



Research Article

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Anshan city brand management strategy

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ABSTRACT

A city is a converging point of politics, economy, culture and civilization for a region. City brand is the identification, which distinguished the region from others, to represent the unique characteristic of a city and provide important information for investors and consumers to make strategic decisions, thus it is the key strategy to judge whether the city marketing is successful or not. By analyzing the situation of city brand management in Anshan, this essay takes Anshan City as the research subject and discusses the current city brand management situation and existing problems. Under the guidance of brand theory, city brand theory and city brand marketing theory, in accordance with literature research method, investigation method and comparative approach, this essay puts forward some pertinent systematic recommendations from multiple angles innovatively to carry out a further city brand management of Anshan city, as well as to enhance the overall competitiveness of Anshan city.

Keywords: City Brand; Marketing Management; Anshan City

INTRODUCTION

Economic globalization and the improvement of science and technology has made tremendous influence to the whole world, which brings fierce competition and cooperation between every country. This conflict reflects not only between countries but also between regions and cities. The constantly changing economic structure and modern city crisis makes the change of development pattern being extremely urgent; the mutual fluxion of production factors and administrators' intensifying cognition to their own cities makes establishing their own city brand as an important approach to develop the city better.

Since the city brand marketing is of great significance, selecting Anshan as the object of study, combining with analysis of the reality of the current management situation in Anshan, this essay aims to get a clear understanding of Anshan's city brand marketing management environment, put forward management strategy which may be appropriate for the urban development and make suggestions for urban modernization in Anshan.

2. Analysis to city brand management environment of Anshan

2.1 Strengths analysis (S Analysis)

1. Superior geographical location and affluent natural resources

Located in the back-land of Circum-Bohai Sea Economic Zone, Anshan is the important pivot in Shenyang-Dalian golden economic area. The iron mine in Anshan possesses a reserves of 10 billion tons, which is a quarter of the world's; Magnesite possesses a reserves of 2.3 billion tons, which is 80 percentage of the whole country and a quarter of the world's; jade possesses a reserves of 260 thousand tons, and Xiuyan jade is one of the three famous jade in China.

2. Convenient transportation and communication condition

The transportation and communication facilities of Anshan are increasingly improved. Beijing-Shenyang high-speed

railway, Beijing-Shenyang Expressway and Shenyang-Dalian Highway is throughout the whole territory. The installed capacity of local telephone is 910 thousand, and the installed capacity of mobile telephone is 750 thousand, which can make direct allocation with 182 countries and regions.

3. Abundant tourism resource

Anshan's tourism resource contains both natural landscape and cultural landscape and has the characteristic of numerous points, a wide range, full types and high popularity, which initial shapes a tourism resource system of "three mountains"(Mountain Qian, Mountain Yao, Mountain Baiyun), "three springs" (Tanggangzi hot spring, Mountain Qian hot spring, East Sifangtai hot spring), "three cities" (costume city in Xiliu, luggage city in Nantai, jade ware city in hsiuyen), and "three buddha" (the Jade Buddha, the giant Buddha in Mountain Qian, the Bronze Buddha in Zhonghui Temple).

4. Outstanding industrial strength and strong economic strength

Anshan follows the development idea of a industrial city and industrial restructuring and development idea of making the steel manufacture stronger, light textile manufacture larger, equipment manufacturing industry more superior, minerals processing industry finer, gradually establish a industrial pattern of steel, equipment manufacturing, light textile, minerals processing as "one base, three mainstay industry".

2.2 Weakness analysis (*W Analysis*)

1. Urban human settlement needs improvement

Data shows: the heavy industry of energy consumption pre 10 thousand RMB output value and the quantity of pollutant discharged in Anshan is higher than 2 times to the average number and 3 to 4 times to the light industry. Since the heavy industry developed too fast and invest too much, which brings serious pollution and damage to the environment and makes human settlement worse.

2. Urban competitiveness needs consolidation

The weakness of urban competitiveness in Anshan can be primarily found expression in: first, a feeble ability of attracting foreign investment; second, a relatively lagged behind development of tertiary industry; third, the management of communal facilities in Anshan can't keep the pace with the booming development of the city.

3. An unsatisfactory self-dependent innovation marketing environment, self-dependent innovation system needs improvement

At first, the running of the work is lack of coordination and cooperation, the planning and coordination of public policy is not enough, financial investment can't form a resultant force, and innovation-oriented city is short of organic coordination. Second, Anshan doesn't have a complete interactive mechanism among enterprises, colleges and universities, research and development institution. Furthermore, the innovative platform of Anshan is still in the state of imperfection.

2.3 Opportunity analysis (*O Analysis*)

1. New trend of economic situation in domestic and overseas

As the trend of economic globalization develops in depth, international industrial restructuring and industry upgrade developing faster, industrial transfer will present some new features of manufacturing, researching and developing, linkage transferring service, which provides rare opportunity for Anshan to express superiority of leading industry and receive international capital transfer on a large scale.

2. Regional cooperation

From the year of 2005, 8 cities in Liaoning (Shenyang, Anshan, Fushun, Benxi, Yingkou, Fuxin, Liaoyang, Tieling) began to establish high-rise coordination mechanism and subscribed more than 60 cooperation agreements, which boosts superior industrial integration between regions and accelerates better regional environment for openness and cooperation both internal and external.

3. Transformation of life-style and upgrading of consumption

A healthy lifestyle, graceful living condition, harmonious community atmosphere will be praised highly by the masses. The consumer demand of environment, health, security and culture will increase. These changes will promote the development of related industries in Anshan and form a new bright spot of consumption, thus to enhance the ascending ability of economy autonomously.

2.4 Threat analysis (*T Analysis*)

1. Leading industry is in a high risk of marketing

The influence of economic crisis has not dropped away yet, the steel market tends to be saturation, the price of iron

ore is rising, and some leading industry like Iron and Steel Industry and Iron and Steel Industry are faced with increasing bigger risk in marketing. All of these bring great pressure to the related industry in Anshan.

2. Tertiary industry can't cooperate with each other

Anshan's development of economy mostly depends on the secondary industry and has a lot of contradictions like the high proportion of Iron and Steel Industry, the low proportion of innovative and high technology industry, too much resource consumption, environmental pollution, low industrial level, unreasonable industrial structure and tertiary industry which cannot cope with synergetic development.

3. Shortage of interrelation and interaction between the six core systems

Low quality of economic operation; low level of land saving and intensive usage, weak service awareness of some government staff; soft environment management needs to be strengthened; there're still lots of problems involved vital interests of the masses and the mission to guarantee and improve people's livelihood is still onerous. The source of these challenges is in the six core systems — organization, government affairs, transportation, onerous, water and energy sources. A city must have the ability to maintain the mutual equilibrium between the six systems and thus to make sure the development of the city.

3 An analysis of the current situation of city brand management and existing problem in Anshan

3.1 General situation of Anshan

Anshan is located in the north part of Northeast China Region and the central part of Liaotung peninsula. With Liao River, Hun River and Taizi River run through it, most of the city is mountain land and hills. The range of variation of annual temperature is from subzero to above freezing 26. Annual average temperature is 10.3 degree; Annual precipitation is 772.9 millimeters, and annual frost-free season is 150-170 days[1].

The gross regional domestic product in the year of 2013 in Anshan is 263.8 billion Yuan, which increases 9% compared to last year; the fixed-asset investment of the whole-society is 197 billion Yuan, an increase of 20%; total retail sales of consumer goods of the society is 80.08 billion Yuan, an increase of 13.8%; practical FDI is \$1.38 billion, an increase of 8.5%; industrial added value of industrial enterprises above designated size is 107 billion Yuan, an increase of 10.5%[2].

3.2 City brand current management situation of Anshan

The city brand management of Anshan has three phases: the first phase is the preliminary stage of city brand management, taking Anshan Iron and Steel Group Corporation and the spirit of Lei Feng as the representation; the second phase is the enriching stage of city brand integration, which adds elements such as geological tourism resource of Mountain Qian, Tanggangzi hot spring, the Jade Buddha garden and hsiuyen jade on the basis of the first phase; the third phase is the fusion stage of the city brand innovation. The first and the second phase mingle with each other to make continuous innovation and evolution. At the same time, the appearance of Lei Feng and Guo Mingyi in the new era establishes the stalwart city brand image in Anshan.

3.3 Open questions existing in city brand management of Anshan

1. City brand positioning is undefined and core value is unclear

Anshan is the city of "Republic Steel City", "jade city", "Mountain Qian city", "hot spring city" and numerous positions, but none of them can reflect the connotation of Anshan's culture. Anshan is wanting in an all-around primary brand which can lead these positions.

2. Cultural connotation of city brand is far from abundant

In the process of city brand management, Anshan haven't formed a cultural system of city brand which take the material culture as foundation, system culture as guarantee and spiritual culture as the centre.

3. Can't take full advantage of tourism resource, economies of scale is on the way of shaping

Anshan holds an abundant tourism resource — 4A beauty spot of Mountain Qian, the jade Buddha garden, Tanggangzi hot spring, 219 Park, Mountain Baiyun, Mountain Yaoshan. However, the economic development of Anshan can't take full advantage of the tourism resource, the tourist economy doesn't form a industrial chain thus it cannot realize the scale of development.

4. Infrastructure construction is faultiness and city environment needs enhanced

First, the city traffic route is unclear; Second, forestation of city polarizes obviously; Third, urban public transportation system is imperfect.

5. Lacking attraction of economic development and investment of foreign capital

Under the influence of economic crisis, the price of steel products and raw material in steel market becomes higher and materials market saturation and competitive force intensifies. It makes the economic development superiority of Anshan not obvious any more, therefore it results in attraction to capital foreign of economic development becomes less and less clear.

6. Point-typed publicity and popularization of city brand

At the present stage, Anshan's city brand publicity is still in the stage of "points" and it neglects and lacks the strategic planning of city integrated marketing communication.

7. Be wanting in unitive leading organ of city brand marketing

At present, Anshan is still short of specialized research institution of corresponding city marketing. Since the deficiency of specialist agencies and professionals and the relatively lagged behind theoretical research of city marketing subdivision, marketing practice becomes lack of systematic guiding ideology, manipulate thoughts become unclear, and it becomes impossible to integrate numerous elements with the viewpoint of system management.

4. City brand management strategy and recommendation

4.1 City brand orientation

1. Overall orientation

Based on the orientation principle of otherness and applicability, quoted with "triangulation location pattern" of city brand orientation, this essay summarizes the city brand orientation of Anshan to be "steel manufacture, natural resources, human resources as the support, strength, integrity, quality, happiness and beauty as the center, deepen brand images of an excellent city of modern industry, tourism industry and advanced culture, establish a new nationwide civilized city" [3].

2. Level localization

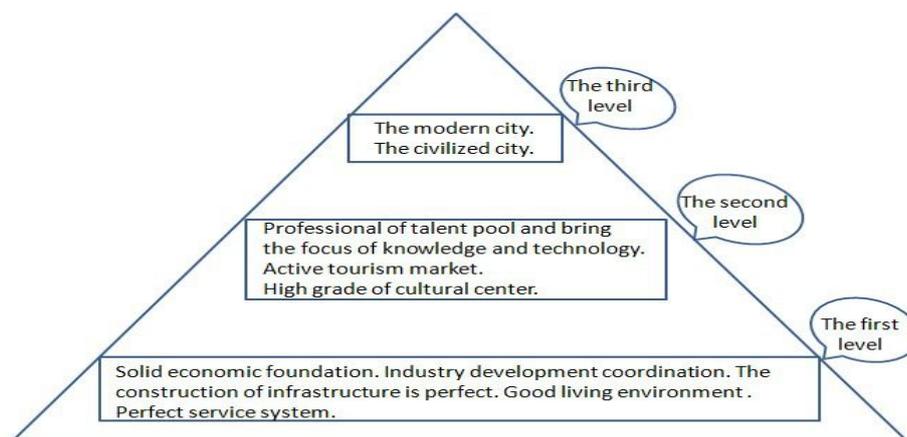


Figure 4-1 Anshan's city brand positioning hierarchy diagram

3. Refining core value

The joint development of material and spiritual civilization is the significant carrier to establish the city brand. Economy is basis, politics is guarantee, and culture is core. Anshan's city brand construction and management require its own city culture as support, meanwhile, all the cultures of steel, Mountain Qian, jade of Xiuyan and hot spring are significant mental strength of Anshan's city brand construction and management, and strength, integrity, quality, happiness and beauty is the beacon and spirit to establish city brand of Anshan.

4.2 Building city cultural atmosphere and promoting city humanity image

Urban culture is the representation of city's core value, and it is also the key element of the constructing of city brand. Anshan has abundant cultural resources. From the culture of steel and the spirit of Leifeng to the culture of jade of Xiuyan and hot spring, all of these cultural factors add numerous superiority and attraction to tourism resources of Anshan. However, they are not enough[4]. The city administrators should take people's need of culture into account to the full and enrich cultural life.

4.3 Develop tourist industry and establish tourist economy chain

Anshan has abundant tourism resources. To develop tourist economy, Anshan should take Mountain Qian, the jade

Buddha garden, Tanggangzi hot spring and jade of Xiuyan as support and establish industrial chain of tourist economy.

4.4 Perfecting infrastructure construction and constructing suitable city environment

1. Enhancing tourist industry and infrastructure construction

The position of tourist industry in the economic development of Anshan is decisive. To maintain the healthy development of tourist industry, Anshan should enhance the infrastructure construction in tourist attractions and in the city.

2. Enhancing living infrastructure construction

To meet people's needs better, city administrator should ease the tension of road traffic, consummate the planning of traffic route, perfect the public traffic system, elevate the vitality of public traffic system and improve service quality.

3. Advancing ecological environment construction positively

Take establishing national garden city as the destination, launch activities of tree planting and accelerate urban garden greening.

4.5 Enhance the attraction of economic resources and develop urban economy

1. Draft positive and rational policies for inviting outside investment

To attract more outside investment, Anshan municipal government should introduce investment promotion policies which are more rational and concessional, draft policies and measures to provide rewards and tax privilege for investment promotion and enhance the city's attraction to external resources[5].

2. Intensify government function and improve city investment environment

As the leader of investment promotion work, the government should cooperate with each department in the city, intensify the leadership of investment promotion work as well as the communication among investors, accept seriously the investment environment problems and suggestions which investors mirrored, improve city investment environment and provide all-around service for investors.

3. Innovate ways of inviting investment

On the basis of traditional ways of inviting investment, Anshan should expand the cover of inviting investment, take full advantage of every condition, and actively develop a series of innovating ways of inviting investment such as on-line, on the media and on culture to increase the efficiency of inviting investment.

4.6 "Plane-typed" publicity and popularization of city brand

1. Employing advertising images

City advertising images mainly include print advertisement, outdoor advertisement, and TV advertisement and so on. Print advertisement is the principal channel of propagating product information of tourism routes and transportation; outdoor advertisement is not only a component part of city vision image, but also important media to broadcast city image; TV advertisement is the significant pattern of manifestation to broadcast city image[6].

2. Network communication

On one hand, establish specialized city brand website by government website or by a new city brand website and have interaction with government official website to become the main path to spread the city information. On the other hand, take full advantage of web portals, specialized websites, influenced forums and communities, even individual micro blogs.

3. Personnel popularization

All the people including celebrities, stars, government officials, entrepreneurs, residents and people from all walks of life are marketers of the city. They assume the responsibility and obligation of city brand marketing. Therefore, people in the city are also a channel of propagating city brand.

4. Event marketing

Event Activities is an important means to popularize city marketing, and therein routinized and successful Event Activities is also a city's special "products". When the popularity, cognition degree and the rate of contribution to city image of this kind of "products" reach a certain extent, Event Activities will be upgraded to the most vivid business card of a city. Establish and hold large-scale recreational activities will avail promote the popularity of Anshan's city brand and deepen the connotation of Anshan's city brand image.

4.7 Management and preservation of city brand

1. Establish unitive city brand marketing leading organ

Establish specialized organization, found “city marketing office of Anshan” to conduct the whole city marketing work and take charge of daily management and preservation by taking all things into consideration and integrating resources.

2. Establishing crisis management mechanism of city brand

Crisis public relations should be handled from three aspects: the first is to put the people as the highest and take people's interests and people's benefit as the first; the second is the importance of leader. Every time facing crisis public relations, there should be an excellent foregoer who will approach and get close to the masses and dare to undertake the due obligations' the third is the reports of the media should be public, transparent and rational[7].

CONCLUSION

By arranging the correlation theory and literature of city brand and city marketing, from the perspective of urban competitiveness and city brand management, this essay takes the important role which city brand plays in city development as the centre and expounds Anshan's city brands at present and existing problems. Combining with SWOT analysis, this essay makes a preliminary analysis to Anshan's core city brand positioning and core city brand management. Hope that through active collaboration with various departments, they could play a crucial role to enhance the overall competitiveness.

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