



creative city challenge

A Branding Framework



Content

1.	Background	3
1.1	Objectives of the Creative City Challenge Project	3
1.2	Objectives of this report	4
2.	Concepts and methodology	4
2.1	Defining concepts	4
2.2	Narratives.	5
3.	Branding of Hoeje-Taastrup Municipality: Brand Strategy 2010	6
3.1.	Introduction	6
3.2.	Concepts, method and process	7
3.3.	Brand platform	8
3.4.	Identity	9
3.5.	Communication Platform	11
3.5.1.	Bearing Mark: The town for active people.	12
3.5.2.	Area of effort 1: Space – nature, culture and experiences.	12
3.5.3.	Area of effort 2: Development – business, technology and market place	13
3.5.4.	Area of effort 3: Connection – traffic, network and mobility	14
4.	HTM Concrete: Analysis	15
4.1	Facts: Institutions, companies	15
4.2	Identity, image, marketing and branding	15
4.3	Possible narrative	16
5.	Recommendations	17
	Appendix	18





1. Background

1.1 Objectives of the Creative City Challenge Project

The Creative City Challenge project aims to build and implement an integrated strategy for cities to strengthen their innovative capacity by means of a methodology of pilot projects developed and carried out by cities throughout the North Sea Region (NSR).

More specifically, the project analyses the catalyst role of creative industries in building and strengthening the innovative capacity of urban economies, taking into account the triple helix of government, education and business.

In particular, the Hoeje-Taastrup Municipality (HTM) project focuses on the city's concrete industry – from one viewpoint a “sunset industry” (i.e. an industry in decline, one that has passed its peak or boom periods); from another viewpoint an industry full of creative potential which can be lifted from the industrial age into the experience economy through innovative processes, branding etc.

The overall CCC project has identified the main aims for the project:

- Workpackage 3: Entrepreneurship and skills development. To develop and support enterprise and entrepreneurship skills in creative individuals and organizations.
- Workpackage 4: Networks, Dialogue and Business Cooperation: To develop and implement successful instruments to support linkages within the creative industries and also with traditional industries in order to increase knowledge transfer and innovation capacity within the North Sea Region.
- Workpackage 5: Creative Clusters: How and where should a government (or governmental organisation) invest in infrastructure in order to attract and support creativity?
- To create coupling opportunities for creative businesses (designers, architects, artists etc.) and producers and executors in the concrete sector through prototyping and testing methods.
- To create a 1:1 platform in new ways to uses concrete.

Workpackage 5: Branding and strategy

- To promote Hoeje-Taastrup municipality to attract creative citizens and industries.
- To promote the region as world leader in the use of concrete in new ways.
- To support networking and communication within the concrete industry, creative entrepreneurs, research institutions etc.
- To provide input to strategic decisions at local political level. The Municipality's role as driver and authority. The municipality as supplier, customer, partner, etc.

Within the overall CCC framework, Hoeje-Taastrup Municipality has identified its own subprojects with these objectives:

Workpackage 3: Learning and advising.

- To strengthen creative enterprises and traditional industries competences within the concrete field through a learning process.
- To establish network and identify a cluster of companies and players in the concrete field.

Workpackage 4: Clusters and urban spaces

- To develop new applications and new markets for concrete in buildings and urban spaces.

1.2 Objectives of this report

Within the framework of the overall project, the main objectives of this report are to provide a branding framework for policies and activities concerning the creative city de-

velopment in HTM with specific regard to the concrete industry, i.e. a traditional industry which arguably can be “lifted” into the experience economy.

Consequently, with regard to the above three sub-projects, this paper focuses in particular on workpackage 5.



2. Concepts and methodology

2.1 Defining concepts

The concepts of “brand,” “image” etc. have multiple definitions, yet a comprehensive theory of the brand-methodology is still missing. Therefore, as inspiration, this paper draws upon definitions from The Baseline Report by Annet Jantien Smit: Branding Creative Places – defining branding in relation to “creative places” as a multidimensional construct, matching a organization’s functional and emotional values with the performance and psychosocial needs of stakeholders.

More detailed definitions – as offered by The Baseline Report - are noted below.

Identity

In social sciences the term “identity” of a place means the character of a place that makes up the view that people take of this place, while this view is constructed by these people themselves. Identity, thus, is a perceived view of a place.

Image

The planning literature on branding also uses the term “identity”, yet it means here the character of a place that urban policy-makers and planners intend a place to have. Such an intended identity is constructed by urban policy-makers and planners, not by people’s own views. The image of a place is often expressed in its architectural and urban design, and communicated in place branding. Image, thus, is an intended identity of a place.

City and place marketing

City and place marketing are strategies and activities to provide a place with a positive image, in order to advance its economic development. Such strategies include, for example, advertising, lobbying and incentives such as tax exemptions, and the design of the built environment. An attractive and creative image of a city may influence the identity of that city that its workers, inhabitants, and tourists construct and perceive by themselves.

City and place branding

City and place branding is generally defined in the literature as a subset of city and place marketing strategies. A brand “is a physical or social-psychological theme that is related to a specific place and with which diverse inhabitants and visitors should be able to identify themselves with”.

A brand is usually operationalized in a slogan containing the name of a place, a clear and comprehensible story about the place, and a logo as a visual marker. The brand, thus the slogan, the story and the logo are sometimes conceptualized such that they can be translated in the city’s architecture. An architectural flagship project or form-based codes in zoning regulations may be used to communicate the brand by visual quality of a city or district. The most well-known example of such a flagship project is the Guggenheim Museum in Bilbao.



2.2 Narratives

Why are some cities perceived as the places to be for cultural firms and creative knowledge workers? According to The Baseline Report, some creative cities possess perceived narratives that tell it is a creative place. These narratives may be based in factual realities (eg a city having many cultural firms), but it is also a perceived identity, a view constructed by creative as well as other people.

The first type of narrative is “manyness.” For instance, Amsterdam in the Netherlands is generally seen as the creative capital of the country. While it has the largest share of creative employees (14%) and twice as many cultural firms as compared to other large Dutch cities, it is also perceived to be the “Dutch cultural capital” and a true “creative knowledge city.”

A second type of narrative that adds to a creative identity of a city is “otherness.” Thus, Rotterdam is perceived by cultural entrepreneurs to be a harbor city, where people have a sturdy working mentality. Such narratives do not literally tell that Rotterdam is a creative city, but it distinguishes them from other, less outspoken, more mainstream places. In the United Kingdom, Drake (2003) found a similar “no-nonsense approach” that was perceived by Sheffield designers as its place identity that positively singles this city out from London.

A third type of narrative adding to a city's identity of a creative place is its industrial history: its “vernacular culture.” For the United Kingdom, the reputation or tradition of Sheffield and Birmingham by its steel and

jewellery industry provide these cities with a creative identity for these specific sectors.

These three types of narratives may be reproduced, boosted or just put into the picture by a fourth type of narrative, in visual elements, by “visual distinctiveness.” Authentic urban landscapes and heritage, for instance old and new harbor areas tell the history of a city.

In sum, it should be noted, that the Baseline report - parallel to identifying creative identities of cities – also identifies the four types of narratives that provide districts and zones within cities with a creative identity as perceived by its cultural entrepreneurs and creative knowledge workers. Largely, these are similar to the characteristics of cities.

3. Brand Strategy 2010

Branding of Hoeje-Taastrup Municipality

3.1 Introduction

Brand Strategy 2010 analyses and words the brand and communication platform of Hoeje-Taastrup Municipality (HTM).

In 2008, HTM launched a branding process. The purpose is to move the town's reputation in the direction of the ambition to be an attractive, modern railway town situated close to nature and Copenhagen. The goals of the project are thus clear. Hoeje-Taastrup is to have a positive profile, visible to the surrounding world.

The obvious background is that HTM is competing with other municipalities for resource-strong citizens, companies with special profiles and skilled employees. Due to the competition, it is increasingly necessary to use goal-oriented communication with point of departure in for instance the new map of Denmark created by the structural reform, the critical exposure of social problems in HTM's housing areas and the efforts – also

in the light of the financial crisis – to attract attractive companies and jobs.

Phase 1 has dealt with the analytical and political foundation. The analytical foundation is 11CityDesign's 2008 analysis of the town's current culture and image and the identification of a number of "lighthouses", that is, activities and qualities that in themselves can be starting points for concrete marketing.

The political foundation is the Town Council's vision for Hoeje-Taastrup: Vi lever her og nu – med ansvar for dem der kommer efter os (we live here and now – with a responsibility for those who come after us) and Hoeje-Taastrup Municipality's Udviklingsstrategier: Kommuneplan 2010-2022 (Developmental strategies: Municipality plan 2010-2022).

Phase 2 has been a process from September-January 2010 to anchor future ye-

ars' branding work among the municipality's employees, including more precisely wording the overall bearing mark, three prioritised areas of effort and the actual contents of a number of identified "lighthouses".

The Brand Strategy 2010 - is the overall report on phase 2. There is the image of a town with a special "entrepreneurial" identity, which is concretely realised

- In a special business profile, characterised by the metaphor "market place", which in the future should be strengthened and communicated
- In a number of natural conditions to cultivate the mobility and the traffic – that is, the "connections" – as areas of strength
- In a nature and a history, which can be highlighted as areas of strength to a higher extent than today



3.2 Concepts, method and process

Branding is more than mere marketing or PR for individual products or activities. Branding is about creating coherence between for instance a town's culture and activities, its goals and its external reputation.

Some brands have a strong coherence while others are characterised by big differences between the internal goals and the external reputation. With respect to HTM, we are dealing with a municipality that has significant qualities – but also a rather unclear, undercapitalised reputation. HTM should therefore be profiled with point of departure in the qualities which exist and can be further developed.

Externally, the goal of branding is to attract and keep the external interested parties – with respect to Hoeje-Taastrup, for instance citizens and businesses. However, branding is as much about the internal conditions: Instead of merely leading the employees with firm rules and sanctions, the organisation can let culture and vision be bearing marks to the leaders' and the employees' independent and focused decisions. The employees' motivation is increased and they work as ambassadors for the organisation when they meet citizens and external interested parties.

Hoeje-Taastrup is a lot of things

Hoeje-Taastrup Municipality (HTM) is the sender of the brand strategy. However, it is essential to note that the municipality in this respect is the administrative unit of a rather complex, geographical region consisting of, among others,

- The railway towns Taastrup, Hoeje-Taastrup and Hedehusene
- A number of villages (including Marbjerg, Sengeløse, Reerslev, Fløng, etc.)
- Several private companies, institutions and associations

From a brand perspective, there are thus many identities and communities that can not and should not be coordinated under one tight brand. The brand platform and the subsequent communication activities therefore have pragmatic content where focus is on the common denominators that characterise the overall geographical area: Hoeje-Taastrup.

Method: Corporate branding

Brand Strategy 2010 is the result of a special method where the branding – in order to be credible – necessarily contains elements of

- Communication – what we say
- Symbols (aesthetics) – the way we look
- Behaviour (activities) – what we do

The process

Moreover, Brand Strategy 2010 is the result of a special process from September-January 2010 where about 140 leaders and employees, through focus on communication, aesthetics and activities, have narrowed down the precise contents of the brand and the communication platform – in three levels:

- The strategic level: The town's bearing mark (which is a "translation" of the town's vision with the inclusion of the interests of the target groups and the interested parties). The role of the bearing

mark is to guide, prioritise and steer the internal communication and its many individual activities. Thus, the intention is not to communicate the bearing mark itself to external interested parties.

- The tactical level: Three principal areas of effort that "translate" the bearing mark into concrete areas of special unifying interest.
- The operational level: A number of concrete lighthouses that already in 2010 can be starting points for concrete external branding activities with concrete target groups, concrete media/channels, etc.

The project has had a steering committee with the chief executive as chairman and LEAD Agency as an external consultant. The process has contained scheduled meetings in the steering committee supplemented with workshops for the project group as well as the working groups and the broader employee groups, with a total of five producing half-day workshops and two large employee meetings.

The Method: Message hierarchy

1. The strategic level: Bearing mark
2. The tactical level: Three areas of effort
 - Space – nature, culture and experiences
 - Development – business, technology and market place
 - Connection – traffic, network and connection
3. Operational level: A number of concrete activities.

3.3. Brand platform

Hoeje-Taastrup: Facts

Hoeje-Taastrup Municipality is characterised by a dynamic business life with its own special profile, a highly attractive location in relation to the regional net and a historical town development marked by many and constant changes.

The municipality formally consists of the railway towns Taastrup, Hoeje-Taastrup and Hedehusene, among others. The municipality also consists of several villages such as Marbjerg, Soderup, Vadsby, Fløng, Senge-løse and Reerslev, etc.

In practice, Hoeje-Taastrup today is characterised by the character of its town- and housing areas, landscapes and traffic veins, its population and its business life and workplaces, rather than by "old" village boundaries. There are a variety of characteristics that together are the result of active town planning, coincidences, individual enterprise and the practical course of history. When branding the town to new citizens and new businesses, this should necessarily be the point of departure, that is, the town's concrete identity – and not least the forward-looking aspects, that is, the dimensions that should be developed in the future.

Population

47,740 people lived in Hoeje-Taastrup Municipality on 1 January 2010. This number is significantly lower than anticipated in the overall plans from the 1970s, but it is not an expression of oozing; it has been constant for about a decade.

The average income in the municipality is lower than in Glostrup and Vallensbæk but higher than in Hvidovre, Albertslund, Brønd-

by and Ishøj. At the same time, the income is lower than the average income in the overall metropolitan region. Compared to the overall metropolitan region, there is a high share of foreign citizens in Hoeje-Taastrup Municipality. This share has increased through the 1990s and 2000s.

Overall: The socio-demography of Hoeje-Taastrup is similar to that of the other municipalities in Vestegnen (the area west of Copenhagen).

Employment and business

In Hoeje-Taastrup Municipality, there is generally a surplus of jobs compared to the number of employees.

The majority of the workforce, that is, people employed both in and outside Hoeje-Taastrup Municipality, is categorized as salaried employees in non-superior positions. This is directly linked to the fact that a very high share of the citizens in Hoeje-Taastrup are employed in private trade and service and in traditional public welfare jobs such as teacher, social worker, nurse, home help, social and healthcare assistant, etc.

The image of Hoeje-Taastrup as a town that has business focus on trade, office and transport is influenced by two tendencies. The first is that most of the companies have less than 20 employees and that more than half of the companies in the municipality are concentrated in trade and office. The second is that far more than half of the total retail turnover comes from City2, IKEA and the area around Hoeje Taastrup Station.

This last tendency is very much adding to the reputation of the municipality as a regio-

nal retail trade centre in that the trade here is directed at people from the entire metropolitan region and large parts of Zealand. Specifically, more than 70 % of the total shop area in the municipality is directed at the entire metropolitan region. With respect to sale goods, the regional trade comprises almost 90 % of the shop area.

Landscapes

Hoeje-Taastrup is geographically placed in the "Roskilde finger" about 20 km. from the centre of Copenhagen. When going from Copenhagen City towards Roskilde, the landscape is first characterised by a closely built up area which continues into Vesterbro (the western part of Copenhagen City). After Vesterbro, the suburban area begins with Hvidovre, Rødovre, Brøndbyøster, Glostrup, Albertslund and Hoeje-Taastrup. The landscape then becomes more open before Hedehusene begins. After Hedehusene there is another piece of open land before the market town Roskilde begins.

The landscape surrounding Hoeje-Taastrup can on one hand be described as a windy, open and flat landscape with fields, woods and creek valleys. The transition between the different landscapes can seem diffuse because the transition from one landscape to another is unnoticeable – like the transitions between country and town and farming areas and housing areas without any clear marking.

On the other hand, the landscape in Hoeje-Taastrup can also be described as characterised by large recreational areas such as Hedeland, Vejleådal, Vestskoven and Hakemosen that are all part of the big regional leisure landscape in Vestegnen.



Traffic

Hoeje-Taastrup is well placed in relation to the traffic net. Private motoring, business transport and public transport all have easy access. This is important to Hoeje-Taastrup because there is a positive commute to the municipality because for instance IKEA and City2 are significant traffic attractions and because Hoeje-Taastrup Transport Centre is a significant business area. The traffic structure of Hoeje-Taastrup can be described as follows:

- Train service; Hoeje-Taastrup is serviced by the S-trains B, B+ and Bx. It is estimated that on average there are more than 10,000 “get ons and get offs” at Hoeje Taastrup Station on a normal weekday and that about 20-30 % of the people who do not live but work in the municipality choose the train over the car
- Bus service; Hoeje-Taastrup is serviced by more than 15 bus lines
- Car traffic; HTM is centrally placed in relation to Holbækmotorvejen (route 21), the

finished part of Ring5 (route 243), Roskildevej (route 156) and there is good accessibility from O4. The municipality has around 170 km. of municipal roads and 160 km. of private roads

- A well developed path system; pedestrians/cyclists can use 120 km. of cycle paths and 150 km. of pavements and walking paths

3.4 Identity

Like the identity of an organisation and other communities, the identity of a town is created in the cross field between the town's culture and vision and the reputation the town has among its interested parties. In other words, identity is the result of a dialogue with the surrounding world, which the town can take a strategic stand on.

Identity is unique, also to Hoeje-Taastrup, and identity is what will differentiate the town from its competitors, that is, other towns. To put it simply: When you have narrowed down the identity, it is possible to consciously initiate processes and work methods that make it possible to use the identity in a productive way, to make it a virtue internally among the town's citizens and employees and to use it externally as a competition parameter.

Also in the case of Hoeje-Taastrup, identity can be narrowed down to three dimensions:

- History
- Culture
- Goals and visions

Together with Hoeje-Taastrup's image - the notions and prejudices that the town is subject to - the three elements create the town's overall identity

In the following, it will be argued that historically and culturally, Hoeje-Taastrup can be described through

- Its history - a mix of villages in a traditional rural area and a relatively new and massive town planning with tens of thousands of new citizens without historical anchoring in the area.
- Its culture - which is narrowed down with point of departure in the concepts from the so-called “life form analyses”. Hoeje-Taastrup is characterised by the independent life form (farming, owners of very small companies, self-employed workers, etc.) and the wage earner life form (skilled workers, people with middle-range training working in the welfare sector, etc).
- Its goals and visions - which, with point of departure in the town's formal vision (Vi lever her og nu – med ansvar for dem der kommer efter os), are focused on both the expansive/developmental oriented and the community oriented.

All in all a composed identity influenced by a tumultuous historical development – but there are also a number of common denominators regarding the active and entrepreneurial aspect.

With respect to the surrounding world, that is, Hoeje-Taastrup's external reputation, previous analyses, including 11CityDesign's 2008 analysis, have focused on a “neutral” although somewhat “unclear” reputation. There is hardly any doubt that this image has been under attack by some of the violent and destructive incidents which unfortunately

have characterised not least non-profit housing areas also in Hoeje-Taastrup – Tåstrupgård. The fact that some of the incidents are also created by the media does not change the essence: The general image of Hoeje-Taastrup is also characterised by the negative dimensions associated with Vestegnen: “Ghetto formation”, gang crime, etc.

Overall, from an external perspective, there are probably two possible reflections where the latter can be a productive building block in active identity communication:

- Hoeje-Taastrup as a random, messy suburb without a physical centre – with citizens who resemble the cliché of “Vestegnen”: Traditional working class, many citizens on transfer income, housing areas with low status, etc.
- Hoeje-Taastrup as a dynamic town filled with citizens who in the socio-economic sense of course do not belong to the elite but who share a relatively entrepreneurial, active life style.

History

Broadly speaking, HTM's history has four chapters, and they are all about people using the existing nature and landscapes to build the town: There were the people of the Iron Age who built farms and villas on the fertile soil. There were the free farmers who were actually merchants and

sold goods in Copenhagen. There was the railway that came to Hoeje-Taastrup in 1847 and became significant for the development of Hoeje-Taastrup because it strengthened Taastrup's development as a commercial town while Hedeheusene with its many occurrences of clay and gravel experienced a significant growth as an industrial town with teglværket (tileworks) and other industries. HTM has developed in interplay with Copenhagen because of the position in the point of intersection between the railway, Køgevej and Roskildevej.

The fourth chapter is about the modern suburb and the tens of thousands of new citizens who have settled here since the ending of the 1960s. Hoeje-Taastrup Municipality was established in 1970 by uniting the old Hoeje-Taastrup Parish Municipality with Reerslev Parish (from Reerslev-Vindinge Municipality) and Fløng Parish (from Hvedstrup-Fløng Municipality) and a small area from Roskilde Municipality. After heated debate, Sengeløse Municipality was incorporated into the municipality in 1974, which means that today the municipality consists of 14 old villages and three railway towns originally from three different districts.

In its historical development, Hoeje-Taastrup is connected to Roskildevej, which was founded in 1200, but until 1960, Hoeje-Taastrup is merely a modest group of houses situated around the church in the form of the villages Hoeje-Taastrup and Kragehave. Thus, Hoeje-Taastrup was not part of the original "finger plan" from 1947.

Hoeje-Taastrup starts developing into an actual town in 1962 when it becomes part of the capital's town planning. In 1965 there were thus 16,000 inhabitants in the municipality; a number which was then believed to rise to 74,000. The municipality concentrated on the new suburbanites. New libraries and sports facilities were built. The S-train railway was extended to Taastrup and recreational areas such as Store Vejleå-dalen and Vestskoven were planned. Farms were bought up and torn down under pro-

tests in order to make space for apartment housing areas such as Gadehavegård.

The modern suburb was developing. In 1966, a number of private companies formed "Kommanditselskabet" at the request of the then mayor. The company bought up roughly 545 acres of land and made public their plan to build a gigantic shopping centre with two parallel centre roads with a total of 12 roadways. Today, Skåne and Blekinge Boulevard are traces of that original plan.

The idea with Hoeje-Taastrup was to create a counterpart of Copenhagen's city centre, hence the name City2. In the most extensive plans, the Folketing (the Danish Parliament) and other large, state institutions were meant to move out there. The moving out of state institutions and other parts of the comprehensive plans were never carried through. City2, which was the biggest shopping centre in Northern Europe at its opening and for many years onward, was opened in 1975 and has been extended several times since. The goods depot was not moved from Copenhagen, like DSB (the Danish State Railways) had wanted, but in return, Hoeje-Taastrup Transport Centre was established with direct access to both railway and motorway. Many transport companies have settled here and it is difficult to find space for more.

The new part of town surrounding Hoeje Taastrup Station from 1986 was affected by the recession of the 1990s and developed much slower than predicted – yet during the first decade, more than 10,000 new jobs were established in the town of Hoeje-Taastrup. Hoeje-Taastrup is rich in companies – and with roughly 32,000 jobs, there are also jobs for the about 16,000 people who each day make use of the good road and train connections and commute to work in Hoeje-Taastrup.

As mentioned, the new shopping centre City2 was opened in 1975 and when Holbækmotorvejen was finished in 1976, it was possible to drive directly to the regional shopping centre – City2 became a regional

trade centre and people from the entire region came to visit the many shops or to go to the cinema. Later came DBS's plans to extend the S-train railway to Hoeje-Taastrup, and in 1986, the new railway station – Hoeje Taastrup Station – was opened.

Today Hoeje-Taastrup's history is also being written. There are plans to develop the area around Hoeje Taastrup Station and City2 by building shops and cafés and establishing squares and cultural activities. Hedeheusene will soon be subjected to a neighbourhood lift and the new part of town "Vision Gammelø" is on the way. There is also a large area for new, regional, leisure activities ready for investors with exciting projects.

Culture

In modern Danish society, the life form analyses operate with three "clean" types:

- The wage earner life form, which is characterised by a distinction between work and leisure time. The dominating occupations can for instance be as skilled worker or as an employee with middle-range training working in the welfare sector.
- The career life form, which is characterised by being product-developing, suitable for management and having the expertise that enables a company to do well in the competition with other companies. Few people have these qualities. Challenges, the freedom to act, self development and mobility are central to the career life form. Work is the goal. Any other activity is a means of advancing work or unwinding and recharging.
- The independent life form, which is characterised by no distinction between work and leisure time. Instead, work is seen as a day's work. The owner is permanently responsible for the company. Conversely, the owner is free to plan the operation of the production unit. The company is organised among few (for instance family), private economy and company economy are linked and the transfer of the company from one generation to the next is key.



Hoeje-Taastrup is characterised by dimensions of both the independent life form (owners of small companies, self-employed workmen and some of the employees in sale/service, etc.) and the wage earner life form (skilled workers, employees in sale/service, people with middle-range training employed in the welfare sector, etc.).

There are big differences between the two life forms, also historically, but the common denominator can be said to be an entrepreneurial and active approach to both working life and leisure time.

Goals and visions

HTM's "Udviklingsstrategier 2010-2022" (Developmental strategies 2010-2022) plot the course for the development of HTM over

the next 12 years. The developmental strategy is based on these overall themes:

Hoeje-Taastrup. A sustainable municipality

A good place to settle, work and live.

A healthy place to be.

A municipality with a healthy economic development.

Hoeje-Taastrup Municipality.

Wide settings

The towns are the settings for everyday life and development.

New town development in Hedehusene.

The open land – the setting for a healthy and active life.

Hoeje-Taastrup. A municipality in the metropolitan region

Business life in development

Growth through co-operation

The Town Council has adopted this vision for the branding of HTM: Vi lever her og nu – med ansvar for de der kommer efter os (We live here and now – with a responsibility for those who come after us).

3.5. Communication Platform

To the extent it has been possible, the communication platform of the project has been developed by the participating leaders of the project and employees from HTM, who through workshops and meetings have narrowed down and put words on:

- The overall bearing mark – the strategic level
- 3 special areas of effort – the tactic level
- Lighthouses and activities – the operative level

Together these three levels make up the communication platform. The linguistic roles of the bearing mark and the areas of effort are to guide, prioritise and lead the internal communication and its many individual activities.

Bearing mark

In autumn 2008, the Town Council adopted the vision: Vi lever her og nu – med ansvar for de der kommer efter os (We live here and now – with a responsibility for those who come after us). The bearing mark is a

"translation" of this vision, the goals and the strategies that make sense to the external target groups. The bearing mark is also the guiding star that sets the course for areas of effort and concrete lighthouses/activities.

Areas of effort

The three areas of effort are elaborations of the bearing mark and set the frame for the branding activities. It is thus the three areas of effort that determine if and how a concrete activity should be part of the branding of Hoeje-Taastrup.

Lighthouses/activities

Lighthouses and activities are the qualities, products and services that in a concrete way can serve as basis for the external communication. If a lighthouse/activity is to be relevant in a branding perspective, it needs to build on actual strengths that are documentable, and it has to be able to be communicated to the relevant target groups in a meaningful way.

Clusters

In the branding project, there has been focus on qualifying and nuancing the suggestions for lighthouses that 11CityDesign presented in its report.

During the project, it has been acknowledged that Hoeje-Taastrup's lighthouses in themselves typically do not have such a strong brand value – for instance by being of unique, national quality – that they as individual activities can contribute to attracting citizens and companies to the municipality. However, the activities and lighthouses can form clusters that have the potential to brand Hoeje-Taastrup. A cluster is a position of strength formed by a group of lighthouses/activities which have the potential to attract citizens and companies. It could for instance be a culture cluster consisting of cultural institutions, associations, etc. or a business cluster consisting of companies with a special profile or in a certain line of business.

3.5.1. Bearing mark: The town for active people

Hoeje-Taastrup's bearing mark takes a natural point of departure in the town's brand – that is, its identity (history, culture, vision) and the goals and target groups that have been identified.

The bearing mark embodies the entrepreneurial aspect (a town born and created

in movement and which today has a commercial focus on trade and transport) and spaciousness (a town that has room for everybody and that through its nature and leisure activities can offer the possibility for a healthy and active life style).

The bearing mark is elaborated in three

areas of effort that will be described in the following pages:

- Space – nature, culture and experiences
- Development – business, technology and market place
- Connection – traffic, network and connection

3.5.2. Area of effort 1: Space – nature, culture and experiences

“Byen bygges og bruges, hele tiden – historien lever i HTK”

(The town is constantly being built and used – history lives in HTM)

As an area of effort, the participants in the project have chosen to prioritise the possibilities for engaging in culture and nature that Hoeje-Taastrup offers. To put it simply: Hoeje-Taastrup provides the setting for a practical, active and physical life – as has been the case since the town appeared in the historical sources for the first time.

Through an entire millennium, Hoeje-Taastrup has been built and changed by people who have always created their life conditions from the existing landscape and nature.

Hoeje-Taastrup is a place that has always been used by people who have moulded existing landscapes into practical life conditions; in the beginning farms and villages, burial mounds and churches – later recreational areas, path systems, roads, housing areas and shopping centres. And history is still being written – now as a story of the future.

In short: Hoeje-Taastrup has always been undergoing change – mostly because times have demanded it. The town is constantly being built and used – that is its history.

Activities/lighthouses

The project has identified a number of activities/dimensions - lighthouses - that express and concretise the area of effort Space and to a high extent have the potential to be part of the branding of Hoeje-Taastrup.

The lighthouses are:

- Historical sources and “stories”
- Nature experiences
- Cultural and associational life
- Vision Gammelø

HTM's history

It is important to emphasise the historical dimension, and it should take its point of departure in the area's history and soul. 11CityDesign's analysis fastens on the rootless quality of Hoeje-Taastrup's citizens, but there are many stories to tell – about cultural inheritance and about a town with an entrepreneurial and enterprising aspect.

HTM's history has four chapters that each can and should be told: (1) There were the

people of the Iron Age who built farms and villages on the fertile soil, (2) The free farmers who were actually merchants and sold goods in Copenhagen, (3) The railway that strengthened Taastrup as a commercial town and brought industrialisation to Hedehusene, (4) The tens of thousands of new citizens who settled here from the ending of the 1960s. The story bouquet contains:

Nature experiences

HTM is rich in open land and green areas, including Hedeland, which is a large and distinctive nature and open-air area which houses a number of activities – among these is perhaps the most beautiful theatre in Denmark. It takes further development to realise the full potential of the area and Hedeland should be further opened to the surrounding world.

HTM has about 30 nature and park areas that are easy to access, including Hakkesmosen and its many possibilities for family activities.

HTM has an extensive net of cycle paths and plans of extending the net even further by establishing a net of cycle paths (which is described under the area of effort “Connection”).



Cultural and associational life as social and cultural meeting places

Throughout the project, it has been underlined that Hoeje-Taastrup has a rich and active cultural and associational life, which is aided by a high municipal expense level (the second highest per citizen in Denmark). Taastrup Theatre is central and so is the municipality's various cultural and children's festivals and creative schools.

There are a little less than 300 registered associations in the municipality. The close-

ness and the many networks are characteristic of Hoeje-Taastrup. Here is a live and close neighbourhood, a town centre where you meet your fellow townsmen and a social scale which is humane – contrary to many other suburbs, here you can live a complete life your whole life with close, social relations.

Vision Gammelso

In the coming years, Hoeje-Taastrup Municipality will create a whole new part of town south and east of Hedehusene Station,

where sustainability, health and quality of life are central. Hoeje-Taastrup Municipality will also improve the existing town to make a basis for the town's development and growth and thereby create all new conditions for the good life.

3.5.3. Area of effort 2: Development – Business, technology and market place

Hoeje-Taastrup is born in development and today the town also lives in the interaction between people – as a modern, cultural and commercial market place. Hoeje-Taastrup has a number of companies with exciting jobs where they try new things and do not hesitate to do things differently. Hoeje-Taastrup even has a national leading position in business service and retail trade.

The market place is the overall metaphor: The market place where you do business. And the market place which is about more than trading goods. The market place is conversation, the meeting between people and the exchange of information.

Activities

If we want to describe Hoeje-Taastrup as a business town and work place, the statistics offer us clear indications:

- There is a surplus of jobs compared to the number of employees. In other words, people come here – also to work.
- A very large part of the workforce is employed in private trade and service and

in traditional public welfare jobs such as teachers, nurses, etc.

- The town's business focus is generally on retail trade and office.

A good metaphor for Hoeje-Taastrup's business profile is "the market place". The market place is on one hand characterised by many small companies with less than 20 employees and on the other hand by the fact that far more than half of the total retail turnover comes from City2, IKEA and the area around Hoeje Taastrup Station. Big and small together.

If we look closer, the market place has business focus on three areas:

- Retail trade: HTM is among the leading municipalities in Denmark – and half of the companies in the municipality are occupied in trade and office. Because of companies such as IKEA and City2, Hoeje-Taastrup is a regional centre for shopping goods trade.

- Business transport: This line of business contains companies occupied in storage, logistics, transport, distribution, etc. Several of these companies are located in Hoeje-Taastrup Transport Centre – among others the future Copenhagen Markets, Carlsberg and Danske Fragtmænd (Danish Carriers). In the future, the combi-terminal will have even greater significance to transport and logistics - there are only two combi-terminals in Denmark.

- Business service: This line of business contains back-office and other support functions for companies in finance, insurance, accounting, counselling, etc. – for instance ALKA, TDC, Danske Bank and Nordea.

The three areas contribute to the municipality's reputation as regional retail trade centre to a high extent. It is from here, business is directed at the entire metropolitan region and large parts of Zealand.

3.5.4. Area of effort 3: Connection – traffic, network and mobility

As an area of effort, the participants of the project have chosen to prioritise Hoeje-Taastrup's position as a traffic and mobility junction – that is, as an indisputable strength of course, although the “story” of the traffic town Hoeje-Taastrup could probably also be told in a negative way. To put it simply: Hoeje-Taastrup has the best location in Denmark for people who want to commute, travel or just take advantage of the municipality's nature and leisure activities. Close to the capital – Hoeje-Taastrup is convenient to both citizens and companies. From Hoeje-Taastrup, business life has easy access to all of Denmark and the rest of Europe, not least the Øresund Region.

In this respect, “connections” become one of Hoeje-Taastrup's characteristics. When researchers now describe society as a “network society”, they do so with point of departure in the internet, which ties the globe together, and the notion that ideas and experiences are shared between groups of people who are connected in other and more flexible ways than previously.

One dimension is Hoeje-Taastrup's good location and infrastructure: close to the motorway, Roskildevej, three stations and a well developed path system. It is easy to go to and from Hoeje-Taastrup and it is easy to move around within the municipality, which is a practical advantage in busy everyday life. Concretely, Hoeje-Taastrup is a regional junction for transport, traffic and business –

and that is a strength. The municipality contains local, regional, national and international traffic connections as well as motorways going south, north, east and west. Copenhagen International Airport (in Kastrup) is only 35 minutes away – and there is a direct train connection from Hoeje Taastrup Station.

Another dimension is the more mental meaning of connections and network society – a mental mobility and a readiness for change. Hoeje-Taastrup is a town that is constantly changing and moving – open to the surrounding world.

Activities

The project has identified a number of activities which express and concretise the area of effort Connection and have the potential to be part of the branding of HTM.

Hoeje-Taastrup Cykelring (cycle ring)

One of Denmark's most well developed cycle path systems is on the way: The Town Council has made a decision in principle to create a net of cycle paths. The net of paths will make it possible to experience both nature and towns in Hoeje-Taastrup through a path system with services.

Regional location

Hoeje-Taastrup's location is unique with respect to connections to the capital, the airport, etc. Hoeje-Taastrup is centrally located in relation to country and town – close to both Copenhagen (city pulse) and nature

(peace). This practical function is important – but in order to be able to realise the potential as a lighthouse, the function should be combined with the aesthetic and experiential dimension: the resource-strong citizen wants more than to go from A to B – he/she also wants an experience.

Cultural and associational life as social and cultural meeting places

Throughout the whole project it has been underlined that Hoeje-Taastrup has a rich and active cultural and associational life. Taastrup Theatre is central and there are a little less than 300 registered associations in the municipality. The closeness and the many networks are important parts of Hoeje-Taastrup's characteristics. Here is a live and close neighbourhood, a town centre where you meet your fellow townsmen and a social scale which is humane – contrary to many other suburbs, here you can live a complete life your whole life, with close social relations.

This activity is described under the area of effort Space.



4. HTM Concrete: Analysis

In the following analysis involving the empirical case of HTM Concrete, we look at

- Facts
- Identity, image, marketing and branding
- Possible narratives

4.1 Facts: Institutions, companies

During the years several big concrete industries and subcontractors have been situated in HTM in and outside Hedehusene and thereby constitute an important part of the history and identity of Hedehusene.

HTM is in the process of developing a new part of the city – Vision Gammelsø in Hedehusene. Concrete is an important building-material, and therefore the municipality want to support creativity and innovation in the concrete sector. Concrete is a sophisticated material which can be used creatively and be a driver for growth.

HTM Concrete include

- Producers and manufacturers of concrete products, stone and inventory elements;
- Purchasers, i.e. construction businesses, advisors (arkitekter etc.), designers etc.

4.2 Identity, image, marketing and branding

Above, we have defined place marketing and branding as ways to influence how people perceive the identity of a place, and, in turn, influence their decisions on where to work, live, and spend leisure time. In geography, the term “spatial cognition” is used for the knowledge of places by people. In particular behavioral geography explicitly acknowledges that people have selective, incomplete, and colored knowledge and views of places.

Place identity and image, and a city's image-making by branding and city marketing, are shown to influence the location choices of firms and workers.

In relation to our HTM Brand-analysis, the following can be noted:

- Identity: All in all a composed identity influenced by a tumultuous historical development – but there are also a number of common denominators regarding the active and entrepreneurial aspect.
- Image: The image of HTM finds its archetypical symbol in the concrete sector: Physical and productive. There is hardly any doubt that this rather positive image has been under attack by some of the violent and destructive incidents which unfortunately have characterised not least non-profit housing areas also in Høje-

Taastrup – Tåstrupgård. However, overall, from an external perspective, Høje-Taastrup as a dynamic town filled with citizens who in the socio-economic sense of course do not belong to the elite but who share a relatively entrepreneurial, active life style.

- Marketing: The concrete sector can be marketed through channels like advertising, lobbying and the design of the built environment, i.e. design and urban aesthetics. More precisely, the project has emphasized a strategic communication method which draws upon (1) what we say, (2) symbols – i.e. the way we look

and (3) behavior/activities – what we do.

- Branding: Branding is more than mere marketing or PR. Branding is about creating coherence between for instance a town's culture and activities, its goals and

its external reputation. With respect to HTM, we are dealing with a municipality that has significant qualities – but also a rather unclear, undercapitalised reputation. HTM should therefore be profiled with

point of departure in the qualities which exist and can be further developed. Branding tools include, also with reference to the concrete sector, slogan, logo and story.

4.3 Possible narrative

In relation to possible narratives, one can note the following:

Narrative 1: “Manyness”: Historically HTM may have had a critical mass of businesses in the concrete industry. However the initial research of this project has shown that concrete is a regional rather than local field of business. However Danish Technological Institute and its concrete lab is situated in HTM. Also a number of concrete businesses are still situated in HTM and the development of a new part of the city is on the way. HTM may have the potential of being a facilitator of a concrete cluster more than being the domicile for the concrete businesses.

Narrative 2: “Otherness”: This narrative does not seem to apply to HTK. HTK concrete is mainstream rather than distinguished, avant-garde. However, the aim of the CCC-project is largely to focus on Otherness by bringing creatives into the concrete business and support new and creative ways of using concrete.

Narrative 3: “Vernacular culture”: Indeed, HTK history – and Hedehusene's in particular – provide the city with an identity of entrepreneurship. Hedehusene is of special interest to the CCC-project as all the big concrete businesses have been situated here and have formed the historical identity of the city. Through close collaboration with creative industries the CCC-project will strengthen the innovation capacity of the concrete businesses, which are located in Hedehusene today.

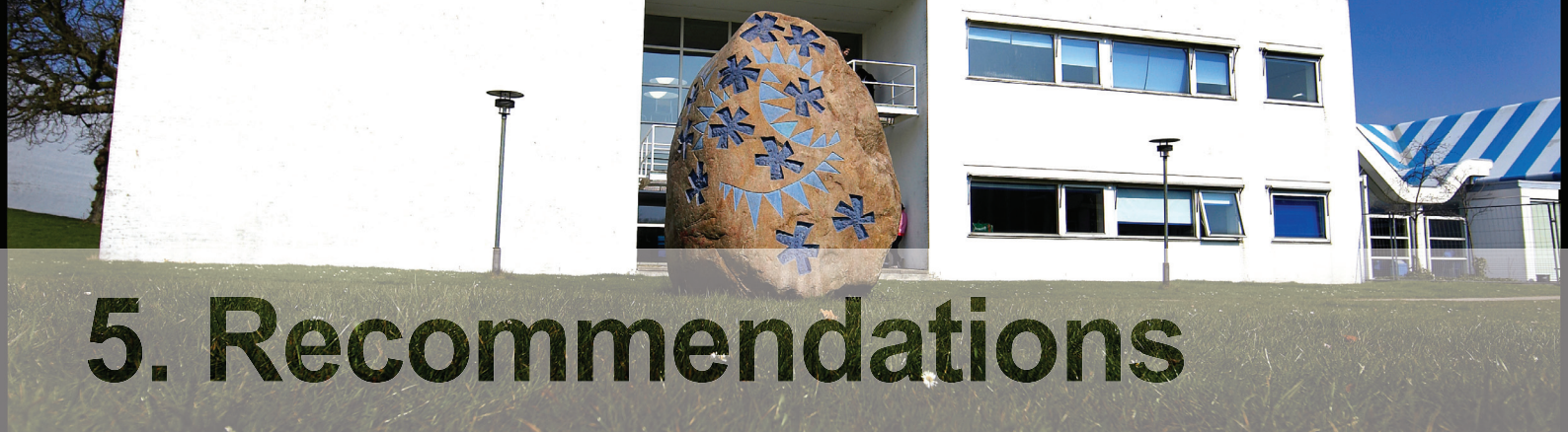
An extensive urban development in HTM

will take place in Hedehusene (Vision Gammelø) and here the municipality will support new and creative ways of using concrete.

Historically Hedehusene has a traditional identity of wage-earning and salaried employees and does not as such have a creative identity. The aim of the CCC-project is to develop the identity of Hedehusene through activities, which will shed light on new and creative possibilities for the development of the city and the businesslife.

Narrative 4: “Visual distinctiveness”: Not many big industrial landscapes are left. Rather we see sporadic remains of the industrial history – remains which can have a big potential to tell the industrial history of Hedehusene. However, the visual distinctiveness needs to be aesthetically and functionally communicated within the over all branding framework.





5. Recommendations

In order to strengthen the project's branding framework in relation to the Creative City Challenge Project, a number of recommendations can be noted – drawing on the above analysis:

HTM Concrete does indeed apply to criteria listed in classical identity, image and branding methodology: The brand can be communicated. However, HTM Concrete needs to identify and employ

- Media plan i.e. marketing channels like advertising, lobbyism and the design of the built environment, i.e. design and urban aesthetics;
- Branding tools, e.g. the concrete sector still needs necessary branding tools, i.e. slogan, logo and overall presentation of the Story in accordance with the relevant narratives below.

Likewise, several narratives seem to apply to HTM's concrete sector: "Manyness" (HTM as facilitator for a creative concrete cluster), "Vernacular culture" (HTM's and Hedehusene's history) and "Visual distinctiveness."

Here, the visual distinctiveness needs to be aesthetically and functionally communicated within the over all branding framework.

Moreover, HTM Concrete needs to apply the findings from the Branding of Hoeje-Taastrup Municipality with regard to engaging local stakeholders in the innovative process, i.e. the triple helix of government, education and business.

In particular the recommendations are

- To realize the potential of being a facilitator of a concrete cluster (i.e. connecting businesses, suppliers, and associated institutions in the concrete field) more than being the domicile for the concrete businesses - and

- To do this in a planned and orchestrated process involving clear project ownership, fixed meetings and creative events/workshops, data finding etc.

The orchestrated process serves two purposes: Ensuring the project's success. And instead of merely leading the employees with firm rules and sanctions, the organisation can let culture and vision be bearing marks to the leaders' and the employees' independent and focused decisions. The employees' motivation is increased and they work as ambassadors for the organisation when they meet citizens and external interested parties.



Appendix 1:

List of concrete companies and organizations

Below you find a list of companies which are of interest to the Creative City Challenge-project. Geographically Taastrup is the point of departure with Zealand as the surrounding area.

Number of employees includes the whole company – i.e. inside and outside Zealand.

The list is structured in two parts: Producers and Consumers.

Producers are concrete-producers, factories producing elements and producers of stones and furnitures.

Consumers are businesses within the construction field, master builders, advisors (e.g. architects) and designers.

Producers

Concrete producers		
Aalborg Portland A/S	Rørdalsvej 44	
	Postboks 165	
	9100 Aalborg	
	9816 7777	
Ready-made concrete		
DK-Beton	Fredensvej 40	Ca.200
	4100 Benløse	
	Ringsted	
	8727 0999	
Unicon	Islands Brygge 43	Big company – part of Aalborg Portland
	Postbox 1978	
	2300 Kbh S	
	7010 0590	
Concrete elements		
Spæncom A/S	Akacievej 1	Ca.500
	DK-2640 Hedehusene	
	8888 8200	
K-element	Kähler A/S	Ca. 25
	Teglværksvej 1	
	4220 Korsør –	
	58 38 00 15	
Dragsholm Beton A/S		Ca.30
	5965 0400	
	2815 6656	
Gammelrand Beton	Gammel Skovvej 6A	Ca.50
	4470 Svebølle	
	59 28 01 00	
Karlshøj Bloksten A/S	Karlshøj 14	
	4733 Tappernøje	
	55 56 42 15	
Stones		
IBF	IBF Hedehusene	Ca.100
	Beredskabsvej 12	
	2640 Hedehusene	
	46 75 77 88	
Fran-Sten Aps	Håndværkerbakken 1-3	3
	Sengeløse	
	2630 Tåstrup	



Farum Beton A/S	Bygmarken 24	Ca.50
	3520 Farum	
	44951544	
Wewers A/S	Centervænget 19	Ca.100
	3400 Hillerød	
	Tlf. 72 13 44 00	
Fibre concrete and furnitures (table tops etc.)		
BB Fiberbeton A/S	Hjørnegårdsvej 10	Ca.20
	4623 Ll. Skensved	
	5616 8008	
DK Concreto aps	Højvangsvej 7	<10
	2640 Hedehusene	
	50 57 94 85	
Christian Hansen		2

Consumers

Landscape gardeners		
Gartnergården	Gulddyssevej 59	
	4000 Roskilde	
B.J. Jensen og Sønner	Mørkhøj Bygade 34	
	2860 Søborg	
Martin Lundberg	Baldersbækvej 8c	
	2635 Ishøj	
KJ Brolægger og Entreprenør	Walger Holm 7	
	3500 Værløse	
HNN Entreprenørfirma	Ostrupgade 22 B	
	4640 Fakse	
A. Walther Jensen	Gl. Køge Landevej 877	
	Postboks 135	
	2665 Vallensbæk Strand	
Michael Møller Mortensen	Hassellunden 10	
	2765 Smørum	
Architects		
3XN	Strandgade 73	
	1401 København K	
Henning Larsen	Vesterbrogade 76	
	1620 København V	
Bjarke Ingels (BIG)	Nørrebrogade 22	
	2200 København N	
Friis & Moltke A/S	Galoche Allé 14	
	4600 Køge	
Dall & Lindhardt A/S	Strandgade 73	
	3000 Helsingør	
Lundgaard & Tranberg Arkitekter A/S,	Pilestræde 10, 3. sal,	
	1112 København K	
Arkitema	Forbindelsesvej 12,	
	2100 København Ø	
Designers and artists		
Tatiana Lyng, F L Y V S K	Arthur Steijn	Lise Damsager Hansen
Klaus Melsing, 3Dfacto	Karin Schou Andersen	Hanne-Louise Johannesen, Diffus
Susanne Grønlund, Grønlund Design	Peter Werner Hansen, MOEF	Esben Klemann
Peter Böttger		

www.creative-city-challenge.net

Partners

- Hamburg University of Applied Sciences (Koordinator, DE)
- WFB Wirtschaftsförderung Bremen GmbH (DE)
- City of Oldenburg (DE)
- Kulturetage Oldenburg GmbH (DE)
- Municipality of Groningen (NL)
- Delft University of Technology, OTB Research Institute (NL)
- Intermunicipal Association Leiedal (BE)
- DESIGNREGIO Kortrijk (BE)
- HOWEST University College (BE)
- Høje-Taastrup Municipality (DK)
- Dundee College (GB)
- Newcastle City Council (GB)
- TILLT, Västra Götaland (SE)

Published by

Høje-Taastrup Municipality
Bygaden 2
2630 Taastrup
Denmark
Photos: Charlotte Brøndum, Klaus Sletting
Jensen, synligbeton.dk, Høje-Taastrup Municipality.

Contact for further information



Høje-Taastrup Kommune

EU- and projectmanager Lars Dyreborg
Gunslev
Høje-Taastrup Municipality
Bygaden 2
2630 Taastrup
Denmark
Phone: + 45 43 59 18 05
E-mail: LarsGu@htk.dk
www.htk.dk

