



Case Study

## REGIONAL BRANDING AND MARKETING

What is the secret of the most  
successful cities in Ukraine?



From April 2015 until to December 2020, the Federation of Canadian Municipalities, with the financial support of Global Affairs Canada, is implementing the Partnership for Local Economic Development and Democratic Governance Project (PLEDDG), a technical assistance project aimed at strengthening Ukraine's municipal sector, ensuring effective democratic governance, and fostering municipal economic development.

This publication has been prepared to highlight the experience of the PLEDDG in regional branding and marketing at the example of six cities and two amalgamated territorial communities in Ukraine and to derive a formula for creating a successful marketing strategy and building and promoting a municipal brand.

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WHAT ARE  
THE BENEFITS OF  
MARKETING AND  
BRANDING FOR  
CITIES?

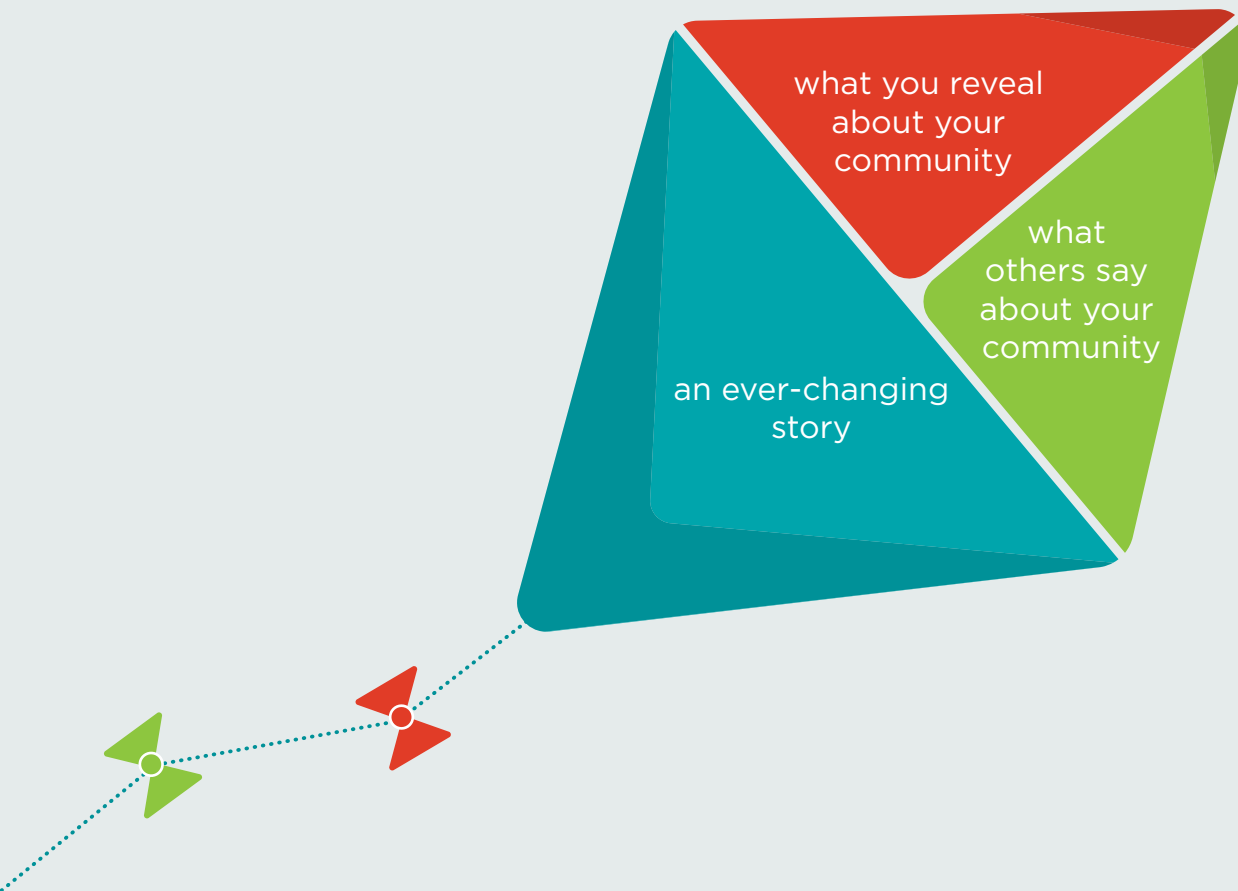
# The power of place: Why is municipal branding and marketing important as never before?

In the modern world, territorial brands have acquired enormous importance, on par with personal and corporate brands. The rivalry among cities, regions, and countries for resources transforms them from geographical units into valuable commodities with their own value, properties, and worth. Therefore, territories have developed a need for a distinct identity and an ability to communicate it well.

The mobility of people, capital, and ideas in the world is now more intense than at any time in the past, so careful territorial marketing and branding are the only way that territorial communities can have a chance to compete adequately for resources, investments, residents, and partners.

A country's position in the world is formed not only collectively at the national level, but also through regions and municipalities: individual cities, urban-type settlements, and villages. The decentralization reform in Ukraine has given territorial units additional powers and underscored their importance, which will only continue to grow. The PLEDDG team is deeply convinced that every territorial community needs to have a marketing strategy and must create and promote its own brand. This helps not only to assert its uniqueness but also to promote economic development effectively. For example, Kryvyi Rih, where a successful marketing strategy has been in place since 2014, has become an economic powerhouse in Dnipropetrovsk oblast, having attracted, by the end of 2019, foreign investments amounting to USD 1.3 billion from 26 countries. Over the past few years Vinnytsia has been particularly energetic in attracting investments, opening large industrial enterprises one after another, and employing thousands of people. Enerhodar also has something to boast about: Amazon USA plans to invest USD 440 million in the construction of an industrial park in the city and set up its data centers there, creating some 2,000 jobs.

## Branding is



Experience shows that communities and territories that steadily implement interrelated marketing activities are more successful. They achieve the goals of sustainable economic development much more easily, in particular:

1. Attracting investments and creating new enterprises.
2. Preserving and expanding existing enterprises and creating jobs.
3. Improving their image locally, nationally, and internationally, and launching mutually beneficial partnerships.
4. Attracting new residents and improving the wellbeing of the community as a whole.
5. Increasing the number of tourists.
6. Promoting political decisions and programs in the community and obtaining public favor.

## The main target audiences in territorial branding and marketing are:



investors as opportunity seekers



entrepreneurs as seekers of a labor force and new business niches



partners as seekers of mutually beneficial cooperation



locals as seekers of a better life



tourists as seekers of new impressions.

The process of municipal marketing involves two main stages, namely, positioning and promotion. For positioning, you first need to determine the strongest and most exclusive characteristics of the area, which will then be used to form its unique position. The territorial brand should be focused as much as possible on the advantages of the territory and clearly reflect its available resources. The next stage is promotion, which helps make a favorable impression on the target audience, considering the territory's marketing goals of attracting investments, increasing tourist flows, boosting a favorable attitude among residents, etc.

## Municipal marketing

— is a set of processes aimed at creating the image of an area by shaping awareness and generating interest among different target audiences.

### Positioning

- is the identification of the territory's key features that will lead to the desired effect in the defined target audience, and
- the formulation of a coded message to the target audience.

### Promotion (marketing communications)

- is a set of actions aimed at creating fixed ideas about a city or region according to its positioning, and
- bringing this message to the target audience.

# What makes up a city brand?

A territorial brand connects with different target audiences as a set of images, associations, and expectations. It represents a rational or emotional unity that takes shape in the process of interacting with the consumer. A brand reflects the unique characteristics of the territory and its drawing powers which have gained public recognition and are in high demand among the target audience. Successful brands are essentially dynamic, and they point toward development, as they not only reveal the current state of the city, but also give an idea of what it will look like in the future.

A municipal brand is primarily oriented towards the external environment; the territorial community positions itself with respect to others, demonstrating its own competitive advantages. These are divided into economic and social advantages, which inevitably complement the external component. Therefore, the objectives of municipal branding necessarily overlap with those addressed by complex programs of socioeconomic development.

A brand builds certain relationships with all target audiences, creating emotional ties and loyalty. Consumer perceptions of the idea and values of a territorial brand form the basis of its image. If these ideas are formed correctly and the resulting image reflects the city's identity completely, adequately, and positively to the greatest possible extent, the city brand is considered complete and successful.

## The brand of a city

— is an urban identity systematically expressed through the brilliant and attractive ideas, symbols, values, and images that are reflected in the city's image as fully as possible.

## Urban identity

— is the symbolic, meaningful capital of the city and its vision from the inside.

## The image of a city

— is a set of stable ideas about the city and its perception from the outside in the public consciousness.

## City brand design



The measure of successful city branding (in addition to quantitative indicators) is the residents' harmonious perception of the brand. Their loyalty and support are important and economically advantageous. A good brand must reflect and rally the local population, embodying the values of the community and communicating its goals.

It should be remembered that territories are constantly evolving and changing, so it is important to listen to their rhythm. Under the sway of significant events or in the process of socioeconomic growth, cities are often transformed in their essence, and this calls for rebranding for the sake of building a "live" image that responds to the challenges of the times instead of relying on established myths and stereotypes about the territory.

# What makes a marketing strategy successful?

Municipal marketing is not a one-off project or a list of actions, but a particular approach and attitude. This process is as permanent as municipal management or strategic planning. Experience shows that effective marketing activities are not random but are part of a comprehensive and coherent strategy.

A marketing strategy is usually prepared in nine stages. Despite the recommended methodology, it should be remembered that there is no single successful approach, as — each city or region has its own unique conditions and resources and contributes an irreplaceable share of creativity.

According to the PLEDDG methodology, representatives of the government, business, and the community should be equally involved in the development and implementation of the city's marketing strategy. Each contributes to the process: Officials provide the administrative resource and coordinate and lobby for the interests of the city before institutions of higher power; business shares its expertise and provides financial and staffing support; residents can provide ideas and political support. None of the commercial, public, or governmental institutions has sufficient resources, authority, and professionalism to market and brand the territory on its own. Thus, municipal marketing is a collective effort and an arena for social partnership. For successful marketing activities, it is important to identify all possible partners and ensure interaction among them and cooperation with institutions and organizations at the national and international level.

The action plan to implement a marketing strategy should be drafted and implemented gradually, providing an opportunity to assess the current results and the need for further changes. A marketing strategy can almost never be implemented in its original form; it can and should be adjusted in response to continuous changes in the environment. It is recommended to review (and amend as necessary) a developed strategy annually. Experts from various fields should be involved in monitoring the implementation of the strategy in order to ensure the completeness and constructiveness of assessments.

A city's positive image, created through marketing and branding, is a long-term tool designed for a strategic perspective. Tangible socioeconomic results should not be expected to appear immediately after the marketing campaign is completed.

## Success factors for municipal marketing:

- The strength and attractiveness of cities lie in their uniqueness and dissimilarity, so it is necessary to identify and emphasize their exceptional proposition in the best possible way.
- A multi-vector information policy with a wide range of tools is the most important component of successful municipal marketing.
- A target audience should always include local residents.
- Municipal marketing is a collective effort and a social partnership.
- A marketing strategy should not be static.

# Steps to preparing a municipal marketing strategy:



# BEST MARKETING AND BRANDING PRACTICES OF UKRAINIAN CITIES

Within the framework of the PLEDDG implementation, marketing strategies and territorial branding have been developed in six Ukrainian cities and two amalgamated territorial communities. We have summarized their experience and highlighted the key features of each community. Their operating conditions and resources differ in terms of geographical location and infrastructure, problems and advantages, tasks, and ambitions. Moreover, they are at different stages of implementing their marketing strategies and branding. There is only one thing that unites them: Each community is striving to develop and promote its territory in the best possible way.



## VINNYTSIA: THE CITY OF IDEAS



If you ask the residents of Vinnytsia as well as visitors about the key characteristics of this city, most respondents will point out that it is, above all, a comfortable city in which to live. This view is confirmed by a national municipal survey conducted by the Rating Group.\* Vinnytsia has been Ukraine's leading city for comfort for four years in a row. What are the factors that have contributed the most to this success?

**Vinnytsia:**

- recognized as a livable city
- convenient geographical location (center of the country)
- rich historical, architectural, and cultural heritage
- one of the best transportation systems in Ukraine
- dynamic labor market
- a city known for its information technology
- a center of high-quality education
- full range of medical services
- high potential of industrial enterprises
- variety of leisure opportunities
- innovative and effective municipal management
- an active community.

In partnership with the PLEDDG, a number of multi-vector projects and initiatives have been launched in Vinnytsia in recent years: the City of Senses hub was created, which is now the key center of social activity in Vinnytsia; a project to foster the socialization of people with disabilities has received support; other efforts have been launched. In addition, several important programmatic documents on municipal development were prepared, such as the Program for Increasing SME Competitiveness Until 2020, the Investment Attraction Strategy, and the Municipal Marketing Strategy. The last of these documents was approved in June 2018, and since then the city has been moving systematically towards its goal of shaping the unique image of Vinnytsia as a city of sustainable leadership: genuine, innovative, tolerant, balanced, and harmonious.

The Municipal Marketing Strategy was developed by a working group of 45 people, including representatives of local authorities and businesses, community activists, educators, and international experts. The participants' first tasks were to explore Vinnytsia's established image, identify target audiences, outline problems, and pinpoint advantages that would become the basis for urban branding.



Вінниця

\* The survey was conducted in 2015–2018 by the Rating Group <http://ratinggroup.ua> on behalf of the International Republican Institute <https://www.iri.org>.



VITALII POHOSIAN  
Director of the Department  
of Economy and Investments  
at the Vinnytsia City Council

Vinnytsia's current image is positive. The main components are the high quality of municipal services and the presence of big business. Cultural events and a number of unique tourist attractions along with tourism infrastructure are also an important factor in forming a positive perception of the city. Present-day Vinnytsia is emerging as a leading European-type city in Ukraine, combining the dynamics and capabilities of a modern metropolis with the coziness of an old European town.

"Vinnytsia has formed an image of a city with attractive investment conditions where it is easy and comfortable to live, develop, and do business. Vinnytsia is associated with enterprising, educated, and energetic people, who are able to implement projects of varying degrees of complexity and are ready for innovative and creative solutions."

Despite all its advantages, the city still lacks a distinct identity that would contribute to its effective positioning at the national and international levels. During the study of Vinnytsia's presence in the information space, it was found that there is no high-quality, comprehensive information policy for promoting the city as a product. This confirmed the need to have projects in the marketing strategy, which would be aimed at launching a powerful information campaign in order to popularize the city nationally and internationally.

In the course of studying the city's image, the members of the working group also discovered an interesting mental characteristic of Vinnytsia residents, namely, a desire for recognition of historical, cultural, and personal uniqueness, which is manifested in the assertion, to themselves and others, of their positions of superiority. This idea of primacy is a powerful motivational component of the progressive urban transformations in Vinnytsia and is, to some extent, a unifying factor for the community.



The main problems of Vinnytsia addressed by the marketing strategy are as follows:

- the lack of a unique image and the stereotypical perception of the city (the city with the Roshen Fountain, the parliamentary seat of a former president of Ukraine, and the native oblast of a former prime minister)
- the tourist stereotype of a "day tripper city" (poor awareness among residents and visitors of Vinnytsia's historical past and authentic local culture)
- underdeveloped tourism and urban infrastructure
- provincial city syndrome (the consequences of Soviet influence on the city's mentality and development).

In the process of developing the marketing strategy, three target audiences were identified for Vinnytsia's branding and promotion:

**investors:**

- the agro-industrial complex (food and processing industry)
- IT business
- creative industries (advertising, architecture, design, art)
- tourism businesses (hotels, restaurants, and entertainment)

**tourists:**

- Ukrainian and foreign middle-income tourists

**residents:**

- young people, students, working-age people, and socially active citizens.

Since communication with each group requires different messages and channels, several versions of the city brand are envisaged. For example, for big business, Vinnytsia is a reliable, stable, calm, and professional city with an advantageous investment profile and innovative development. For small businesses, Vinnytsia is a place where everyone can find or create their own niche. For tourists, it offers a number of tourist attractions, enough for several days of leisure. Finally, for Vinnytsia residents, it is a city of harmony and comfort, which encourages mutual care and activism.

Focusing on these three target groups, Vinnytsia has selected, correspondingly, **three positioning directions:**



The first direction includes a plan for an IT cluster, programs to create modern urban passenger transport, support and promotion of Vinnytsia-based producers, investment forums, travel itineraries to be created by the city's enterprises, a project demonstrating investment success stories, using the example of cooperation with the UBC Group, Delphi, and Barlinek Invest.

The second direction includes activities to create modern tourism infrastructure, events for visitors with the participation of world-class artists, and the city's tourism marketing system.



VITALII POHOSIAN  
Director of the Department  
of Economy and Investments  
at the Vinnytsia City Council

“In January 2019 the Vinnytsia City Council created the Department of Municipal Tourism and Marketing, which was tasked with monitoring the implementation of the municipal Marketing Strategy and the city’s brand. A committee was also set up in the city to monitor the implementation of the strategy at various stages.”

The third strategic direction is focused on Vinnytsia residents. Emphasis is placed on shaping modern public spaces, transportation, and services, organizing cultural events, and developing urban identity and self-awareness. During collective discussions it was deemed appropriate to fill the city with creative elements: street art, interactive sculptural compositions, creative landscaping solutions, “urban furniture,” and small architectural forms. The transport system — Vinnytsia’s trams, stops, and taxis — will be branded. The city’s most renowned educational and medical institutions will also be image carriers of the city’s identity features.



VITALII POHOSIAN  
Director of the Department  
of Economy and Investments  
at the Vinnytsia City Council

“Vinnytsia’s marketing strategy was approved in late June 2018. Any significant results of territorial marketing and branding can usually be seen three to five years after the implementation starts, but we already have initial success stories. Over the past year the city’s investment image has improved significantly. This is evidenced by the arrival of powerful companies: a Green Cool Holding plant of the UBC Group went into operation in 2018; a memorandum of understanding was signed with HEAD, one of the world’s top manufacturers of sports equipment, to build a plant; negotiations with other potential investors are also ongoing. Second, we have observed a marked revival of local business and the growth of the Made in Vinnytsia brand. Third, tourist flows have increased significantly. The development of Vinnytsia International Airport is also important for the city’s passenger traffic has grown by 15% over the past year.”

Vinnytsia’s new branding design was unveiled in May 2019. The historic emblem was transformed into a modern logo, with the image pared down to crisp geometric shapes. A font-family, Vinnytsia City, was specially developed for the city in order to combine Vinnytsia’s rich history with the constant desire for innovation. The fonts have a distinct and easily recognizable interweaving of Cyrillic and Latin forms.

The new municipal slogan is “Vinnytsia: The City of Ideas.” A city where comfort and coziness create a unique atmosphere for new ideas — big, small, creative, and entrepreneurial; weekend plans; and life-long endeavors. You can start a new life — not on Monday but on a trip to Vinnytsia. The city makes you want to live and work with new vigor, to change and experiment, to take risks, to travel from the past to the future and to soar, with a firm grip on your new ideas.



MELITOPOL:  
A TOURISM AND  
BUSINESS HUB  
OF ZAPORIZHIA  
OBLAST

Back in 2012, Melitopol adopted the Municipal Development Strategy Until 2020, one of the main goals of which was municipal marketing. At the time, it involved a brand book, an investment portal, updated billboards along roads leading into the city, distribution of printed matter at exhibitions, etc. However, the challenges at the time required a broader approach calling for a wider range of measures. Therefore, Melitopol launched cooperation with the PLEDDG in 2016 and, as a result, it implemented a number of important projects and initiatives: the Open City system and the Public Budget were launched; the program “Promoting Melitopol’s Products in External Markets,” the Marketing Strategy, and the municipal brand were developed.

Melitopol developed in the 19th century thanks to the grain trade and became an important industrial center of the region in the 20th century. Today, it is a typical industrial city in the south of Ukraine with a population of more than 154,000. With nearly a hundred small- and medium-sized enterprises, mechanical engineering remains a significant component of Melitopol’s industry. However, the city faces a number of challenges, such as an outflow of young people and insufficient representation of its investment potential, which means that the business environment is poorly developed.

During the work of formulating Melitopol’s marketing strategy, an interesting feature was identified: The community is easily transcending the city limits, associating itself with a fairly wide space. Because many Melitopolites own businesses on the shores of the Sea of Azov, they identify with the region and the seashore. Residents actively interact with each other, experiment with new ways of developing their territory; they are ready for qualitative change and are open to partnership.

Prior to the development of the marketing strategy, a working group was created; focus groups met; content analysis and a survey of residents were conducted. The city’s educational establishments and other institutions circulated specially designed questionnaires among all segments of the population. Based on the collected data, PLEDDG consultants and community members outlined how the city is viewed by its residents. The elements of visual identity with which they associated Melitopol were also singled out. This later formed the basis for visualizing the municipal brand. The strategy was approved by the city council in August 2017, at the same time as the city logo, which the local residents selected via online voting.

“

OLEKSANDRA  
HRYHOROVYCH  
head of the Department  
of Municipal Marketing  
and Forecasting at Melitopol’s  
Directorate for Socioeconomic  
Development

“From the very beginning of our collaboration with the PLEDDG, we started actively involving the public in key decision making. During the work on the marketing strategy, ‘open spaces’ were held, and discussions were attended by more than a hundred people, many of them attending multiple events. Concurrently, we continued working on the municipal brand, and this was open to the people as much as possible; the residents’ opinions were heard and considered.”

A SWOT analysis helped identify the city's problems, which were ultimately addressed by the marketing strategy. For example, Melitopol had a well-established image of a city with no job opportunities. Economic factors became one of the main challenges to be addressed. Previously, there was well-developed business focused on cooperation with the Russian Federation, but these enterprises entered a rough stretch after the start of Russia's armed aggression against Ukraine. The study of Melitopol's image at the time showed that there was no information policy for promoting the city, weak information support of its reputation as an exporter, while the city's very image was vague: Melitopol did not stand out and was easily confused with Mariupol. This situation was due to the fact that Melitopol's image had not been the object of any focused efforts since the 1980s, and the positioning of the city was taking place in a very narrow segment.

The following target groups for municipal marketing activities were identified:

- residents of Melitopol (mainly young families)
- internal and external strategic investors
- representatives of consumer markets for local products
- visitors
- future residents.

#### The objectives of the Municipal Marketing Strategy are as follows:

- make Melitopol a famous tourist and business center in the southern part of Zaporizhia oblast
- support business by actively promoting opportunities in the city
- demonstrate attractiveness, openness, and readiness for innovation and partnership
- boost cultural life and develop intercultural dialogue to attract tourists and new residents.

The core brand idea is "Melitopol is simple, natural, and understandable. It is a reliable partner and a hospitable host." The positioning of the city thus takes place in two key areas: "Business Melitopol" and "Hospitable Melitopol." The former emphasizes a combination of high-tech ecological production and advanced agricultural technology. Melitopol has a good starting position for the growth of entrepreneurial activity, since its economy has been differentiated from the beginning because it has economic entities both in agricultural production and in precision mechanical engineering. All areas of economic activity are supported by (re-)training opportunities and favorable conditions for research.

“

IRYNA RUDAKOVA  
First Deputy Mayor  
of Melitopol for the activities  
of the executive bodies  
of the Melitopol City Council

The basis of Melitopol's positioning as a hospitable city is the comfort of the urban space: its connection with the Sea of Azov coast, national-level nature reserves and parks located in Melitopol raion, and large green areas throughout the city.

Melitopol visualized its brand in 2017 as a bright and dynamic logo reinforcing the city's focus on development. The chosen version of the slogan “The place...” can be supplemented with thematic words, depending on the specific activity for which it is used (for example, “The place to study!”, “The place to celebrate!” etc.).

“Melitopol's brand has become firmly established among locals and visitors because of its visual image. Our logo consists entirely of the municipal brand's features: honeycombs as part of the city's name and a symbol of its resources; gears as a symbol of its machine-building past and the SMEs that continue the glorious traditions; and Melitopol cherries, which are famous the world over. Our logo is part of the photo zone in the city center; it appears in all social videos that are broadcast on the city's big screens, local culinary products, and the displays set up by the city and our entrepreneurs at various exhibitions, including abroad.”

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OLEKSANDRA  
HRYHOROVYCH  
head of the Department  
of Municipal Marketing  
and Forecasting at Melitopol's  
Directorate for Socioeconomic  
Development

It is particularly noteworthy that Melitopolites have been masterfully engaged in promoting the municipal brand.

“The best promoters of the city are its residents! Our cooperation with them has extended beyond their participation in developing a marketing strategy and continued at the stage of implementation. Thanks to the PLEDDG, we launched the School of Ambassadors, an innovative project for Melitopol.”

The School of Ambassadors is essentially an introductory course for Melitopolites who want to become carriers of important and relevant information about the city and are prepared to continue promoting the values of the municipal brand within its territory and beyond using various communication channels. Any person who has completed the course and engages in promotional activities receives the informal title of Ambassador of Melitopol.

Many significant developments in Melitopol have been taking place within the framework of the marketing strategy. For example, a new environmentally friendly production company, EcoPromLit, was launched in 2018, and the city participated in InCoForum and EcoForum in Zaporizhia.

“Today we are launching a campaign advertising the Chereshnevo branded festival on the main TV channel, and we plan to expand our audience via the latest communication channels to position the city as a hospitable host and reliable partner in order to attract investors and new residents. In analyzing the city’s resources, we decided to develop its tourism destination attractiveness. Through the PLEDDG, we are launching a promotional campaign using technical means that will help many more people to get acquainted with Melitopol’s resources at events. We are also engaging members of the public as well as researchers. Thanks to branding and marketing, many professionals are eager to join our team.”

The city continues to work on the Melitopol Development Strategy Until 2030, which is also supported by the PLEDDG. The full-fledged strategic direction of municipal marketing and tourism development has already been included in its draft.

“

IRYNA RUDAKOVA  
First Deputy Mayor  
of Melitopol for the activities  
of the executive bodies of  
the Melitopol City Council



## YAREMCHE MUNICIPALITY: AT HOME IN THE MOUNTAINS



Yaremche Municipality is the heart of the Hutsul land. Even though this area began to be developed as a health resort in the late 20th century and thus has been subject to urbanization, it is still a place where ancient traditions, culture, and authentic legends have been preserved. Yaremche Municipality is surrounded by mountains, which accounts for its unique, mild climate and contributes to its exceptional environmental quality. It is located within the boundaries of Carpathian National Nature Park, Ukraine's oldest national park, with an area of 50,495 hectares within the Gorgany Reserve. The well-known ski resorts of Bukovel, Yablunytsia, and Vorokhta welcome holiday makers in this area.

Owing to historical and economic circumstances, the balanced development of Yaremche Municipality depends on a constant flow of tourists. Thus, both local businesses and local government bodies are interested in attracting tourists. All the settlements within the territory of the Yaremche Town Council are mountain resorts: the towns of Yaremche and Vorokhta and the villages of Mykulychyn, Polianytsia, Yablunytsia, Tatariv, and Voronenko. The marketing strategy adopted in December 2018 will help re-brand the territory and fill it with new meaning.

“For a long time, no efforts were invested in increasing the recognizability of Yaremche Municipality. There were some individual events to promote it, but the lack of purposeful, systematic work eventually came to light. Almost 20 years ago, a large investor came and founded the now famous Bukovel resort. This event definitely sparked a wave of growth in the area. An influx of tourists led to the construction of accommodations then larger hotels and entire holiday complexes. Over time, it became clear that local entrepreneurs were doing their best to accommodate tourists, but at the same time it was necessary to establish quality communication with the local authorities and develop the area's infrastructure and ecosystem more holistically.”

In the fall of 2017, when work began on the Marketing Strategy for the area, an expert survey of the members of the working group, City Council, and the public was carried out concerning the image of Yaremche Municipality. The results revealed what the local community lacked the most: quality engineering and transport infrastructure and wastewater treatment facilities. People were concerned about not having enough places to spend time with their children, as well as the lack of attractions, interesting cultural and artistic events, and entertainment. Analysis of the information environment revealed stable stereotypical associations linking Yaremche exclusively to Bukovel and the Carpathians. Smaller settlements were little known, and target group members almost never associated them with the general territory of Yaremche Municipality.

“

ANDRII DZVINCHUK  
head of NGO “Yaremche  
Region Development Institute,”  
and co-founder of the  
Association of Hoteliers and  
Estate Owners in Yaremche  
Municipality



#### Key problems with the image of Yaremche Municipality:

- There is no common image of the territory and the landmarks as a coherent product.
- Available information sources do not provide tourists with up-to-date and useful information.
- The low involvement of the local community in scientific and cultural programs.
- Weak information support for the municipality's international relations and its presence in external markets.
- An insufficient number of communication channels and no practice of building them.

The prevailing image of Yaremche Municipality took shape over the course of nearly a century. Now there is a need to make the concept of "health resort" sound modern through the application of new technology and an emphasis on innovation and experience. The purpose of the marketing strategy is to form a new image of the area and promote it as a traditional tourism destination with the widest range of tourism services consisting of three components: Ethno, Eco, and Emotio. Yaremche Municipality is an environmentally friendly, ethnically defined, and emotionally rich territory.

The marketing sphere is problematic in the community, particularly because of poor communication and the participants' inability to join forces. Each populated area tries to develop its territory on its own, competing for tourists, while integration activities are few and far between. There is virtually no dialogue on problematic issues, and local entrepreneurs are not interested in partnerships.

#### Objectives of the marketing strategy:

- re-brand the traditional health resort as a modern resort with ample opportunities for elite recreation and business tourism
- create a holistic image of the territory and consolidate it in the minds of the target audience members, developing traditional trends and tying new ones to the already familiar name
- strengthen the positive image of Yaremche Municipality as a unique place where everyone can find employment
- shape a single image of a unique combination of seven settlements in the minds of tourists as a complete tourism product, at the same time highlighting the distinctiveness of each of them, and ensure appropriate promotion
- provide information support to promote local businesses' tourism products and services in Ukraine's market and abroad.

The core brand idea is based on the need to create an image of Yaremche Municipality as a place for active and healthy holidays with high-quality infrastructure, which can satisfy the most demanding consumers. Community members want to see it as a center of business and active tourism in the Ukrainian Carpathians, a training center for professional athletes in alpine conditions, and the home of Ukraine's largest skiing complex.

The core brand idea is: Yaremche Municipality is a place for an exclusive vacation in the heart of Carpathian National Nature Park, where everyone feels at home and the mood is always upbeat.

“Tourism is fundamental to the economy of Yaremche Municipality. Other industries are related to tourism in one way or another. Nowadays tourism is booming all over the world and in Ukraine, and we do not always keep up with the growth dynamics of our competitors. There is an urgent need for differentiation and highlighting the unique features of our territory, infrastructural development, and active promotion of the municipality. Those who have never been here should be informed about the resort and its benefits. Those who come here all the time need to see that the area is developing, establishing new visitor comfort levels.”

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ANDRII DZVINCHUK  
Head of NGO “Yaremche  
Region Development Institute”  
and co-founder of the  
Association of Hoteliers and  
Estate Owners in Yaremche  
Municipality

The marketing activities of the strategy are aimed at the following target audiences:

- potential Ukrainian and foreign tourists
- tour operators
- business representatives
- local residents, primarily as investors.

**The positioning of the area is in line with two strategic goals:**

1

The seven gems in the tourism crown of Yaremche Municipality — an environmentally friendly, ethnically denominated, and emotionally rich territory

2

Yaremche Municipality is accessible and attractive to investors

In the first case, Yaremche Municipality is positioned as a complete tourist space offering a variety of high-quality services. The voluntary categorization of rural green tourism estates, part of goal implementation, is currently underway. The School of Hospitality and a course on Hutsul cuisine will be introduced. Systematic measures are planned in order to extend the tourist season from “winter and summer” to “winter-spring-summer-fall.” An important component is creating conditions to improve logistics performance. The plan is to lobby at the national level to enable easy access to Yaremche Municipality using different modes of transport, as well as to organize convenient commuting links between the settlements in this area.



OLHA MALAKHOVA  
chief specialist of the  
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Policy at the Executive  
Committee of the Yaremche  
Town Council

All visitors will have access to information about the area via information centers that will be set up and developed at tourist arrival points. Tourism sites throughout Yaremche Municipality will be marked properly and consistently thanks to a unique style. As part of the project “The Colorful Yaremche Municipality,” efforts are also being made to provide lighting to urban and rural spaces to create a safe environment. An additional focus of change is making the territory comfortable for children, developing a network of observation platforms along scenic routes, and constructing an observation elevator. A single calendar of events will be created and updated regularly to include all sports and cultural events, festivals, and competitions throughout the year.

“The promotion of Yaremche Municipality is realized through participation in tourist exhibitions and salons, for example, UITT ‘Ukraine: Travel and Tourism,’ International Tourist Salon ‘Ukraine’ — UITM, and the TurExpo international exhibition and fair. The Executive Committee of the Yaremche Town Council, together with the owners of hotels and estates in the region and in Carpathian National Nature Park, have published bilingual catalogs presenting the most interesting natural wonders and tourist accommodations in the area. Information on all events, past and future, is posted on the Facebook page of the Department of Tourism and External Relations.”

The second strategic objective involves developing and implementing a transparent algorithm and clear rules for investing in the area and designating an organization to accompany the investment processes. An investment passport of Yaremche Municipality and a special “Invest in Yaremche” web portal are in the works. The need to hold a competition of investment projects to meet the needs of comprehensive territorial development has been articulated. In addition, the local community also plans to create a multifunctional conference center, a children’s eco-playground, and an ethnocultural center.

Both positioning goals will be supported by appropriate communication campaigns: The “Yaremche Municipality for Tourists” campaign will promote it as a tourism destination, while the “Invest in Yaremche Municipality” campaign will enhance its reputation as an attractive investment area.



# KOLOMYIA: A EUROPEAN COMMUNITY





The Kolomyia Municipal Amalgamated Territorial Community consists of six settlements: the town of Kolomyia and the villages of Voskresyntsi, Ivanivtsi, Tovmachyk, Sheparivtsi, Sadzhavka, and Kubaivka. The population of the entire community is just over 70,000. Located 65 km from Ivano-Frankivsk, Kolomyia is the administrative center of the community and one of the oldest towns in the area. It is located on the banks of the Prut River in a picturesque spot — a great place to live, work, do business, and play.

The Kolomyia Town Council has been working with the PLEDDG for the fourth consecutive year. Joint projects and initiatives include the implementation of the Open City platform, the Public Budget, and local e-petitions; improving the quality of administrative services; developing the Kolomyia Development Strategy Until 2027; analyzing the local business climate; creating an SME development program, and more. Work on the marketing strategy of Kolomyia and affiliated communities started in 2018. A draft strategy is ready, but it must still be approved by the town council.

In working to develop a marketing strategy, the members of the working group first studied the features of Kolomyia's current image. The results show that visitors hold the most positive image of the city. Meanwhile, Kolomyia residents perceive the city positively but are concerned about the rapidly dwindling number of young people. The main reason for this is the proximity of locales that are more attractive for self-realization. Local residents know little about the town, as they often live in Kolomyia but work abroad. People who work in the town (mostly residents of other small towns) also have little awareness of Kolomyia as a cultural and social phenomenon.



Problems with the image of the Kolomyia community:

- no tourism infrastructure
- unkempt building facades and outdoor advertising
- poor infrastructure in the downtown area
- spontaneous street vending
- outflow from the labor force to foreign labor markets
- low personal safety ranking
- poor transport links with the surrounding villages.

Therefore, the implementation of the marketing strategy will be aimed at creating and promoting the image of the community as a cultural and tourism center of the Carpathian region and enhancing its tourism destination attractiveness. Attracting Investors and developing new industrial businesses in the area are also in focus. Comprehensive measures and an information policy will be aimed at retaining local residents and getting young people interested in self-realization in the area. The working group has agreed that the Kolomyia community will be the source and key object of coverage in the marketing process. At the later stages, rural areas will also be involved more actively in this process.

Municipal marketing is concentrated on these main target groups:

- investors (potential investors, big business, and entrepreneurs in the service sector)
- residents (community residents and potential residents)
- visitors (tourists, transit tourists, and festival attendees)
- members of the diaspora (Kolomyia residents who left the town at different points in the past, as well as their relatives).

In line with its marketing strategy, Kolomyia and its environs position themselves as the place for those who are ready to live in Europe, and uphold and share the European values of tolerance, openness, and respect for rules, traditions, and intelligence.

**Community positioning is achieved through the realization of four strategic goals:**



The implementation of projects geared towards the first objective will emphasize Kolomyia's culture of unity and inject new meanings into it. Kolomyia now links up neighboring villages, connecting them with good roads, high-quality transport, and a responsible attitude to services provided to citizens. The unification of generations and the continuity of the circle of life will be manifested through the revival of urban legends, the restoration of ancient façades, and the cleanup of historic sites. The community also has ideas for creating a navigation platform with online access to public transport information, marking all community settlements using a single style, and developing an online directory, where all community entities will be adequately represented to enhance the visibility of villages. Kolomyia residents also note the importance of creating dialogue platforms in the town's cultural institutions and libraries.

"We have an interesting project called the 'Circle of Traditions and the Future' to create a recreation area in Shevchenko Park for master classes, festivals, an open-air cinema, a children's zone, and a flower garden. Regarding the revival of urban legends, a project to restore a steam engine in the main square in front of the Town Hall tower is included in the strategy."

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IRYNA ZHOLOB  
specialist in the Department  
of Economy, Investment  
Policy, and Energy Saving at  
the Kolomyia Town Council

The second objective aims for the qualitative transformation of school education through increased communication with schools in European cities and more dynamic use of information technology. Kolomyia plans to create the most favorable conditions for cultural development and to build links with Europe through cultural exchanges. In the everyday life of the town, emphasis will be placed on upholding European values as a basis for living.

The projects linked to the third goal, “Kolomyia is a community of master craftsmen,” are focused not only on holding festivals, exhibitions, and creative events, but also on coordinating the work of art associations, museums, and education institutions, as well as actively promoting the traditions of applied arts among young people. This direction includes both practical ideas, such as a project to impose order on the placement of small architectural forms, and ambitious ones, such as creating a Jurassic Park in Kolomyia.

In line with the fourth strategic objective, Kolomyia is positioned as an area that attracts residents, tourists, and investors. It is reliable and trusted by residents, who invest in real estate and businesses, and by outside investors, who establish unique businesses.

The design of Kolomyia’s brand, approved in 2016, is still successfully fulfilling its role. The logo consists of three basic components: stars, a circle, and eight arrowheads. The shape of the logo is based on the interpretation of the town’s name, which is popular with the residents of Kolomyia: Kolo/My/Ia (literally, Circle/We/I), where one distinct sector (I) is joined with a similar one (We) to form the Circle, a figure that symbolizes movement and development and which is synonymous with a coherent group. The idea is reinforced by the terse slogan “Kolomyia unites!” Three of the colors that appear in the logo — cherry red, orange, and yellow — are used in Kolomyia’s Easter eggs, archaic symbols that reflect the past. The fourth color, green, is a symbol of newness, alternatives, and growth.

The concept of the Kolomyia brand is revealed through several aspects. First, Kolomyia unites; it does not divide people into ours and others; it is tolerant and hospitable, offering a platform for dialogue and a search for compromises. Second, Kolomyia is a cultural and tourist hub that offers unique festivals, fairs, and museums. It is also famous for its incomparable Easter eggs, embroideries, and works of decorative and applied art. At the same time, a modern and ambitious community has emerged around Kolomyia, which is able to capitalize on its historic assets for prosperity and is trusted by investors and residents. Kolomyia is a center that attracts and inspires development.



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“The logo should be used as often as possible in the urban space. It should be placed in public transport, at stops, and in recreation areas. There must also be engagement with local businesses; it is in their power to streamline signage and actively apply the brand’s visual attributes.”

It is common knowledge that for a municipal brand to be successful, its concept and values need to be adequately communicated to consumers. Therefore, the working group carefully analyzed each target group and identified the basic key messages for each one. For example, investors will find transparent and accessible administrative and permit services in Kolomyia. They can count on reliable partnership in honest business here. For them, Kolomyia is an environmentally safe and ideally located area, where they can produce ecologically clean and high-quality products. For local residents, Kolomyia means inexpensive and comfortable living in an ecological area with opportunities for self-realization, as well as a high level of culture, education, and medicine. To tourists, Kolomyia promises tours, new knowledge, beautiful architecture and customs, and unique festivals.

“In order to promote cultural tourism, we will prepare promotional and information materials, and post all interesting events online. We plan to organize several thematic festivals. For example, we are launching a culinary festival for the first time this autumn, and we expect that it will become one of the special highlights of Kolomyia in the future.”



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# ENERHODAR: PROVIDING ENERGY



Enerhodar is a young town of regional importance founded in 1970, with a population of nearly 54,000. It is located in the southeast of Ukraine, in Zaporizhia oblast, on the left bank of the Dnipro River. Enerhodar is called the energy capital of Ukraine, as its power plants produce more than 25% of all electricity in Ukraine. The construction of the Zaporizhia Nuclear Power Plant, today the largest one in Europe, began in Enerhodar in 1981. Residents consider Enerhodar a great place to raise a family. Many children live here, and the town has many gardens, schools, and sports clubs. The vast majority of the population is employed in large industrial enterprises; the proportion of employed people and the wage level surpass regional and national indicators. Enerhodar is a focal point for a unique science and engineering workforce possessing vast experience and potential for growth.

During its work with the PLEDDG in 2016–2018, Enerhodar introduced a number of initiatives. It supported the launch of the Open Town platform and the Public Budget. The following documents were developed: the Enerhodar Strategic Development Plan Until 2027, the Investment Passport, the SME Development Program, and the Marketing Strategy Until 2023. The town council approved the Enerhodar brand in late 2019.

“The first step in developing the Marketing Strategy was to conduct a survey of residents about their perception of the town. Questionnaires were distributed at large enterprises, municipal institutions, and among high school students. They could also be filled out online. The working group met in the World Café and Open Space formats to study public opinion, and these meetings were attended by more than 120 active residents of the town.”

Based on the survey results, the working group identified the main problems with Enerhodar’s image:

- the presence of a nuclear power plant (the average citizen thinks that it poses a potential danger)
- exclusive focus on the energy sector (it is difficult to find a job in the town outside this sector)
- non-transparent local government and passive residents (poor communication and no dialogue between the authorities and the population)
- the local authorities are in crisis (unstable political situation among town council members)
- lack of creative people on the town’s team (there is no one to develop and promote image-boosting projects)
- corruption (current town council members own the most profitable entities in the town)
- stunted cultural development (not enough high-profile events in the town; few interesting places for recreation)
- poorly developed urban infrastructure (roads in bad condition, lack of housing, and limited land resources)
- the town’s “dead-end” location (no transit or transport interchanges).



OLENA OVCHATOVA  
head of the Directorate of  
Economy at the Enerhodar  
Town Council



The goals of Enerhodar's marketing strategy are to modernize its image, boost its recognizability, and build a positive reputation for the young and progressive town, all in order to keep its young people and attract new professionals. At the same time, the strategy is aimed at positioning Enerhodar as a reliable and interesting partner for attracting investments and creating new industries, jobs, and business areas.

**The core brand idea conveys a comprehensive vision of the town:**

- Enerhodar is a sunny, green oasis, a young "rare find".
- Enerhodar is a place where the natural potential of the elements is transformed into the energy of investment.
- Enerhodar is a town of passionate intellectuals and "energy-surplus" people.
- Enerhodar is a town that trains world-caliber energy industry professionals.

The development of the brand's features was preceded by a survey conducted among different categories of the population, which revealed that most locals preferred the word "energy" and the green color. The design was developed by a team that was selected on a competitive basis. The logo is based on a figure formed by the orbits of atoms under a microscope; this also happens to be a design element of Ukrainian embroidery. The slogan "We provide energy" can be lengthened to include other spheres of utilization: We provide energy for development, comfort, prosperity, sports, or innovation. The brand's visual elements are displayed at municipal events and presentations, in printed matter and on souvenir products as a component of the town's festive decorations, for advertising purposes, etc.



VIKTORIA CHIKALOVA  
head of NGO "Joint  
Protection"

"The residents of Enerhodar consider their town to be one of the cleanest in Ukraine. This is where they fish, pick mushrooms, and invite friends from other cities to join them for a vacation amidst nature. The locals are stylish and fastidious; they live in clean homes in the ideally planned and youngest town in Ukraine. Their elegance and ecological focus are reflected in the town's branding. The residents themselves came up with a short and expressive nickname for their town, DAR, which is visually highlighted with an accent mark in the town's logo."

"Enerhodar is a town of green innovative business" is the first strategic goal of the town's positioning for targeting potential investors. The objective here is to build the town's reputation as a trusted and reliable partner. Potential investors select cities and towns as platforms for specific business projects using typical evaluation criteria, such as quality infrastructure, an available workforce, the goodwill of the authorities, absence of social tension, and a unique investment proposal.

Enerhodar has a solid foundation for creating a favorable investment climate, but it is still poorly represented in the international information space and has no international cooperation agreements. Therefore, the municipal government plans, among other things, to create a portfolio of investment platforms in the town, which will include potentially attractive land lots and properties.

“In 2018, as part of implementing the Marketing Strategy, the town’s Investment Passport was first developed and a high-level investment rating (uaIN4) was established. These will be updated annually and will be another opportunity to get investors interested.”

In order to achieve this strategic goal, the plan is to develop an industrial park concept, create an energy training and laboratory center, hold an Energy Forum, form a network of energy facilities for industrial tourism, create the NewLook business center, and implement other project ideas.

“Enerhodar is a cozy, green town with an active community” is the second strategic goal that targets existing and potential town residents and visitors. Some initiatives will be aimed at creating a livable urban environment and a modern public space. This way, the city brand will be visualized and established. There are plans to construct “smart” buildings, using modern technology for resource and energy conservation. LED lights will be installed everywhere in the town, and public parks and gardens will include special areas designated for pet exercise. New bike paths will be created, and landscaping projects will be developed, etc.

An important role is assigned to the revitalization of Enerhodar’s cultural life. During public discussions of project ideas, community members frequently expressed a wish for the creation of meaningful leisure opportunities for children and young people in the town.

“Enerhodar needs to be a vibrant city. It is essential to introduce several dozen large-scale holidays every year: festivals, sporting events, and a street carnival on Enerhodar Day. Unfortunately, life is quiet in the town now, and the streets are mostly empty by 9 p.m. Enerhodar has considerable potential; we just need to use it. There is a widespread local habit of going to Zaporizhia or Dnipro on weekends. To change this, we need to have alternative events and entertainment at home. This ought to interest small- and medium-sized businesses, because Enerhodar is a city of well-to-do residents.”

The plan for implementing the marketing strategy includes projects for several cultural festivals. Activists plan to create a site for battle reenactments, open an eSports school, and develop the cultural and entertainment segment for different population strata (a skating rink, a bowling alley, and a hoverboard rental).

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head of the Directorate  
of Economy at the Enerhodar  
Town Council

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VIKTORIA CHIKALOVA  
head of NGO “Joint  
Protection”

Enerhodar residents will be involved in the town's marketing processes and encouraged to participate in local community development. In order to support the image of a "green" town and the formation of a young, environmentally aware generation, a project called "Green School" is being planned.

Based on the two key groups targeted by municipal marketing, two communication campaigns will be implemented: "Invest in Enerhodar" and "Enerhodar is a People-Friendly Town." There are plans to develop information materials about local investment opportunities and an online office for potential investors, create a mobile application about Enerhodar, and prepare promotional videos about the town in several languages, as well as promotional videos for national TV channels. The first video about Enerhodar was released recently and has already been viewed in 20 countries. According to the plan, local residents will be provided with monthly reports on improvements in urban infrastructure, educational videos about different ways to get involved in municipal development, and so on. Organizing and managing Enerhodar's marketing and branding process are the responsibility of the Department of Economy at the Enerhodar Town Council and the NGO "Enerhodar Local Development Agency."



# IVANO-FRANKIVSK: A CITY FOR LIVING



Ivano-Frankivsk is the administrative, economic, and cultural center of Ivano-Frankivsk oblast with a population of more than 235,000. Its advantageous location creates favorable conditions for multilateral development and European integration. Owing to its proximity to the mountains, the city is called the eastern gateway to the Carpathians. Ivano-Frankivsk is one of Ukraine's most livable cities, winning high praise for its quality of services, the work of the local government, infrastructure development, cultural life, health care, higher education, environmental status, and other quality of life indicators. The city is successfully developing food, machinery, woodworking, chemical, consumer goods, construction, and other industries. Nearly 20% of the city's residents are students enrolled in higher education institutions.

With the support of the PLEDDG, a number of important initiatives have been implemented in Ivano-Frankivsk over the past four years, and the following documents were developed: the Municipal Development Strategy Until 2028, its Implementation Plan, the Program for Increasing SME Competitiveness, etc. Ivano-Frankivsk began developing its marketing strategy and the municipal brand in 2017, in close cooperation with the PLEDDG consultants.

The working group first conducted a series of studies, and the results made it possible to understand the initial position of the city and its image. A content analysis of the information space and a survey of residents' perception of Ivano-Frankivsk were conducted, and the city's advantages over its competitors were identified. Based on the results, different versions of the brand concept were proposed.



#### Main problems with the city's image:

- no holistic, recognizable brand
- city is developing along different, unrelated vectors
- inadequate information policy for effective promotion of the city
- underdeveloped tourism infrastructure.



#### Key image resources:

- geographical location
- rich historical heritage
- vibrant cultural scene
- highly active youth and public sector
- cozy, compact, and safe.

Municipal marketing is, above all, a tool for implementing a city's socioeconomic development strategy. Therefore, all measures will be aimed at realizing the mission "Ivano-Frankivsk is the capital city of the Sub-Carpathian region and a cultural, educational, industrial, and logistics center of the region." The future Ivano-Frankivsk is a friendly city for residents and visitors alike. This is where progressive young people live and work, and families enjoy a comfortable life. Tourists come to this successful city with its many green recreational areas, well-preserved architectural monuments, and vibrant art scene.

The core brand idea is: "Ivano-Frankivsk is a warm and cozy city of unique architecture, originality, and cultural energy, where you can taste unique traditions and experience modern art up close."

The city brand and its visual identification system were approved at a meeting of the Ivano-Frankivsk City Council on 25 April 2019. The competition for the best brand design was announced a year ago. Six finalists were chosen, and the winner was Ihor Hutsuliak, whose design also featured the slogan "Ivano-Frankivsk: A City for Living." The logo is based on an outline of the Town Hall tower and includes other symbols of the city: Stanyslaviv Fortress, a jackdaw depicted on Ivano-Frankivsk's coat of arms, a calligraphy pen, and the Carpathian Mountains. The color palette consists of various shades of red and black.

"Besides city officials, the working group to develop the brand included public and cultural figures, academics, and historians. It was important for us to hear different professional opinions and avoid a one-sided vision. We were able to hear and weigh various arguments and arrive at an almost unanimous vision of the concept for the municipal brand. The PLEDDG experts worked a lot with us; they conducted training sessions and organized discussions in the Open Space format. We tried to get caring citizens involved in all discussions as much as possible, and, as a result, we reached a new level of dialogue."

The goal of implementing Ivano-Frankivsk's marketing strategy is to create a unique positive image of the city, increase its tourism appeal, form its reputation as a high-tech and progressive city, attract foreign investors, create high-paying jobs, develop infrastructure, create favorable conditions for residents, and attract skilled youth from other regions. The target audience groups for marketing are tourists, investors, and residents (current and potential). Accordingly, three strategic goals of the city's positioning are identified: "Ivano-Frankivsk is a city with a culturally diverse environment and multinational customs and traditions"; "Ivano-Frankivsk is a city of environmentally friendly high-tech industry"; "Ivano-Frankivsk is a clean, green, energy-efficient, and comfortable city of successful active people."



NADIIA KROMKACH  
head of the Department of  
Economy and Integration  
Development at the Ivano-  
Frankivsk City Council

The first objective involves restoring the historic part of the city and developing tourism infrastructure. After all, urban space is a creative platform for visualizing a city's identity, and landmark architectural structures shape its visage. There are plans to create new hiking trails and bike paths and tourist attractions. In order to identify community needs for changes in the urban space, a creative discussion in the Open Space format was held. The discussion led to a number of project ideas aimed at "growing" Ivano-Frankivsk's brand: the Euromistechko attraction center, "The Carpathian Mountains in Mini-Parks," the city-museum "Historical and Architectural Reserve," the Blacksmith Space (museum, galleries, and workshops), and more. Further plans include high-profile events at the national and international level with links to the city's identity, such as traditional fairs and a series of international festivals.

One of the main problems holding back tourists is that they do not have a clear understanding of why they need to come to Ivano-Frankivsk. They mostly imagine the city as a transit point on the way to the Carpathians. In order to eliminate this problem over time, it is necessary to establish active cooperation between the authorities and the city's tourism alliance, introduce a municipal hospitality policy, and create a system for managing municipal marketing, for example, one that would be centered around the activities of the tourism and investment center. The strategy also includes the idea of doing 3D scanning of the city's architectural and artistic heritage and presenting these objects in the form of an interactive web resource and mobile virtual reality applications.

The second strategic objective includes activities to position the city for potential investors. The city traits that investors value the highest are well-developed infrastructure, highly-skilled professionals, the goodwill of the authorities, absence of social tensions, and unique investment offerings. It is important to structure information about the city properly and make it available in several languages. An investment portal, developed by SoftServe and Ivano-Frankivsk's IT Cluster as a volunteer effort, has been in operation since 2016. However, the information published there does not answer all the key questions regarding the city's investment potential. Among other things, it lacks a database of investment properties and investment offerings. An investment passport was developed for Ivano-Frankivsk in 2018, and that year the city grabbed the top spot in the Investment Sector Transparency Ranking of 100 Ukrainian cities compiled as part of the Transparent Cities Program. The tasks of the local executive government include maintaining an up-to-date register of vacant lots and analyzing their fit for investment proposals. The implementation of the marketing strategy also includes a plan to set up a system of informal cultural events to communicate with current and potential investors and develop industrial tourism.

The third strategic objective, “Ivano-Frankivsk is a clean, green, energy-efficient, and comfortable city of successful active people,” includes activities that target local residents. Projects aimed at “growing” the brand in the urban space and infrastructure are to be developed and implemented in constant communication with the community. Thus, there are plans to initiate and organize creative meetings to find original solutions through various technology-driven approaches: Open Space, World Café, Oxford Debates, and brainstorming. Discussions will be held to find tools for brand visualization in the urban space and to gather proposals for relevant projects. It is recommended that local NGOs be encouraged to submit their own ideas on urban identity development.

There are plans to create a number of information products in order to implement marketing communications in Ivano-Frankivsk: the city’s investment portal, an online investment office on the city council’s website, a series of interviews with city officials on attracting investments, promotional videos about the city for national and foreign TV channels, an annual travel report in multiple languages, and a tourism website. Two communication campaigns will be implemented concurrently via established channels and with the aid of appropriate messages: “Invest in Ivano-Frankivsk” and “Ivano-Frankivsk Is for Tourists.”

КРИВИЙ  
РІГ



Місто довжиною в  
ЖИТТЯ

KRYVYI RIH:  
A CITY AS LONG  
AS LIFE

Kryvyi Rih is a city of regional importance in Dnipropetrovsk oblast, located in the central part of the Ukrainian Shield at the confluence of the Inhulets and Saksahan rivers, which are part of the Dnipro Basin. The city is not only one of the largest economic centers in Dnipropetrovsk oblast but also in Ukraine as a whole. Kryvyi Rih was created as a result of the unification of several ancient towns and is now Europe's longest city, stretching for 126 kilometers. The city is known for and developing thanks to its invaluable natural resources: the investigated reserves of iron ore in Kryvbas amount to an estimated 18–32 billion tons. This is also an area known for its high concentration of brown coal, marble, dolomite (40% of Ukraine's commercial reserves), roofing and talc shale, red lead, ocher, construction sand, and nearly 40 other elements of the periodic table. The main industry that defines the city's labor profile is ferrous metallurgy. The mining and metallurgical complex accounts for more than 80% of the city's total industrial production. Kryvyi Rih has some of the best employment rates in Ukraine, with average wages that are 20% higher than the national average.

The city implemented the international technical assistance project "Ukraine Municipal Local Economic Development" (MLED project) from 2011 to 2015. During its implementation in February 2013, work began on the demonstration project "Kryvyi Rih Marketing Strategy and the Tools for Its Implementation." Its main purpose was to develop and implement tools for forming a positive investment image of the city. An important component was to create the city's brand. After all, successful branding helps to demonstrate the advantages offered by a territory; compete successfully for investments as well as professional, economic, cultural, and tourist flows; and enhance the attractiveness of the city.

At the initial stage of developing the marketing strategy, the working group studied the current image of the city. It has certain features related to the long period when Kryvyi Rih was viewed as a proletarian city known as the metallurgical hub of Ukraine. First and foremost, the environmental impact of mining and metallurgical enterprises is negative. Since the investment attractiveness of Kryvyi Rih is one of the highest among Ukrainian cities thanks to its unique resource potential, its marketing policy is based on the natural wealth of the territory and its careful and economic use. The city needed to be rebranded and filled with new meanings and perceptions. It had to develop an image that would be recognized and understood both in Ukraine and abroad.

Based on the results of various studies, the main target audiences were identified and targeted by marketing to achieve the strategic goals of municipal development: attracting investments, safeguarding and developing the population, attracting new residents to the city, and expanding the range of visitors.

The main target groups are as follows:

- current city residents (mainly youth and families with children)
- future city residents
- visitors
- representatives of the city's export consumer markets and importing countries
- internal and external strategic investors and local business representatives.

Considering the city's branding goals and aspects of its positioning with regard to the target audience, the working group formulated the concept of the city's brand. The proposal was accepted to position the city in subsequent years in two aspects: as a prosperous, convenient, healthy, and green city in the social aspect and as a world-renowned and reliable investment partner.

The launch of the city's brand took place in September 2013. Different factors were considered in the development of the design: the city as perceived by national and foreign media outlets, the opinion of Kryvyi Rih residents, city officials, city council members, representatives of various political parties, entrepreneurs, heads of industrial enterprises, and investment attraction professionals. Eventually, the six most promising options for visualizing the city brand were selected. The winner was a logo design depicting a horn (cornucopia), a symbol of prosperity. The dynamics of the logo's multicolored, layered elements symbolize the future of the city. According to the designer, these elements are in a state of constant motion, just like the city of Kryvyi Rih itself. The chosen slogan "A City as Long as Life" is filled with deep philosophical meaning. The idea is that, throughout their lives, all individuals, regardless of their age, education, profession, predilections, and beliefs, will be able to find congenial employment, comfortable living conditions, and recreation opportunities in Kryvyi Rih.



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the Executive Committee of  
the Kryvyi Rih City Council

"The slogan 'A City as Long as Life' is used for internal consumers, while an alternative one, the cornucopia, targets external consumers. It means that everyone who comes to our city will be able to enjoy a decent education, an interesting job, various leisure opportunities, and comfortable living conditions. The slogans are the result of a common vision put forward by urban community members and city officials. They were formulated at a meeting held in the Open Space format. However, developing a logo, choosing a slogan, and adopting a municipal marketing strategy is just the beginning of the process. Branding is painstaking work done by a team of like-minded people in many areas."

The city council approved Kryvyi Rih's marketing strategy in July 2014. It is based on positioning the city as convenient, green, healthy, wealthy, and happy to welcome new residents. It is a city of stability, order, comfort, and unique opportunities for the active and enterprising. **This positioning is achieved through activities in pursuit of three strategic goals:**



The first objective includes projects to create a unique image of the city's residential areas, make information on the housing market more accessible, and demonstrate its additional capabilities. There is ongoing consolidation of the brand in the components of urban infrastructure, and information support is provided for landmark infrastructure projects. According to the results of a focus group data analysis, one of the most important factors of the city's attractiveness in the eyes of its residents is the state of the environment. More than 60% of participants considered it the key factor. Thus, the strategy singles out the greening activities that are combined in the permanent Green Marathon. The municipal authorities are creating conditions for involving all residents in initiatives to make streets, parks, squares, and yards greener. The implementation of the environmental activities envisaged in the strategy is personally monitored by the mayor. The ecological state of the city requires that utmost attention be paid to developing and promoting sports. The Kryvyi Rih City Council has made efforts to inform residents routinely about mass sporting events in the city, of which there were 750 in 2018 alone. The objective of keeping people in the city is also achieved by creating conditions for informing young people about employment opportunities through vocational tours, job fairs, and informational broadcasts about local industrial enterprises.

The strategic goal "The city of unsurpassable impressions" is realized through the development of industries that until recently were in their infancy, namely, intellectual, industrial, and scientific tourism.



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“The most important role in promoting industrial tourism is played by people who love the business they’re in and believe in the great future of this area. The Industrial Tourism Development Program has been implemented with the continued support of the Kryvyi Rih authorities since 2013. The lion’s share of its budget is channeled into promotion. During this period, more than 40,000 tourists have visited the city. Information tours are offered to the mass media and travel agencies, and representatives of Kryvyi Rih participate in national and international exhibitions. The annual Industrial Excursion Fair and the Industrial Fest promote industrial tourism among the city’s residents. In 2018 Kryvyi Rih became a member of the European Route of Industrial Heritage (ERIH) network. Five of our sites are listed in ERIH: the quarry of the Southern Mining and Processing Plant, the quarry of the Inhulets Mining and Processing Plant, the open-air museum of mining equipment run by the Northern Mining and Processing Plant, a coking plant, and the open-air museum run by the mining department of ArcelorMittal Kryvyi Rih.”

The Investor’s Guide website was developed in order to present Kryvyi Rih as a city that is open to cooperation. It brings together all relevant information about investment properties and investment proposals from the city and presents the Investment Passport and a map of investment opportunities. The website also features a convenient navigator for investors, which helps save time and money by providing general information on the steps to starting and running a business in the city. In 2018 Kryvyi Rih attracted USD 1.3 billion in direct foreign investment, one of the highest figures in the region.

The marketing strategy is a long-term project. Its implementation will further help attract investments in the economy to create a wide range of businesses, which in turn will contribute to the sustainable development of Kryvyi Rih.



## BERDIANSK: ATTRACTIVE IN ALL SEASONS





Located on the northern coast of the Sea of Azov, Berdiansk is a city of regional importance in Zaporizhia oblast. It is surrounded by reserves and nature parks on all sides: Azov National Nature Park, the national landscape reserve “Floodlands of the Berda River,” and the local reserve “Head of the Berdiansk Spit.” The city’s natural areas were recognized as a state-level resort in 2005. Berdiansk has a temperate maritime climate with long dry summers and many sunny days a year, which makes it an excellent place to restore one’s health.

Berdiansk manages to combine recreational resources with flourishing industries — 30 large enterprises that employ some 5,000 people. Most of them are concentrated in the refining, machine building, and food industries. An important facility in the city is the Berdiansk seaport. Built nearly 190 years ago, it is the only seaport in Zaporizhia oblast and one of Ukraine’s two ports on the Sea of Azov. Throughout this time, the port has remained a significant infrastructure component in Ukraine’s trade relations.

With the support of the PLEDDG, Berdiansk implemented 11 initiatives and projects in 2016–2019: the Municipal Development Strategy Until 2027, an Action Plan to implement it, the Program for Increasing SME Competitiveness, the Marketing and Communication Strategy, etc. The municipal marketing strategy, which took nearly a year to develop, was approved by the Berdiansk City Council on 23 May 2019.

In the first phase of developing the strategy, a survey was conducted among residents and local entrepreneurs on their perception of Berdiansk. The results showed that the residents were little aware of its capabilities, with the majority naming only seaside vacations. The respondents noted that Berdiansk is a resort town that is hard to reach because of poor roads and transport links. In order to further develop the city, the survey participants suggested boosting advertising, improving roads, building an airport, establishing train connections throughout the year, restoring the year-round operations of health resorts, and doing a thorough cleanup of the city and its beaches.

The main problems of Berdiansk:

- generally negative press coverage, related to the Kerch Strait and strained relations with Russia
- a lack of targeted local educational programs for city residents and visitors
- no souvenir products to support the urban brand
- no adequate infrastructure for positioning the city as a family recreation area
- the overall appearance of the city as needing improvement
- the lack of information on successful joint projects carried out by the municipal authorities together with the public sector, business, and tourism associations
- an insufficient number of tourism offerings in winter, fall, and spring
- not enough NGOs actively promoting the local community
- an unsafe urban environment.



The implementation of the marketing strategy should result in additional resources for municipal development, a higher number of tourists, and improved quality of life. The marketing strategy is aimed at forming a new image of the city — "Berdiansk: Attractive in All Seasons" — in which the development of the resort and tourism is at the forefront. That said, Berdiansk's promotion will proceed concurrently in two directions: as a tourist destination and as a city for business.

#### Objectives of the marketing strategy:

- create a positive image of the city as a place to live
- promote the city nationally and internationally as a cultural, tourism, and business center of the Sea of Azov region
- enhance the city's attractiveness for tourists heading to other Sea of Azov resorts
- create unique tourist products
- maintain existing businesses and attract new ones
- increase the city's competitiveness
- retain existing residents and attract new ones
- involve residents in shaping its image.

Berdiansk's municipal visual image, in the shape of a heart, was approved in 2012. The design, which won an open competition that received 200 entries, portrays Berdiansk as a peaceful and attractive city. The logo is well entrenched in advertising, the urban space, and the perception of locals and visitors. The winning design highlights the gifts of nature that Berdiansk enjoys, but does not portray the city as a social, cultural, and economic phenomenon.

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VIKTORIA MISHCHENKO  
head of the Department  
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Advertising at the Executive  
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Therefore, the working group developed a brand idea for Berdiansk, which reflects the essence and content of this modern city. Berdiansk is dynamic, active, and entrepreneurial. It is a city that knows how to be focused and successful all year long. At the same time, it is a resort offering its visitors comfort, quality services, and an opportunity to enjoy nature. Berdiansk can be a diverse city but always remains hospitable and welcoming, comfortable, and cozy. It is a city with great business potential, ready for collaboration, partnership, and development. Berdiansk has two strong suits — tourism and enterprises — both of which are making a significant contribution to its development and budget. It is crucial to strike a balance between these positions.

“The brand idea was created as a result of cooperation between outside experts and the local population. The experts helped us see our city from other perspectives. In developing the marketing strategy, we defined three strategic goals that will be key to the development of the new municipal brand: ‘Berdiansk is hospitable and friendly’; ‘Berdiansk is entrepreneurial and dynamic’; ‘Berdiansk is full of life, beauty, and health.’”

The city’s hospitality acquires economic value: If visitors are pleasantly impressed by the quality of services they receive, they will be ready to stay longer in the city. Cities where hospitality is part of urban identity become more attractive to their residents and create a comfortable business environment for businesses and their employees. The projects to enhance the goal “Berdiansk is hospitable and friendly” are aimed at demonstrating the comfort, safety, and convenience of the urban environment, as well as opportunities for potential residents. Plans include opening a tourist information center, implementing greening initiatives, and improving the city’s accessibility. The Berdiansk City Council plans to develop the website “Berdiansk Welcomes Visitors” to provide information to tourists in Ukrainian, English, and Russian. A draft Berdiansk Hospitality Code has been proposed, which includes a set of simple rules that will help each Berdiansk resident to make his or her city more attractive and enhance its positive image. In order to develop tourist products, Berdiansk plans to organize and hold monthly cultural and sporting events, such as fairs, festivals, and marathons. One of the most important tasks of the local authorities is lobbying for the extension of train connections and the improvement of access roads, because the quality of interurban service directly affects the success of holiday seasons.

The implementation of projects demonstrating that “Berdiansk is entrepreneurial and dynamic” will make it possible to position the city as a business-friendly place with ambitious plans for the future. Berdiansk is a reliable partner for business and always open to new partnerships and innovative ideas.

The local authorities plan to introduce mechanisms of organizational and financial support for small- and medium-sized businesses, create an online business navigator for local entrepreneurs, and develop high-quality information products to represent the city's investment potential. The Berdiansk City Council has also invited major tourism business stakeholders to join the Berdiansk Hospitality Association and the Tourism Coordination Council. The dynamic component of positioning includes a plan to open a Youth Center, which will be a creative hub for various events, and a youth business incubator, where young people will receive assistance with developing their business ideas.

In order to achieve the strategic goal "Berdiansk is full of life, beauty, and health," attention will be focused on opportunities for health improvement using the unique methods available only in this city. Creating tourist products centered around a healthy lifestyle and reviving ancient body care traditions will help prolong the holiday season. The marketing strategy proposes a large-scale project for developing the wellness industry in the city and other initiatives for high-quality recreation designed for families with children, young people, and the elderly. The Berdiansk resort complexes will enter a new stage of development as rehabilitation and wellness centers, including ones that will cater to the military.

Each project within the three strategic goals will have its own performance indicators that will be monitored by the implementing entities and stakeholders. Some indicators can be qualitative, in which case performance can be evaluated through surveys. The implementation of the marketing strategy will generally be monitored, using the following indicators: the dynamics of tourism tax revenues, the number of tourists per year, the number of acquired investment properties, and the number of small enterprises and green tourism estates per 10,000 residents.

THINGS

TO CONSIDER

IN MUNICIPAL  
BRANDING AND  
MARKETING

The experience of these 8 Ukrainian communities shows that municipal branding and marketing processes have a certain unified algorithm for development and implementation, but the practice of each city is unique. Each territorial community has its own set of competitive advantages, special history, current image, key resources, and problems. Marketing is always carried out in stages, progressing from positioning to promotion, but how well the entire set of marketing strategy activities is designed and implemented depends on the approach and perseverance of each individual city.

We have prepared some important tips for the cities and amalgamated territorial communities with plans for branding and developing a marketing strategy.

- Take the time to form a long-term vision of the city. This will help formulate the goals of the marketing strategy correctly.

“First, be sure to query the residents about their perception of the city. Find out exactly what they tell their friends and visitors about its history and what places of interest they recommend visiting. Find out what associations the city evokes in the residents of other cities, regions, and countries. This way you can find cues to what can become your brand.”

- The marketing goals of the city should be in line with the goals of its socioeconomic development.
- Study the groups in your target audience and single out 3–5 such groups.
- Spend the maximum possible time to select tools, messages, channels, and activities for effective marketing communications.
- Evaluate resources: time, human, financial, material, technical, and knowledge.
- Seek out and establish profitable partnerships. No institution is capable of dealing effectively with municipal marketing on its own.

“First, find people who genuinely love your city — they will become your closest helpers. Second, analyze the positive and negative experiences of other cities in Ukraine. Third, invite experienced professionals from those cities where marketing is being successfully implemented and empower them to inspire the community with their accomplishments.”

- Reject boilerplate decisions and rely on the real strengths of your community.
- Remember to analyze your competitors on an ongoing basis.
- Keep marketing activities focused on the needs of each target group.
- Think big, because isolated, ad hoc activities will not lead to great results.

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head of NGO “Joint  
Protection”

“Find an excellent facilitator: During the discussions and brainstorming sessions with active citizens, someone has to pick out the grains of gold and not lose sight of them.”

- If possible, create a separate department for the focused marketing and branding of the city, or designate a group of responsible individuals.
- Monitor the marketing strategy on a regular (biannual, quarterly) basis.
- Do not be afraid to change details when implementing a strategy. Discard projects that have become obsolete for some reason. It is especially important to respond promptly to the context in which the city currently lives.



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“Let all stakeholders know that, in the face of increased regional competition, the city’s image as a factor of development is as important as tangible assets or human capital. Show everyone the positive experience of another city where a marketing strategy is being successfully implemented. Establish close collaboration between business, government, and the community.”



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