

TOWARDS AN INTEGRATED MANAGEMENT OF ZARAGOZA BRAND



ZARAGOZA LOCAL ACTION PLAN IN THE FRAME OF URBACT-CITYLOGO

Aarhus Alba Iulia Coimbra Dundee Genoa Oslo Utrecht Vilnius Warsaw Zaragoza



Connecting cities
Building successes



Towards an integrated management of Zaragoza Brand

Local Action Plan produced by the city of Zaragoza by means of a specific Local Support Group, in the context of the project URBACT-CityLogo, Innovative Place Brand Management.

The local team who has been following and coordinating the work was composed by:

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- Lorena Calvo, International Relations Officer, who has been coordinating the project along with Jesús Blanco, Economic Promotion Officer.
- Miguel Ángel Argente, Head of Zaragoza Convention Bureau.

We have had as contributors all the members of the Zaragoza Local Support Group, Inmaculada Armisen, as Director of Zaragoza Tourism Board, as well as Mercedes Penacho and Javier Terrén, Director of the Communication Office in the Zaragoza City Council.

Special mention to Lola Ranera, City Councillor of Zaragoza Activa, Development and Tourism. Zaragoza City Council.

The design of the LAP was made by a young local designer of Zaragoza, Elena Lario (www.elelario.com).

The images are courtesy of Zaragoza Tourism.



ZARAGOZA LOCAL ACTION PLAN

TOWARDS AN INTEGRATED MANAGEMENT OF ZARAGOZA BRAND

LOCAL ACTION PLAN (LAP)
ZARAGOZA CITYLOGO URBACT (March 2015)

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PRESENTATION BY THE DEPUTY MAYOR

With the presentation of Zaragoza Local Action Plan, as part of the work that has been done within the CityLogo Project, Zaragoza introduces now the work initiated more than two years ago aimed at improving how we promote our city internationally. Along these months, It has been a luxury to share professional expertise and experiences with the rest of partner cities, the members of the Local Support Group and with the experts that have participated in this transnational project.

All the cities look for better promotion and visibility, regardless their size. All compete for attracting a higher number of investments, tourists, professional visitors, events and students... That is to say that all the cities have clear objectives to plan and meet the needs of their target groups. And what is clear, especially due to the current economic situation, is that the different actors involved in the promotion of the city, both the public and private ones, have to collaborate to reach these objectives with success.

This is the reason why we began our participation in the CityLogo Project, within the EU URBACT programme. It was intended to keep an international interchange of experiences between a group of cities, to collaborate in turn with their stakeholders at city level in order to elaborate a Local Action Plan that would serve to make an analysis and to plan, adapt and modify the activities carried out so far with a view to the near future and to establish a different scenario.

So, ten cities from ten different countries have been collaborating in integrated city branding & marketing - Utrecht, Coimbra Genoa, Warsaw, Dundee, Oslo, Aarhus, Vilnius, Alba Iulia and Zaragoza. For us it has been extremely useful the chance of learning from each other and sharing urban policies in this field, in the current framework of globalisation and crisis.

If the strategy to promote the city nationally and internationally is done by the City Council unilaterally, it is going to fail because of its lack of strength. That is the reason why the current Local Government of Zaragoza has always thought that it was necessary to count on the different stakeholders involved. As example of this collaboration we can mention Zaragoza Convention Bureau, the Board for strategic planning of the metropolitan area Ebropolis or the Foundation Zaragoza City of Knowledge.

Zaragoza took advantage of the 2008 World Exhibition to position itself as one of the emergent European medium-sized urban agglomerations, but the new times have obliged us to revise our promotion policies. We guess the participation in this European Project has been a great opportunity to re-think again the best way to position and market Zaragoza in the European map and globally.

Thanks to everyone.

Lola Ranera
*Counsellor of Citizen Engagement,
Zaragoza Activa, Development and Tourism*
Zaragoza City Council

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EXECUTIVE SUMMARY

During the last decade, the city of Zaragoza (with 700.000 inhabitants, the fifth city in Spain in terms of population) has undertaken a great transformation in the economic and touristic environment. In addition to big projects in the logistics, business and industrial sectors, the International Exhibition held in Zaragoza during the summer of 2008, under the theme “Water and Sustainable Development”, boosted big infrastructures as well as the city image at national and international levels.

In that new context, it was understood that it was more necessary than ever the development of a strong and compelling city brand. In fact, this was already stressed by Ebropolis, the inter-municipal association for the strategic development of Zaragoza and its metropolitan area, whose discussion panels pointed out the need to promote more efficiently the internal and external image of the city.

“ZARAGOZA A CHALLENGE, A CITY”

As a result, in May 2009, Zaragoza presented its City Brand project with the slogan “Zaragoza a Challenge, a City” with which it was looking for competing in the national and international business and tourism market, after an intense and participatory work of analysis and documentation.

The following steps implementing a set of concrete promotional initiatives were conducted by a new dedicated local agency called Zaragoza Global. Thus, from 2009 to 2012, Zaragoza Global focused efforts on attracting visitors (tourists, professionals, students...), entrepreneurial projects and on giving more clear visibility to the city. However, budget cuts led to the winding up of the company, although the marketing and networking works of the City have continued through a number of initiatives, especially driven by Zaragoza Tourism. The adaptation to the new digital channels, opened by the Web 2.0, and the presence in social networks have entailed most of the new dissemination strategies developed in the last years.

Other business and commercial entities, from business associations to Feria de Zaragoza or Puerto Venecia as big shopping mall, have also contributed and will continue contributing in the dissemination of the City from their respective areas of activity.

At this point, the City of Zaragoza was invited to participate in the URBACT Project CityLogo, at a moment when there are a number of factors coinciding that affect directly our Citymarketing strategies:

- ♦ Reductions in the public administrations budgets.
- ♦ A context of economic crisis, which is affecting funding capability of companies and institutions.
- ♦ The digital revolution and the emergence of new channels to connect with the different city's audiences, which are re-shaping Marketing and Communication strategies.
- ♦ A new environment of competition between cities to attract tourism and investments.
- ♦ The challenge to manage the Zaragoza post-Expo and the new values that have emerged in the city.
- ♦ The challenge to coordinate the actions that different companies and institutions of the city continue developing in relation to the international interaction.

In the working sessions organized in the core of the project CityLogo, to carry out the Local Action Plan, there have been a number of agents and stakeholders from different sectors involved. They have analyzed city's background and assets in this matter, which is developed in forthcoming points in this document, as well as future challenges in the medium and long term and a set of working lines.

In the course of those sessions, it has been brought to light how participants understood their own city as living thing, in constant change, as well as the tools and channels that allow a better communication strategy. Consequently, it is meant the need to establish a group that ensures the work in a more stable and participative way, and to which different ideas and visions can be given to reach the last objective to disseminate more efficiently the Zaragoza proposition and its attractiveness factors.



Main assumptions and drivers of this Local Action Plan are the following:

- ◆ All the European cities seek the attraction of visitors, professionals, students, companies... that generate wealth in the city.
- ◆ At present, the marketing actions that mobilize more resources in Zaragoza are the ones targeting tourists, visitors and the MICE sector.
- ◆ At the operational level, the marketing activities should be duly segmented by target groups. The specific lines of work have to be sector-oriented.
- ◆ There should be a common link in all the activities of communication and promotion of the city, and that's just the role of a City Brand.
- ◆ The communication activities should be adapted to the current channels in each moment and duly adjusted to each action or target.
- ◆ Zaragoza worked well several aspects of the City Brand in the years before and after the Expo 2008, but the situation of economic crisis in Spain has resulted in the considerable reducing of the resources supporting the marketing of our local competitive identity.



- ◆ Public-private collaboration is absolutely necessary to realize strategic and effective communication in Zaragoza. There should be established a kind of stable organization or platform bringing together the stakeholders with a role in this plan.

- ◆ The communications activities should be based on real concepts and should “tell stories” to attract the “customer” attention. In the works of the CityLogo project, we have identified the following communication streams:

- ◆ The Roman Zaragoza: 2.000 years of history.

- ◆ Goya and Zaragoza: the universal painter developed part of his Works in this city.

- ◆ Zaragoza was transformed in 2008: towards a smart city.

- ◆ The Ebro river and its capital: Zaragoza.

- ◆ A big and comfortable city at the same time.

- ◆ Finally, the city’s efforts in strategic communication should be constant, and raised to a category as urban policy.

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BACKGROUNDS: EXPO 2008 AND ZARAGOZA BRAND

3.1 The huge transformation of Zaragoza during the last decade

Zaragoza, capital of the Autonomous Region of Aragon, is the fifth city in Spain in terms of population (700.000 inhabitants). It is located in the north-east of Spain, at the heart of the Ebro Valley. It is equidistant from Madrid, Barcelona, Valencia and Bilbao (the four cities are at 300 Km away approximately), connects with Europe through the Pyrenees becoming a strategic enclave for land communications.

The strategic location of Zaragoza is helping to make logistics and the transport of goods one of the most powerful sectors in the local economy. However, the main local industries in the last decades are metal manufacturing and the automotive sector, as Zaragoza hosts one of the main factories of the Opel-GM group.

PLAZA, the largest logistics platform in southern Europe (12.800.000 m²) and the training given in the Zaragoza Logistic Center (in cooperation with the MIT), has turned the city into an international reference, also supported by the growth in its airport, which is now the third most important in Spain for air cargo and has regular air services to destinations on the five continents.

The location of big trademarks in the industrial area of Zaragoza diversifies the industrial fabric as well; it is worth mentioning the commitment to renewable energies and recycling. In addition to leading the research for the fabrication of non-polluting vehicles, there have been started pioneering projects concerning the sustainability industry and companies related with the ICT sector.

The growth of the Zaragoza Exhibition Centre stands out as it has become the third most important in Spain, in terms of events and global turnover. Furthermore, it works with high- technology equipment making it in a benchmark as city of meetings with two conference centers: Zaragoza's Auditorium and the Palacio de Congresos Expo Aragón.

The number of hotel rooms was increased dramatically for the Expo 2008 and currently stands at 10,500 after the opening of 10 new high-quality hotels. Zaragoza continues its expansion with its forthcoming exhibition centers and the new Caixa Forum building which leads the so-called Digital Mile project, along with other business services in the metropolitan area.



Zaragoza has a renovated airport, located 9 km from the city centre, and a complete network of major roads and motorways. In addition to this, its high speed rail network connects the city with Madrid and Barcelona in a little bit more than one hour. Its city bus routes have been complemented with the tramway, which connects the new southern and northern neighbourhoods with the old city quarter.

This huge urban transformation was boosted by the International Exhibition held in Zaragoza between June and October 2008, under the theme “water and sustainable development”. This magnificent event succeeded in giving the City an international presence, as there were 108 countries involved and 6 million visitors. The Expo supposed a direct investment of 700 million Euros just in the premises of the Expo, and a total investment as well in private initiatives as in public related with the Expo of more than 2.400 million Euros.

3.2 *Zaragoza's experience in creating an inclusive brand: pending achievements and challenges*

The first step to develop the Works of the Brand Zaragoza was taken by Ebropolis. This association was created in 1994 by the main institutions in the city - City Hall, Provincial Council, University of Zaragoza, Chamber of Commerce, business association, trade unions, etc- and it was in charge of elaborating the Strategic Plan for the development of Zaragoza and its surroundings.

In the Strategic Plan of 1998 and in the subsequent revisions, the impulse of a city brand strategy and its corresponding marketing plan, figured as a subject to be developed. Thus, the revised Plan of 1998 that was presented in 2006 contains two sections underpinning the strategic vision:

- ♦ Foreign Positioning: "To create, use and disseminate as a unit the brand image "Zaragoza" based on its values, attractiveness and distinguishing features".
- ♦ Sustainable Development: "To promote a compact, heterogeneous and multifunctional growth".

In November 2007, an Ebropolis press release stated:

EBROPOLIS promotes the creation of Zaragoza Brand.

EBROPOLIS, the Association for the Strategic Development of Zaragoza and its Metropolitan Area will promote the creation of a City Brand that will manage to "sell" efficiently Zaragoza abroad. The Association will urge the competent Bodies to start the process of definition of Zaragoza Brand to take advan-

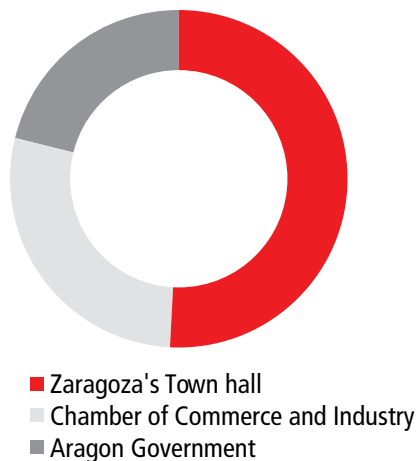
tage of the effect of the Expo 2008. In this way, one of the main objectives of the EBROPOLIS' Strategic Plan, adopted in July 2006, is fulfilled.

"The creation of a Brand for Zaragoza is a priority for the City, especially in this great time of development; we have to ensure to sell Zaragoza in all the markets by means of an own and defined brand", declared the EBRÓPOLIS vice president and council of development Elena Allué, during the Executive Commission meeting of the Association held on November 29th.

This task lies within promotion Works of the Strategic Plan of Zaragoza and its Metropolitan Area that are already been carried out by 4 Strategic Commissions, involving representatives of all institutions and social actors in the city. In particular the Commission of Foreign Positioning has focused its efforts in to realize the objective of the Plan "To create, use and disseminate Zaragoza's brand image based on its values".

Besides Ebropolis, the AFES Agreement 2008-2011 (Agreement for the promotion of economic and social development) that was signed at the time between the business representatives and the trade unions, identify "city promotion" as a means to generate employment and growth.

As a tool to promote the city, it was created a local agency called Zaragoza Global, which aim was to spread the name of the city with a unified voice. Its shareholders were Zaragoza's Town hall with a 51%, the Chamber of Commerce and Industry with a 28% and the Regional Government of Aragon with a 21%.



Moreover, three strategic vectors on the international promotion of the city were identified: the sustainability Industry, logistics and the city and its events (City of Ideas). The objectives of Zaragoza Global were the following:

- ♦ The creation and promotion of the City Brand, as tool to address the goal of “developing a national and international positioning that in line with its Strategic Plan, will manage to place Zaragoza in 2020 as medium-sized city, dynamic and emergent in Southern Europe”.
- ♦ Collaboration with other European cities for the development of international relations.

- ♦ Collaboration with other institutions for the international tourism promotion of Zaragoza.

The first stage of development and architecture of the Brand, in which the attributes of the place brand were established, finished on May 2009 with the official presentation of Zaragoza Brand with the slogan “Zaragoza a challenge, a city”. From then on, a first Communication Plan was launched. It began at a local level, continuing at a national and international levels.

The creation of the brand Zaragoza counted on the collaboration of a company specialized in place branding and corporate identity, which supported the whole process including research, strategy and creative components. It was the result of an intense and participative work that lasted nine months and resumed the values and attributes of the Capital of Aragon.

The first stage in the elaboration of Zaragoza Brand was a profound and complete audit of the city's image, both internally and externally. There were provided many reports and studies by Zaragoza's town hall and Zaragoza Global. In addition to all of these, in-depth interviews were done with representatives of Zaragoza's Town Hall, spokespeople of all the political parties, officials of the Aragon Government, Chamber of Commerce, Business Federations, neighbourhoods associations, the University of Zaragoza and tourism and agencies and Expo 2008 agencies as well.

40 surveys were also made by Ebropolis (the Association for the Strategic Development of Zaragoza and its Metropolitan Area), what meant a profound investigation at an organizational level, gathering opinions and visions from relevant figures in the political, social and entrepreneurial scene, about current image and aspirations of Zaragoza and its citizens.

*"PLEASANT CITY TO WORK
AND LIVE IN WHICH IS IN
CONSTANT EVOLUTION AND
TRANSFORMATION"*

Together with the internal enquiry there was an external one to set, among other objectives, the grade of knowledge of Zaragoza at a national and international level and to explore the main features of identity. The image of the city was studied (attributes and values) along with the positioning of Zaragoza compared to its competitors - considering Madrid, Barcelona, Bilbao, Valencia and other medium-sized southern European cities. Thus, the results of the different studies, works and surveys highlighted that Zaragoza was a pleasant city to work and live in, that bets on sustainability and logistics and which is in constant evolution and transformation due to the Expo 2008. Its great historical and cultural patrimony intermingled with the great challenges that it will face in the future. It is a great City with many possibilities, but in which you can still walk to work or to pick up the kids to school, where you can go for a walk.

By means of its brand, Zaragoza claims its simplicity and presents itself to the world as a European city, emergent, attractive, sustainable and above all humanitarian.

Concerning graphical aspects, the word "Zaragoza" is written in a font invented by Joaquín Ibarra in the 17th century that reflects the character and definiteness of the

institutional brand without losing its elegance and personality that was looked for in Zaragoza Brand. The red colour predominates and the slogan is "A challenge, a city". Even the sing has its own melody composed by Alejandro Pelayo, pianist in the band Mar-lango.

In the briefing of the graphic brand, the results of the different studies done were taken into account the attributes of the city as well as its current perception by the different publics to which Zaragoza will be addressed, joining tradition and future together with the dynamism and capacity of projection which has the city and its citizens.



First international actions were presentations of the new city brand in the European capitals with which there was an especial connection because of direct flights or collaboration agreements like Milan, Toulouse, Brussels or Frankfurt. In November 2010, Zaragoza hosted the Eurocities' General Annual Assembly. Main theme of the Assembly, that was proposed by Zaragoza, was City Marketing. Zaragoza has been active participant in the Working Group about "Brand Management and City Attractiveness" created by Eurocities.

During the years 2009 to 2012 the promotional work of Zaragoza continued by focusing efforts on the attraction of visitors (tourists, professionals, students...), on the attraction of entrepreneurial projects and to give international visibility to the city.

By mid 2012 the local agency Zaragoza Global was dissolved, due to important expenditure cuts regarding the public sector in Spain. This winding up process of the company Zaragoza Global could drive to the loss of the work done over the last few years related to city branding and a step backwards in regard with the integrated approach of the process, because the working agenda of Zaragoza Global has been transferred to the tourism agency Zaragoza Turismo. So, there is a risk is to re-focused again only on the tourism/MICE sector instead of cultivating a more cross-cutting narrative serving to a wider range of city's target groups.

The root of the problem is that budgets for promotion and communication are often seen as unnecessary and superfluous, and whose elimination has no consequences. This is a somewhat contradictory position when the same politicians and top policy de-

cision makers declare economic recovery will be boosted by internationalization and the support to sectors that haven't been so drastically affected by the crisis such as tourism.

Nevertheless, this situation can be seen as an opportunity in order to deal with some gaps that emerged in the last four years of managing a city brand strategy in Zaragoza. For instance, more direct and effective involvement of the private sector and other non-governmental stakeholders in the management of the city brand is needed. Zaragoza Global was a purely state-funded body and essentially collaborated with other governmental organizations. That is why the Local Support Group, that has been created for the URBACT-CityLogo project, and the present Local Action Plan, can be both perfect tools to reinvent the way Zaragoza is branding and marketing itself.



4

URBACT-CITYLOGO AS LEARNING CONTEXT

CityLogo is a cross-learning experience within the URBACT programme, having engaged ten European cities. Project's main goal is moving forward the state of the art on how cities brand and market themselves in a more integrated manner. In some way, the project is a reaction to most common gaps in the field. The project has worked at two levels: locally, producing a local action plan in each of the participating cities in close collaboration with local support groups; at network level a range of transnational activities has been developed, including thematic workshops, study visits, peer-review and reports. Thematically, the project roadmap has covered four main sub-themes: management and new organizational models in city branding; city narratives and politics of city representation; channels & communication tools, with a focus on the impact of the digital shift; and new segmentation strategies around visitors, businesses, talent and local population.

Working with the other partner cities in this context has provided us with very high valuable inputs in order to rethink the way we promote and market Zaragoza. We found ourselves in an inflexion moment where we had to explore new ways of doing things. Therefore, learning from the experience of the other partners, has given to us a wider perspective of where we are and the direction that we should take in the following years. Last but not least, working along with the EURO CITIES working group on "City Branding and Attractiveness" gave another valuable collaboration to the network.

On the other hand, the work done along with the members of the Local Support Group, which is fundamental part of the URBACT method, was very valuable as we were able to work with them incorporating a "collaborative approach" as new pattern for governing the brand Zaragoza from now onwards. Some of the Zaragoza staff and the LSG were joining training sessions on the URBACT method, where was proposed a common and shared understanding of the problem to

be tackle, how to monitor the planning process as well as tools and methods to co-produce with success a Local Action Plan (LAP) and to offer ideas for its maintenance and sustainability over the time.

At a first moment, in the framework of the CityLogo in Zaragoza, a state of play report was made focusing on the city's background in strategic communication and the definition of the initial problems. It was established an action calendar and together with the stakeholders involved it was raised a framework agreement for the implementation of the process.

At that time, the following weaknesses that could slow down the project were raised:

- ♦ Lack of specific skills and knowledge in strategic communication and city marketing of all the agents involved in the elaboration of the LAP.
- ♦ Difficulty to align initiatives that at first sight could seem different and targeting different audiences within an integrated framework.
- ♦ Difficulties to keep high the interest over the time of all the agents and institutions involved.
- ♦ Lack of enough economic resources and the general situation of uncertainty affecting both public and private institutions in the city, due to the current economic situation.

Nevertheless, it was also seen the city of Zaragoza had a number of significant strengths, such as the existence of a valuable recent background in integrated city branding, as well as the dynamism of the social fabric of the city and the new values and assets aggregated lately to the city.

5

MAIN OBJECTIVES

Zaragoza City Council boosted its City Brand from the hosting of the International Exhibition in 2008. During the following 3 years there were promotion and dissemination activity specifically laid upon values and content of the Zaragoza Brand. Together with these initiatives, there were various sector-focused city branding & marketing strategies in tourism & MICE (presence in the most important fairs of the sector worldwide), culture and creativity (candidacy to be European capital of culture, Digital Mile project, Etopia art & technology centre, etc. Even so, the economic crisis of recent years has substantially reduced these activities. Thus, CityLogo Project presents an opportunity to redefine city promotion in Zaragoza at the light of the state-of-the-art in the field and the most innovative practices in Europe. To that aim, four objectives were established by the Local Support Group, namely:

- ♦ Setting the basis of a realistic Local Action Plan.
- ♦ Mitigating the weaknesses of the image and promotion of Zaragoza.
- ♦ Collaborating with all the actors involved in the city promotion.
- ♦ Creating a stable working group as brand platform.

5.1 Setting the basis of a realistic Local Action Plan

A Local Action Plan that gives continuity to the actions of dissemination and promotion of the city of Zaragoza in a coherent way and now adjusted to the new realities of the city, with the ultimate goal of attracting visitors, companies, activity and talent.

Some initiatives will be dedicated to think about the actualization of the city values and attractiveness factors - new urban facilities, new urban experiences, leisure supply, superb hospitality sector, etc. The aim is also to promote a more unifying image of the city. In this process, citizenship should also be important part, in both aspects feeding city' stories and advocating as ambassadors the resulting narrative.



5.2 *Mitigating the weaknesses of the image and promotion of Zaragoza*

There should be established clear strategies to act over some weak points detected in the attraction of different audiences and in the international promotion of the city. Issues like trying to increase the number of nights spent in the city by tourists and visitors or the need for a greater knowledge of Zaragoza at an international level. Renewing promotional material like videos, image banks, websites... as well as at promoting new values and interests that will rise emotions and mobilize new potentials targets.



5.3 *Collaborating with all the actors involved in the city promotion*

Key words are now collaboration and communication, with the challenge to set common targets so that all the agents involved in the economic activity and who are building the image of Zaragoza will work towards the common objectives.

Thus, the Local Action Plan includes cooperative actions like Zaragoza Congresses, the Host Club or the Green Club, among others that look for the collaboration of public and private entities from different sectors and of the society in general.



5.4 Creating a stable working group as brand platform

It is understood that to build a solid image of the city is necessary the participation of all the representative agents in the public and private spheres, so that, it is established the creation of a stable working group around the City Brand and its subsequent marketing.

Through the communication among its members and periodical meetings there will be a follow-up actions, beyond the CityLogo Project. Actions to also evaluate the framework conditions and possible socioeconomic changes that can lead to rethinking the strategies, and that can serve as a forum for the best development of the brand image of Zaragoza.



6

THE LOCAL SUPPORT GROUP: ENVISIONING NEW CITY BRAND PLATFORM

A significant shortfall of the work done during the past years with the Zaragoza Brand has been the low sense of ownership among the group of relevant local stakeholders, as much as public as private. As integrated city branding is a cohesive force, aligning all the communication efforts in the city, there is no other way of governing and managing this working field than a “collaboration model”.

The Local Support Group, created with the idea of co-designing a new phase in branding & marketing the city in a more integrated and efficient manner, is undoubtedly a precious occasion to shape a kind of brand platform, beyond the CityLogo project timeline. That’s the ambition at present and for the new local political cycle that will commence after the local elections in May 2015.

The Zaragoza LSG, as new local marketing alliance for the near future, has been joined by the following clusters of entities:

Zaragoza City Council:

| TERRITORIAL GOVERNANCE |

Zaragoza City Council. Zaragoza has a population of 700.090, ranking fifth in Spain. It is the 35th most populous municipality in the European Union. The municipality is home to more than 50 percent of the Aragonese population.

Government of Aragon. It is the Autonomous Regional Government, whose members are appointed by the President of Aragon, who in turn is appointed by the Aragonese Parliament. The President is the head of government, the highest representative of Aragon and ordinary representative of the Spanish State in Aragon.

Ebropolis - Association for the Strategic Development of Zaragoza and its Metropolitan Area. EBROPOLIS, began in May 1994 with the purpose of elaborating and promoting the Strategic Plan of the capital and the Metropolitan Area. It has been declared of public utility. EBROPOLIS is working to be a meeting point for all people and entities committed to the future of Zaragozans. And it is doing this guided by the basic principles which have characterized the actions of the Association from its beginnings: broad participation, consensus and public-private cooperation.

| VISITOR ECONOMY |

Zaragoza Tourism. It's a Public Company working tirelessly to promote and disseminate the attractiveness of Zaragoza for over 20 years. Zaragoza Tourism has Tourist Offices, publications, Convention Bureau, etc.

Puerto Venecia Shopping Centre. It is the largest Commercial & Leisure centre currently operating in Europe. This important 'shopping resort', has a total rentable space of 206,000 m²; 250 units, home to 150 different companies; space for 10,000 cars; and even a navigable lake and canal (ice rink in winter).

| BUSINESS AND INVESTMENT |

Zaragoza Chamber of Commerce and Industry. It is a public-law corporation whose mission is to represent, promote, and defend the general interests of commerce and industry. It also deals with all topics of interest related to the business sector of Zaragoza, acting as an advising entity that collaborates with public administration and provides added value services.

CEZ, Confederation of Businessmen of Zaragoza. It works at the province level, as representative for the CEOE (Spanish Confederation of Business Organizations). CEZ, Cepyme (confederation of small business) and main trade unions (UGT and CCOO) signed periodically an agreement with the City Council (PLEDES 2010-2014).

CAF (Construcciones y Auxiliar de Ferrocarriles). CAF is a leading company of Zaragoza, with 700 workers, offers comprehensive global rail solutions which, in addition to the supply of trains, includes viability studies, civil work, electrification, signalling, maintenance and system operation in some cases. CAF is “ambassador of Zaragoza”.

IQE, Chemical Industries of the Ebro. The IQE Group is an Industrial Group from the chemical sector. It started its activity in 1958 producing sodium silicate and metasilicate at its former facilities in the centre of Zaragoza. In 1977, it moved to the Malpica Industrial Estate, just a short distance from the city. IQE is “ambassador of Zaragoza”.

| LOGISTICS AND TRANSPORT |

Zaragoza Airport. AENA is the company of the Spain Government which manages Zaragoza airport. Actually, It's the third airport cargo area of Spain.

Zaragoza Tramways. The Zaragoza Tram is now part of the city brand. Line 1 will be expanded with a second line. The Tram is managed by a consortium of AUZSA, CAF, FCC Construcción, Acciona, Ibercaja and Concessia selected to build tramway.

PLAZA, Zaragoza Logistics Platform. PLAZA is the largest logistics platform in Europe (13 million m² just 10 km. from Zaragoza). Big spaces combined with green areas make PLAZA an intermodal platform ready for transport of great capacity. It offers excellent infrastructures, with direct accesses to the railway and highways' networks.

| KNOWLEDGE |

University of Zaragoza. Founded in 1542, it is one of the oldest universities in Spain. The university has over 40,000 students in its 22 faculties. The university is the only public university in the region. Its activity is spread along the three provinces of Aragon, with teaching campuses and research centres in Huesca, Teruel and Zaragoza.

San Jorge University. The Universidad San Jorge (USJ) is a private university, sponsored by the Archdiocese of Zaragoza and San Valero Foundation, located in Villanueva de Gallego. It has over 2.500 students.

Zaragoza "City of Knowledge" Foundation. The foundation wants to configure a City of Innovation and Knowledge, where housing, companies and facilities will exist together under a common orientation fully engaged in knowledge-intensive activities, an urban development of great quality and advanced telecommunications infrastructures.

AEGEE, Forum of European Students. AEGEE also called European Students' Forum, is one of the biggest interdisciplinary student organizations in Europe. The organization was established in 1985 and has about 17,000 members in 271 university cities in 40 European countries.

| CREATIVITY AND CULTURE |

AMAPA, Association of Media and Advertising Agencies of Aragon. Non-profit organization that brings together the main players in the Aragonese advertising sector. Among its principles are the promotion, defence and protection of professional and economic interests of the advertising companies to strengthen and increase the advertising industry in the region.

DIRCOM, Association of Directors of Communication. It is a professional association of managers and professionals in communication companies, institutions and consultants in Spain. DIRCOM has over 900 members and 7 regional offices.

Al Ayre Español. It is a renowned ensemble of Baroque music. The performance of ancient music with instruments and historical criteria was rather utopic and there were hardly any groups specialised in the Spanish Baroque repertoire. Nevertheless, the band tours worldwide with high success and holds the title of "ambassador of Zaragoza".

7

PROPOSAL OF INITIATIVES AND LINES OF WORK

As a result of the meetings and discussions undertaken by the Local Support group, a set of 28 initiatives have been identified for the coming years, with an impact on the way the city is branding and marketing itself. Those initiatives have been grouped into four categories, namely: Integrated city branding; Study in Zaragoza; Business, investment and knowledge; Citizenship; and Visitors, culture and events.

However, it is not feasible to allocate a medium term budget for each of the actions hereafter proposed. It would not be realistic due to the next municipal elections in May 2015. The favourable framework created by the Local Support Group and the present LAP as it is now, are both very valuable inputs to enhancing the practice of city marketing in Zaragoza for the coming month/years. The seed has been planted, the path has been traced, jointly by a group or relevant stakeholders.

CROSS-CUTTING INITIATIVES

- Study/reflection about the city's brand values and possible updating.
- Strategic communication guidelines based on the city's brand values.
- Image bank supporting the city's brand values.
- Brand Zaragoza's community of friends.
- Enlarging the Host Club of Zaragoza.
- New website showcasing Zaragoza internationally to a variety of audiences.
- New video of Zaragoza branding the city an integrated way
- Including Zaragoza in relevant cultural and scientific networks world wide.
- Blogging the city by its citizens.
- Promoting and disseminating sustainability as new city value.

BUSINESS, INVESTMENT AND KNOWLEDGE

- Zaragoza, city of congresses and events.
- Zaragoza, stunning urban scenario for your ad.
- Branding Zaragoza as world-class cluster in logistics
- Promoting Zaragoza as shopping city at national level.

STUDY IN ZARAGOZA

- Promoting University lines of research related to place branding and city image.
- Communicating Zaragoza as University town.
- Surveillance of international students' urban experience.

CITIZENSHIP

- Socializing the smart city project.
- Branding Zaragoza as smart city.
- Ambassador programme.
- Development of social media-based tools to crowd the city story.
- Collective placemaking.

VISITORS, CULTURE AND EVENTS

- Travel agencies' involvement in Zaragoza's destination marketing.
- Zaragoza, the Spanish hotspot for tapas and gastronomy.
- English spoken.
- Zaragoza: the best set of Apps for visitors.
- Reinforcing the association of Goya with Zaragoza.
- Marketing the Ebro riverfront re-development project.

CROSS-CUTTING INITIATIVES

Study/reflection about the city's brand values and possible updating

In 2009, Zaragoza City Council contracted the services of a company to carry out the necessary works to promote its city brand. There was an audit carried out on the city image through surveys to foreign visitors, citizens from Zaragoza, interviews, focus groups, etc. As a result 12 attributes, over which the brand and its strategic communication plan were based, were identified: European, emergent, attractive, sustainable, easy, surprising, dynamic, avant-garde, open, mystic, historic and human.

emergent european easy open
attractive sustainable mystic
dynamic human historic
surprising avant-garde

Is it a new initiative or it already existed?

With this proposal, there is a need to redefine the attributes and brand values, since more than 5 years have passed and the audit of the city was done when the International Exhibition in 2008 was over. During this time, there have been changes in the city, in the Autonomous Region of Aragon and in Spain that oblige to redefine such attributes at some extent.

Objectives and expected results

This proposal can be realized commissioning a new study or by doing it with the own means of some of the stakeholders and agreed within the Local Support Group.

Agents involved

Public institutions (ZaragozaTown Hall, Government of Aragon, Universities), other organizations (socio economic agents) and companies.

Strategic communication guidelines based on the city's brand values

The objective in this line of work is to make a communication based on the one hand on the traditional values which are the driving force of the city: the historical and cultural heritage, the warmth of the citizens, social peace etc. And on the other hand to review and update the new values of the city: smart, lively and innovative, green, excellent value for money in the hotel/restaurant services, etc.

Is it a new initiative or it already existed?

Information about Zaragoza is constantly reported. This information is usually addressed to the sectors involved. As an example, one of the better known values of Zaragoza is connected to its strategic location (in the center of a quadrant with 22 million inhabitants, in the best economically developed area in Spain with 4 cities within a radius of 300 Km: Madrid, Barcelona, Valencia and Bilbao). This location has allowed to develop in Zaragoza flagship projects like the logistics platform PLAZA, or the airport of Zaragoza which is the 3rd one in Spain in cargo. Nevertheless, this competitive advantage should continue being promoted.

Objectives and expected results

With such guidelines on strategic communication it is expected a greater display of Zaragoza in the international map. An ambitious objective will be to achieve that Zaragoza could be customized for any event and succeed in communicating that Zaragoza is a city that offers the chance of living and enjoying many experiences and attractiveness factors (hyper-segmentation). Trying to create a common core of key messages (unifying narrative) on the part of all entities and institutions that disseminate the city.

Agents involved

There should be collaboration with other institutions such as the Government of Aragon to get more implication of the private initiatives, with the support of the leading operators in the communication initiatives. On this line of work there will be involved the public institutions and the leading companies of the city.



Image bank supporting the city's brand values

Companies and institutions interacting with the outer world should have easier access to a compelling imagery of the city, to be used in presentations and PR activities. This bank should include material in several languages and categorized by themes or target groups.

Is it a new initiative or it already existed?

There are some image banks in sites like Flickr (photos) or YouTube (videos). For a professional use, one can ask Zaragoza Tourism for images in high and low resolution. These images can be used for catalogues, articles etc.

Objectives and expected results

This audio-visual material would serve companies, institutions and individuals who develop activity outside of the city.

Agents involved

In this initiative there would be involved Zaragoza Tourism and other entities due to the fact that right now in the website of the agency in charge of tourism promotion one can download photos already. The local creative sector has also much to say in promoting a new visuality of Zaragoza.



Brand Zaragoza's community of friends

In such register could participate companies and institutions with national and international activity that fulfil a number of requirements and compromises for the dissemination of city's values and messages, i.e. companies could dedicate initial or final statement to their home city in their presentations abroad.

Is it a new initiative or it already existed?

Zaragoza Global created a directory of companies that used regularly the visual identity of the Zaragoza Brand. Moreover, some companies of the city have already received the title of Ambassador of Zaragoza.

Objectives and expected results

Increasing the number of active "friends" and providing some work plan or guidelines for them.

Agents involved

Public institutions and other organizations as driving forces. An organization should manage and control it.

Enlarging the Host Club of Zaragoza

The Host Club of Zaragoza is comprised of businessmen, eminent professors of the University, professionals in the medical sector and other professionals related to event and meeting industry.

Is it a new initiative or it already existed?

The club is already created.

Objectives and expected results

To enhance the contact with them and their support in case of a need, as well as to create a forum to gather their proposals for the dissemination of the city of Zaragoza and the interchange of experiences between them.

Agents Involved

Zaragoza Tourism and any other related agent.

New website showcasing Zaragoza internationally to a variety of audiences

The website should be available in different languages and with the information duly segmented by target audiences: business, investment, foreign students, events and culture, visitors.

Is it a new initiative or it already existed?

Currently you can visit the Zaragoza tourism website: www.zaragozaturismo.es

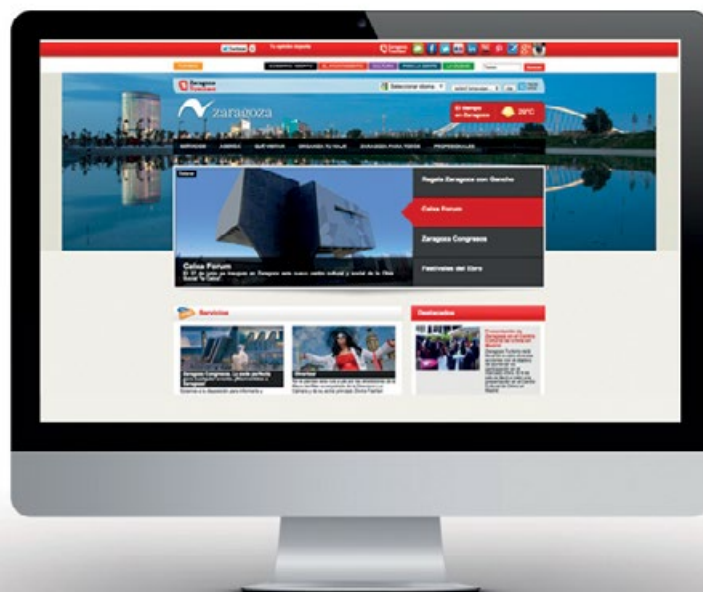
There are other websites where you can find information about Zaragoza, although they are focused in specific aspects.

Objectives and expected results

Getting a tool available where to inform on the range of assets and the ongoing activities that the city offers to citizens, visitors, companies, etc.

Agents Involved

Zaragoza's Town Hall and other institutions.



New video of Zaragoza branding the city an integrated way

Cities change. The promotional videos must be updated; otherwise there is the risk to show an unreal image of the city. In the case of Zaragoza, for example, the tramway has changed the city landscape dramatically.

Is it a new initiative or it already existed?

There are different videos about the city of Zaragoza, but all of them are focused to a specific sector. Zaragoza Global made some promotional videos, but they have become obsolete.

Objectives and expected results

To disseminate city's assets and core messages in a compelling way.

Agents involved

Public institutions.



Including Zaragoza in relevant cultural and scientific networks world wide

Selective networking worldwide, focusing on themes that are coherent with the city's core values and main strengths, is also communication itself and it helps in positioning Zaragoza more clearly.

Is it a new initiative or it already existed?

Currently the city is part of several relevant networks, among which there is EUROCITIES, main network of the European cities. Zaragoza Tourism joins the European Cities Marketing and ICCA (International Congress and Convention Association). In addition, Universities, businesses, cultural and scientific entities in the city are participating in a range of international networks and forums.

Objectives and expected results

The participation in international networks of cities is an effective tool to know what other cities are doing and to promote what Zaragoza is doing as well.

Agents involved

Zaragoza's Town Hall, Universities of Zaragoza, etc.



THE NETWORK
OF MAJOR
EUROPEAN
CITIES

Connecting cities
Building successes



Blogging about the city by its citizens

Create a blog about people, characters, curiosities and trends in the city instead of one just about monuments and heritage.

Is it a new initiative or there is already one?

Zaragoza's Town Hall, through its website has a channel of blogs in where citizens openly can register their own blogs and participate as a new line of communication of the citizens.

www.zaragozaciudad.net

Objectives and expected results

Crowding the city' stories, increasing credibility and rising sense of place among the local population.

Agents involved

Zaragoza's Town Hall, other organizations. Local creatives.



Promoting and disseminating sustainability as new city value

Raising awareness on sustainability as a new value for Zaragoza throughout different initiatives.

Is it a new initiative or it already existed?

Zaragoza seeks to achieve in 2016 the European Green Capital Award for the third time. It has progressed in some accomplishments and indicators as the reduction of water consumption, reduction of CO2 emissions and the setting up of the Sustainable Mobility Plan with the tramway. The “green club” has been created and some companies have already joined.

These are just a few of the initiatives carried out from the City Hall. It is also true that increasingly more institutions and companies develop actions of dissemination towards a greater preservation of the environment that goes far away from the required by the applicable standards as a symptom of an increasing awareness within society

Different dissemination actions are being carried out from different perspectives.

Objectives and expected results

Positioning Zaragoza as green, sustainable and environmentally responsible city, which in turn will qualify life standards and the city image.

Agents involved

Zaragoza's Town Hall and other private and public entities.



STUDY IN ZARAGOZA

Communicating Zaragoza as University town

Direct channels of information will be used between Zaragoza's Universities with potential new students, former students, teachers and other national and foreign universities.

Examples of possible actions: bulletin in Spanish and English with information about the university, university life and research activities of Zaragoza's universities, and of the city events of interest for this target group; Possible development of a mobile application with this type of information.

Is it a new initiative or it already existed?

There are already advocacy activities by the international departments in each University.

Objectives and expected results

Promoting Zaragoza as University town and as the best city to develop university degrees for young Europeans.

Agents involved

University of Zaragoza, San Jorge University, Zaragoza's Town Hall.

Promoting University lines of research related to place branding and city image

It is very important to know the current situation of the city of Zaragoza in terms of international positioning and perception. New market researches and studies about city image should be promoted, making the most of the marketing background in some faculties of Zaragoza.

Is it a new initiative or it already existed?

Some studies on these topics were done in 2008/09 that should be updated.

Objectives and expected results

Getting updated data on the real and perceived image of the city of Zaragoza after the Expo 2008.

Agents involved

University of Zaragoza, San Jorge University, Zaragoza's Town Hall.



Surveillance of international students' urban experience

Surveys will be done with students from the different international programs (Erasmus, The Exchange program SICUE following his stay at San Jorge University...) to know their opinion about their stay in Zaragoza and about the image that they have of the city, as well as to develop other possible tools of data collection for a better feedback.

The data will be given to the agents in charge of the management of the Zaragoza Brand.

Is it a new initiative or it already existed?

There are associations of international students which eventually collects this kind of data.

Objectives and expected results

First-hand information about the student's opinions who stay for several months in Zaragoza.

Agents involved

University of Zaragoza, San Jorge University, Zaragoza's Town Hall.

BUSINESS, INVESTMENT AND KNOWLEDGE

Zaragoza, city of congresses and events

In line with of work which is being done under the claim Zaragoza City of Congress, as an unifying storytelling for companies and institutions of the city with the key aim of attracting new events, conferences and conventions.

Is it a new initiative or it already existed?

In 1994 was founded in the Zaragoza Convention Bureau.

www.zaragoza.es/ciudad/turismo/en/profesionales/zaragoza-congresos/zaragoza-congresos.htm

Objectives and expected results

Keeping the efforts and actions to promote Zaragoza as the chosen city to hold any kind of congress, meetings, fairs, etc.

Agents involved

Zaragoza Tourism, private companies from the sector of tourism, services, etc.



Zaragoza, stunning urban scenario for your ad

In the last years, more than 30 companies have made advertisements in different locations in the city, making the most of the astonishing new architecture and spaces of the former site of the Expo 2008. It is worth mentioning car advertising taking as background the Bridge Pavilion, the Water Tower or the new Congress Palace.

Is it a new initiative or it already existed?

The former site of the Expo 2008 is being promoted by Expo Empresarial, which is the managing authority of the area.

Objectives and expected results

The aim is that Zaragoza may become well known internationally as stunning, futuristic urban scenario for the publicity industry.

Agents involved

Expo Empresarial, Zaragoza's Town Hall.



Branding Zaragoza as world-class cluster in logistics

Logistics activities and related facilities and services is a unique selling point of Zaragoza. It create uniqueness in the national and international position of the city. A more conscious cluster branding strategy should deployed by the involved entities in alliance with the promotional agencies in the city.

Is it a new initiative or it already existed?

It is one of the most supported values in the communication of Zaragoza.

Objectives and expected results

Zaragoza 's USP and key location factor for international companies.

Agents involved

Institutions, companies and entities from the logistics and transport sector.

Promoting Zaragoza as shopping city at national level

Showcasing Zaragoza as a city where there is a great offer of shopping centres and in which there are premises of the main leading national and international brands, along with a traditional commercial network of new creative independent stores with designs “Made in Zaragoza”.

Is it a new initiative or it already existed?

The different commercial areas in the city implement their own promotion campaigns.

Objectives and expected results

Spreading this city value more actively at national level.

Agents involved

Institutions, shopping centres, premises.



CITIZENSHIP

Socializing the smart city project

This initiative is about promoting a specific itinerary Smart City/Zaragoza City of Knowledge connecting main urban facilities and milestones in the area known as the “Digital Mile”. The city has accumulated a significant number of innovative landmarks in this area and on this topic that deserve to be scaled up at the level of city value.

Is it a new initiative or it already existed?

ETOPIA is an open space but it needs more internal and external presence in the city.

Objectives and expected results

The dissemination and promotion of such a new space in the city imagery (as much as physically as virtually) is realized with all the actors involved.

Agents involved

The Zaragoza City of Knowledge Foundation, Zaragoza Tourism.



Branding Zaragoza as smart city

The action is about adding a communication dimension to the work in the city promoting new public spaces of innovation and technology, expanding the smart city concept as new city's value also widely recognized by the local population.

Is it a new initiative or it already existed?

There are already initiatives underway such as ETOPIA, The Zaragoza City of Knowledge Foundation, works from the Universities of Zaragoza, etc.

Objectives and expected results

Positioning Zaragoza as one most active cities in Spain dealing with the Smart City concept.

Agents involved

The Zaragoza City of Knowledge Foundation and other entities in the city.



Ambassador programme

The initiative is about promoting campaigns targeting citizens so that they can be the main advocates and prescribers of the city's main values and renovated narrative of Zaragoza.

Is it a new initiative or it already existed?

There are already some campaigns related to this. Now, it's about creating more alignment among them and designing a kind of overarching initiative more clearly oriented to the ordinary people, so bigger impact can be obtained.

Objectives and expected results

Rising sense of place among the residents in Zaragoza; socialization of the city's new values, flagship urban projects and emergent dynamics; boosting citizen's engagement with the city brand strategy.

Agents involved

Zaragoza's Town Hall, others.

Development of social media-based tools to crowd the city story

Aimed at promoting a feeling of belonging to the city. For example: citizen consultation in social networks "The Zaragoza of...", in which each one can add a place, a value, a positive aspect preferred of the city. It can count on the support of celebrities in the dissemination process or maybe "Zaragoza would not be Zaragoza without..." and promote specific channels in the social networks of video and photo.

Is it a new initiative or it already existed?

There will be initiatives in social networks from Zaragoza's profiles already active.

Objectives and expected results

Increasing the number of locals contributing spontaneously to the city's narrative and expanding Zaragoza's new values and stories throughout the social networks.

Agents involved

Zaragoza's Town Hall, others.

Collective placemaking

By means of this kind of initiative the city will promote actions in social networks in which the citizens participate in the construction of the definition of the city. Cities are increasingly betting on knowing the opinion of their citizens. For example: the vote on giving the names of the streets or places via social networks. Bet on the contest format and other actions to encourage citizen's participation and a higher feedback in social networks.

Is it a new initiative or it already existed?

In Zaragoza there have been already inquiries about the Iron Bridge, Cesar Augusta's statue or the definition of area of tourism of Zaragoza with liberalisation of shop-opening hours.

Objectives and expected results

Efficient participation of the citizens in the communication of the city.

Agents involved

Zaragoza's Town Hall, others.



VISITORS, CULTURE AND EVENTS

Travel agencies' involvement in Zaragoza's destination marketing

Bridging more actively with the travel agency industry to promote Zaragoza as a tourist destination in the national package tours, and trying to place it in international circuits.

Is it a new initiative or it already existed?

From Zaragoza Tourism there is collaboration with Tour operators and travel agencies.

Objectives and expected results

To promote Zaragoza as destination at national and international levels.

Agents involved

Zaragoza Tourism, Aragon Tourism, Zaragoza Provincial Council (Diputación Provincial de Zaragoza), HORECA channel (hospitality sector).



Zaragoza, the Spanish hotspot for tapas and gastronomy

The idea is to enhance the relationship of the city with the Spanish gastronomy, so that the image of the city will be associated to tapas and high quality products.

Some actions may be:

- ♦ To find out a typical plate of the city that may be well known and that will become a new asset for some target groups.
- ♦ Creation or consolidation of an annual gastronomic event around local products, wherein to show their excellent quality.

Is it a new initiative or it already existed?

There are already gastronomic days and events which are organized by restaurants and bars of Zaragoza.

Objectives and expected results

Rising gastronomy as city value of Zaragoza.

Agents involved

Active involvement of private stakeholders from the gastronomy and hospitality sector in the city.



English spoken

The initiative is about ensuring well-done translation of promotional and communication material into English and other foreign languages. But it is also about bridging between international students, language schools, translation companies... and the small establishments of the hospitality and tourism sector in the city for the translation of their materials and means of communication to different foreign languages (menu, prices, essential English, etc.)

Is it a new initiative or it already existed?

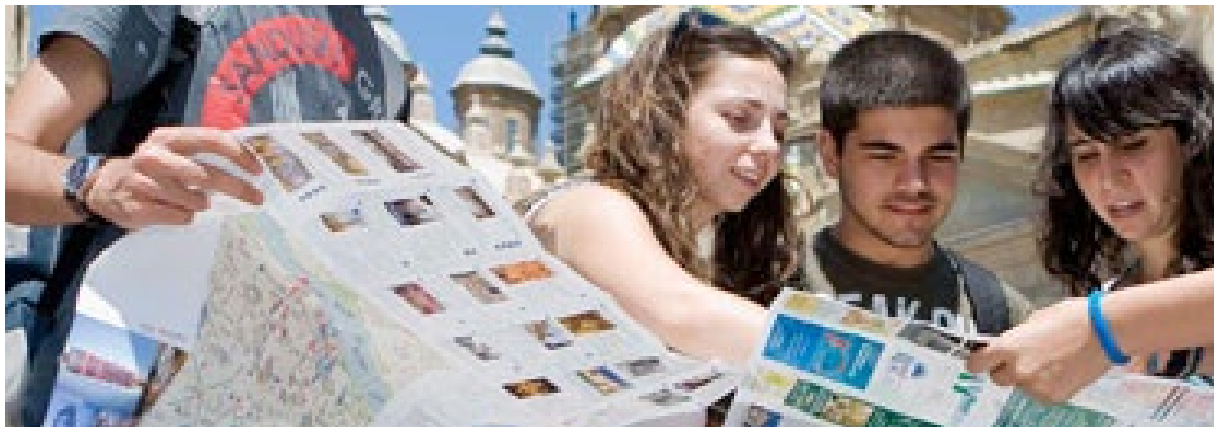
There are some fragmented initiatives. During the previous years to the Expo 2008 there were made some efforts to achieve that the utility companies promoted their services in other languages.

Objectives and expected results

Those visitors who don't speak Spanish, won't have big barriers when trying to communicate in Zaragoza.

Agents involved

Zaragoza Tourism, HORECA channel (hospitality sector).



Zaragoza: the best set of Apps for visitors

At this time Zaragoza joins a good ecosystem of different apps for different purposes, which has been boosted from the City Council. The challenge is to ensure the city will be at the frontline in delivering mobile application for visitors, particularly those locating main city's landmarks and providing information about them.

Is it a new initiative or it already existed?

There are different apps on this topic.

Objectives and expected results

To organize, develop and promote the best apps about Zaragoza as a well-articulated ecosystem.

Agents involved

Companies and agencies that have already developed apps about Zaragoza's promotion.



Reinforcing the association of Goya with Zaragoza

The figure of painter Francisco de Goya is widely recognised worldwide, as well as the places where his Works are exhibited permanently. Also, temporal exhibitions attract thousands of people. He is also a figure who draw great interest as study subject in various areas. The idea is to reinforce the association of Goya with the city of Zaragoza.

Is it a new initiative or it already existed?

It is already in progress. Different institutions have been doing activities and promotional actions related to Goya in Zaragoza, although there isn't a common strategy defined yet. Recently, in March 2014, Zaragoza's Town Hall and the Government of Aragon held promotional events in Paris coinciding with a temporary exhibition of the painter in the Pinacothèque of the French city.

Objectives and expected results

Painter Goya should become a unique selling point for Zaragoza in the short and medium term.

Agents involved

Public institutions in Aragon and entities owners of Works by Goya or implicated somehow with his figure.



Marketing the Ebro riverfront re-development project

Zaragoza, which traditionally gives the back to its river, has completed a huge riverfront re-development project, including new infrastructures and services, green and leisure areas. The renewed riverfront articulates now the downtown to former site of the Expo 2008. This area needs of specific marketing strategies due to its own qualification but also for its connection other emerging city values such as sustainability.

Is it a new initiative or it already existed?

It is already in progress. This aspect appears in the new promotional material of the new Zaragoza from 2008, but it is not disseminated as a value in itself.

Objectives and expected results

To promote these new areas as an example of a refurbished city where the sustainability and the green city are enhanced.

Agents involved

Zaragoza's Town Hall.



CityLogo is a cross-learning experience within the URBACT programme, having engaged ten European cities under the leadership of Utrecht. Project's main goal is moving forward the state of the art on how cities brand and market themselves in a more integrated manner. In some way, the project is a reaction to most common gaps in the field. A sort of city branding re-learning, since the practice is often under the influence of a too conventional marketing approach.

CityLogo has worked at two levels: locally, producing a local action plan in each of the participating cities in close collaboration with local support groups; at network level a range of transnational activities has been developed, including thematic workshops, study visits, peer-review and reports. Some of the initiatives at network level were carried out in collaboration with the Eurocities Working Group on City Branding and Attractiveness.

Thematically, the project roadmap has covered four main sub-themes: management and new organizational models in city branding; city narratives and politics of city representation; channels & communication tools, with a focus on the impact of the digital shift; and new segmentation strategies around visitors, businesses, talent and local population.

Thematic workshop 01

Management and new organizational models

Thematic workshop 02

Brand toolkits: urban semiotics and politics of city representation

Thematic workshop 03

Communication channels for the city: old formulas revisited and new paths

Thematic workshop 04

Segmentation strategies: visitors, business, talent, locals

2 key study visits

Peer review

Case study

Final conference

Local Action Plan in each of the participating cities

URBACT is a European exchange and learning programme promoting sustainable urban development.

It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal changes. URBACT helps cities to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. At present URBACT is 500 cities, 29 countries, and 7,000 active participants. The URBACT Programme is jointly financed by ERDF and the Member States.





Zaragoza, March 2015

