



## **A tale of a university city: How to create an attractive brand?**



**Results and recommendations from the peer review meeting in Parma of the EUniverCities Network, 7-10 June 2016**

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Dr Willem van Winden  
UrbanIQ and Amsterdam University of Applied Sciences  
[w.van.winden@urbaniq.nl](mailto:w.van.winden@urbaniq.nl)

## 1. Introduction

Could and should Parma's strong image as a city of food and culture be enhanced with an image of knowledge city or student city? How do Parma's urban (re)development projects contribute? And could/should city, university and other stakeholders work together more strategically in the branding of Parma? During our 3-day EUniverCities Network meeting, we discussed and analysed these and other questions, coming together to hear and see what is being done in Parma, and to reflect on it. This report contains the main findings and outcomes of the fruitful and inspiring meeting.

The City of Parma and the University of Parma find each other in many ways, they developed a number of practical collaborations in a range of fields. Both sides clearly see that that collaboration brings crucial benefits. But how to take the next step?

The meeting started with a conceptual presentation, delivered by prof. Andrea Lucarelli, on city branding. After that, a range of collaborative projects were shown, and we made visits to several hotspots in Parma where urban (re)development projects are taking shape. In-between, the members of the network shared experiences about how they conduct their city branding in their home city/university.

On the second day of the conference, a short peer review meeting was organised in order to learn from other European university-city tandems and obtain suggestions and recommendations from them. The visitors were representatives of the EUniverCities Network (professionals from the cities/universities of Aalborg, Aveiro, Delft, Ghent, Lausanne, Lille, Linköping, Lublin, Magdeburg, Norrköping, Tampere, Trondheim, Varna), who, back home, work on similar issues and challenges. They were invited to reflect on the hosts' strategies and practices in the field of city branding and related urban development projects, and to share their experiences. As "expert outsiders", they also shared their views and observations on the collaboration, and provided suggestions for improvements. This report contains a synopsis of the discussions. Section 2 focuses on the main issue: Branding. Section 3 contains considerations about the link with urban (re)development projects in Parma. Section 4 deals with strategic city-university collaboration, and section 5 concludes.

## 2. Branding Parma

Before the meeting, a small survey had been held by the organisers, to find out what the foreign participants associate Parma with. The most-used words were "cheese", "ham", "history", "traditional", "oldest", and "nice". Then, during the morning of the first conference day, representatives from Parma (city and university) showed pictures of *their* key associations: places&buildings (the cathedral square, the House of Farnese, Teatro Regio, Pilotta Palace, Ducal Palace), families (the House of Borbone), artists (Parmigianino, Correggio, Verdi, Toscanini, Maria Luigia), the European Food Safety Authority, the football team, bicycles, and a flower (the violetta of Parma), and, of course, the university. A much richer palette. Moreover, it became clear that Parma is a frontrunner in the field of sustainability and smart city developments.

So, "Parma is more than food, ham & cheese". This was an often-heard phrase during the conference. And it is definitely true: Parma is also a place of culture, especially music; a place of research & innovation, students, business, an interesting repository of heritage from over 2,000

years of history, great and famous (former) inhabitants, a place for modern design and architecture. Parma is a lively and interesting place for all sorts of people, too complex and layered to put down in one phrase or slogan. The many urban projects that were demonstrated are a further witness of this.

At the same time, the international image of Parma is primarily linked to food and gastronomy. Most people from abroad associate Parma with ham and cheese, knowing little of the other hidden treasures until they visit the city.

Very few cities of Parma's size have such an outspoken international reputation -a positive one!-, and this is something to take into consideration. Especially because the food theme is broader than just ham, cheese and tradition: it is linked to a substantial industrial activity (Barilla and many others), to food-related innovation and research (conducted in the University and also in corporate labs), to tourism and culture. In this light, the project to re-develop part of the Correggio Cloister as centre of food innovation is an excellent addition on this spectrum. And evidently the UNESCO title reinforces it as well.

From this perspective, the international branding of Parma as city of food & gastronomy makes sense. Different target groups could feel attracted: Tourists (food consumption and fine cuisine), students (excellent study programmes related to food), but also researchers or knowledge based companies (a strong knowledge base on food, specialised laboratories, innovation events). Many of the EUniverCities visitors advised to elaborate the potential of the food theme, in a more comprehensive way, to make Parma a city of food "in all directions" and in an integrated way: study programmes, events, festivals, research labs, industrial/cluster policy, etc.

In his keynote, Prof. Lucarelli made very clear that a place brand goes beyond a mere logo. He defined a brand as "the symbolic, purposive embodiment of a place, communicated, enacted and embodied to external and internal audiences". It has several elements:

- Visual identity (name, logo, slogan, etc.)
- Offer (role, aim, purpose)
- Position (geographic, political, industrial, cultural)
- Essence (values, systems of beliefs, association)

A more general criticism in this respect, made by several visitors, was the lack of clarity in Parma's current branding efforts (mainly bullets one and two). We saw complicated pictures with many logos; there was also a lack of target group definition, and no clear strategy how to reach/attract them. Also, what lacked was a rationale: why do the branding in the first place, what is the purpose apart from the rather vague goal of "enhancing competitiveness". As to the "Why question", Lucarelli offered several answers: to expand an existing position, to create a new region (as done in Oresund, Danish-Swedish border), to strengthen a place identity, to transform a place, etc. It was not clear where Parma stands in this respect.

Moreover, and related to that, despite good intentions we did not see a clear joint branding strategy of city, university and other actors. It would be good to have some sort of "umbrella concept" that unites it all, but it must be one that offers scope for sub-brands that address particular target groups. It helps when existing organisations and initiatives in Parma can easily "plug in" their own content under this umbrella. So that they keep their own identity but at the same time link with the bigger common story of Parma.

A final point concerns the international accessibility of Parma. Many international visitors travel to Parma via the main airports in Milan and Bologna. But the transition is far from seamless, at least by public transport: it was not always easy or straightforward to know how to travel, which train to take, which platform, etc. Some improvements can be made in this respect. As someone put it, “Parma city branding should start in Milan and Bologna”.

### **3. Urban planning, branding & the university**

Overall, the view prevailed that Parma’s urban redevelopment projects that were shown contribute to the quality of the city, and often witness an interesting link between the present and the past, between culture and economy, and benefit from a good involvement of the university. However, some more critical remarks were made as well.

It was not always evident from the presentations and site visits how citizens and other stakeholders participated in the development and realisation of Parma’s projects. Many participants of the conference however stressed the importance of this. First of all because citizens -including students- have a big stake in urban development. Second, because their ideas, views and local knowledge is very valuable, and third, related to branding, citizens and students are important brand ambassadors. Also, it can be good to engage citizens not just at the start but also in the follow-up stage of projects, using their ideas to make adaptations. Moreover, creative types of crowdfunding can be applied to engage citizens and at the same time raise the necessary funds. In Magdeburg for instance, crowdfunding was used to build a new stadium. Citizens could buy a stone with their name on it, to be included in the building.

Some remarked that the university itself is not clearly visible in Parma’s inner city. University life seems to be contained on the campus. Moreover, the urban plans that were presented all focused on the inner city, and the university campus did not appear on it. When Parma wants to shift its image towards a city of knowledge and students, this might need more attention. As one member put it, “you must link the campus to city better, and the city master plan must include the campus master plan”.

### **4. From ad hoc to more strategic collaboration**

The visitors were impressed by the number and quality of projects in Parma where city and university have found each other as partners. In Parma, it seems that partners easily find each other when a concrete project is taken up, examples being the successful application to become a “UNESCO Creative City for Gastronomy”, the Verdi Festival, or the event “Parma for Bernardo Bertolucci”. These (and many other) examples show the local engagement of Parma University and the power of co-creation. Nevertheless, what seems to lack is a more strategic framework in which collaboration takes shape. The direction is now set by emerging opportunities and projects, but there is no long-term view on what can be achieved together, where to put priorities, and how to fund them. In Tampere for example city and university formulated the ambition to be “best student town of Finland” and systematically work together in different fields to make that happen (i.e. student housing, spatial planning, public transport, internationalisation, etc.). Parma could consider to create a strategy group, eventually with subgroups, to develop a longer term strategy, set priorities and make them happen.

## 5. In conclusion

After two days of observing, feeling, walking, discussing and reflecting, a shared conclusion is that Parma is a rich city in many respects. Its worldwide reputation of city of ham, cheese and gastronomy have become even stronger in recent years thanks to the UNESCO status and the EFSA. At the same time, it has so many other assets and layers as well, perhaps less known internationally but equally interesting and worth exploring. The university is physically somewhat disconnected from the city core but plays a key role in many recent projects of all sorts.

In summary, based on a two day visit, in all modesty, the EUniverCities partners think that several aspects need elaboration in Parma:

- Find, together with many stakeholders, a clearer answer to the “why question”: why would Parma do its branding, who would be the target groups/audience, and what message to convey to them.
- Work on the visual identity: this is lacking so far, there are many unrelated logo’s and identities.
- Develop a simple yet comprehensive “umbrella” story on the essence of Parma, shared by the main stakeholders and embodying the richness and diversity of the place. Make sure that stakeholders can “plug into” this umbrella without losing their own identity.
- Elaborate the collaboration between the university and the city; move from ad-hoc collaborations (that work well!) to the next step: future oriented strategic frameworks, working groups and platforms, setting longer term targets together and systematically work on it.
- Include the university campus in the focal urban planning projects of the city.
- Engage citizens and students in urban development projects; consider new types of engagement such as crowdfunding.
- Continue to build on Parma’s key outstanding and international reputation as city of food and gastronomy, elaborating it in new directions and connect it to other strengths.



Annex 1 Programme of the meeting

## *EUniverCities Network Meeting*

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Peer Review Meeting and Interactive Seminars  
Parma, 7 - 10 June 2016



*“A Tale of a University City:  
How to create an attractive brand?”*



Comune di Parma



UNIVERSITÀ DEGLI STUDI DI PARMA

## Introduction Parma

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*"...the Territory of a Countrey, called Bengodi, where the Vines were bound about with Sawcidges, a Goose was sold for a penny, and the Goslings freely given in to boote. There was also an high mountaine wholly made of Parmezane, grated Cheese, whereon dwelt people, who did nothing else but make Mocharones and Ravivolies, boyling them with broth of Capons"*  
Boccaccio, Decameron, The eight day, the third novell

Parma is a city with a glorious past – it was once nicknamed the “petite capitale” – where cultural and economic activities combine with a pleasant way of life. Situated near the Po river between Milan and Bologna, Parma was founded by the Romans in 183 BC and will thus be 2,200 years old in 2017. Parma is also the capital of the so-called “Food Valley”: it specializes in the food sector (Prosciutto di Parma, Parmigiano-Reggiano cheese, etc.) and food-related industry.

The University of Parma is one of the oldest universities in Europe. It is a State University; it includes 18 Departments, 38 First-Cycle Degree Courses, 6 Single-Cycle Degree Courses, 38 Second-Cycle Degree Courses, as well as many Postgraduate schools, Postgraduate Teacher Training courses, several Master Programmes and PhD Research Projects. The University has 23,000 students, with more than 5,000 graduates per year and about 2,000 academic and administrative staff.

Together with the quality of life, Parma has always attracted a large number of students from all over Italy. More than two-thirds of our students come from outside Parma and its Province: for this reason, the University is top ranked for attracting non-resident students nationwide.

After decades of growth, the city suffered from the global financial crisis and from various local problems; as a result, the city lost some of its appeal and the number of enrolments to the University decreased. More recently, the changing context has led to a political, social, economic and cultural development of Parma. In order to overcome the impact of the global and local crisis, both the Municipality and the University have changed their approach to the needs of the local community and have increased their cooperation.

The University has “opened up” to the City and has placed students at the centre of every activity.

The Municipality has put great efforts into the renovation and promotion of the town and into the cooperation with the University.

The first results were good: in December 2015 Parma was included in the UNESCO Creative Cities network as City for Gastronomy, the only Italian city which was awarded this label.

In 2015 the number of University students increased by 22.4 % compared to 2014.

Following these positive results, the Municipality and the University are now working hard to make Parma a competitive city with an attractive university. The City and the University are also fostering their collaboration: at the moment, there are various projects underway, but a formal and coordinated joint promotion has not been defined yet.

## Theme of the conference

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The City and the University’s overarching objectives are:

- To support the growth of the city and accelerate the economic recovery.
- To improve the image of Parma (both nationally and internationally) as a sustainable and inclusive city where tradition and cultural / scientific innovation co-exist harmoniously: Parma should be seen as a nice place to visit, as well as to live and study in.

More effort is now needed to convert this vision into strategies and actions leading to concrete results in terms of visibility, attractiveness and competitiveness.

The Municipality and the University have identified *branding* as a key strategy to reach the goals at stake and have been working towards this aim. The Municipality is focusing its attention on Food, still considered as the most recognizable brand of Parma in the world. At the same time, the University is focusing its attention on *the student*, who must always be at the very heart of everyday University activities and care.

The challenge is how to communicate the experience of living, studying and visiting Parma through its colours, flavours, tastes. Building a brand is not just about a logo. It is about gaining visibility in a changing context; it is about the way a city thinks and imagines itself; it is about urban identity or, better, identities; it is about an effective and coordinated way of communicating these identities; and, last but not least, city branding is *storytelling*.

Imagine walking through a forest and looking at its many trees: at first sight, they are just trees, but if you get closer you will realize that each of them has its own unique features.

Two identical trees do not exist.

*“If the cities are trees, then how do you see Parma in that forest?”*

## Objective of the conference

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During the conference we will tell a story about Parma; we will showcase the key projects born from the collaboration between the Municipality and the University. We will discuss about the coherence and the effectiveness of our current projects on branding; besides, we will assess whether and how the strategies of cities and universities can strengthen each other and converge to a global strategy.

We would like to discuss the following questions:

- Is a common branding strategy a goal that the City and the University of Parma should pursue?
- Are the branding strategies of the City and the University of Parma on the right path to distinguish themselves in a competitive environment?
- Can the urban regeneration projects in Parma really contribute to the competitiveness and attractiveness of the city?
- Are these projects consistent with the branding strategies of Parma?

The aims of the meeting are:

- to exchange knowledge and share experiences on city and university branding;
- to learn from each other how to handle collaboration on branding for the mutual benefit for both cities and universities;
- to recognize the effectiveness of city branding as a development strategy for a university city.

We are especially interested in learning and sharing experiences on branding strategies with other cities and universities so that we can discuss the impacts and results achieved.



## Programme

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### TUESDAY 7<sup>th</sup> JUNE

#### Arrival of the delegates

17.00-19.00	<b>Guided walk in town</b>	Starting point Piazza Garibaldi – Giuseppe Garibaldi monument
19.15	Pick up at the hotels	
<b>PREFACE</b>		
19.30 -21.00	<b>Welcome reception and visit «behind the scenes»</b>	<i>Teatro Regio – Via Garibaldi 16/A</i>

### WEDNESDAY 8<sup>th</sup> JUNE - S. Elisabetta convention center - Campus – Viale G.P. Usberti 95

#### Presentations and Site Visit

On the first day, the City and the University of Parma, by their representatives, will present the main issue. The participants can take part in the presentations and in the visits aimed at showing the main challenges that Parma wants to put centre stage.

The interactive sessions will focus on the following issues: experiences on branding strategies from other cities and universities and discussions on their achievements.

08.00	Pick up at the hotels		
08.10		Bus transfer to Campus S. Elisabetta convention center	
08.10 - 08.30	Registration and coffee		
<b>INTRODUCTION</b>			
08.30 - 09.00	<b>Welcome</b>	<b>Loris Borghi</b> , Rector of the University of Parma <b>Nicoletta Paci</b> , Vice Mayor of Parma	
	<b>Introduction to the theme</b>	<b>Marco Giorgi</b> City <b>Marco Ferretti</b> City and University	
	<b>Aim of the EUC conference</b>	<b>P. van Geel</b> , EUC	
<b>CHAPTER 1</b>			
09.00 - 09.45	<b>Place branding</b> A serious business or a marketing trick? Problems, criticality, impacts and opportunities in branding places	<b>Andrea Lucarelli</b> , Stockholm Business School, SE	
09.45 - 10.00	Q&A		

10.00 - 10.30	Coffee break		
<b>CHAPTER 2</b>			
10.30 - 11.10	<b>The Communication and Marketing strategy of UNIPR</b> How changing the point of view can bring results even in a short time “the student is always at the center of our actions” (Video)	<b>B. Luceri</b> , University <b>B. Marchione</b> , University	
	<b>Presentation of Parma</b> A short video on the City	<b>P. Marani</b> , City	
	<b>City and University’s role for Parma “UNESCO’s Creative City for Gastronomy”</b> How cooperation, team working and open mind can bring great results	<b>A. Fabbri</b> , University <b>C. Beghi</b> , University	
	<b>The branding strategy of the City</b> To promote Parma Food identity through a structured methodology	<b>G. Righi</b> , City	
11.15-11.30	Q&A		
11.30-11.45	Coffee break		
11.45-12.30	<b>The relation between the University and the territory: The “Verdi Festival” case</b> Measuring the outcomes of a great event on the territory	<b>G. Tagliavini</b> , University	
	<b>The new strategic plan of Teatro Regio</b> Promoting the great opera heritage of Parma, after some years of decay, by approaching new targets	<b>A.M. Meo</b> , City	
	<b>University public engagement:</b> -Researchers’ night -Seminars UNIforCITY -UNIPR for Expo -Parma for Bernardo Bertolucci	<b>F. Sansone</b> , University <b>B. Bottari</b> , University <b>E. Neviani</b> , University <b>M. Guerra</b> , University	
12.30 -12.45	Q&A		
12.45 - 14.15	Lunch		
<b>CHAPTER 3</b>			
14.15-15.15	<b>Sharing Experiences:</b> presentations and exchange about place branding from other partners		

	<b>Room A</b>	<b>Room B</b>	<b>Room C</b>	
	<b>Varna</b> A winning bid for Varna's European Youth Capital 2017  <b>G. Kaprelyan</b> City of Varna	<b>Magdeburg</b>  Rebranding Magdeburg: the road from industry to science city  <b>K. Puchta</b> City of Magdeburg	<b>Delft</b>  Branding of Delft in a Metropolitan Region  <b>M. Visser</b> City of Delft	
15.15 - 15.30	Coffee break			
15.30-16.30	<b>Sharing Experiences:</b> presentations and exchange about place branding from other partners			
	<b>Room A</b> <b>Ghent</b>  Ghent: so much city & so many students  <b>E. Uytterhoeven</b> City of Ghent	<b>Room C</b> <b>Trondheim</b>  Whose city? Tech City Trondheim in transition: using student projects to unite stakeholders in city branding efforts.  <b>K. Lesniak, NTNU &amp; Anne Reinton, City of Trondheim</b>		
16.30 - 17.00	<b>Reports and conclusions</b> Feedback on day 1 Planning day 2		Moderator:	
17.00 - 17.15			Bus transfer to hotels	
17.15 – 19.00	Break			
19.00	Pick up at the hotels		Bus transfer to the Abbey of Valserena (about 3km from Parma)	
<b>CHAPTER 4</b>				
19.15 - 20.00	<b>Visit of CSAC - Study Centre and Communication Archive</b> Museum and Archive of Art and Communication		<b>F. Zanella,</b> University	Abbey of Valserena
20.00 - 23.00	<b>Dinner at the Abbey of Valserena</b>			

## THURSDAY 9<sup>th</sup> JUNE – Convent of San Paolo and various locations

### Presentations and Site Visit

On the second day, the participants will visit different locations and focus the attention on specific urban regeneration projects that could contribute to the competitiveness and attractiveness of Parma.

### Peer Review

During the peer review sessions we would like you to discuss the following questions:

- Is a common branding strategy a goal that the City and the University of Parma should pursue?
- Are the branding strategies of the City and the University of Parma on the right path to distinguish themselves in a competitive environment?
- Can the urban regeneration projects in Parma really contribute to the competitiveness and attractiveness of the city?
- Are these projects consistent with the branding strategies of Parma?



8.30	Pick up at the hotels		
08.45 - 09.00	Registration		Convent of San Paolo – Stuard Gallery - Borgo Parmigianino, 2
<b>CHAPTER 5</b>			
09.00 - 09.25	<b>Introduction to the Theme : Urban regeneration as a brand strategy - Mastertown</b> How a partecipative project can enhance the city branding and identity	<b>M. Alinovi,</b> City <b>A. Feliziani,</b> University	Convent of San Paolo - Stuard Gallery - Borgo Parmigianino, 2

09.25 – 09.35	<b>ERDF project: Correggio's Cloisters - living lab</b> Regenerating a great historic unused space in new opportunities for the territory	<b>G. Agostini,</b> City	Convent of San Paolo - Stuard Gallery - Borgo Parmigianino, 2
09.35 – 09.45	Q&A		
09.45 - 10.15	<b>Visit of Convent of San Paolo</b>		Convent of San Paolo
10.15 – 10.45	<b>Visit of Farnese Theatre</b>		Pilotta Palace
10.45 - 11.30	Walking transfer through Parco Ducale with Coffee break		Parco Ducale
11.30 - 11.45	<b>Church of San Francesco di Paola called "dei Paolotti"</b> A humanistic student library in an old Church	<b>F. Bevilacqua,</b> University	Church of San Francesco di Paola
11.50 - 12.10	<b>ERDF project: Ospedale Vecchio (Old Hospital) and CSAC</b> Regenerating the most important space of «Oltretorrente», a historic memory of the town, in connection with the art of CSAC	<b>G. Righi,</b> City <b>D. Naddeo,</b> City <b>E. Nicosia,</b> University	Ospedale Vecchio (Old Hospital)
12.10 -12.20	Q&A		
12.20 - 13.45	Lunch		
13.45 – 14.00	Walking transfer to University – Central Building - Via Università, 12		
14.00 -14.45	<b>Marketplace</b>		
	<b>Project collaboration:</b> exchange of ideas for projects that could be eventually developed inside the Network and submitted to EU programmes  <b>P. Marani,</b> City <b>E. Nicosia,</b> University	<b>Internationalisation in university cities</b>  <b>K. Puchta</b> City of Magdeburg	
<b>CHAPTER 6</b>			
14.45 - 16.45	<b>Peer Review session</b>	Moderators <b>E. Nicosia,</b> University <b>I. Dinapoli,</b> City <b>C. Ferrarini,</b> University <b>W. van Winden,</b> EUC	Rooms D, I, II and C
16.45 - 17.15	<b>Reports and conclusions of the day</b>	Moderator: <b>W. van Winden,</b> EUC	Room D
17.15 - 18.30	Break		
18.30	Pick up at the hotels	Bus transfer to Torrechiara (about 20 km from Parma)	

<b>CHAPTER 7</b>			
19.00 – 20.00	Visit to the Castle of Torrechiara		Castle of Torrechiara
20.00 - 23.00	<b>Dinner at a Winery near the Castle of Torrechiara</b>		

**FRIDAY 10<sup>th</sup> JUNE** – *Town Hall - Strada Repubblica, 1*

On the last day, the coordinators of the EUniverCities Network will gather to discuss issues related to the network.

09.00 – 09.15	Pick up at the hotels		
<b>CONCLUSIONS</b>			
09.30 – 12.00	<b>EUniverCities Network plenary meeting</b>		Town Hall
	Coffee break		
	<b>EUniverCities Network plenary meeting</b>		
12.00	Lunch		
<b>... THE END</b>			



## **Annex 2: Texts from the post-its written during the peer review**

### Group 1

- Create a clear strategy for collaboration: aims, objectives, responsibilities, structure; now it's very ad hoc project driven.
- Two parallel tracks: municipality vision/action and one of university.
- Lack of strategic alignment with university.
- You need platforms for city-university cooperation on several levels; mayor+rector, strategy group, project groups.
- Branding: define target groups, aims, benefits.
- Find an easy to understand connection between all the projects.
- Collaborated in shared projects on European / global scale.
- Improve visibility on international level using gastronomic UNESCO theme.
- Tourism: pay attention to main touchpoints.
- Branding Parma starts in Bologna/Milano.
- Build on fine food and more: art music & fine food = umbrella.
- Be proud on your cheese and ham, they are world famous.
- Use events and festivals to combine and cooperate; Verdi + food, Garibaldi + heritage architecture; tourism + study.
- Use crowdfunding + donations (buying stones, Magdeburg).
- Make citizens participate in urban regeneration projects.
- Include population, entrepreneurs, do workshops, clubs, meetings to communicate and brand.
- Find grassroots initiatives in the city, by locals, students etc.
- Good idea from Lucarelli to do common branding city-university.
- Heritage is a key asset.
- Combine Festival Verdi with food.
- Use more down to earth language when talking about projects.
- Logo is the last step in building the brand.
- Stick with one logo for long time.
- Define your target in the branding strategy without losing identity.
- Define the benefits for city and university from branding/joint branding.
- Define target groups for branding: citizens, students, tourists, researchers etc.
- Set up competition for agro-food ideas, maybe with Barilla; use Demola.
- Make the (internationally known) food theme stronger by linking more explicitly with other aspects: events, culture, tourism, events, business, research, advanced education and training.

### Group 2

#### *Criticism:*

- Include your projects into a global strategy.
- Improve your connection with local newspapers.
- Have a good priority list/plan and when the project we heard about will come through.
- What are the respected added values for city-university collaboration? Where is the win-win?

### *Recommendations:*

- Yes, the urban regeneration projects will contribute to the attractiveness of Parma!
- Develop and feed a city-university collaboration structure.
- Organise a creative strategic planning process.
- Don't sit only on your cheese and ham and old structures.
- Think about the question: what competencies can the university bring into the development of the strategy: perspective, eye-openers, analysis, ???
- More cooperation, less self centered.
- Feel expectations of your target group.
- Involve citizens to follow up the growth process of the projects.
- Ensure more commitment from the relevant stakeholders; it's not the city's own exercise.
- Have a good plan for companies to be paying-partners in the long run.
- Not just do projects but ensure a strategic collaboration between city and university.
- Make the university more visible in the city, link campus to city better; city master plan must include campus master plan.
- Make your objectives more cohesive.
- City-University strategy could be a basis for common branding.
- Integrate brand, more cohesion.
- Feel the brand; sensorical brand: feel-taste-smell-touch.
- A different approach to groups.
- Target groups, umbrella brand, sub brands.
- Students & researchers are target groups.
- Global brand: speak English.
- You need a holistic brand building process: roles and responsibilities, timetable, integration of relevant stakeholders.
- University must be part of city branding; not only food and culture.
- Involve students more into city-university and in branding process; fresh views & future vision.
- Promote your great projects nationally and internationally when they are finished.

### Group 3

- A brand is only for a limited time.
- You cannot work together city-university in every field. Find out where you can.
- Parma needs a stronger involvement of the city in "student mgt".
- Parma = so much more than fine food, or food and so much more.
- Increase university role in city planning.
- Have city and university the same strategy?
- Have a clear objective.
- Continue collaboration to preserve heritage.
- Stick to food, it's a honest branding strategy; USP.
- Regeneration is good for after branding.
- Food is not a good strategy to attract students.
- Don't mix marketing and branding.
- Branding is an instrument not an objective. What is the (uni) objective??
- Steps: welcoming, common projects, common strategy/branding, institutional governance.

- Need for more networking with different sectors.

#### Group 4

1. Keep your focus on food
  - a. You did a great job working together, to achieve the UNESCO status.
  - b. Keep the focus on food.
  - c. Branding strategy followed by university.
2. UNESCO city of gastronomy
 

See 1a
3. International projects
  - a. Find allies in Italy and abroad (Wageningen food valley).
4. Young people
  - a. Talk more about students' active participation.
  - b. Involve students in the municipality daily work (practice, essays, projects). They will be good ambassadors and give you new reflections.
  - c. Involve young creative entrepreneurs.
5. Connection with university
  - a. A lot of good ideas and future plans. But are they common for city and university? Common strategy?
6. Valorize culture
  - a. More festivals like Verdi.
  - b. Take care of all the cultural buildings and put in modern art/new ideas. Great work!!
  - c. Public art works to decorate the city.
7. Attractive city
8. Events/tourism
  - a. Events organised by university inviting citizens.
  - b. More attractive suburban areas.
  - c. Include in the offer cooking courses, food and taste excursions, gastronomic itineraries.
9. City branding
10. Future
  - a. Speak more about keeping students in the region.
  - b. Involve university in lifelong learning.

#### *Critics:*

1. More concrete/less dreamers
  - a. Closed business cases, revenues? Finances? Unclear funding strategy.
  - b. Improve cultural image, not just the food.
2. City and University: are you collaborating?
  - a. Create platforms/meeting points for city-university regularly and on all levels.
3. Project planning, feasibility, financial resources
4. Open to internationalisation
  - a. Not so open to the world.