



FOR THE LOVE OF PLACE

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PLACE BRAND MANAGEMENT

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AMSTERDAM



THE HAGUE



VELUWE



PEAT COLONIES



FOR THE LOVE OF PLACE



COPENHAGEN-MALMÖ



LUXEMBOURG (STATE)

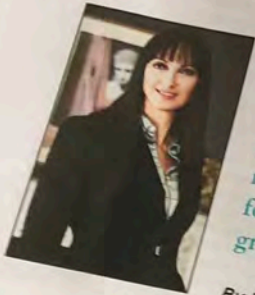


OSLO REGION



RIO DE JANEIRO

Tourism is a powerful driver of our national economy It creates new development opportunities all over Greece



With strong political will and a specific plan, the government is steadfastly leading the country on the road to growth and productive reconstruction, based on new and sound foundations. The Greek economy shows positive growth rates.

By Elena Kountoura, Minister of Tourism

The adjustment programme is nearing its successful completion, and investor confidence is on the rise. The progress made to date is recognised by all international players, the most recent development being the upgrading of Greece's sovereign rating by the largest national credit rating agencies. In 2017, we hit a ten-year record in key macroeconomic aggregates and indicators, in exports, in investment and foreign direct investment, in all industries, and especially in tourism, which in the past three years has been breaking one record after the other.

Tourism is one of the government's priorities. It is a major driver of economic and social prosperity, contributing, directly and indirectly, more than 20% to GDP and supporting 1 million jobs. It is connected with, and supports a vast range of activities in the

exports, catering, agrifood, and the promotion of local products. At the same time, it acts as a bridge for the realisation of major projects in energy, infrastructure, construction, transportation, and new technologies. The Ministry of Tourism is a highly productive ministry. It draws national tourist policy, lays the foundations of, and creates the opportunities for, tourist development, and clears the way for the private sector to proceed to new profitable actions and partnerships.

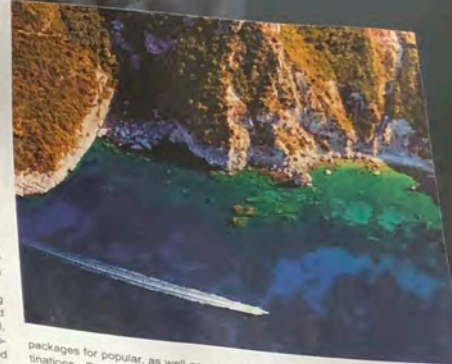
With the main aim of turning Greece into a leading international tourism destination, 365 days a year, we have been successfully implementing our national and regional tourism policies. In close

(GNTO), as the competent national agency, has been implementing a very dynamic communication programme, for the global promotion and advertisement of Greece as a tourist destination. In the past three years, despite a series of external and unforeseeable factors we repeatedly had to deal with, we achieved the greatest performance of all times in all tourism aggregates. We attracted an additional 6 million international arrivals in the past three years, registering tourism growth rates much higher than the global average.

In 2017, we broke the 30 million tourist barrier, including cruises, with a 10% increase in international arrivals and tourism revenues. The year 2018 has begun with a 15-40% increase in advance bookings, in all markets. We extended the summer season – a long-standing demand of the tourism market. We developed theme tourism, a field of tremendous potential, which had been untapped in the past. We introduced new Greek destinations. We penetrated new markets with high purchasing power. We created a framework that is conducive to attracting new, high-added-value investments. Capitalising on the strong growth of tourism during the past few years, we turned Greece into a top investment destination, and, as a result, the country has already become the strategic choice for leading international groups that exploit certain opportunities in the Greek hotel and real estate market. More than 350 tourism projects were submitted for licensing in the past three years, concerning the extension, modernisation, and creation of new units.

At the same time, we consolidated our institutional role in global tourism decision-making centres, where the policies of the future are being drafted. We were elected, for the first time, in the Executive Council of the World Tourism Organisation (UNWTO) for the period 2018-2021. We enhanced our collaboration with the OECD, and at the Organisation's Summit the Greek positions were adopted in the Policy Statement on sustainable and inclusive tourism development. We made sure that in 2018 Greece will host top international events, such as the World Tourism Forum Lucerne, the 8th UNWTO International Meeting on Silk Road Tourism, and the annual conference of the American Society of Travel Agents.

We have built relationships of trust and constant



packages for popular, as well as new Greek destinations. Foreign airlines constantly add new direct flights to most Greek regional airports. With a series of legislative interventions we remedied certain ills of the past and solved chronic problems. We simplified the licensing and operating procedures for tourist enterprises. We established criteria for tourist enterprises and operational individual sub-sectors of the tourism industry and opened the way for new investments, creating a friendlier and more appealing framework for tourism entrepreneurship.

By means of the two programmes we announced as part of the Operational Programme "Competitiveness, Entrepreneurship and Innovation", we are using NSRF 2014-2020 funds to support the modernisation and upgrading of existing small and medium-sized enterprises, as well as the formation and operation of new businesses.

Thanks to the strong tourism growth we achieved, the financial and developmental gains are spread all over Greece, in all Regions and destinations. We support local communities by providing them with new sources of income, new entrepreneurship opportunities and, above all, new jobs.

We are undertaking a comprehensive reform, aimed at the modernisation and upgrading of public tourism education, in order to ensure top-quality training for the Greek tourism workforce. And we are utilising new technologies in all training structures of the ministry.

Independent Authority for Public Revenue data showed yesterday that taxpayers ran up dues to the state of 6.4 billion euros in the

have an impact on budget revenues, as was the case last year when tax takings registered a shortfall of 1 billion euros com-

The figures released showed that 3,933,628 individuals and businesses owe more than 101.7 billion euros to the state, an

measure is not a sign of success, as it has led to the state collecting more than 3.5 billion euros in old and new debts since the start of the year—a much high-

budget tax revenues were up by 624 million, while the Public Investment Program's revenues increased by 244 million.

Evripidis bookstores and 20, 25 and 30 euros. Doors on Sunday, and 9:30 p.m. on Saturday. **Half Note, 17 Trivonianou** tel 210.921.3310, www.ha

No change in IMF opinion on pensions

The International Monetary Fund has shown no indication that it has changed its position regarding the need for planned Greek pension cuts set to come into force in January 2019, according to an announcement by Greece's Finance Ministry on Minister Euclid Tsakalotos's meeting with IMF Managing Director Christine Lagarde and the Fund's European Department chief Poul Thomssen in Bali yesterday.

The ministry reported that the two IMF officials "listened with interest" to Tsakalotos's arguments against the pension cuts that the government has already voted for, but pointed to the European institutions for the next steps. This is likely to add to the uncertainty of the markets, which always take the Fund's views into great consideration.

In this context Athens will send its 2019 draft budget to Brussels without the pension cuts or the offsetting measures on Monday, according to Finance Ministry sources. There will also be some additional interventions to the first draft, the

Elounda Hills construction to begin in early 2020



Russian property investor Vitaly Borisov's company Mirum Hellas is planning to start the construction of its 410-million-euro tourism project Elounda Hills at Elounda, eastern Crete, in early 2020. In the last decade Borisov has spent more than 70 million euros on the acquisition of dozens of plots totaling 1.2 sq.km.

Schnittke Tribute

> Athens > October 13
Andreas Papanikolaou (violin), David Bogorad (violin), David Bogorad (cello) and Lola Totsiou (piano) will perform Schnittke's Trio for Piano, Violin, Viola and Cello at the Athens Concert Hall. Tickets cost 10 and 15 euros. **Athens Concert Hall, 1** tel 210.728.2333, www.athensconcert.com

Brussels Virtuosi

> Thessaloniki > October 13
The Brussels Virtuosi claimed flutist Marc-André Dalençon, tenor Níkos Spanouris and soprano Eleni Spanouris will perform at the Thessaloniki Concert Hall, at 9 p.m. **Thessaloniki Concert Hall, Paralia,** tel 2310.895.80

SPECIAL EVENTS

Beer Fest

> Athens > October 13
The fifth installment of the Beer Fest festival takes place on Sunday and Saturday. It features craft beer tastings, pop-up restaurants, and live music.

“NOT ALL TOURISM IS CREATED EQUAL.”



TOURISM HOLDS MASSIVE TRANSFORMATIVE
POWER.

HOW DO WE (NOT) WANT OUR PLACES TO
BE INFLUENCED BY TOURISM?



SETE

FOR THE
LOVE OF
PLACE







**“THE TOURIST DESTROYS WHAT
HE SEEKS BY FINDING IT.”**



HANS MAGNUS ENZENSBERGER
- GERMAN AUTHOR AND POET

DESTINATION MARKETING ORGANISATIONS

DESTINATION MANAGEMENT ORGANISATIONS

PLACE MANAGEMENT ORGANISATIONS

**HAPPY RESIDENTS MEANS
HAPPY VISITORS**



**NOT NECESSARILY THE
OTHER WAY ROUND...**

**PLACES DON'T NEED BRANDS
THEY ARE BRANDS**



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A STRONG BRAND = SHARED IMAGE
A POSITIVE BRAND = CONTEXTUAL



TOURISM IS BUT ONE OF THE POSSIBLE
CONTEXTS!

INTRODUCING A HOLLISTIC APPROACH



THE PARTS ARE INTIMATELY
INTER-CONNECTED AND EXPLICABLE
ONLY BY REFERENCE TO THE WHOLE



BUSINESS TRAVELLER

&

POTENTIAL EXPAT



YOUNG RESIDENT

&

POTENTIAL ENTREPRENEUR



RESIDENT

&

DECISION-MAKER



BACKPACKER

&

POTENTIAL STUDENT

demand

choice

supply

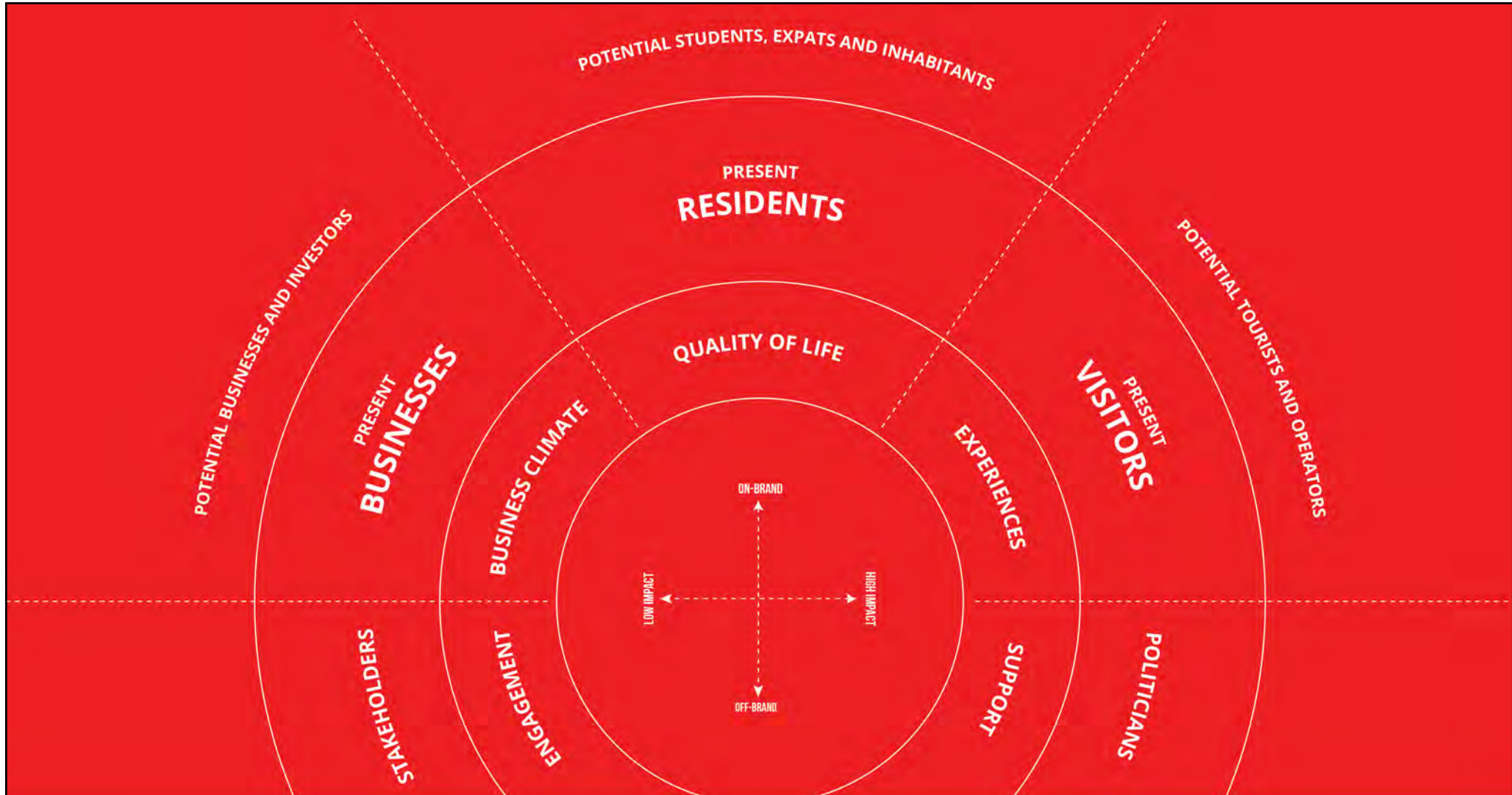
PLACE PROMOTION

PLACE MARKETING

PLACE DEVELOPMENT

PLACE BRANDING

image



EVERYTHING THAT
HAPPENS IN A PLACE
COMMUNICATES

ON-BRAND

THE EXTENT TO WHICH
THE ACTIVITY IS IN LINE WITH
THE CORE VALUES OF THE PLACE

LOW IMPACT

HIGH IMPACT

OFF-BRAND

THE EXTENT TO WHICH
THE ACTIVITY IS GOING TO
HAVE AN IMPACT ON THE
PERCEPTION OF THE PLACE

**ACTIONS SPEAK LOUDER
THAN WORDS...**



INTERNATIONAL CITY OF PEACE AND JUSTICE

FOR A BETTER WORLD

THE HAGUE

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Nuclear
Security
Summit
2014 The Hague

Nuclear
Security
Summit
2014 The Hague

Nuclear Security Summit 2014

The Hague, the Netherlands



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THE HAGUE SECURITY DELTA

- NATIONAL SECURITY
- URBAN SECURITY
- CYBER SECURITY
- CRITICAL INFRASTRUCTURES
- FORENSICS

BUSINESSES

GOVERNMENTS




VREDE EN RECHT
The Hague


Global
Parliament
of Mayors

**THE HAGUE
GLOBAL MAYORS'
CALL TO ACTION**

The graphic features a grid of white circles on a blue background. Some circles contain handwritten signatures and names of mayors from various cities, including Berlin, London, and New York. A circular pattern of small white dots is also visible on the left side of the graphic.



A-Z site index | Contact | Maps | Jobs

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- Home
- Study
- Life at LSE
- Alumni
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- Website archive
- News and media
- News archives
- 2012
- 2012**

World's first financial tribunal opens for business

A tribunal devoted to settling the world's most complex and contentious financial cases opened for business today in The Hague.

Comprised of a group of judges and other international legal and market experts with more than 2,000 years of relevant collective experience, the P.R.I.M.E. Finance Disputes Centre will take on cases which are too specialised for many national or local courts.

It also aims to create an internationally-agreed body of law in areas where different countries often hand down conflicting rulings.

It was the brainchild of Professor Jeffrey Golden of LSE's Law Department and he is chairman of its management board.



P.R.I.M.E. FINANCE
Panel of Recognised International Market Experts in Finance

**JUST
PEACE.**
FESTIVAL OF PEACE & JUSTICE

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The Hague

THE HAGUE INTERNATIONAL 24 09 2017 OPEN DAY

FREE ADMISSION

SIGN UP



#IntOpenDay

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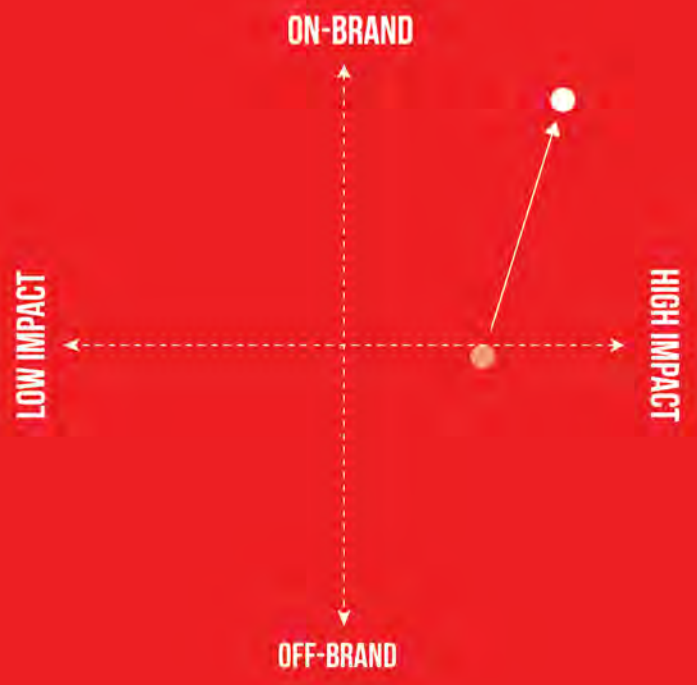
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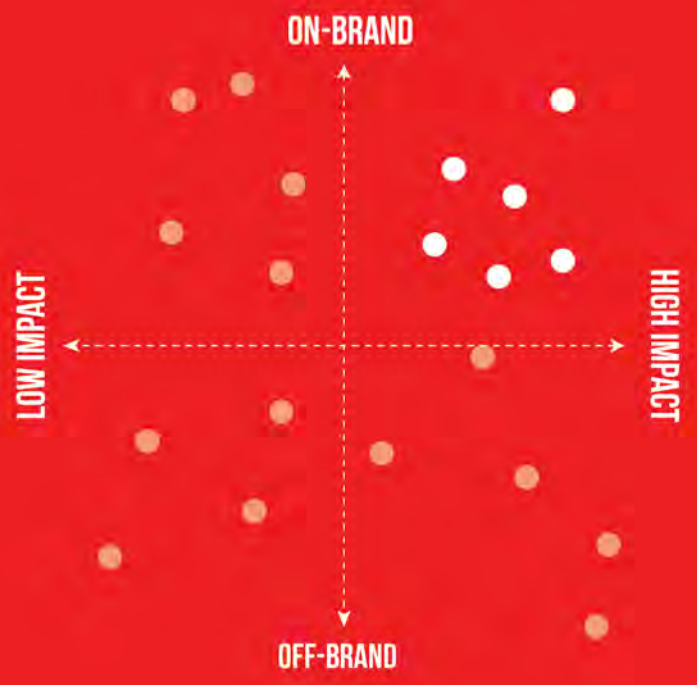
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**PLACES DON'T NEED BRANDS
THEY ARE BRANDS**

**PLACES DON'T NEED BRANDS
THEY ARE BRANDS**



**SO LET'S MANAGE THEM
AS SUCH**

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