The Role of Urban Brand Measuring Tools in Grounding the Strategic Actions for Promoting Cities

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Abstract: *Through the instruments of measuring the urban brands, the political leaders and business men can easily understand the perception of the visitors, investors, costumers and future residents upon the image of the city, for taking pro-active measures, of improvement and stimulating the existing opportunities.*

In this study, there are presented three of the instruments: City Brands Index, European Barometer of City Brands and the Global Cities Index. So:

- *City Brands Index is the only analytic classification of the urban brands realized at global level. It uses a set of instruments that assist the cities in the development, implementation and evaluation of own brands, offering global and local perspectives needed for the urban progress and the business, commerce and tourism success.*
- *The European Barometer of City Brands is and instrument used to compare the strengths of the European cities, considering that the competition between them intensified. The barometer measures the force of the urban brands and evaluates the efficiency of branding in the exploitation process of the goods owned by the cities.*

Global Cities Index places the urban zones in a widened context, determined by globalization and best illustrates the international presence of every metropolitan area and the way it integrates in the planet's mechanism of function.

Keywords: *brand, city brand, City Brand Index, brand strategies*

Introduction

The cities have always been brands in the real sense of the word. Usually, every city is given a story or a quality. "Paris means romantics, Milan - style, New York - energy. Washington D.C. - power, Tokyo - modernity, Lagos - corruption, Barcelona - culture, Rio - fun"[1]. Briefly, this is a brand: a single word, linked to the history and destinies of these places that has the power to condemn or propel a city. In a world being in an irreversible process of globalization, each place becomes competitor and adversary, being in a continuous fight for the consumers, tourists, business, investments, capital, respect and attention, offered at global level. Cities,

[1] The Anholt City Brands Index – *"How the World Views its Cities"*, 2005

"economical and cultural generators"[2] of the nations, they became central subject of the international competition for funds, talents and notoriousness. Nevertheless, the brand of a city does not always represent a guaranty of the actual reality, important element, especially for those that see it from the exterior. Some cities do not attract many investments or talents they need, just because their brand is not sufficiently powerful, while other cities still have a positive brand, even if they don't deserve the statute they promote for a long time.

In this context, for the efficiency of the actions of promoting the cities, the correct knowledge of the urban brands is opportune, which is realized through the measuring instruments. The most used such instruments are:

- City Brands Index;
- European Barometer of the Urban Brands;
- Global Cities Index.

1. City Brands Index

City Brands Index was realized for the first time in 2005, as the result of the collaboration between Simon Anholt[3] and Gfk Roper Public Affair & Media[4].

City Brands Index is the **only analytical classification of the urban brands realized at global level.** It uses an innovative set of instruments[5] that assist the cities in development, implementation and evaluation of own brands, offering global and local perspectives, necessary for the urban progress and the business, commerce and tourism success.

Simon Anholt's approach is based on the premise that "a person is referring to a city from the perspective of some qualities, attributes, stories, that it emanates, so that even a simple brand slogan can become capable to influence the

[2] The Anholt City Brands Index – *"How the World Views its Cities"*, 2005

[3] *Simon Aholt* is an authority in marketing, concentrating upon the activities of branding for the states, cities and regions. His expertise is confirmed by the position occupied in the Government of United Kingdom, being a member in the Council of Public Diplomacy and, more, working as an independent councilor for other 20 national, regional and local governments in the brand strategy and public diplomacy.

[4] Gfk Roper Public Affair & Media is a division of Gfk Custom Research North America, specialized in testing the public opinion and social problems, media researches, communication and measuring the corporative reputation, in United States of America and at global level.

[5] City Brands Index is realized by the Pool Platform GMI, represented by an balanced and informed population. GMI considers this people informed, due to their access to Internet, keeping an e-mail account and their capacity to write and read in the chosen language by the pool for their origin country. Approximately half of those interviewed are post-graduated or similar; the pool is taken in approximately 20 countries, each state having about 500 responders. The questions refer to 40 cities (in 2007, for example), and the pool has about 15 main questions (two or three for each dimension of the urban brands hexagon), being noted on a scale from 1 to 5. The answers generate quantitative results that show a score between 1 and 5 for each question (5 being the biggest and best possible score; 3 being a neutral position, neither positive, nor negative).

decision of visiting the city, to buy its products and services, to involve in the business or even to move there"[6].

Anholt uses psychological levers to explain the phenomenon that make the brand an influence factor: all the human decisions, usual (such as, buying a product) or important (such as, relocating a company) are partially rational, but also emotional. No human activity is exonerated of this rule, transforming the brand image of the cities and states into the emotional plan fundament that is settled between the person and the respective place.

1.1. Ways of measuring the brand

Even if the relation state-city is a whole-part one, the way of measuring the brand of each one does not comply to the same typology, the urban brand is often independent of the country brand statute. So, while the states are seen as mixes of global perceptions on humans, politics, culture, business climate and their touristic attractions, the cities are not usually known for producing specific products or services, the governmental machine being more technocrat than politic, and the culture being hard to separate from the culture of the entire country. More, the generalities are harder to formulate for a state, considering the climate, culture, human and infrastructure variation on the regional level, while the cities, singular entities, represent less complex organisms. The persons see the urban environments in practical terms, concentrating on problems such as climate, pollution, transport and traffic, cost of life, opportunities to spend the leisure time, to practice sports, law and security and last but not least, cultural life. All these differences, both of objective nature and subjective perception, created a different hexagon of the one used to quantify the nations in the brand problem. This hexagon represents a frame used to evaluate the city brands (called The Hexagon of the Urban Brand) and it is a basic premise to create the GMI-Anholt Index of city brands.

Figure 1. The Hexagon of the Urban Brand
Source*: The Anholt City Brands Index – "How the World Views its Cities", 2005*

[6] The Anholt City Brands Index – *"How the World Views its Cities"*, 2005

The components of the Hexagon of the city brand[7] are:

1. **Presence** is an element that refers to the international statute of the city and its place on global plan. The questions that aimed the quantification of this dimension referred to the familiarity of the questioned ones with the cities, to the proper visiting of them, and to the major elements that recommend them for celebrity. "The place" in the top does not reflect just a one dimension characteristic, does not express just a superior or inferior position, but also the importance of the contribution of the respective city to the cultural, scientific patrimony or urban government from the last 30 years.
2. The opinions of the questioned persons are incarnated in points granted to "**the place**": physical aspects of each city, that refer to elements such as exterior ambiance, traveling through the city, exterior aspect and influence of the climate upon the state of the individuals.
3. **The potential** takes into consideration the economical and educational opportunities that each city can offer to the visitors, business men and immigrants. The differentiation criteria for this component are: the facility to find a place of work in the city, choosing the best one for business, the best city to obtain a university diploma.
4. **The pulse** underlines the meaning of the vibrant urban life in the city brand, the easiness of which the people think they can find interesting things to do, both as a resident, and tourist. This dimension has an intangible character, taking into consideration the emotional impact of the city, being a decisive element to characterize the townsman spirit.
5. **The people** represent one of the most important elements of the marketing strategy, the approach of urban actors depending on their grade of hospitality and their prejudices for strangers. The brand is based on the facility of the new comers to integrate in a community which they share the language and culture with, and the level of security in the city.
6. **Basic necessities/Fundamental demands** express the basic qualities of a city that imply the life in that place, the facility of finding satisfying and convenient accommodation and which are the general standards of the public services.

1.2. The City Brands Indes 2005

The Urban Brands Index from 2005 was based on a pool realized on a swatch of 17.502 men and women with ages between 18 and 64, belonging to different groups of income from the following countries: Australia, Brazil, Canada, China, Denmark, France, Germany, India, Italy, Japan, Malaysia, Mexico,

[7] The Anholt City Brands Index – *"How the World Views its Cities"*, Third Edition, 2007

Netherlands, Poland, Russia, Spain, United Kingdom and United States of America.

Urban Brands Index 2005

Table 1

Position	**City**	**Position**	**City**
1.	London	16.	Milan
2.	Paris	17.	Stockholm
3.	Sydney	18.	Edinburgh
4.	Rome	19.	Tokyo
5.	Barcelona	20.	Prague
6.	Amsterdam	21.	Hong Kong
7.	New York	22.	Singapore
8.	Los Angeles	23.	Rio de Janeiro
9.	Madrid	24.	Beijing
10.	Berlin	25.	Mexico City
11.	San Francisco	26.	Moscow
12.	Toronto	27.	Johannesburg
13.	Geneva	28.	Cairo
14.	Washington	29.	Mumbai
15.	Brussels	30.	Lagos

Source: *www.gfkamerica.com*

This first urban brands index concentrated on a mix of the most powerful brands (like New York, Paris and Tokyo) on "great expectations" of the urban marketing (like Prague, Mumbai and Johannesburg), but also on cities with interesting features, determined by bad, mixed reputations or brand images that are incapable to follow the rhythm of the economical, cultural and social progress of the city. About half of the cities in the classification are capitals, while the other half are important cities by population, commercial power etc. In some cases, the presence of two or more cities from the same country is explained by the different message reputations, but equal as echo at global level (for example New York, Los Angeles, San Francisco and Washington; Milan and Rome; Beijing and Hong Kong).

1.3. City Brands Index 2006[8]

The Urban Brands Index from 2006 contains a double number of cities from 30 to 60. Among the new cities submitted to the study are: Melbourne, Montreal, Vancouver, Copenhagen, Munich, Boston, Las Vegas, Seattle, Chicago, Atlanta, Dublin, Philadelphia, Oslo, Lisbon, Helsinki, Dallas, New Orleans, St. Petersburg, Buenos Aires, Seoul, Reykjavik, Budapest, Shanghai, Warsaw, Havana, Jerusalem, Bangkok, Dubrovnik, Manila and Nairobi. In this case, the

[8] The Anholt City Brands Index – *"How the World Views its Cities"*, Second Edition, 2006

pool was realized online on a swatch of 15.225 men and women with ages between 18 and 64 with different incomes from the following countries: Australia, Brazil, Canada, China, Denmark, France, Germany, India, Italy, Japan, Malaysia, Mexico, New Zeeland, Netherlands, Poland, Russia, Spain, United Kingdom and United States of America.

Urban Brands Index 2006

Table 2

Position	City	Position	City
1.	Sydney	31.	Philadelphia
2.	London	32.	Oslo
3.	Paris	33.	Lisbon
4.	Rome	34.	Prague
5.	New York	35.	Singapore
6.	Washington DC	36.	Helsinki
7.	San Francisco	37.	Hong Kong
8.	Melbourne	38.	Dallas
9.	Barcelona	39.	New Orleans
10.	Geneva	40.	Sankt Petersburg
11.	Amsterdam	41.	Rio de Janeiro
12.	Madrid	42.	Buenos Aires
13.	Montreal	43.	Beijing
14.	Toronto	44.	Seoul
15.	Los Angeles	45.	Reykjavik
16.	Vancouver	46.	Budapest
17.	Berlin	47.	Shanghai
18.	Brussels	48.	Moscow
19.	Milan	49.	Johannesburg
20.	Copenhagen	50.	Mexico City
21.	Munich	51.	Warsaw
22.	Tokyo	52.	Havana
23.	Boston	53.	Jerusalem
24.	Las Vegas	54.	Bangkok
25.	Seattle	55.	Cairo
26.	Stockholm	56.	Dubrovnik
27.	Chicago	57.	Mumbai
28.	Atlanta	58.	Manila
29.	Dublin	59.	Lagos
30.	Edinburgh	60.	Nairobi

Source: *www.gfkamerica.com*

The dynamic of 2006 from 2005 is thus presented: Sydney ascended 2 places and is in the first place of the top, in front of London which gests down on 2, while Paris is on 3. There are two reasons for this changes. The first one refers to the fact that the image of Sydney considerably improved during 2006. The second reason consists in a minor change of the methodology of research: during the first edition of the report, the question referring to the proper visit of the city was situated in the score for “Presence”, offering an advantage to the cities often visited like London and Paris. For the 2006 edition, the scoring of this criteria was removed, considering that it not studies the perceptions of those interviewed, but their behavior, distorting the expected results by the Urban Brands Index’s goal. So, besides the mutations of the podium, the top of the first 20 cities was modified too, which includes Melbourne, Montreal, Vancouver and Copenhagen. Madrid, Berlin, Milan and Brussels got down in the chart, in spite of the fact that their general scores remained relatively constant throughout the year. Moreover, there is no surprise that the new entries are Canadian, Australian or Scandinavian cities, since these countries are almost always in Simon Anholt’s Country Brands Index.

Similarly, other seven cities, most of all Americans classified in the first 20-30 positions of the index, exceeding cities like Stockholm even if its scores did not suffer descendant moves. The favorable place of this American cities is explained, mainly, by the fact that they are familiar to a large number of people on the entire planet and also have powerful brands, unlike other cities from different countries.

1.4. City Brands Index 2007[9]

The first 20 cities from 2007 demonstrate the power held by the cities of the western countries, Tokyo being the only city not from Western Europe, Australia, USA or Canada. Moreover the balance is bend for the developed countries, with high incomes on person, the only city from a country with medium incomes and placed favorably is Rio De Janeiro, on 32.

The chart of cities in 2007

Table 3

Position	City	Position	City
1.	Sydney	11.	Toronto
2.	London	12.	Berlin
3.	Paris	13.	Madrid
4.	New York	14.	Geneva
5.	Rome	15.	Milan
6.	Melbourne	16.	Copenhagen
7.	Barcelona	17.	Stockholm
8.	Vancouver	18.	Brussels
9.	Amsterdam	19.	Auckland
10.	Montreal	20.	Tokyo

Source: *www.gfkamerica.com*

[9] The survey was held in December 2007 in almost 20 countries, each state having about 500 respondents: totally 10.306 persons. The questions regarded 40 cities.

For the third year in a row, Sydney, London and Paris are the podium of the index[10]:

1. The hexagon which describes the situation of **Sydney** demonstrates that it has not a strength which emphasizes, some growth motor, this being a balanced city from almost every point of view. Even if the global presence of the city can not compare to the one of New York or London, especially by history, it remains the first of the index because of its positive image, being considered an extremely attractive location, doubled by a pleasant climate, hospitable people, excellent facilities and services. Moreover, Sydney is seen as one of the first 3 cities in terms of opportunities of employment and business[11], confirming the fact that the Australian city efficiently exploited its strengths to win an upsurge in fields that before were poor, transforming it into a "complete" city.
2. **London** is far from a "complete" city, registering weaknesses at "location" and "basic demands"; nevertheless, the economical performances, pulse and presence of the city compensate its deficits and place it on 2. London is also the second most visited city, in spite of the people's reticence to accommodation, attraction and the friendship of the inhabitants towards strangers.
3. **Paris** has also an "Achiles heel", seen as a place in which it is hard to find satisfying accommodation at a convenient price and which is poor at the "hospitality" of inhabitants, even if has good performances at "climate".

2. The European Barometer of Urban Brands

Another reference index is **The European Barometer of Urban Brands**, created by the British consulting company Saffron in 2008. This is an instrument used to compare the strengths of the European cities, taking into consideration that the competition between them intensified due to the large integration, the expedient travel conditions in the space of the old continent, rediscovery of the local identities and cultures. The barometer measures the force of the urban brands and evaluates the efficiency of branding in the exploit process of the goods held by the cities.

2.1. Important elements of the barometer

The study aimed 72 European cities, the majority over 450.000 inhabitants, but also metropolis like Manchester, Bristol, Cardiff, Leeds and Newcastle. The analysis emphasized **two major aspects.**

[10] The Anholt City Brands Index – *"How the World Views its Cities"*, Third Edition, 2007
[11] with New York and London

***A. The force of the urban goods**:* depending on this, the potential maximum power of the urban brand is foreseen. The survey realized by Saffron implied two stages: the identification of the best wanted urban goods and comparing them with the real offer of the cities subject to the barometer. The first stage implied obtaining answers from about 2.000 persons from United Kingdom at *two questions*:

- to determine the *decisive cultural factors* ("*soft factors*"[12]): "if an urban holiday, which of the following elements would be most important for you?" (the respondents were asked to name 3 elements and arrange them by the importance given)[13];
- to determine the *essential utilities and facilities* ("*hard" factors*[14]): "if an urban holiday, what kind of city would you prefer most?"(the respondents were asked to name 3 elements and arrange them by the importance given)[15].

The results demonstrated that the most wanted urban goods are:

- *Cultural*:
  1. touristic attraction;
  2. local kitchen and restaurants;
  3. hospitable local population
  4. possibility of shopping.
- *Utilities and facilities:*
  1. low prices;
  2. favorable weather;
  3. the easiness to orient in the city as a pedestrian or with public transport ways.

***B. The force of the urban brand**:* experts from Saffron chose **4 factors** to be included in the Barometer that measures the force of the urban brand:

1. *recognition of the city (can the people identify the city by a simple visualization of a postal card?);*
2. *the quantity/force of the positive/attractive features;*
3. *the conversational value (how interactive can be a debate about visiting the respective city?);*
4. *the recognition in mass-media, quantified by the number of mentions in media in the last year.*

The set of quantitative results contains:

- ✓ the force of the urban brand;
- ✓ the force of the goods offered by the brand;

[12] www.saffron-consultants.com
[13] www.saffron-consultants.com
[14] www.saffron-consultants.com
[15] www.saffron-consultants.com

- ✓ the use of the brand: results from calculating the force of the brand as a percentage from the force of the goods for each analyzed city and illustrates how well the cities are using their branding potential.

The Barometer of the European Urban Brands

Table 4

City	Score for the force of the urban brands	Position considering the force of the urban brands	Score for the force of the brand	Position considering the force of the brand	Score for the using grade of the brand	Position considering the using grade of the brand
	Average: 59		Average: 60		Average: 91	
Amsterdam, Netherlands	83	5	96	3	115%	3
Antwerp, Belgium	2	11	47	39	65%	61
Athens, Greece	73	10	80	10	110%	8
Barcelona, Spain	8	3	96	3	112%	4
Belfast, Great Britain	50	57	50	32	101%	14
Belgrade, Serbia	47	64	38	55	80%	41
Berlin, Germany	70	16	96	3	137%	1
Birmingham, Great Britain	46	66	44	42	96%	21
Bradford, Great Britain	29	72	22	72	76%	45
Bratislava, Slovakia	53	54	36	58	68%	54
Bremen, Germany	65	28	39	54	60%	64
Bristol, Great Britain	51	56	45	40	89%	31
Bucharest, Romania	61	36	44	42	73%	47
Budapest, Hungary	59	42	55	25	93%	24
Cardiff, Great Britain	58	43	40	53	70%	51
Chisinau, Moldova	39	70	27	70	70%	51
Cologne, Germany	61	36	51	29	83%	38
Copenhagen, Denmark	66	26	65	17	99%	18
Dortmund, Germany	48	61	34	61	71%	48

City	Score for the force of the urban brands	Position considering the force of the urban brands	Score for the force of the brand	Position considering the force of the brand	Score for the using grade of the brand	Position considering the using grade of the brand
	Average: 59		Average: 60		Average: 91	
Dresden, Germany	66	26	51	29	77%	44
Dublin, Ireland	69	18	74	14	107%	10
Duisburg, Germany	44	68	27	70	62%	63
Düsseldorf, Germany	61	36	41	51	68%	54
Edinburgh, Great Britain	67	22	70	15	104%	11
Essen, Germany	57	45	51	29	89%	31
Frankfurt, Germany	72	11	67	16	93%	24
Gdansk, Poland	39	70	35	59	89%	31
Genoa, Italia	63	32	42	50	67%	56
Glasgow, Great Britain	56	47	56	23	101%	14
Goteborg, Sweden	54	50	35	59	64%	62
Hamburg, Germany	68	20	65	17	96%	21
Hannover, Germany	67	22	45	40	67%	56
Helsinki, Finland	58	43	54	26	93%	24
Krakow, Poland	63	32	44	42	70%	51
Leeds, Great Britain	47	64	31	64	66%	58
Leipzig, Germany	60	40	43	46	71%	48
Lisbon, Portugal	70	16	59	21	85%	36
Liverpool, Great Britain	46	66	53	28	115%	3
Lodz, Poland	48	61	29	66	60%	64
London, Great Britain	88	2	97	2	110%	8
Madrid, Spain	75	9	77	11	104%	11
Malaga, Spain	60	40	54	26	91%	28
Manchester, Great Britain	56	49	50	32	89%	31
Marseille, France	56	47	44	42	79%	42
Milan, Italy	77	7	75	13	97%	20

City	Score for the force of the urban brands	Position considering the force of the urban brands	Score for the force of the brand	Position considering the force of the brand	Score for the using grade of the brand	Position considering the using grade of the brand
	Average: 59		Average: 60		Average: 91	
Munich, Germany	86	3	87	6	101%	14
Napoli, Italy	69	18	56	23	82%	40
Newcastle, Great Britain	43	69	43	46	99%	18
Nurnberg, Germany	64	30	38	55	58	69
Oslo, Norway	71	15	60	20	85%	36
Palermo, Italy	68	20	49	35	71%	48
Paris, France	89	1	99	1	111%	7
Poznan, Poland	48	61	29	66	60%	64
Prague, Czech Republic	72	11	83	8	115%	3
Riga, Latvia	57	45	37	57	66%	58
Rome, Italy	79	6	81	9	102%	13
Rotterdam, Netherlands	52	55	43	46	83%	38
Sarajevo, Bosnia	49	59	43	46	86%	35
Seville, Spain	65	28	48	37	75%	46
Sheffield, Great Britain	49	59	29	66	60%	64
Sofia, Bulgaria	67	22	30	65	45%	72
Stockholm, Sweden	72	11	85	7	118%	2
Stuttgart, Germany	67	22	64	19	96%	21
Thessaloniki, Greece	62	35	41	51	66%	58
Torino, Italia	64	30	50	32	78%	43
Valencia, Spain	63	32	58	22	91%	28
Vienna, Austria	77	7	77	11	100%	17
Vilnius, Lithuania	54	50	28	69	52%	71
Warsaw, Poland	52	55	48	37	93%	24
Wroclaw, Poland	61	36	33	62	53%	70
Zagreb, Croatia	54	50	33	62	60%	64
Zaragoza, Spain	54	50	49	35	91%	28

Source: *www.saffron-consultants.com*

The classifications confirms the presumption that as the offer of goods is bigger, the force of the brand grows. Nevertheless, there are underrated cities too, the reality being much more attractive than the image reflected by the brand. The most relevant examples are the capitals Sofia and Lisbon; thus, while Sofia has the same score for urban offer as Edinburgh (67), the force of its brand is only 30, comparative to 75 points of the Britain city. According to the same pattern, Lisbon has an offer score equal to Berlin (70 points), but only 65% from the brand force of Germany's capital.

As for the use of the brand, Vienna is the only city with a percentage of 100%, almost half of the analyzed cities using less than 80% from the branding potential. At the other side there are cities with a brand that exceeds the force of the offered goods, having more than they would "deserve"; the leaders of the table are: Berlin with a percentage of 137%, Stockholm 118%, Prague, Liverpool and Amsterdam with 115%, Barcelona with 112% and Paris with 111%. This should not be felt as negative or harmful for the competition, because the respective cities have a history and a culture that created veritable "auras"[16] to the cities, while the urban actors knew how to exploit the subjective perceptions of the individuals.

2.2. Essential criteria of the branding strategy

The ending of the index contains 10 criteria that the Saffron experts consider to be essential for the branding strategy of a city. "Saffron City Brand" criteria are"[17]:

1. **pride and personality of population** are capable to propel or to waste the image of a city;
2. **distinctive elements of the city** of cultural, social, architectural, natural or anthropic nature (architectural realizations of Gaudi from Barcelona, double-deckers of London etc.)
3. **ambition/vision and business climate** take into consideration factors like opportunities of urban economical growing, governance, easiness and profitability of transactions;
4. **current recognition and perceptions**: present can become a decisive factor in influencing the public opinion;
5. **the answer of people at the question "Does it worth to visit the city?"**;
6. **accessibility and comfort**;
7. **conversational value**;
8. **location context and its value** can refer either at the economical importance, nor at the statute of capital which the city has;
9. **attractions and anomalies**;

[16] www.saffron-consultants.com
[17] www.saffron-consultants.com

10. **the effect "I could live here!"** is determined by a very hard factor to define that incorporates, actually, a richness of qualities that determine a memorable urban experience.

This criteria represent a series of perspective upon a place, visions that many times are orverlaping, revealing simultaneously more than one side of the city. This flexible model permits the urban actors to accurately measure the diverse reactions of people that benefit by the urban experience and use them efficiently for the permanent improvement of the reality and branding.

3. Global Cities Index 2008

Global Cities Index was realized by "Foreign Policy" magazine, with managerial consulting company A.T. Kearney and the Council of Global Problems of Chicago. Even if, at first sight, it can not be considered an explicit index of the urban brands, the elements on which the classification is based represent the key ingredients of a successful urban brand. Moreover, it places the city into a larger context, determined by globalization and best illustrates the international presence of every metropolitan area and the way in which they integrate in the planet's mechanism of function.

The concept promoted by the index – "global city" – is a prototype of the metropolis featured by an intense interconnection with the exterior world, with a major influence upon the global integration, an engine of growth for the national economy in which the ideas and values have the capacity to shape the world. In short terms, it means "power, sophistication, richness and influence"[18].

From the used methodology, Global Cities Index realizes a chart for 60 cities based on **5 dimensions:**

1. ***business environment*** includes the value of capital markets, number of companies in Top 500 Forbes with headquarters in city, but also the volume of commercialized goods;
2. ***human capital*** takes into consideration the capacity of the city to attract diverse groups of people and talents, analyzing aspects such as number and composition of the immigrant population, number of international schools and the percentage of the population with university studies;
3. ***exchange of information*** measures the way and speed of dissemination of news and information towards the rest of the world, and the number of international news offices, number of international news from the local newspapers and number of subscribers of this publications;
4. ***cultural experience*** expresses the level of attractiveness of the city for la large range of visitors, quality determined by the number of events organized, cultural, architectonical heritage etc.;

[18] www.foreignpolicy.com

5. ***politic power*** measures the urban influence upon the process of public policies and the international dialogue, which is determined by the number of embassies and consulates, thing tanks, international organizations, brotherhoods with other cities and held political conferences.

The top of the cities according to Global Cities Index

Table 5

Position	**City**	**Dimension**				
		Business environment	**Human capital**	**Exchange of information**	**Cultural experience**	**Political power**
1.	New York	1	1	4	3	2
2.	London	4	2	3	1	5
3.	Paris	3	11	1	2	4
4.	Tokyo	2	6	7	7	6
5.	Hong Kong	5	5	6	26	40
6.	Los Angeles	15	4	11	5	17
7.	Singapore	6	7	15	37	16
8.	Chicago	12	3	24	20	20
9.	Seoul	7	35	5	10	19
10.	Toronto	26	10	18	4	24
11.	Washington	35	17	10	14	1
12.	Beijing	9	22	28	19	7
13.	Brussels	19	34	2	32	3
14.	Madrid	14	18	9	24	33
15.	San Francisco	27	12	22	23	29
16.	Sydney	17	8	27	36	43
17.	Berlin	28	29	12	8	14
18.	Wien	13	31	29	11	9
19.	Moscow	23	15	33	6	39
20.	Shanghai	8	25	42	35	18
21.	Frankfurt	11	43	19	13	34
22.	Bangkok	18	14	23	41	13
23.	Amsterdam	10	38	25	12	56
24.	Stockholm	25	33	13	16	27
25.	Mexico City	34	23	32	9	11
26.	Zurich	30	20	8	31	54
27.	Dubai	21	19	14	44	44
28.	Istanbul	32	13	34	43	8

Position	**City**	**Dimension**				
		Business environment	**Human capital**	**Exchange of information**	**Cultural experience**	**Political power**
29.	Boston	37	9	35	33	50
30.	Roma	31	30	30	15	22
31.	Sao Paulo	16	36	31	27	23
32.	Miami	33	21	26	39	21
33.	Buenos Aires	40	16	43	25	12
34.	Taipei	20	49	21	40	15
35.	Munich	29	27	49	18	36
36.	Copenhagen	36	41	16	4	28
37.	Atlanta	38	24	39	21	32
38.	Cairo	48	28	17	45	10
39.	Milan	24	42	41	28	37
40.	Kuala Lumpur	22	46	40	49	38
41.	New Delhi	47	50	20	46	35
42.	Tel Aviv	51	45	38	17	31
43.	Bogota	46	26	51	34	25
44.	Dublin	41	39	48	30	48
45.	Osaka	54	32	45	29	51
46.	Manila	43	48	47	38	26
47.	Rio de Janeiro	44	47	50	22	46
48.	Jakarta	42	40	36	51	41
49.	Mumbai	39	37	53	52	52
50.	Johannesburg	45	55	37	48	45
51.	Caracas	52	54	44	55	42
52.	Guangzhou	49	53	54	50	30
53.	Lagos	58	56	46	60	53
54.	Shenzhen	50	59	57	56	47
55.	Ho Chi Min	55	52	58	53	58
56.	Dhaka	59	51	55	54	49
57.	Karachi	56	57	52	59	55
58.	Bangalore	53	44	60	57	60
59.	Chongqing	60	60	56	47	57
60.	Calcutta	57	58	59	58	59

Source: *www.foreignpolicy.com*

So, the chart puts New York on the first place, followed closely by London, Paris and Tokyo, the powerful brands winning their reputation of global cities. Nevertheless, in this chart there are also metropolis that are advancing rapidly: Singapore, Hong Kong, Chicago, Beijing, Moscow, Shanghai and Dubai. The successful recipe of a global city does not consist only of ingredients, but also in the ingenious mode in which they:

- use the competitive advantages to influence the political processes and attract young talents;
- report to the exterior world, being capable to adapt to the dynamic of the global transformations.

Conclusion

The urban brands indexes demonstrate that a sincere rethought of the city's offer for the present and future, is needed. The question is: what can it be created so valuable for a city, to determine the business, institution and inhabitants to wish to stay, attract investors, tourists and talented persons, and, not least, to convince the critics and opinion formers to recommend the city? The urban branding is not something held only by the local governments or some agencies and departments from their structure. They represent a responsibility and a common practice of the primary urban actors. What can it be more powerful than an urban brand defined and created by the authorities of a city that use their qualities and advantages to assure that the world receives a corresponding and consistent message about the city? To achieve this goal, the city branding demands the use of new forms of leadership, strategies and creativity.

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