Success Factors of Place Marketing: A Study on Vinnya Jagat

Mubina Khondkar[*]
Koushik Prashad Pathak[**]
Adiba Anis[***]

Abstract: Various tools, models and perceptions of location or place marketing are discussed in this article. A case study on Vinnya Jagat, a sister concern of Nanadan Kanon Housing Limited, is done to outline the prospects of promoting a location as tourist spot and tourist destination. The article provides with the findings regarding place or location marketing concept and the prospects of utilizing the analysis of those findings in real life scenarios. The main task of the Vinnya Jagat project was its marketing as a location with place marketing concept. It targeted both local and foreign tourists, individuals and groups. The activities also included general marketing of this park. This study also presents the analysis of the success factors of the park in place marketing perspective.

Keywords: marketing, place marketing, success factors, Vinnya Jagat

1. Introduction

Place marketing technique is believed to provide valuable tools for tourist destinations, cities, regions and even nations to effectively manage their internal and external opportunities and transform those into competitive advantages (Duffy, 1995; Sargeant, 1999). Place marketing is steadily growing as an industry, which is attracting significant investment. In this study, the term place is used to mean all kinds of places like tourist places, cities, city-regions, regions, areas, states and nations. There is now a consensus about the suitability of marketing for places, and that places should be marketed as

[*]**Dr. Mubina Khondkar,** Chairperson, Department of Tourism and Hospitality Management, University of Dhaka, Dhaka 1000, Bangladesh.

[**]**Koushik Prashad Pathak,** Lecturer, Department of Marketing, Jagannath University, Dhaka, Bangladesh

[***]**Adiba Anis,** Lecturer, Department of Business Administration, Daffodil International Unviersity, Dhaka, Bangladesh.

efficiently as firms' market products or services (Kotler et al., 2002; Berg et al., 1990; Braun, 1994; Hubbard, 1995; Holcomb, 1999; Kearns and Philo, 1993; Ward, 1998; Witt and Moutinho, 1995). It is time to start appropriate marketing practices to market places. The focus of this study is on tourist destinations as places. Firms, corporate houses, and tourists were considered as target groups while analyzing the success factors in place marketing practices.

> Place marketing means designing a place to satisfy the needs of its target markets. It succeeds when citizens and businesses are pleased with their community, and the expectations of visitors and investors are met. ... The potential target markets of place marketing are defined as place customers, which are producers of goods and services, corporate headquarters and regional offices, outside investment and export markets, tourism and hospitality, and new residents (Kotler et al. 2002: 183 - 184).

Place marketing is not a new phenomenon, and like many marketing ideas, place marketing has its origins in the United States. In the 1850s, place selling became a distinct feature of attracting settlers to the new frontier areas of the Wild West. British and French beach resorts were advertised intensively in the early 1900s to attract tourists (Arnold and Kuusisto, 2000; Gold and Ward, 1994). Before place marketing was introduced, place selling was a dominant form of promoting locations. As the name indicates, place selling was a more operational approach to promotion, which was strongly based on various forms of advertising. Recently, place marketing has become a prominent tool of the economic development strategy.

2. Objectives

This study argues that successful place marketing practices increase the attractiveness and value of a place. The theoretical framework of the study makes an effort to integrate various success factors into one strategy in the context of place development and place marketing. No general definition for success in place marketing can be made, and there is no absolute success as the notion of success is usually contextual. The theoretical framework tries to give leverage to existing capabilities for places, and to systematize the marketing efforts for a more effective process approach. The purpose of the study is set as: which are the most critical success factors in place marketing, and how could these factors be utilized in the development of places like Vinnya Jagat? Table 1 presents the hierarchy of research questions based on the purpose of this study.

Table 1

Hierarchy of Research Questions Based on the Purpose of the Study

Purpose of the study	Which are the most critical success factors in place marketing, and how could these factors be utilized in the development of places like Vinnya Jagat?
Research question 1	According to the literature, what is place marketing, how can place marketing be managed and what are the central success factors in place marketing of this spot?
Research question 2	How do the city-regions conduct place marketing, and which factors explain the success or failure of place marketing of it?

Source: Developed by authors

3. Literature Review and Theoretical Framework

Contemporary marketing is a holistic process, and should have presence in all the functions of the organization. The core of the marketing concept is to understand customer needs and wants and to provide with offerings accordingly (Gummesson, 1999; Rainisto, 2003). Marketing contributes to organize effectively the use of the resources to achieve the overall targets. The basic idea in marketing is to solve customers´ problems by creating value addition, while the creation of the customer satisfaction should be the responsibility of the whole organization (Weilbacher, 1995; and Chernatony, 2000). In today's world, firms compete with services, not only with physical products (Gronroos, 2000).

It is an important strategic decision for a place to start systematic place marketing. This is also a matter of resources, because there must be sufficient organizing capacity. In a city-region there are often numerous communities, which have their own individual place marketing practices. Here a decision to create a common regional marketing program requires that all the parties can agree on the common goals, not conflicting with the individual place marketing programs of these locations.

In place marketing, the place as a product must be adapted to fit the needs of place customers. The overall targets of place marketing can be reached only when this task has been fulfilled. Each place should define and communicate its special features and competitive advantages effectively. Places must find ways to differentiate and position

themselves for their target markets (Kotler et al., 1999; Nasar, 1998; Krantz and Schatzl, 1997; Kotler and Gertner, 2002). Segmentation is a core task in place marketing endeavor to decide about the target markets. The four main target markets of place marketing are illustrated in Table 2. These are visitors, residents and employees, business and industry and export markets (Kotler et al., 1999). The visitors market consists of two broad groups, namely business and non-business visitors. Within these groups there are sub-target groups that need to be carefully prioritized.
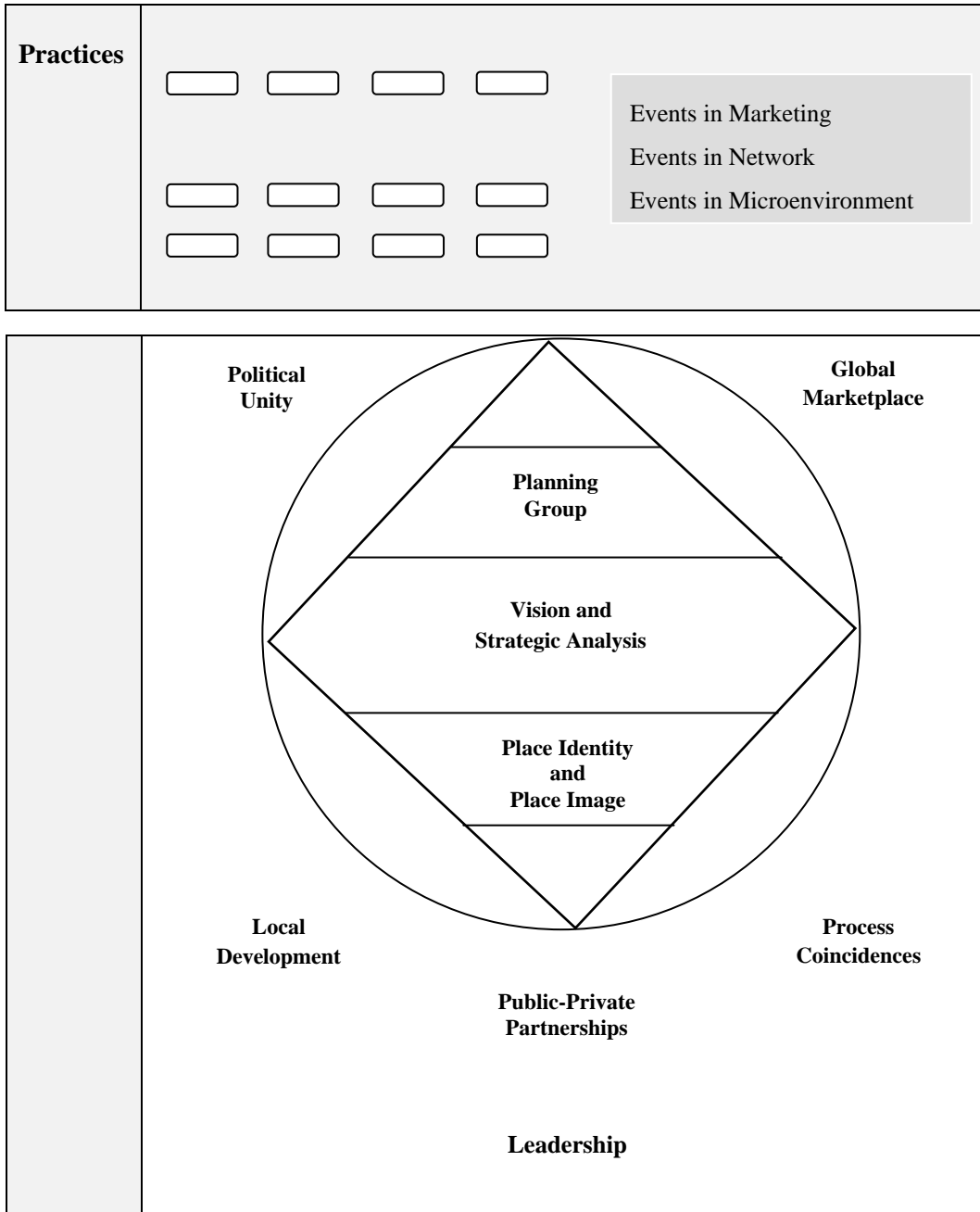
Table 2

Place Marketing Target Markets

Visitors	▪ Business visitors (attending a business or convention, reconnoitering a site, coming to buy or sell something) ▪ Non-business visitors (tourists and travelers)
Residents and Employees	▪ Professional employees (scientists, doctors, etc.) ▪ Skilled employees ▪ Tele-workers ▪ Wealthy individuals ▪ Investors ▪ Entrepreneurs ▪ Unskilled workers
Business and Industry	▪ Heavy industry ▪ Cleaning industry, assembling industry, technology, service companies, etc. ▪ Entrepreneurs
Export Markets	▪ Other localities within the domestic markets ▪ International markets

Source: Kotler et al., 1999

Businesses are becoming increasingly professional in their place hunting. However, they often do not define the target markets appropriately and lack clear focus (Kotler et al., 1999). Successful place marketing practices have general properties, and point out the importance of the role of management and leadership, local development, Public-Private Partnerships (PPP) and process coincidences i.e. control of negative externalities (Ashworth and Voogd, 1991). Bryson and Bromiley (1992) suggested that additional important factors influencing the success of place development and marketing practices could be initiatives focusing on local resources, national and international links and networks, and political unity to reach agreements and to establish community involvements. These elements are included in the study framework. This study uses the success factors in place marketing of Rainisto (2003) that is illustrated in Figure 1. The components are explained in the light of this study.

Figure 1: Success Factors in Place Marketing

Practices	
	Events in Marketing
	Events in Network
	Events in Microenvironment

Political Unity

Global Marketplace

Planning Group

Vision and Strategic Analysis

Place Identity and Place Image

Local Development

Process Coincidences

Public-Private Partnerships

Leadership

Source: Rainisto, 2003:66

Establishing a priori framework makes the theoretical perspective explicit. A theoretical framework helps to focus the analysis and see the links between the context and content. A theoretical framework is also a matter of scientific credibility (Strauss and Corbin, 1998; Miles and Hubermann, 1994). A priori framework will be used to guide the empirical study, and is left open for reformulations emerging from the empirical data. Theoretical framework is the main vehicle for generalizing the results of a case study (Yin, 2004). The specific success factors of the framework are: Planning Group, Vision and Strategic Analysis, Place Identity and Place Image, PPPs, Leadership, Political Unity, Global Marketplace, Local Development, and Process Coincidences.

Place marketing is analyzed through this framework from the perspective of the process of place marketing practices and success factors. It is explained considering success or failure factors in place marketing. Practices represent the general activities in place marketing, in which the success factors can be made clearly visible or invisible in the analysis. In the framework, the perspectives of the practices and the success factors are linked together. Place marketers set targets, which are elaborated from the perspective of goal. Various place marketing practices are elaborated from the perspective of process and the results from the perspective of outcome. These success factors were originated in the framework of a pilot study on 'Developing a Place as a Brand' of Rainisto (2001). The number of individual factors was limited in the focal study and the nine factor-constructs seemed to cover the main success factors suggested in the literature review. The elements of leadership and PPPs were added to the framework based on the analysis of Kotler et al. (2002). According to Rein (2005), the frame emphasizes managerial aspects in place marketing practices, and the term leadership to describe the qualitative, skill-emphasized challenges. Process coincidence was added as a success factor based on the comments and recommendations of Rein. Places do not always act in a rational way, and thus the process brings to the development of the place favorable or unfavorable coincidences.

The five success factors inside the prism of the framework function as self-action factors. These factors - Planning Group, Vision and Strategic Analysis, Place Identity and Place Image, PPPs and Leadership, represent abilities which a place can actively influence (Berg et al., 1990; Begg, 1999). The four factors - Global Marketplace, Local Development, Political Unity and Process Coincidences, represent the environmental challenges. Local Development is essential, and the phrase 'think globally, act locally' (Borja and Castells, 1997) is also true today for place marketing. Global Marketplace gives places a vast new potential and increased global competition (Barcleys, 2002; Scott, 2001; Castells, 1996; Clark, 2002). There is a need for Political Unity to manage the process of necessary decisions in a rational and consistent way. Jensen-Butler's study

(1997) pointed out seven success factors for a city. These are merged in the following way where relevant factors used for this study are presented in parentheses.

- Knowledge-based production (Local Development)

- Conflict management (Leadership, Political Unity)

- Innovation and technological change (Local Development)

- Negative externalities (Political Unity, Leadership, Process Coincidences)

- External links (Global Marketplace)

- Decision-making power (Political Unity)

- Amenity, environment, non-material values (Local Development)

4. Research Design and Methodology

Research design helps to find out and assess the appropriate methodology for any study. The research design for this study is summarized in the Table 3 and then explained in detail later.

Table 3

Research Design

Research dimension	Selected Focus
Category of the Place	Tourist Destination
Location of the Case	Vinnya Jagat, Rangpur
Main target Group in Place Marketing	Firms, Corporate Houses, Tourists
Theoretical Perspective	Place marketing is studied in the perspective of the marketing organizations.
Empirical Study Design	Qualitative case study

Source: Developed by authors

The scope of the present study is identified through the purpose of the study where the research context is a place. This study investigates the strategic place marketing practices of Vinnya Jagat. The focus in the field study is on a tourist spot as a holistic and functional place entity. The main target groups of the study are firms, corporate houses, and individual tourists. Tourism will be tangent to the research context in place marketing. Places are potentially the world's biggest tourism brands (Morgan et al., 2002). Architecture is also an issue when connected to the design aspects of a place. The present study is theoretically positioned in marketing management as place marketing practices are studied from the perspective of the marketing organizations (Kotler et al., 2002). Strategic and managerial issues get attention when efforts are made to adjust corporate marketing theory to match with the needs of people. As the purpose of the study is to gain an in-depth understanding on the study topic, this empirical study qualifies as a case study. In particular, the reason for using case study method is to maximize realism (Brinberg and McGrath, 1985) that is to obtain holistic understanding of multifaceted, interrelated phenomena within their real world context. The methodology of this study also agrees with the suggestions of Yin (1989) regarding the selection of cases and triangulation of sources of evidence and the suggestions of Miles and Huberman (1994) regarding case analysis. This study involves a single qualitative case analysis which aims at generating a new theoretical framework for successful place marketing.

In this study both primary and secondary data were colleted through interviewing and literature reviewing. The paper focuses on the various success factors of Vinnya Jagat as a destination in northern Bangladesh for the tourists. Various sources were accessed for data and those are observations, authentic websites, brochures, journal articles, news papers, and books. In-depth interviews with key informants provided with primary data for this study.

5. Profile of Vinnya Jagat

One of the first amusement parks for the people of the northern Bangladesh is Vinnya Jagat that has opened a new door of entertainment and recreation. Alike other amusement parks around the country it also has one common offering for its target market - spending quality leisure with family and friends. It is offering several new features and some are under construction. The park is located at Rangpur District and is just a 15 minutes drive away from the Rangpur Medical College. According to the proprietors of this park – it is a land in a different world or planet and with something extraordinary, in reality it is so - it is exceptional and wonderful but not in a different world or planet, "Vinnya Jagat" is in our world of beauty (Vinnya Jagat, 2011). It is a sister concern of Nanadan Kanon Housing Limited, which is one of the many prominent housing service providing

companies of the country. The entire area of the park is shrouded with greenery and its natural and charming environment is one of a kind for providing nourishment to one's mind. The vicinity offers the busy city dwellers relief from the busy and mechanical life.

The park has been constructed by the tireless efforts of numerous persons including architects, engineers, designers, experts, workers, and well wishers from both home and abroad. They have given labor for the creation and beautification of it. The authority claimed that every month, newer additions to the existing artifacts and recreational materials are made to accommodate the tastes of the growing number of visitors from various classes of the society. The artisans have been offered a scope to uphold the history and culture of the nation as well as to present their finest works for amusement. The giant sculptures erected at the premises represent the fabulous artistic works of these artisans. It is a well visited park and is one of the best recreational and tourist spots of Northern Bangladesh. The following snaps provided in box 1 are evidences of artifacts placed in the park.

Box 1: Pictorial Evidences of Artifacts

Source: Images taken by authors

Along with the key offer of recreation, it promises to present knowledge sharing and educational activities for the tourists, specially the children. There is a planetarium in the amusement park which the authority has declared as the first planetarium situated in any amusement park in Bangladesh. In the planetarium people can enjoy glimpses of the universe, know various facts, and learn the fictions about the size, presence, existence of planets and the history of the universe. The park has offers for people of all age groups.

Enormous structure of prehistoric creatures like dragons and dinosaurs along with those of existing animals like giraffes, dolphins, buffalos and deer are erected in the park with short descriptions alongside them for the motive of educating as well as entertaining the children visiting the park. One can find a traditional village and a modern village inside the Ajob Guha within this park. Edifices of the national heroes of Bangladesh and memorial for the language movement and the liberation war of Bangladesh have also made their places in the arena of this beautiful park. Along with all other rides and facilities offered by any other amusement park, the exception here is the presence of hotel and resort for the visitors who might want to stay for a day or more.

Vinnya Jagat provides the facilities of shopping complex, community centre, conference room, swimming pool, hotel, rest house, and cottage for picnic party. The attraction for the children are shishoo kanon, merry-go-round, helicopter, flying zone, nagordola, kangaroo moving, spider zone, bumper car, space journey, cold-touch icy world, lake drive, airplane ride, and swan cafe. It has its close circuit camera facilities and information centre for maintaining security. Tourists can have the world wide telecommunication and internet facilities there. 10 years ago one European conservative traveler might have said "Initiatives are there but the dreams are far off"'. Today definitely the same traveler will say "One who has not seen the setting at Vinnya Jagat has not seen the beauty of Bengal". The park welcomes tourists during the festivals like Eid, Puja, New Years and marriage receptions. Visitors stay in the Hotel Dream Place and enjoy the beauties of night in the park on the occasion of leisure entertainment, picnic, seminars, and discussion meetings. It is situated in an extended part of Rangpur. The park is situated near the medical college and a local marketplace attracting a huge number of passersby around it's vicinity during the market days and when the classes of the medical college is going on in full swing.

6. Place Marketing Practices

Among the various marketing efforts one pattern that is more commonly followed by Nandan Kanon Housing Limited is to name an object or artifact and then describe it. The company identified the objects or artifacts with specified names for instance information centre, rides and shows, fishing and angling, mosque and prayer rooms, hotel and resorts, conference halls, food and beverage, entertainment, shopping complex, open air theatre, children's zone, and parking space. Vinnya Jagat has its own information center that works both as reception and complaint centre. If something is lost or any information or help is sought, the centre sends responsible personnel to sort out the situation immediately. It remains open throughout the year from 8:00 am to 7:30 pm. The park features 35 major items including three water rides, enjoyable plane, helicopter and also a train ride that both children and grownups can enjoy. The entire park is curved with long

patches of walk ways leading towards every corner of the park. It has the largest angling zone in the northern Bangladesh. The spots for fishing and angling are available on payment of nominal fees. The 5 kilometers long lake is a home to numerous species of aquatic life. One can have fun with the paddle boat and enjoy boating in the water body surrounded by the natural green belt. There is a Mosque within the park offering the scope of saying prayers. The courtyard of the Mosque is beautifully decorated with designs embalmed on marble and granite that attracts the attention of people.

The resort Dream Palace provides the facilities of a 3 star hotel that is situated in a fantastic location surrounded by water pools. Visitors with their near and dear ones can stay and enjoy night halts in this park. Along with all the residential and conference facilities, the vicinity of the park also has a restaurant that offers refreshing and tasty dishes. The trendy attraction of barbecue facility is also available. There is a big open air theatre in the park area and on the eve of special occasions concerts and other cultural programs are arranged. The shopping complex in the park offers an array of local handicrafts and products crafted by the local artisans to make the place more attractive to the tourists. As the area is quite big, visitor might feel the need of taking some rest and enjoying the serenity of the place. Keeping in mind the tourists' needs, the designers have placed beautiful sitting arrangements where people can rest for a while and devour the beauty of nature. To offer a thrilling experience to the visitors, the Ajob Guha is designed in an innovative way using artifacts to represent the rich history and culture of Bangladesh.

The park is marketed as a tourist destination targeting both local and foreign individuals and groups. The marketing activities for the park include using a visual logo, designing a website, developing the park as the product, setting entry fees, establishing the park in a convenient location with proper access in it, and promoting the park as a tourist destination. The park is still in its early phase and it has been maintaining the marketing communication tasks in cooperation with professional media agencies. A general motive of their communication is to create mass awareness about the unique experience the park has to offer that common people think is possible in prime urban areas like Dhaka or Chittagong. So far it has communicated using the web media and local newspapers but still has not considered any national newspaper that might have increased its popularity. However, mentioning about the park in different media has been leading to increased awareness. Nevertheless, it can consider enriching the web content to attract foreign tourists. With the slogan 'Spending quality leisure with family and friend', it can effectively target about 5 million inhabitants of the northern Bangladesh with an opportunity to increase it by including other local and foreign tourists. They have specific communication budget to promote the place as a tourist destination.

Vinnya Jagat has been aiming the development of tourism using place marketing through bringing in tourists to the Rangpur-Dinajpur territory; proving accommodation benefits to the tourists; presenting the history, culture and tradition of Bangladesh in an innovative way through artifacts; creating different types of employment opportunities specially offering a scope to the deprived artisan community of the northern Bangladesh of working and upholding their heritage; and presenting a bird's eye view of Bangladesh to the tourists.

7. Analysis of the Success Factors

In this section the framework of success factors in place marketing (Planning Group, Vision and Strategic Analysis, Place Identity and Place Image, PPPs, Leadership, Political Unity, Global Marketplace, Local Development, and Process Coincidences) presented earlier in section 3, are analyzed in terms of respective goals, processes, and outcomes.

7.1. Planning Group

Goal: The goal of the planning group in the beginning of the project was to coordinate and plan the key activities of place marketing. Vinny Jagat project has a planning group and newer marketing programs have been undertaken by a similar group to attract people.

Process: The function of the planning group was carried out by the management team consisting people representing financers and regional stakeholders. It organized several meetings where the annual business plans and budgets were discussed and approved. A wide range of daily activities concerning the place marketing issues were also discussed. Group members visited and actively took part in several place marketing events and exhibitions.

Outcome: The role of a planning group was found to be critical during the early phases of the project, and later the role became instructive in nature. The result became evident when the first decision regarding opening the park was made. Though representation of the business community were considered vital but no significant participation been evidenced.

7.2. Vision and Strategic Analysis

Goal: The mission was to attract international investments to internationalize the Helsinki Region's business life. The vision is to be a regional marketing organization linking the regional and business strategies. Through its activity the strengths of the place be recognized.

Process: The visionary and strategic activities of the place marketing were carried out during its initial phase in 2002.

Outcome: The selected clusters were a result of the analysis and form a basis for the constructs of operations. It was found that prior creation of visions based on strategic analysis, is the basic element for plans. The strategy emphasized networking with the region's communities and stakeholders, as well as marketing the place as a tourist destination. Critical success factors were networking, branding, and securing resources.

7.3. Place Identity and Place Image

Goal: The goal for creating a place identity and place image for Vinnya Jagat was to start the branding process of the park to attract local and international tourists, as well as investments. In the beginning, another goal was to design and establish the visual elements such as the logo for its marketing.

Process: During the first year of the project, the logo and the visual outlooks were developed as the basic instruments for marketing. The company wanted to emphasize that it was a trustworthy, safe and active local business centre. Intentions in favor of branding found implied behind these activities.

Outcome: The project's marketing communication was a difficult issue to be managed through traditional advertising because there were numerous options of media. It was better to concentrate the resources on one or two bigger holistic issues, such as clusters, and to use specialized magazines. The outcome of the branding process is yet to come. The international familiarity of the region is low. Therefore, a gap exists between outcome and goal in image creating, which is one major future challenge for place marketing practices in the region.

7.4. PPP

Goal: PPP has been an issue to consider as a few private companies and public organizations have shown their interests in place marketing projects. Regional marketing has not enough resources to function on its own and it is crucial to find fruitful PPPs.

Process: In Bangladesh, the common attitude of private companies towards place marketing has been favorable in issues of cooperation. However, participating in place marketing activities has not been considered to be the responsibility of firms, as it is perceived that business should not be the responsibility of the public sector.

Outcome: Cooperation needs to be developed and nurtured between private companies, policy makers, government bodies, and other parties like universities and research institutions, to create an appeal in favour of the park attracting investments to the area. Joint efforts from PPP have already proved its efficacy in different locations like Santosa Island in Singapore and Cox's Bazaar in Bangladesh. Nevertheless, importance of PPP for the success of place marketing is still to be considered by the management of Vinnya Jagat.

7.5. Leadership

Goal: Leadership has not yet been a problem in this case of place marketing process as the organization is not fragmented. Although various communities of different sizes have conflicting interests in the regional development policy however, efforts are there to establish an acceptable level of commitment and motivation from the top-level decision makers of the region. One reason for this relatively passive role of the management in the issues of place marketing could be that neither the necessity of place marketing has yet been fully understood nor the severity of the global competition among regions is perceived. It is also possible that local development of place has been preferred to regional marketing.

Process: It has been pointed out that people make the results but management of the region has broader opportunities to influence matters. In this respect, the management could do more to promote the region, be more committed to achieving the goals and be active in the marketing of the regional projects.

Outcome: There is an obvious major problem in the arrangements of the place marketing, namely - the lack of customer focus and services delivery system as the basis for marketing. There is no proper participation of customers regarding their needs, choices about service delivery system and feedback about the quality and contents of the delivery. Hence, Vinnya Jagat needs to dig up and create the contents of the goals of place marketing.

7.6. Political Unity

Goal: The goal is to increase political unity in decision making of the local issues. The authority is aware of the fact that tourists are not interested in internal conflicts. The rigid administration slows down the pace of regional development when the regional issues appear secondary to the communities' own goals. However, long-term work is required to reach this goal as strategically right decisions are better than the decisions that offer immediate returns.

Process: Vinnya Jagat is a large area, consisting of numerous zones, rides and open spaces; all under one common administrative system. As a one administration is performing all the administrative activities of the company and the Vinnya Jagat project, it is difficult to make compromises on the practical level in the real estate and place marketing. Every member of the marketing division has their own divisional interests and hence conflict between the perspectives of the company as a whole and the park project is obvious. It is easier to find out mistakes made within one focused project rather than within all the concerns of the company.

Outcome: Political unity within the company is supportive towards the marketing of this park. However, in regional politics there is a great need for a more united political attitude from the political parties to support location marketing endeavours. Different projects generally have different target groups and so various target markets need to get different marketing communication messages. The issue of political unity is a challenge for the long-term decisions and frames for consistent work. Marketing division of the company should decide the major attraction arguments of all the projects and then start to utilize them in a consistent and synergistic way.

7.7. Global Marketplace and Local Development

Goal: Goals linked to the issue of global marketplace refer to increasing the familiarity of Vinnya Jagat brand globally whereas; goals of local development come from each community. It should be noted that there have not been many major local development projects earlier.

Process: There are not many major local development projects going on in the Rangpur-Dinajpur region.

Outcome: The Rangpur Medical College, other universities in the region and different organizations have formed a network. The region's resources in place marketing have been small and therefore, a strict focus on areas and industries might be crucial. The challenge in the region is to bring all the local development efforts under one common brand and to focus the activities and develop sub-brands according to the cluster in the regional marketing. It might not be easy to expect significant foreign investment in the region. The region can develop its innovation system, research and focus on knowledge-intensive industries like information technology, biotech and life sciences. It is important that the localization of services is directed in a consistent manner.

7.8. Process Coincidences

Goal: The region had no plan regarding process coincidences occurring in the place marketing practices. A goal, however, should be that the area marketing program includes reserve plans for individual process coincidences either negative or positive in nature. The question - what happens when Vinnya Jagat has reached the targets? - should be answered in the early stage of the process.

Process: Outside events, practices and impulses often lead to daily operations, and these process coincidences can have an impact on the place marketing practices.

Outcome: Process coincidences are impacting the development of the park. There are also potential macroeconomic or force-majeure issues, such as the region or country specific economic trends that need to be considered in planning place marketing.

8. Conclusion

Developing Vinnya Jagat as an attractive tourist destination rather than a simple tourist spot requires bigger partnership and significant investments that PPP may provide with. However, till now the authority of the park has no plan for turning it into a public-private property. Therefore, the management of the park should consider significant initiatives regarding international and local development prospects. The marketing planning group of Vinnya Jagat is trying to implement newer marketing programs to attract more people to visit the park. This role of the marketing planning group is critical and requires careful attention of the management. There are strategic significances of the choice of this location as it is clustered with knowledge centric and business oriented deports. It is also within a reasonable distance of other tourist spots like Sitakot Bihar (the oldest Badya Bihar in the world), Ramsagar, Kantajew Temple, Shopnopuri in the nearby region, Dinajpur district. This geographic proximity of these tourist spots can be converted into a prospect in favor of circuit tourism that can, in the long run, attract more people to visit the park and the neighboring spots. The strategic location of the park can be treated as an avenue for further tourism development in this circuit tourism manner where the accommodation services within Vinnya Jagat can convince tourists to avail this circuit tour opportunity so that they can continue their tours and visit to other nearby tourist spots. However, to uphold a distinct identity and image of this park, the authority should think of developing a more attractive logo and effective marketing programs aiming the endorsement of this place as a unique tourist destination.

References

Arnold, E. and Kuusisto, J., (2000), "Building a World Class Research Institute System in Sweden", Marketing tourism places, Routledge.

Ashworth, G. J. & Voogd, H., (1991), "Can places be sold for tourism?", Journal of Place Marketing.

Barcleys Bank, (2002), Urban and Regional Economic Development Unit.

Begg, Iain., (1999), "Cities and Competitiveness", Urban Studies, Vol. 36, Nos 5-6.

Berg, L., Den, V., Klaassen, L. and Meer, J., (1990), "Marketing metropolitan regions", European Institute for Comparative Urban Research, Rotterdam.

Borja, J. and Castells, M., (1997), "Local and Global. The Management of Cities".

Braun, E., (1994), "Towards integrated city marketing", European Institute for Comparative Urban Research, October 2003, Erasmus University, Rotterdam.

Brinberg, D. and McGrath, J. E. (1985) "Validity and the Research Process", Sage.

Bryson, J. M. and Bromiley, P., (1992), "Critical Factors Affecting the Planning and Implementation of Major Projects", Strategic Management Journal, Vol. 14(5).

Castells, M., (1996), "The Informational City: Information, Technology, Economic Restructuring and the Urban-Regional Process", Basil Blackwell.

Chernatony, D., (2000), "Building on Services' Characteristics to Develop Successful Services Brands", Journal of Marketing Management, Vol. 17.

Clark, G., (2002), "Emerging Local Economic Development Lessons from Cities in the Developed World, and their applicability to Cities in Developing and Transitioning Countries", World Bank.

Duffy, H., (1995), "Competitive Cities: Succeeding in the Global Economy", E & FN Spon.

Gold, J. R. and Ward, S.V., (1994), "Place promotion: The use of publicity and marketing to sell towns and regions", John Wiley and Sons Ltd.

Gronroos, C., (2000), "Service Management and Marketing: A Customer Relationship Management Approach (2nd Ed.)", John Wiley and Sons, Ltd.

Gummesson, E., (1999), "Total Relationship Marketing, Rethinking Marketing Management: from 4Ps to 30Rs", Buterworth Heinemann.

Holcomb, B., (1999), "Marketing cities for tourism", The tourist city, Yale University Press.

Hubbard, P., (1995), "Urban design in local economic development: a case study of Birmingham Cities", Journal of Place Marketing, Vol. 12, No. 4.

Jensen-Butler, C., (1997), "Competition between cities, urban performance and the role of urban policy: a theoretical framework", in the "C. Jensen et al. (Eds): European Cities in Competition". Avebury, Aldershot.

Kearns, G. and Philo, C., (1993), "Selling places: The city as cultural capital, past and present", Pergamon Press.

Kotler, P. and Gertner, D., (2002), "Country as brand, product, and beyond: A place marketing and brand management perspective", Journal of Brand Management, Vol 9, No. 4-5.

Kotler, P., Asplund, C., Rein, I. and Heider, D., (1999), "Marketing places Europe: Attracting investments, industries, residents and visitors to European cities, communities, regions and nations", Pearson Education Ltd.

Kotler, P., Hamlin, M. A., Rein, I. and Haider D. H., (2002), "Marketing Asian Places", John Wiley and Sons (Asia).

Krantz, M. and Schatzl, L., (1997), "Marketing The City", European Cities in Competition, European Science Foundation.

Miles, M.B. and Huberman, A.M., (1994), "Qualitative data analysis", Sage.

Morgan, N., Pritchard, A. and Pride, R. (2002), "Destination Branding", Prentice Hall.

Nasar, J. L., (1998), "The Evaluative Image of the City", Sage.

Rainisto, S. K., (2001), "City Branding –Case Studies Lahti and Helsinki", Helsinki University of Technology, Espoo.

Rainisto, S. K., (2003), "Success factors of place marketing: A study of place marketing practices in Northern Europe and the United States", Doctoral Dissertation, Helsinki, University of Technology.

Rein, I., (2005), "How Can a Place Correct a Negative Image", Journal of Place Marketing.

Sargeant, A., (1999), "Marketing Management for Nonprofit Organizations", Oxford University Press.

Scott, A. J., (2001), "Global City-Regions. Trends, Theory, Policy", Oxford University Press.

Strauss, A. L. and Corbin, J., (1998), "Basics of qualitative research: Grounded theory procedures and techniques", SAGE.

Vinnya Jagat (2011) www.vinnyajagat.bd.com

Ward, S.V., (1998), "Selling places: The marketing and promotion of towns and cities", E & FN Spon.

Weilbacher, W. M., (1995), "Building Winning Brand Strategies that Deliver Value and Customer Satisfaction", NTC Publishing Group.

Witt, S. F. and Moutinho, L., (1995), "Tourism Marketing & Management Handbook", Prentice Hall.

Yin, R. K. (1989), "Case Study Research – Design and Methods", Sage.

Yin, R. K., (2004), "Case Study Research: Design and Methods", Sage.