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**City Marketing: Development Plan for the municipality of Heraklion,
Crete**

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SUMMARY

During a period commonly marked by globalization and the economic crisis, cities are looking for new ways to become competitive by projecting their comparative advantages. However, the competitiveness of a city cannot be supported only through spatial planning regulations. For this reason, the preservation, enhancement and promotion of particular urban characteristics that make them cities unique are the fixed strategies of cities in their struggle to establish themselves in their users' preferences. The so-called City Marketing strategic plan stands for the main weapon of city's image improvement strategy.

The City Marketing is not just a means of bringing out a city at a wide audience. It is a tool that can help cities to redefine their identity thus, direct their development in accordance with a common vision. Today, City marketing is as useful as ever .

In this way, there was an attempt for a marketing plan for the municipality of Heraklion, (Crete) to be carried out through the contemporary definition of a City marketing plan. Through this plan the pros and cons of Heraklion City were stipulated along with the needs and desires of all the affected population groups in order to formulate the vision, the objectives and the implementation of these strategies. The conclusion is the branding of the city, which aims to promote the identity of the municipality of Heraklion.

Keywords: globalization, crisis of Identity, Competitiveness, Cities, Heraklion, City Marketing, Branding the city

1. INTRODUCTION

The new data that the changes of seasons have begotten in human societies inevitably expanded the concept and scope of marketing, resulting in the inclusion of businesses, larger-scale organizations or organized groups (towns). City marketing, in its present form, is an innovative dimension of marketing that seems to be the "lifeblood" of a city for its survival in the modern competitive environment (Davidson and Rogers, 2006).

The aim and at same time the challenge of the city marketing process is to strengthen the city's ability to adapt to the ever changing market conditions by taking advantage of the opportunities presented in order to maintain vitality (Kotler et al., 1993).

However, a city marketing plan that seeks to revive the city must primarily examine if the changes that will occur are to improve the standard of living of its residents. Therefore, the City Marketing aspires to satisfy the expectations of the target-markets, by having as a reference point the improvement of the quality of life of residents of the city (Kolb, 2006).

At the same time, the City marketing much as the City Branding, are two fields established to make the cities identifiable. In other words, through the process of city branding, the city itself is after an "identity". After all, the image of a city is a set of ideas, beliefs, and impressions that people have for this city. Each city bears a unique combination of features that will make it stand out from the rest and gain its own "unique identity" (Kavaratzis, 2005).

The City Branding should be based on strong but simple ideas that will answer to the unique qualities and characteristics of the city. It is not just a logo. When a city decides its Brand, then will be able to make the image, services and all its messages consistent and coherent with this Brand. For this reason, the cities' branding requires a broad understanding of their spatial effects. The City Branding is proposed as the most appropriate way to describe and apply the City Marketing (Kavaratzis, 2008). City marketing and City Branding are different kinds of action with special methodology and techniques but at the same time they seem to be inter-related complementary elements for the emergence of a city (Metaxas, 2010).

2. BRIEF PRESENTATION OF THE EXAMINED REGION

Today Heraklion occupies a prominent place in the prefecture of Heraklion not only as the capital but also as the headquarters of the region of Crete. Heraklion is in the Centre of the northern coast of the island of Crete. It is a central transportation hub with the international airport "Nikos Kazantzakis", first in Charter flights (charter) and the commercial-passenger port. Consequently, the majority of tourist traffic pass from Heraklion at least twice. In addition, the port constitutes a main transit, trade and transportation centre for passengers and local products.

Heraklion is the capital of the island-the largest city of Crete and the 4th largest city of Greece. It is a modern city that combines the features of a big city and where the historical centre clusters a large number of residents and almost all its administrative services. In addition, in the city centre there are several entertainment infrastructures many of which are hosted either in historic buildings preserved in the city centre or in the old market of Heraklion, which houses in local products stores, small cafes and restaurants. Even today, the old market remains a very special part of Heraklion, with its abreast little shops, always bustling and so charmingly old-fashioned. The Central 'old' market is in the heart of the city, where between or within the stores someone can always discover hidden remnants of the old city of Heraklion.

Over recent years the city has changed and now is radically changing its profile by putting more emphasis on quality of life issues for the resident and the visitor of the historical centre of the city. The market seems to be very satisfactory in terms of quality and sufficiency of goods (local, domestic or imported). Additionally, Heraklion hosts high ranking Academic, Technological and research institutes of important and valuable research work with international recognition. The Departments of the University of Crete, the Technological Educational Institute of Crete, the Foundation for Research and Technology, the Scientific and Technological park of Crete rounds up a large number of students. The various museums (Archaeological, Historic, Battle of Crete, and Natural History) and the archaeological site of the Minoan Palace of Knossos attract, at annual level, thousands of visitors, domestic and foreign.

Issues of cultural and artistic interest (festivals, exhibitions, etc.) find expression through organized events of various institutions and cultural organizations. The image of entertainment is completed through quality film screenings and various theatrical performances from Cretan repertoires that are often given in especially landscaped areas (operational programme for the Municipality of Heraklion 2011-2014).

3. IN PURSUANCE OF IDENTITY

By following the modern City Marketing philosophy that argues that the lasting satisfaction of needs of the affected population groups of a place is the cornerstone for the development, it was necessary to conduct field research for the Municipality of Heraklion, Crete. The purpose of this study was to assess whether the existing situation of the town creates favourable conditions for habitation-investment-visiting and if the further development of the tourist industry of Heraklion would be a conscious choice of all of the above groups.

Extensive field research method is used to gather the opinions of all the population groups that are involved in the city of Heraklion. The aim is to lay the foundations for a city marketing plan which through a participatory process would verify its modern conceptual content. More specifically, the work aims to extract clear and concrete conclusions, in order to give answers to the questions of research by confirming or rejecting the cases originally made. For this purpose it aims mainly to the following:

1. Investigation and identification of the characteristics of the city of Heraklion.
2. Investigation and identification of those factors that according to estimations of the residents, operators, businesses and visitors of Heraklion City help in shaping the city's image.
3. Determination of the vision for the city of Heraklion.
4. Investigation of the strategies of implementation for the vision and goals for the city of Heraklion.

3.1. FIELD RESEARCH

Methodology – sample selection

The survey was conducted in the city of Heraklion during the period July-August 2012. The data collection was accomplished through the use of questionnaires which were distributed to organizations of the Municipality of Heraklion, entrepreneurs of the region, residents and visitors. The ragtag characteristics of the groups above imposed the creation of four different types of questionnaires with corresponding sets of questions. The questionnaires were divided as follows:

- Questionnaire A : addressed to citizens and non-citizens, aged from 15 to >64 (172 respondents)

- Questionnaire B: addressed to entrepreneurs whose business relates to tourism, trade, services and alteration (70 respondents)

- Questionnaire C: addressed to institutes(their members) such as the Municipality of Heraklion, the Region of Crete, the Chamber of Commerce, the Technical Chamber, the Economic Chamber, the Municipal Enterprise of Culture, Tourism and Development of Heraklion (D.E.P.TA.I.), the Commercial Association, the Heraklion's Port Authority , the University of Crete, the Foundation for Research and Technology-Hellas (F.O.R.T.H.), the Town Planning for the Municipality of Heraklion, the Hotels' Association and the Labour Centre of Heraklion City (28 respondents)

- Questionnaire D: addressed to tourists – visitors, Greeks and foreigners, aged from 15 to > 64 (144 respondents [88 Greeks and 56 foreigners]).

500 set of questionnaires were given for completion was, 414 of which were answered.

Conclusions drawn from questionnaires addressed to the citizens

Starting with the citizens of Heraklion it is observed that most of them perceive the city's strong traditional and cultural identity without the last bearing any significant fame, but still the city's existing fame seems capable of helping the creation of an attractive depiction of the city. However, improvements are necessary. Essentially, it is acknowledged that the city has remarkable cultural backgrounds in latent form, which if exploited and accurately promoted would be able to consolidate a cultural profile for the city of Heraklion.

The city of Heraklion shows relatively high levels of employment, since only the 6% of respondents said they were unemployed. There is a clear preference of the citizens for the promotion of tourism, and its direct financial return. This is the most important factor to the citizens. However, they also consider that certain emphasis should be placed upon the conservation and enhancement of the cultural heritage, due to the historical and monumental city's character, which is required to be maintained.

The existence of great historical monuments associated with the city but also the exploitation of resources of E.U. for the development and support of cultural investments and infrastructures are important advantages for the promotion of culture and tourism of the city, along with the organisation of cultural or touristic events. In fact, many believe that Heraklion city has the potential to offer short-term tourism and several cultural

activities. The fields of recreation, sightseeing and gastronomy are in a very good level too.

But, as a matter of fact a significant percentage believed that particular emphasis should be also given to the educational, health, welfare and environmental infrastructures. What the citizens are essentially seeking for the future is a clean city with more pedestrian areas and open green spaces since the lack of them constitutes a "flaw of the city's image". The citizens accentuate the need of a more pendant providence by the city itself. At the same time, they would like the city of Heraklion to serve as an open Museum of culture and history. In general, the citizens seem to appear divided on whether all the aforementioned can be achieved since the 38% believes that the above are likely to happen while the 37% believes that are quite likely.

Conclusions drawn from questionnaires addressed to institutions

The members of the several institutions not only believe that they dwell in a quite energetic city, endowed with a historic and cultural reserve, but they are also claiming that they are making the best of it through several strategies and politics of promotion. As a matter of fact, the projects of touristic promotion through the cultural development of the city are considered to be quite important as they induce major advantages to the city, such as the production of positive economic results, the reduction of unemployment and the increase of the GDP.

The members of the institutions likewise the citizens, envision a clean city with more pedestrian areas and open green spaces while they are also seeking for a city that will be an open Museum of culture and history since the history and culture of the city stands for a unique worldwide phenomenon. Many believe that the city could become a cradle of entrepreneurship. They appear optimistic about achieving their vision but puzzled about the exploitation of resources of the E.U. for the development and support of upcoming cultural investments and infrastructures.

Conclusions drawn from questionnaires addressed to enterprises

According to the entrepreneurs, the city of Heraklion can attract tourist and commercial enterprises stemming mainly from the EU and the Eastern Europe. They also envision a clean city with more pedestrian areas and open green spaces. What is more, they believe that particular attention should be paid to stimulating the background history of the city since the existence of great historical monuments associated with the city is a

major advantage for the culture and the tourism of the city. Last but not least, they hope for a further emphasis to be placed upon the entrepreneurship. The majority of them appear quite optimistic.

Conclusions drawn from questionnaires addressed to visitors

Several guests of all ages have a positive image for the city of Heraklion. The largest percentage remained satisfied with their visit and this is a fact that may suggest a second visit. As a matter of fact, most of them have already visited the city more than once. Several have chosen the city of Heraklion for their family holidays, pointing out the family orientation of the city. The answers of the participants state that the overall picture of the hosting infrastructures with regard to the supply of services provided is of high level along with the means of transportation which are also seemed to be considered as rather convenient. Therefore, this statement could be translated into a positive assessment of the accessibility and the direct access from and to the city.

As long as the availability of information services is concerned, most of the respondents deem them from satisfactory to very good. In terms of customer services of the city, the investigation has reached the following conclusions. Regarding the level of service of museums and other attractions, the average responses ranged in a very good level. Nevertheless, it should be noted that the fact that the Archaeological Museum of the town remained closed until the August of 2012, stirred up a negative impression.

Concerning the availability of modern commercial markets, most of the respondents rank the city of Heraklion to be fairly satisfactory. Ditto with the existence of financial services and the quality of the services provided by restaurants, taverns and cafes. The majority believes that Heraklion is most certainly not a clean a city with few green spaces and parks but it can be improved. In terms of hospitality, the majority of the respondents finds it excellent.

Finally, the major sources of information of the respondents forming their decision to visit a particular destination seem to be their family and friendly environment t that might dwell on the target area along with the Internet, mainly through the official websites of the destination.

3.2. VISION AND OBJECTIVES

VISION: the transformation of the city into an open Museum of culture and history that would respect and ensure a green development.

More explicitly this vision aims to the attraction of those who seek for the touring and the wandering in a city whose history is lively beating within the pulse of everyday life, "inside" and "outside" the buildings, in open or close spaces. This vision creates a mood of wistfulness and offers alternative means of recreation and entertainment.

For the achievement of the above vision, some allocated objectives are set out objectives, whose recording and documentation are listed below:

- Utilization and enhancement of the existing cultural and historical heritage
- Improvement of the aesthetics of the landscape
- Protection from natural disasters
- Promotion of local products
- Claiming of the blue flag for beaches
- Assuming significant events
- The city's participation in nationwide festivals
- Participation of the city of Heraklion in a broader tourism package
- Renewable energy coverage
- Creation of networks to cover any infrastructural deficiency

3.3. IMAGE AND SPECIAL FEATURES

The overall view shared by residents, institutions, entrepreneurs and visitors for the city of Heraklion is that of a mixture of things, ideas and beliefs.

According to the extensive research of field ,the features that most certainly characterize and ' remind of ' the city are the city's introversion-even though it is an area with a seaside front, the city is turning towards the Centre and not to the sea- the "chaos" and "anarchy" of building and of transportation ,the culture, the primal history that

dates back to the period of the Minoan time; an era that has clearly left hidden traces throughout the city in between the various historical monuments. The few and most of the time "hidden" open green spaces are also quite important features, let alone their lack constitutes the citizens' most frequently stipulated inconvenience. What is more, the special gastronomy-the so-called Cretan Diet-, the hospitality, the entertainment and the commerce, which holds one of the most central roles in the city's economy, are also considered to be rather important in the shaping of the identity for the city of Heraklion.

The determination of the final image of the city of Heraklion is as important, as the clear identification of the target markets which the image of the city calls on. The called on target markets are primarily the residents and visitors of the city.

4. The MODEL of 8P's

The marketing model that was used for the case of Heraklion is that of 8P's (8P's): Product, Partnership, Pricing, People, Packaging, Place, Programming, Promotion [Morrison, 1996/1999]. Below there is an analysis of the parameters of the model:

Product: The] product is the image of the city of Heraklion It is the designation of the city through the "History", the "Culture" and "Open spaces". The combination of the region's cultural reverse, the infrastructures and of the University of Crete could work cooperatively in the creation of the city as an open Museum of history and culture. Such a thing would give the city a very important and competitive role in the cultural and Conventional venue. The projection of the city is based not only on clarity of vision and the anticipated benefits for the region but also on the detection to identify the particular regional features.

Partnership transactions: the creation of cooperation networks is the second most important step after determining the product. It helps to better exploit the potential arising from the combination of resources that the region offers. The development of cooperation networks produces creative collective thinking and inspiration. Via such methods common partnership problems can be addressed and sorted out even through practices which have been already implemented in other cases. The cooperation with corresponding institutions of adjoining cities promotes and advertises the place itself. Through networking the area becomes choosable in a group of people who otherwise might not have chosen it as a destination. Cooperation networks are categorized in 3

levels:

- Internal networks (local)
- External networks (regional, national)
- Abroad networks (European, international)

Internal networks are collaborations between local agencies and services, i.e. within the city and the municipality of Heraklion. External networks include collaborations between agencies, institutions and associations of neighbouring municipalities and cities of the country with common characteristics, region of Crete and University of Crete. Abroad networks include collaborations with Mediterranean and European cities that share common features with the region of Heraklion, networks with twin cities, maritime tourist networks (routes with cruise ships) and others.

People: The people play a vital role in the design and implementation of a marketing plan for the city. In this case, the main groups are the citizens and the guests. With regard to the inhabitants of the region, they are divided into two subcategories: the permanent residents-locals and the students”. The categories of residents and students are significantly important, as the City marketing plan targets them, but at the same time also depends on them. This particular group is an essential factor in the implementation of the plan. After all, the supporting and collaboration of the group would actively assist the practice of the planned actions. The second category includes the local visitors along with the tourists of the surrounding areas. It should be noted that this category pertains part of the entrepreneurs, investors and workers (agents) who will benefit financially from the success of the marketing plan. The group of visitors is one of the main target groups, for its size determines the success or the failure of the City marketing plan. More specifically, because of the study's three axes of development, “history-culture-green ”, the targeted subgroups are: the scientific community (participants, researchers, archaeologists, etc.), the artistic community (musicians, actors, dancers, filmmakers and other artists) and the "green" community (environmentalists). These communities include not only professionals but also amateur and fans.

Packaging: The “Packages” include those elements that must be viewed in order to make the district competitive at regional, national, European and/or international level. In a marketing plan, packages are particularly important, for they constitute the main way to forward and promote the offered product/goods to the target markets. As long as the

particular marketing plan is concerned, the proposed packages, which are organized and supported by the Advertising Office are:

- History: historical reporting Package, “the paths of history to the street” package: this one, includes the placing of electronic screens in historical parts of the city, which would recount the history embracing the particular historical points, “historical routes” package: routes in the city with points of reference to the houses of renowned historical figures or the monuments or some other events.

- Culture: “film screening” package, “theatre” package, “painting” package, “the streets of the streets’ music ” package: events and activities on the streets with local and other genres of musical or artistic expression. Those genres compose the musical tradition of the city, within parallel outdoor concerts and performances," Cultural trail "Package: (museums and cultural spaces, exhibitions), Conference packages, Packages of seminars-workshops, Gastronomy Package: events and activities with traditional local products.

- Green: “bicycle routes” Package: This package aims to arouse the ecological consciousness: activities for stimulating open spaces with green (planting-pedestrian walks-cleanliness), network traffic organization regional Package around the Walls.

Place: a key step in the creation of a city marketing plan is to find and determine the means and signs that would promote the forthcoming product without being fully incorporated in the direct promotional process but rather in a more indirect one. What is very important at this point is the partnerships that have been created. In the present shown case the distribution channels are (according to the classification of cooperation in internal and external networks):

Domestic distribution channels:

- Projecting/Advertising Office of Heraklion City
- Shops, hotels, restaurants, entertainment infrastructures and event halls in the city affiliated with this promotion plan
- Museums, exhibition halls, theatres and cinemas
- The University of Crete
- Tourist offices
- Bus stations, port, airport

External distribution channels:

- Twin cities with Heraklion
- Domestic and international services of municipalities cooperating with the municipality of Heraklion
- Greek cultural foreign associations
- European and international organizations associated with t "history-culture-Green»
- Museums and exhibition halls
- Universities and research centres
- Tourist offices
- Train, bus stations, airports and harbours

Programming: programming lies in the creation of a general schedule. The detailed composition of the schedule would have to assume the Office of city's projection (as discussed below). For the accurate planning, the time each guest spends in order to attend the current events along with the appropriate time periods each event would be conducted should be taken into consideration. The main criteria for the apt temporal placement of the various packages take account of the period that the target groups visit the city, the feasibility of the conducting of the events depending on the weather conditions (outdoors/indoors events), and the reassurance of a balanced ratio of events in order to avoid the challenge faced by the regional tourism industry, which is its seasonal nature, in other words the creation of the so-called "dead-periods". It is suggested for the packages relating to the categories of "history-culture-green" and "external" events to take place during the periods of April-June and August-October while the conferences of the same categories is proposed to be organized during the winter months as such a practice would not necessarily include outdoor activities. With such dispersion the retention of interest in the area on an annual basis could be achieved.

Price: in this particular context the pricing of the offered product refers to all the proposed packages, all the services provided by the city of Heraklion, and to the general costs of the supplied product. The provided services would include technical services, such as bus routes, exhibition and conference halls, museums, event venues and cultural spaces. The admission fee to the sites should be decided after the collaboration of the municipality and private citizens. More specifically, it is proposed for a "city card", to be

issued. This card would be adapted to the citizens, the students and the unemployed. This card would be based on a main “the more the less” concept. It is a discounted-bonus(point collection) option arrangement under which any rights are granted to subscribe-participate to any site or event at a price lower than the market value for those who have attend a significant number of events or local places. This attempt could not only increase the participation but could also promote the collective effort of the local artistic groups. We recommend the study of cost-budget analysis for the promotion and advertising of the region, for the organisation of specific activities and for the creation of any necessary infrastructures and their staffing. The pricing of the provided services and is packages also needed.

Promotion: For the implementation of the city marketing plan the establishment of an institutional body would be necessary .Specifically a Marketing Office, responsible for the enactment and monitoring of the plan. The main responsibilities would be the promotion of the City marketing plan, as well as the responsibility for the organisation and operation of the various activities proposed in the marketing plan. In addition, another basic duty would be the setting of a timetable aiming to the equal distribution of the various activities and events throughout the year. To this end, it must be ensured that extremely well qualified people, with the relevant skills and experience, would join the marketing Office, in order for the proper functioning and implementation of the viewed policies to be fully operational. A crucial factor for the successful promotion of City marketing plan is the continuous and direct communication and proper cooperation between the Office of marketing and information Office (info points), as well as with the other services of the city. In particular, the information office must distribute printed informative materials for the visitors: the city’s map, thematic brochures to inform the visitor about the cultural monuments and attractions, entertainment and gastronomy brochures, the nearby destinations for daily trips, along with information for commercial uses. At the same time, a special seasonal brochure should be distributed for presenting the upcoming events and happenings that will be hosted in the city. The means that such a plan will operate in order to promote its scopes are very crucial. On the same side is the accurate choice of those means that would best report the city’s Marketing plan along with its forthcoming actions to the relevant target market. The proposed means of promotion of the project are featured below.

Table1. Featured promotional tools

Inside View		Advantages	Disadvantages	Geographical scope
General	In Particular			
Internet	<p>Social networking: Facebook page available at the URL: https://www.facebook.com/HeraklionBrandingProject</p> <p>Blog: available at URL: http://heraklionbrandingproject.blogspot.com/</p>	<p>- High degree of public selection, -Interactive -Media, relatively low cost</p>	<p>-Not easily accessible, -Specific age groups</p>	<p>Regional, national, European and international</p>
Radio	Broadcasting commercials on local radio stations	Selection of age group	Local scope	Local scope
Newspapers- Magazines	<p>Monthly issued magazine that includes schedule of events, articles on important issues and regional figures.</p> <p>Use of the existing logo in the local magazines and newspapers</p>	Low cost	Small number of the public concerned	Local scope
Brochures- brochures	Creation of brochure as part of the campaign, information leaflets for individual events	Low cost	Specific age groups	Local scope
Outdoor bulletin boards-ads	Projection of events placed in the city	Low cost	Specific age groups	Local scope
Tv	Promotion of the advertising campaign on local business channels in Crete and the rest of the country	<p>-Wide range of buying public -Easy accessibility</p>	Great cost	Regional, national

Source: Personal Assesment

5. BRANDING THE CITY OF HERAKLION

The existence of Branding is a necessary condition for the success of the marketing plan. This approach uses three main ways of viewing: the creation of a Website in terms of social networking (Facebook: HeraklionBrandingProject, available at URL:

<https://www.facebook.com/HeraklionBrandingProject> and blog available at URL: <http://heraklionbrandingproject.blogspot.com>, the creation of a brochure and promotional videos. The advertising campaign employed would aim at promoting "History-Culture identity-Green" through the public familiarisation with the contents of this characterization and information about events that are included. The web sitting process is strategically chosen. Through a number of interactive processes, an up to date, well-structured website-blog that illustrates the view of the city through photographs and video streaming could sufficiently contribute to the information of the visitors -readers on the thematic events. On the other hand, the brochure as out-fashioned as it may be it is still the most traditional means of promotion. The booklet is convenient while the video streaming processes appeal directly to the emotional stimulation and promotion of the message through audio-visual challenges. Both strategies aspire to clearly articulate the message that the city of Heraklion is a fertile ground where someone can satisfy his interests concerning music, theatre, cinematographic arts and the letters.

The tagline that is engaged in this direction, is most certainly trying to incorporate all the prominent elements of the city altogether, but at the same time it has to be utterly precise in order to establish a rewarding first interaction within the target audience. The Branding of the City of Heraklion uses the slogan: "Heraklion. Discover it. In you.", This tagline is an all inclusive conceptualization of those features that compose the identity of the city of Heraklion and are at the same time individually underlaid (In you.). And those are the features urged to be "discovered" (Discover it). In this context, it is rather important for the logo to manage to create an immediate and recognizable image in the mind of the recipient, by transmitting the elements that portray the city and its vision. It is important to create a good lasting first impression. Subsequently, the logo that is created aspires to highlight the "extroversion" of all the features that make up the identity of the city of Heraklion and not the "introspection" that the city is currently showing. The transition of the city of Heraklion from "introversion" to "extraversion" is symbolically enunciated with the "opening up" of two square brackets¹ -[]- →]-[, in a way that they form the letter "H", the capital letter of the term "Heraklion". The seven

¹ Square brackets, [], are punctuation marks used within text for an explanation of a Word. The difference of the parentheses, (), is that the parentheses are illustrative elements that can be received while the brackets refer to nearby or distant elements that the author wants to introduce and considered important. Why choose square brackets instead of parentheses in the logo of Heraklion, in that every feature of the town is highlighted because it is enclosed in it, cannot be received and are necessary for the emergence of the image and identity.

(7) coloured circles indicate the seven (7) features the city is bearing: the History, the Culture, the Green, the Sea-cruise, the Gastronomy, the Entertainment and the Hospitality.

Figure 15. Logo and Slogan for the city of Heraklion



Source: Personal Assesment

6. CONCLUSIONS

Ultimately, it seems possible to export a conclusion: the cultural creativity through the implementation of a city marketing plan is an important factor for the revival of cities. The case study of the city of Heraklion has confirmed the significance of the field research method in developing a marketing plan that is acceptable by all the associated units within the city's population groups. In order to ensure its vision, objectives and implementation of these strategies the city itself formulates the advantages and inadequacies of the city as well as the needs and desires of all affected population groups through a strategic marketing plan. The culmination of all this, is the branding of the city which asks to redefine afresh the city's identity. This identity consists of features which are "enclosed" in every manifestation of the city but are not vocalised so far. In as much as those are read and imprinted, there is a way for them to be projected or viewed.

And as Kazantzakis once told: "You have your brush, you have your colors, you paint the paradise, and then in you go."

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