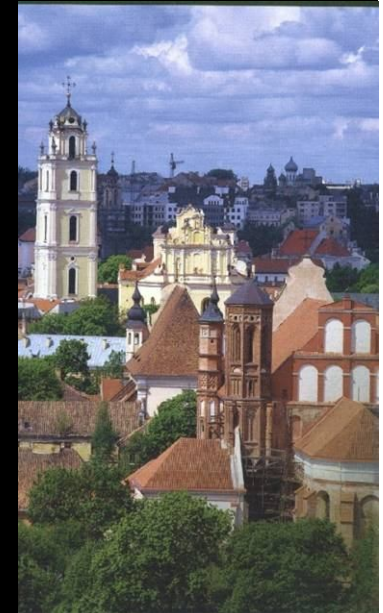


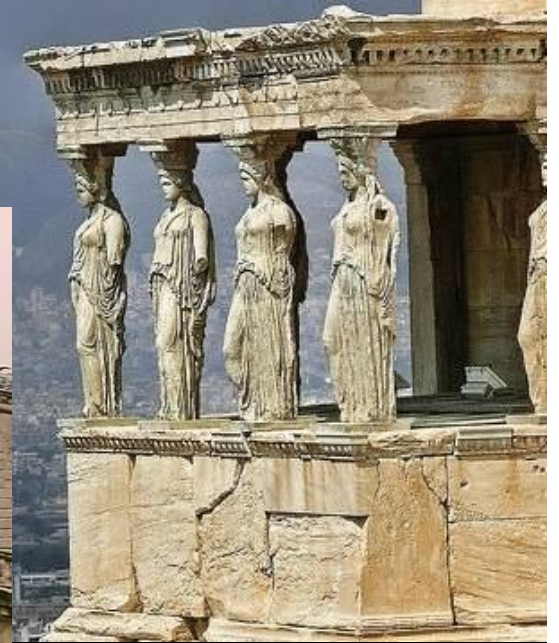
# Strategii de marketing pentru orase competitive

Dr. arh. Sorina Racoviceanu  
IHS Romania





Unde mi-**as** petrece vacanta?





# Unde mi-as deschide o afacere?





Unde mi-ar placea sa locuiesc la pensie?



## Orasele sunt in competitie...

Obiectivul prezentarii este acela de a arata ce pot face orasele pentru a deveni mai competitive, adica:

- a fi mai productive (a oferi produse si servicii de calitate la preturi accesibile)
- a atrage locuitori, activitati economice și vizitatori.

**sau... ce poate face administratia locala pentru a pozitiona orasul pe "piata urbana" si a-i intari factorii ce ii confera competitivitate ?**

# Factorii competitivitatii

## Factori hard:

Stabilitate economica  
Productivitate  
Costuri de amplasare  
Sistem de proprietate  
Servicii locale de suport pentru intreprinderi  
Infrastructura si infrastructura de comunicare  
Localizare strategica  
Programe si scheme de facilitati si stimulente

## Factori soft:

Dezvoltare economica pe nise de piata  
Calitatea vietii  
Competenta profesionala a fortei de munca  
Cultura si valorile locale  
Managementul organizatiilor publice  
Flexibilitatea si dinamismul mediului de afaceri  
Spiritul intreprinzator

# Studii de caz europene

---

Orase importante pe plan international, capitale nationale sau regionale, de marimi variand intre 500.000 si 2.000.000 locuitori,

---

Angrenate în competitia urbana, la diferite scari – nationala, regionala, europeana ai internationala

---

Centre urbane cu istorie, valori culturale si arhitectural urbanistice

---

Au cunoscut un moment de declin economico-social, sau o schimbare a sistemului politic, care a impus o restructurare a filozofiei administratiei locale si o abordare diferita a gestiunii urbane.

---

Noua abordare a avut un impact pozitiv asupra dezvoltarii urbane, experientele respective reprezentand exemple de succes.



# Rotterdam (Olanda) – 600 000 locuitori

homepage en - cityportal rotterdam - Mozilla Firefox

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http://www.rotterdam.nl/cpr-7a33f0e910c34baa998a7459a5b9eda2

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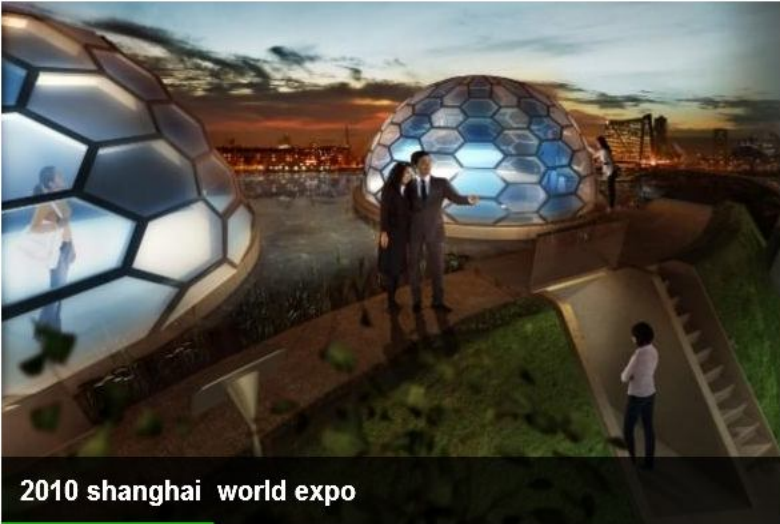
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**ROTTERDAM**WORLDPORTWORLD**CITY**

home | discover rotterdam | international affairs | expatdesk rotterdam | port of rotterdam



**2010 shanghai world expo**

**rotterdam news**


**Kate, Bob & Luca**  
Until the end of May Kunsthall Rotterdam presents work by contemporary artist Katinka Lampe.  
March Wednesday 24 2010 | [read more](#)

**Shanghai World Expo Rotterdam**  
At the 2010 Shanghai World Expo Rotterdam presents the Water City Pavilion, offering an insight into water management and safety in a metropolis and major port city, in the face of climate change.  
March Tuesday 23 2010 | [read more](#)

**Advance sales for the Rotterdam Museum Night ...**  
start on February 10.  
February Tuesday 9 2010 | [read more](#)

[more news](#)

**Rotterdam highlights**



Read www.rotterdam.nl

poze sorin phd6\_studiicaz - Mi... Microsoft PowerPoi... homepage en - cit...

RO 18:18





**Adoptarea in 1987 a unei politici active de stopare a degradarii situației economice:**

- Raport de consultanta “Noul Rotterdam”
- Plan strategic “Rotterdam-ul inovat”, avand ca obiectiv central cresterea atractivitatii orasului pentru cetateni, afaceri si turisti



Strategia de dezvoltare urbana leaga restructurarea functiunii portuare de procesul de revitalizare a orasului:

- Agentia de Management a Portului Municipal Rotterdam
- Corporatia de Dezvoltare a Orasului Rotterdam

## ROTTERDAM IN 2030

clean port smart city colourful international  
innovative entrepreneurs cine city cool  
metropolis surprisingly green intercultural  
sport young working population broad-based  
schools rough diamond events skilled workers  
water recreation pioneering spirit solidarity  
nightlife spirited high-speed rail link  
proud involved living on the waterfront  
source of inspiration water taxis promenading  
skyline cultural experiments neighbourhoods  
abounding in water play tuk-tuks popular  
housing water features eternal youth music  
city successful sustainable industrial enter-  
prises popular residential city exhibitions  
architectural excellence



Gemeente Rotterdam

ROTTERDAM URBAN VISION SPATIAL DEVELOPMENT STRATEGY 2030

clean port smart city colourful international  
distinctive skyline architectural excellence modern  
metropolis intercultural young work  
port for graduates successful sustainable  
industrial enterprises innovative entrepreneurs  
sketchers event entertainment film  
performance venue exhibition music  
cultural experiments school spirit  
residential city quality and local  
housing attractive public space neighbourhoods  
abounding in water play tuk-tuks popular  
schools cultural play market local economy  
involve solidarity from history source of  
inspiration high-quality public transport tuk-tuks  
bicycles high-speed rail link water taxis  
electromobility dynamic city centre street art  
promenading successful bus population  
encounters and leisure surprisingly green canals  
water features living on the waterfront river  
water recreation pioneering spirit innovation  
rough diamond metropolis eternal youth colour  
sustainable industrial enterprises innovative



# ROTTERDAM BRAND STRATEGY



ROTTERDAM WORLDPORT WORLD CITY ROTTERDAM WORLDPORT WORLD CITY

# Glasgow (UK) – 600 000 locuitori

Glasgow City Council Homepage - Mozilla Firefox

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http://www.glasgow.gov.uk/

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Glasgow City Council Homepage


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**Welcome to Glasgow**

RESIDENTS BUSINESS VISITORS ABOUT GLASGOW YOUR COUNCIL ONLINE SERVICES YOUNG


SEARCH

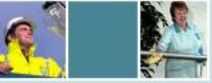
**Online Services**  
Access our services 24 hours a day. You can find information, ask a question, report something, pay a bill and much more.

**What's On**  
  
**Events in the City** - find out what's happening across the city.

**Proposals on Education Estate**  
  
**Education Estate Strategy**  
Over the last 10 years, the council has spent £550m to radically improve the condition and quality of its school buildings. The council has built a total of 100 establishments in new buildings.

**Our vision for Glasgow**  
We want Glasgow to flourish as a modern, multi-cultural, metropolitan city of opportunity, achievement, culture and sporting excellence where citizens and businesses thrive and visitors are always welcomed.

**Easter Events in the Park**  
  
1 April - 16 April  
Meet the Easter chicks, lambs, ducklings and rabbits in Glasgow's parks. Events take place from April 1 onwards.

**Vacancies**  
  


- Council Vacancies
- City Markets Vacancies
- City Parking Vacancies
- Culture & Sport Vacancies

**News**  
01 April 2010  
**Mock poll for first-time voters has the X-Factor**  
Sixth year pupils at a Glasgow school have found out what it's like to vote for the first time, ahead of the UK General Election.

**Land and Property**  

- Property
- Planning
- Building Standards

31 March 2010  
**Glasgow primary youngsters go Megaball mad**  
Over 700 children from primary schools across Glasgow joined mascots Active Amy and Andy as part of a morning of fun and exercise at Toryglen Football Centre.

**Web Cams**  


Done

poze sorin phd6\_studiicaz - Mi... Microsoft PowerPoi... Glasgow City Council

RO 18:12



**In anii '80 – Strategia de dezvoltare focalizata pe regenerare economica, competitivitate economica si administratie antreprenoriala**

Viziune – “Glasgow’s miles better”

Abordare in parteneriat - "Glasgow Action" si "Glasgow Investors Forum"

Plan strategic - Glasgow City Plan

Strategia de dezvoltare economica

Metropolitan Glasgow – viziune pentru viitorul orasului – regiune



**Glasgow**   
Scotland with style<sup>®</sup>

**THE CITY BRAND**



# Stockholm (Suedia) - 800.000 locuitori

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STOCKHOLM'S STAD

Luften » 12° NV 5 m/s


Sök

Arbete Bygg & Bo Familj & Omsorg Förskola & Skola Klimat & Miljö Kultur & Fritid Trafik & Stadsplanering Om Stockholm




Vi arbetar för att Stockholms stad ska ha en så säker, trygg och hälsosam trafikmiljö som möjligt.

**Hur vill du att ditt Skärholmen ska vara? »**  
2011-10-03 15:00  
Den 6-8 oktober kommer Boendedialogen till Skärholmen. Ta chansen att vara med och bidra till ett ännu bättre Skärholmen.



**Söderledstunneln öppnar i november »**  
2011-10-03 10:30  
Den 28 november öppnar Söderledstunneln för normal trafik igen. Då är tunneln moderniserad och...



**Själsservice (Se även ingången Företag)**

<b>Bygg &amp; Bo</b> <ul style="list-style-type: none"><li>Bostad - Sök &amp; köpa</li><li>Bygglov - Följ &amp; bevak</li><li>Anmäl bullerstörning »</li><li>Anmäl fukt &amp; mögel »</li><li>Anmäl matförgiftning »</li><li>Anmäl problem med ventilation »</li><li>Anmäl störande lukter »</li><li>Anmäl temperatur och drag »</li><li>Kartor och flygfoton - Beställ</li><li>Radonmätning - Sök »</li><li>Värmepumpstillstånd - Ansök</li><li>Bullerinformation - Sök</li></ul>	<b>Förskola &amp; Skola</b> <ul style="list-style-type: none"><li>Förskola - Ansök om plats</li><li>Förskola - Min barnomsorg</li><li>Förskola &amp; skola - Jämför alla alternativ »</li><li>Grundskola - Schema, frånvaro m.m. (Stockholms skolwebb)</li><li>Gymnasieskola - Frånvarohantering m.m. (Fronter)</li><li>Vuxenutbildning - Ansök</li></ul>	<b>Trafik &amp; Stadsplanering</b> <ul style="list-style-type: none"><li>Boendeparkeringstillstånd (e-legitimation)</li><li>Boendeparkeringstillstånd (öppen inloggning)</li><li>Parkeringstillstånd för rörelsehindrade</li><li>Pågående planer - Sök</li><li>Gällande planer - Sök</li><li>Digital översiktsplan »</li><li>Kartor och flygfoton</li><li>Kartor - Stockholms län</li><li>Cykelreseplaneraren</li></ul>
<b>Familj &amp; Omsorg</b> <ul style="list-style-type: none"><li>Vinsel - Boka tid</li></ul>	<b>Kultur &amp; Fritid</b> <ul style="list-style-type: none"><li>Atellästöd/atellékö - ansök »</li></ul>	<b>Om Stockholm</b> <ul style="list-style-type: none"><li>Lediga inb. - Sök</li></ul>

Done

Start IHS Romania Mail - Inbox... Downloads Startsidan - stockholm... Microsoft PowerPoint - [c... strategil RO 17:30

## Trecerea de la “modelul suedez” la dezvoltarea in competitie formulata in politica locala din 1993:

- Dezvoltarea orasului ca un centru de business si centru de localizare pentru companii internationale in domeniul tehnologiei informatiei, farmaceuticii si transporturilor
- Conectarea orasului la regiunea inconjuratoare si la celelalte regiuni prin linii de cale ferata de standard ridicat si autostrazi moderne
- Crearea de noi unitati de educatie universitara si de formare continua
- Protejarea mediului urban, prin imbunatatirea sistemului de utilitati publice si de control al calitatii aerului



**A world-class Stockholm**



CITY OF STOCKHOLM EXECUTIVE OFFICE  
City Hall, SE-105 35 Stockholm, Sweden.  
Telephone +46 (0)8-508 29 000  
[www.stockholm.se](http://www.stockholm.se)

**VISION 2030**



# VISION & REALITY

## A Strategic Undertaking

Our vision of the Stockholm of the future is a strategic undertaking by the City of Stockholm. All the City's committees and company boards will be asked to work in line with this vision within their own particular areas of responsibility. Translated into priorities and concrete action plans, it can be expected to have a considerable impact on development programmes implemented within the City. Keeping track of developments and evaluating the measures put in place to attain our objectives will be another important task.



Scandinavia's City Hall. The message Stockholm – Capital of Scandinavia is well established and has taken root in the minds of local people and visitors alike.

## Regional Cooperation

Strengthening the ongoing regionalisation of the Stockholm-Mälardalen region is crucial if we are to realise our full potential and eventually achieve our vision. A strong consensus and a robust approach to decision-making will be essential among public stakeholders throughout the region in numerous areas of shared interest, particularly transport. Two important regional cooperative organisations will be the Business Alliance and the Council for the Stockholm-Mälardalen Region.



Good for Stockholm, good for Sweden. An increasingly close integration will make the Stockholm-Mälardalen Region the powerhouse of the entire country.

## Cooperation With the Business Community

Extensive cooperation and various kinds of partnerships between the City, other public stakeholders and the business community will be needed if we are to turn the vision into reality. Many of the most important of the initiatives outlined in the vision, such as the development of Karolinska-Norra Station and Kista Science City, are based on common goals and commitments shared by the City, other public players and the private sector alike.



The City on Water increasingly underground. Stockholm will enjoy a better environment and a more efficient transport system with an underground traffic network such as the Norra Länkan road link.

**Our vision of the Stockholm of the future is a strategic undertaking by the City of Stockholm. All the City's committees and company boards will be asked to work towards achieving this vision within their own particular areas of responsibility.**

## Urban Policies for Sustainable Growth

The economic development of the Stockholm-Mälardalen region is of great importance to the growth of Sweden as a whole, and robust initiatives will be needed to maintain the region's position as the country's national growth engine. This will require national policies to be formulated from an urban perspective and to take into account the special conditions of the region, such as higher housing costs, higher cost of commercial premises, higher wage and salary levels, long travel times, complex decision-making processes and the risk of segregation. For example, the Swedish municipal equalisation scheme must be modified, and government funding for large-scale investments in infrastructure must be stepped up. The state's sector-based approach must become generally more flexible and more harmonised than it is today, especially when it comes to application of the Planning and Building Act and the Environmental Code.



On land and at sea. Stockholm's strategic location is clearly apparent at Västan, the port area from which passengers can quickly and easily reach the cities around the Baltic Sea.

## International Cooperation

In a globalised world, international cooperation is more important than ever. The Stockholm-Mälardalen region is strategically located in the increasingly strong and increasingly well integrated Baltic Sea region, and has every chance of becoming the natural hub of this region. It is therefore essential that Stockholm is an active player on the international arena and prioritises collaboration with other European regions and cities, above all in northern Europe.



## Marketing Stockholm

**– The Capital of Scandinavia**  
With competition between cities and regions steadily growing, international branding and profiling are becoming ever more important. As things stand now, international awareness of Stockholm is relatively poor. And sometimes, Stockholm is associated with perceptions and values that are simply not true. It is therefore essential that we continue our efforts to promote the Stockholm-Mälardalen region as The Capital of Scandinavia internationally, and that we do so consistently and with the long-term perspective firmly in mind.



The Tree of Knowledge. New ideas and innovations flourish at Karolinska-Norra Station, where education and research are closely linked with the business community.

## Symbols and Conceptual projects

It is of considerable strategic importance for the City, in cooperation with other stakeholders, to develop spectacular, meaningful projects that clarify the vision's overall intentions and can serve as shared symbols of the Stockholm of the future. These could be visionary urban development projects, or they may simply be projects compatible with the overall vision and that can be considered to have a strong symbolic value. Examples might be the process of matching jobseekers with the needs of the business community, various integration projects, or the City's work on quality issues.

**Extensive cooperation and various forms of partnership between the City, other public stakeholders and the business community will be needed to turn the vision into reality.**



# CITIZENS' STOCKHOLM

In 2030, Stockholm is the hub of a safe, accessible region without social or physical barriers.

In Stockholm, people are able to travel, live and come together where and when they want. There are also first-class, cost-effective social services based on freedom of

choice and diversity, giving residents unique opportunities of choosing their own schools, health care and other care providers.



**AGNES, AGED 26 IN 2030**

**How do you get around in Stockholm?**

By underground, a boat and my red VE.

**Whereabouts in Stockholm do you live?**

In Örnaberg. Close to the café and the zoo.

**What happens if you fall ill?**  
I press a button on my computer. Two if I'm really ill.

**Do you have any children?**  
Yes, Mia, Johanna, Johan, Ulla and a hare.



# Tbilisi (Georgia) – 1 100 000 locuitori

New Tbilisi.Gov.Ge - Tbilisi City Hall Official Web Site - Mozilla Firefox

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http://new.tbilisi.gov.ge/ Live Search

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12:10 04/10/2011 TBILISI CITY HALL Tbilisi.gov.ge Tbilisi Mayor Gigi Ugulava

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Business Projects News


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**Traditional National Day "Vedzisoba" Celebrated in Tbilisi**

National day "Vedzisoba" was celebrated in Tbilisi, which is traditionally held on the first week of October. A lot of people take part in the celebration of this event. Various types of activities are held: horse-racing, different traditional Georgian sports, concerts of Georgian folk music, etc. Gigi Ugulava attended the event, met with the local population and congratulated them with this day.




News 2 ოქტომბერი 2011



**Holiday Event Held in Tbilisi Elderly Asylum**

For celebration of International Day of Elderly, holiday event was held in Tbilisi elderly asylum

News 2 ოქტომბერი 2011



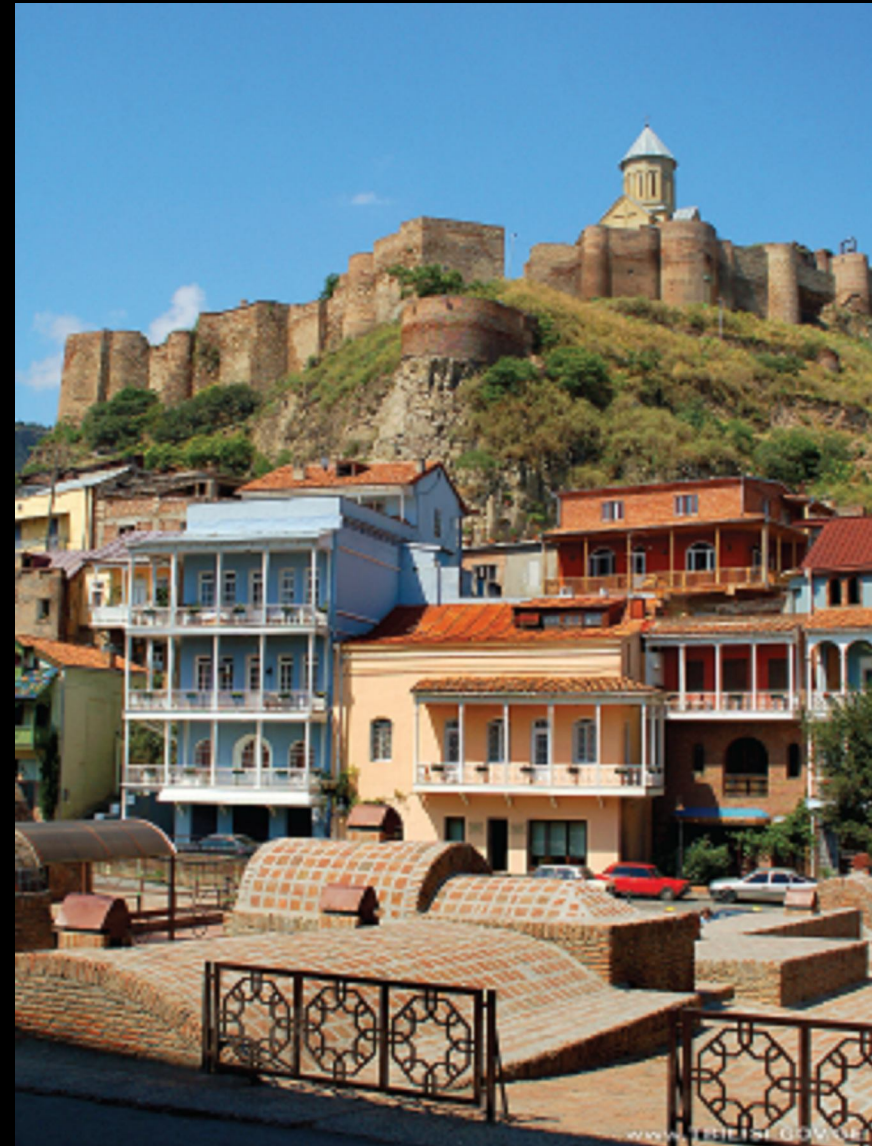
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Start IHS Romania Mail - Inbox... New Tbilisi.Gov.Ge - T... SORINA - BRANDING conf timisoara\_sora.ppt RO 11:1

Revoluția trandafirilor (2003) –  
guvern democratic și reforme  
economice

Proces de planificare urbană:

- Millennium Development Goals
- Tbilisi Master Plan
- Strategia de dezvoltare economică locală
- Strategia de dezvoltare durabilă
- Strategia de branding







### The Mayor's Message

"For us to formulate the Tbilisi Vision is celebrating our identity as a city, and exploring our relationship to the rest of the world.

Nowadays, Tbilisi starts its historical journey to accomplish its destiny as global city."

GLOBAL CITY FOR GLOBAL PARTNERS!

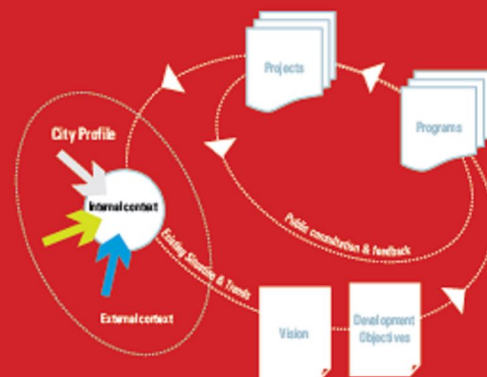
# TBILISI VISION 2030

A full scale city development strategy has been launched in Tbilisi, with technical and financial assistance from the Cities Alliance Program, supported by the World Bank, UNDP, GTZ and UNEP. The objective of the CDS is to collectively define the city's vision and the mid-to-long term goals in a competitive world, and identify the city's highest priorities and investment needs.

The CDS for the capital of Georgia helps to anticipate future shocks and rapidly changing contexts and raises its understanding of how stakeholders would respond under various development scenarios. On the other hand the strategy enables Tbilisi to anticipate the rate, type, and physical direction of growth and to develop infrastructure ahead of growth.

The CDS creates sustainable mechanisms for stakeholders' consultation and public inputs into the decision-making process. The CDS builds on, and maintains the city's cultural heritage and economic assets, opens the door for the new initiatives and serves as the base for development activities in a sustainable manner.

### CDS Process



GLOBAL CITY FOR GLOBAL PARTNERS!

# TBILISI VISION 2030

### Challenges facing Tbilisi for 2030

Create increased connectivity, transit options and transversal transparency of the city

Diversify and expand employment opportunities through local and international partnerships

Increase the attractiveness of Tbilisi through the expansion of sustainable services for citizens, businesses and visitors

Continue the development of modern governance and performing city management



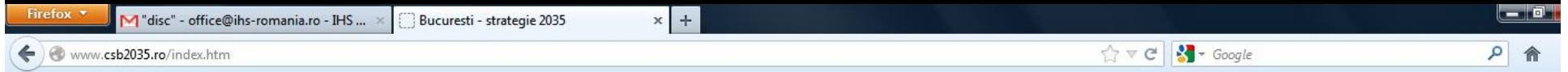
## TBILISI PLACE BRAND DEVELOPMENT: AN OFFICIAL TRADEMARK FOR THE MUNICIPALITY

Tbilisi is a city of many beautiful lights. The logotype's blue color gradient symbolizes that The city that loves you lights up the sky at night.

**Tbilisi**  
**The city that loves you**



# Bucuresti (Romania) – 2 000 000 locuitori



## conceptul strategic bucurești 2035

home | sitemap



Foto: Radu Sandovici

[cum se aplica strategia](#)

### Bine ai venit pe site-ul CONCEPTUL STRATEGIC BUCUREȘTI 2035

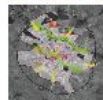
www.csb2035.ro este un site pentru cei care vor să-și exprime ideile și dorințele pentru viitorul orașului. Te invităm să ne spui părerea ta despre felul în care vezi Bucureștiul, dar și să consulți materialele postate până în prezent. Faza finală a csb2035 va integra și armoniza atât reacția ta cât și concluziile unor dezbateri publice ce vor avea loc în lunile următoare.

Mulțumim.

*echipa csb*



[Brosura de prezentare a Conceptului Strategic București 2035](#)



[etapa 1 a csb2035 - documentația completă](#)



[etapa 2 a csb2035 - documentația completă](#) **NOU**

Am privit tot timpul copilariei mele malurile raului Dambovită cele cu vegetație sălbatică, cu sobolani roșii. M-am bucurat enorm când am văzut transformarea indiguirii malurilor. Am privit cu admirație transportul pe râurile metropolelor europene... De aceea va propun să faceti o analiză a posibilității folosirii râului

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[acces membri](#)

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[dezbateri](#)

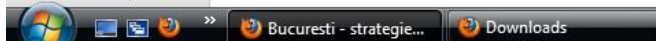
spune-ne cum vezi tu  
bucureștiul



@ echipa csb

[recomandă acest site](#)

www.csb2035.ro/cum.htm



EN < > [System Tray Icons] 5:28



Sursa: [www.BucurestiOptimist.ro](http://www.BucurestiOptimist.ro)

Planul Urbanistic General al  
municipiului Bucuresti (2000)

Strategia de dezvoltare pentru  
centrul istoric (2002-2004)

P.A.T.Z.-zona aglomeratiei  
urbane si zona metropolitana a  
municipiului Bucuresti (2006)

Strategiei de dezvoltare urbană  
integrată a municipiului și a  
teritoriului său de susținere și  
influență (2011)





**Viziune:** Bucureștiul este, în 2035, o metropolă influentă și integrată european prin durabilitate și caracter, reinventata inteligent și sensibil, o comunitate deschisă și evoluată, o capitală dinamică și creativă.

# Concluzii ale studiilor de caz

Strategii de dezvoltare orientate spre piata construite pe metodologia planificarii strategice, pornind de la avantaje competitive

---

Evolutie a procesului de planificare: master plan – strategie de dezvoltare – strategie de marketing – strategie de branding

---

Funcțiuni urbane (infrastructura, locuri de munca, localizare) și valoare adăugată (cultura, atracții, oameni)

---

Tradiții și identitate, poziționare internațională și prioritate dezvoltării economice

---

Cooperare între cetățeni, organizații publice și private (consultare, implicare publică, parteneriat)

---

Cooperare teritorială la nivel metropolitan

---

Strategie de branding pe baza valorilor locale și a reputației

---

Structuri ale administrației publice responsabile cu formularea și implementarea strategiilor de marketing





PARIS

ROTTERDAM WORLDPORT WORLD CITY ROTTERDAM WORLDPORT

be  Berlin

be  Berlin  
*und wer hat's erfunden?*

Glasgow:  
Scotland with style®

 TE QUIERO  
GLASGOW



  
2010  
DUBLIN  
EUROPEAN CAPITAL OF  
SPORT  
[www.dublinsport.ie](http://www.dublinsport.ie)

 Istanbul  
2010  
AVRUPA  
KÜLTÜR BAŞKENTİ  
EUROPEAN CAPITAL OF CULTURE

  
THINK LONDON

I   
CPH 



# Concluzii finale

## Ipoteze:

Orasele sunt intr-un risc permanent legat de schimbarile economice, politice, tehnologice si de mediu la nivel mondial.

Orasele sunt intr-o permanenta competitie pentru atragerea unor resurse care sunt limitate.

Dincolo de influentele politicilor nationale si supra-nationale, orasele trebuie sa se bazeze si pe propriile resurse pentru a face fata acestei competitii.

## Concluzii:

Orasele au nevoie de un management performant si antreprenorial.

Orasele au nevoie de o planificare strategica orientata spre piata/ marketing strategic.

Orasele au nevoie de parteneriate si participare.

Orasele sunt branduri si au nevoie de strategii de branding (produse de calitate si campanii de promovare).

Orasele trebuie sa ofere ceea ce promit.