

THE LIVABLE CITY MODEL

There is a lot of information about how to market a city but less about branding a place, especially for those located in deprived places. Models like Kavaratzis (2014), Kazancoglu and Dirsehan (2014), Metaxas (2010) or Anholt (2006) tried to explain the dynamics of some variables of the place but cannot define by themselves how to brand a city in places alike Latin-American countries. The aim of this paper is to propose a model called Livable City Model because there is a pressing need to redefine place's competitiveness and liveliness; if places don't adjust its experience standards and offer better quality of life to stakeholders it can lead to city abandonment and ultimately face the scenario of necropolis. This model is based upon 4 pillars or sources of information like Government, Institutions, Academics and Citizens and its utility is set around deprived places that faces violence, extreme poverty or migration among other challenges. City branding should be a strategic approach to enhance troubled cities to compete in the global world.

Keywords: city branding, Livable City Model, Citizens, Academics, Government, Institutions

“Places have long felt a need to differentiate themselves from each other, to assert their individuality in pursuit of various economic, political or socio-psychological objectives” (Kavaratzis – Ashworth, 2005, p. 506.). In this globalization era, cities must differentiate themselves as part of its competitiveness. Some of them are recognized for sporting or innovation development, but some variables like war, social instability, tourism, politics, social issues, corruption or violence can deprive its development creating a bad image around the world and undermine its brand. Branding is the identity of the place, Anholt (2007) decided to call it “competitive identity”, it surrounds the economic, social, distinctiveness and political context of the place. Colombia have notable athletes, musicians but the nation is better known by violence; more than 20.000 victims and 3 decades of work trying to eradicate this challenge resulted in “a world stigmatization so hard to annul” (Bedoya, 2013). Colombia is one of the few countries to adopt the concept of city marketing to position cities like Medellin or Cali's, emblematic spots of drugs cartels mentioned as the most powerful drugs associations that have ever lived. Pablo Escobar Gaviria “El Patrón”, he was considered a drug's lord as his organization reached the 80% of the whole drugs distribution on USA (Picone, 2015). The influence and the political role of “*El Patrón*” was rapidly associated with the “*narcoterrorism* and attacked judges, fiscals, police, militaries and politics” (Espada, 2015). After almost 40 years of the presence of Medellin's Cartel, Medellin just get out of the 50 most violent cities in the world in 2016 (BBC Mundo, 2016). Medellin *the city of the eternal spring* or Cali *the Capital of Caribbean* are extraordinary examples about how a city branding strategy could renovate a city's core and gain a competitive position. The intention of this article is to propose a model that can identify the factors to overcome bad stakeholders' perception of the place and provide insights to identify the right variables for a city branding proposition and therefore marketing the experience of the pla-

ce; “the idea of discovering or creating some uniqueness, which would differentiate a place from others, is clearly attractive” (Ashworth, 2009, p. 10.).

City branding, more than a concept

Barcelona was an ancient and problematic place during the 80's. The municipality had already set plans to relaunch a new city's brand in 1992; but started in 1981 when the Major of Barcelona ask permission to King Juan Carlos I to postulate Barcelona to host the Olympics of 1992. Two years later, a non-Government association was created to follow up the process and finally on October of 1986, the International Olympic Committee awarded the city of Barcelona as the host of 92's Olympic Games (Pérez de Rosas – Mercader, 1986). As the announcement became official, the city already had more than 60,000 available volunteers. The Olympics were saw as the key anchor to rebrand the city of Barcelona, a place with more than 30 years of making plans to modernize the place but none as unique like the Olympics, just in the awarding ceremony more than 500 millions of viewers heard how Antonio Samaranch pronounced that magical words *the chosen city is...Barcelona* (Pérez de Rosas – Mercader, 1986). After the games, the urbanism of the city and the Olympic Village were merged. The Village was built in an old *barrio*, a bay gone industrial zone that enclose a segregated social class, a place chosen to arise the *renaissance* of the city. Today's Barcelona is one of the most attractive tourism locations around the world, capital of Mediterranean Cruisers and many of its architectonic places are considered Cultural Heritage of Humanity (Fidel – Garrido, 2004).

City branding is a wide-angle tool used to develop the perception and pride for a place because they must gain competitive through uniqueness; “place branding, like place marketing in general, is impossible because places are not products, Governments are not producers and users are not consumers” (Kavaratzis – Ashworth, 2005,

p. 510.). *City branding* usually is defined as the need of an accepted identity useful to be recognized and positioned among stakeholders to praise a better quality of life into the place and being competitive in a globalized world. The non-understanding of the variables that interact to build a city brand could create a gap between the intended and the real message resulting in a weak or strong city brand. Anholt (2008) share five concepts about the competitive identity: engaging; reputation, equity, purpose and innovation. The *Nation Brand Index* launched in 2005 sustained that places with an improvement not necessarily have invested in an advertising campaign but they modified some of their public policies (Anholt, 2008). Also explains some concepts about how a place could sustain a negative, weak or erratic image. "Substance must be coupled with strategy and frequent symbolic actions if it is to result in an enhanced reputation" (Anholt, 2008, p. 3.). Meanwhile, substance is observed as the execution of the strategy and symbolic actions appealed more the tactic actions at the level of communication (Anholt, 2008). Furthermore, Kavaratzis & Ashworth (2005) defined that the difference among the actual and desired perception of the brand is the brand's value, "at the simplest level, city branding is an effort to communicate more effectively in a large and crowded market about the city's key attributes and its offer"(Clark – Evans – Nemecek, 2011, p. 2.). But in countries where corruption, violence, smuggling, migration, sprawl places or an uprooting city, the key attributes of the place are missed more of the time as city branding become hardly to apply and therefore marketing city could become a non-effective and useless tool to position the place. The city is more than a mere space where some people live through Institutions, Government or Academics and Citizens. The globalization has become a major accelerator of the process, for example the city of the 60's is quite different and challenging from today's requirements, "cities dissolve into the landscape, fragment into different specialized parts, polarize into rich and poor, and homogenize into an indifferent shape. If there is a general tendency that can be captured in one sentence, it is one of spatial homogenization, fragmentation and polarization. The city becomes a pure economic space which is vitalized by technological forces" (Gotsch, 2008, p. 3.). In this context, what elements should be included to look for a solution under all these premises to create a successful City Branding process to encourage an integral program of development for the place?

The Livable City Model

Juarez – the context of the study

Juarez was founded on 1659 under the name of "The Mission of Our Lady of Guadalupe de los Mansos of the Paso del Norte" (Universidad Autonoma de Ciudad Juarez, s/f). It was a place of transit for emigrants that continue its trip to the north. On February 1848, due to Guadalupe-Hidalgo agreement Paso del Norte was set as the new borderland. On 1888, President Diaz declared Paso del Norte as a city and renamed it in honor of former president Beni-

to Juarez as Juarez City. In 1910, Juarez was considered as the birthplace of the "Mexican Revolution", a social movement that ended more than 30 years of tenure of president Diaz and set up the modern Mexico. In 1920 in the United States was enacted the Volstead Law to restrict alcohol's sale and as a result, daily a lot of Americans crossed the border to get a drink but at once it developed a lot of problems like alcohol smuggling or prostitution (Flores Simental, 2013). During the next decade, Juarez was an agricultural powerhouse, ranking among the best places to plant cotton, only behind of Egypt. After World War II in Juarez flourished the entertainment industry, cabarets, restaurants and "divorce express business" were the principal features of the city's economic model. But in 1964, President Diaz amended Population's Law prohibiting the legal figure of the "express divorce" but started the Maquiladora program. In Juarez, after more than 50 years of being launched, the Maquiladora Program is the strongest industry of the economic model as it providing a lot of jobs with low salaries triggering a lot of societal issues like feminicides, extreme poverty zones, high rates of violence, drug smuggling, corruption or poor infrastructure among others; the social context doesn't appear to go hand in hand with the economic growth of the city (Plan Estratégico de Ciudad Juárez, 2016).

Methodology of the primary study

From January 2015 to April 2016 a 100 in-depth interview study called "*Juarez's stakeholders: Perceptions and beliefs*" (*JSPB Study*) was performed on Juarez to collect valuable information to describe topics like Juarez's significance, opinion of the city among visitors and inhabitants, perception of city marketing program, factors to be considered to create place's brand, strengths and weakness of the location, the future of the city, actual challenges and how to resolve them among other topics. The interviewees sample was Government sector 25% of the test, 25% Institutions (profit and non-profit organizations), 15% of Academics and 35% were Citizens. The study was trisected as the first part contained 16 questions to explore feelings and perceptions about topics like the sense of belonging to the city, the immigrant challenge, the perception of the visitors, the own perception of the inhabitants, among others. In the second part, the focus was on the city's challenges and in the third section the participant was asked to link 12 concepts to the city on topics alike education, entrepreneurship, past, present and future of the city amid others. In the process, the model of Kazancoglu and Dirsehan (2014) related to the experience of the city was chosen by its relevance to explain the background and experiences on the city, in cities with high levels of disturbance the result seems to be the same, a non-pleasure experience.

Conceptual framework

The LCM Model is composed by three components, namely (1) the GIAC elements according to the key stake-

holders like Government, Institutions, Academics and Citizens, (2) the Added Value Experience Model to link and understand the city stage and (3) the Planning-Practice City Branding Matrix to explain the dynamics of the place because of the GIAC elements interconnections.

The GIAC elements

The *Livable City Model (LCM model)* is a tool to identify, analyze and suggest the city's brand proposal to make powerful and persuasive city marketing programs improving the quality of life of the stakeholders, especially on those places that have turbulent backgrounds. The four pillars and sources of information for the *LCM model* are Government, Institutions, Academics and Citizens, (GIAC elements), its integration and interaction are vital to create and support place's brand.

a. Government

Government as stakeholder should provide a super structure for the city in legal, strategic planning process, institutional support, fiscal and budgetary concerns (Scheel – Pineda, 2014), its role for the city branding process is more about as a planner that combine the knowledge and efforts of the others GIAC elements, "Government should provide norms, incentives and procedures that allow to advance towards more compact cities" (ONU Habitat, 2016, p. 23.). Cities like Paris or San Francisco had cooperative partnerships between municipalities and Government to enhance its infrastructure, and their brands are considered powerful and as a result they are marketing the places based on history, quality of life, lifestyle among other variables that linked can create the experience-taker narrative (Winfield-Pfefferkorn, 2005). In places where immigrants have such an important role, Government should emphasize this challenge in a different way to create a brand and promote participation and reciprocity for the place as variables to create a sense of belonging and build a common identity among stakeholders but specifically on immigrant population (Collet, 2013). As conclusion, Government is a planning element to support the experience of the city and accordingly to the JSPB Study its liability is to develop the place where families can flourish, exploit it as a land of opportunities like better quality of life, wages, housing and build a community association.

b. Institutions

Institutions is the stakeholder that provides the political, social and economic framework to experiment city urbanity and amenities, is an experience-builder. Institutions are composed by two kinds of groups, profitable and non-profitable organizations. As profitable centers should conceive an economic model able to create, sustain and support the economic growth of the place generating wealth among the inhabitants. Places like Bengaluru in India has a clear strategy to foster the economic growth, even if it has a prominent poverty zone but it's ranked among the most advanced technological clusters around the world generating high rates of development (Scheel – Pineda, 2014). Otherwise, non-profitable organizations should increase

the civil participation through civic vitality. In places with high rates of depravation, this issue is essential "some entrepreneurs and civil organizations decided to stay in Juarez to confront the high rates of violence creating alternatives to diminish it in favor of their city" (Secretaria de Gobernacion, Presidencia de la República, 2014, p. 15.). In Juarez, civic participation index has never been above 20%, except 2016 with a 24%, the challenge is to replicate successful methods and models to promote civic participation (Plan Estratégico de Ciudad Juárez, 2016). As conclusion, Institutions are an experience-builder element and accordingly to the JSPB Study its main liability is to develop the city as a place where families can flourish, exploit the place as a land of opportunities to get a better quality of life, economic wealth for stakeholders, build a community pride and put a special focus on immigrants' issues.

c. Academics

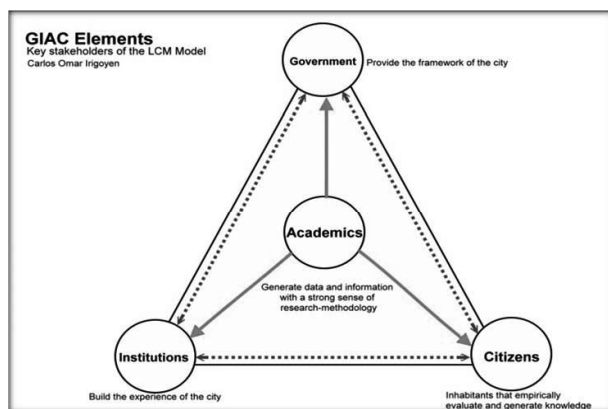
Academics are those organizations that originate and analyze information with a strong sense of research-methodology and academic vitality. Academics work is designed to generate the theory with methodological rigor using qualitative or quantitative tools and methods to understand the context and give to the stakeholders' noteworthy information to make better decisions, create and spread the necessary knowledge as its most relevant role in the city branding process. Academics are the bond among the GIAC elements, if the planning process or experience's evaluation is not validated by Academics there are high odds of failure and emptiness of knowledge. Also, Academics by themselves could be considered as a distinctive asset researching, detecting and suggest the more favorable scenario for the other GIAC elements. There is a clear link between nation's economic success and the level of education (Florida, 2003). For example, Bremen used the slogan "You are the key" and involve Academics to attract young people to live on the city strengthening attractive career options (Maytre Foundation, 2012) and Switzerland has a strong association among educational services and private organizations, an innovation system clearly defined to attract and support the creative class. Switzerland has a sturdy and dynamic educational system based on pedagogical innovations like the dual system (Schwab – Sala-i-Martin, 2015). As conclusion, Academics in its pure sense are the most influential planning and validating GIAC element, because they have the knowledge to transform the experience into a narrative experience-builder and enrich the experience on the city. Accordingly, to the JSPB Study its main liability should be to establish the city as a place where families can flourish, exploit the place as a land of opportunities to get a better quality of life and its role is developing a well-founded and knowledgeable strategic planning process for the place.

d. Citizens

Citizens are the inhabitant of the place and is the experience-taker element. His role is the validation of the experience in the city, empirically evaluated to generate knowl-

edge about the place and its products or services, mostly expressed as beliefs, perceptions or emotions. Citizens are the better source of fine or poor experiences of the place, the challenge is how to record its experience and convert into valuable information to have better public policies, create new business, increase civil participation or support a new kind of knowledge. “A healthy civic minded community is essential to prosperity (Florida, 2003, p. 5). As far violence struck in Juarez, Citizens got involved and led some preventive programs and took a major role to impede violence even at their own risk (Secretaria de Gobernacion, Presidencia de la República, 2014). Citizens must discover their “welfare anchors” defined as activities, symbolisms or experiences that are able to produce wealth, pleasure, joy or rooting for the place. This “welfare anchors” are the best way to know the city branding drivers that could led to find a unique value proposition for place’s stakeholders (Balencourt – Curado, 2012). As conclusion, Citizens are the experience-taker element that define most of the personality of the place and accordingly to the JSPB Study its essence is to live in a place where families can flourish, build a community association and become a place that could become an inclusive city, like taking care of the immigrants because is widely recognized that Juarez it’s an emigrant place.

Figure 1
GIAC Elements, key stakeholders for the LCM Model



Resource: own authorship

Summarizing, Institutions and Citizens could be considered as experience-takers. Institutions like profit organizations are measured by wealth and non-profit Institutions by civil participation. Citizens metric is the city’s quality of life. As Institutions, companies play a key role: “Building up a compelling narrative of the city as business location and providing fact-based accurate information on the local business climate” (Rivas, 2015, p. 56). Institutions can be considered as the Citizens’ resource for a great quality of live. The usefulness of the Institutions-Citizens duality is described in the City Resilience Framework report as “Individuals and Institutions that are reflective using past experiences to inform future decisions, and modifying standards and behaviors accordingly. For ex-

ample, planning processes that are reflective are better able to respond to changing circumstances” (The Rockefeller Foundation, 2015, p. 4.).

Government and Academics are obligated to pursue the conceptualization of the place, planning and application of public policies, surround the city with the elements that can make it very attractive like infrastructure, urbanity or amenities. In 2012 Barcelona was the first city around the world to register its name as a brand at the Spanish Trade Marks office, therefore avoided that the name of the city could be used in products or services that can discredit the city or promote poor ethics (Rivas, 2015). Due to its nature, Academics have the tools and methodology to research, suggest, create, validate, apply and adjust a general strategic plan for the city’s development. Indeed, Academics are trusted, its opinion has a high grade of influence as they are seek to get an input and comments to some topics (Edelman Berland Firm, 2013). (Figure 1)

The Added Value Experience Model (AVE Model)

“A city’s distinctive characteristics are built on a broad spectrum of cultural events and Institutions, sporting activities, festivals, and a variety urban recreation (parks, café-culture), new residential areas, aesthetic upgrading of the city’s public spaces and conservation of important building environment/architecture” (Kazancoglu – Dirsehan, 2014, p. 18.). In its study from Istanbul and Izmir about loyalty to a city, Kazancoglu and Dirsehan (2014) established a scale to measure the emotional bond to it. They proposed a scale called city experience dimensions, consisting of 6 latent variables as:

1. Social activities and leisure time,
2. Affective Experience,
3. Observable Experience,
4. Taste experience,
5. Disturbing Sensory Experience,
6. Nature-related Experience.

Each of the latent variables have at least two observed variables defined as the way to perceive and measure the effect of each one. For instance, in the latent variable of leisure time, the study considers the observable variable as dynamics of the city, its role as a host to important events, recreations sites, shopping or different options that stakeholders could use to spend their leisure time likes shows, restaurants concerts or malls.

Based on this model proposed by Kazancoglu and Dirsehan(2014) but enriched with variables of studies from Braun, Zenker & Kavaratzis (2010), Kavaratzis & Ashworth (2005), Martínez (2014), Herstein, Berger & Jaffe (2013), Metaxas (2007), Cozmiuc (2011), and Nikolaos-Foivos (2013) the recent JSPB primary study is proposed as part of the Livable City Model the Added Value Experience (AVE) to understand how some variables can affect the experience of the city. As the city is a daily background where Government, Institutions, Academics and Citizens are set to work interlaced to reach their own goals, the city is defined as the place with a lot of tangible assets like in-

infrastructure, historical buildings, monuments, streets, financial districts, museums, thematic parks, public parks or historical sites like Corcovado's Christ Statue in Brazil or Liberty Statue at USA. But there are some intangible assets like pride, happiness, love, freedom, perception of health services, city's vocation; as Paris is recognized as the Love's City or Detroit's "Motor town". Summarizing, there is a personal perception about the place formed by the assets that can be evaluated in the personal context because stakeholders perceptions play a key role in the city branding process (Kazancoglu – Dirsehan, 2014). This dimension will be referred as the Personal Dimension Experience (PDE). There is a sense of the place conformed by the existent buildings, city's activities, tastes of the location called as the Urbanity and Amenities Experience (UAE). This dimension is related to the tangible and intangible assets that were created in the place to offer a city experience for the stakeholders and deliver a place's added value experience affecting the opinion of the stakeholders, enhancing in a negative or positive way the brand of the city. But into the place could exist some factors that can wane its experience as risk of disease, perception of stress, low wages, water shortage or environmental pollution are potential factors to diminish the experience of the place; this dimension is referred as the Nourish Risk Factors (NRF). Under this context was created the Added Value Experience model (AVE, see the details in Appendix) as a framework to evaluate the actual state of the city but as a tool to detect opportunities to improve it. In combination with the GIAC elements, the AVE model propose five potential scenarios called *stages* that are associated with the development of the city and its brand.

- a) Stage Type I: *Fully Livable place*: The ideal place. Every GIAC Element provide in any dimension a fine experience in the place. The quality of life should increase as elements like the infrastructure or place's perception are well managed and disturbing experiences are reduced allowing the stakeholders to enjoy and root for the city.
- b) Stage Type II: *Competent City*. Three of the GIAC elements offer fine experiences in any dimension unless one.
 - b.1. *Uprooting city*. All the elements are set to provide fine place's experience unless Citizens. If Citizens can't appreciate what they have around them then the "rooting for the place attitude", a key concept to encourage a city branding program won't exist.
 - b.2. *Empirical place*. Unless Academics, all the other GIAC elements produce fine experiences about the place. If Academics couldn't provide a clear path to develop the personal and the urbanity/amenities dimension based on its research, they won't be able to manage the disturbing sensory to reduce the unattractive factors of the place.
 - b.3. *Economic turmoil place*. All elements represented a fine experience for the stakeholders except Institutions. A complex economic situation

for the place or a low civic vitality could trigger future problems like uprooting or sprawl inconsistencies for the city branding process.

- b.4. *Abrupt place*. The Government just act on its own interest and doesn't offer to the stakeholder a reason to believe in its political proposal. Government could become a slowdown factor instead of being a facilitator for the personal, urbanity or inhibitor of risk factors.
- c) Stage Type III: *Complexity city*. Just two of the GIAC elements provide fine experiences
 - c.1. *Survivor place*. Fine experiences perceived from Government and Institutions; but if Academics and the Citizens don't validate their efforts it is just matter of "getting a life on the city". There isn't a perception of added value through new investments, infrastructure or quality of life, variables that could enhance better life conditions based on methodical research
 - c.2. *Unknown place*. As Institutions and Academics develop fine experiences, Citizens and Government are experimenting the opposite because the perception of their efforts could be saw as just for a surreal world and not applicable for the challenges of the place.
 - c.3. *Inertia place*. Academics and Citizens are supporters of fine experiences but Government and Institutions are not, then the place is just a location with some attractions but without political and economic development there are bigger chances to left the place.
 - c.4. *Fake place*. A place where Institutions and Academics doesn't support the place, Government and Citizens try to get the best of the location. The economic or the civil participation is often constrained by the absence of spaces to develop an integrated job, Government opportunities are not enough to fulfil a value proposition to live the city.
 - c.5. *Mirage place*. Government and Academics are developing a strong case of the city, providing important information about how to manage and develop the city but there is misinformation for the Citizens and the Institutions. It's an erratic behavior because theoretically is very well researched but it's application isn't effective.
 - c.6. *Utilitarian place*. Institutions and Citizens try to take advantage about the strengths of the city because Government and Academics doesn't provide a clear sense of development, there is a lack of vision for the city and the economic and the social development is most of the time validated by the utilitarian stakeholders like Institutions and Citizens without endorsement of Academics that uses a methodological approach or the Government who is in charge to provide public policies.
- d) Stage Type IV: *Blur City*. Just one of the GIAC elements provide a fine experience in any dimension for stakeholders.

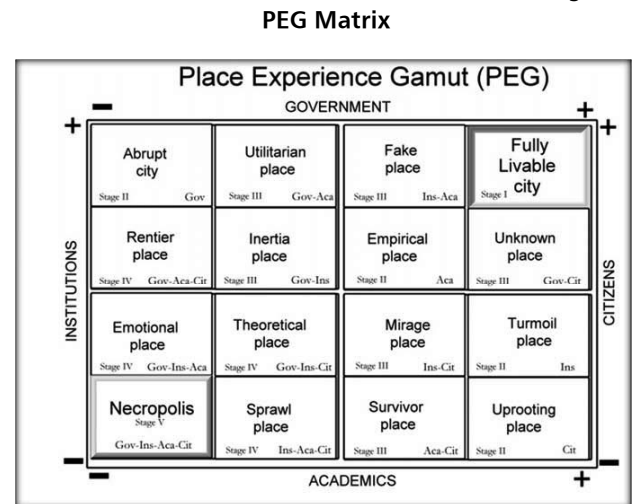
- d.1. *Sprawl place*. Just the Government offer a fine experience of the city. Neither Institutions, Academics or Citizens can provide a fine experience of the place. This situation could be dangerous because it can result in authoritarianism as the Government has the “know how” to make projects and develop the city and it can implies a great risk because corruption and bribes.
- d.2. *Rentier place*. Institutions could promote to do a lot of investments on the place, as they are generating profitable business and denying his social responsibility. A place totally entrenched in the long term in its economic development could end in social warming due to its lack of political and social advance.
- d.3. *Theoretical place*. Academics understand the social, economic, geographical and political challenges of the community, but if the research is not share and implemented by the other GIAC elements, the information is useless and the city could fall in a scenario called “theoretical” place, recognized as place with “paralysis by analysis” or “over diagnosed”, as there is a lot of information but any action derived from its insights.
- d.4 *Emotional place*. Citizens felt in love with the place but it’s just an emotional link because they can’t found a lot of reason to stand at the location because Government, Institutions and Academics don’t build the city experience. As far the sense of belonging is eroded the people tend to leave a place.

e) Stage Type V: *Necropolis*. The dissonant place. Government, Institutions, Academics and Citizens generate a poor experience in any dimension of the place. The perception is as anarchist place where any of the GIAC elements can’t enjoy or build a better place to live. Government doesn’t perform public policies, Institutions are focused to earn more profits, there is low civil participation, Academics doesn’t promote useful research to improve the city and Citizens become impassive and unresponsive about its environment. If this situation repeats constantly the result will be a social, political and economic decomposition of the place resulting in a necrotic situation that could lead the city into a ‘ghost town’ condition.

Because of the different associations of the GIAC Elements and its relationships, was created a Matrix called the *Place Experiment Gamut* (PEG) (Figure 2). It’s a tool to identify the relationships among the GIAC Elements and establish place’s potential scenarios. The aim of each scene plot is to define at least what are the potential poor experiences on the place. For instance, *Empirical place* is a state of Stage II that mentioned at least three favorable experiences in any dimension form the GIAC Elements but Academics, resulting in a place without a solid research to found city’s development. The most difficult

stage is the third, the complexity city, because two of the GIAC Elements are challenging the experience on the city and can create a misguided strategy based on a poor diagnosis. As instance, the *Inertia Place*, is a condition with poor experiences from Institutions and Government but a fine experience from Citizens and Academics. On Stage IV the conditions are extremely difficult to work out, at least the challenges appear to be clear because just one of the GIAC elements is set as a fine experience and the other three are the problematic issues. Stage IV is the previous stage of the *Necrosis* scenario and for example *Emotional place* could be defined as the location where Government, Institutions and Academics doesn’t offer a clear city experience, but even on those conditions Citizens tend to love the city. Stage V as *Necropolis*, is a condition where every GIAC Element is in the lowest point of stakeholder’s perception and require a lot of strategy to rebrand the city as part of the efforts to convert the place as an attractive place to be.

Figure 2



Resource: own authorship

To identify the stage where the place belongs and upon the basis that if the responsibility of the places’ development is shared by 4 stakeholders, each one has a 25% of the power in the mix. As there are five potential stages, the scale was equally divided as proposed in the next description:

- Stage I: Full Livable city. Scale 81-100 points,
- Stage II: Competent city. Scale 61-80 points,
- Stage III: Complexity city. Scale 41-60 points,
- Stage IV: Blur city. Scale 21-40 points,
- Stage V: Necropolis. Scale 0-20 points.

The Planning-Pragmatism City Branding Matrix
 Along the research, two concepts were a constant reference as part of the theoretical frame. The *level of planning* as key concepts are useful for analysis and make plans. Also, the actions performed by the stakeholders to exploit the city and enhance the quality of life, the *pragmatism*

role of the place. As a result, the connection between planning and praxis was created and labeled as *Level of planning-pragmatism Matrix* (PPCB), and its main objective is setting up a contrast from the praxis and the planning process for each of the GIAC elements generating four potential scenarios.

- I. The quadrant I (Q1) the *Necrosis place*. The bottom level of conceptualization and the lowest level of performance. Wastage of resources, laziness in process and plans, no mission and vision, high rates of violence, corruption, poor infrastructure, low quality of life, a low educational level, economic turmoil and steady conditions to develop a deep social warming via unemployment rate or lack of job opportunities. The city branding process over these conditions is very difficult to create and sustain “as there were falling apart the political and social Institutions, reverting the process of state centralization, the economy contracted and the population descended. In some cases, the principal centers sank due to the violence generalize” (Acemoglu – Robinson, 2012, p. 103.).
- II. Quadrant II (Q2) the *Clutter place*. A low level of planning but a high sense of pragmatism. The projects with a highly questionable cost-benefit perception, frequently aren’t the answer for the important needs of the place as their impact is weak on the experience of the city adding any value to the city’s brand. Places with low planning process can result in an empirical, abrupt or utilitarian place and combined with other conditions of the GIAC elements, the dynamics of the place could derive in a survivor, unknown, inertia or a fake place. “Strategy that is accompanied by symbolic actions but no real substance is worse still: this is authentic propaganda, a deliberate and schemed manipulation of public opinion designed to make people believe something different from reality” (Anholt, 2008, p. 4.).
- III. Quadrant III (Q3) the *Immobility place*. A high level of conceptualization but a low level of performance, “paralysis by analysis” as there is a tendency to focus on describing the situation and create plans but seldom execute them. In its pure sense, places with low planning process can result in an uprooting, economic turmoil or mirage place and combined with other conditions of the GIAC elements the dynamics of the place could derive in a survivor, unknown, inertia or a fake place. “Governments that focus purely on symbolic actions and fail to provide either strategy or real substance will soon be recognized as lightweights” (Anholt, 2008, p. 4.).
- VI. Quadrant IV (Q4) *The Livable City*. A solid process of planning with a high level of performance create the most valued scenario to foster the proper creation, propagation and application of the city branding concept, therefore better chances of

successfully city marketing programs. The GIAC elements work together with a high sense of synergy creating a strong and useful brand to differentiate the place from others. Variables like a fine living environment, urban infrastructure, a steadfast employment rate, compactness of the place, a well-designed cultural approach, a perception of a fun place, the mixing of all of them could stimulate a strong city with a powerful brand (Yang – Zheng, 2011).

As there are different approaches from the stakeholders, a lot and different perceptions can converge provoking a lot of meanings of the place creating a cluttering or unsettling perception of the stakeholders (Govers, 2012). Quadrant 2 and 3 show the most complicated challenges because if the “real” challenge it’s not well assessed, the city brand administration could face a mere “red herring” investing in costly efforts based on a weak city branding program and even worse a depleted and useless city marketing program.

The Juarez case

In the light of the primary study, the city under the actual conditions is a stage type III. *Complexity City*, where two of the GIAC are causing poor experiences among stakeholders but if there isn’t precise identification of the problems the city branding process can turn into a city branding myopia: “focus on the needs of the municipality, rather than on the needs of its stakeholders” (Herstein et al., 2013, p. 396.). In the Figure 3, there is a comparison of the perceptions of the stakeholders from three different studies performed on Juarez during the last year, the *Juarez Stakeholders Perceptions and Beliefs Study (JSPB Study)*, *City Indicators from Asi Estamos Juarez (CIAEJ)* and *City Prosperity Index (CPI0)* from United Nations.

Figure 3

Comparisons among values from three different studies

Stakeholder	JSPB Study	CIAEJ ⁹	CPI ¹⁰
Government	5.5	.575	6.20
Institutions	8.5	16.1	15.09
Academics	12.75	20.1	22
Citizens	21.25	20.67	15.62
Global ¹¹	48	57.45	58.9
Stage	Complexity City	Complexity City	Complexity City

To figure out which of the GIAC elements are causing the misbalance, the *Planning-Pragmatism City Branding Matrix* was used for interpretation of the situation.(Figure 4)

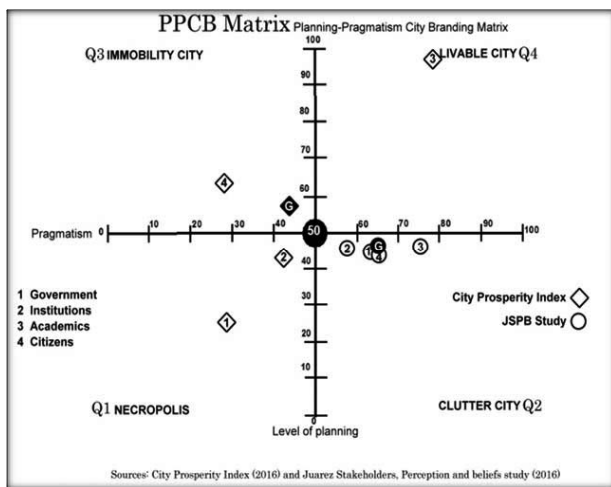
Figure 4
A comparison among JSPB Study and CPI Index

Stakeholder	Juarez Stakeholder Perceptions and beliefs study		City Prosperity Index	
	Planning ¹²	Pragmatism ¹³	Planning	Pragmatism
Government	43	65	25 ¹⁴	30 ¹⁵
Institutions	44	58	43 ¹⁶	41 ¹⁷
Academics	47	75	96 ¹⁸	80 ¹⁹
Citizens	43	64	62 ²⁰	30 ²¹
Global ²²	44.25	65.5	56.63	45.23

Resource: own authorship

The JSPB primary study revealed a clutter city. A planning indicator below the average in very stakeholder combined with low pragmatism on Institutions and a slightly above the average perception of the perception of Government and Citizens, Academics has a better perception of its pragmatism but it wasn't enough as the city resulted in a clutter state. The City Prosperity Index revealed an immobility city as it has a lot of analysis but lack pragmatism. Government and Institutions must have better practices combined with a load of incentives for Citizens to increase its civil participation and Academics need to get more involved sharing its knowledge. As conclusion,

Figure 5
PPCB Matrix, a point of view form two different studies. Clutter or immobility place?



Comparison between the results of the two studies

Study	Stage	Conditions	Scenario	Fine experiences	Poor experiences
JSPB (2016) ²³	Complexity city	Clutter	Theoretical	Academics	Institutions, government and citizens
CPI Index ²⁴	Complexity city	Immobility	Inertia	Academics and Citizens	Government and Institutions

Resource: own authorship

both studies are useful to determine that at least two GIAC Elements are providing poor city's experiences. As shown in Figure 5, under the JSPB primary study, Government, Institutions and even Citizens have some problems to create a fine experience. The place could be defined in a complexity stage with clutter conditions that generates a blur scenario encouraged by fine experiences from the Academics, as a result the theoretical place. Using the CPI Index, Government and Institutions provide poor experiences but Citizens had fine planning experiences and only Academics had the knowledge to suggest a viable strategy for the development of the city. The place under these assumptions could be defined in a complexity stage with immobility conditions that generates an inertia scenario encouraged by fine experiences from Academics and Citizens but lacking the support of Government and Institutions.

Conclusions

The LCM model is a four-way pillars or sources of information based on Government, Institutions, Academics and Citizens (GIAC elements) and its aim is link them to explore and create the city branding process specially designed for places located at underdeveloped countries that are facing difficult circumstances like social warming, corruption, inefficient government or an economic downturn. The proposed framework is the Added Value Experience (AVE model) as it consists on *personal, amenities/urbanism and nourishing risk factors dimensions*. The tool to graph the dynamics of the city is the Planning-Pragmatism City Branding Matrix. As saw in Figure 6, both studies detected two GIAC Elements with specific challenges, Government and Institutions.

The importance of belonging to a place

93% of the people affirmed that the city has some significance in its life "Juarez is the city that gave a me an opportunity to grow as a human being"(Portillo, 2016) or "Juarez is the place where I used to live, where I have developed my professional background, the place where I have my family and friends, I would want to see Juarez as an example about quality of life" (Fernandez Iturriza, 2016). But also there is a low perception from the visitors' standpoint as 69% of the sample declared a negative identification toward the city pointing out that immigration, an indolent society and the lack of an identity are the main

Figure 6

causes of a blurred city branding, “when people come to live on Juarez, they tend to believe they are coming into a violent place, with a lot of risks” (Saucedo, 2016).

Immigrant Citizens and its role on city branding
GIAC elements like Entrepreneurs, Citizens and Academics denote an indolent society as the basic problem for the city but the real challenge from Government’s approach noted the immigrants. This issue has been addressed by the Migration Policy Institute suggesting that it should not be included into the same category for the city branding development, it has to be conducted with a particular strategy to attract the immigrants to feel pride for the place and get involved in particular actions to enjoy city’s experience (Collet, 2013).

Challenges for the Urban dimension

In general, and from the perspective of the JSPB Study and related to urbanity and amenities, there are three main axes like the existing environment to set up a business into the city, the geographical position (next to USA) and the strong economic display in terms of job opportunities, housing and the intense commercial relationship between Juarez and El Paso. Unfortunately, risk factors are waning the efforts to get the better of the city’s experience. The negative perception of the visitors, the poor image developed among the habitants “the perception is about a careless city from the urbanistic point of view, with serious flaws in basic public services like public transportation or transit infrastructure” (Trevizo Bencomo, 2016). Disarray from the city, a business class that is just looking for profits without social responsibility and the biggest concern: social warming expressed as the low purchase power, 41.3% of the population have severe economic problems because of their low salaries (Plan Estratégico de Ciudad Juárez, 2016). A high sense of violence is one of the most influential factor to hamper the development of city branding as a tool for the success of the place, “if I had a magical wand, I will remove every criminal on the streets, especially those who hurts persons, families, business, those who commit kidnaps, extortions or violent assaults” (Calzada Talavera, 2016). As a well-recognized deprived place, diminish institutional weakness like political squabbling, corruption, lack of leadership, low respect for law; high levels of immigration and even a sustainable place should be a challenging task for every GIAC Element.

Poor communication

The common factor to disregard the marketing programs from Government and Citizens are the poor communication system and for Institutions and Academics the main reason is the absence of a formal and established branding strategy to be applied in Juarez, “there are isolated efforts generated spontaneously among Citizens but they are only communicated in particular groups of the society” (Torres Estrada, 2016). In fact, 93% of population believe that the city is poor or partially marketed around the world, mainly because of the poor image created by media due to the violence environment since 2008; there

is a lack of knowledge about the city from the Government, the city is sold as an industrial pole and there is a lack of vision to develop a city branding strategy. 13% of people believe that the actual marketing efforts are just aesthetics, trash advertising or empty marketing, “in order to recapture a city image, the city has to recover its attitude for modernity, even there isn’t a clear vision about what are the most relevant things to established a unique selling proposition” (Armendariz Diaz, 2015).

The importance of the alliances

The alliances among stakeholders are key for the city’s development, 10% of the stakeholders remarked the necessity of unifying leadership. “In many cities worldwide, alliances between the private business community and the local and state Government in the form of public and private partnerships, development corporations and growth coalitions are specifically designed to attract new businesses, investment and residents to be more competitive with the other cities in the global market” (Yilmaz-Saygin, 2006).

The relevance of the Academics

A group often ignored but required are the Academics as their vision and experience should be the bond for the vision of Institutions and Government to develop standards of performance to measure place’s quality of life, like Curitiba in Brazil that developed “knowledge beacons”, as community education centres where people could find libraries, internet access, training skills centers, social security and support for community centres (Scheel – Pineda, 2014, p. 62.). Also, education is associated as a strategic issue for the city, “education should be perceived as the right formula to get better life conditions” (Barragan Flores, 2015).

The success of the Livable City Model depends upon the right comprehension of each of their elements and its inner connections; deprived places have more social, political and economic issues than those that are considered places with good development. To stay as competitive cities is extremely important to apply city branding tools to establish a steady city marketing program to construct a global and competitive brand capable of attracting investors, creative people and gave to their stakeholders a better quality of life.

Notes

- 1 The nickname of Pablo Escobar Gaviria because he was the boss, the most powerful personality in the country including the President.
- 2 The name of the killings promoted by the drug’s cartels at any time and any public space.
- 3 A definition of the author.
- 4 This is a report issued every year the rank of cities and nations from the standpoint of Anholt, this tool is provided to measure the power and the appeal of the city branding based upon Anholt model of 6 dimensions.
- 5 A law disposal that let people got married the day before and divorce immediately in the next day. A lot of famous “divas” like Marilyn Monroe or Elizabeth Taylor did it in Juarez.
- 6 Violence of gender.
- 7 A report supported by the Rockefeller Institute to recognize those places that are resilient.
- 8 This term was mentioned by people in the depth interviews and are referring for those programs that don’t reflect or overestimates some

conditions like quality of life, civic participation or decreasing criminal rates for example; perception in general is quite different for that kind of issues.

- 9 A research performed in 2016 by Asi Estamos Juarez, a civil association dedicated to monitor quality of life conditions on the city.
- 10 A research performed in 2016 by ONU-Habitant in association with INFONAVIT. The City Prosperity Index measure 6 big areas to determine an index of performance.
- 11 The value is the sum of the four stakeholders.
- 12 Retrieved from the JSPB Study related to "Positive perception for local inhabitants of the city"
- 13 Retrieved from the JSPB Study related to "The society has the right entrepreneurial environmental"
- 14 Retrieved from the CPI Index as metric of "Institutional Economy Capacity"
- 15 Retrieved from the CPI Index as metric of "Civil participation"
- 16 Retrieved from the CPI Index as metric of "Economic Growth"
- 17 Retrieved from the CPI Index as metric of "Poverty rate"
- 18 Retrieved from the CPI Index as metric of "Alphabetization index"
- 19 Retrieved from the CPI Index as metric of "Average grades of schooling"
- 20 Retrieved from the CPI Index as metric of "Quality of life"
- 21 Retrieved from the CPI Index as metric of "Civil participation"
- 22 It is the average of the four stakeholders
- 23 Juarez Stakeholders, perceptions and beliefs. Own research.
- 24 City Prosperity Index, a study made by United Nations in coordination with INFONAVIT in Mexico.

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APPENDIX

Dimensions of the AVE model

Personal dimension**Affective experiences**

- Feel enthusiastic about living in the city
- Feel entertained about living in the city
- Feel happy about living in the city
- Feel love about living in the city
- Feel free about living in the city
- Entrenchment to the city's brand

Social Experience

- Grade of social inequity
- Kind of discrimination factors
- Leadership index
- Immigration index

Observable Experience

- The architecture of the city
- Mysticism of the city
- The city has historical richness
- There are interesting places in the city
- Kind of government programs
- Sort of civic participation
- Description of civil associations programs

Rational Experience

- Public security
- Grade of sustainable development
- Perception about purchasing power
- Housing costs
- Stakeholders' perception of the local economy
- Kind of health services
- There are interesting places in the city
- City working culture and its vocation

Urbanity and amenities**Social activities & Leisure time experience**

- Active city, entertainment infrastructure
- Hosts important political activities
- Hosts important cultural activities
- Hosts important artistic activities

- Hosts important sports events activities
- Enough recreations areas in the city
- Alternatives for shopping in the city
- Impressive shows in the city

Nature related experiences

- Preserves its natural beauty
- The green areas are vast

Intellectual experience

- The Education Model
- Government 's interactions with citizens
- Rate of available jobs, labor market
- Civil associations networking
- The Entrepreneurial sophistication, business infrastructure
- Degree of innovation

Public services experience

- Mobility and transportation inside the city
- Availability of travel and logistics communication
- Kind of logistics and networking in the city
- Housing
- Public services
- Digital services communications

Taste experience

- Popular cuisine at city (Knowledge)
- Cuisine infrastructure at place
- Popular cuisine at city (Like taste)

Nourish risk factors**Disturbing sensory experiences**

- Physical disease risk
- Mental or psychological disorder risk
- Deficit in entertainment infrastructure
- Low rates of civic participation
- Inoperative government
- Economic shortage performance
- Unsustainable development
- Social warming
- Environmental pollution
- Noise pollution in some places
- Visual pollution in some places

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