, its distinctiveness primarily resides in the process of its creation, characterised by the residents' engagement (MMR, 2022; Statutory City of Ostrava, 2023). The city allotted a significant amount of funds and resources for planning. The

preparation method effectively combined the practical part of planning and communication (Statutory City of Ostrava, 2023). The synergy between the planning communication and participation teams enabled the efficient translation of substantive material into the communication plane. The city's mayor assumed a supervisory position in the planning and communication process, actively engaging in critical meetings and supporting communication when needed (Statutory City of Ostrava, 2023). For example, the mayor started the year by inviting the citizens of Ostrava to participate in a survey (Statutory City of Ostrava, 2023). The first communication plan included the development of a new brand for planning and a significant effort to educate and engage stakeholders. The early success of the new brand, FajnOVA, was still being determined. However, it was discovered that the well-received "fajnová Ostrava," which is often referred to as fajnOVA in the local dialect, aligned well with the city's ambience and the needs of society (MMR, 2022). The brand has maintained its presence and remains in use by the city to convey information about developmental initiatives. Additionally, it has attracted attention from different areas within the city. However, the residents of Ostrava do not solely attribute the result to the brand's attractiveness (MMR, 2022).

The strategic goal of the plan is to impede and ultimately stop the decrease in population in the following years. One of the primary objectives is to enhance the city's status as a regional hub by bolstering its brand, cultivating a favourable reputation, and enticing new professionals, students, researchers, and innovative individuals from the Czech Republic and internationally (Statutory City of Ostrava, 2023). The focus on marketing activities, thus promoting the strategy towards the residents, is mentioned in **Strategic Goal 1**: to connect the city inside and with the rest of the world, with the focus on the development and execution of a unified city marketing strategy in Ostrava, in collaboration with regional partners. The city aimed to target the city and regional residents and attract talent, investors, and tourists. Effective brand management should also be extended to support local exporters for international market engagement. Enhancing Ostrava's image necessitates a focus on improving the actual experiences of residents and visitors, reflecting the city's positive transformations (MSIC, 2023). The creation of the strategy and unifying communication efforts across the city, region, and partners, as evidenced by various workshops and ongoing communication of critical projects and initiatives such as the Urban Vision and MAPPA studio projects, Janáček Philharmonic concert hall, and strategic fajnOVA brand projects, is still in progress, and the parts to be considered as marketing materials are available (Statutory City of Ostrava, 2023).

The Strategic Development Plan of the Ostrava Agglomeration (Integrated Territorial Investment - ITI) 2014–2020 is another pivotal document for the city's development (Municipality of Ostrava, 2023). It reflects the investment priorities of the Ostrava agglomeration from EU operational programmes within the framework of three strategic objectives, termed "3P'—work, enterprise, and environment—and encompasses eleven specific objectives. Covering the territory of the Ostrava agglomeration with 1 million inhabitants, the ITI Strategy aims to boost innovation and competitiveness of local businesses and universities, fostering job creation in higher value-added sectors, which are the focus of the concept of territorial marketing (Municipality of Ostrava, 2020).

6.3 Ostrava’s Marketing Strategy

Ostrava distinguishes itself among Czech cities with its unique approach to territorial marketing. The city has no complex marketing strategy, but Ostrava has had its associated brand since 2008, OSTRAVA!!!, and its modifications (Studio Najbrt, 2009). Regarding the strategic perspective in this period and the effort to enhance its marketing strategy and public image, the City of Ostrava initiated

the 'fajnOVA' aimed at developing a new strategic city development plan. Various working groups and discussions with experts and citizens identified population decline as a primary strategic goal for Ostrava and its metropolitan area. This initiative represents a multifaceted approach to city branding and strategic city development. The core of 'fajnOVA' is its focus on integrating various aspects of urban life and governance into a cohesive, strategic vision for the future of Ostrava. It encompasses traditional city planning and development elements and integrates innovative brand identity (fajnOVA 2017–2023, n.d.). Key priorities include improving the city's image, coherent brand management, marketing strategy, and attracting new investments, workers, and young people (Municipality of Ostrava, 2018). Furthermore, the project/brand FajnOVA functions as a marketing platform to effectively communicate the initiatives outlined in the 2017–2023 Strategic Plan and actively involve people in city administration. In essence, it acts as a tool for territorial marketing. As the primary communication channel of the project 'fajnOVA', there is a website, fajnova.cz, a well-structured website that serves as the central hub for the initiative and its residents (fajnOVA 2017–2023, n.d.). This website is instrumental in presenting Ostrava's strategic vision and developmental projects to its residents. It provides a comprehensive understanding of the city's goals and activities until 2030, fostering transparency and public engagement (fajnOVA 2017–2023, n.d.). The platform's design is user-friendly and informative, explaining the reasoning behind the city's initiatives and encouraging public participation. Moreover, 'fajnOVA' emphasises the importance of public involvement in city development. It actively encourages resident participation through various interactive tools and platforms. These tools aim to engage the community in dialogue and decision-making, not just for information dissemination (fajnOVA 2017–2023, n.d.; Statutory City of Ostrava, 2023).

The success of 'fajnOVA' in Ostrava illustrates a unique model of city branding within the Czech Republic. It demonstrates how a city can effectively communicate its strategic plan and foster a strong brand identity (compared to Brno's co-brand and strategic document #brno2050). From 2017 to 2023, the project has shown how a strategic marketing approach can integrate various city projects, ranging from urban aesthetics to family policies, and extend its influence on different city districts, enhancing Ostrava's overall brand value and image (fajnOVA 2017–2023, n.d.; Statutory City of Ostrava, 2023). There has also been a shift towards a systematic approach to brand management and marketing at the regional office level. Following the autumn 2016 elections, the new political representation prioritised strengthening marketing activities, creating a new working group, and preparing the conceptual and organisational conditions for new activities (Municipality of Ostrava, 2018). The city's project team and working group maintain regular contact, sharing information, inputs, and outputs and looking forward to collaboration within the integrated action plan (Municipality of Ostrava, 2023).

What Ostrava knows is that there is a brain drain where talent and quality workforce move to other close cities such as Prague, Brno, or other European cities (Municipality of Ostrava, 2023). It is the reason why the TalentOVA co-brand was created. Ostrava’s co-brand also focuses on talent attraction, specifically a qualified labour force, innovative researchers, excellent students, and the creative class, which aims to lead to higher-quality performance in the marketing and attraction activities. For instance, attracting talent has thus become an essential part of the new Ostrava Strategic Development Plan (2017–2023), as has the creation of a friendly urban environment that attracts talented people (Municipality of Ostrava, 2023).

Above all, even though Ostrava’s brand is very well positioned, there should be a strong focus on the city image and coherent and complex brand management to attract not only investment but also talented young people. Overall, it is imperative to acknowledge that the city of Olomouc's brand needs a clearly defined marketing plan. However, it does have its elements. The following summary is based on the

distinguished brand OSTRAVA!!! and its related and relevant documents, which present the phases of the marketing strategy.

Table 32: Marketing activities structure in Ostrava

Activity	**OSTRAVA!!! - based on the Strategic document Ostrava City Strategic Development Plan for 2017-2023**
Stakeholders' mobilisation	The city is cognizant of its limits; hence, the residents' mobilisation is commendably implemented. The fundamental elements for formulating the communication strategy include participation surveys, feeling maps, and active interaction with people in public spaces. The city also employs working groups, as seen by the reinforcement of this statement during a working group meeting dedicated to Ostrava's vision, image, and identity. Regarding the marketing approach, a new working group was created. The city's project team and working group maintain regular contact, sharing information, inputs, and outputs and looking forward to collaboration within the integrated action plan.
Organisation	Statutory City of Ostrava – Department of strategic development
Place analysis	The strategy includes a SWOT analysis that directly identifies the vulnerability of lacking a unifying marketing idea and not effectively targeting certain groups. Conversely, the section on possibilities highlights the potential of the local image to attract higher-quality target audiences.
Competition market	The city does not explicitly present itself as a part of the competitive market from the city marketing perspective.
Vision	In the strategic document it is defined as following: - Ostrava is closer to its people, to nature, and to the rest of the world. - Ostrava is a confident European city energised by active people. - Ostrava offers a high quality of life for all generations. - Ostrava is a city that attracts young, hard-working, and talented people. It is no longer a city which people choose to leave. - Ostrava harnesses the huge potential of its proud industrial tradition. - Ostrava is prospering thanks to well-educated, creative and forward-looking people who play an active role in public life. - Ostrava develops and uses innovative, environmentally friendly, and sustainable technologies. - Ostrava constantly grows and develops, inspired by successful projects implemented in cities throughout Europe and the whole world.
Mission	Not defined
Objective/strategy	- A vibrant regional capital - Building an interconnected city - Revitalising the historic city centre - Wealth in peoplebv - Being a centre for top quality education

Activity	**OSTRAVA!!! - based on the Strategic document Ostrava City Strategic Development Plan for 2017-2023**
	- Enhancing the business environment - Supporting communities and citizens' involvement in public life - A healthy city - Creating a great environment for all generations - Bringing the city closer to nature
Defined indicators to the objectives	The strategy focuses on strategic indicators, the relevant ones in the context of territorial marketing are: **Inward migration** to Ostrava will be stable or growing. The demographic structure of the population will improve, reversing the current trend. Young, educated or economically active people will make up a larger percentage of the city's total population. **Average pre-tax wages** in Ostrava and the Moravian-Silesian Region will grow more rapidly. **Increasing the number of public institutions** involved in international cooperation projects. **Increased use of participatory tools** for public involvement in city governance. **Significant progress in the areas monitored in the European Green Capital** - amount of CO2 emissions produced.
Values	- Leadership - Innovation - Communication - Participation - Image and identity of the city
Target audience	(1) Residents (2) Talent attraction
Brand, its consistency, and positioning	Consistent. Remarkably, Ostrava successfully initiated a brand in 2008 that established a strong bond with its residents, finally acquiring a unique and autonomous identity. The city consolidated its message across many topics by using three exclamation marks, emphasising the straightforwardness of the notion. The 'fajnOVA' initiative is a remarkable demonstration of co-branding, skillfully incorporating a range of related topics. This includes public area improvement initiatives promoted as 'FajnOVA space,' family-friendly policies known as 'Nice family,' and the 'čistáOVA' (pureOVA) application. The deployment of this strategy in several urban regions also demonstrates its effectiveness. A clear sign of successful co-branding is a footer link on the fajnovaporuba.cz website that takes users to the main fajnOVA website. This enhances the interconnectedness between both endeavours (Statutory City of Olomouc, 2017).
Methods	Not specified
Logo	According to the maker of the idea, OSTRAVA!!! (Studio Najbrt, 2009), the logo, distinguished by its three exclamation marks, encapsulates the city's energy, confidence, and humour. It reflects the character of a city transitioning from its heavy industrial roots to new opportunities. This abstract logo allows individuals to project their feelings, moods, and experiences. The exclamation marks

Activity	**OSTRAVA!!! - based on the Strategic document Ostrava City Strategic Development Plan for 2017-2023**
	can also be used independently as a symbol, adaptable to various words or messages to convey different meanings or themes. OSTRAVA!!! Logo formations MILUJU TĚ!!! BANÍK!!! MOJE OSTRAVA!!! STODOLNÍ!!! ???!!! AHOJ!!!
Unique selling proposition (USP)	Potential
Budget	Not defined
Communication channels	(1) Website Fajnova.cz, Ostrava.cz, TalentOVA.cz, lifein.town/jsemzostravy.cz, (2) Online and digital marketing (3) Social media (Instagram – ostrava_oficialni, Facebook – OSTRAVA!!! – oficiální stránky, X – Ostrava_cz), Youtube, Newsletters (Newsletter Municipality, Development Newsletter, Newsletter #Kultura2030) (4) Public Relations (5) Events - den otevřených dveří, besedy s primátorem, Ostravské kolečko (6) Local press (7) Noviny Radnice!!!, Ostrava Metropolitan Magazine
Tone of voice	Not specified
Slogan	"Ostrava - město pro nové začátky" translated as Ostrava - city for new beginnings.
Sub-brands	Effective co-branding Adheres to the brand handbook, despite some co-brands using it in a different manner.

Activity	**OSTRAVA!!! - based on the Strategic document Ostrava City Strategic Development Plan for 2017-2023**
	OSTRAVA360° talentOVA - talen attraction management fajnOVA CENTRUM - developing the city Fajnovy sport OSTRAVA!!!
Local communities	Ostrava and its surrounding areas focus on research, development, and educational infrastructure, which provide enough opportunities for creative business growth. The most progressive are the Moravian-Silesian Innovation Centre (MSIC), Autoklastr, the Moravian-Silesian automotive cluster, Ostrava's universities, foreigners, local companies, the Impact Hub, the Centre for Support of Integration of Foreigners in the Moravian-Silesian Region, the IT cluster, and Cluster Mechatronika.
Brand Manual	The city offers an online Design Manual in detail (https://www.ostrava.cz/cs/o-meste/logo-mesta-ostravy-1/designmanual). It also brings up the logo manual and visual style (https://fajnova.cz/wp-content/uploads/2022/06/fajnova_manual_FINAL.pdf).
Responsibility	Statutory City of Ostrava
Implementation and action plan	Related strategy documents include the implementation structure, the action plan, the project guarantee, and culture.

Source: Statutory City of Ostrava, 2023; fajnova 2017-2023, n.d.; Municipality of Ostrava, 2020; 2023

Ostrava's approach to territorial marketing is presently encountering significant challenges, primarily due to the need for a cohesive marketing concept and targeted engagement with distinct demographic segments. This deficiency underscores an urgent requirement to augment the city's image and deploy an all-encompassing marketing strategy. Such initiatives necessitate systematic integration to draw diverse individuals to Ostrava, encompassing new investments, the labour force, and the youth demographic. A central aspect of this endeavour involves a pronounced focus on enhancing the city's image and coherently managing its brand identity. This approach is pivotal to Ostrava's Strategic Development Plan (2017–2023).

Developing and implementing a unified city marketing concept is of critical importance. Moreover, applying suitable marketing tools and aligning personnel and organisational resources towards these objectives are indispensable. Collaborative efforts with key stakeholders are fundamental to the success of these initiatives, which Ostrava has as a great starting point. Strategically conceived marketing activities, buttressed by customised service packages of exceptional quality, have the potential to markedly enhance the city's allure, focusing on specific target groups rather than a generic audience. Furthermore, engaging residents in formulating the strategic plan plays a crucial role in co-developing and reinforcing a collective identity, thereby deepening their connection to the city. In locales where social ties and community bonds are diminishing, participatory planning is instrumental in fortifying community building and interpersonal interactions. Such participation in city planning empowers inhabitants to acquire new skills and foster relationships, thereby amplifying their contribution to the

development and governance of their communities. This process cultivates a heightened sense of responsibility towards their environment and enhances their ability to adapt to evolving circumstances.

6.4 Subjective Perception from the Perspective of the Target Group

Socio-demographic profile of respondents

A questionnaire for Ostrava's residents was conducted to provide a diverse perspective on the researched concept. The socio-demographic data for Ostrava may be found in the Methodology chapter. The demographic research conducted in Ostrava reveals a notable presence of younger age groups, namely those aged 25 to 34. Similarly, the survey population is represented by 67% of women and men 20% of the respondents. Moreover, the data indicates that many participants had higher educational credentials. The Table 33 provides an overview of the target groups within the population of Ostrava. Notably, individuals holding senior positions in companies, including CEOs, CMOs, and CHROs, constitute the largest segment, representing 30% of the total respondents. University students comprise 26%, while IT/Tech/FinTech workers comprise 19% of the sampled population. Both parents on parental leave and start-up employees represent 10% of the participants. Other accounts account for 1%. Remarkably, there were no respondents from the academic/research environment nor the hobby, non-profit, or charitable organisation sectors. This data showcases a varied demographic composition within Ostrava, offering insights into the community's structure. The author has omitted the categories of academic or research sectors, workers in the investment segment, and hobby/non-profit/charitable organisation workers from further consideration.

Table 33: Target groups distribution in the questionnaire

Identification	Target groups (TG)	N	%
TG1	IT/Tech/FinTech worker	74	19%
TG2	University student	101	26%
TG3	Academic environment/researcher	0	0
TG4	Mother/Father on parental leave	40	10%
TG5	Part of the investment environment	0	0
TG6	Senior position in a company (CEO, CMO, CHRO)	118	30%
TG7	Start-up employee	37	10%
TG8	Worker of a hobby/non-profit/charitable organisation	0	0
TG9	Other	2	1%

Source: author

Perception and correlation analysis

To conduct a detailed analysis of the questionnaire in the city of Ostrava, the pre-established category of residents' impressions of the city reveals if and how the people perceive the city's activities towards them as the primary target group mentioned in the strategy documents.

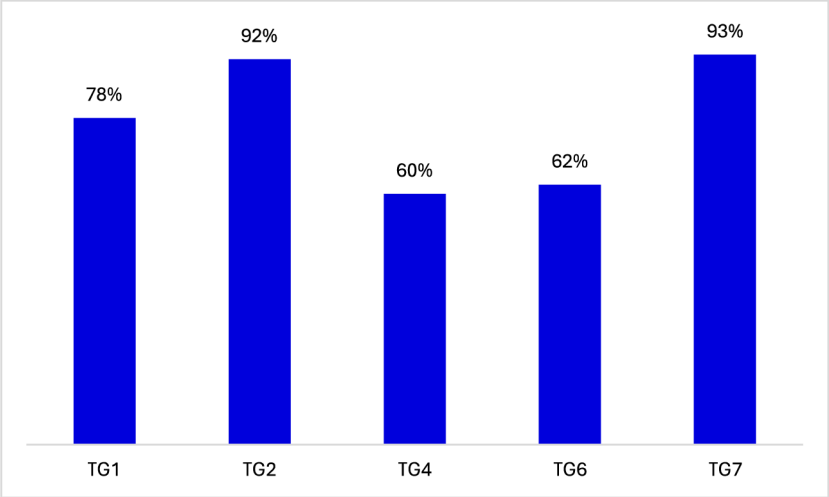
Table 34: Descriptive statistics

	Median	Mean	Standard deviation	Slope
Q4	1.0000	0.75321	0.43170	-1.1746
Q5	1.0000	0.94602	0.22628	-3.9473
Q6	1.0000	0.72494	0.44712	-1.0074
Q7	4.0000	3.2982	1.0197	-0.72346
Q10	0.0000	0.49871	0.50064	0.0051414
		Q12		
Residents	0.0000	0.45501	0.49861	0.18068
Visitors/Tourists	1.0000	0.72494	0.44712	-1.0074
Companies	0.0000	0.20051	0.40090	1.4960
Students	0.0000	0.40874	0.49223	0.37128
Researchers	0.000	0.3664	0.4824	0.0000
Seniors	0.0000	0.20566	0.40470	1.4565

Source: author

The first questionnaire item in this category presented a question regarding the level of interest residents have in the life of their city (**Q4: Are you actively interested in the life of your city?**). The median response value is 1 with a mean of 0.75321, suggesting that **75,3%** respondents are actively interested in the city's activities. This minority, while more minor, is significant to acknowledge as it may highlight a portion of the community that is either disengaged or perhaps not reached by current municipal engagement strategies. However, it is essential to note that a minority of **24,6%** do not share this sentiment, as underscored by the lower end of the response range, such as Academicians and Senior position workers. Furthermore, the negative slope of -1.1746 could suggest that as one moves across the different target groups, there might be a decrease in the level of active interest reported. This warrants further investigation to understand the factors influencing engagement levels across different segments of Ostrava's population. The low standard deviation of 0.43170 indicates that responses were relatively consistent, underscoring a general trend of civic engagement across the surveyed individuals. This pattern reflects a strong sense of community and suggests that most of Ostrava's residents feel connected to their city's pulse. **However, the city's strategic initiatives must consider the less engaged minority to foster a more inclusive urban community that captures the interests and involvement of all residents.** Moreover, Table 35 displays the correlation between the target groups and their replies to the question. No discernible importance or notable interest within the target groups in Ostrava's life exists.

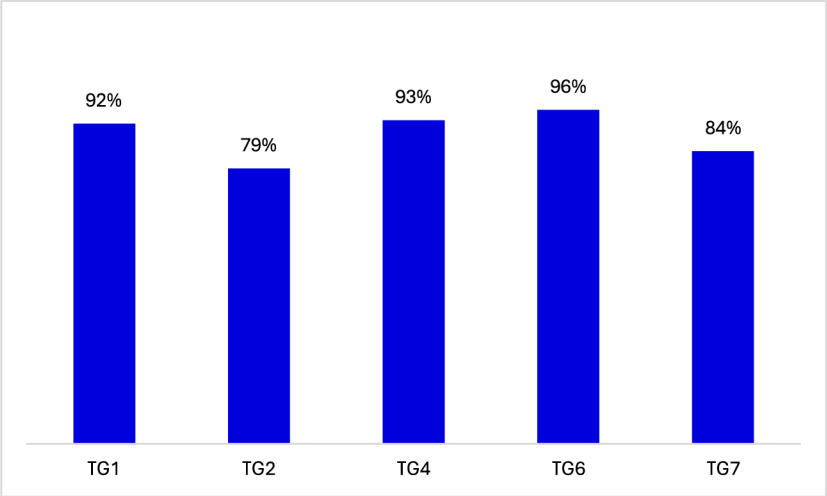
Figure 26: Share of respondents actively interested in life in the city of Ostrava (% of respondents)



Source: author

Another item of the questionnaire illustrates the responses to a question concerning the perceived positive development in the city over recent years (**Q5: In your opinion, has there been positive development in the city over the past few years?**). The results were overwhelmingly affirmative, with the median at 1.0, indicating that **94.6%** of respondents perceive the city as having undergone positive changes. This may reflect successful urban development initiatives, such as infrastructure improvements, enhanced quality of life, or better municipal services and communication efforts by city authorities. The standard deviation of 0.22628 suggests that while there is some variability, the consensus is strongly skewed towards a positive perception, for detailed distribution among target groups, see Figure 27. These findings suggest that Ostrava's residents have a more optimistic outlook than those in other cities, such as Brno, concerning their city's direction and improvement. The notable negative slope of -3.9473 might indicate a downward trend in positive perceptions among specific groups or when considering additional variables.

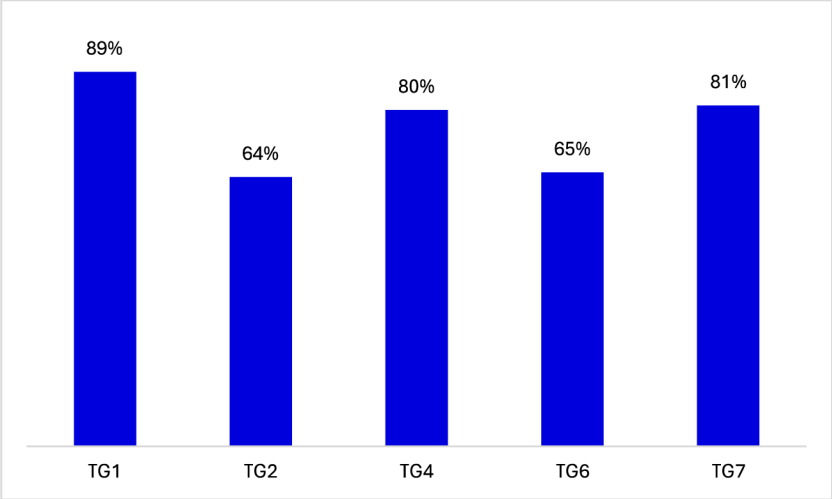
Figure 27: Percentage of respondents perceiving positive development (% of respondents)



Source: author

The following question reflected responses to a question querying awareness of city efforts to enhance its image and engagement with residents (**Q6: Are you aware of any efforts by your city to enhance its image and engagement with the residents?**). The data revealed a median and mode of 1.0, suggesting that the most common response was an awareness of such efforts. However, **72,5%** indicate that while a majority have acknowledged such initiatives, a sizable minority of **27.5%** of respondents are unaware of the city's endeavours. This substantial Figure 28 suggests a disconnect between the actions of Ostrava's public administration and the residents' recognition of these initiatives. Quite large differences were identified here compared to other researched cities. Significant disparities among target groups have been observed in this context. Workers within the IT sector, parents on parental leave, and start-up employees most prominently recognise the city's activities. Conversely, the efforts of the city are least apparent to individuals employed by UNI students and workers in senior positions. The standard deviation of 0.44712 further illustrates a relatively broad dispersion in awareness among the population. The negative slope of -1.0074 in the responses could suggest that awareness decreases among specific population segments or when considering other variables, highlighting a communication gap between the city's initiatives and its residents. This disparity suggests that while some of Ostrava's efforts to enhance its public image are reaching a segment of the population, there is room to improve in reaching a more comprehensive audience. The city's marketing and engagement strategies need to be more targeted and inclusive to effectively disseminate information about its efforts across the entire spectrum of its demographic composition.

Figure 28: Awareness of the city's effort (% of respondents)

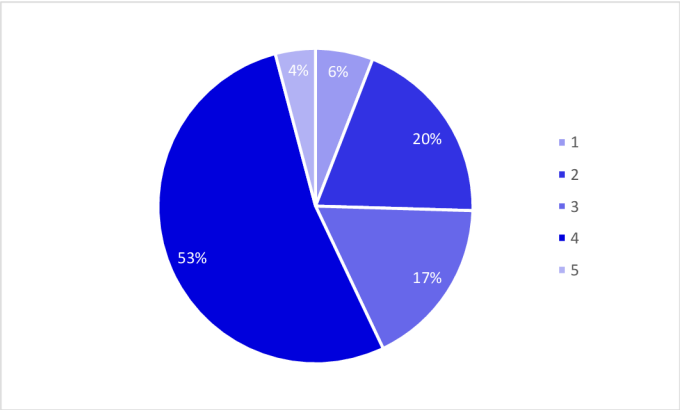


Source: author

The following question is **Q7: How would you rate the City's efforts in organising events, promoting, and communicating with the public? (1 - the best; 5 - the worst)**. The median, along with a mode of 4.0, indicates that the most frequent response from residents was a relatively high degree of dissatisfaction. Nevertheless, the mean satisfaction level is 3.2982, revealing that the average satisfaction slightly dips when considering the entire population. The standard deviation of 1.0197 suggests a considerable range of opinions among the residents about the city's efforts. The negative slope of -0.72346 suggests that satisfaction might decrease among certain groups within the population or that other factors influence a less favourable view of the city's initiatives. This points to a potential disconnect in how different population segments perceive the city's actions. While a portion of the population is quite satisfied, others may feel different positive impacts, which could be due to various

reasons, including but not limited to the visibility of the initiatives, their direct impact, or communication effectiveness.

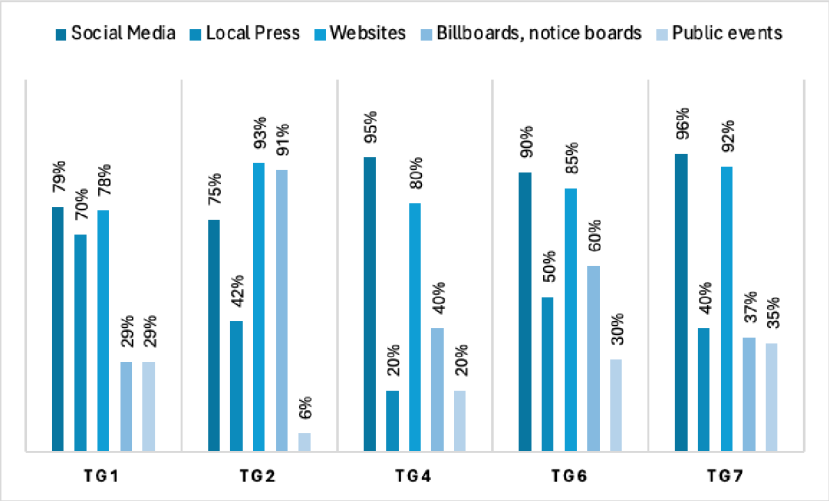
Figure 29: Evaluation of the city's effort; grade 1 = the best, grade 5 = the worst (% of respondents)



Source: author

Further, question **Q8: What are your primary sources of information about what is happening in your city?** provides a clear overview of the preferred sources of information about life in the city among the respondents. The most popular sources are websites, social networks, billboards/local bulletin boards, and the press. Other sources, like the city mobile app and information centre, have lower usage rates. These insights can be valuable for tailoring communication strategies to the preferred channels of the target group, thereby enhancing the effectiveness of city-related communication.

Figure 30: Preferred sources of information about the city by target groups (% of respondents)



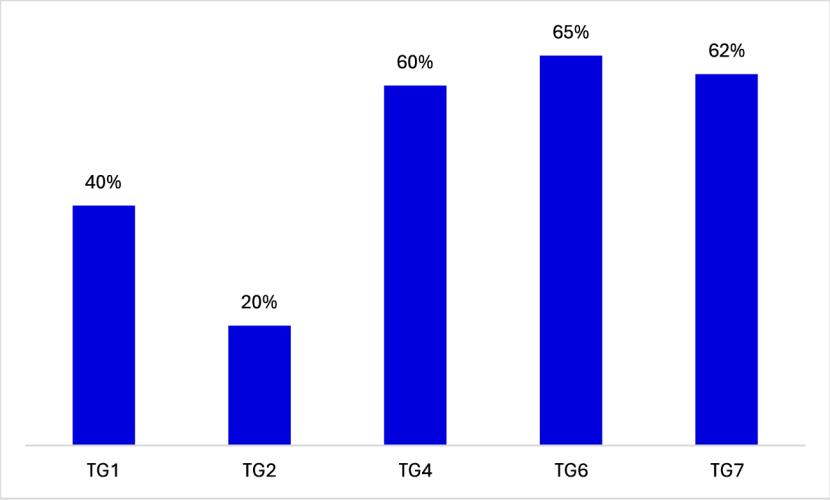
Source: author

An open-ended question was employed to elicit spontaneous recall of events attended by respondents over the past year (**Q9: Please list the names of events you have attended in the past year in your city that come to mind first.**). This method afforded participants the latitude to enumerate events as they naturally came to mind, with some citing a singular event while others listed more than two. Inclusivity was paramount in the analysis. Thus, all responses were considered, including those from participants who mentioned multiple events. A pattern emerged from the aggregate of 41 responses,

with the "**Colours of Ostrava**", "**Beats for love",** and "Festival in the streets" being the most frequently recalled event. Additionally, the community frequently mentioned **markets**, including Christmas, local, and occasional ones, highlighting their significance in its social and cultural fabric. Of particular note was "**Theater Mír**", which, despite its national appeal, also attracts residents.

The significant question **Q10**: **Do you feel that you, as a member of a particular target group, are given enough attention within the city?** It aims to explore whether the target groups are the subject of city marketing strategy. The median is 0.0, indicating that the most common response was a lack of perceived attention towards the respondents' target groups. This contrasts sharply with the previously discussed question, indicating a shift in sentiment. The mean score is 0.49871, suggesting that nearly half of the respondents feel some recognition, while the other half do not (**49%**). The standard deviation of 0.50064 is relatively high, signifying a wide response divergence. This divergence points to the lack of a clear consensus on whether the city's marketing strategy effectively addresses the diverse needs of its various demographic groups. The slight positive slope of 0.005414 might suggest a marginal increase in the perceived attention given to specific groups or that variables influence this perception. As depicted in Figure 31, the most pronounced sense of exclusion from being the intended audience is experienced by university students, with IT workers feeling a similar sentiment, albeit to a slightly lesser extent. **These results suggest a dichotomy within the community: while some feel seen and considered in the city's marketing efforts, a nearly equal portion of the population feels overlooked.** This indicates a potential area for improvement in the city's marketing strategy. To foster a more inclusive city where all groups feel acknowledged, it may be necessary for the city to revaluate its outreach and communication efforts, ensuring they are tailored and responsive to the unique needs and identities of its diverse communities.

Figure 31: Respondents' perception of attention given to their target group within the city (% of respondents)



Source: author

In summary, the Table 35 illustrates Spearman's rho correlation coefficients, analysing the relationship between various target groups in Ostrava and their responses to questions probing their engagement with and perceptions of the city's marketing efforts. Accordingly, the correlation coefficients show varied levels of association between the target groups' perceptions and the posed questions. Notably, the significant p-values, particularly those less than 0.05, indicate statistically significant correlations where target groups' perceptions align strongly (either positively or negatively) with the questions regarding their interest in city life, awareness of city initiatives, perceived positive development, and feeling of

being attended to by city efforts. For instance, certain groups, such as IT/Tech/FinTech workers, show significant awareness of the city's efforts to enhance its image and engagement, which is crucial for effective territorial marketing. In contrast, other groups, like university students, display a significant active interest in the city's life but perceive less positive development, highlighting a potential disconnect between city initiatives and this group's expectations or experiences. The negative correlations found in some target groups regarding active interest and awareness of city efforts suggest a potential gap in the city's marketing strategies, where these groups feel they need to be more adequately engaged and informed about city developments. Furthermore, the positive correlations concerning whether individuals feel that their group is given enough attention point to a sentiment of inclusion among specific demographics, favouring territorial marketing strategies that foster community engagement.

Overall, the mixed results across the target groups with varying degrees of correlation strengths underscore the **complexity of creating a one-size-fits-all approach** in territorial marketing. For a city like Ostrava, these findings emphasise the need for a nuanced, targeted approach to its marketing strategy to better align with its residents' diverse needs and perceptions. This approach could enhance the efficacy of its marketing efforts, ensuring a more inclusive and participatory urban environment.

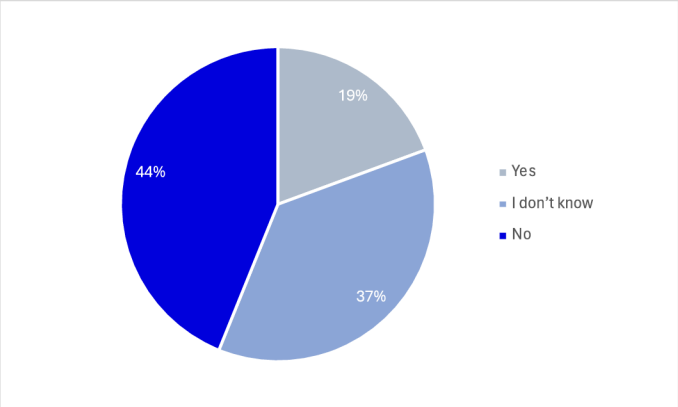
Table 35: Spearman's rank correlation coefficient (rho)

TG	rho (Q4)	p-value	rho(Q5)	p-value	rho(Q6)	p-value	rho(Q10)	p-value
TG1	0.03436704	0.4991	0.11578341	0.0224	0.18121585	0.0003	-0.09045169	0.0748
TG2	0.23017782	0.0000	-0.40338644	0.0000	-0.10791188	0.0334	-0.34441425	0.0000
TG3								
TG4	-0.12030789	0.0176	0.08087290	0.1113	0.05690936	0.2628	0.06857966	0.1771
TG5								
TG6	-0.29704284	0.0000	0.19967697	0.0001	-0.14026986	0.0056	0.25291265	0.0000
TG7	0.18558007	0.0002	0.07744890	0.1273	0.06234905	0.2198	0.07969617	0.1166
TG8								

Source: author

The question Q11: Are you satisfied with the events in your city? Do they seem attractive to your target group? reveals a mixed sentiment among the residents. The data indicates that only **19%** of respondents feel satisfied with the city's events, implying that a relatively small segment of the population finds these events appealing and well-aligned with their interests. A significant portion of the respondents, **36%**, express uncertainty about the city's events, which may suggest a gap in awareness or a disconnection from the city's cultural offerings. The lack of communication about events or the perception that the events do not cater to the diverse interests of the city's various demographic groups contribute to this level of uncertainty. Meanwhile, **43%** of respondents are unsatisfied with the events in Ostrava, highlighting a considerable discrepancy between the event offerings and the preferences or needs of the target groups. This dissatisfaction is a critical indicator for city planners and cultural programmers, as it suggests that current events may need to cater to or engage a large part of the community more effectively.

Figure 32: Event satisfaction (% of respondents)



Source: author

To give a clear picture, Spearman's rho correlation coefficients reveal a clear pattern in the perception of Ostrava's target groups regarding the city's marketing focus. There is a discernible emphasis on visitors and tourists over residents within the city's strategic marketing initiatives. This is particularly evident in the perceptions of those in senior company positions and start-up employees, who perceive a robust **orientation towards tourism and visitor experiences** in the city's marketing efforts, as evidenced by strong positive correlations in their responses.

On the other hand, the negative correlations observed for IT/Tech/FinTech workers and university students concerning a resident focus suggest that these groups feel the city's initiatives do not cater sufficiently to the local populace. This could reflect a broader strategy within Ostrava to boost tourism as a critical economic driver, which may inadvertently overshadow the needs and interests of the residents in the process. Moreover, the significant correlations with the visitor's or tourist's focus across various professional categories point towards successfully recognising Ostrava's efforts to be a welcoming and attractive tourist destination. However, the relative lack of perceived attention from residents raises questions about the inclusivity and balance of the city's marketing strategy.

Table 36: Spearman's rank correlation coefficient (rho) of each target group and its p-value (p)

TG	Residents (rho)	p-value	Visitors/ Tourists (rho)	p-value	Companies (rho)	p-value	Students (rho)	p-value	Researchers (rho)	p-value	Seniors (rho)	p-value
TG 1	-0.1535077	0.0024	**0.8985574**	0.0480	0.0026493	0.9585	-0.0032884	0.9485			0.1423057	0.0049
TG 2	0.0593864	0.2426	**0.8398243**	0.0410	-0.2965729	0.0000	0.1874588	0.0002			-0.1852680	0.0002
TG 3												
TG 4	0.09856931	0.0521	-0.0947190	0.0620	0.1686753	0.0008	-0.0060191	0.9058			0.1627851	0.0013
TG 5												
TG 6	-0.00841438	0.8686	**0.8702698**	0.0046	0.1033107	0.0417	-0.0998771	0.0490			-0.0116960	0.8181
TG 7	-0.0147013	0.7726	**0.7427262**	0.0440	-0.0091703	0.8569	-0.0021994	0.9655			0.0084712	0.8677
TG 8												

Source: author

An open-ended question elicited spontaneous recall of any words or slogans the resident can devise considering the city of Ostrava (**Q13: How would you define your city in words or slogans?**). Based on the responses, several key themes and descriptions emerge for the city of Ostrava. The city of Ostrava was defined by a rich tapestry of words and slogans that encapsulate **its evolving nature and the spirit**

of its inhabitants. "Striving for Change" and "Prosperity" recur in the residents' perspectives, signalling a city amid transformation and growth. "Fajn Ostrava," or "Nice Ostrava," suggests a sense of local pride and affection for the city. This sentiment is echoed in the emphatic "Bo Ostrava!!!" a declaration that resonates with energy and conviction. This reflects the recognition of the brand fajnOVA. Residents describe Ostrava as "modern, progressive," with a cultural and urban life that is "developing," "dynamic," "green," and "friendly." These adjectives paint a picture of a vibrant cityscape, continually renewing itself and fostering a quality of life that its residents appreciate. The city is recognised for its robust infrastructure that manages culture, sports, construction, transportation, and more, underscoring its modern and industrial heritage. However, there are contrasts in these views, with some acknowledging the city's industrial and innovative strides, like "Industrial" and "Pioneering—Hydrogen Transport," while others point out areas that need attention, noting that essential issues are sometimes overlooked. There are sentiments that Ostrava is a "city of sins" or that despite its international metropolitan aspirations, it grapples with significant social challenges and service shortcomings. Yet, there is a recurring theme of unexplored potential and a sense of ownership and belonging from both natives and newcomers, suggesting that Ostrava is a better place to live than some might think.

Figure 33: Ostrava city definition

Source: author

Likewise, the responses to the following question about the main strengths of the city of Ostrava highlight its unique blend of urban amenities with a calm atmosphere (**Q14: What do you consider to be the main strengths of your city?**). The city of Ostrava is characterised by its residents as a place undergoing a significant transformation, shifting from its historical industrial roots to a greener, more culturally vibrant urban space. A key strength highlighted is the development of culture and leisure opportunities, reflecting a city that values the enrichment and well-being of its inhabitants. The diversity and abundance of green spaces are noted as pivotal strengths, alongside the modernization of public transportation, which is praised for its innovation and convenience, such as eliminating paper tickets. The city's efforts to distance itself from its industrial past are seen positively, with cultural growth serving as a testament to this change. Residents appreciate the opportunities provided, describing the community as resilient, friendly, and open to new projects. There is a sense that everything one needs is readily available in Ostrava. The city is perceived to have significant (primarily financial) opportunities compared to smaller towns and utilizes its industrial history effectively while striving to improve the living environment through greenery and modern infrastructure. Public participation in city planning is also a strength, indicating a commitment to civic engagement and transparency. The ongoing efforts to

renew greenery within the city are recognized, along with its people's industrious and visionary nature and robust infrastructure. Ostrava's industrial past is seen not as a burden but as a potential for development, with the renovation of original buildings and the introduction of urban greenery being key components. It is seen as a large city with all the benefits that status confers—comprehensive services, quality healthcare, and rich recreational activities—without the pitfalls of overcrowding and transportation issues in other major cities like Prague or Brno. The city's industrial monuments, reunification efforts, quality public transport, and accessibility to recreational areas are valued. There is an acknowledgement of a diverse cultural and artistic scene, with each district offering a unique atmosphere. Lastly, festivals and incorporating modern elements into the city's industrial architecture are mentioned, along with Ostrava's national and international reputation. This paints a picture of a city proud of its heritage and confident in its future, where the transformation from an industrial hub to a green, culturally rich city is underway.

Figure 34: Strengths of Ostrava city

Source: author

6.5 Another Local Research

In 2016, a comprehensive survey was conducted involving over 6,800 residents, representing 2.3% of Ostrava's population. This survey served as a crucial analytical input for the city's strategic development plan for 2017–2023. The respondents expressed a general satisfaction level of 64% with life in Ostrava (fajnOVA 2017–2023, n.d.). A subsequent survey in 2023, in preparation for Ostrava's new Strategic Development Plan for 2030, involved 5,190 respondents. This survey sought to understand residents' perceptions of city life, including their satisfaction and aspirations for change. Approximately 60% of respondents expressed satisfaction with various aspects of city life, notably public transportation, leisure activities, education, healthcare, and social services. Conversely, areas such as culture and public behaviour, cleanliness and appearance of public spaces, city safety, and environmental quality received lower satisfaction ratings, with averages below 50%. Notably, there was a significant improvement in the perception of environmental quality compared to 2016, when it was rated the lowest (fajnOVA 2017–2023, n.d.).

These surveys are critical for Ostrava's strategic planning, providing valuable insights into resident perceptions and priorities. The detailed results of these surveys are instrumental in forming Ostrava's

new strategic development plan for 2024–2030. They also serve as a valuable information source for strategic planning within the city's districts and organisations.

6.6 Partial Evaluation

Conclusion: Ostrava's city development plan recognises its inherent constraints and focuses on expansion by cultivating a favourable reputation and a strong brand identity. The city's future development plans are centred on this strategic emphasis, highlighting the importance of using branding as a critical catalyst for urban renewal and advancement.

The case study of Ostrava's territorial marketing presents an intriguing example of urban rebranding and strategic communication. Ostrava, a city transitioning from its industrial past, is making concerted efforts to redefine its image and engage with specific target groups to attract significant investments. The lack of a unified marketing concept is a notable challenge, highlighting the need for a cohesive strategy that addresses various target groups' diverse needs and expectations.

Developing and implementing a comprehensive marketing strategy featuring Ostrava as a prestigious brand is pivotal. This strategy is not just about promoting the territory; it is about embedding the city's identity in its marketing efforts, ensuring that the brand 'fajnOVA' resonates with locals and potential investors or talents. The participatory aspect of the strategic planning process is crucial. Involving residents in this process helps to build a shared identity and enhances their connection to the city, particularly in areas where social bonds are fraying. This participatory approach strengthens community ties and empowers residents, enhancing their skills and fostering a sense of ownership and responsibility towards their local environment.

The case of 'fajnOVA,' Ostrava's successful city branding initiative, serves as a model for effective city branding within the Czech Republic. It demonstrates how a strategic marketing approach, integrated with various city projects, can influence different districts, thus elevating Ostrava's overall brand value and image. However, the city faces the challenge of brain drain, with talented individuals moving to other cities. In response, Ostrava introduced the TalentOVA co-brand, focusing on attracting a skilled workforce, researchers, and creative professionals. This initiative is a cornerstone of Ostrava's Strategic Development Plan and underscores the importance of creating an environment that appeals to talented individuals.

Despite the success of its branding efforts, Ostrava must contend with the perception that certain groups feel overlooked by its marketing strategies. This sentiment indicates a need for the city to reassess its communication and outreach efforts, ensuring they are inclusive and cater to the diverse needs of its community. Creating a universal approach to territorial marketing requires a nuanced and targeted strategy. Such an approach should be finely tuned to Ostrava's residents' varied needs and perceptions, thereby enhancing the city's marketing efficacy, and fostering a more inclusive and participatory urban environment.

Furthermore, the detailed summary in Table 37 of residents' perceptions of the city's communication efforts is a crucial tool for understanding the effectiveness of these strategies. This table likely categorises feedback into various dimensions of communication, such as clarity, frequency, relevance, and channels used.

In conclusion, Ostrava's research illustrates the complexities and challenges in contemporary territorial marketing. It highlights the necessity of a well-coordinated marketing strategy that is inclusive and responsive to the community's diverse needs but also capable of addressing the dynamic challenges of urban development and population shifts. The city's approach, therefore, serves as a valuable case study for other urban centres seeking to redefine their image and attract investment and talent in an increasingly competitive and globalized environment.

Table 37: Evaluation of specific activities in Ostrava

Activity	Ostrava case	Related questions	Answers to the question
Marketing strategy	The city does not have any complex marketing documents aimed at residents.	Q6: Are you aware of any efforts by your city to enhance its image and engagement with the residents?	Data indicates a prevalent unawareness among respondents regarding their city's image enhancement and engagement efforts (72,5%)
Vision	Ostrava constantly grows and develops, inspired by successful projects implemented in cities.	Q5: In your opinion, has there been positive development in the city over the past few years	The majority sentiment is strongly positive, 94,6%
Target audience	**Residents** **Talent attraction**	Q10: Do you feel that you, as a member of a particular target group, are given enough attention within the city? Q11: Are you satisfied with the events in your city? Do they seem attractive to your target group? Q12: In your opinion, which target groups are the city's marketing primarily focused on?	Q10: The surprising 50% does feel adequately recognized. Q11: It indicates an overall unsatisfaction 43%. Q12: Visitors/Tourists receive the highest focus.
Unique selling proposition (USP)	Potential	Q14: What do you consider to be the main strengths of your city?	Including the potential perspective such as: Open to new projects, opportunities, progressiveness
Communication channels	- Website - Social Media Platforms - Instagram, Facebook, X, LinkedIn - Youtube - Newsletters - Local press - Local communities	Q7: How would you rate the city's efforts in organizing events, promoting, and communicating with the public? Q8: What are your primary sources of information about what's happening in your city? Q9: Please list the names of events you have attended in	Q7: the median score is 4, with a wide range of opinion. Q8: *The most*: social media, billboards, local press *The least:* Apps, city information centre, Q9: Colours of Ostrava, Beats for love, local theatre

Activity	Ostrava case	Related questions	Answers to the question
		the past year in your city that come to mind first.	
Slogan	Ostrava - city for new beginnings	Q13: How would you define your city in words or slogans?	- Quite recognizable: - Prosperity - FajnOva - Striving for change - Progressive
Sub-brands	Engagement in the participatory budget process and willingness to pursue new projects, with a successful emphasis on growing the brand via collaborative initiatives.	Q4: Are you actively interested in the life of your city?	High level of civic engagement among the residents 75,3%

Source: author

7 Case Study Zlin

7.1 History and why to Market the City of Zlin

Zlin, a city in the Czech Republic with approximately 74,191 inhabitants, is renowned for its rich industrial and academic heritage; its unique characteristics deeply intertwine with territorial marketing (CSZO, 2023a). The city's transformation, led by the Bata Shoes company, from a modest town into a thriving industrial centre is a cornerstone of its identity (Statutory City of Zlin, 2023). This historical narrative, showcasing innovation and entrepreneurial spirit, is a powerful tool for promoting Zlin's brand on a global stage. The Bata Shoes company, which had a profound impact on Zlin's social and architectural landscape after World War I, inextricably links the city's growth and development, serving as the seat of the Zlin Region (Statutory City of Zlin, 2020; 2023). The transformation of Zlin into a hypermodern industrial city in the early 20th century under Baťa's company set the stage for its educational advancements (Statutory City of Zlin, 2023). This period saw the construction of modern buildings and facilities, including schools and scientific centres, as part of a broader urban development project. The city's functionalist character became unique in Europe, providing a conducive environment for academic growth (Statutory City of Zlin, 2023). Post-World War II, Zlin endured significant changes. Bombings in 1944 severely affected the city, causing extensive damage. After liberation in 1945 and the subsequent nationalisation of the Baťa company, Zlin retained its importance through industrial production and strengthened as an administrative, educational, and cultural centre in eastern Moravia (Statutory City of Zlin, 2023). This period also saw the city's expansion with new housing estates, further supporting its academic and industrial growth.

The industrial legacy of Zlin is complemented by its academic prowess, centred around Tomas Bata University (TBU). Offering a diverse range of programmes across technology, economics, the humanities, and the arts, the university aligns with the city's industrial roots. It is a hub for modern academic excellence and research innovation (Statutory City of Zlin, 2020; 2023). This blend of historical industrial strength and contemporary academic achievements positions Zlin as a city where tradition and innovation coexist harmoniously. With over 9,000 students, TBU is a medium-sized institution in the Czech academic landscape (Statutory City of Zlin, 2023).

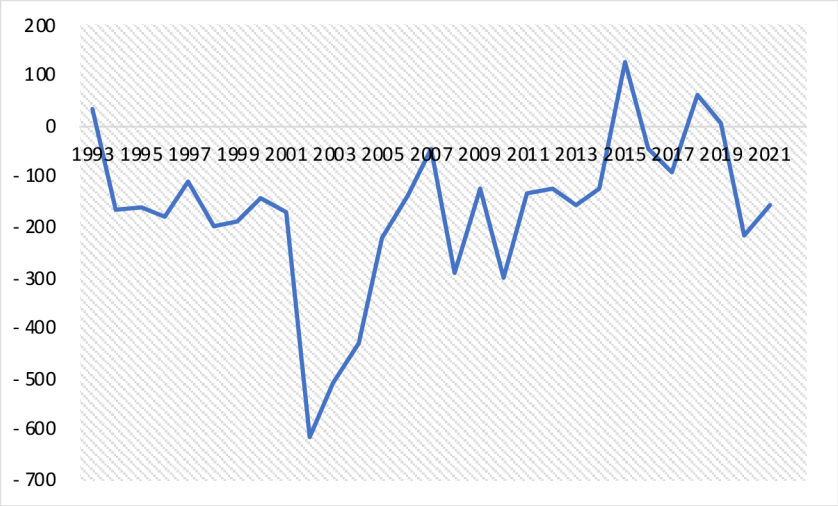
Moreover, Zlin's urban landscape, marked by its unique functionalist architecture, adds another dimension to its territorial marketing. The city's modernist buildings, a legacy of its planned development under the Baťa company, offer a distinct aesthetic and cultural appeal. This architectural heritage reinforces Zlin's image as a city that values thoughtful design and planning, further enhancing its attractiveness for potential investors, students, and tourists (Statutory City of Zlin, 2020; 2023). Today, the city prioritises innovation and envisions a promising future (TIC, 2023). Zlin is at the forefront of innovative city initiatives, integrating advanced technologies and data-driven decision-making to improve urban services and resource management. The city actively invests in digital transformation, promotes digital literacy, and supports technology-driven industries (Statutory City of Zlin, 2023; TIC, 2023). Collaboration with universities, research institutions, and industry leaders fosters a culture of research and development in Zlin. This supports the growth of cutting-edge solutions in manufacturing, healthcare, sustainable energy, and information technology. Sustainable urban planning is a priority in Zlin, promoting environmentally friendly practices and green infrastructure (TIC, 2023). The city emphasises energy efficiency, waste reduction, and renewable energy sources for

a more sustainable future. Zlin nurtures a vibrant startup ecosystem, providing aspiring entrepreneurs with support, mentorship, and resources (Statutory City of Zlin, 2023; TIC, 2023). Access to funding, incubation programmes, and networking opportunities contribute to economic diversity and employment opportunities (Statutory City of Zlin, 2020; 2023; TIC, 2023). Collaborations and partnerships with other cities, organisations, and institutions enhance Zlin's innovative capacity, such as Groningen, Trenčín, Izegem, Mohlin, Altenburg, and others (Statutory City of Zlin, 2023). These exchanges of ideas and best practices strengthen the city's position as a hub for innovation and raise its global visibility. The city's supportive ecosystem, forward-thinking strategies, and strong vision for the future lay the foundation for continued growth and success (Statutory City of Zlin, 2020; 2023; TIC, 2023).

Additionally, the Figure 35 denotes the trajectory of total net migration in Zlin from 1993, which is significant as it marks the establishment of the Czech Republic as a sovereign state through to the year 2021. *Net migration* is a critical demographic indicator, representing the difference between the number of individuals entering and leaving a region. In territorial marketing, such data is instrumental in calculating the city's attractivity and liveability from the perspective of current and potential residents. A cursory analysis reveals a fluctuating migration pattern, with both inflow and emigration periods. The data could serve as a signal of the need for strategic interventions. The variability in net migration suggests that Zlin may have had to confront challenges related to its economic climate, social offerings, politics, and overall appeal as a place of residence. Such trends could potentially correlate with resident dissatisfaction or the city's inability to retain and attract residents.

Adopting strategic documents like the complex marketing strategy and strategic plan responds to these demographic trends. By focusing on creating a cohesive and appealing city brand and setting a clear direction for future development, Zlin is likely aiming to enhance its image, attract investment, and make the city more liveable (Statutory City of Zlin, 2020; 2023). The strategic document addresses the factors contributing to migration patterns by positively associating with the city and ensuring its strengths are well communicated and understood (Statutory City of Zlin, 2020).

Figure 35: The development of total net migration in Zlin since 1993



Source: CZSO, 2023

7.2 Zlin's Strategic Documents

The municipality of Zlin, following the tradition established by Tomáš Baťa during his tenure as mayor, actively supports entrepreneurial activities and invites investors to participate in joint projects. In 2012, the "Zlin 2020 Development Strategy" was approved as the city's pinnacle planning document. Considering the timeline for implementing this strategy, the city proceeded to create a new follow-up strategic document called the "Zlin 2030 Development Strategy" (referred to as the "Zlin 2030 Strategy") with a 10-year timeframe (2021-2030) and a prospective horizon extending to 2035 (Statutory City of Zlin, 2020).

This strategy has become the city's priority planning document, setting a clear direction for further development. The strategy serves as a managerial tool, a source of information and presentation, and a foundation for securing funding. The division of the rationale of the strategy into three parts, which detail the structure and content of the documentation, its substantive focus, and the process of its creation. The ZLIN 2030 strategy documents consistently reflect six thematic areas: A: Quality of Life; B: Education; C: Safety; D: Transport and Technical Infrastructure; E: Spatial Planning and Urbanism; F: User-Friendly City (Statutory City of Zlin, 2020). This strategic document, ZLIN 2030, thus provides a comprehensive framework for the city's development, incorporating various aspects critical to its growth and sustainability (Statutory City of Zlin, 2020).

7.3 Marketing Strategy

While Zlin currently needs a complex strategic marketing document, the city's strategy includes plans to develop one. In 2022, the City Council, recognising the importance of coherent and effective municipal communication, ratified a comprehensive brand strategy. This pivotal document is a cornerstone for harmonising the city's communicative efforts, ensuring that all associated entities articulate a consistent narrative about Zlin. The conceptualization of a city brand is understood as an amalgamation of associations, emotions, and anticipations that individuals correlate with a specific locality. It encapsulates the city's intrinsic ethos, historical integrity, and reputation, offering its residents and external observers an abstract yet tangible promise of what Zlin embodies. This brand image is crafted to resonate with individuals irrespective of their physical familiarity with the city (Statutory City of Zlin, 2020; 2023). The name of the brand is ZLIN Brand. This brand strategy dovetails with the primary strategic document, "The Development Strategy of the Statutory City of Zlin until 2030—ZLIN 2030." The strategy mentions actively shaping Zlin's image as an innovative, creative, entrepreneurial, and sustainable city in alignment with the strategy's proposed content. The city aims to build its image based on key vision words and communication themes, such as creativity and design, the Bata phenomenon, and top medical facilities. Zlin also plans to support innovative ICT, creativity, entrepreneurship, and sustainability projects, promoting itself as a dynamic and innovation-friendly city. The strategy involves modern marketing techniques, focusing on positive news about innovative local projects and utilising electronic communication channels like social media, reinforcing Zlin's image as an intelligent city (Statutory City of Zlin, 2020; 2023; TIC, 2023).

To strengthen the perception of Zlin as an attractive city for living, business, studying, and tourism, Zlin will develop comprehensive marketing activities, with marketing communication focused on target groups in the Czech Republic and abroad. The city's marketing communication will also focus on strengthening the citizens and businesspeople's sense of belonging to the city. To this end, the basic

principles of city marketing will first be set: the city's identity will be defined, and a manual for its use will be created. Based on the cooperation of the Statutory City of Zlin, city companies, and some other involved actors (e.g., Tomas Bata University in Zlin), a marketing communication plan will be created and subsequently implemented within a common communication platform (Statutory City of Zlin, 2020).

For a detailed description of the Priority Complex territorial marketing, see measures:

(1) Setting the basic principles and cornerstones of comprehensive urban marketing
- The City of Zlin will purposefully build its image through the content of the design section of this strategy. The image building will be linked to the following principles:
- Defining the identity of the city.
- Creating a city identity manual (how to work with it) and sharing it.

(2) **Creation of a tool (platform) for the management of complex urban marketing**
- Creating a marketing and communication plan.
- Creating, operating, and maintaining a platform for joint comprehensive marketing of the city (Statutory City of Zlin, 2020).

In 2022, the City Council approved a new brand strategy, an essential document that unifies the city's communication and enables all institutions to speak about Zlin in a unified way (Zlin Brand, 2023). The city perceives a city brand as a set of associations, feelings, and expectations people associate with a place. A city's brand reflects its character, reputation, and historical essence and represents the distinctive promise of its meaning and perception, both internally and externally. It is an image seen without having visited the city. Thus, the city was tasked with finding and clearly defining its strengths to build its self-presentation. However, these must be distinctive, unique, and believable. The city's brand strategy was created with the strategic document "The Development Strategy of the Statutory City of Zlin until 2030 - ZLIN 2030, which has become the city's top planning document. It sets a clear direction for further development and is the basis for drawing subsidies.

Table 38: Marketing activities structure in the City of Zlin

Activity	Zlin - based on the Strategic document and ZLINBrand website
Stakeholder mobilisation	The strategy formulation was underpinned by comprehensive data gathered from the 2020 survey assessing the satisfaction levels of the city's residents. This survey served as a crucial empirical foundation, providing insights into the various facets of urban life that the citizens value and areas where improvements are desired. The feedback obtained from this survey was instrumental in identifying key priorities and potential areas of focus for the city's strategic development. It offered a nuanced understanding of the residents' perspectives on various aspects of city life, including urban infrastructure, public services, environmental quality, and community engagement. The rich dataset from the survey enabled the strategy's architects to align the city's developmental goals with its population's actual needs and aspirations, ensuring that the strategic plan is responsive to the status quo and forward-looking in addressing future challenges and opportunities. This alignment with the residents' expectations and needs is pivotal in crafting a strategy that is not only effective in meeting the city's objectives but also resonates with the community it serves, thereby enhancing the overall quality of life and fostering a sense of shared purpose and direction among the city's inhabitants.
Organisation	Statutory City of Zlin
Place analysis	Not defined
Competition market	The city does not explicitly present itself as a part of the competitive market from a city marketing perspective.

Activity	Zlin - based on the Strategic document and ZLINBrand website
Vision	Zlin has always been, and must once again become, a synonym for unlimited possibilities and opportunities for all who desire them.
Mission	The strategic document defines the mission within the context of city marketing. In 2020, the city of Zlin will have built an image of being an entrepreneurial, smart, creative, and sustainable city, developed with a reference to the Bat'a tradition, which its representatives deliberately shape. The projects oriented towards the built image simultaneously respect the priorities of the European Union for the programming period 2014–2020.
Objective/strategy	Based on the research of ZLIN Brand, the specific objectives of the target groups are: **Fostering City Pride**: Zlin is built on the notion that work and life can be harmonious, offering much to its residents. Activities that contribute to the vision of Zlin as a leading city in balancing work and family life should be supported and communicated. **Updating Core Values:** Besides excellent living conditions, Zlin offers numerous opportunities for self-actualization, adhering to the motto "whoever wants to, can." This includes inventive and creative ways of doing things. These values should be "updated" by sharing examples and stories, not just from the past but also from present times, as research indicates that awareness of functional examples is at the core of the problem. **Informing about Opportunities**: It is crucial to inform residents about relevant opportunities (events, possibilities, and events), especially those that develop the three fundamental values (family, inventiveness, and entrepreneurship in the non-profit sense). As mentioned, the strategic document of the city has the territorial marketing concept within its priorities, so it defines its objective as: (1) To establish a cooperative and partnership model among various stakeholders in Zlin, encompassing businesses, contributory organisations, public societies, and tourism entities. This initiative aims to craft and disseminate a distinct and appealing city image, targeting vital demographic groups like residents, businesses, investors, potential residents, and tourists. The city's brand identity will encapsulate its unique character, historical roots, and future vision, ensuring consistent internal and external communication. (2) To create a platform to align the city's marketing content with the collective interests of key stakeholders in Zlin's marketing landscape. This includes businesses, contributory organizations, public societies, tourism actors, and other entities. The platform is envisioned as a tool for coordinating efforts and resources, ensuring that the city's marketing activities reflect these significant players' shared goals and interests.
Defined indicators to the objectives	There are none specific, but the strategic document defines the complex territorial marketing in its priority as follows: ***Priority F5: Comprehensive Territorial Marketing -*** This priority encompasses two key measures. **F5.1** Setting the basic principles and cornerstones of comprehensive urban marketing. This step is crucial in defining the core values, objectives, and strategies that will guide the city's marketing efforts. The focus is on identifying the city's unique characteristics for use in marketing campaigns, comprehending the needs and preferences of target audiences, and identifying the most effective channels and methods for communication and engagement. Thus defining the identity of the city and its manual. **F5.2** Creation of a tool (platform) for managing comprehensive urban marketing. This platform will serve as a centralised hub for coordinating and implementing marketing activities, monitoring progress, and measuring the effectiveness of different strategies. It will facilitate better integration of various marketing initiatives across different departments and stakeholders, ensuring a cohesive and consistent approach to promoting the city. The platform will also enable the city to adapt quickly to changing market conditions, track emerging trends, and respond effectively to feedback from residents and visitors. Thus, collaborate on the marketing and communication plan and create a platform for common marketing activities.
Values	A place where the instinct to succeed intersects with a sense of family and community. The core values are: - **Inventiveness** - creativity, creative thinking, resourcefulness, and innovation. - **Entrepreneurship** - also as initiative, civic and community activity, progressiveness, dynamism, and future orientation.

Activity	Zlin - based on the Strategic document and ZLINBrand website
	- **Family** - also as family and community values, conditions for family life, balance between work, personal, and family life."
Target audience	**Residents:** A common issue is that, due to limited opportunities for comparing the quality of life with other cities, residents may experience a certain "blindness" to the quality of their own lives. Therefore, the role of marketing and communication towards the residents lies in three dimensions. **Potential Residents:** These include current students in Zlin, graduates from local schools, or people with roots in Zlin who have ventured out into the world. People seeking employment in fields where Zlin excels or those who have started families and are looking for a peaceful place to live can also be potential residents. This category may even include tourists or business tourists who come for a long weekend or a professional conference and are charmed by the city's uniqueness. **Business and Investors:** Current businesses and investors, or, in other words, companies operating in Zlin, are important from two perspectives. First, they create employment opportunities and a quality life in Zlin. They should feel that the city cares about them and know what the city is doing for them and their employees. **Potential businesses and start-ups:** Entrepreneurs must unequivocally answer the question, "Is it worthwhile for me?" This consideration concerns financial calculations and broader business contexts, such as conditions and incentives, business climate, infrastructure, and accessibility. However, the decisive factor for the present and future is human capital. The question then becomes, "Is Zlin ready to offer enough properly qualified human capital and attract the right newcomers to create a new home for them and their families in Zlin?" **Tourists:** The uniqueness of Zlin manifests in all aspects of the city. There is no reason for tourism to be an exception. From a tourist's perspective, Zlin should offer a completely different experience, even though its tourist infrastructure does not differ much from similar urban destinations. Focusing on this type of tourism has significant side effects that influence other target groups: for business, it introduces the place as a potential investment opportunity; conference tourists might return as regular tourists; and a regular tourist could become a new resident.
Place identity	The city of Zlin has a well-crafted design manual as part of its city identity, detailing rules for using the city's logo, including colour specifications for promotional materials and souvenirs and recommended fonts. The city's website follows these guidelines, using specific shades of blue and yellow. However, the tourist information portal www.ic.zlin.cz and the 'Živý Zlín' project, a collaboration with Zlín City Theatre, deviate from these colour recommendations, opting for different shades and designs. Despite the detailed manual, Zlín lacks defined city identity rules, like a clear vision and mission for long-term employee guidance.
Brand, consistency, and positioning	Zlín represents a unique urban model conceptualised on an almost utopian idea that harmonises professional and personal life. Historically, it has been the epitome of the Czech interpretation of the American Dream—a place where individuals, driven by ambition, can realise their dreams of accomplishment and success. This realisation is facilitated by a culture of innovation and creativity underpinned by practical functionality and a brave, entrepreneurial spirit willing to explore new avenues. Zlín's environment is characterised by its vibrancy and resilience, capable of surmounting diverse challenges. This dynamism coexists with a serene ambience, creating an environment conducive to family life. The city exemplifies a balance between vigorous professional activity and a tranquil, family-oriented lifestyle, making it a unique case study in urban development and lifestyle optimisation. The positioning is defined as Zlín being neither a capital city, a second city, a rough city, nor a historical city. Moreover, the list of what Zlín is not could go on and on. zlín. město nekonečných možností
Methods	Not evident
Logo	Zlín was one of the first in the Czech Republic to have its own visual style. The project for a unified visual style for the city began in 1993. Gradually, information boards, signposts, and tables with orientation and descriptive numbers were created, all in a uniform style with a clean monochrome background combined with the custom font. The official logo of the city isZlín was one of the first in the Czech Republic to have its own visual style.

Activity	Zlin - based on the Strategic document and ZLINBrand website
	The project for a unified visual style for the city began in 1993. Gradually, information boards, signposts, and tables with orientation and descriptive numbers were created, all in a uniform style with a clean monochrome background combined with the custom font. The official logo of the city is Infinity symbolises the unceasing energy and courage of people in overcoming obstacles and simultaneously refers to the city of Zlin as a place of endless possibilities and opportunities for all who want it. However, this is inconsistent in branding, as the symbol represents the ZLIN Brand, but the city uses the official logo.
Unique selling proposition (USP)	Zlin is neither the capital, second, rough, or historical city. Moreover, the list of what Zlin is not could go on and on.
Budget	As the strategic document defines, the potential budget sources will be from the City's and EU funds.
Communication channels	- **Website** The statutory city of Zlin operates its official website, www.zlin.eu and the tourist information portal, www.ic-zlin.cz. The official website contains a wealth of information, divided into basic details about the city and sections for citizens, businesses, and tourists. There is a further website, www.fajnzivot.eu, where you can find interesting information and data from various areas of city life. - **Magazine Zlin** It overviews current events in the centre of the regional city and its local parts, a summary of cultural and sports events, and extensive thematic materials. The magazine is published monthly. - **Social platforms – Facebook, Instagram, YouTube** Through these social networks, the city aims to promote cultural events in Zlin and partially inform people about current happenings. The city posts photos and videos, highlights significant anniversaries, and provides updates on municipal office operations. Each year, a steady increase in followers is observed on these platforms. Tourism and information department employees manage the official Facebook and Instagram profiles for the statutory city of Zlin. The Facebook page is used to promote cultural events in Zlin and to share information about current events. This page also features engaging photos and videos, announcements about essential anniversaries, and updates on municipal restrictions. On Instagram, employees post their own current photos of Zlin or share images from other users. Previously, the department also managed a Twitter account, but it was discontinued following recommendations from social media experts. - **Videospots** For several years, Zlin has been utilising various spots available. These spots are filmed on various themes - Visit Zlin - Baťa's City, Zlin from Above, ZOO Zlin 2015, Zlin - City of Greenery, Zlin - City of Culture, Zlin - City in Motion, and more. - **Mobile apps** "Mobile Tourist" application, "Mobile Radio", "DarumaGo!, "Blueinfo"

Activity	Zlin - based on the Strategic document and ZLINBrand website
Tone of voice	Not defined
Slogan	City of Endless Possibilities
Sub-brands	The Destination Branding Strategy for the Zlinsko-Luhačovicko Tourist Area focuses on the development and promotion of the Zlinsko and Luhačovicko destination brand. This strategy is further simplified by insights from a workshop on "Effective Communication Strategies for Zlinsko and Luhačovicko". Additionally, the city of Zlin engages its citizens in municipal investment decisions through the participatory budgeting initiative "CREATING ZLIN." This initiative, which allocated 5 million Czech crowns annually in 2018, 2019, and 2020 for citizen-proposed projects, exemplifies civic engagement in urban development. Detailed rules and further information about this initiative can be found on the city's website, the project's website, www.tvorimezlin.cz, or its Facebook page. The website "Cool Life Managed by the City Hall (Fajn život)" provides a clear and captivating presentation of the activities and initiatives that Zlín endorses. The "Lively Zlín" website comprehensively summarises ongoing cultural activities and enables registered users to contribute to new events. They aim to rejuvenate the cultural landscape in Zlín and provide a diverse array of captivating experiences for locals and tourists. The "Modern and Friendly Communication City Zlin" project aims to improve the quality and efficiency of public communication in the coming years. This involves modernising and acquiring new communication tools to support automation processes and enhance employee communication skills, particularly in the area of communication. This project includes creating a new city website, updating the Citizen's Portal, and producing video spots. This approach reflects a contemporary trend in urban management, emphasising digital transformation and public engagement in city governance. The inconsistent co-branding: TVOŘÍME ZLÍN
Local communities	Zlin can host several local communities and platforms, such as creative centres, technological incubators, student university communities, cultural infrastructure, and more. Specifically, the Technology Innovation Centre (TIC) is an organisation founded by the Zlín Region to promote innovation and entrepreneurship and enhance the quality of life in the Zlín Region. It provides various services such as education, facilities for entrepreneurs, financial assistance for innovation support, and actively participates in programmes to promote the region's intelligent growth. ZLINJOBS, a website under TIC Zlín, focuses on talent development.
Brand Manual	Zlin presents a case of **brand dichotomy**. The city maintains a stable blue-yellow brand identity, symbolising the essence of Zlin. However, this is contrasted by the ZLIN Brand, which diverges from the primary brand's visual and thematic elements. This discrepancy indicates a potential challenge in maintaining a cohesive brand narrative and supervisory consistency across different branding initiatives within the city. The city of Zlin's website *www.zlin.eu/zlin-jako-znacka describes its branding guidelines*, focusing mainly on the theoretical framework of brand usage. However, it notably lacks practical applications for specific target groups, emphasising more on the conceptual aspects of the brand rather than its direct applicability in various contexts.
Responsibility	Press and Tourism Department

Activity	Zlin - based on the Strategic document and ZLINBrand website
Implementation and action plan	Not defined

Source: Statutory City of Zlin, 2020; 2023; TIC, 2023; Zlin Brand, 2023

The author highlights that this research (structured as a case study) is firmly based on the Statutory City of Zlin's strategy document and its ZLIN brand, established in 2022, trying to acknowledge the city's focus on complex territorial marketing (Zlin Brand, 2023). While the city's strategy incorporates elements of complex territorial marketing and a strong foundation for branding initiatives, there are notable gaps in integration and consistency. The Technological Innovation Centre (TIC) case highlights a misalignment within the broader marketing framework (TIC, 2023). Although Zlin has a long-standing urban identity, the co-branding and interconnectivity efforts within the city exhibit a lack of coherence. The Zlin Brand Manual and the city's brand aim to encompass a wide range of target groups, including but not limited to tourists. However, the current approach suffers from a dispersed communication strategy, indicating the need for a centralised management system to consolidate and enhance the city's overall brand identity (Statutory City of Zlin, 2020).

From a territorial marketing perspective, the main issue is the absence of consistency in Zlin's communication methods. The city's established communication methods and the actions of the various bodies involved in these methods significantly diverge, highlighting this problem. Furthermore, the continuous evolution of the ZLIN brand is characterised by the vague importance of the current communication strategy. A significant deficiency in this strategy development is the inadequate involvement of various stakeholders, such as urban planners, architects, municipal officials, and other key participants. It is crucial to include these stakeholders to align the communication strategy with the many aspects of urban life and government, thereby improving the efficacy of territorial marketing activities.

7.4 Subjective Perception from the Perspective of the Target Group

Socio-demographic profile of respondents

A questionnaire for the Zlin residents was conducted to provide a diverse perspective on the researched concept. The socio-demographic data for Zlin may be found in the Methodology chapter. The demographic analysis reveals a substantial presence of middle-aged participants, notably those aged 25–44. Additionally, most respondents were women (65,5%), and a notable proportion had attained higher levels of education.

The Table 39 presents the breakdown of the primary target groups in Zlin's population, as determined by the study findings. According to the Table 39, university students and IT/Tech/FinTech workers are prominent groups, representing 20% and 19%, respectively. Parents on parental leave make up 12%, while senior company positions and start-up employees make up 11% and 10%, respectively. Those in the academic sphere account for 5%, with hobby/non-profit/charitable workers at 9%. A minimum of 1% of respondents are classified as 'Other,' indicating a diverse representation of urban demographics. This ensures that the survey includes a broad spectrum of the urban population. The author no longer includes this category, nor workers in the investment environment (0.5%).

Table 39: Target groups distribution in the questionnaire

Identification	Target groups (TG)	N	%
TG1	IT/Tech/FinTech worker	79	19%
TG2	University student	82	20%
TG3	Academic environment/researcher	23	5%
TG4	Mother/Father on parental leave	51	12%
TG5	Part of the investment environment	2	0,5%
TG6	Senior position in a company (CEO, CMO, CHRO)	46	11%
TG7	Start-up employee	42	10%
TG8	Worker of a hobby/non-profit/charitable organisation	39	9%
TG9	Other	2	1%

Source: author

Perception and correlation analysis

To facilitate a nuanced analysis of the questionnaire in the City of Zlin, the predefined category perceptions of the city among residents indicates if and how the residents perceive the city's actions towards them as the prior target group in the strategic documents.

Table 40: Descriptive statistics

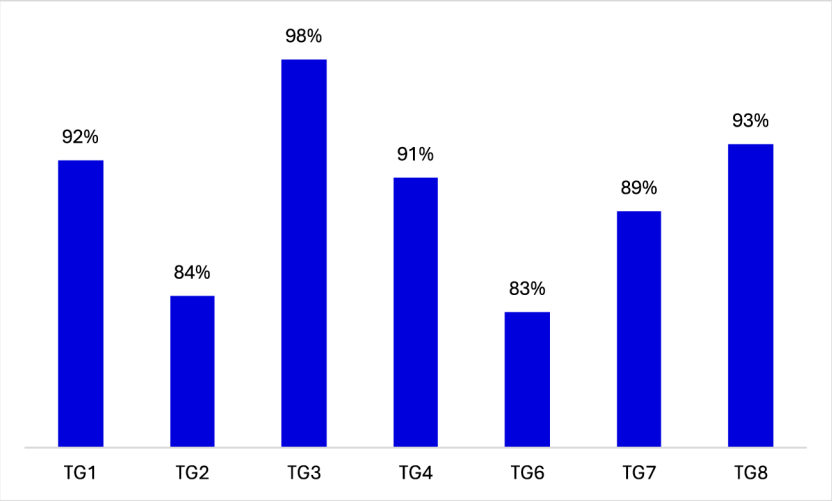
	Median	Mean	Standard deviation	Slope
Q4	1.0000	0.83623	0.37053	-1.8171
Q5	1.0000	0.62531	0.48464	-0.51776
Q6	0.0000	0.48139	0.50027	0.074493
Q7	3.0000	3.0670	0.89664	0.20012
Q10	0.0000	0.29280	0.45561	0.91065
		Q12		
Residents	0.0000	0.37717	0.48528	0.50685
Visitors/Tourists	1.0000	0.70471	0.45674	-0.89753
Companies	0.0000	0.11166	0.31534	2.4660
Students	0.0000	0.24069	0.42804	1.2131
Researchers				
Seniors	0.0000	0.057072	0.23227	3.8187

Source: author

The first questionnaire item in this category presented a question regarding the level of interest residents have in the life of their city (**Q4: Are you actively interested in the life of your city?**). The data analysis suggests robust civic participation among the city's inhabitants, with median and mean values uniformly denoting active engagement in urban life. Notably, most residents demonstrate a high level of interest, quantified at 83.6%; however, a minimal fraction—represented by the minimum value—does not share this sentiment. This discrepancy may indicate a subset of the population that is either less involved or

less content with Zlin's activities, including university students and senior-level workers. The data shows a slight variation in interest levels (standard deviation of 0.37053), suggesting consistent engagement across the population. The negative slope indicates that as the questionnaire progressed, the interest reported may have declined.

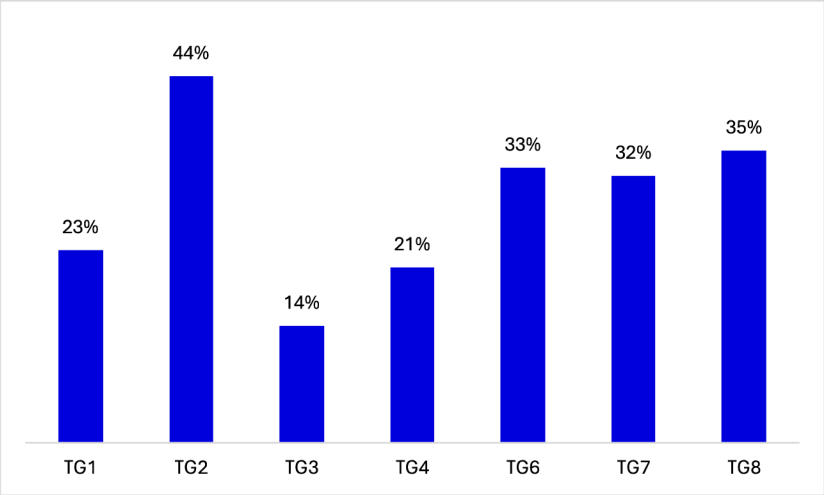
Figure 36: Share of respondents (in %) actively interested in life in the city of Zlin (% of respondents)



Source: author

Another item of the questionnaire illustrates the responses to a question concerning the perceived positive development in the city over recent years (**Q5: In your opinion, has there been a positive development in the city over the past few years**); the majority sentiment is strongly positive, with a median and mean value of 0.62531. However, there is a notable spread in responses, as indicated by the standard deviation of 0.48464. This variance suggests differing perceptions among respondents. A negative slope of -0.51776 may indicate decreasing positivity in perceptions as the survey progresses. Relative to comparable cities under similar scrutiny, the outcomes in Zlin exhibit distinct patterns. Specific target groups, such as academics, IT professionals, and parents on parental leave, acknowledge positive municipal development at markedly low frequencies. Across all delineated groups, the recognition of beneficial progression within Zlin remains notably subdued despite the city's efforts towards improvement. This incongruity suggests that enhancements may not align with the preferences or needs of these groups. Consequently, there is a pronounced opportunity for advancement, necessitating enhanced dialogue with and among these constituencies.

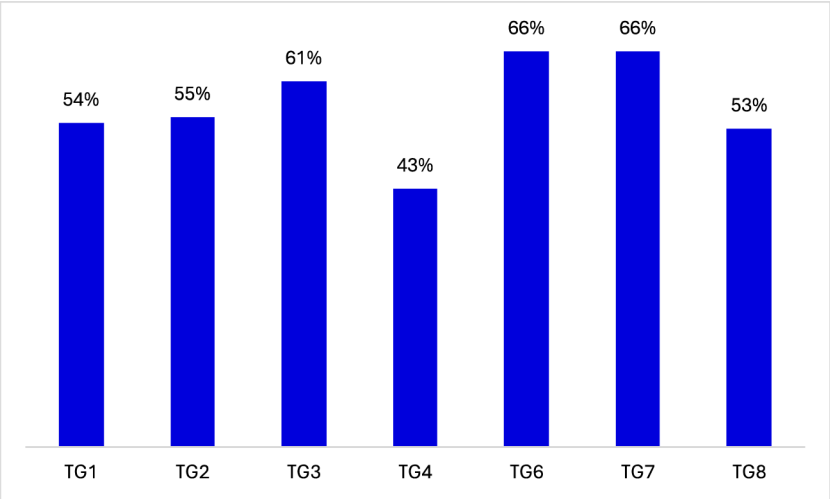
Figure 37: Percentage of respondents perceiving positive development (% of respondents)



Source: author

The following question reflected responses to a question querying awareness of city efforts to enhance its image and engagement with residents (**Q6: Are you aware of any efforts by your city to enhance its image and engagement with the residents?**). The data indicates a prevalent lack of awareness among respondents regarding their city's image enhancement and engagement efforts. This is reflected in the mean score of 0.48139. The standard deviation of 0.50027 suggests a polarised response distribution. A positive slope indicates a slight increase in awareness among respondents as the survey progressed. This data points to a potential gap in communication between the city's administration and its residents. Similar to the findings of the preceding question, Q5, the data about Zlin diverges notably from those of other municipalities. The comparatively lower response rates bolster the idea that the city's strategic initiatives must be communicated or showcased to its residents more conveniently. Similarly, this pattern extends to the city's branding efforts, where there is a discernible gap between residents' perceptions and the intended image and identity of Zlin.

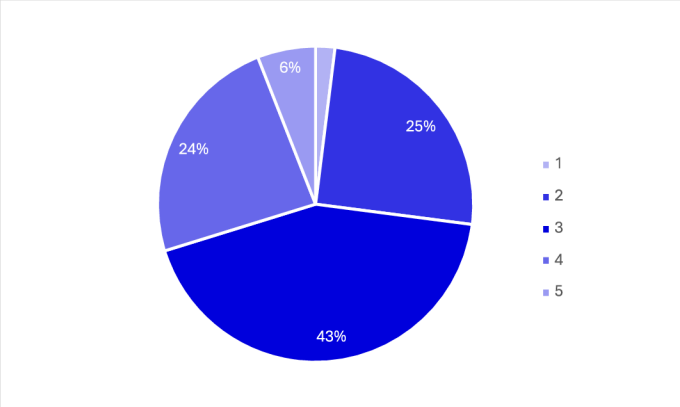
Figure 38: Awareness of the city's effort (% of respondents)



Source: author

The results of the **Q7: How would you rate the city's efforts in organising events, promoting, and communicating with the public? (1 - the best; 5 - the worst),** which asks residents to rate the city's efforts in organising events and communication; the median score is **3.0**, indicating moderate satisfaction. The mean score of 3.0670 suggests a slightly more positive perception on average, but the high standard deviation of 0.89664 reflects a wide range of opinions. The maximum score of 5.0 points to some dissatisfaction, while the positive slope of 0.20012 could imply an improving perception or a varied response depending on the demographic.

Figure 39: Figure 9: Evaluation of the city's effort; grade 1 = the best, grade 5 = the worst (% of respondents)

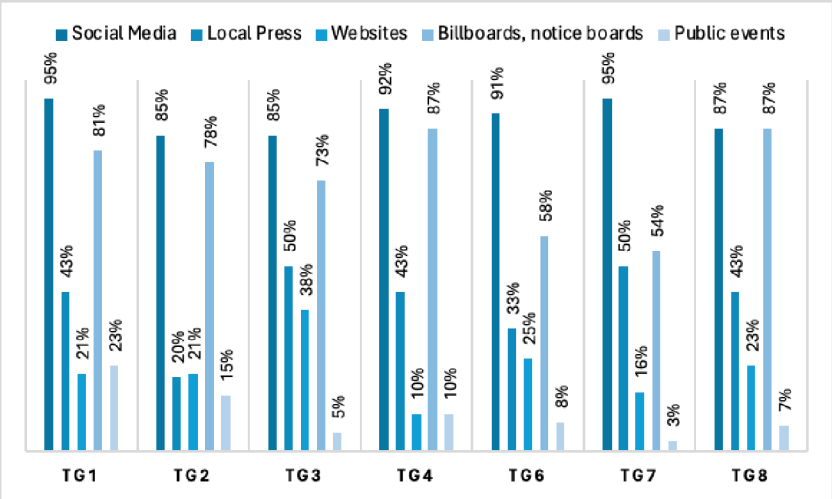


Source: author

Further, question **Q8: What are your primary sources of information about what is happening in your city?** provides a clear overview of the preferred sources of information about life in the city among the respondents. The most popular sources are social networks, billboards/bulletin boards, local press, and websites. Other sources, like the city mobile app and information centre, have lower usage rates. These insights can be valuable for tailoring communication strategies to the preferred channels of the target group, thereby enhancing the effectiveness of city-related communication. The questionnaire also investigated how residents obtain information about events in Zlin (if not according to the possible choices). According to the analysed answers, respondents often get information about events indirectly in their social circles (from family members, relatives, neighbours, friends, and co-workers).

An open-ended question was employed to elicit spontaneous recall of events attended by respondents over the past year (**Q9: Please list the names of events you have attended in the past year in your city that come to mind first.**). This approach allowed participants to name events as they naturally occurred, with some mentioning a single incident while others mentioned more than two. The inhabitants mostly referred to the new initiative "Živý Zlin (Zlin alive)", which seeks to foster year-round community cohesion. Moreover, the Zlin Film Fest and the Barum Rallye were the most prominent events in Zlin's history. In addition, the respondents noted many specific events in Zlin, including the First of May Day celebration, activities held at Komenský Park, local theatre performances, and the Easter jarmark.

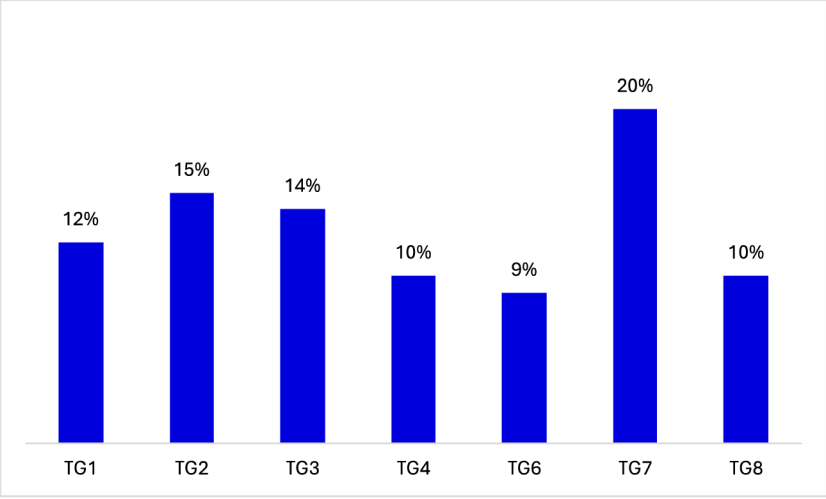
Figure 40: Preferred sources of information about the city by target groups (% of respondents)



Source: author

The significant question **Q10: Do you feel that you are given enough attention within the city as a member of a particular target group?** Aim to explore whether the target groups are the subject of city marketing strategy. **The majority feels they need to be more adequately recognised.** The mean score of 0.29280 suggests that less than a third feel their group is sufficiently regarded—the high standard deviation of 0.45561 and a maximum score of 1 show that some feel recognised. The steep positive slope of 0.91065 indicates an increasing sense of recognition throughout the survey. The pattern of recognition, or lack thereof, is consistent across all target groups. None feel acknowledged as the intended beneficiaries of the marketing activities.

Figure 41: Respondents' perception of attention given to their target group within the city (% of respondents)



Source: author

Spearman's correlation coefficient analysis across various target groups (TG) and questions indicates diverse levels of engagement and perception regarding city life and development. IT/Tech/FinTech workers (TG1) display a slight, yet statistically significant, positive engagement with the city's activities (Q4), hinting at an appreciation for tech-oriented city initiatives. This contrasts with their perception of

the city's development (Q5) and their attention to their group (Q10), where negative correlations suggest these efforts may only partially resonate with their professional or personal interests. Academic professionals (TG3) show a similar pattern of marginal positive engagement with city life yet hold critical views on development and targeted attention, pointing to a potential mismatch between academic expectations and city offerings. Parents on parental leave (TG4) display mixed responses, suggesting that while there is some level of awareness of the city's marketing endeavours, it may not translate into a sense of being valued or catered to within the city's strategic framework. Interestingly, senior company positions (TG6) show a positive correlation with awareness of city efforts (Q6), which may reflect their broader oversight of city initiatives but also unveil a critical perspective on how these initiatives serve their interests.

In detail, **Q10**, focusing on the perceived attention given to various target groups by the city's efforts, shows a complex picture. IT/Tech/FinTech workers (TG1), and academic professionals (TG3) report negative correlations, suggesting they feel they need to be more recognised by the city's initiatives. Start-up employees (TG7) and non-profit workers (TG8) also needed more attention. However, the p-values indicate that these correlations are statistically significant, emphasising the need for more inclusive city marketing strategies tailored to these groups' needs.

Overall, the varying degrees of correlation and the significance levels reveal that while certain groups are engaging with the city's efforts, there is room for improvement in the inclusivity and effectiveness of the city's marketing strategies. The data suggests a need for a more tailored approach to address each target group's unique needs and perceptions, enhancing the city's ability to foster a more inclusive and engaged community.

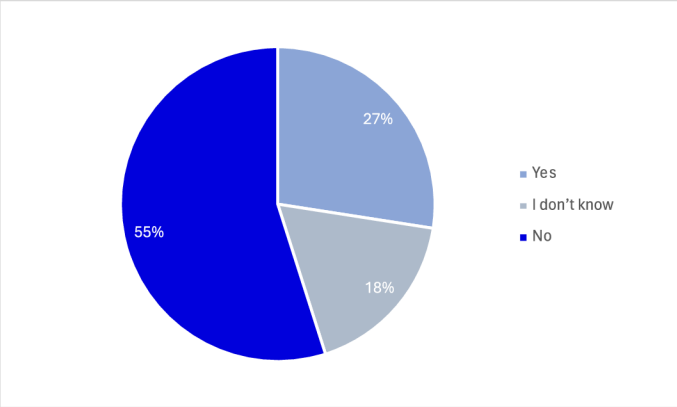
Table 41: Spearman's rank correlation coefficient (rho)

TG	rho (Q4)	p-value	rho(Q5)	p-value	rho(Q6)	p-value	rho(Q10)	p-value
TG1	0.19228577	0.0001	-0.35092248	0.0000	0.05694634	0.2541	-0.16022637	0.0012
TG2	0.01581809	0.7516	-0.22297407	0.0000	0.09006420	0.0709	-0.18009666	0.0003
TG3	0.17962070	0.0003	-0.40665018	0.0000	0.10775141	0.0306	-0.13598069	0.0063
TG4	0.19228577	0.0001	-0.36494824	0.0000	-0.03816652	0.4448	-0.17514578	0.0004
TG5								
TG6	-0.00401425	0.9360	-0.30953446	0.0000	0.19028172	0.0001	-0.23621587	0.0000
TG7	0.15094824	0.0024	-0.44063891	0.0000	0.12648057	0.0110	-0.21947730	0.0000
TG8	0.19406863	0.0001	-0.24593872	0.0000	0.05009013	0.3158	-0.17839132	0.0003

Source: author

Q11: Are you satisfied with the events in your city? Do they seem attractive to your target group?
The results of the Q11 indicate widespread unhappiness among citizens with city-organised events, with **56%** of respondents expressing disapproval. Moreover, **18%** of individuals could not express their viewpoint, indicating a possible disconnection or lack of knowledge. Merely **28%** of individuals saw the events as captivating and pertinent to their hobbies. This data indicates a discrepancy between the events provided and the varied tastes in the community. This indicates a strategic opportunity for local government officials to evaluate and adjust their event offerings to meet the diverse interests of their inhabitants.

Figure 42: Event satisfaction (% of respondents)



Source: author

Furthermore, the Table 42 illustrates the perceptions of different target groups regarding the focus of the city's marketing strategies **Q12: In your opinion, which target groups is the city's marketing primarily focused on?** The descriptive analysis reveals varying perceptions among different groups about the city's marketing focus. Visitors/Tourists perceive the highest focus, with a mean of 0.70471, reflecting a robust visitor-oriented marketing approach. Residents report a mean of 0.37717, suggesting they feel less targeted. Companies, Students, and Researchers indicate even lower means (0.11166, 0.24069, and 0.057072, respectively), pointing to a perception that the city's marketing efforts are not primarily aimed at them. Seniors show a unique trend with a positive slope, hinting at a growing perception over time that they are becoming a focus despite a low mean of 0.057072.

The Spearman correlation coefficients presented in the Table 42 reflect target groups' perceptions of the focus of city marketing efforts. For TG1, IT/Tech/FinTech workers, there is a slight negative correlation with residents, suggesting they do not see themselves as the primary focus. Interestingly, this group perceives a strong positive correlation with tourists, indicating a belief that the city's marketing is visitor oriented. University students (TG2) demonstrate a similar pattern, exhibiting a strong negative correlation with residents and a positive correlation with tourists, thereby reinforcing the city's skewed marketing towards visitors. Academic researchers (TG3) and mothers/fathers on parental leave (TG4) also show negative correlations with residents, adding to the perception of a tourist-centric marketing approach. Senior positions within companies (TG6) have a moderately negative correlation with the marketing focus on residents and a positive correlation with tourists, which aligns with the general trend. For start-up employees (TG7), the pattern continues with negative correlations for residents, suggesting a shared sentiment across professional cohorts regarding the city's marketing priorities. Workers of hobby/non-profit/charitable organisations (TG8) show negative perceptions, indicating a consistent view among various professional demographics that the city's marketing strategies prioritise tourists over residents. The data indicates that the city's marketing strategies are **predominantly tourist-oriented rather than resident-oriented.**

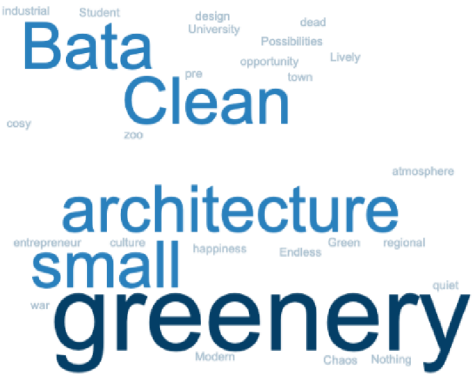
Table 42: Spearman's rank correlation coefficient (rho)

TG	Residents (rho)	p-value	Visitors /Tourists (rho)	p-value	Companies (rho)	p-value	Students (rho)	p-value	Researchers (rho)	Seniors (rho)	p-value
TG 1	-0.2400717	0.0000	**0.8812577**	0.0001	-0.1540475	0.0019	-0.1175878	0.0182		-0.1068962	0.0319
TG 2	-0.2834473	0.0000	**0.9823131**	0.0220	0.2230357	0.0000	-0.0136928	0.7841		0.0504679	0.3122
TG 3	-0.1983192	0.0001	**0.7285856**	0.0372	-0.1439011	0.0038	-0.0952684	0.0560		0.1457081	0.0034
TG 4	-0.2400717	0.0000	**0.8812577**	0.0000	-0.1540475	0.0019	-0.1175878	0.0182		-0.1068962	0.0319
TG 5											
TG 6	-0.2228702	0.0000	**0.8384263**	0.0000	-0.0461568	0.3554	-0.1888865	0.0001		-0.1262456	0.0112
TG 7	-0.2654336	0.0000	0.6207930	0.0000	-0.1209304	0.0151	-0.1920419	0.0001		-0.0839156	0.0925
TG 8	-0.1324621	0.0078	0.0620210	0.2141	-0.1554759	0.0017	-0.2469013	0.0000		-0.1078873	0.0304

Source: author

An open-ended question elicited spontaneous recall of any words or slogans the resident can devise considering the city of Zlin (**Q13: How would you define your city in words or slogans?**) The responses to defining the city in words or slogans suggest a dichotomy in perception. Themes of "greenery" and nature are prominent, depicting the city as an eco-friendly and clean environment with references to green spaces and "Město zeleně," underscoring a solid connection to natural surroundings. Additionally, there is a historical and cultural appreciation, noted by mentions of industrial-era architecture and cultural heritage. However, contrasts emerge with sentiments of stagnation and a lack of dynamism, particularly for youth and creative initiatives, as indicated by terms like "málo možností pro všechny" and "mrtvé město." Overall, the definitions paint a picture of a city valued for its tranquilly, history, and natural beauty yet critiqued for its perceived complacency and lack of contemporary vibrancy.

Figure 43: Zlin city definition

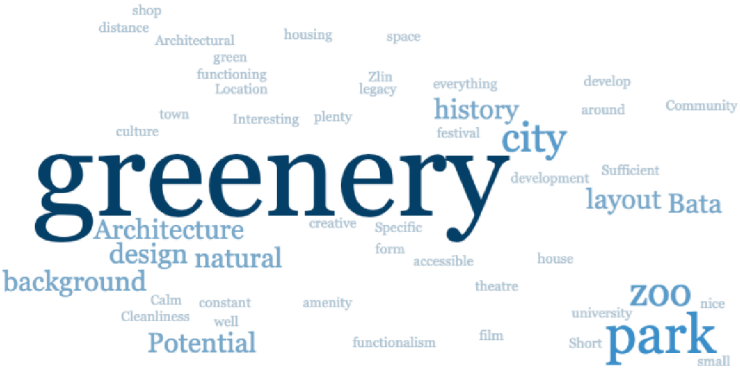


Source: author

Likewise, the responses to the following question about the main strengths of the city of Zlin highlight its unique blend of urban amenities with a calm atmosphere (**Q14: What do you consider to be the main strengths of your city?**). The main strengths of the city, as perceived by the residents, centre on tranquilly, green spaces, and cultural heritage. There is a strong emphasis on the city's potential for growth, the abundance of parks and greenery, and the presence of well-functioning public spaces. Key

cultural aspects include significant events like the film festival and historical connections to Tomas Bata. Architectural design, affordable public transportation, and the city's compact nature, allowing for short distances and time savings, are also highlighted. However, some responses have an undertone of irony, pointing to underutilised potential and limited options in specific contexts.

Figure 44: Strengths of Zlin



Source: author

7.5 Another Local Research

A comprehensive survey was undertaken in Zlin to lay a robust foundation for strategic urban development (Statutory City of Zlin, 2023). This questionnaire, aimed at gathering diverse opinions for future planning, was conducted to capture the views of residents and business representatives regarding the city's development trajectory. The survey's findings offer vital insights into the community's needs and preferences, serving as a guiding framework for the city's strategic planning initiatives. The survey engaged 993 individuals residing or studying in the city. Most participants reported satisfaction with the city's quality of life, particularly appreciating aspects such as parks, natural surroundings, architectural beauty, tranquilly, cultural environment, and overall ambience. The quality of the environmental conditions and a sense of safety were also positively noted. However, the respondents identified several areas for improvement. These included a desire for more cultural events, a modernised railway station, better parking facilities, and enhanced traffic management. Concerns were raised about housing, with a third of the respondents citing issues like a shortage of affordable housing, high property prices and rents, parking challenges, noise pollution, and traffic congestion. Enhancements in transportation and housing were suggested as priority areas for municipal action (Statutory City of Zlin, 2020; 2023).

7.6 Partial Evaluation

Conclusion: Regarding Zlin branding, while there have been deliberate attempts to establish a unified identity and include citizens via collaborative initiatives, the city's marketing strategy still lacks cohesion and coherence. This highlights the need for a comprehensive marketing structure to use Zlin's unique characteristics properly.

The case study of Zlin's territorial marketing reveals a landscape with unique challenges and opportunities. Zlin's marketing strategy context, while rich in historical and cultural context, appears to lack a cohesive, unified brand identity. Like Brno, Zlin supports various sub-brands and initiatives, each contributing to the city's dynamic image and leading to a fragmented marketing approach. The city of Zlin involves its citizens in decision-making for city investments through a participatory budgeting project, allowing them to propose small-scale projects. A notable aspect of Zlin's strategy is its dependence on individual efforts and initiatives rather than a common, collective approach. This individualistic approach results in diverse activities but also leads to a lack of strategic unity and coordination. **Despite being active and varied, the city's marketing efforts lack a clear, overarching strategic plan.** Moreover, Zlin's marketing efforts seem primarily focused on promotional activities, potentially neglecting other crucial aspects of territorial marketing, such as community engagement, economic development, and sustainable practices. This limited focus could result in missed opportunities to develop a more holistic and effective marketing strategy that could support the development of topics from a long-term perspective.

The city of Zlin currently emphasises marketing from a **touristic perspective**, recognising the area's potential for tourism. Nevertheless, the strategic document acknowledges the necessity to focus on residents alongside tourists. The ZLIN brand is aware of this issue, but, as in other cities studied, the emphasis tends to be on a **generic audience**. The communication strategy is notably fragmented, lacking an overarching, comprehensive strategy, which is also reflected in the questionnaire results. For a summary, refer to the Table 43. While the city has made strides in this area, earlier adoption of territorial marketing concepts might have led to more pronounced improvements. Overall, there is an absence of a unified image that integrates city branding and cultural and local development, which is essential for a complete marketing strategy.

The city's communication plan encompasses more than just conveying information to the target groups. The target is well-defined and encompasses all areas of the territory's overall growth dynamics. It has a clear objective that reflects the overall development dynamics of the territory, including all its aspects. Efficient communication is essential for the success of any strategic urban development strategy. Hence, incorporating the communication strategy is vital to the city's strategic plan. It encompasses more than a website, magazine, logo, or slogan. Speaking of Zlin, the communication strategy should consist of a unified and immediately recognisable collection of materials linked to the specific area or subject matter. All the following information regarding substance and presentation must be derived from this communication approach: The city of Zlin must acknowledge that the communication strategy is only one component of a broader urban development idea, and it should be managed by an organisation that constantly aligns it with the city's overall development context.

Table 43: Evaluation of specific activities in Zlin in reflection of residents

Activity	Zlin case	Related questions	Answers to the question
Marketing strategy	The city does not have any complex marketing document aiming at target groups.	Q6: Are you aware of any efforts by your city to enhance its image and engagement with the residents?	Data indicates a prevalent unawareness among respondents regarding their city's image enhancement and engagement efforts (51,8%).
Vision	Zlin has always been, and must once again become, a synonym for unlimited possibilities and opportunities for all who desire them.	Q5: In your opinion, has there been a positive development in the city over the past few years	The majority sentiment is strongly positive 62,5%
Target audience	- Residents - Potential Residents - Business and Investors - Potential Business and Startups - Tourists	Q10: Do you feel that you, as a member of a particular target group, are given enough attention within the city? Q11: Are you satisfied with the events in your city? Do they seem attractive to your target group? Q12: In your opinion, which target groups is the city's marketing primarily focused on?	Q10: The majority does not feel adequately recognised 70,7% Q11 indicates widespread unhappiness among citizens with city-organized events, with 56%. Q12: Visitors/Tourists perceive the highest focus.
Unique selling proposition (USP)	Zlin is neither the capital, second, rough, nor historical city. Moreover, the list of what Zlin is not could go on and on.	Q14: What do you consider to be the main strengths of your city?	Mostly, the characteristics widely correspond to the USP
Communication channels	- Website - Magazine Zlin - Social platforms – Facebook, Instagram, YouTube - Videospots - City mobile apps	Q7: How would you rate the city's efforts in organising events, promoting, and communicating with the public? Q8: What are your primary sources of information about what is happening in your city? Q9: Please list the events you have attended in the past year in your city that come to mind first.	Q7: The median score is 3 with a wide range of opinions. Q8: *The most*: social media, local press, billboards, and website *The least:* Apps, city information centre, and regional television Q9: Živý Zlin, Zlin Film Fest, Barum Rallye, local events
Slogan	City of Endless Possibilities	Q13: How would you define your city in words or slogans?	Other than the official city's slogan
Sub-brands	Participatory budget engagement and inclination to other projects	Q4: Are you actively interested in the life of your city?	High level of civic engagement among the residents 83,6%

Source: author

8 Discussion and Results Evaluation

The combination of globalisation, residents' flexibility, technologies, and the COVID-19 epidemic has significantly transformed how residents perceive life in a particular territory, prompting a thorough evaluation of work culture at both the global and local levels (Cook, 2023). These elements give people the autonomy to choose their residential and professional surroundings, prompting cities to clearly establish and adjust their position in the global market to attract and retain residents efficiently.

The discussion around territorial marketing varies throughout various territories due to the distinct local settings, historical backgrounds, and significance of territorial marketing in local development. While countries like Norway, Sweden, Finland, Denmark, and the Netherlands have been implementing this concept for over three decades, integrating it into their strategic planning and reaping economic advantages, the implementation and success of territorial marketing strategies differ based on the unique context and developmental objectives of each region. These nations perceive this concept as an instrument for local development to attract new residents and businesses (Hospers, 2010). To emphasise the importance of this pattern, Niedomysl's 2007 study (in Hospers, 2010) showed that in 2002, over 50% of the Swedish municipalities directed funds towards enticing prospective inhabitants. The total cost of this programme was projected to be around €5 million.

As the aforementioned countries began to realise the need to compete for residents, potential inhabitants, and economic stability, the Czech Republic began its journey towards defining its independence and future direction. That time, the Czech cities started to recognise the necessity of identifying their competitive advantages to market themselves globally—not only to residents but also to businesses, investors, and academics. This shift represents a critical juncture in the Czech Republic's approach to territorial marketing, marking its transition towards a proactive participant in the global competition for human and capital resources. Back in time, one significant catalyst for regional growth was the Czech Republic's integration into the European Union, which, in turn, facilitated its broader engagement in the process of globalisation. Territorial marketing, traditionally employed in tourism, now faces the challenge of attracting and retaining a skilled workforce in a particular region (Prato, 2022).

From 2005 to 2015, several academic experts in the Czech context emphasised that relying just on tourism is inadequate for city development (see authors Rumpel, 2002; 2003; Pauličková, 2005; Ježek et al., 2007; Sucháček, 2008). They argued that a wider variety of target populations should be considered to provide long-term economic benefits. By 2023, cities such as Brno, Olomouc, Ostrava, and Zlin acknowledged this problem and started integrating it into their strategic planning. Nevertheless, their ability to adapt has not been rapid enough to keep pace with the advancements seen in other European nations. While not primarily focused on these hurdles, this dissertation recognises that law, budgetary limitations, and political atmosphere impede the Czech approach to this topic.

Explaining the economic benefits of this concept is difficult since there is a lack of shared characteristics in academic literature. Scholars often see the concept as a long and complex effort that requires a well-organised local capacity to address the unique needs of different groups within a specific area. Hospers (2010) characterises this viewpoint as seeing it as a strategic, synthetic, intricate, and interconnected endeavour. In contrast to other advanced European nations and areas that effectively implement this approach, the Czech Republic needs to include these attributes.

8.1 Partial Evaluation: Specific Objective 1

Specific objective 1: *To evaluate the implementation from the perspective of strategic approach and individual marketing activities.*

Research question: *How do selected Czech cities approach the concept of territorial marketing?*

The answer in a few sentences: *The current adaptation of this concept represents a transformative phase, demanding strategic readiness for competitive positioning. This evolving understanding within public administration signifies recognition of its benefits yet highlights the necessity for long-term commitment and consistency among cities. Focusing on local communities, which align closely with specific yet crucial target groups, is pivotal. Engaging in cooperative efforts with these communities allows cities to penetrate core markets and enables the integration of co-brands under a unified city umbrella, potentially enhancing local economic development.*

Territorial marketing is a comprehensive strategy that provides an overview of a region and its long-term growth efforts. Regarding the author's research, each city's approach reflects its unique attributes, such as Brno's academic and tech focus, Olomouc's cultural richness, Ostrava's industrial heritage transformation, and Zlin's historical branding. These strategies showcase a tailored interpretation of territorial marketing, focusing on enhancing city images and creating sustainable environments to attract diverse stakeholders. Each city's approach to territorial marketing is about enhancing its image and creating sustainable urban environments that attract a wide range of stakeholders, from businesses and investors to tourists and residents. This multifaceted strategy aids in overcoming traditional marketing challenges, positioning these cities as dynamic, culturally rich, and economically vibrant centres on the global stage.

In the broader context of the Czech Republic, compared to Nordic countries where practices in territorial marketing are more established, these strategies represent an effort and potential to catch up, if not economically, through innovative approaches. While territorial marketing is not new in the Czech Republic, its current form has undergone modifications, necessitating preparedness for competitive positioning. **The case studies reveal that territorial marketing in the Czech Republic is more than a one-size-fits-all concept.** It is a dynamic process where cities leverage their unique characteristics to create distinct identities, attract investment, and improve quality of life. This approach aligns with contemporary marketing trends emphasising authenticity, local heritage, and sustainable development. The cities studied are in various stages of implementing territorial marketing strategies. Brno, for instance, has shown initiative with its "Žít Brno" concept, though it faced challenges and did not go well. With its thinking, Olomouc has been progressing well, aligning with Czech standards. Zlin is beginning its journey, exploring co-branding potential, but with room for improvement. Lastly, Ostrava stands out with its established brand identity, leveraging it in its local development strategy.

A critical observation **is the absence of a unified marketing concept** and a lack of focus on specific target groups. Furthermore, the integration of city communication strategies with strategic planning is imperative. The cities' communication strategies must reflect their dynamic development, ensuring maximum information dissemination about city activities and aligning with strategic development plans. Involvement in strategic planning helps reinforce residents' identity and connection with their cities. Participatory planning, particularly in areas where social bonds have waned, can invigorate community building and interaction, empowering residents to contribute to developing and administrating their locales. These variations highlight that each city's approach to territorial marketing is distinct and

continuously evolving. While some cities, like Brno, started early but faced overcomplications, others, like Olomouc, are progressing well. This diversity underscores the need for a shared platform in the Czech Republic to exchange principles, experiences, inspirations, events, and insights in territorial marketing. Such a platform could facilitate networking and collaboration, helping cities to advance their territorial marketing strategies more effectively.

Furthermore, integrating a **city's communication strategy with its strategic planning is essential**. This strategy should not only focus on information dissemination to citizens, institutions, and the global community but also embody the overall developmental dynamic of the area. For example, Olomouc understands this concept well. The goal is comprehensive awareness of the city's happenings and workings, not just about the events but the local improvements, projects, and possible engagement. Quality communication is a prerequisite for fulfilling any city's strategic development plan, necessitating a communication strategy as an integral part of this plan. This strategy should be a coherent set of elements unmistakably linked to the city, informing the content and form of all subsequent information. Involvement in strategic planning enhances the residents' collective identity and connection with the city. In territories where social ties have weakened, participatory planning can support community building and interaction among residents, allowing them to better contribute to developing and managing their living spaces.

In the Czech environment, **it's common for the tourism department to dominate a city's communication strategy.** If the management and advocacy of the city's brand or communication strategy are open to specific departments, it will likely reach its full potential for a long-term, comprehensive impact. Cities need to comprehend that the communication strategy is merely a component of the wider city development concept, and it requires coordination by an entity that situates it within the overall framework of the city's development.

More importantly, the collaboration among a wide range of stakeholders and so-called **co-branding on the city's marketing strategy and the resultant brand are crucial**. A more convincing and sustainable brand can emerge by removing barriers and introducing a collaborative mindset, resources, and cooperation.

Nevertheless, as Pellenbarg and Meester (2009) mentioned, assessing the efficacy of city marketing presents a challenge. The ongoing discourse about the precise definition of city marketing, its objectives, and the degree to which specific marketing initiatives can explain observed changes contributes to this difficulty. As of 2023, it is significant to acknowledge that a standardised, universal metric for appraising this concept still needs to be developed. The most employed and objective approach involves analysing migration flows. However, this method prompts further inquiry into whether the observed patterns represent a correlation or causation in attracting potential target groups (Niedomysl, 2007; Hospers, 2010). The **Table 44** is created to systematically gather and analyse the main discoveries from the investigations of four cities. The evaluation framework used is based on Kavaritz's academic research (2009), but with deliberate modifications to ensure its alignment and relevance to the Czech context. Furthermore, whereas Kavaratzis' research (2009) focuses on city marketing, the author's thesis aims to broaden this framework to include territorial marketing as well, thereby providing a more comprehensive perspective, the so-called "big picture." Based on the information in the Table 44, this section discusses several difficulties in territorial marketing that need further academic research to advance the execution of city marketing initiatives. These activities are crucial for enhancing the local economy, cultural dynamics, and social development. The challenges revealed results from a thorough effort to apply the case study results to the broad theoretical framework of city marketing. Primarily, the

challenges may be classified into two groups of impediments. The first group encompasses distinct obstacles that hinder the implementation of city marketing plans, arising from each city's unique political and administrative environment. The second category focuses on the theoretical-practical gap, emphasising the differences between the fundamental ideas of city marketing and their actual implementation and execution in specific urban settings (Kavaratzis, 2009).

Table 44: Main findings of the case studies

Element	Brno	Olomouc	Ostrava	Zlin
Interest in marketing	High	High	High	Growing
Understanding of marketing and the marketing process	Fragmented activities High level of understanding Applying it, but not in a complex manner Missing important nuances among the subjects Potential for collective understanding of local co-brands	Fragmented activities A unified perspective on marketing dynamics The communication strategy comprehends its strengths and weaknesses in a realistic manner	Fragmented activities The notion of branding is very comprehensible, and there is a significant need for it Implementing, but in a convoluted manner (requiring significant work)	Fragmented activities At a general level, there is a lack of integration between the marketing strategy and strategic planning
Prior Strategic document for long-term development	Yes	Yes	Yes	Yes
Role of marketing in Strategic development and goals	Clearly outlined in the city's challenges and issues	A positive shift from limited to tourism development. Enhance awareness of information on the city's strategic growth, investments, and prospects. There is potential for comprehensive coverage of themes related to urban development.	A positive shift from limited to tourism development. Emphasised the significance of community involvement and the sense of belonging among residents. Adheres to the principles of territorial marketing.	Part of the sub-principles Positive shift from limited to tourism development—mostly positive change of perception
Existence of marketing strategy	Not evident	Communication strategy	Not evident Predispositions to focus on one	Not evident Predispositions to focus on one

Element	Brno	Olomouc	Ostrava	Zlin
			Fragmented documents available	
Understanding/implementation of branding	Long-term plan for branding and creating the city identity. Negative branding processes and results	The brand is deficient in a comprehensive set of aims. It lacks transparency towards its target groups, targeting everyone but none. The brand encompasses several sub-brands that represent diverse and sometimes indirectly related subjects.	Positive brand strategy Started implementing a long-term brand strategy. Limited to visual elements but creating the local pride positively	Insufficient branding strategy Fragmented activities The nascent presence of a brand
Development of long-term vision	Long-term character evident	Long-term character evident	Long-term character evident	Initiating the first stages of a comprehensive and sustained planning process
Organisational structure/ Cooperation	An attempt at broad cooperation among local subjects Cooperation is mostly informal among local communities	An attempt at broad cooperation among sub-brands	Municipality department Cooperation is mostly informal among local communities	Municipality department mostly Lacking the collaboration from other key disciplines that prioritise urban quality of life
Involvement of local communities	The appearance of local communities is very high, organized strategy as well	Not evident besides the city's sub-brands	The handling of this issue In theory, it is intended as a component of brand establishment	The appearance of local communities is increasing, but the organised strategy is not evident, nor is the practise
Involvement of practical experts in long-term	Yes	Not evident	Yes	Not evident
Infrastructure	Steady improvement	Steady improvement	Steady improvement	Steady improvement
Behaviour and Opportunities	Limited efforts Targeting "everyone but none"	Limited efforts Targeting "everyone but none"	Limited efforts Targeting "everyone but none"	Limited efforts Emphasis on local activities for residents

Element	Brno	Olomouc	Ostrava	Zlin
				Targeting "everyone but none"
Communications	Adequate Focus on people, innovation, and improvements	Fragmented communication Concept see-think-do-care	Adequate Focus mainly on people and innovation	Adequate Focus on people, innovation, improvements, cultural events
Set indicators	There may be some pertinent considerations about the dragging out of the development strategy that are not explicitly related to marketing	Yes	Yes, within the strategical document	Yes

Source: own compilation based on Kavaratzis (2009)

In the context of territorial marketing in the Czech Republic, it is evident that while the country may not be as advanced as Nordic nations in this concept, a **positive trend is emerging**. Czech cities are increasingly adopting strategic approaches, shifting from a tourism perspective towards more systematic territorial marketing. However, at the lower units, the situation may differ. Despite lower levels of reflexivity compared to Nordic counterparts, this progression suggests potential economic benefits. A comprehensive Table 44 provides clear insights into the current landscape of territorial marketing in the Czech Republic, highlighting areas of advancement and the need for further development in integrating strategic planning with communication strategies for economic and social benefits.

In summary, these Czech cities are adopting unique, tailored approaches to territorial marketing, reflecting their identities and stages of development. Their experiences underline the importance of adaptable, locally resonant strategies in territorial marketing, offering valuable insights for other cities aiming to enhance their competitive edge and urban appeal.

8.2 Partial Evaluation: Specific Objective 2

Specific objective 2: *To examine the attitudes of target groups towards the city's marketing activities and their perceptions of the city.*

Research question: *How is the local approach to marketing activities reflected in the opinions of target groups within selected Czech cities?*

The answer in a few sentences: *Resident engagement is fundamental to strategic city development. There is a need to revamp and optimise the communication strategy, focusing on channels and understanding and working with territorial collaborations and relationships. Despite a shift away from tourism, residents still perceive their cities as primarily tourist oriented. Addressing this perception is crucial for cities to foster a more resident-centric approach.*

In analysing the local approach to marketing activities in selected Czech cities, the research focused on how residents perceive local territorial marketing practices. The questionnaire was designed to avoid confusion around the term "marketing" and to gather insights on specific aspects without leading the respondents toward unrelated thoughts. Feedback to the question about awareness of city efforts to enhance image and engagement indicated a generally positive response, except in Olomouc and Zlin, where feedback was lower. This response level reflects the effectiveness and public perception of the cities' marketing and development strategies. Additionally, residents in these cities have noted overall positive development, indicating the well-received and effective nature of the strategic development initiatives. However, the issues identified are particular to each city, making it challenging to generalise the findings across different cities. From a territorial marketing perspective, this research underscores the importance of tailored, locally focused strategies that resonate with the residents of each city.

From the perspective of target groups, particularly residents, there is significant room for improvement in how they feel addressed by their city's marketing efforts. Except for Ostrava, where the rate is slightly over 50%, the majority feel they need more adequate recognition. Despite strategic documents and marketing activities ostensibly tailored for residents, this gap suggests a disconnect. The focus on visitors and tourists in all researched cities indicates a potential competition between local branding for residents and tourism-focused efforts or an ineffective communication approach towards residents. The methods cities use to reach residents might be too generalised, needing more specific association or reflection for the residents. Engaging local communities and fostering collaboration could be a solution, as they are closest to specific target groups. Mixed satisfaction with city events and their communication effectiveness further highlights a disconnect, implying that residents do not perceive these events as tailored for them.

The research also explored how citizens perceive their city's unique selling points or comparative advantages. Overall, respondents' views broadly align with the cities' intended images. Additionally, when asked to suggest slogans or words representing their cities, the responses varied, reflecting the specific characteristics of each city. This diversity in perceptions highlights the complexity of encapsulating a city's unique identity in a few words or slogans, underscoring cities' challenges in effectively communicating their distinctiveness.

The research segment focusing on discovering primary information sources and event attendance in Czech cities revealed mixed results. This outcome again points to the issue of cities trying to target everyone but no one in particular. Even Olomouc, with a defined communication plan, did not fare significantly better, possibly due to its generalised approach. This highlights the limitations of an upside-down approach. Engaging local communities through their channels might lead to more effective targeting. The see-think-do-care framework is excellent for efficiently organising steps to reach specific target groups.

In conclusion, the high engagement level among residents reflects their eagerness to be part of their city's evolution. To capitalise on this, cities must address the specific needs of these groups, enhancing their unique attributes. Collaborative efforts with local communities and platforms should involve co-branding strategies essential to city marketing. **Despite residents' keen interest in urban development, there is still a perception that cities are more tourist-centric. However, research case studies suggest a gradual shift in focus, moving towards a more resident-oriented approach. This transition marks a significant change in the cities' strategic marketing direction.**

Simply put, considering the current international milieu, the substandard execution of territorial marketing by Czech cities might not captivate the designated target groups as intended. This shortfall impairs the potential for future advancement and erodes existing economic well-being. Despite the strategic efforts aimed at them, residents frequently feel that these campaigns do not resonate with them accurately, thus undermining the potential of the urban environment.

8.3 Partial Evaluation: Specific Objective 3

Specific objective 3: *To propose recommendations for the optimized implementation of marketing strategies to advance the success of city marketing in the Czech context.*

Research question: *What lessons can be drawn from existing marketing frameworks that could be adapted to the context of Czech cities to support local competitiveness?*

Proposal 1 - online platform for sharing

The evident diversity in territorial marketing approaches across Czech cities highlights the necessity of **establishing a shared online platform**. This platform would serve as a hub for exchanging principles, experiences, inspirations, events, and insights related to territorial marketing. Such a centralised network would enhance collaboration and knowledge sharing and significantly contribute to refining and advancing territorial marketing strategies across the Czech Republic.

Proposal 2 - holistic approach

In strategic development, the territorial marketing strategy is a comprehensive idea like corporate marketing. Acknowledging a city as a complex product with distinct capabilities and history is crucial. This viewpoint requires a **customised strategy for each city based on its unique competitive advantages**. Although other cities may serve as a source of inspiration, each city must tailor its approach according to its environment and qualities.

Proposal 3 - residents' engagement

Using tactics and a forward-looking approach in territory marketing is increasingly considered a **bottom-up approach**. An essential aspect of this technique is actively involving locals and other target groups. Engaging in dialogue with these groups is essential for understanding their requirements and viewpoints, ultimately facilitating the working groups' establishment. These initiatives promote cooperation and ensure that plans are based on the experiences and objectives of the community they serve.

Proposal 4 - local communities

Local communities, such as platforms and inventive ecosystems, are essential for successfully targeting certain target groups. City administrations must acknowledge the importance and potential of this collaborative approach, which allows for close interaction with specific groups and provides a cost-efficient, grassroots method. This strategy emphasises the need to comprehend and incorporate local community dynamics into broader city marketing endeavours.

Proposal 5 - work with experts

It is recognised that expert insights are valuable in territorial marketing, particularly in the Czech context, where specialists may need more preparation for their practical application. The **involvement of experts can provide essential guidance and knowledge.** Additionally, the existence of European agencies that assist cities with high-quality branding underscores the importance of external expertise in enhancing territorial marketing efforts. These agencies are pivotal in bridging the gap between current practices and the more sophisticated approaches required for effective city branding.

Proposal 6 – cooperate

Public administration should support the collaboration of higher education institutions. The purpose of this partnership is to facilitate and improve urban development initiatives. Public authorities may promote innovation by supporting and funding city-focused activities like hackathons. These events may use the knowledge and expertise of universities, resulting in ideas that can significantly improve municipal operations and services. Furthermore, we anticipate that these collaborations will foster regional economic growth and bolster the city's standing as a centre for technological advancement and community engagement. Hence, public administration should prioritise and invest resources to bolster these joint endeavours, strengthening the link between education and civic development. Ultimately, these collaborative efforts will help achieve the overall strategic objectives of promoting and establishing the city as an innovative and lively community.

Proposal 7 – focus on proper measurement, evaluation, and optimization

Territories that adopt a strategic framework incorporating clear objectives and thorough monitoring and evaluation mechanisms tend to achieve significantly better results in their territorial marketing efforts.

Proposal 8 – unify the visual style

A consistent visual style is crucial for territorial branding since it presents the territory as a unified entity. Stressing the importance of digital platforms, providing toolkits and toolboxes, and supporting local communities are crucial for effective stakeholder participation. These activities are crucial to the city's marketing endeavours, guaranteeing that the territory's identity is continually conveyed across all contact points. To achieve effective city marketing, it is necessary **to adopt a comprehensive strategy that combines visual coherence, active online participation, and community empowerment**. The strategic coordination of these components improves the territory's competitive advantage, fosters a favourable perception, and involves stakeholders in a way that is comprehensive and reflective of the region's distinctive attributes.

Proposal 9 – focus on specific target groups

It is crucial to delineate target groups with precision. **The specificity of the target group definition enhances the territory's ability to engage effectively with these segments**. Moreover, the involvement of local communities is essential in reaching these target groups in a more granular manner, as these communities possess intimate knowledge of and interactions with them.

8.4 Limits of the Thesis

The limits of this thesis arise from the use of case studies as the predominant methodological technique itself. The findings are limited to the examined territories and cannot be extrapolated to other territories.

The essential nature of case study research lies in its uniqueness since it involves strongly contextualised results that may not be readily transferable in larger contexts.

In considering the scope and limitations of territorial marketing strategies, it is essential to recognise the primary focus on local inhabitants as the target groups and the various subgroups within this population. The distinctiveness of territorial marketing lies in its inherent complexity and the fluidity of its dynamics. Consequently, each city possesses a unique competitive edge intrinsic to its territory, which should be capitalised upon. Thus, applying the principles outlined in this thesis to different regions may encounter constraints. This is due to the potential variance in the target demographic's perceptions, as each territory may prioritise different population segments.

The deployment of an online questionnaire inherently carries certain limitations regarding its reliability and trustworthiness due primarily to the nature of its online distribution. Such constraints are acknowledged, with particular attention paid to the potential biases and challenges introduced by the channel. Despite the inherent limitations of online surveys, including potential sample bias and the risk of low response rates, the research methodology was carefully designed to mitigate these issues. Efforts were made to enhance the validity of the survey responses by strategically selecting the most relevant online channels for distribution, aiming to reach potential respondents effectively. This strategic choice was intended to reduce doubts regarding the sample's representativeness, ensuring that the collected data would reflect a fair approximation of the target population's perceptions and behaviours. Furthermore, the potential for misinterpretation of survey items and non-response bias was also considered, with steps taken to clarify the questionnaire's intent and encourage higher participant engagement. Despite these efforts, it remains essential to interpret the findings within the context of the acknowledged limitations of the online survey method.

Acknowledging the inherent limitations of this thesis, the author is aware that the primary aim is to avoid delving into the intricacies of individual intentions and cognitive processes. The author instead directs the focus towards analysing the city's overarching external impact. While recognising that the inclusion of stakeholder interviews could contribute to validating the thesis, this consideration is tempered by the thesis's overarching aim, which prioritises examining the broader external landscape and the cities' collective approach. The decision to refrain from extensive stakeholder interviews arises from the thesis's deliberate choice to maintain a big-picture perspective. Engaging in stakeholder interviews might offer valuable insights into individual perspectives and intentions, yet the primary aim is to capture the cities' external manifestations and overall character under scrutiny. By concentrating on communication patterns and public materials, the study seeks to provide a comprehensive understanding of the cities' external image, emphasising a more holistic evaluation of their urban environments. Consequently, while stakeholder interviews could enrich the research, the author deems their inclusion secondary, considering the explicit focus on the external, city-wide perspective.

Regarding the utilisation of data analyses, specifically descriptive statistics, and correlational analysis, they also present a set of limitations within the research context. Descriptive statistics, while valuable for summarising and presenting data in an accessible format, do not permit inferences beyond the data set or the establishment of causal relationships. They provide an overview of the data's central tendencies, distribution, and spread, but their interpretive dominance is limited to the sample from which they were drawn without the ability to generalise to a larger population. Similarly, the inability to determine causality constrains correlational analysis, which assesses the relationship between variables. While it can indicate the strength and direction of a relationship, it does not account for the influence of external variables, which may confound the results. This limitation necessitates caution in interpreting

correlations, as the presence of a correlation does not equate to one variable causing changes in another. Lastly, relying exclusively on these analytical methods may require paying more attention to the complexity of the data, as they need to explore the underlying interactions between multiple variables.

8.5 Expected Research Contribution

From a particular standpoint, it represents the organic evolution of traditional business marketing into a territorial marketing paradigm. The globe is now undergoing a process of globalisation, and territories must understand how to effectively compete for the attention of target groups, just as enterprises do with the products in the market. However, the increasing and progressive rivalry necessitates more than just short-term tourist visits to the same territories. Therefore, they must attract long-term target groups to support and develop the territory. To contribute to academic evidence, the thesis advocates that the primary target group in the researched cities needs to be effectively addressed in the Czech Republic, despite the presence of objectives and potential. Overall, understanding the strategy in the Czech setting could be more favourable. While it is making progress relative to other cities in terms of competitiveness, it is still developing.

The expected research contribution primarily lies in formulating suggestions for the Czech cities where potential prospects arise. Additionally, the findings might have consequences for improving procedures for comprehending the significance of incorporating territorial marketing in regional development and public administration. Table 11 illustrates that the academic outcomes of territorial marketing could be better compared to the level of interest in tourism in the Czech and Slovak territories. The author tries to enhance a general understanding of territorial marketing at the regional level, particularly among academic colleagues, stakeholders, and the public. The author aims to provide a solid theoretical framework and strategy to educate public administration and the public via theoretical frameworks, as indicated in the literature. Similarly, enhancing a theory and the connections between the subjects would expand the existing body of literature, such as nation marketing, regional marketing, county marketing, city/urban marketing, rural marketing, place branding, and image. This study provides an academic viewpoint on territorial marketing in the Czech context, a subject that has received less attention in recent times. The author notes that the COVID-19 pandemic, which transformed work culture, has made the market for cities more competitive. A key advantage of this concept is that it allows cities to compete without geographical or other limitations. Given the limited research in the Czech context, the author adopts a 'big picture' approach to territorial marketing, aiming to provide insights valuable for public administration practice.

The thesis provides a comprehensive overview of the notion of regional development, which might be beneficial for public administration. Furthermore, according to the theoretical framework, the development of the thesis may serve as a fundamental blueprint for a prospective guidebook that can help stakeholders in public institutions create a marketing plan. The knowledge-based study will analyse the present state of territorial marketing adoption in the Czech context and assess its accessibility and effects. Subsequently, the discoveries may be used in specific regions and inspire other locations grappling with marketing strategies without proper advice. In the realm of regional development within the Czech Republic, this thesis explores territorial marketing and its potential to catalyse local growth. It offers a nuanced perspective on how Czech cities can harness the principles of territorial marketing to attract tourists and long-term residents, businesses, and investors, thereby contributing to the socio-economic vitality of the region. The research posits that applying a territorial marketing approach is not

merely a promotional activity but a strategic element that can enhance regional attractiveness, economic diversification, and overall quality of life.

The author made a substantial economic contribution within the academic framework through a multifaceted approach to territorial marketing in the Czech context. It offers a set of strategic recommendations tailored for Czech cities, guiding local authorities and stakeholders in leveraging territorial marketing to stimulate local economic development. The focus on attracting and sustaining long-term target groups promises sustainable and stable economic growth, contrasting with the transient economic boosts from short-term tourism.

Moreover, the thesis significantly influences policy development by providing empirical insights that could shape public administration strategies. Public administration can allocate resources more efficiently and generate better economic outcomes by integrating territorial marketing into regional development plans. The region can attract investments and skilled individuals by fostering a more robust economic environment through this strategic integration.

Finally, the contribution may extend to the academic field by enhancing the territorial marketing course in regional development. The Department of Regional Economics and Administration at the Faculty of Economics and Administration or other relevant departments and faculties, not limited to the Czech Republic, might also ensure, and teach this course.

Conclusion

The scholarly discourse on territorial marketing presents a dichotomy: are territories products in the market or not? The answer is multifaceted. While territories can be conceptualised as products, they are more akin to a company characterised by storytelling and associated products. However, defining a territory solely by its geographical identity simplifies a more complex reality, such as its socio-economic and ecological character. Hospers (2010) further elaborates on this complexity by identifying additional challenges such as stakeholder mobilisation and collaboration, allocation of responsibilities, place fuzziness, balancing demand and supply sides, and difficulty monitoring consumer experiences.

The analysis of current literature and the state of knowledge provided a theoretical and methodological foundation for this thesis's general focus, territorial marketing research, and the establishment of initial research goals and questions. The structure of the theoretical framework demonstrated that effective territorial marketing application increases a territory's attractiveness and helps create its value. The intention is to provide a theoretical framework that combines several components (strategic pillars) that contribute to effective territorial marketing within the scope of local development, especially tailored for the Czech Republic. However, there is currently no universally applicable standard for defining success in territorial marketing concepts. As Pellenbarg and Meester (2009) mentioned, assessing the efficacy of city marketing presents a challenge. Part of this difficulty arises from the ongoing debate about the precise definition of city marketing, its objectives, and the degree to which specific marketing initiatives can explain observed changes. As of 2023, it is significant to acknowledge that a standardised, universal metric for appraising this concept remains undeveloped. The most employed and objective approach involves analysing migration flows. However, this method prompts further inquiry into whether the observed patterns represent a correlation or causation in attracting potential target groups (Niedomysl, 2007; Hospers, 2010). The author considers success in this context subjective and dependent on individual circumstances, regional disparities, and uniqueness. The primary intention of the theoretical framework is to suggest a theoretical model of marketing strategy that emphasises the main categories to be focused on within the local development and its attractiveness among the target groups. This model was then employed in empirical case studies.

Given that cities revolve around individuals, territorial marketing also has a subjective aspect. Consequently, a quantitative survey was carried out with the inhabitants. The study used descriptive statistics and correlation analysis to identify territorial marketing activity and possible relationships between target groups and their attitudes.

As a practical contribution, the Czech Republic has yet to fully embrace the concept of territorial marketing, unlike Nordic countries with more established practices. However, Czech cities are adopting strategies and thinking progressively in this direction, albeit at a slower pace. Despite low reflexivity levels, this gradual shift indicates positive progress, potentially leading to economic benefits in the future.

The fundamental element of the strategic development of a territory is its long-term vision. To achieve this goal, it is essential to have a strong foundation—a well-defined path, measurable metrics for success (KPIs), and a framework to verify data and include stakeholders, particularly local communities, and platforms. The next phase is developing marketing and communication strategies that align with the strategic development plan. These tactics should be designed to effectively advise and convince, considering the challenges and requirements revealed through community engagement. To successfully

engage with specific target groups, particularly those outside of traditional community and innovation networks, it is necessary to overcome the obstacles that have been highlighted.

To achieve successful territorial marketing, it is essential to accurately identify and address the distinct requirements and obstacles target groups face. By implementing strategic planning, communities may optimise satisfaction and increase citizens' overall quality of life. Important to note, recognising that territorial marketing is a long-term and complex approach is crucial. This thesis explores the fundamental elements of territorial marketing, encompassing creating a place favourable for residence, employment, and communal harmony. However, the notion goes beyond just keeping people in the area; it includes the strategic need to construct a territory that supports its current population and has the inherent attractiveness to entice former residents to come back in the future. Furthermore, essential components of an effective marketing plan are co-branding, networking, and integration. Exemplary instances within an urban ecosystem are initiatives that get significant media coverage, resulting in advantages for both the local community and the city, drawing more individuals to pursue education, relocate, and establish residence there. In the subsequent stage, it is necessary to evaluate the level of development and advancement of the local environment. Case studies suggest that the Czech Republic's primary objective is to verify these organisations' existence.

In conclusion, compared to the prevailing global context, Czech cities' inadequate application of territorial marketing may fail to engage intended target groups effectively. Consequently, this deficiency compromises prospects and diminishes current prosperity. Residents often perceive themselves as inaccurately targeted despite strategic initiatives and procedures directed towards them, thereby attenuating the urban potential.

This thesis possesses the capacity to incite further research, inspire similar studies in other regions, irrespective of their size, or delve deeply into subjects that this study hasn't yet comprehensively explored. It actively engages in conversations on the competitiveness of cities and regions in the Czech Republic, intending to promote a broader debate essential for the country's global market competitiveness beyond just manufacturing. Yet, the emphasis is on recruiting intellectual talent and avoiding the so-called brain drain.

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Annex A – Differentiating Marketing Concepts

Concept	General Definition	Focus	Main Difference	Target Audience	Key Stakeholders	Primary Channels	Duration	Metrics of Success
Territorial Marketing	A strategy promoting several cities, towns, or attractions within a region.	Long-term growth, overall image enhancement.	Encompasses a broader perspective, promoting collective assets.	Residents, Businesses	Local Governments	Local Media, Websites	Long-term	Population growth, Business investments
Place Marketing	Promotion of a specific location, such as a city or region.	Specific characteristics of a location.	Focuses on unique characteristics differentiating a place from rivals.	Tourists, Residents	Tourism Boards	Social Media, Travel Blogs	Short to Mid-term	Tourist numbers, Revenue
Destination Marketing	"a set of means of action used to influence the behaviour of consumers and make them choose a given destination." Barret, 2016	Tourist attractions and experiences.	Short-term, event-driven, aiming to boost tourism for specific events or seasons.	Tourists	Tourism Agencies	Travel Agencies, Online Ads	Short-term	Tourist numbers, Hotel bookings
Urban/city Marketing	Promotion of urban areas, highlighting modernity, infrastructure, and opportunities.	Modernity and opportunities in urban areas.	Aims to attract businesses, residents, and tourists to urban areas.	Potential Residents, Businesses	City Planners, Businesses	Local Media, Billboards	Long-term	Business investments, Infrastructure development
City/urban Marketing	Comprehensive promotion of all aspects of a city.	Overall image enhancement of a city.	Encompasses all aspects of a city, from cultural heritage to future prospects.	Residents, Tourists	Local Governments, Community Groups	City Websites, Local Events	Long-term	Population growth, Cultural engagement
Regional Marketing	Promotion of a larger area, such as a state or province.	Collective strengths of a region.	Emphasizes the collective strengths and attractions of all cities and towns within a region.	Residents, Businesses	Regional Governments	Regional Media, Workshops	Long-term	Economic growth, Inter-city collaborations
Rural Marketing	Promotion of rural areas, focusing on tranquillity, natural beauty, and traditional experiences.	Rural tourism and local products.	Targets rural areas and their unique offerings.	Tourists, Residents	Tourists, Residents	Community Events, Local Media	Mid to Long-term	Rural tourism numbers, Local product sales
Location Marketing	Promotion of a specific location for a particular purpose.	Specific purpose of a location.	Can encompass both urban and rural areas, focusing on promoting a location for a specific purpose.	Depending on the purpose	Event Organizers, Local Businesses	Event-specific channels	Short-term	Event attendance, Revenue from the event
Geographical Marketing	Promotion of an entire country or continent, emphasizing collective strengths and attractions.	Collective strengths of a geographical area.	Most comprehensive, promoting all regions within a geographical area.	Global Audience	National Governments	National Media, International Ads	Long-term	International collaborations, Foreign investments

Concept	General Definition	Focus	Main Difference	Target Audience	Key Stakeholders	Primary Channels	Duration	Metrics of Success
Event Marketing	Promotion of a specific event within a location.	Specific events such as festivals or concerts.	Focuses on attracting attendees, participants, and sponsors to a particular event.	Event attendees, Sponsors	Event Organizers	Social Media, Event Websites	Short-term	Event attendance, Sponsorships
Cultural Marketing	Emphasizes the promotion of cultural assets of a region.	Museums, art galleries, theatres, etc.	Targets the unique cultural offerings and heritage of a region or location.	Targets the unique cultural offerings and heritage of a region or location	Cultural Institutions	Cultural Magazines, Exhibitions	Short-term	Engagement Visits

Source: own compilation based on the literature of Hoyle, 2002; Dinis, 2004; Warnaby and Medway, 2013; Raszkowski, 2014; Vuigner, 2016; Gollain, 2017; Cliquet and Baray, 2020; Matwiejczyk, 2023

Annex B – Questionnaire

I appreciate your involvement in this survey. The information you provide will be kept entirely secret and only used for academic studies at Masaryk University. You may be confident that the gathered information will not be disclosed to external entities.

No.	Question	Answers
1	To which city do your responses refer?	Jihlava Brno Zlin Olomouc Ostrava Other:
2	Do you refer to yourself as a resident of the city? The requirement is either permanent residence or monthly spending at least 12 nights in the city.	Yes No
3	Which community/subgroup would you sign up for?	IT/Tech/FinTech worker Mother/Father on parental leave University student Academic environment/researcher Part of the investment environment Senior position in a company (CEO, CMO, CHRO) Start-up employee Worker of a hobby/non-profit/charitable organisation Other:
4	Are you actively interested in life in your city?	Yes No
5	In your opinion, has there been positive development in the city over the past few years	Yes No
6	Are you aware of any efforts by your city to enhance its image and engagement with the residents?	Yes No
7	How would you rate the city's efforts in organising events, promoting, and communicating with the public?	1 (the best) 2 3 4 5 (the worst)
8	What are your primary sources for information about what's happening in your city? Multiple options can be selected.	Social media Regional television Press Local press Websites Billboards/local notice boards At public events City information centre City's mobile application

No.	Question	Answers
		Other:
9	Please list the names of events you have attended in the past year in your city that come to mind first.	
10	Do you feel that you, as a member of a particular target group, are given enough attention within the city?	Yes No Please elaborate:
11	Are you satisfied with the events in your city? Do they seem attractive to your target group?	Yes I don't know No Please elaborate:
12	In your opinion, which target groups is the city's marketing primarily focused on? Multiple options can be selected.	Residents Visitor/Tourist Employer/Employee/Self-employed Students Researchers Seniors
13	How would you define your city in words or slogans?	
14	What do you consider to be the main strengths of your city?	
15	Gender: How do you identify?	Male Female Other
16	Age: What is your age?	15 – 24 years 25 – 34 years 35 - 44 years 45 – 54 years 55 – 64 years 65 and over
17	What is the highest level of education you have achieved?	Primary Secondary with a certificate of apprenticeship Secondary with a diploma or post-secondary University diploma