

# VIENNA'S BRANDING CAMPAIGN – STRATEGIC OPTION FOR DEVELOPING AUSTRIA'S CAPITAL IN A TOP TOURISM DESTINATION

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## **Abstract**

The fact that Vienna is an attractive tourist destination, well known internationally is undeniable. With its imperial splendour and remarkable cultural image, Vienna has become, in the recent years, an attractive tourist destination, reaching in 2010 over 10.8 million overnights, far exceeding its own targets. The study presents the key elements of the Austrian capital new branding strategy from a synthetic-descriptive perspective and examines the vectors that generated its success. The paper evaluates both quantitative and qualitative effects that had a major impact on increasing visitors number and overnight stays, on increasing familiarity and preference for Vienna among the target-groups (tourists, investors). The benefits resulting after the branding campaign were not only material, Vienna earning also a fantastic reputation around the world, and creating itself an attractive and compelling image, as a unique tourist location through its peculiarity.

**Keywords:** Brand, city brand, brand strategies, tourism, advertising campaigns, strategic development.

## **1. INTRODUCTION**

"In the mid '90s the use of marketing became frequent within in local communities, as a response to problems such as deep changes occurred in companies strategies and governmental policies, determined by the process of globalization and regionalization process. This is an important moment for urban marketing, as it starts to be placed and perceived in the larger context of local and regional development. This expansion of "urban marketing" concept determined the change of its perception by the business community, local administrations and non-profit organizations" (Stănciulescu, 2009). However, urban branding is a new concept as few authors refer to it. Thus, in 2001, Hankinson stated that "compared to urban marketing, there are few articles in the academic literature on promoting places as brands". The results of conducted research in the small municipalities of Berlin have shown that branding was considered relevant, but was not always understood and applied effectively. Trueman et al. (2001) showed that it would be necessary to conduct an analysis of the city as a brand that would take into account a wide range of stakeholders. The new economic growth models are connected to

other more dynamic factors, as: human capital, knowledge, innovation and entrepreneurship (Plumb and Zamfir, 2011). Moreover, Rainisto (2003) said that "urban brands resemble the corporations' umbrella brand and may benefit from a place's image value".

Nevertheless, two important questions remain: how can a city become a brand and how can it be seen as a brand? The following definition of the brand can be an appropriate answer: "a brand is a distinctive product or service through its personality and position over competition, a unique combination of functional features and symbolic values. The key to successful branding is to create a relationship between the brand and the consumer, so that the functions and values of the brand to fold up the consumer's needs" (Hankinson and Cowking, 1993). "One of the first advantages of branding is that the loyalty of the clients is enhanced. We speak both of the behavioral and emotional loyalty. When branding is in place, clients are more likely to remain loyal to their brand, even when the promise of another brand is appealing or our brand is facing quality problems on the short-run" (Barbu, Ogarcă, Barbu, 2010). Similar to brands, the cities satisfy „functional, symbolic and emotional needs” (Ashworth and Voogd, 1990), and the attributes that meet those needs must be orchestrated in an urban single proposal (Ashworth and Voogd, 1990).

According to Parkerson and Saunders (2005), among the objectives of urban branding are also included the increase of visitors' number by enhancing the attractiveness, stimulation of business investment and improvement of the living environment for residents and students. Thus, the two point out that "the basic motivation is economic".

Karavatzis (2004) explains that the first purpose of branding was to attract investments, which was heavily criticized for generating social conflicts. "Urban branding is understood as a means of achieving both competitive advantage to enhance domestic and tourism investment, and the community's development, the reinforcement of local identity and identification of citizens with their city, by activating all the necessary social forces to avoid social exclusion and anxieties".

Mommaas (2002) is more virulent when he states that urban brands benefit only of an economically oriented management, and not of one that is oriented towards social and cultural objectives; they serve only to external rich groups. He also adds that city brands should improve the urban pride and the sense of community.

In conclusion, we can state that branding is an optimal starting point for the city marketing and a solid framework with which the management of the urban image can be achieved.

## 2. VIENNA

Vienna, the capital of the Republic of Austria, has a total surface of 414.65 km<sup>2</sup> and a population of approximately 2.3 million inhabitants (representing a quarter of the total population of Austria), being the tenth largest city in the EU (Wikipedia, 2011).

The city was for centuries the imperial capital and residence of the Habsburg royal family, which led to its development as one of the most important cultural and political centres of Europe.

Today, Vienna is Austria's economic engine. Thus, the city is the first among the nine federal provinces in terms of income, and also earnings level. Also, a quarter of the total employment in the country is to be found in Vienna, and every second foreign company chooses this city as their headquarters<sup>1</sup>.

Within the EU, Vienna was in the past years among the most successful 10 cities and among the most richest 6 regions of Europe. In 2005, according to EUROSTAT, Vienna ranked 4th alongside Paris and Stockholm, among top regions of Europe, after London, Luxembourg and Brussels, in terms of Gross Regional Product per inhabitant.

Vienna holds the first place among the safest European cities, with a low crime rate. According to statistics, the Austrian capital is safer than New York or London. In Vienna, out of 100,000 people, only one may be attacked, while in London the proportion is of 1 to 40,000 and in New York, of 1 to 16,000. Moreover, the opinion surveys showed that 62% of Viennese feel safe in their city, while in Berlin, for example, the proportion is of 50%, and in London of only 20%.

The tourism sector witnessed a strong growth in Vienna and has become an important economic factor<sup>2</sup>. Annually, it brings 3.4 billion Euros to the city budget, which represents almost 15% of the amount resulted from tourism throughout Austria.

## 3. VIENNA'S BRANDING STRATEGY: VIENNA: NOW OR NEVER

In 2009, the Vienna Tourist Board (VTB) developed an international marketing research focusing on understanding the destination Vienna with the purpose of discovering the most important elements of its identity and of differentiating them from other less important issues.

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<sup>1</sup> In Austria there are approximately 450.000 companies and more than a quarter of them (about 103,000) are located in Vienna.

<sup>2</sup> "Despite the lingering global economic crisis, tourism still represents one of the largest economic sectors [...]. It contributes with its character to the stability of regional and local economies, mainly due to its positive multiplier effect, that works to create business opportunities in a wide range of activities, (Luštický, Kincl, Musil, 2011).

The authorities have tried to answer the following questions:

- Why do tourists all over the world come to Vienna? What are those "positive preconceptions" about the city that made Vienna have, in 2008, over 10 million reservations per year?
- What are the brand values? What are the attributes of the metropolis Vienna?

To answer these questions, about 11,000 tourists coming from the main target markets were interviewed via an online survey, and the results were compared with those of the competing cities. Furthermore, 550 representatives of Vienna's tourism industry were surveyed, discussions with experts and in-depth interviews with key shareholders of VTB were held.

### 3.1. The brand's axes

The results of the analysis were grouped into 5 main axes (themes) (Figure 1), being used as arguments to persuade foreign tourists to visit Vienna (VTB, 2010a):

- Imperial heritage;
- Profusion of music and culture;
- Savoir vivre;
- Functional efficiency;
- Balance of urban and green areas.

All the VTB activities are related to the brand's axes, each one of them having attached certain essential features (so-called "brand devices").

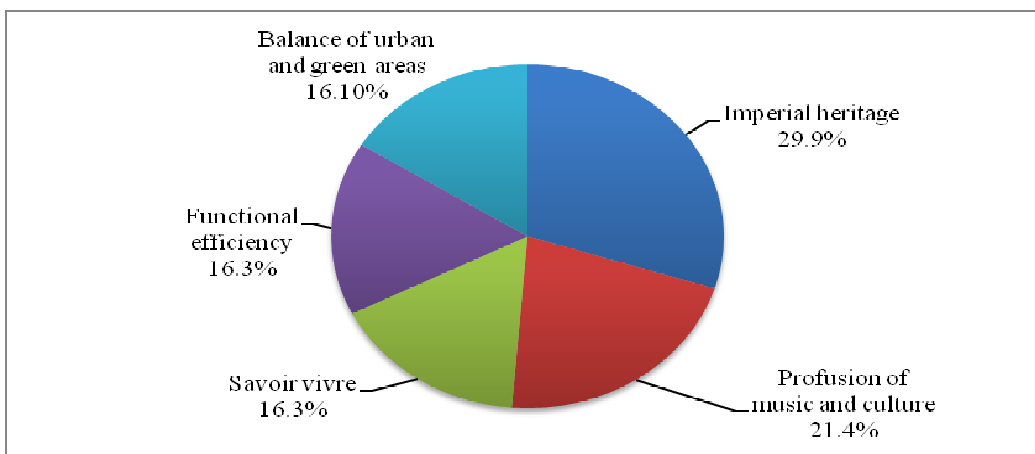


FIGURE 1 – THE MAIN BRAND AXES

Source: VTB (2010a) Vienna Tourist Board. Brand Manual "Vienna: now or never", p.7.

### 3.2. The values of Vienna's brand

The most important values associated with Vienna are (VTB, 2010a):

- *timelessness*: through contemporary and topical presentations of classical themes;
- *quality*: through a meticulous artistic expression;
- *refinement*: through a coherent style and a creative elegance;
- *sensuality*: through beauty and humor.

These values dominate the promoting campaigns and are found in all advertising materials. This core of value is completed with a wider set of attributes, associated with the brand (Figure 2).

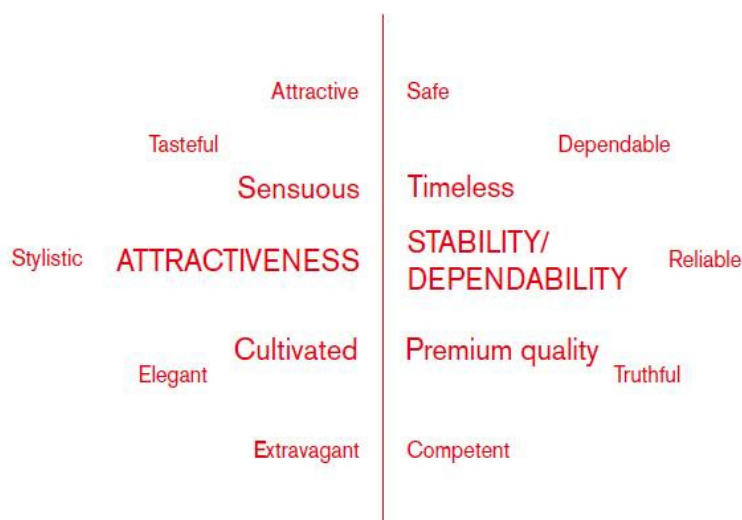


FIGURE 2 – THE BRAND VALUES

Source: VTB (2010a) Vienna Tourist Board. Brand Manual "Vienna: now or never", p.24.

### 3.3. The elements of visual identity of the new brand

One of the biggest challenges that has emerged from the brand analysis was the „once in a lifetime” trap. "Vienna is considered to be beautiful and immortal. This description, which is generally positive, results in the removal tourists from Vienna, at worst case scenario, on several occasions. At the same time, Vienna has a return rate of 60%, which means that people who once visited Vienna, will likely return.

The new brand strategy developed from the brand analysis aims to counteract the somewhat passive image of the old campaign *Vienna waits for you* (see Figure 3) and to position Vienna as a destination that must be visited "now and forever", which will be attractive to those who are at their first visit and

which will offer reasons to always come back here (VTB, 2010a). This was the reason why the slogan was changed to *Vienna: Now or never* (see Figure 3).



FIGURE 3 - OLD AND NEW VISUAL IDENTITY OF VIENNA (FROM 2009)

Source: VTB (2010a) Vienna Tourist Board. Brand Manual "Vienna: now or never", p.27.

In terms of design, the new logo is more focused and more contemporary from the point of view of style, comparing to the previous one (see Figure 3). The red colour was maintained (for continuity), but is now used vice versa (backwards): red letters on white background. Red and white are the colours of Vienna's flag and are used to restore the authenticity and specificity of this city, these symbols being easily recognized.

The new slogan focuses in a sentence, common in different languages in the entire world, a challenge to action: "now or never!".

The presence of the website [www.vienna.info](http://www.vienna.info) within the logo illustrates the concern for promotion and direct association of the image with the web address from which tourists can find all the necessary information for a visit to Vienna.

The VIENNA letters, the new slogan and the web address are framed in a "communication square". Ideally, the logo should always be placed on a photo or a colored background, so that the square shape is always optimally visible. If this is not possible, the logo must be surrounded by a red line.

The images presented in the background (architecture, nature, lifestyle, events, art, history, modernity, people, joy) are designed to invite the viewer to go on a journey to discover the city. The communication square is positioned so as to cover a part of the image, generating in this way, more curiosity and enthusiasm.

The dominant colours of the background images are matte gold tones that suggest the imperial tradition and elegance.

#### 4. THE PROMOTION CAMPAIGN

The campaign includes **a strategy of persuasion** based on facts (VTB, 2010a). The consumers may form their own opinions based on an objective and observable comparison. They can compare their current situation with what is available in Vienna, at the same time. At this point, you can experience something more interesting in Vienna than at home. This could mean: a visit to Schönbrunn Palace, to the Vienna State Opera, attending a festival, tasting a glass of Viennese wine at a winery or a Guglhupf cakes at a cafe etc. It is, therefore, a comparison of moments. At this point, you lose... The comparison of the two situations represents the structural element and it ends with the new slogan: "Vienna: Now or never".

The promotion campaign launched by the VTB was an aggressive one worldwide, being performed on different channels:

- a) **Media.** CNN aired two spots of 25 seconds. The first one, under the slogan "Swing into Spring - Vienna" has run 342 times in over 147 million homes, mainly in Europe, Africa and the Middle East. The second spot, with the slogan "Fall for Vienna" was aired on CNN and Euronews 448 times, covering 155 million households. 45-second spots in both variants were screened in 121 cinemas in Paris.
- b) **Outdoor advertising.** About 130 taxis and 250 double decker buses in London, 250 taxis in Paris, trams in Rome, Milan, Barcelona and Linz, buses in Berlin, Stuttgart, Dusseldorf, Rome, Milan, Barcelona and from various cities in Austria have acted as "mobile billboards" for Vienna.
- c) **Direct marketing**
  - *Online*, via websites: <http://www.vienna.info> (Figure 4), <http://b2b.wien.info/en>, [www.vienna.convention.at](http://www.vienna.convention.at). All of Vienna's features are available on the Internet (in English, German, Italian, French, Spanish, Japanese, Chinese, Hungarian, Czech, Russian, Arabic and Romanian): museums and sights from A to Z, special offers, accommodation (users can choose from more than 280 hotels in Vienna), travel plan, "wining & dining", shopping, tour tips and information about public transport.

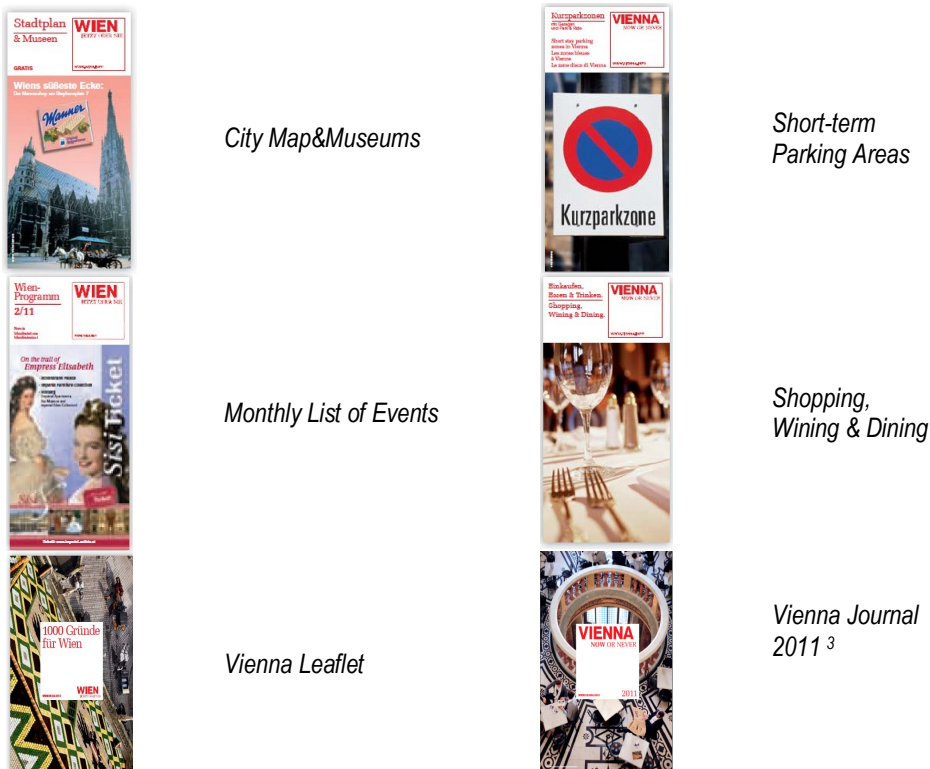
On average, the site <http://www.vienna.info> is monthly accessed by approximately 180,000 unique visitors.



FIGURE 4 - VIENNA'S MAIN TRAVEL SITE  
Source: <http://www.vienna.info/ro>

In addition to this, Vienna benefits of Facebook and Twitter accounts, and also of a YouTube channel, which contributes to a better promotion among Internet users, given their constantly increasing number.

Promotion through guides and brochures (Figure 5):



City Map&Museums

Short-term Parking Areas

Monthly List of Events

Shopping, Wining & Dining

Vienna Leaflet

Vienna Journal 2011<sup>3</sup>

FIGURE 5 - GUIDES AND BROCHURES

Source: VTB (2011b) Vienna Tourist Board. Promotion Material Catalogue 2011, p. 2.

<sup>3</sup> It is published once a year, presenting the city's tourist attractions in 6 different languages (English, French, German, Italian, Spanish and Japanese).



- Promotion through *posters* and small and large *banners* (Figure 6):



FIGURE 6 – POSTERS AND BANNERS

Source: VTB (2011b) Vienna Tourist Board. Promotion Material Catalogue 2011, p. 5 and VTB (2010b) Vienna Tourist Board. CD-MANUAL. Guidelines for the visual identity of the Vienna Tourist Board, p. 25

- d) *Promotional materials* (Figure 7):



FIGURE 7 – PROMOTIONAL MATERIALS

Source: VTB (2011b) Vienna Tourist Board. Promotion Material Catalogue 2011

- e) **The Vienna Card:** Austria's capital offers an advantageous card (see figure 8) with over 210 discounts at visits to museums and other attractions, theatres and concerts, shopping, cafes, restaurants and Heurigen inns. It also offers free travel by underground, bus and tram for 72 hours. Its price is of 18.50 Euros.



FIGURE 8 - VIENNA CARD

Source: VTB (2011b) Vienna Tourist Board. Promotion Material Catalogue 2011

## 5. THE TARGET MARKETS

The typical tourist you can meet the streets of Vienna is refined, flexible, independent and with a good financial situation. Three quarters of the guests are younger than 50 years, 43% have graduated from a university and 44% have a baccalaureate degree. University education and financial independence are reflected in the choice of accommodation. Over 40% of the tourists choose four-star hotels, the second most popular are the three-star hotels (30%), and on the third place there are the five star hotels, in which 9% of the tourists spend the night. The group journeys represent only a third of the total number of tourists, most tourists travelling alone, by plane or car. Thus, more than 50% of visitors arrive by plane in Vienna, over 30% by car, 15% by train and 4% by bus. Half of the tourists come to Vienna for the first time, the other half being formed of tourists who have been at least once in the Austrian capital, and one third of them can be considered loyal "customers". Before a visit to Vienna over 40% of the tourists inform themselves in advance on the Internet about the city and its sights. The most important target markets of Vienna belong to Europe (Table 1), but also the tourists coming from the U.S. (3<sup>rd</sup> in the ranking) and Japan (9<sup>th</sup> in the ranking in 2010) are not to be neglected.

TABLE 1 - MAIN TARGET MARKETS IN THE PERIOD 2008-2010

Main markets	2008	The evolution compared to the previous year (%)	Place	2009	The evolution compared to the previous year (%)	Place	2010	The evolution compared to the previous year (%)	Place
Germany	888,764	13.6	1	855,711	-3.7	1	952,061	11.3	1
Italy	224,895	2.6	2	221,616	-1.5	2	246,930	11.4	2
USA	216,810	-17.2	3	207,937	-4.1	3	234,622	12.8	3
GB	174,079	-4.5	4	158,506	-8.9	4	166,446	5.0	4
Spain	149,779	2.2	5	127,091	-15.1	5	136,249	7.2	6↓
Romania	146,842	37.5	6	126,463	-13.9	6	116,882	-7.6	10↓
Switzerland	126,537	6.6	7	121,236	-4.2	8↓	130,156	7.4	7↑
Japan	119,896	-6.4	8	123,009	2.6	7↑	128,222	4.2	9↓
Russia	117,260	55.3	9	107,009	-8.7	10↓	145,580	36.0	5↑
France	115,968	5.5	10	115,362	-0.5	9↑	128,501	11.4	8↑

Source: VTB (2011e) Vienna Tourist Board. Vienna: Arrivals and overnights in all types of accommodation. January – December 2008-2010.

## 6. THE EFFECTS OF THE BRAND STRATEGY

The effects of the strategy were felt on the number of visitors who came to Vienna, in revenue from tourism, but also in the prestige that the city won worldwide.

### 6.1. The number of visitors and overnight stays (1996-2010)

The evolution of the number of foreign tourists in the period 1996-2010 (Table 2 and Figure 9) shows a significant increase. However, the global recession (which began in late 2008) had negative effects on arrivals and overnight stays.

TABLE 2 – THE EVOLUTION OF ARRIVALS AND OVERNIGHT STAYS IN THE PERIOD 1996-2010

Year	Arrivals	The evolution compared to the previous year (%)	Number of accommodation nights	The evolution compared to the previous year (%)
1996	2.902.924	3,4	7.264.041	3
1997	2.962.766	2	7.261.614	-0,03
1998	3.150.928	6,3	7.664.161	5,5
1999	3.130.814	-0,6	7.565.646	-1,3
2000	3.268.289	3,7	7.701081	1,8
2001	3.256.719	-0,35	7.687.546	-0,2
2002	3.233.442	-0,7	7.655.391	-0,4
2003	3.355.356	3,8	7.955.076	3,9
2004	3.543.610	5,6	8.429.398	6,0
2005	3.680.078	3,9	8.768.660	4,0
2006	3.933.814	6,9	9.356.044	6,7
2007	4.235.317	7,7	9.675.208	3,4
2008	4.593.960	8,5	10.232.472	5,8
2009	4,385,529	-4,5	9,842,827	-3,8
2010	4,878,654	11,2	10,860,126	10,3

Source: VTB (2011e) Vienna Tourist Board. Vienna: Arrivals and overnights in all types of accommodation. January – December 1996-2010.

According to statistics (Tourism Millennium, 2010), Vienna was ranked second among European cities in terms of dynamic growth in the number of tourists in 2010. First place was held by Berlin, with an increase of 14.1%, followed by Vienna (13.5%), Madrid (13.4%), Munich (12.7%), Hamburg (9.2%), Zurich (7.5%), Paris (7.3%), Budapest (7.1%), Helsinki (6.7%) and Prague (5.3%).

Regarding the number of overnight stays, in the surveys conducted at European level, in the recent decades Vienna has constantly been in the top 10, about 10.8 million overnight stays being recorded in 2010 (see table 2).

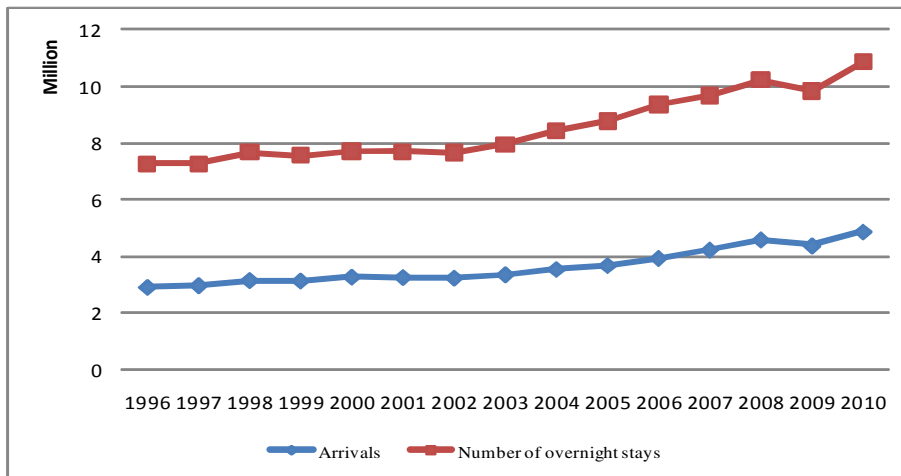


FIGURE 9 - THE EVOLUTION OF ARRIVALS AND OVERNIGHT STAYS IN THE PERIOD 1996-2010

Source: VTB (2011e) Vienna Tourist Board. Vienna: Arrivals and overnights in all types of accommodation. January – December 1996-2010.

Interestingly, the tourism sector does not depend only on the number of foreign visitors. The number of domestic tourists is much higher than that of foreigners (Table 3).

TABLE 3 – THE EVOLUTION OF THE NUMBER OF AUSTRIAN TOURISTS IN THE PERIOD 2002-2010

Year	Arrivals	The evolution compared to the previous year (%)	Number of overnight stays	The evolution compared to the previous year (%)
2002	705.403	0,9	1.410.342	2,5
2003	711.519	0,9	1.413.125	0,2
2004	735.331	3,3	1.428.219	1,1
2005	754.265	2,6	1.464.017	2,5
2006	885.920	17,5	1.732.569	18,3
2007	1.041.310	17,5	2.006.347	15,8
2008	1.061.089	1,9	2.001.659	-0,2
2009	1.035.791	-2,4	1.970.301	-1,6
2010	1.196.151	15,5	2.244.696	13,9

Source: VTB (2011e) Vienna Tourist Board. Vienna: Arrivals and overnights in all types of accommodation. January – December 2002-2010.

## 6.2. Accommodation capacity and earnings (2002-2010)

"The capital of music" offers tourists more than 400 hotels and pensions (Table 4) with nearly 53,333 beds in peak season. Regarding the tourists' accommodation preferences, 41% choose hotels, 26% a vacation home, 8% pensions, and 7% prefer accommodation from private individuals.

A particularly important indicator for tourism industry is the employment capacity (see table 5). This indicates how many tourists can Vienna support, and their evolution is in direct relation with the evolution of the number of tourists and revenues (Figure 10).

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TABLE 4 – THE EVOLUTION OF THE NUMBER OF UNITS OF ACCOMMODATION, ROOMS AND BEDS IN THE THE PERIOD 2001-2010

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
<b>UNITS OF ACCOMMODATION</b>	353	353	359	367	366	371	373	386	400	409
<b>ROOMS</b>	21.549	21.644	21.417	22.441	22.815	23.160	23.478	25.609	26.651	27.830
<b>BEDS</b>	40.061	39.579	39.641	41.682	42.692	43.753	44.414	49.005	50.911	53.333

Source: VTB (2010c) Vienna Tourist Board. Tourism Review 2009, p. 31.

TABLE 5 - DEGREE OF OCCUPATION OF ROOMS AND BEDS FOR ALL CATEGORIES OF HOTELS AND PENSIONS IN THE PERIOD 2007-2010

Year	Arrivals	Overnight stays	Degree of occupation of rooms	Degree of occupation of beds
<b>2007</b>	3.961.612	9.032.723	70,8%	58,2%
<b>2008</b>	4.285.774	9.529.297	69,6%	55,9%
<b>2009</b>	4.097.484	9.159.045	63,6%	51,2%
<b>2010</b>	4.574.195	10.151.295	72,3%	59,4%

Source: VTB (2011a) Vienna Tourist Board. Hotel Capacity & Occupancy. 2007-2010.

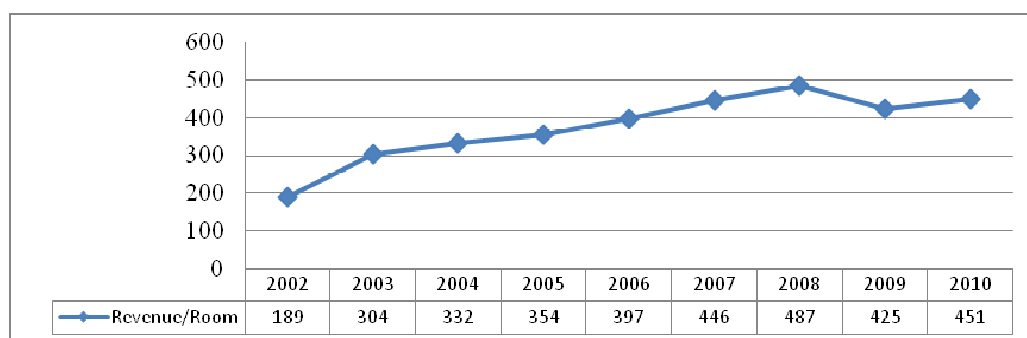


FIGURA 10 - REVENUES / ROOM FOR ALL TYPES OF ACCOMMODATION IN THE PERIOD 2002-2010 (MILLION EUROS)

Source: VTB (2011c) Vienna Tourist Board. Statistics on Accommodation Turnover. 2002-2010.

In the first three months of 2011, revenues obtained per available room for all types of accommodation were 91,335,676 (with 18.1% more than in the same period of 2010).

### 6.3. Business Tourism

"Conference tourism is a special kind of tourism as it is based on focused enterprises and activities. It is not too greatly affected by fluctuations in the global economy. [...] Organizing conferences is a challenge as the length of stay is relatively short and the demands for quality of services are of very high and specific standard. The basic factors for attracting conferences include good conference infrastructure, easy accessibility to the place of destination and high-quality hotel infrastructure. These however must be supported by other important elements of the tourism product, such as gastronomy, museums, nightlife, together with other forms of tourism, such as winter, cultural or marine, etc." (Delitheou, Vinieratou and Touri, 2010).

In 2010, Vienna hosted a total of 2934 Congresses and corporate events (with 14% more than in 2009), which generated a total of 1,336,291 overnight stays (down by 3% comparing to the previous year) (see table 6) and 767.82 million Euros (contribution to GDP), as shown in table 7.

TABLE 6 - STATISTICS ON CONGRESSES AND EVENTS ORGANIZED FOR CORPORATIONS IN THE PERIOD 2009-2010

	Number			Participants			Overnight stays		
	2009	2010	%	2009	2010	%	2009	2010	%
<b>Congresses</b>	<b>882</b>	<b>935</b>		<b>303.335</b>	<b>305.608</b>		<b>1.128.901</b>	<b>1.053.850</b>	
National	326	356	+9	75.261	95.731	+27	94.357	136.757	+45
International	556	579	+4	228.074	209.877	-8	1.034.544	917.093	-11
<b>Events</b>	<b>1.687</b>	<b>1.999</b>		<b>122.785</b>	<b>126.668</b>		<b>243.983</b>	<b>282.441</b>	
National	744	1.237	+66	29.362	72.470	+146	39.770	129.104	+225
International	943	762	-20	93.423	54.198	-42	204.213	153.337	-25
<b>Total</b>	<b>2.569</b>	<b>2.934</b>	<b>+14</b>	<b>426.120</b>	<b>432.276</b>	<b>+1</b>	<b>1.372.884</b>	<b>1.336.291</b>	<b>-3</b>

Source: VTB (2011d) Vienna Tourist Board. Vienna Meetings Industry Report 2010, p. 10 și 12.

TABLE 7 - ECONOMIC IMPACT: CONTRIBUTION TO GDP IN THE PERIOD 2008-2010 (MILLION EUROS)

	2008	2009	%	2010	%
<b>Congresses</b>	<b>500,55</b>	<b>620,79</b>		<b>652,09</b>	
National	32,17	39,21	+22	60,88	+55
International	468,38	581,58	+24	591,21	+2
<b>Events</b>	<b>153,84</b>	<b>115,31</b>		<b>115,73</b>	
National	12,72	8,71	-32	28,79	+231
International	141,12	106,60	-24	86,94	-18
<b>Total</b>	<b>654,39</b>	<b>736,10</b>	<b>+12</b>	<b>767,82</b>	<b>+4</b>

Source: VTB (2011d) Vienna Tourist Board. Vienna Meetings Industry Report 2010, p. 15.

Regarding the number of international conferences, Vienna occupies leading positions:

- First place, along Paris, in the ICCA rankings (International Congress and Convention Association);
- Fourth place in the UIA (Union of International Associations).

The surveys confirm that tourists coming to different Congresses are satisfied with Vienna. Thus, approximately two thirds of the participants (68%) said they were very satisfied with Vienna, and 32% satisfied. 51% consider Vienna a top city for conducting conferences, and 41% see it as a preferred destination for conventions. Many Viennese Congress Centers are appreciated by the participants arriving from abroad because of the architectural style and the harmonious combination of old and modern.

#### 6.4. The prestige

The benefits arising from the branding campaign were not only material, Vienna winning also a fantastic reputation around the world, building itself an attractive and compelling image as a unique tourist location through its specificity.

**Vienna - the best city in terms of quality of life.** "Mercer's Quality of living" is an analysis that is part of the annual report published by Mercer Consulting, a giant in research and consulting. In 2010, the study examined 221 cities, taking into account 39 criteria grouped into 10 categories (Mercer, 2010): political and social environment, economic and socio-cultural environment, health and sanitation, education, public services and transportation system, recreation opportunities, consumer goods, accommodation capacity, environment.

In 2010, Vienna ranked first, by accumulating a score of 108.6, ahead of Swiss cities Zurich (108) and Geneva (107.9), but also Vancouver (Canada) and Auckland (New Zealand), which achieved a score of 107.4. Baghdad came in last place with 14.7 points.

**In 2009, Vienna occupied the 4th place in the top European "green cities".** "Green City Index" (Warren Karlenzig, 2009), a study conducted by The Economist Intelligence Unit, which measured the environmental performance of 30 European cities, ranked Vienna in 2009, fourth place, after the Scandinavian cities Copenhagen, Stockholm and Oslo.

**Vienna ranked 8th place among the top destinations of 2009.** In the study "The 44 Places to Go in 2009" conducted by the New York Times Magazine (2009), Vienna ranked 8th after Beirut, Washington DC, Galapagos, Berlin, Las Vegas, the Swedish resort Fjällnäs and Hawaii.

**Vienna, 9th place in the Urban Brand Rating of 2009.** In the study "City Brands Index" (GfK Roper Public Affairs & Media and Simon Anholt, 2010), where Simon Anholt examined 50 cities worldwide, Vienna ranked, in 2009, 9th place after Paris, Sydney, London Rome, New York, Barcelona, San Francisco and Los Angeles, ahead of cities like Madrid, Milan, Berlin and Tokyo.

## 7. CONCLUSIONS

The fact that Vienna is an attractive tourist destination and well known internationally is undeniable. With its imperial splendour and image of a remarkable cultural city, Vienna has become an attractive tourist destination in the recent years, reaching over 10.8 million overnights in 2010, far exceeding its own targets.

In 2009, VTB launched the document entitled "Tourism Concept 2015. Next Generation", which has proposed the following in this time horizon:

- increase the number of night stays to 11 million;
- increase of the annual revenue from earnings on nights of accommodation with 100 million Euros: 100 plus 1;

- the constant improvement and further development of attractions and tourism infrastructure;
- the increase of accessibility. The success of tourism in Vienna depends on developing both the air transport (the airport near the city is an important hub for eastern and south-eastern Europe, and Austrian Airlines has an effective network for short, medium and long distance flights) and the railway, fluvial and road networks (Austria has an excellent network of motorways and federal roads);
- the increase of quality of its entry points (airport, train stations). Tourists arriving in Vienna should be informed upon arrival that the city worth's being seen, and this can be accomplished by a multilingual information system which provides visitors an overview of the attractions;
- the constantly "reinvention" of the city. The Austrian capital is a compact city. Vienna offers the possibility of discovering the city by foot ("in step"), both of the historical center and tourist attractions (on different thematic routes: from the "music capital of the world" to "pleasure roads through old Vienna") and of the major commercial areas. The creative design of the public space, especially along the Ringstrasse boulevard and the Danube Channel, underpinned by a contemporary urban aesthetic, can demonstrate that Vienna has style and can launch a trend at any time;
- the increase of customer satisfaction by providing quality and modern services (actors in the tourism industry must constantly provide high quality services - from hotels and restaurants to cultural attractions - which are crucial for customer satisfaction);
- the resumption of the Klimt theme in promoting Vienna, in 2012, the name of the great painter being associated with any domain that could boost the tourism industry (Tourism Millennium, 2010);
- the increase of tourist safety programs which, for example, will facilitate the contact with street cops, who will have to learn English. Also, in the hotels discrete control systems will be implemented, to maintain standards of safety for guests.

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