A lot of people locally don’t understand what the CVB does. My argument has always been, “If I’m doing what I’m supposed to be doing, then local people won’t see it.” Because it’s not geared toward local people. Well, local people don’t like to hear that, but it’s true. So I need advocates here . . . other than just me and my board saying, “No, really, what she does is important.” So by sharing what we’re doing with those people, they then anecdotally pass it on to their constituents . . . [Locals] don’t understand the importance of [the CVB] until it goes away and they realize how many dollars [are lost].

— Executive Director, Southern city CVB

Despite the views of this particular manager, local residents are vital stakeholders in building a place brand (Kavaratzis, 2012; Zenker & Seigis, 2012). There are many moving parts involved in the place branding process, including an established historical and cultural foundation that often cannot be ignored or simply be rebranded, as well as stakeholder coordination.
among sometimes-competing interests. When established correctly, place branding can move beyond a simple logo and slogan (Govers, 2013) to become an integral part of strategic place governance efforts (Eshuis et al., 2013) that foster democratic legitimacy (Eshuis & Edwards, 2013). Devising a meaningful place branding strategy that appreciates the relational, co-creational (Kavaratzis & Hatch, 2013) process often proves challenging both in theory and in practice. The theoretical framework offered herein attempts such an integration by showing how cities can move through phases of the image (Baudrillard, 1994) based upon a combination of market models of governance, communication style and language used, and six promotional tactics (branding, media relations, in-house publications, use of outside people or organizations as PR surrogates, aesthetic and affective appeal, and the built environment) (Zavattaro, 2010, 2013a).

**Public Administration Theory: A Brief Primer**

Before delving into the background information of the foundational elements, it is necessary to briefly engage with the overall public administration literature, including fissures regarding the field’s “identity crisis” and the need to better connect theory with practice. As detailed in Chapter 1, my training is in public administration, and within that literature specifically, there is an emerging discussion about place branding and place marketing. My research aims to add to this much-needed discussion, and the framework is one step toward that process. Understanding a bit about the field’s background and evolution can help readers connect the logic behind the foundational elements.

One of the foundational elements of the given framework is market models of governance, which really took footing globally in the 1980s and 1990s. Such models emerged in response to heavy bureaucrat bashing that portrayed government as them (Terry, 1997) rather than as us (King, 2011; King & Stivers, 1998). Movement toward market-minded forms of governance,