

Measuring Place Brand Equity: A Review of Current Models

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Abstract. *There is an emerging competition between cities, regions and countries for different target groups like investors, local residents or tourists. Cities are using more and more marketing and public relations techniques in order to differentiate themselves. This paper analyzes the most recent attempts from practitioners and academics to define the value of a place brand.*

Keywords: placebranding, citybranding, brandequity, brandvalue.

Introduction

Brands are parts of our daily lives. They surround us in the form of a product we take off from a shelf in a shop, or in the form of a service we inquire, the firm we work for, and even the city we live in. Brands are capable of influencing our decision, and many times they can even define the way we decide. And the decisions we make are often related to more than just the toothpaste we buy, the mobile phone we use, the car we drive, or the restaurant we like to go to – they also refer to the place where we want to live, the destination we choose for our holidays, the place where we want to set up a new branch for our company or where we want to invest our savings.

In the case of classic brands, products or services, the immaterial and the material values of the brand are taken into account separately during the process of defining brand equity. When it comes to a company selling a product or service,

the material values include the factories and the equipment the company owns, as well as the patents it holds. The values of these can be defined easily, of course, but in the case of the immaterial values – which are not objects, as their denomination suggests – the process becomes more complex. We are talking about those values which, in the mind of the consumers, are associated to the respective product or service. Consequently, brands have both the characteristics that are based on facts, true statements and reality, and the characteristics that are based on impressions, ideas, stories and feelings.

Today there are very few differences between the products we buy and the services we inquire, regarding the functionalities of the products and the quality of the services. That is why the values consumers associate with a certain brand comes to the front. When buying a car, the consumers will not make their choice based on the basic or even extra functions the car might have, but mainly based on what the logo placed on the front of the car communicates to them.

Consumers place confidence in brands, thus they assume that the product they purchase will live up to their expectations. Nowadays consumers do not appreciate the product on the basis of its effective value, but rather based on the product's ability to deliver the experiences they are expecting (Govers - Go, 2009: 149). Thus, the brand becomes a promise, a guarantee for the consumers that proves their good decision. Therefore, one can affirm that the value of a certain product depends on the way the consumers relate to the brand. Branding literature emphasizes that the consumers are the ones who can make a product, a service, a person or even a place to become a brand, because the strength of a brand relies in the conscience of the consumers, and this strength has relatively little to do with the effective qualities (Anholt, 2005: 4).

In the same time, we should not forget about the emotional influence of these brands either. Through these brands we are able to communicate certain things about ourselves towards our community. Luxurious brands directly communicate material well-being, and they also suggest that the individual has a higher social status. We often decide to buy the product of a certain brand because we can, or at least we want to identify ourselves with the values the respective brand represents. The story of Apple is a good example for this: on the one hand, they succeeded in winning customers trust by creating only high quality, reliable products while, on the other hand they also encouraged costumers to think uniquely, be original, innovative, even eccentric (obs. Apple's slogan, which is still valid today, suggests this encouragement: "*Think Different*"). Thus, they transmit a message, a value with which masses of customers can identify themselves. Truly huge brands have a unique personality, and they do not offer simply a product or a service to customers, but rather an experience, a feeling. Usually, people make their decisions partly on the basis of rational arguments and partly based on emotions. This

is a true fact whether we are talking about a simple decision, such as choosing a restaurant for dinner, whether we consider a more serious one, for example choosing a city where to live. Similarly to big brands, big cities of the world also have brand personality, which means that they sell an experience, a feeling, a promise to us (Anholt, 2006: 18).

In the case of a place, its culture, history, infrastructure, companies, districts, recreation facilities enter in the category of material goods, while the perceived personality, feelings and values people associate with the respective place make up the category of immaterial goods (Zenker, 2011). Although, there are certain elements which are hard to categorize. For example, culture: there are authors who claim it to be a material value, and there are other ones who define it as an immaterial value. When examining the different elements, it is advisable to define them as being positive or negative, and to express their intensity – whether they are strongly or weakly typical for the respective place, or how unique or general these elements are for the locality (Zenker, 2011).

It is important to mention here, that the international literature uses more than one term for expressing the idea of the value of a brand, depending on the perspective of a certain target group (Tiwari, 2010). From the perspective of the brand owner the term used is brand value, since in this case we are talking about the monetary value of the brand, that is, how much the worth of the respective brand is for its owner. The other term in use is brand equity, and it expresses the non-monetary value of the respective brand, and it refers to the brand from a consumer perspective.

The classic models for measuring brands value

David A. Aaker was the first one to develop a brand equity model (Appendix 1). In his book entitled *Managing brand equity* (1991) Aaker affirms that he perceives brand equity as the totality of the following elements: brand loyalty, brand awareness, perceived quality, brand associations and other proprietary brand assets. Brand loyalty refers to the consumer's commitment to a certain brand. Loyal customers mean lower marketing prices and assured income, furthermore, they create the opportunity for the brand to gain new customers. A company which has plenty loyal customers is capable of easily come over the obstacles coming from competitors on the market. Brand awareness shows how well-known is a certain brand among different target groups. Brand awareness can be measured by assessing several factors: How many characteristics can be associated to the given brand? How much do people like the given brand? To what extent are people committed to the brand? To what extent do they recall the respective brand when making a decision during a purchase? When measuring perceived quality, it is advisable to consider the following perspectives: if the quality assured by the brand

is an important perspective when making a decision regarding the purchase; how the brand succeeds in distinguishing itself from the competitors; how the price reflects quality; if the brand is available to large target groups. Lastly, in the case of brand associations, the most important perspective is to see how easily the given brand evokes ideas and experiences in consumer's mind. Also, it is equally important to assess how these associations contribute to the differentiation of the brand, what their roles are in the decision making of the consumers and to what extent they can produce positive feelings. Elements like intellectual property rights or the quality of the relations with sales partners enter in this last category.

Another example for classic brand value measuring model is linked to Young & Rubicam, an international advertising agency. The model developed by the agency is called the brand asset valuator model (Appendix 2), and makes it possible to assess the position of certain brands in relation to the other ones (Healey, 2009: 56). According to this method, the basic elements are the following: differentiation, relevance, esteem and knowledge. Differentiation refers to how the brand differs from its rivals. It is the ability of a brand to stand out from its competitors. This indicator measures uniqueness based on the characteristics of the products and the personality of the brand. Relevance measures the brand's ability to satisfy the needs of the consumers. Esteem is the indicator that assesses the appreciation of a given brand in the conscience of the consumers. The last indicator, knowledge, shows to what extent the consumers know the brand and what kind of personal experiences they have related to it. The first two indicators, differentiation and relevance, define brand strength, whereas esteem and knowledge define brand stature. Brand strength expresses the future growth potential of a given brand, while brand stature suggests the reputation, the appreciation of a certain brand. The first one focuses on the future of the brand, but the second one assesses the past and the present of the brand. The brand asset valuator matrix gains its shape along these two coordinates.

Measuring place brands

On the basis of the above explained brand value measuring methods one can affirm that today there are several methods that function well and are largely accepted. The only question is how can we measure brand value in the case of a geographical location, may that be a country, a region or a city? Researchers of the field of place branding have tried to develop several methods in the past years, which can be used for measuring the brand value of certain cities, regions or countries. Finding an adequate model is today's biggest challenge in this field, provided the fact that more and more cities and regions have recognized the opportunities relying in place branding. Therefore, they grant more and more amounts from the budget for financing activities of place branding. In the case of a product

or a service the owner of a company invests in developing the brand, whereas, in the case of a local council the money of the tax payer citizens is used. This way the possibility to measure the results of place branding activities, and that the city or region acquires an expressible and comparable brand value, becomes crucially important.

In practice it is a common phenomenon that the success of place branding is not assessed regularly and in detail. Mostly only the key indicators are taken into account, for example, the number of nights spent in the given locality or the number of media appearances, which do not show the true value of a place brand (Zenker-Martin, 2011: 35). Seemingly, the most practical method is applying the accepted indicators and models that have been used in the field of marketing and branding. Customer-centric marketing strategy distinguishes two indicators: customer equity and customer satisfaction. By adapting these, one will be able to assess citizen equity and citizen satisfaction in the case of certain localities (Zenker-Martin, 2011). In the case of defining citizen equity, the following factors have to be taken into account: expected income (the sum of money the citizen in question produces for the given place), expected expenses (the sum of money the citizen costs for the place) and the expected period of stay (the period of time the citizen spends in that place).

The Citizen Satisfaction Index

According to Zenker, experts of the place branding developed a complex indicator on the basis of classic marketing indexes like ECSI (European Customer Satisfaction Index) and ACSI (American Customer Satisfaction Index). The CSI (Citizen Satisfaction Index) measures the level of satisfaction of the citizens. Zenker and his research group synthesized 18 different indicators to build up their own model, which assesses 21 perspectives (a wide range of cultural activities, a variety of shopping opportunities, many different cultures and subcultures, the energy and atmosphere of the city, availability of different services, the urban image of the city, openness and tolerance of the city, a lot of nature and public green area, environmental quality, a number of parks and open spaces, a wide range of outdoor-activities, tranquility of the place, cleanness of the city, access to water, the general level of wages, good job and promotion opportunities, general economic growth of the region, professional networks in the city, housing market/cost of hiring, the general price level in the city/costs of living, availability of apartments and houses) and associates four separate dimensions to these: urbanity and diversity, nature and recreation, job chances and cost-efficiency. According to Zenker and his research group's measurements, the first factor (urbanity and diversity) of all four has the biggest effect on the satisfaction level of the citizens. This means that most people prefer to live in big cities, where they can find a large scale of cultural and recreation possibilities. Paradoxically, the second most important aspect is na-

ture, which means that most people, besides the effervescence of big cities, feel the need for green areas, low level of air pollution and calm squares. The other two factors, that is job chances and cost-efficiency, do not play a crucial role regarding the satisfaction level of the citizens, though they are not negligible, because they have a direct effect on measuring the first two dimensions (Zenker *et al.*, 2009).

The Investor-based place brand equity model

For defining place brand equity Björn P. Jacobsen has experimented a model not so long ago, which is investor-centric: investor-based place brand equity model (in the following paragraphs this will be referred to as IPE model) (Jacobsen, 2012). The IPE model is based on the basic assumption, that localities can be branded similarly to products. This means that in the case of place brands we can distinguish concrete and abstract brand elements (brand attributes), as well as functional and symbolic brand benefits. The following elements enter the category of brand attributes: quality, impression and promotion. The category of brand benefits is made up by awareness, heritage, image, personality, reputation and confidence (Jacobsen, 2012: 256).

Symbolic brand benefits can be divided into two more groups: social and psychological benefits. For the former one example can be the prestige of a given locality, and for the latter the identity of a given locality. Functional brand benefits include elements like the lifestyle, education, welfare or even the job chances and opportunities in the real estate market provided by the locality. Other experts distinguish two more categories besides the symbolic and the functional brand benefits: experiential benefits and saving-driven benefits (Avraham - Ketter, 2008). The former includes aesthetic, cultural, gastronomic and recreation experiences provided by the locality in question. Whereas saving-driven benefits refer to the period of time, the amount of energy and sum of money a citizen can save by living in a given place (Avraham - Ketter, 2008: 72).

The IPE model uses only a certain amount of the above described brand attributes and brand benefits. According to this model, the most important place branding elements are: quality, impression, awareness, confidence, image and personality. In the same time, the most important brand benefits are the functional ones, as well as prestige and identity (psychological benefit). The prestige of a given locality influences the most the investor's decisions, and it is mostly influenced by the awareness and personality of the locality (Jacobsen, 2012: 264). The name of the model itself already suggests its biggest deficiency: it measures brand equity only from the perspective of the investors. Only that, besides the group of investors, place brands have two more crucially important target groups (local communities and tourists), and in the case of creating a complex brand equity model it is advisable to pay attention to these target groups as well.

The three-dimensional model of city brand equity

In 2012 it was elaborated a three-dimensional theoretical model analyzing the key aspects of measuring the city brand equity. Compared to earlier models this one uses a more complex and multidisciplinary approach. The model elaborated by Lucarelli includes the following three dimensions: city brand elements, city brand measurement and city brand impact (Lucarelli, 2012: 235).

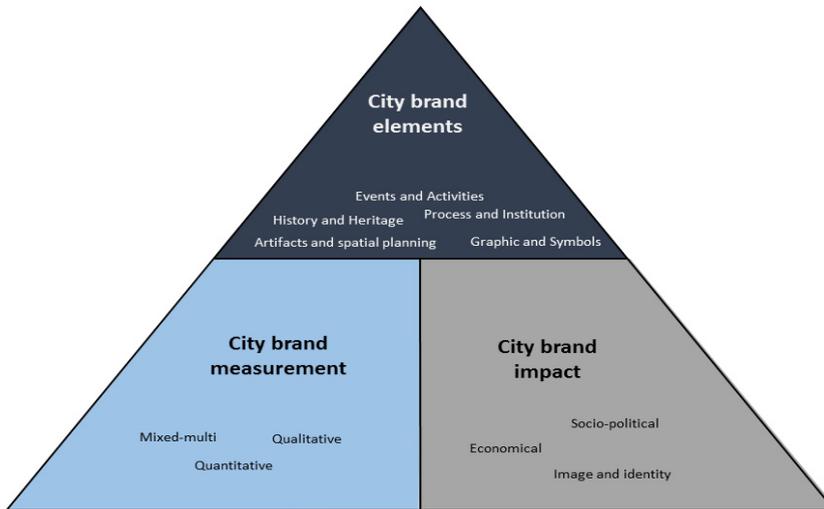


Figure 1: the three-dimensional model of city brand equity (Lucarelli, 2012: 240)

The model distinguishes the following categories of the city brand elements: history and heritage, artifacts and spatial plan, events and activities, processes and institutions and graphics and symbols. The first of the five categories based on earlier researches studied by Lucarelli and his team, i.e. the category named “history and heritage” includes such elements like historical events that are important for the city or the area and the commemorations, anniversaries and festivals related to these events, famous historical figures in the area or historical narratives related to the city and its surroundings. Artifacts include mostly those attractions that can emerge from the built heritage of a city. There are numerous and varied artifacts that include almost everything from whole quarters to very small built heritages that determine the landscape of the city. The category called “events and activities” – as it is suggested by its name – refers to such repeated or single events organized in the city or in its surroundings that are popular enough to build the brand of the host city. There are various events that include almost everything from cultural events, sports events on light music festivals. The category called “processes and institutions” refers to those institutions and processes performed by these that effectively take part in the branding of a city or an area. In the case

of a city brand the city hall and the local government should help and stimulate the elaboration of the branding strategies. However, this does not mean that the local government should take on the elaboration and the implementation of the strategy. In ideal case, this is performed by marketing and communication specialists in collaboration with the local government. The last category includes visual and other identifiers. Many cities do not have an independent and planned visual identity except for their own coat of arms. Just like in the case of the countries the flag is not a proper and sufficient distinguishing visual element, in the case of cities the coats of arms – however they refer to the past and the history of a certain city - often cannot transmit the message the city would like to communicate about itself. In such cases it is needed to design an own visual identity of which end-product is an image handbook. It is important to emphasize that this category includes not only logos, but also every printed or digital material published by the city and used for communication with target groups. This can be a simple flyer, a catalogue or even a webpage. Besides visual identifiers there are often created short movies about the cities that are included in the “audio-visual brand identifiers” category.

City brand measurement represents the second dimension of the model elaborated by Lucarelli. This dimension focuses mainly on those measurement methods and tools that help measure the impact of a studied city brand. Within city brand measurement we can distinguish three different measurement methods: qualitative, quantitative and mixed measurement methods. The majority of the researches regarding place branding are based on case studies and descriptive studies, so it is no wonder that qualitative measurement methods are used more frequently (Lucarelli, 2012: 237). As far as qualitative methods are regarded we can talk about the analysis of city branding materials, semi-structured interviews, the analysis of economic and statistic data, in-depth interviews, focus groups, discussion and narrative analyses, analysis of visual materials and ethnographic studies. Data collection based on quantitative methods usually implies questionnaires. Mixed measurement methods are a combination of these: content analysis and questionnaires, questionnaires and in-depth interviews, questionnaires and focus groups, the combination of primary and secondary data. So there are numerous methods for measuring city brand. However, the use of some of these methods will not show us a real image of the brand equity of a city. In order to get a general idea, we should combine qualitative and quantitative measurement methods.

The third and last dimension studies the city brand impact, i.e. the results and the influences of the place branding activities on the respective settlement. Here we can distinguish three major groups: impact on identity and image, socio-political impact and economic impact (Lucarelli, 2016: 239). So the first group emphasizes the impact of the branding processes on the identity and image of the respective

settlement. Place image can be observed from the point of view of different target groups. The first three most important target groups for a city are tourists, inhabitants and investors (Zenker-Beckmann, 2013: 7). These target groups have different expectations and conceptions, so their image about the city can be different as well. At the same time these groups are not so homogeneous, so there can be significant differences within the groups as well. At the same time branding processes can have social, cultural and political impacts. For local communities a strong city brand offers many possibilities, so they can participate more actively in the everyday life of the city, but it can also have negative effects when some groups do not accept the direction the city is heading in. So it is important to emphasize that place branding processes cannot be made independent of the opinions and wills of the inhabitants because this way these ambitions can experience opposition that in the long run can damage the image of the city. The third and last group studies the economic impacts. Local governments expect place branding processes to lead to economic profit. A strong city brand means more tourists, more nights spent in the city and more money. At the same time a city with a positive image is more attractive for the investors as well and this can also lead to economic profit. Tourists and foreign capital represent two important factors as far as the economic success of the city is regarded.

The City Brand Hexagon model

Another important issue when trying to measure a place brand is to decide which elements to take into consideration of a city. For example, Anholt (2006) uses six categories within his own City Brand Hexagon model (Figure no. 2). Also Anholt takes into consideration six different elements during the study of nations' brand equity. These are the inhabitants, the applied politics, the products, the culture, the business environment and the tourist attractions of the respective country. But in the case of cities it can happen that the same elements will not be relevant because the cities usually do not become famous due to the production of a product and it is hard to distinguish the culture of a city from the culture of the country. So Anholt suggests to consider the following elements when determining the brand equity of a city: presence, place, potential, pulse, people and prerequisites.

The first element, presence, refers to the notoriousness of the city, to its international status and to its contribution to the development of the general culture and knowledge. Place is the second element and it studies the way people evaluate the physical aspects of the certain city. Potential refers to the educational and economic possibilities of the city, i.e. the educational offers and employment possibilities offered to the inhabitants and to those who are moving here and the possibilities offered by the market to the potential investors and to the companies of the city. Pulse measures how people evaluate city life, if it is vibrant, i.e. if they consider the

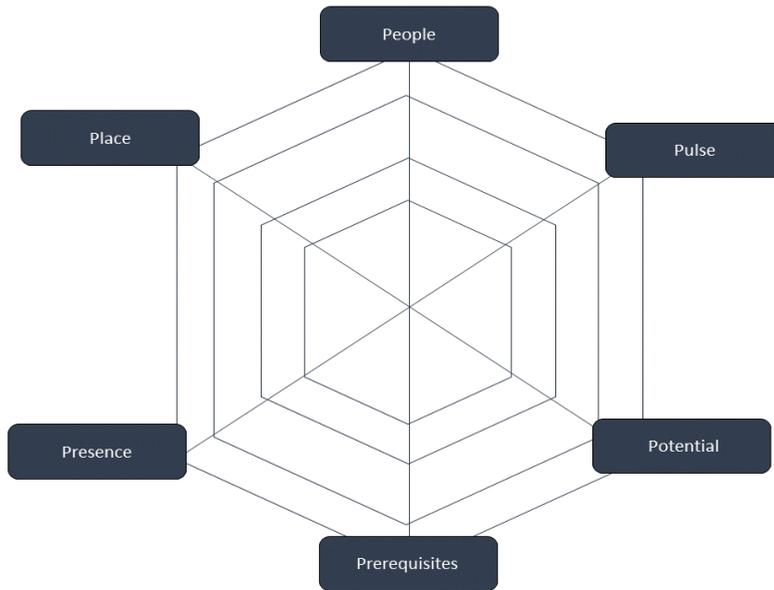


Figure 2: Anholt's City Brand Hexagon model

city interesting no matter if it is about a short visit or a long-term settlement. People play an important role not only in the evaluation of a country, but also in the evaluation of a city. The inhabitants' sociability and hospitality can probably determine the most our opinion about the city because it becomes live due to its inhabitants. The last element refers to the prerequisites regarding the city. Public services offered by the city like public transport, schools, hospitals, cultural and sports institutions play a very important role.

Saffron European City Brand Barometer

Another widely acknowledged method can be related to Jeremy Hildreth who is the manager of the city branding department of the Saffron Brand Consultants. Saffron European City Brand Barometer, as it is indicated by its name, studies mainly the brand equity of European cities. In their research are included European cities with populations of over 450.000 people, i.e. 72 cities. The measurement method presented by Hildreth evaluates the brand equity of the cities considering 10 qualitative variables (Hildreth, 2010) that are the followings: 1) pride and personality of its people, 2) distinctive sense of place, 3) vision and business climate, 4) current recognition and perceptions, 5) Worth going to see, 6) ease, access and comfort, 7) conversational value, 8) locational context and value, 9) attractions and anomalies and 10) the Barcelona effect.

The first criteria refer to the extent to which people living in the respective city are proud of their own city. During the city branding process, the inhabitants play

an important role because, just like in the case of a classic brand when the employees are the first who have to believe in the values represented by the company, in the case of a city the inhabitants should be satisfied in order to the visitors have the same opinion. Of course, the satisfaction of local people cannot guarantee that the tourists and the investors visiting the city will appreciate the city, yet it is a good starting point for the implementation of a branding process.

Branding specialized literature earlier did not consider so much the role played by inhabitants in place branding, but recently have appeared studies regarding this topic. According to these the inhabitants play three important roles: on the one hand they are direct parts of the branding subject, i.e. of the city brand; on the other hand, they can become brand ambassadors of their own city brand; and on the third hand they can also play an important role as local citizens (Braun *et al.*, 2013). Probably the first role is the most evident because the city is not a living entity without its inhabitants. Inhabitants can not only be part of the city brand, but they can also actively participate in the branding process and through communication they can become real brand ambassadors.

In 2004 appeared a detailed and frequently mentioned study regarding the role of communication in place branding. The study presents a three-stage model that shows the levels of communication that determine the opinions about the city. We present the three-stage model in Figure no. 3. that can be seen below.

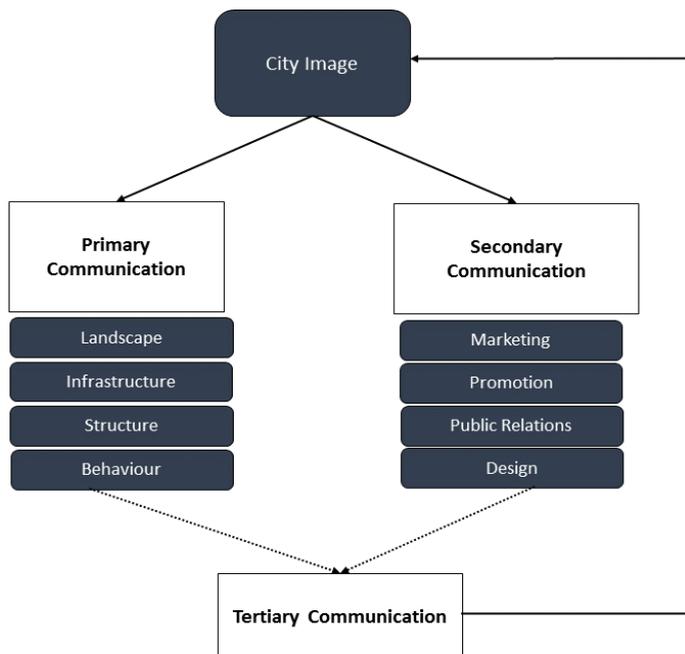


Figure 3: City image communication (Kavaratzis, 2004)

According to this, in the case of a city we can distinguish primary, secondary and tertiary communication (Kavaratzis, 2004:67). Primary communication refers to all outward forms of a city through which it can transmit a message, but communication is not the main point. Such things are for example the city landscape, the infrastructure, the public-private partnerships and the behavior of the city, i.e. the services offered by the city and the events organized by the city depending on their number and type. In the case of secondary communication, the primary goal for the city is communication itself, and it implies such classical marketing and PR tools through which a city can communicate with its target groups. This part of communication uses those classical marketing tools, that have already been successfully used before in order to promote products and services. The so-called tertiary communication implies the most honest type of promotion - word-of-mouth marketing. In figure no. 3 we can see that primary and secondary communication levels connect through a broken line with the third communication level and this aspect refers to the fact that while the first two communication levels can be completely or partly controlled, the third communication level cannot be directly influenced by the brand owners. According to Kavaratzis the final goal of the branding process and of the primary and secondary communication is to lead to positive tertiary communication because this is the most valuable type of communication as far as the brand is regarded.

In order to the inhabitants become real brand ambassadors it is important to involve them in the place branding process. A classic example of this is when local celebrities try to promote a city or a region, but any member of the community can express an honest and effective opinion. Being involved in the branding process the members of the community can identify themselves with these ambitions of the city and they become more responsible for their city and they can authentically represent the values that the city as a brand has determined. The third and last important role for inhabitants determined in specialized literature is the role of citizens. Local inhabitants as citizens with voting rights have to choose political leaders who can efficiently implement the marketing strategy of the city. This is a completely different situation from the one we can experience in the case of a product or service brand; in that case the management of the company has to brand the respective product or service. Whereas in the case of a city, a region or even a country the inhabitants choose those people who will have to brand the respective area or settlement. Usually these branding processes will show their effects later and visible results can be achieved only when the political leaders do not think only about one election cycle but they have long-term plans. So the success rate of place branding is much lower in those countries where there is political instability. In an ideal case a city has a well-determined vision, the brand follows this vision and this common goal is considered by the whole city independent of

political parties. Because in the long run only this way can we build a successful city brand or country brand.

The distinctive sense of place refers to those – mainly material elements that determine and distinguish one city from another. This can be a special public transport vehicle (for example the Double Deckers in London), an iconic building (the Eiffel tower in Paris) or an architectural style that is characteristic of the whole city (for example Gaudi's architecture in Barcelona). The third criterion emphasizes the business domain and it studies the vision of the respective city, the future investments and perspectives regarding market development. The fourth criterion studies the city's present acknowledgement. What do we know now about the city, what does the media transmit about the city or what does city guides tell us about it? The fifth criterion studies whether it is worth visiting the city. The next variable refers to the accessibility of the cities. First of all, we study the state of development of the transportation infrastructure of the city, no matter whether it is about overland transportation, water transportation or air transportation. Conversational value is a variable that studies the chances of the city for being a conversational topic. The most important elements of the classic branding process: positioning, storytelling, design, price and contact with customers (Healey, 2009: 8-9). This variable emphasizes the importance of storytelling, i.e. it studies whether people can easily associate stories and experiences with cities. Locational value refers mainly to the geographic localization of the city and it studies its influence on the brand represented by the city. A city preferred and frequented by tourists that is next to the sea is touristically attractive, but also an UNESCO World Heritage site can increase a place's brand equity. Besides the administrative situation of a city can also be a determinant factor. The capital city of a country is usually economically attractive for investors. The penult variable studies attractions and anomalies. The word anomaly refers to something unusual, to some elements of the city that cannot be found in other places. This can be a unique attraction in the city or the unique and inimitable atmosphere of the city. The tenth and last criterion is the "I could live here" effect called by Hildreth the "Barcelona effect". This is a completely subjective variable and it refers to those characteristics of the city by which it tries to attract tourists and inhabitants.

Conclusion

The majority of the models elaborated by place marketing and branding are built on the models presented and used in practice in classical marketing and branding, and thus they do not take in consideration the interdisciplinary and multidisciplinary character of this special field.

The measurement of city brands is a great challenge because there are many target groups that can enter into a direct contact with a city brand (Zenker, 2011)

and this way the respective city brand represents other things for different target groups. A city as a brand is difficult to standardize and to bring to the same level for every target group. Another question is whether these cities can be compared with each other or not. As there is no generally accepted model for the measurement of city brands, it is difficult to compare the results (Zenker, 2011).

This study presents the most important models elaborated for the study of the brand equity of place brands, emphasizing those models that are suitable for the determination of the brand equity of cities. When choosing the models an important aspect has been their actuality, so the study includes mainly those models that have been elaborated in the last 5-6 years by the specialists in place branding.

Based on the variety of the models we can declare that there isn't a generally accepted measurement method that could standardize these measurements and could make them comparable. At the same time, we can notice that in the case of the most popular models we can often find similar elements. As far as the future of this special field is regarded an important aspect is to find a model that can be accepted both by the academic sphere and specialists.

Today specialized literature regarding place branding thinks that measurements that include every aspect of settlements would be too complex and expensive on the one hand, and on the other hand there is no consensus regarding the necessity of such a method (Zenker, 2011). So current researches try to define a given model that considers place brand from a well-determined point of view and it considers some aspects of it.

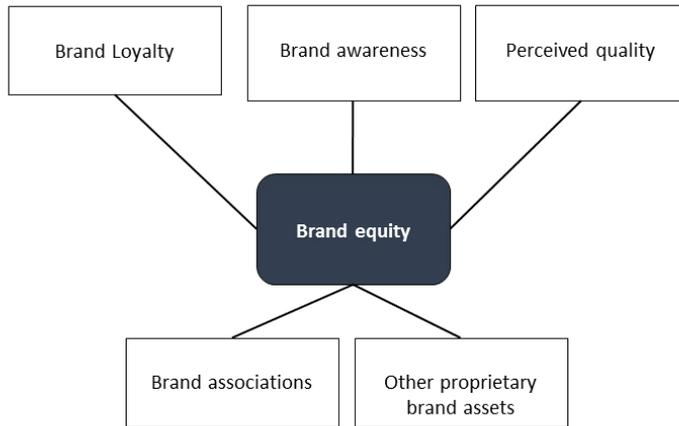
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Appendix

Appendix nr. 1: Aaker's brand equity model



Appendix nr. 2: Young & Rubicam's Brand Asset Valuator model

