

Working Paper Series

Redrawing the Perceptual Map of a City

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Working Paper No 02/08

April 2002

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REDRAWING THE PERCEPTUAL MAP OF A CITY

A new approach to place marketing that looks at improving the image and value of the Bradford as a brand, using stakeholder perceptions and photographic evidence of major routes through the city

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ABSTRACT

As places evolve over time, perceptual maps need to be revised, charted and analysed if cities are to gain a realistic understanding and control of their brand name and enhance the equity of that brand. Most cities today represent a complex web of business and community needs and aspirations that may conflict, driven by changing cultural, economic and political factors. There is also competition from other cities and locations for trade, inward investment, social status and civic pride. Consequently new and innovative place marketing methods need to be developed.

Using the City of Bradford as a case study, this research investigates the potential for improving a place's brand equity by understanding stakeholder perceptions and how they can be enhanced by visual evidence of real change and improvements using corridors through the city as a catalyst for change.

This research examines, (1) the relationship between stakeholder perceptions and cities as brand names, (2) the elements of place marketing, (3) a recent survey of Bradford residents to gauge positive and negative perceptions of the city, (4) a classification of photographic evidence along four corridors through the City, and (5) a policy for the future enhancement of Bradford as a brand name.

A consistent, strategic marketing approach is proposed incorporating the service marketing mix together with four key aspects of a place's brand that have been developed through consultation and involvement with the local communities.

INTRODUCTION

The increasing complexity of places and their stakeholders' needs coupled with a poor understanding of brand identity undermines the traditional approach to place marketing (Arnold and Kuusisto 2000). The city landscape is constantly changing, so that a new approach to marketing is required to meet the subsequent, changing needs of the local and business communities. Furthermore, if the stakeholders of a city have a negative perception of its brand or image, then this can result in urban decline. However, the situation can be reversed (i.e. urban renewal can be precipitated) if these brand perceptions can be improved in any way. Both scenarios can have considerable impact on the local community and prosperity of the City. Consequently, a fuller understanding of the negative and positive factors that influence these perceptions is the key towards enhancing brand value.

1. THE RELATIONSHIP BETWEEN STAKEHOLDER PERCEPTION AND CITIES AS BRAND NAMES

Currently the City of Bradford is in decline and there is a poor perception of Bradford as a brand name (Trueman et al 2000). Furthermore, continual policy changes by the District Council have led to poor design and planning. This, together with an apparent disregard by the local community has meant that many of the routes into and through the City Centre have become 'run down' and neglected. In fact, England et al (1999) found a belief among many of Bradford's stakeholders that the City Centre needs considerable investment for regeneration, if it is to improve its brand or image. However any improvements should be driven by clear visual evidence of change and development. This reinforces the notion of visual evidence as a change driver observed by Balmer and Soenen (1999). Such improvements are likely to restore stakeholder confidence and pride in the City, as well as precipitate economic growth through new, long-term investment from the business community.

Consequently, this research explores an alternative route in the place marketing landscape by investigating the potential for improving brand equity. The vehicle for change is to understand stakeholder perceptions of positive and negative visual aspects of Bradford so that, once identified, the positive can be promoted and the negative eliminated or enhanced to render them neutral or positive. Since these perceptions are based on a whole range of visual experiences at different times of day, with seasonal and climatic

variations, there is a need to assemble *tangible evidence* of locations that have positive as well as negative impact on stakeholders, particularly the local communities.

In order to address these variations and identify specific places, this research has selected four major routes or 'corridors' through the City in order to make a photographic record that will provide visual evidence of positive and negative images associated with each location along the route. At the same time it examines marketing and perceptual theory about brands and cities in order to facilitate the analysis of these routes and how they can affect perceptions of brand value.

Branding and Cities

For the purpose of this research a brand is defined as: '*An identifiable product or service differentiated through its users' perceptions and expectations of intangible added values*' (De Chernatony and McDonald 1998, Shimp 2000, Wilson and Gilligan 1998). In terms of Bradford this could mean benefits that can be gained through its cultural heritage as well as tangible assets such as the Alhambra Theatre and National Museum of Film and Photography. In fact cities are made up of a number of components, such as name, symbols, packaging and reputation, (Assael 1990, Shimp 2000) which in this case can range from the official World Heritage Site at Saltaire to riots in the summer of 2001. In fact branding is a type of 'pull strategy' (Fill 1999) and aims to develop customer loyalty via emotional and rational values. Successful brands have a number of benefits to an organisation, such as loyalty, customer ownership and justification of premium price, as well as providing some reassurance to the customer (Fill 1999). Each of these criteria can be directly related to business communities and residents in Bradford. Moreover organisations, especially cities are vulnerable if they rely too much on brand strength (or weakness) and do not attend to the associated stakeholder values and benefits (Piercy 2000). They need to understand and control their own brand name.

To this end there are a number of dimensions that can influence the success of a brand (Tennant 1994, and Wilson and Gilligan 1998) and a city is no exception to this rule. Furthermore, the product or service needs to be improved before promotional work on the brand can commence (Fill 1999). In other words the brand image is influenced by performance, experience and reputation rather than rhetoric or advertising

alone. There is no point in trying to 'slap a rejuvenation label' on something which shows no sign of change. Moreover brands develop over time - they are not instantaneous (Shimp 2000, and Wilson and Gilligan 1998) and something as complex as a city, that can represent a whole range of needs and expectations as well as tangible evidence such as street furniture, buildings, parks and a multicultural society, needs some in depth investigation and analysis.

Many approaches to brand development exist, but the overall consensus seems to be to start with a 'brand audit' activity (Davidson 1987, Fill 1999). Some advocate a full analysis of the current status of the brand, including strengths and weaknesses, before an action plan development is drawn up (Trueman et al 2000, Wilson and Gilligan 1998). Here Bradford can be seen at a turning point if local residents and the business community are sufficiently motivated to take part in any new strategy for improving the city's environment and take ownership of the Bradford brand name.

But as discussed above, a location or 'place' is made up of a collection or 'family' of brands and consists of multiple variables that are constantly changing over time. Some locations have a bias towards positive images because of their physical environment, heritage or tourist attractions, others may have problems in attaining a distinct brand identity so that they can differentiate themselves from their nearest 'competitors'. In fact this is the case for Bradford, which has to differentiate itself from nearby cities such as Leeds, Manchester and Huddersfield. In fact, most places need to work

hard to improve or maintain their image in the light of the external forces such as poor publicity and unfortunate events that affect them from time to time like the Birmingham pub bombings in 1975 and Bradford riots in 2001. But if a place does not rise to this challenge, it faces potential decline (Drake and Lee 2000, Kotler et al 1993, Trueman et al 2000).

Kotler et al (1993) highlight four stakeholder groups, and these can be split into internal and external stakeholders. Stakeholder analysis and theories of internal marketing suggest that the internal stakeholders are key stakeholders and should be given major consideration in the planning process through direct consultation and partnership. Moreover, the needs of the external stakeholders should be addressed, but primarily through the provision of information. (Johnson and Scholes 1999, Piercy 2000 and Wilson and Gilligan 1998). However, it should be noted that the needs of all stakeholders will vary, so a largely consensual strategy for place improvement is needed in order to maximise support and sustainability (Trueman et al 2000).

Finally, it would seem that if the visual aspects of a place are improved, then the brand equity of the place can be increased. This is likely to result in increased stakeholder loyalty and long-term growth and profitability for the place (Shimp 2000). Furthermore, as the image of the place is reinforced through the visible improvement of its physical environment, its stakeholders will feel a sense of ownership of and partnership with the place (Fill 1999).

FIGURE 1: SEVEN ELEMENTS OF MARKETING PLACES

Element of place marketing	What this means
1. Product	Designing the mix of community features and services that is right for the place and its brand
2. Price	Setting attractive incentives for existing and potential users of these features and services
3. Promotion	Promotion of the place's values and image (i.e. brand) in order that potential users know about the distinctive advantages of the place
4. Place	Efficient and accessible delivery of these features and services (e.g. providing services in the right places)
5. People	Employ, train and motivate the best and most appropriate people to deliver the place's products and services. In addition, the residents of the place need to have the personal and professional skills to support the brand
6. Physical evidence	The visual aspects of the place need to reflect the brand that the place is trying to communicate
7. Process management	Ensure that people using the products and services of the place (i.e. the customers) are treated in a way that 'fits' with the brand

2. ELEMENTS OF PLACE MARKETING

Place marketing is about the design, development and promotion of a place so that it meets the needs of its stakeholders although the message and promotion needs to be honest. It would be counterproductive to pretend that Bradford is something that it is not (Kotler et al 1993). On the other hand, many initiatives only promote one small component of a city or place that can actually exacerbate the situation if it has a bad image (Fill 1999, Kotler et al 1993, Murphy 2000). In fact, place marketing (as does the marketing of any other product or service) comprises seven core elements, shown in figure 1.

But in order to develop a strategy for improvement, the first stage in this research is to analyse the Bradford brand using a combination of typologies drawn from Kotler (1993) and Wilson and Gilligan (1998). This incorporates the four of aspects of name, logo, look and reputation, adapted from Assael (1990) and leads to the following proposed five-stage, strategic planning process for place marketing:

- (1) Situation analysis and objectives - 'Where are we now?' and 'Where do we want to be?'
- (2) Strategy - 'How might we get there?'
- (3) Tactics - 'Which is the best way?'
- (4) Measurement - How can we ensure arrival?
- (5) Control - How do we know when we've got there?

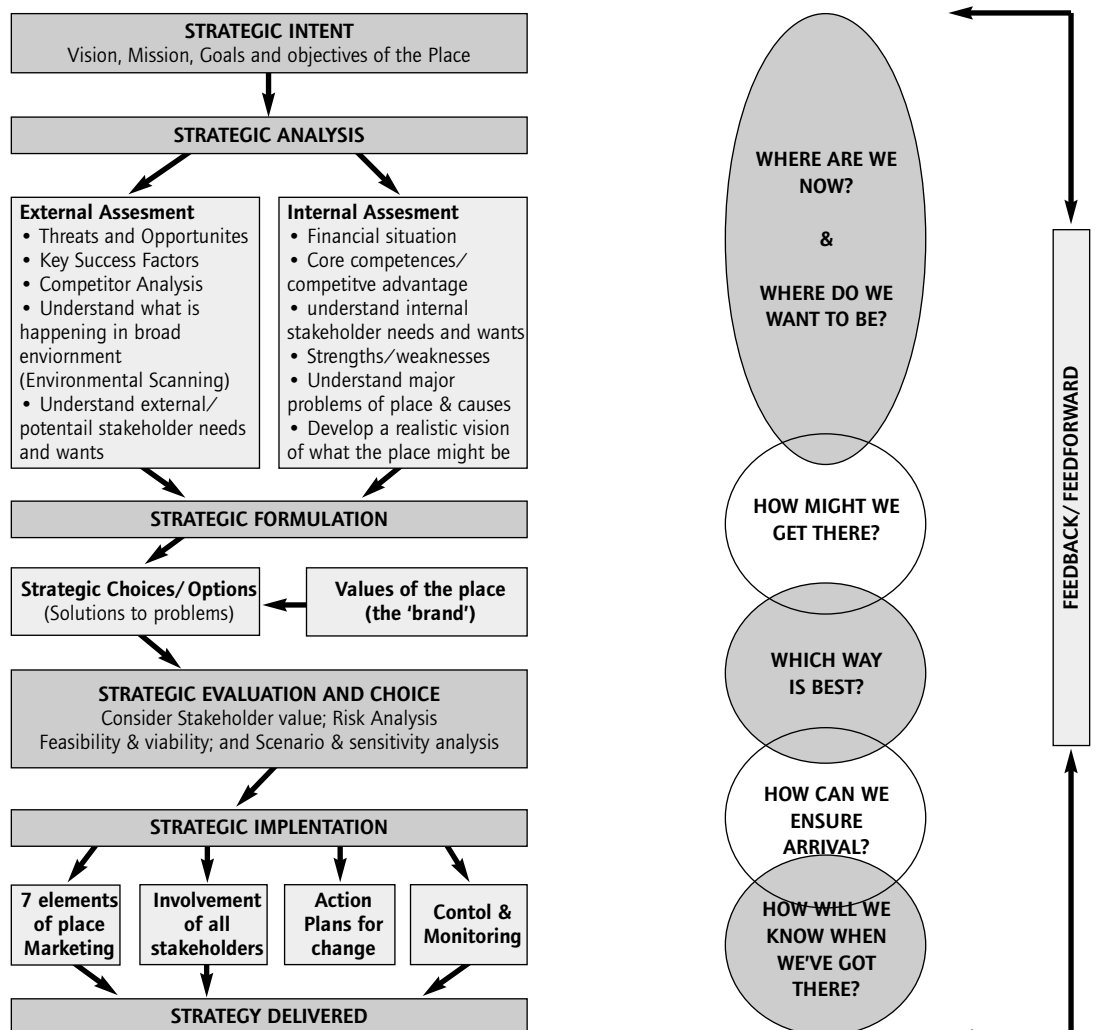
The dynamics of these typologies in the context of the Bradford brand and a revised, comprehensive model of this is presented in Figure 2.

2.1 SITUATION ANALYSIS AND OBJECTIVES - 'WHERE ARE WE NOW?', 'WHERE DO WE WANT TO BE?'

In essence, the brand of Bradford comprises a number of elements, some of which are based on fact, others, are based on perceptions and anecdotal evidence. Examples of anecdotal evidence include the books of Bryson (1998) and Jennings (1996). Bryson says of Bradford:

"Bradford's role in life is to make every place else in the world look better in comparison, and it does this very well. Nowhere on this trip would I see a place more palpably forlorn. Nowhere would I

FIGURE 2: STRATEGIC PLANNING PROCESS FOR PLACE MARKETING



pass more vacant shops, their windows soaped or covered with tattered posters for pop concerts in other, more vibrant communities like Huddersfield and Pudsey, or more office buildings festooned with TO LET signs. At least one shop in three in the town centre was empty and most of the rest seemed to be barely hanging on."

Jennings (1996) makes similar observations about the City Centre, but comments on the concept of the District as a tourist destination:

"Once it's pointed out to you, it's not impossible to see how the idea might actually work. There is a lot of blasted Brontë country not far away; there is the Keighley and Worth Valley steam-railway; there is Ilkley, famed gateway to the moors; there are also some nice old mill buildings, a sparkling Asian community, the river Aire and what have you."

It may be argued, then, that whilst the central parts of the city of Bradford have a negative image, the District as a whole has many attractive features that could be exploited in the development of a more positive image.

Unfortunately, this might not be so straightforward. Ouseley (2001) points out:

"... most people outside the City and immediate surrounds do not see themselves as part of Bradford. People in Keighley see themselves as totally separate from Bradford and there are many other villages and towns also reluctant to share any association with Bradford as an identity. Where there is community pride it is often seen as very local and not district-wide."

Anecdotal evidence from the survey conducted for this research also corroborates such a lack of affiliation of the more rural, outlying communities to Bradford. This is a problem that is exacerbated by the name "Bradford Metropolitan District" which suggests that anywhere not within the city of Bradford is an "add on". A similar problem was encountered by the amalgamation of a number of small councils around Burnley in the early 1970's. This issue was addressed by applying the name "Pendle", a hill that is a local landmark and attraction, to a number of small towns in the surrounding areas, so that the area became known as "Pendle".

Trueman et al (2000) observe that perceptions of Bradford are also influenced by a number of heroes (such as Delius, Priestley and Hockney)

and villains (for example, the Yorkshire Ripper and Black Panther). Other, more recent, local 'celebrities' of the District include Richard Whiteley and Alan Titchmarsh. Trueman et al (2000) go on to suggest that the media, particularly television, tend to present a negative image of Bradford. They cite examples of riot-related news items and the drugs and prostitution drama series "Band of Gold". Other examples include the film "Rita, Sue and Bob Too" and "Billy Liar". However, considering media coverage from a District-wide perspective, there are many positive images presented. For example, films such as "Wuthering Heights" and "Fairy Tale - A True Story" as well as the soap opera "Emmerdale" that was, until recently, filmed in nearby Esholt. All highlight the positive, rural aspects of the surrounding district. Furthermore, many of local attractions, such as Five Rise Locks on the Leeds Liverpool canal and the Cow and Calf Rocks on Ilkley Moor, are regularly featured in travel-related articles in various magazines. There is also positive media coverage of the successful "Bradford Bulls" rugby team frequently illustrating positive images of Bradford. Yet Trueman et al (2000) argue that the Bradford brand has evolved over time.

"From an unbranded product, that has not differentiated itself from nearby locations such as Leeds or Huddersfield, to a distinctive 'gritty' northern character with an Asian dimension."

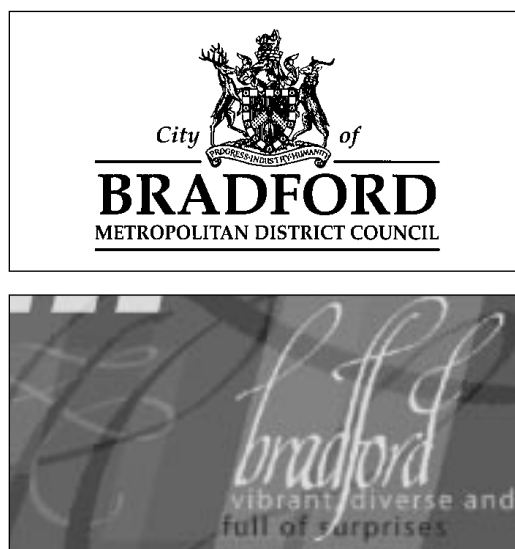
They go on to cite Steiner (1999) when they suggest that the negative brand perception of Bradford must be overcome to reduce risk and enhance brand value. As has already been discussed, Kotler & others (1993) have suggested how a place should deal with a negative image. At some recent focus group meetings with the business community the physical environment and the access corridors into the city of Bradford have been described as described as 'derelict' (Cook 2001). From this information Trueman et al (2000) note one participant's comments:

"The city centre is currently aimed at low income and low aspirations. We need more, better variety, less tatty shops in Bradford town centre. Get rid of the 60s, 70s concrete and clean up the stone buildings."

However this situation is exacerbated by mixed messages and inconsistent visual images promoted by different local government initiatives, so that it may be difficult for stakeholders to have a clear understanding about

a Bradford brand. If, as Assael (1990) suggest, a brand image comprises its name, symbol, packaging and service reputation, there is likely to be some confusion about Bradford as a brand and any symbols and communications relating to that brand. For example, the Bradford logo and coat of arms have been used in a number of different forms over the years so that there is little consistency. In Figure 3, below, there are two current 'logos' that relate to Bradford. On the top is the city's coat of arms, and below is the more contemporary logo found on the home page of the District's website.

FIGURE 3: LOGOS OF THE BRADFORD METROPOLITAN DISTRICT



It should also be noted that both these logos refer to the *city of Bradford* as distinct from the surrounding district for which Bradford Metropolitan District has responsibility. As such, the district as a whole has no consistent 'logo' with which to identify itself other than that of the City.

3. A RECENT SURVEY OF BRADFORD RESIDENTS TO GAUGE PERCEPTIONS OF THE CITY

A survey of 337 residents of the Bradford was undertaken in order to understand what they perceive to be positive or negative visual aspects of the City. The objective of the survey was as follows:

'To understand what the residents of Bradford Metropolitan District perceive to be positive or negative visual aspects and to classify their responses.'

The following guidelines were set for the survey (Wilmshurst (1995):

- Mixture of open-ended (to capture any additional comments) and dichotomous /

- multiple choice (to facilitate analysis) questions;
- The questionnaire was to be short to reduce the intrusion on the interviewee; and
- Questions were written in 'plain English' to ensure the understanding of the interviewee in order to reduce bias and inaccurate data.

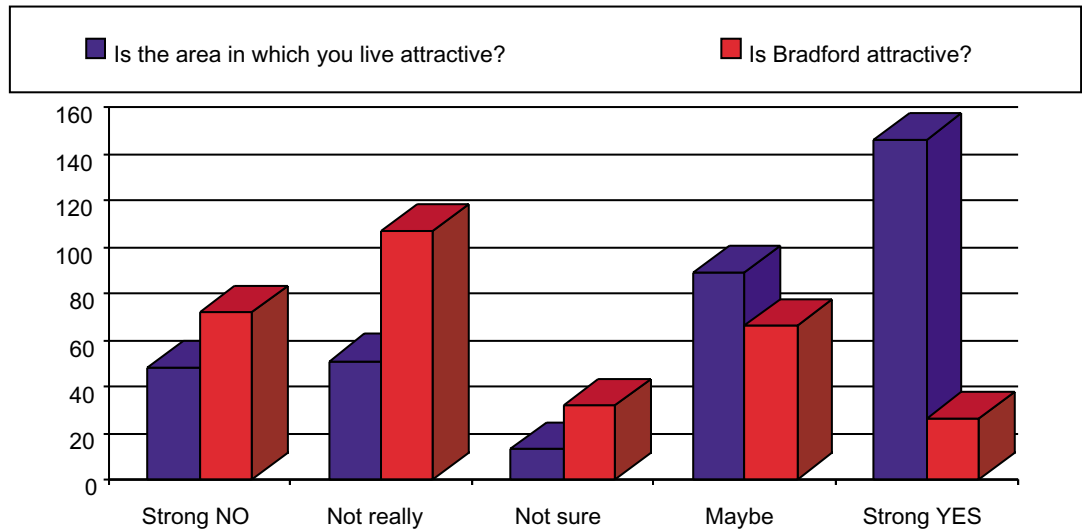
A copy of the full survey and questionnaire can be found in Appendix A.

The response to the survey was much higher than had been anticipated and anecdotal evidence suggests that this seemed to be due to stakeholders' desire to be involved and to contribute to the improvement of the City and its image. Furthermore, the questionnaire covered subjects that were close to the hearts of the respondents and made it easy for them to contribute. As such, a cut off date was agreed, by which time 337 completed questionnaires had been analysed. Since that time, many more responses have been received. Whilst these have been collated and scanned for any new suggestions, they have not been included within the analysis in this report.

Since the survey included free-format sections to enable answers to be given that were not prompted, the data was very diverse and difficult to analyse. However, the responses tended to fall into a handful of general categories (Appendix B.). A minority of respondents, however, used the survey as a means of highlighting personal crusades and these were captured within a category named 'Other'. It is possible that the data might not be robust, since it could be argued that the people who respond are only a specific group that 'care' and want to contribute. This would not, then, be a true reflection of the views of the residents of the district as a whole.

Another area of potential bias in the data was the large volume of responses that were received from employees of Bradford Metropolitan District Council. If employees of the council were biased in any way, this could distort the data. As such, the surveys completed by council workers were analysed separately from all other returned surveys. However, it was ascertained that the trends were virtually the same for both sets of completed surveys. As such, the responses were pooled. In general, respondents to the survey tend to feel that where they live is more attractive than the district as a whole, suggesting a strong sense of pride in where they live. This trend is shown graphically in Figure 4, below:

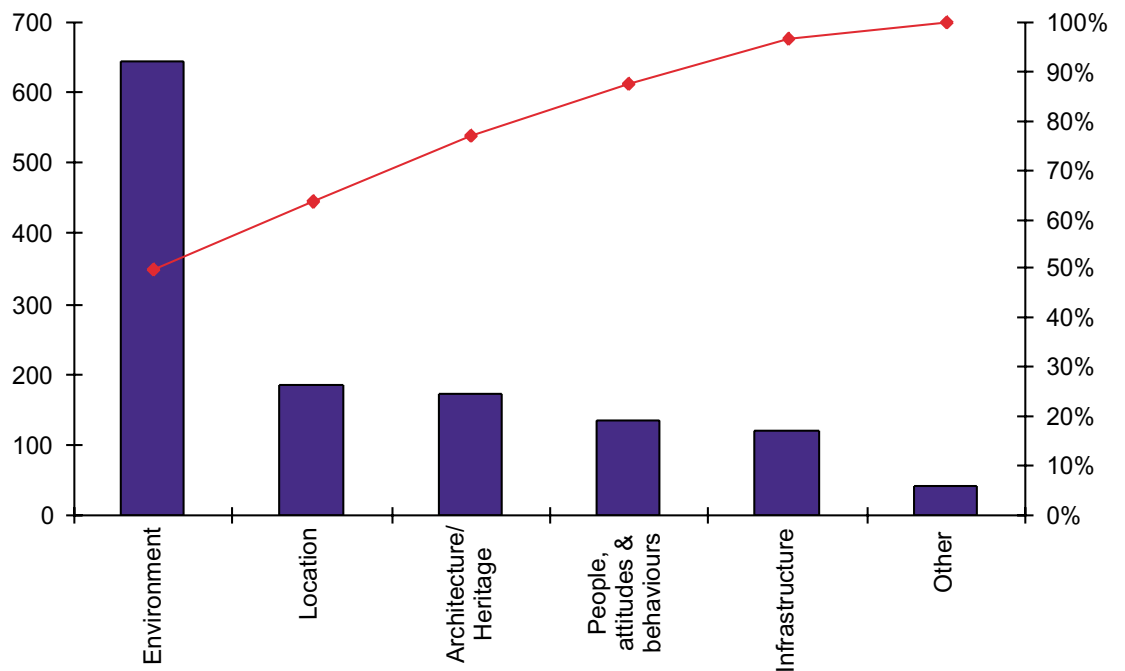
FIGURE 4: RESIDENTS' PERCEPTION OF WHERE THEY LIVE COMPARED WITH THEIR PERCEPTION OF THE WHOLE DISTRICT



Pareto Charts were used as a means of prioritising what respondents to the survey perceived to be attractive and not attractive. Figure 5, below shows a Pareto Chart detailing the main visual aspects that the respondents to the survey found to be attractive.

Infrastructure and Other can be classified as 'quite attractive'. Definitions of these categories are detailed in Appendix B. These findings reinforce the importance of using visual evidence to affect change.

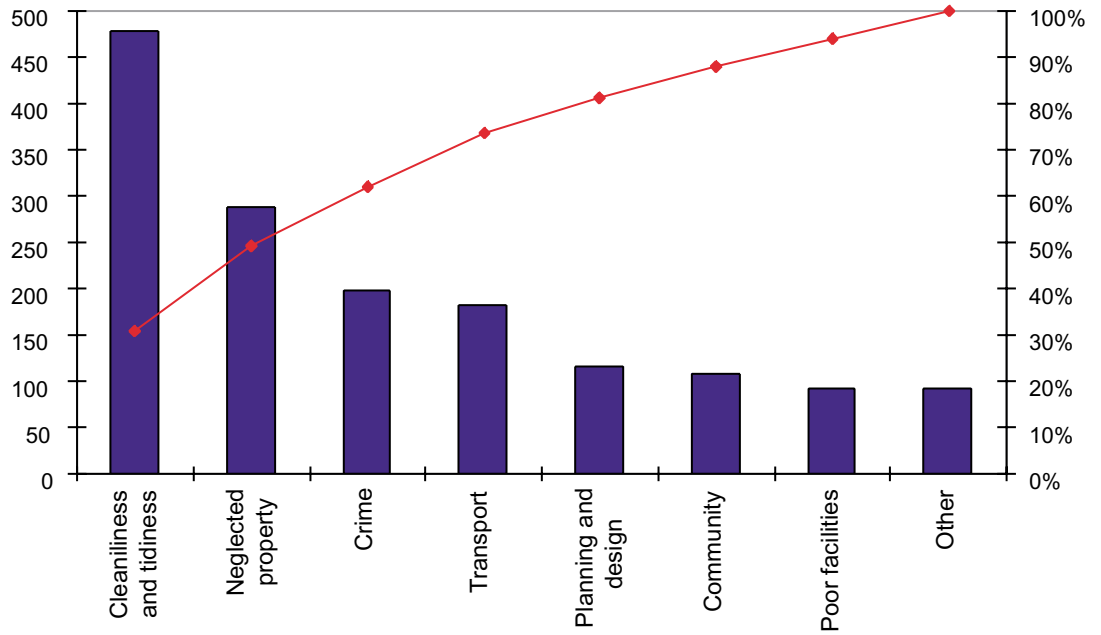
FIGURE 5: PARETO CHART TO SHOW WHAT RESPONDENTS FIND ATTRACTIVE



It may be seen from Figure 5 that the key areas that the respondents find attractive focus on the Environment, Location and Architecture and Heritage of the District. As such, it may be concluded that visual aspects fitting within these categories might be viewed as being 'very attractive' in the eyes of the respondents; whereas those visual aspects that fall under the headings of People, attitudes and behaviour,

Next we consider what respondents described as unattractive: Figure 6, below is a Pareto Chart showing what the respondents to the survey felt to be aspects of Bradford Metropolitan District that were not attractive.

FIGURE 6: PARETO CHART TO SHOW WHAT RESPONDENTS FIND NOT ATTRACTIVE



Clearly Figure 6 shows that the key unattractive elements are (lack of) Cleanliness and Tidiness; Neglected Property; Crime; Transport; and Planning and Design. As such, it may be concluded that visual aspects under the categories of Cleanliness and Tidiness; Neglected Property; Crime; Transport; and Planning and Design can be considered to 'Very Unattractive'; and those visual aspects fit with the headings of Community; Poor Facilities; and Other can be classified as 'Quite Unattractive' from the perspective of the respondents to the survey. Again, full details of what these categories mean can be found in Appendix B. This demonstrates how the visual evidence of decline, such as lack of cleanliness, litter and neglected property can distract from the brand of the District.

4. A CLASSIFICATION OF VISUAL EVIDENCE ALONG FOUR CORRIDORS THROUGH THE CITY

In the light of the analysis of stakeholders' perceptions of what is and is not attractive, a means of classification of visual criteria has been developed. This is shown in Figure 7, below:

The categories referred to above are those discussed earlier. However in order to ground these perceptions and provide tangible, visual evidence, a photographic survey was made of the positive and negative appearance along four main roads or 'corridors' through the City:

1. Wakefield Road
2. Harrogate Road (from the airport to Bradford City Centre)
3. Manchester Road
4. Skipton to Bradford City Centre(via Canal Road)

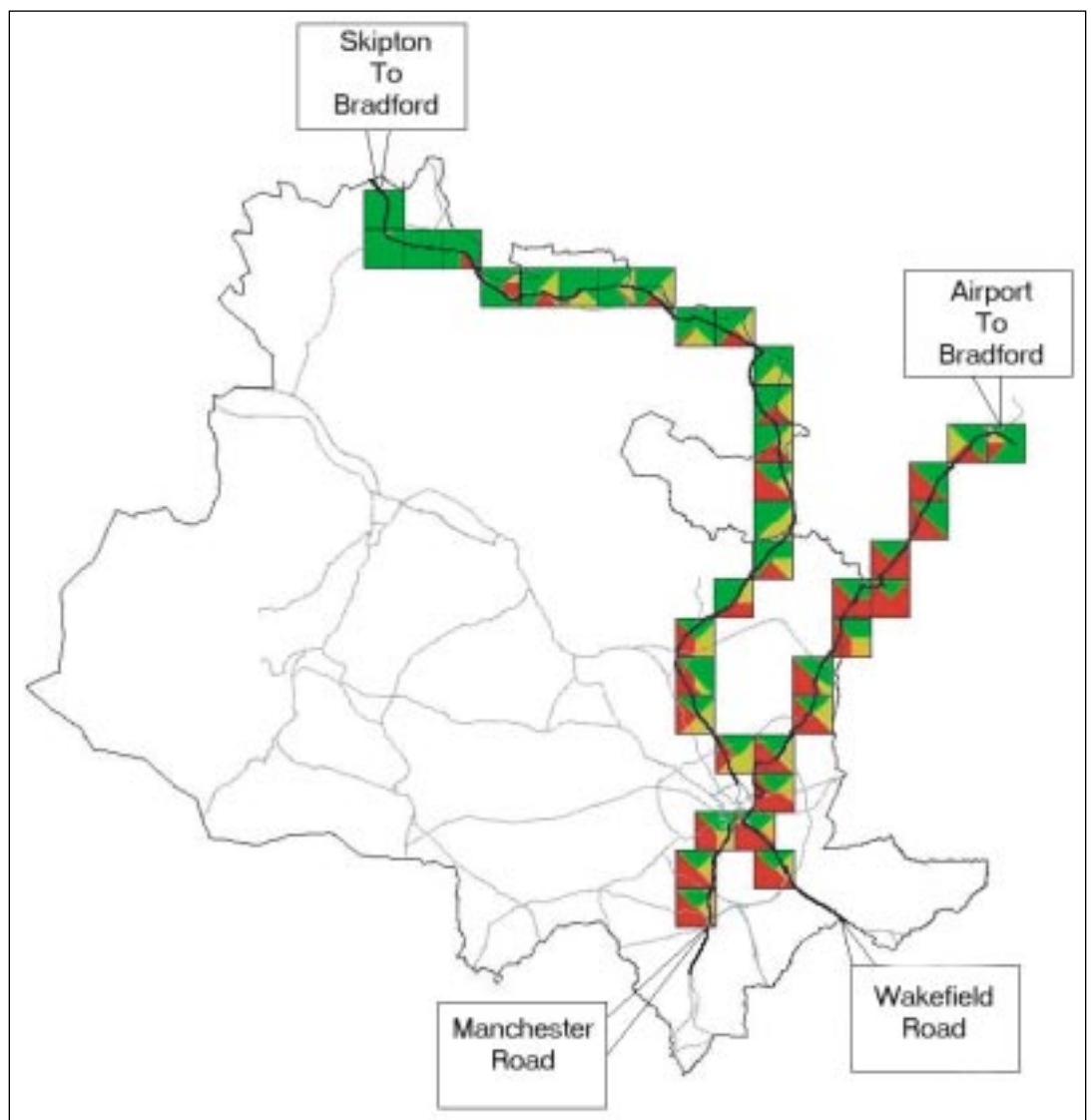
FIGURE 7: CRITERIA FOR CLASSIFICATION OF VISUAL ASPECTS

Level of attractiveness	Categories	Colour Code
Very attractive	1. Environment 2. Location 3. Architecture & Heritage	
Quite attractive	1. People, attitudes & behaviours 2. Infrastructure 3. Other	
Quite unattractive	1. Community 2. Poor facilities 3. Other	
Unattractive	1. Cleanliness & tidiness 2. Neglected property 3. Crime 4. transport 5. Planning & Design	

Approximately 1900 photographs were analysed and classified in the light of the findings of the survey and breakfast meetings. However, it should be noted that for any one photograph, it was possible for more than one attractiveness category to apply. For example, a photograph might contain both trees and open spaces (Very Attractive) and a derelict building (Very Unattractive). Furthermore, some duplicate photographs were taken, as were some pictures that did not match any of the categories or did not have sufficient clarity to be classified.

areas are weighted heavily towards the City centre, whereas the lighter, attractive segments are towards the perimeter of the City. Although these findings are not surprising they are important because hitherto there has been a lack of substantive evidence to support this phenomenon. It also provides tangible documentation that is balanced since it includes the positive as well as negative appearance of these routes.

FIGURE 8: PHOTOGRAPHIC SURVEY OF FOUR CORRIDORS THROUGH BRADFORD



Gridlines are marked on a map of Bradford (Figure 8), after classification into degrees of attractiveness, the photographs were plotted square by square along each of the routes. Each square was split into different colours to reflect the proportion of images for each category along that stretch of road. This map reflects how the routes are perceived by the residents and highlight areas for improvement or action. It shows graphically that the darker, unattractive

5. DEVELOPING A STRATEGY FOR FUTURE ENHANCEMENT OF BRADFORD AS A BRAND NAME

So far, this research has looked in some detail at the first stage of this process for the look of the District: that of **'where are we now?'** In addition, some consideration has been given to the name, logo and reputation of the District. The 2020 vision for the District that has recently been devised by Bradford Congress (2000) considers the next step: **'where do we want to**

be?'. There are a number of areas within this document that relate to the image of the City, but the key ones are as far as this research is concerned relate to stakeholder aspirations:

"A District that is a great place to live and is universally accepted as a major destination for tourists from other parts of the region and beyond."

"A District with a modern transport infrastructure which makes every part of it easily accessible to those who live within it and those who want to visit."

"A District which is clean, healthy, safe and has excellent public services."

So how can these needs be met?

5.1. STRATEGY - 'HOW MIGHT WE GET THERE?'

Conventional wisdom suggests that the positive aspects of any brand should be accentuated and the negatives eliminated (Fill 1999 and Kotler et al 1993). This research has highlighted and prioritised the following 'positives' and 'negatives':

High Priority

1. Cleanliness and Tidiness;
2. Neglected Property;
3. Crime;
4. Transport; and
5. Planning and Design.

Important but Lower Priority

1. Community;
2. Poor Facilities;
3. Other

Full details these categories may be found in Appendix B. Furthermore, the new survey of local residents reinforces these findings and indicates aspects of Bradford that are attractive and can be promoted:

Very strong, positive aspects:

1. Environment;
2. Location; and
3. Architecture and Heritage.

Less strong, but still positive aspects:

1. People, attitudes and behaviours;
2. Infrastructure; and
3. Other.

In addition, a number of potential solutions have emerged through the survey of residents and focus groups with the business community as well

as the 2020 Vision itself. These can be broadly matched by addressing the main categories of what residents perceive to be not attractive: Cleanliness and Tidiness; Neglected Property; Crime; Transport; Planning and Design; Community; and Poor Facilities.

5.2 TACTICS - 'WHICH WAY IS BEST?'

All of these potential solutions need to be analysed and prioritised within the different constraints (such as cost, legality, time and so on) according to ease of implementation and impact to discern **'which way is best?'**. Such a detailed analysis is beyond the scope of this research. However, it is felt to be a reasonable assumption that solutions addressing Cleanliness and Tidiness and Neglected Property will have the largest impact in the first instance, since they account for almost half the survey responses as to what is perceived to be not attractive. The next priority would be to address Crime; Transport; and Planning and Design - the following 30% of factors that are perceived to be not attractive. Finally, Community and Poor Facilities can be dealt with.

5.3 MEASUREMENT - 'HOW CAN WE ENSURE ARRIVAL?'

'How can we ensure arrival?' is the next phase of this process, and is concerned with implementation. As has been discussed already, there are four means through which this should be achieved:

1. The use of the seven elements of place marketing outlined earlier;

- primarily this means develop and improve the visual aspects so that they reflect the image that the District is trying to portray. For example, the 2020 Vision mentions that the District should be clean, so Cleanliness and Tidiness should be addressed along the corridors.

2. Stakeholder participation (by direct consultation and involvement);

- for example, youth and community groups (e.g. schools and places of worship) could buy into 'adopting a corridor' in their vicinity. These groups could collect litter, plant flowers and generally tidy the place up and consequently develop a sense of community and pride

3. Action plans for change;

- action plans detailing exactly how the Vision might be achieved should be drawn up, involving all internal stakeholders.

4. Monitoring and control.

- the action plans should incorporate some sort of feed back loops to monitor progress against plan.

5.4. CONTROL - 'HOW WILL WE KNOW WHEN WE'VE GOT THERE?'

Finally, we need some means of evaluating success and controlling the long term prospects of this brand or **'how will we know when we've got there?'**. In essence, some measurement needs to take place following the improvement of each corridor to see if stakeholder perceptions of the Bradford have been improved. One solution would be to monitor media presentation of the City over an agreed period of time and then undertake this research again using the same measurement system to understand how, if and why the results have changed.

SUMMARY

In summary, the findings of this research are as shown in Figure 9, below:

CONCLUSIONS

It would seem that, on balance, there are many positive perceptions of the surrounding district such as Ilkley Moor and the Bronte country around Howarth, but the City of Bradford has generated a more negative response. As such, one approach to improving the overall image would be to maintain and build on the 'positives' but consistently eliminate the 'negatives' as part of a long term plan. Furthermore, steps should be taken if stakeholder perceptions are to be improved (Fill 1999 and Kotler et al 1993). However it is important that an accurate, honest analysis of the brand is made, since there would be little point in trying to promote the City as something that does not match up to reality. Re-packaging will not work unless there are substantial improvements backed up with some visual evidence of change (Trueman et al 2000).

In order that the image or brand of Bradford Metropolitan District can become positive to enhance brand value, each of its components must

FIGURE 9: ELEMENTS OF THE BRADFORD BRAND

Element of Brand	Summary of Findings
Name:	An issue exists whereby residents in the outlying areas of the District feel no affiliation with the City. In addition, the name "Bradford and District" or "Bradford Metropolitan District" furthers this rift. The name of the District needs to reflect the entire area rather than the smallest constituent part. Furthermore, there is potential learning from how other areas have dealt with naming of areas.
Logo:	There are many logos for the District. However, none of these are consistent, and they only refer to the City of Bradford as opposed to the District overall. It would seem, then, that a logo that reflects the diversity (both of people and place) of the entire District needs to be developed and used consistently.
Look:	A survey to residents of the District has shown that people tend to be proud of where they live, but critical of the attractiveness of the District overall. Criteria have been developed from these survey results to say what residents find Very Attractive, Quite Attractive, Quite Unattractive and Very Unattractive. With the exception of Lister Park and City Centre, the key areas named by residents to be attractive are in outlying areas of the District not the city. In addition, with the exception of Keighley and Shipley, the main places respondents said were not attractive are in the city of Bradford.
Reputation:	The Bradford brand can be based on fact or perceptions and anecdotal evidence. Different media (e.g. books, newspapers, magazines, television and cinema) contribute to these perceptions and brand promotion in general. If the District as a whole is considered, these media presented images are equally positive and negative. If, however, the City is considered in isolation, such images are primarily negative.

be developed so that its stakeholders perceive the City to be a place that has some unique characteristics to meet their specific needs (De Chernatony and McDonald 1998, Kotler 1997, Tennant 1994 and Fill 1999). This, in turn, will build stakeholders' pride in and ownership of the City (Fill 1999) and consequently, the district as a whole is more likely to prosper, if stakeholders have greater loyalty and commitment to the Bradford brand name (Fournier 1995, Shimp 2000). Furthermore, this brand needs to be consistent and applicable throughout the metropolitan district (Tennant 1994) and allow evolution and change over time (Wilson & Gilligan 1998, Shimp 2000). It should be noted that any short term cost cutting activity is unlikely to succeed and could have a negative approach to marketing Bradford and the district as a whole (Kotler et al 1993, Gilmore 1997). But no progress can be made unless there is visual evidence of change and improvements, since there have been a number of failed initiatives in the long history of this City. Furthermore, as the image of the District becomes reinforced through the visible improvement of its physical environment, it will enjoy benefits such as stakeholder loyalty, ownership and inward investment.

The District should follow a customer focused, strategic marketing planning process to design, develop and promote the needs of its stakeholders (Kotler et al 1993). It is therefore proposed that the improvement of Bradford's main corridors represents the first step in enhancing the reputation of this City, but this project will be unlikely to succeed if the local community are not involved in the nature and implementation of these improvements through collaborative partnerships. Those stakeholders external to the district such as tourists, visitors and potential investors can be kept informed of developments (Johnson and Scholes 1999, Piercy 2000 and Wilson and Gilligan 1998). In fact the strategy for improving the Bradford Metropolitan District needs to address the most of the needs and aspirations of its key stakeholders if support is to be maximised and sustained (Trueman et al 2000).

Greater consideration should be given to the components of the Bradford brand, its name, logo, look and reputation (adapted from Assael 1990), so that its stakeholders can recognise the unique qualities such as the heritage, architecture, scenic vistas, flagship companies and institutions, shops, services and transport (De Chernatony and McDonald 1998, Tennant 1994 and Fill 1999).

These elements need to be consistent and applied to the district as a whole (Tennant 1994) and should evolve over time (Wilson and Gilligan 1998, Shimp 2000).

This research has highlight the key areas that residents of Bradford perceive to be both attractive and not attractive to provide a basis for understanding how the visual aspects might be improved to enhance brand equity and deliver associated benefits. Furthermore, photographic evidence of four major corridors into the city centre shows that, on balance there are more aspects that are attractive than not attractive. However, moving closer to the city centre, the attractiveness tends to decrease so that a greater effort and investment of time and resources is likely to be necessary to remove negative evidence and associations towards the inner City.

RECOMMENDATIONS

In the light of the above, it would seem that an effective, alternative route has now been charted through the changing landscape together with the following key points.

- A five stage strategic marketing process has been proposed for the Bradford Metropolitan District, which incorporates the services and location marketing mix together with four key aspects of the District's brand: its name, logo, look and reputation.
- The need for a consistent approach throughout the District has been emphasized, based upon consultation and involvement of key stakeholders, to ensure that their aspirations are addressed. In so doing it is likely that these key stakeholders are more likely to adopt a positive attitude towards the city and ownership of the brand, thereby enhancing its value.
- A framework by which progress against plan might be measured has been developed.
- The improved urban corridors can provide a catalyst for change and visual evidence of a new perceptual map for the City of Bradford.

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APPENDIX A - SURVEY TO BRADFORD'S RESIDENTS

1. In which part of the District do you live?					
2. Can you give me a few words that describe what you think of when you consider the environment of the area in which you live?					
3. Overall, do you think the area in which you live has an attractive environment?*	Strong NO	Not really	Not sure	Maybe	Strong YES
4. What is attractive about the environment of the area in which you live?					
5. What is not attractive about the environment of the area in which you live?					
6. Can you think of 3 things that would most improve the environment of the area in which you live?					

The following questions relate to Bradford District including Keighley, Howarth and Ilkley

* - *please circle as appropriate*

7. Can you give me a few words that describe what you think of when you consider the environment of the Bradford District?					
8. Overall, do you think the Bradford District has an attractive environment?*	Strong NO	Not really	Not sure	Maybe	Strong YES
9. What is attractive about the District's environment?					
10. Can you give me some examples? - 3 or 4 places in the District that you think have an attractive environment?					
11. What is not attractive about the District's environment?					
12. Can you give me some examples? - 3 or 4 places in the District that you think have an unattractive environment?					
13. Can you think of 3 things that would most improve the District's environment?					

APPENDIX B

What Respondents to the Survey Find Attractive

Category	What does this include?	Number	Cumulative
Environment	open countryside/greenery/moors, The Dales, rural/semi-rural, views, farms, green belt, villages, rivers, canals, woods, planting (trees/shrubs/flowers) grassed areas, parks, open spaces, wildlife, not built up, fresh air, low pollution, well-maintained open spaces	644	50%
Location	countryside within easy reach, gateway to the Dales, convenient, near to major conurbations, good walking areas	184	64%
Architecture/Heritage	Victorian buildings, history, heritage, stone walls, quality and innovative building design (in modern buildings)	173	77%
People, attitudes & behaviours	pride, a sense of community, people caring, considerate, co-operative, people looking after things, well-maintained property/ gardens, quiet, respect	134	87%
Infrastructure	good and accessible public services, good transport, youth amenities, playgrounds, places of worship, restaurants, events, entertainment, University, tourism & tourist attractions, sports, good shopping and other amenities, thriving businesses	121	97%
Other	Safety, diversity (people, property and places/ activities too), cheap housing, modern buildings, potential	42	100%

What Respondents To The Survey Find Not Attractive

Category	What does this include?	Number	Cumulative
Cleanliness and tidiness	air quality and pollution, disrepair and general tidiness of streets and pavements, dirty, rubbish, litter, fly-tipping, dumping, lack of maintenance of streets/ greenery/ walls, overgrown pavements and greenery, broken paving stones, dog dirt, broken walls, dirty shops and shops spilling out onto the pavement, lack of greenery/ flowers/ green space, smelly drains, rats	479	31%
Neglected property	derelict, boarded up buildings, neglected property, run down, not maintained, closed down and run down businesses	288	49%
Crime	intimidating, lack of police, hooligans, vandalism, graffiti, violence, drugs, riots, 'war zone perception', burnt out cars, joy riders, bike/ car racing, lack of safety, 'no go zones'/ ghettos, prostitution	198	62%
Transport	too much traffic, congestion, lack of public transport, too many unadopted roads, poor transport infrastructure, no parking, cars parked everywhere, speed bumps, routes into the city	182	74%
Planning and design	continued house building, loss of land/ space/ green belt, new estates, modern buildings not in keeping, poor design and planning, 60s buildings in centre, lack of identity, built up areas	117	81%
Community	no sense of pride, or community, negativity, people inconsiderate, people not caring, fragmented community, tension, friction, lack of understanding, noisy, teenagers on street corners & drinking, poverty, population density, dependency culture, children playing in the streets	108	88%
Poor facilities	poor shopping facilities, lack of quality shops, too many £1 shops, lack of amenities, no safe play areas for children,	93	94%
Other	surrounding areas/ nearby council estates, tourists & tourism, street lighting, billboards, pylons, flyposting, wheelie bins, no café culture, stray dogs, too near to city, being part of Bradford, tethered horses	92	100%

APPENDIX C - POTENTIAL SOLUTIONS FOR IMPROVING THE DISTRICT

Category	Types of idea
Cleanliness and tidiness	<ul style="list-style-type: none"> • teach people to dispose of litter correctly • impose fines for people who drop litter • improve waste collection/ more litter bins • clean/ tidy the streets • repair roads and pavements • increase planting (greenery, trees, shrubs and flowers) • remove graffiti • maintain greenery and open spaces
Neglected property	<ul style="list-style-type: none"> • re-use of derelict mills for housing/ business/ renovation • develop disused sites • demolish derelict/ burnt out buildings
Crime	<ul style="list-style-type: none"> • more 'bobbies on the beat' • crack down on crime/ zero tolerance
Transport	<ul style="list-style-type: none"> • improve infrastructure • traffic calming/ controlling measures • improve public transport • increase cycle lanes • park and ride facilities • make the city 'pedestrian friendly' • impose parking restrictions
Planning and design	<ul style="list-style-type: none"> • stop building on green belt/ open spaces • demolish/ replace 60s architecture • improve architecture
Community	<ul style="list-style-type: none"> • involve the community and businesses • develop a sense of community/ pride • teach people to respect each other and their environment • involve the youth/ redirect young people's energy towards improving not destroying
Poor facilities	<ul style="list-style-type: none"> • improved shopping facilities • more leisure facilities • increase playgrounds and facilities for children

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