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Brand-management of Siberian Cities (Krasnoyarsk as a Case Study)

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ABSTRACT

The article is dedicated to the study of brand management of Siberian cities, architectural landscape of Krasnoyarsk city, which, if the strategy of "symbolical" management is correctly chosen, can become the factor of economic development of this territory. The study of architectural heritage is important in city territory development issues investigation. Being historical city, Krasnoyarsk has the possibilities of prospective development in its future. The city can be attractive for the city residents as well as for the tourists and investment capital. However, the current situation is not favorable for that. The globalization processes amplification eliminate distinctions by making most of the Russian cities identical. Today Krasnoyarsk really needs to find its image and to represent the features of its cultural distinctiveness as the competitive advantages. That is, Krasnoyarsk needs to become a brand.

Keywords: Brand-management, Symbolic Management, Siberian Cities, Krasnoyarsk
JEL Classifications: D8, R1, Z1

1. INTRODUCTION

Economic and social studies of the 21st century look at the region and its structural elements have come to be viewed not only as geographical spaces, or financial, cultural and political centres, but also as mental constructs and images, which are quite in a high demand in the contemporary market for economic knowledge.

Siberian cities have their distinctive signatures: Environmental, architectural, event-related, etc. Their development depends on how effectively the local authorities can promote them into the market as a consumer's product. Therefore, some of the most wide-spread approaches to contemporary marketing studies today are brand-management, a strategy for constructing and promoting a recognizable image of the territory, and its integral parts, symbolic management that gravitates towards social and cultural realms taking an interest in the cultural peculiarities, history, and particular human capital of a place.

Symbolic management implies a whole set of operations that should address its symbolic transformation rather than give a territory a physical makeover; it should shape the city image as a unique place in the public mind. If formed successfully, it should drive residents and visitors to endow the space with senses and meanings that would create positive impressions. The space should evolve a symbolic value that will eventually translate into the city's real value. It proves to be a turning point in developing a territory as a brand.

The advantages of the above-mentioned strategy are obvious. In contrast to long-term natural habituation to the city and identification with it, the arranged measures are aimed at a quicker result. Those natural processes are chaotic and unpredictable,

whereas management technologies are to approach large groups of population and achieve the desired effect. Public conscience is deliberately targeted through city symbols. They may come in the shape of particular tangible objects (streets, buildings, some monuments), or mental constructs (memories and impressions of a place, stories and legends). Thanks to the reasonable accentuation at the very beginning, there appears attachment to a particular symbol which then extends to the city as a whole.

2. LITERATURE REVIEW

The present study required analysis of the latest scientific papers, which describe methods for researching the potential of a territory, its prospective and problematic sides, as well as expertise in construction and promotion of city spaces.

The key methods for developing the potential of a city, chances of its promotion, assessment of the brand at the stage of its evolution, applied by the vast majority of contemporary researchers: Witten et al. (2015), Sanders and Canel (2015), Hanna and Rowley (2015) comprise qualitative methods: Interview (in-depth or expert) and focus groups. Focus groups shall be aimed at surveys of all parties in the interest of the city branding: From officials to residents of the outskirts. Public involvement in this process can be of great benefit, as people will feel responsible for the city development and thus, end up even more attached to it. Tataroglu et al. (2015), De Noni et al. (2014) turn to the method of interview that helps to identify the existing attitude towards the space and fix its problem issues clearly. Applying for expert opinion allows for more conscious-loaded information and more convincing assessment of the city positioning. Some researchers, for example, Sevin (2014), suggest qualitative-quantitative methods of data collection, namely, web-content analysis: Estimation and analysis of photographs of a city, its name mentioned by users of Twitter, etc.

Particularly interesting among the reviewed sources are those works on territorial marketing which apart from theoretical analysis also present practical guidelines for the city image improvement. All researchers (Caldwell and Freire, 2004, Hankinson, 2001, Hospers, 2004, Keller, 2008, Kloosterman, 2014, Minto, 2015) come to agreement that promotion of a territory is only possible by exploring its potential or its unique signature. Most often it does not manifests itself in demonstration of physical advantages, but in symbolic representation of the place. For instance, Jacob and Hellströmb (2010), upon looking into four Scandinavian cities, demonstrated how to make their public places more attractive, indicate regulating marks of the place and arrange leisure clusters around them, as well as organizations of power, unified identity, etc.

The articles of Armstrong and Sewell (2015), Bernardino and Pulido (2014), Jia Lou (2014), Mossberger (1998), Seth (2013) state that the space value correlates with the symbolic meaning it has in the public.

Researches that identify and analyse architectural objects, monuments, stories or events that make up symbols organising the spaces are those by Bartlett (2008), Broad (2012), Collins (2007), Grubbauer (2013), Mihaila (2014), Müller (2001), Muratori (2011) and Thomas (2015). The book "Cities full of symbols: A theory of urban space and culture" edited by Peter Nas (2011), for instance, suggests two approaches to study the city through its symbols: (1) investigate the physical manifestations of the city culture, its traditions and rituals; (2) investigate the city as an intangible image and impression of it. And the both approaches can be used by the elites and creative class as the basis for territory promotion.

Studies into brand management of Siberian cities are yet in bud. Until now Siberian territories have been studied in the context of ethnic indigenous peoples researches (Ilbeykina et al., 2015; Kistova et al., 2014; Koptseva and Kirko, 2014a, Koptseva and Kirko, 2014b, Koptseva, 2015; Libakova et al., 2014; Zamaraeva et al., 2015). Bakhova et al. (2012) looked at cultural values of Krasnoyarsk residents with special needs due to their health. Kukina (2012) analysed the logic behind formation of the city structure. Mirkes and Sergeeva (2011) explore culture codes that are encrypted in the street patterns of Krasnoyarsk. Istomina (2012) researches the city information field. Kolesnik and Mirkes (2011) analyse the city space as a basis for Siberian regional identity.

Those studies that are dedicated to symbolic promotion of Siberian cities prove to be consonant with their counterparts from abroad, the book "New Future for Siberia: Expectations, Challenges, Solutions" (2013) suggests that the cultural potential of the Krasnoyarsk territory and its centre is significant but it also has a number of issues. The image of Krasnoyarsk has to be corrected with consideration of its historic and cultural legacy.

Therefore, even a brief review of some resources will suffice to prove relevance of the chosen topic of research, the purpose of which is to identify the role of architectural objects (symbols) in promotion of the city territory of Krasnoyarsk.

3. RESEARCH METHODOLOGY

Siberian cities can be studied by means of the conceptual guidelines of Harvey (2012) who states that the city arrangement depends to a great extent on the nature of its society, and Moreno (2012) who points out that city space is a symbolic construct. A city is built and given meaning that expresses its opinion of itself, society, and culture. Then the space starts to shape the minds of its residents, setting rules and norms of behaviour. According to the researchers, architecture performs a special role in the city.

To study the architectural landscape of Krasnoyarsk, a number of monuments were identified to correspond to the notion of symbolism. These are the objects belonging to three historic eras: Tsar's empire, Soviet state and post-Soviet Russia. Among them are: Paraskeva Pyatnitsa Chapel, building of the river-boat station and the business trade centre "First Tower," which constitute vivid representations of sociocultural space of Krasnoyarsk and carry the cultural artefacts and values. To investigate the cultural monuments, the method of semiotic analysis was used, which helped to see the symbolic component of the chosen buildings and this way retrieve the city image that can promote an economic and cultural growth for the territory.

To make sure the results are valid, the semantic analysis of the city environment was accompanied by the research method of focus groups and expert interview (Dorussen et al., 2005). It was important to reveal the direct attitude and emotion of the respondents towards the city, as well as deep understanding of the issue in the expert and a possibility to interpret the data concisely.

Social-demographic factors were taken into account when selecting the pool of respondents for the focus group. The group contained eight people. Selection was performed according to the principle of belonging to the groups of "city residents" and "city visitors." The first group was marked with importance of the age of respondents and their occupation (student, employee, pensioner), the second one - with the status of a guest and the purpose of staying in the city (migrant worker, tourist, student from a different region/country). All participants were asked questions about their personal attitude towards the city environment and special features in its landscape. In the focus group, the projective techniques and psycho semantic method were used - discussions were accompanied by photographs of the city landmarks having particular associations with the city. Thus, the pool of participants in the focus group helped to fix the public opinion about brand management of Krasnoyarsk.

For additional information, an expert interview was conducted with Maria Bukova, director of the Museum Centre "Ploschad Mira," organiser of the exhibition "City Code," editor of the magazine #about (a magazine about passion for the city), public person and expert in city creative industries.

4. FINDINGS AND DISCUSSION

4.1. Semantic Analysis of the City Landscape

Krasnoyarsk, just as many other Siberian cities, was forming under the influence of paradigms of different historic eras and culture sets. It has a rich history which is stage by stage depicted in its architectural face. The city has some buildings and sometimes whole districts that represent features of the Russian Empire, Soviet time and contemporary life. Let us look at the selected landmarks of the city landscape.

1. Historically and most importantly for the city life is the Paraskeva Chapel on the Kraulnaya Hill (Figure 1).

There are no other religious buildings of this sort in Krasnoyarsk. This architectural object has constituted a node in the city environment for several centuries and visualizes the model of the ideal city space. It represents the connection with the historic past (the place of origin of Krasnoyarsk, tradition of Muscovy architecture) and orientation towards the future (numerous makeovers consistent with the demand of the new times).

The elements of the building fixate the genetic relation between the city and government. The external similarity of forms and their symbolic meaning reveal the image of Krasnoyarsk as a strategic pivotal point of interaction and control of the civilized centre and remote undeveloped lands. The contour of the chapel shows Krasnoyarsk as having a micro-image of the capital. It was what consequently happened, when it became a military border guard point and then the capital of a big territory. However, it is worth noting that features of the Muscovy tradition were interpreted significantly to fit the local natural landscape, which indicates the city's propensity for discovering its distinctive character.

The purpose of the chapel and the elements of its architectural design draw attention to religious commitment of the city which reveals a curious fusion of official state faith and archaic belief systems. The town of faith is the image that one gets while looking at the Krasnoyarsk chapel, however it should not mean faith in the Christian God, but rather faith in the natural spirit, faith in the community of people living here.

This architectural monument demonstrates values that are necessary for development of harmonious city environment and its residents. These are qualities of contemporary relation to the big (state) and small (native town) world.

Paraskeva Chapel dominated the city landscape of Krasnoyarsk before the revolution. It embodies conceptual ideas of the town and its residents whose spirituality prevailed over the physicality. Under the Soviet government it saw radical changes. The new government demanded solutions to social problems, so public offices came to dominate the architectural landscape.

1. One of the most representative buildings of this time is that of the Krasnoyarsk river-boat station. Built in 1948-1952, it is another symbolic node in the city landscape (Figure 2).

The appearance of this building can give an idea of the city image in general. It is one of a city that is indissolubly related to the mighty river Yenisei. The affluent river marks the banks of Krasnoyarsk dividing it into two parts (the right and the left banks - long common markers of the city territory). Moreover, the river is also a connection between Krasnoyarsk and other towns of the territory, which highlights its predominant status. The city image is that of a developing city, a benchmark for prosperity of the whole region. However the well-being of the territory, as the structure of the building shows, is impossible without following the policies of the state. The central avant-corps stands out and so does the vertical spire crowned with the symbol of the Party. Krasnoyarsk in the Soviet times was seen as a centre of Soviet ideology in Siberia territories.

Both the exterior and interior of the station reveal the embedded image of the city residents. They are Siberian romantics exploring new and resources, making their invaluable contribution to the national economy. After all, Siberians are the people who cannot be referred to some particular social class, the territory like a "melting pot" fuses together creative intelligentsia and labour class forming incredibly strong and kind people.

1. Another landmark of the city is the skyscraper called "First Tower" in Vzletka district. The look of the building is a representation of contemporary views on the city and its residents (Figure 3).

Whereas the previous two buildings bear resemblance to the major government buildings and thus refer to the national traditions, the building "First Tower" predominantly demonstrates the connection with the international tradition. Concordance with the global

architectural trends and its novelty attract enormous attention to the building. The look of the "First Towel" and its consisting elements visualize vigorous growth of financial structures in the city. It is a symbolic sign of the city's breakthrough beyond the regional and national bounds. This building forms the image of Krasnoyarsk as a centre of international cooperation, the flagship of big business, a world-class Siberian city.

A more rigorous study of the features revealed that to a great extent this building represents a myth and utopia. The exterior demonstration of transparency (positioning of the tower, its glass siding) contrasts with the inside closed nature (security control). The desire for growth contrasts with the actual number of floors. Despite the fact that the building is one the tallest in Siberia, it is still hard to call it a skyscraper per se.

The analysis of the architectural building "First Tower," however, also reveals the image of the city resident. Here, in contrast to the two previously analysed monuments, where a person belongs to the place turns into a person without a place (in the best case "a person of the world") who strives for their wealth and professional growth. We see a failed attempt to construct the future without the historic and cultural past. New values are proclaimed to be prestige, comfort and safety. This architectural tendency demonstrates the new policy whose main focus is the funding and expansion rather than preservation of culture. Such buildings scattered around the city become a reason for the city segregation, the "we" society splits into its "I" elements. In terms of city development it is unfortunately a blind alley leading nowhere. Because the interest in these type of buildings is oriented to development of homogeneous space stripped of its distinctive signature.

Overall, taking into account all architectural elements, we can talk about a complex and multifaceted understanding of Krasnoyarsk and its residents. The analysis of the selected objects helps to fix the historic dynamics of the symbolic image of the city, together with the tendencies towards its presumable development in the future. For example, there have been numerous changes in the interrelation between the public and private building. The latter started to dominate, even though the city look always relies on the public buildings. Common city values are being pushed out of the city planning solutions by ambitious individual projects. It all leads to a more typical and standardised space which loses its attraction for both residents and visitors of the city. When there is lack of specific character of a place, a distinctive architectural landscape, there is basically no place itself. However, such a tendency should not be thought of as one that is going to prevail. It is still probable, of course. But the "First Tower" is only one of many other manifestations of the new emerging city image.

4.2. Identification of Public Opinion (Focus Group)

The focus group was formed in February 2016, so the data collected in the course of discussion presents the relevant public opinion. Respondents were asked about how they perceive the city, what kind of associations they get at its mention, which landmarks are seen as most important and why. For convenience the acquired information was formed into a Table 1 which demonstrates only the most recurrent answers (50-75% of respondents in the group).

The answers of the focus group participants acknowledged the importance of architectural monuments in the analysis. They associate the city with buildings or other city objects. The visitors highlight public places and sights that attract great numbers of people as more attractive and memorable. The city had a distinct abstract image in their responses. The residents more frequently mentioned specific sights, distinctive features of the landscape and places they have their personal memories.

The visitors spoke briefly and sometimes with uncertainty, whereas the residents, on the contrary, gave broader descriptions of the city, defended it as a reaction to a negative review, proved to be more emotional. It is incredibly important to note that among residents positive reviews prevailed, with negative ones having more to do with the city administration, or officials who are supposed

Table 1: Distribution of respondents answers

Respondents	Stable images, main attributes of the place	Emotions, attitude, estimation			Desires (city improvement)
		"+"	"-"	"0"	
Krasnoyarsk residents	Chapel, Stolby national park, the Yenisei embankment, the Opera and Ballet square, Mira avenue, big concert hall, culture and history centre, Pokrovsky cathedral, organ Hall, Zoo park	Home, beloved, beautiful, many interesting sights, warm-hearted, places shall be known, there are many of them, rich historic heritage, convenient, safe (no natural disasters, remoteness from military conflicts or terrorism), it is in full blossom in the summer	Polluted air, poor-quality roads, bad traffic	-	Make it brighter and more varied, with more publicity in the media, more cultural and sports events, major events, holidays. History and culture (main point in design of the brand)
Visitors of Krasnoyarsk	Chapel, railway station, the Yenisei embankment, "Planeta" (department store in Vzletka area), flower arrangements in different parts of the town, Opera and Ballet square, Krasnoyarsk heat-power plant	Beautiful, there are many fountains, intersections and bridges (in the photographs), large, there are many places to go, many educational institutions	Small, polluted (about the air), grey, empty cold (in the winter)	Ordinary, just as many other cities in Siberia/Russia	

to deal with these issues. Nobody remained indifferent. Visitors as outside observers mentioned more negative aspects of the city, in particular, the atmosphere of the space in question (grey, forgettable).

Apart from the cross-section of the current awareness of the image of Krasnoyarsk, the focus group discussed how the city can be improved, and it was unanimously stated that history and cultural heritage should be the basis of the process. Respondents noted that they associate the city with particular places and monuments in its space, and their feelings are related to the ideas that these buildings and their elements communicate. Around the chapel one feels calm, around the stations one gets an impression of motion and change, around universities one experiences the joy of being young and aspiration to explore the world. The participants admitted that the monuments undoubtedly have their symbolic potential.

4.3. Identification of Expert Opinion

In the framework of the research there was an interview with Bukova about the prospects of the city as a brand, whether its architectural monuments are capable of making a reasonable contribution into its effective promotion and what is needed for them to work well. The interview lasted for over 2 h and proved to be quite informative. Its results are worth a separate publication.

Maria Igorevna pointed out that today branding of Krasnoyarsk is an important regional objective that presupposes actual involvement of everyone (political, social establishments, etc.). The city enjoys a potential of evolving into a brand, however, it should be made clear what it might take to become one.

It is not hard to create a brand on Siberian level. There are some competitors (Novosibirsk), but Krasnoyarsk has more advantages: Starting from its geographical features (the largest river, the biggest zoo) to major events and activities (Krasnoyarsk Economic Forum, Asian-Pacific Festival, Museum nights and Biennale). All cultural institutes of Siberia concentrate in Krasnoyarsk. Krasnoyarsk can be viewed as a centre of innovations and science. It is the place where the Siberian Federal University was founded. It is the place where various interesting projects come to life. Moreover, the city has its unique history and its cultural distinctions. Due to various reasons it has attracted representatives of different regions, cultures and often they comprised intelligent people.

At the all-Russian level there are also some variants to promote the city brand. Krasnoyarsk can be presented as a centre of the country, its very heart (Russian soul, of course, which fuses components from the west and east without rejection). It is a place where tourism can be developed for both its wilderness (beautiful natural landscape) and its culture.

Krasnoyarsk as an international brand is not yet considered possible. It should certainly be planned, but first of all smaller and more topical issues should be addressed. It is impossible to force someone to love a city, but it can be discovered through its best, most interesting angles by its residents and visitors alike so that a deep long-term attachment to it could be formed. In this respect, the strongest point can be represented by its cultural, historic and architectural components.

Figure 1: Paraskeva Pyatnitsa Chapel on Karaulnaya Hill

Figure 2: Krasnoyarsk river-boat station

Figure 3: Business-trade centre "First Tower"

5. CONCLUSION

Based on the received results it is possible to forward ideas of how to promote the territory within the strategy of symbolic management.

The information retrieved in the course of the comprehensive study of the architectural landscape of Krasnoyarsk can lay the

foundation to formation of a complex strategy of branding for the city with the strategies of its promotion. And the program of symbolic management can rely on it as well. Studying the cultural memory of the territory, investigating its possibilities mark the first stage of the city promotion strategy. It has to be performed together with representatives of the scientific community or experts so that those significant objects are revealed that can demonstrate the ideas of solidarity, invoking the best emotions (tender nostalgia, feeling of pride, etc.,) and delight with its look.

Studying the representatives of the city architecture helped to reveal the unique features of the architectural buildings-symbols that can be used for development of an effective strategy for the city promotion among the local population and prospective tourists. Positioning of the city shall be based on the bright and distinctive stages in Krasnoyarsk development, as well as the standardised building manner of today. The brand of Krasnoyarsk shall be formed within its strategic image of an "intersection of times, eras and cultures," which gives multiple options for the city future development.

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