

The Branding of Nuremberg

An Unfinished Symphony?



Michael Weber, General Manager, Nuremberg Convention & Tourist Office

First Movement

Allegro fiero

The given assets



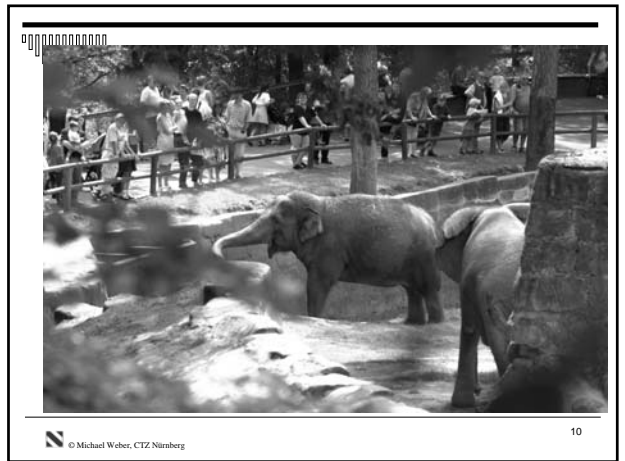
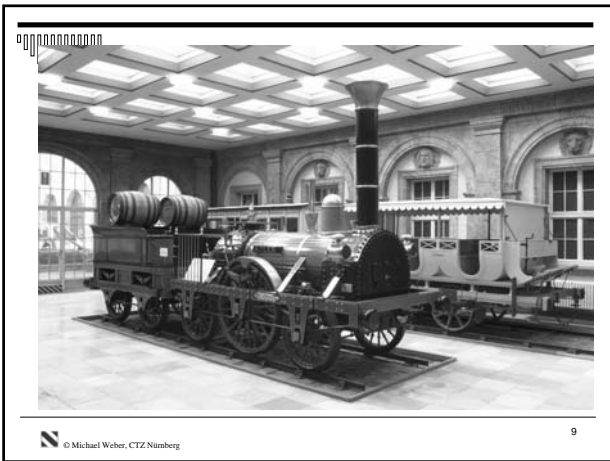
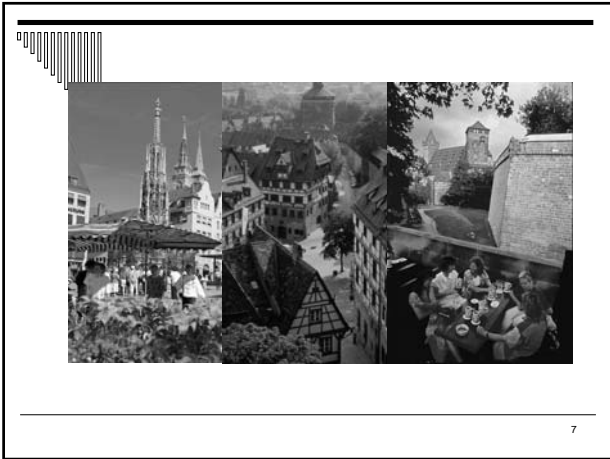
Centrally located in Europe



Nuremberg has to offer...

- an abundant treasure of visible history in a modern city
- a sparkling cultural life
- exciting sporting events
- attractive convention sites
- national and international trade fairs







Easily accessible

- Intl. Airport
- Railway junction
- Motorways from all directions
- Harbour on the Main Danube Canal

Nuremberg and its tourism

- 2.1 mio overnight stays = among Top Ten in Germany
- 23 mio same day visitors
- 40 % trade fairs / 30 % conventions / 30 % leisure, culture, city breaks
- 31 % foreign visitors = mainly from 15 generating countries

Nuremberg is also ...

- a city with half a million inhabitants
- the heart of a European Metropolitan Region with 2.5 mio inhabitants and
- 110.000 enterprises (in the region)

Economical sectors

□ Industry, energy, construction	26 %
□ Commerce, transport, communication	26 %
□ Services, public sector	47 %
□ Others	1 %

A lot of faces

□ Nuremberg has a lot of faces.

- Imperial Castle <-> Intl. Airport
- Medieval Town Walls <-> Intl. Trade Fair Centre
- Beautiful small city centre <-> 500,000 inhabitants



A lot of faces



That is the problem for the branding process.

Tourism slogan

A journey to Nuremberg is always a journey into two different worlds.

⇒ **Tourism only**

Second movement

Adagio con tristezza

The image problems



A lot of faces

□ Nuremberg has a lot of faces.

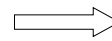
- City with a great medieval past
- Therefore underestimated by opinion leaders deciding on economical affairs

Opinion leaders

- 150,000 inhabitants maximum
- Medium city next to the iron curtain
- No capacity for greater economies

Managers

- „If I had known what they have to offer, I would have come earlier“
- „In Nuremberg, you weep twice: when you are sent there, and when you have to leave again.“



Proof of discrepancy

The common denominator

Great difference
between
general image
and reality

Image attempts since 1980

- Several times researches into and proposals for improving the image:
 - 1987
 - 1998
 - 2002

Common findings 1980 - 2002



Likeable, pleasant features:
medieval city with quality of life



Disturbing features:
in several respects allegedly
unimportant for economy

Likeable features



- „gemütlich“ = cosy
- conscious of tradition
- hospitable
- sociable
- friendly
- attractive

First image research 1980

- 64 % Christmas Market
- 45 % Historical city
- 13 % Sport / Football
- 12 % Shopping
- 11 % Nazi past
- 8 % Trade Fairs

Disturbing features

- Not attributed to Nuremberg
 - successful
 - innovative
 - dynamic
 - international
 - modern



Congruent opinions

Opinions of people from outside Nuremberg were almost congruent with opinions of inhabitants.

Associated with Nuremberg are:

- Castle
- Middle Ages
- Spiced ginger bread
- Bratwurst (fried sausage)
- Christmas Market

Back at starting point of 1980

Conclusion

The image of Nuremberg is one-dimensional but also highly emotional!

Recommendation

DO NOT CHANGE the image.

COMPLETE it!

Show that the medal has two sides!

Third movement

Adagio con pazienza

Steps to change matters



Image attempts

- First ideas as early as 1980
- My own attempt in 1987
 - Working group
 - Presentation of 3 advertising agencies ("Surprising Nuremberg")
 - Plans dropped because of lack of money



Image attempts

1996:

A Marketing association was founded for the whole region with and around Nuremberg.

Initiative was taken by Chamber of Commerce, neighbouring cities & companies

Regional Marketing



□ Aims:

- "More than you expect!"
- Make company owners & managers ambassadors of their region:
- Represent the region on fairs & exhibitions

"We do have much and we speak about it."

Six core competences

- Transport & logistics
- Information & communication
- Medicine & health
- Energy & environment
- New materials
- Automation & producing techniques

Questions remain:

How many cities else have similar fields of competence?

How quick is development?

Really a USP?

Newest image attempts

- New Mayor in Nuremberg in 2002 (an economist):

“City marketing is a matter for the boss.”

→ Working Group



WG City Marketing

- Round table of all departments
- Many sessions
- Participation of external experts
- Participation of agencies
- Political will to change things

No branding in big cities

- There is no branding in cities with 500,000 inhabitants and more.
- A meaningless / trivial slogan does not help anybody; they apply to many destinations.

Trivial slogans

- XXX: City with tradition and future
- Festival city XXX
- Silver City XXX
- XXX. To live on the border of three rivers.
- XXX. The city in the countryside.

WG City Marketing

- First results
 - The bigger the city the greater its plurality.
 - → Reduction to one or two features would be dangerous.

Trademark „Nuremberg“

- Positive aspects concentrated in a core ...
- ... which communicates attractiveness and distinctiveness.
- Excellent basis for a branding, offering competitive advantage

Attempt at a solution

Smallest common denominator = brand

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Attempt at a solution

- Find the smallest common denominator.
- Make it the pedestal on which each sector places its lighthouses.
- That pedestal is the core of the brand.

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The pedestal for Nuremberg

- Visible past and living history, surprising treasures.
- Open-mindedness, looking into the future with curiosity and a sense of innovation.
- High quality of life.

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The pedestal for Nuremberg

- Nuremberg is a city with a visible past and a living history, which offers surprising treasures.
- Nuremberg is open-minded, looks into the future with curiosity and a sense of innovation coming from tradition.
- Nuremberg is worth living therein where people feel well. Its quality of life is high.

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The unfinished movement

Allegro vivace

Everything is ready to go, but...

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The confirmation

- Advertising must appeal to head and stomach.
- Insofar the existing image of Nuremberg, however incomplete, is positive.

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The confirmation

- Meeting with an advertising agency
 - Brand = well-known, quality, sympathy
 - Customer is tied to product by sympathy

Brand / Trade Mark

- Embedded in the psyche of a person
- Unmistakeable
- Image of a product or a service

The confirmation

- There is a lack of communication of the good message...
- ... because of a constant lack of money.
- → Nuremberg has not an image problem, but a problem to be better known.

Our task

- To convince all sectors of the city to use the pedestal in their own advertising...
- To raise enough funds to spread the good message in the world...

... is waiting for realization.

What else happened?

1995: City of Peace and Human Rights
2000: UNESCO Human Rights Award
2005: Recognition as European Metropolitan Region
2006: Hosting FIFA World Cup

What else happened?

1995:

Nuremberg becomes a City of Peace and Human Rights

→ Biennial donation of the Human Rights Award

What else happened?

2000:

Nuremberg is awarded by UNESCO the prize for education in human rights.

What else happened?

2005:

The Nuremberg Region was recognized by the European Union as an official "Metropolitan Region".

What else happened?

2006:

Nuremberg hosted the FIFA World Cup.

Being in the midst of the process

Year ????:



There is a common understanding about who will do what at which time.



There is enough money to spread the message among the world.

What are we thriving at?

We do love music.
We are a musical city.
We want to be famous for our branding symphony.

But it need not be an unfinished one.

Thank you for your attention!

