

CITY MARKETING AND ITS IMPACT OVER URBAN TOURISM – SIBIU EUROPEAN CAPITAL OF CULTURE 2007 - A SUCCESS STORY

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Abstract

In the past years tourism has become the fastest-growing economic sector, both in terms of turnover and the opportunity to create jobs. In this context, it begun to be one of the activities with an important potential and, in the same time, a challenge for the development of urban centers which find themselves forced to redefine their identity, due to the decrease of other types of industries under the impact of the global economic crisis and the economic reset. After analyzing the main indicators of the touristic activity in the urban area, it is noticeable that cities have an important percentage in the overall touristic circulation. The future development of this form of tourism is, however, conditioned by the assimilation in the urban management process of marketing strategies meant to allow the development of touristic functions in the main urban localities and of touristic programs designed to bring added value to the cultural attractions for large and small cities alike. Urban marketing comes, in this case, as a natural response to the requirements of the city to better answer the market's needs and to adjust to the dynamics of the tourist market. The present article aims to analyze the different urban marketing strategies used by urban centers interested in attracting important tourist flows and their impact over their future development, based on the Sibiu case after implementing the "Sibiu - European Capital of Culture" Programme in 2007.

Keywords: urban marketing, destination marketing, city branding, tourism, touristic attractiveness, competitiveness

1. Introduction

The first part of the present paper analyzes the urban marketing strategies used by Sibiu municipality in 2007 when implementing "Sibiu - European Capital of Culture" Programme, in order to improve its image and to attract more tourists in the area. The second part evaluates the marketing strategies impact and the municipality ability to capitalize the advantage given by the European Programme, by examining the tourism statistics following 2007.

The importance of the study lays in drafting several marketing strategies that other cities can use outside a European Programme in order to promote their image and to attract more tourists.

The research will examine the papers submitted by Sibiu and other former European Capitals of Culture during the evaluation process, publications and online resources of European Cultural networks, documents and publications of the European Commission and local governmental documents which will describe the effectiveness of Sibiu, as European Capital of Culture in implementing and promoting its cultural programme and its impact on the long-term development of the city.

In the past years the main indicators of the touristic activity in the urban areas emphasize that cities have an important percentage in the overall touristic circulation and a recent study conducted by the European Travel Commission suggested that almost 20% of tourists who visit a European city mention culture, in the broader sense of the term, as the main reason for their visit. In these circumstances, urban tourism becomes associated naturally with cultural tourism and cities are

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increasingly using cultural events to promote their image, encourage urban development and attract visitors and investments.

That is why the “European Capital of Culture” Programme has become appealing for different cities as their only possibility to visibly transform their cultural infrastructure, to boost the local economy, to attract tourists and to improve their image. The specialized literature treats mainly the subject of culture, as a means of promoting the cities and less the aspects regarding the European Capital of Culture Programme and subsequent impact over the cities which implemented the programme.

2. European Capital of Culture

The origins of the Cultural Capital event were put forward in 1983 by Melina Mercouri, the Greek Minister for Culture at that time. The event was designed to ‘help bring the peoples of the member states closer together’ through the ‘expression of a culture which, in its historical emergence and contemporary development, is characterized by having both common elements and a richness born of diversity’ (European Commission, 1985). In view of the fact that the proposal came from Greece, Athens was appointed the first Cultural Capital in 1985. Since then, the event has rotated around the member states of the EU, with a different city being awarded the honor every year.

The European Capital of Culture Action was introduced in 1999 by a Decision of the European Parliament and the Council¹, building on the European City of Culture event that had operated annually since 1985.

This Decision created a specific Action, whose overall objective was to *“highlight the richness and diversity of European cultures and the features they share, as well as to promote the greater mutual acquaintance between European citizens”*¹.

Article 3 of the Decision stated that the “nomination of each city shall include a cultural programme of European dimension, based principally on cultural co-operation”. It also set out a number of objectives that each nominated city must address, which were to:

- highlight the artistic movements and styles shared by Europeans which it has inspired or to which it has made a significant contribution;
- promote events involving people active in culture from other cities in Member States and leading to lasting cultural cooperation, and to foster their movement within the European Union;
- support and develop creative work, which is an essential element in any cultural policy;
- ensure the mobilization and participation of large sections of the population and, as a consequence, the social impact of the action and its continuity beyond the year of the events;
- encourage the reception of citizens of the Union and the widest possible dissemination of the various events by employing all forms of multimedia;
- promote dialogue between European cultures and those from other parts of the world and, in that spirit;
- optimize the opening up to, and understanding of others, which are fundamental cultural values; and
- exploit the historic heritage, urban architecture and quality of life in the city.

The list of former European Capitals of Culture:

1985: Athens	1996: Copenhagen	2003: Graz
1986: Florence	1997: Thessaloniki	2004: Genoa + Lille
1987: Amsterdam	1998: Stockholm	2005: Cork
1988: West Berlin	1999: Weimar	2006: Patras
1989: Paris	2000: Reykjavik Bergen, Helsinki	2007: Luxembourg + Sibiu

¹ Decision No 1419/1999/EC of the European Parliament and of the Council of 25 May 1999 establishing a Community action for the European Capital of Culture event for the years 2005 to 2019

1990: Glasgow 1991: Dublin 1992: Madrid 1993: Antwerp 1994: Lisbon 1995: Luxembourg	Brussels, Prague, Krakow, Santiago de Compostela, Avignon, Bologna 2001: Rotterdam + Porto 2002: Bruges + Salamanca	2008: Liverpool + Stavanger 2009: Linz + Vilnius 2010: Essen + Pécs + Istanbul 2011: Turku + Tallinn
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Although its first aim was to “highlight the cultural wealth and diversity of the cities of Europe whilst emphasizing their shared cultural heritage and the vitality of the arts”, it became obvious that the impact of this programme went beyond this educational level. It gave the city a marketing opportunity to improve its image on a national and European level, and represented an important regeneration instrument for the areas around which the main events occurred.

However, as the event has developed, it has been used in different ways by the cities, either to support, extend or challenge the original Cultural Capital concept. Table 1² illustrates the development of the event from its origins as a cultural festival to an integrated cultural capital programme, at least according to the planners of the Copenhagen event.

Table no. 1- The development of the European Capital of Culture Event

<i>Level 1: a summer festival (Athens 1985, Florence 1986, Paris 1989)</i>	A number of artistic events, primarily based on heritage. No international marketing. Short planning period, no long-term investment and few sponsors.
<i>Level 2: an all-year festival (Amsterdam 1987, Dublin 1991, Madrid, 1992)</i>	Focus still on fine arts, with national performances supplemented with a few international events. Fairly good quality, but lack of penetration because of planning gaps and lack of international marketing. Little investment, financial base primarily local.
<i>Level 3: an art city (Berlin 1988, Antwerp 1993)</i>	Well planned and managed international artistic programme running over a whole year. Strategies to stimulate artistic production. Professional, centralized management, with finance from the city, supplemented by substantial sponsorship.
<i>Level 4: a cultural capital year (Glasgow 1990)</i>	A more comprehensive programme based on a broader concept of culture. Many international highlights. Social, popular and economic structures included in the concept, with a view to creating long-lasting improvement in the image of the city. Long-term planning and management with participation of local groups. Financing from a broad spectrum of private and public sources.
<i>Level 5: a cultural capital (Copenhagen 1996)</i>	Development of a long-term strategy for the development of a cultural capital and improvement of the image of the city. Planning horizons extend beyond the year itself. The involvement of the local population and the business community is crucial, as is the stimulation of educational initiatives and cultural networks. The cultural capital concept involves the whole metropolitan region, with a separate environmental strategy and new infrastructure. Funding from a wide range of sources.

The cultural programme was the central element of nearly all European Capital of Culture, and represented on average 63% of the operational expenditure of European Capital of Culture. The European Capital of Culture cultural programmes are unique due to their scale, duration, scope and the range of stakeholders and partners. No other large-scale cultural events are directly comparable to

² Greg Richards, „The European Cultural Capital Event: Strategic Weapon in the Cultural Arms Race?”, *Journal of Cultural Policy* 6(2000): 159-181.

the European Capital of Culture, and hosting the event was an unprecedented experience for most cities³.

Communication and promotion is closely related to some of the key objectives established by the European Capital of Culture Programme, such as the enhancement of city image, attracting visitors to the city, or expanding the local audience for culture⁴.

The 21 European Capitals of Culture spent in total over 105 million Euros on communication and promotion, in a range from just under 1 million to 14 million Euros, which represented between 7 and 24% of the total operating expenditure of the European Capital of Culture organization. However these figures should be treated with caution, as most European Capitals of Culture benefited from significant additional promotional expenditure by tourist boards, media and travel sponsors, cultural institutions and other partners.

The number of staff directly employed on communication and promotion varied from one to forty, however most European Capitals of Culture contracted elements out to public or private organizations, with tourist boards and municipalities often assuming responsibility for tourism marketing.

The most frequently used media by the European Capitals of Culture were print and broadcasting, while new technologies (internet, SMS) were comprehensively exploited by several recent European Capitals of Culture. Almost all used special events to promote the year, and a smaller number made significant efforts using merchandise as a communication tool.

3. Sibiu - Urban Marketing Strategies

Sibiu was the first European Capital of Culture (ECOC) to be staged in one of the post-2004 EU accession Countries and even if it was a risky bet at first, due to lack of experience in managing large scale cultural projects, to insufficient funding, or the fact that Romania was just joining the European Union, in the end it proved to be a success story.

The main aims of the event were⁵:

- Raising the international profile of Sibiu;
- Long term cultural development;
- Attracting international visitors;
- Enhancing feelings of pride and self-confidence;
- Growing and expanding the local audience for culture;
- Improving social cohesion and creating an economic downstream;
- Improving cultural and non cultural infrastructure;
- Developing relationships with other European cities/regions and promoting European cultural cooperation;
- Promoting creativity and innovation.

In addition there were a number of specific aims in the area of communications and promotion:

- Raising the international profile of the city;
- Changing the image of the city;
- Increasing foreign and domestic tourism;

³ Palmer/Rae Associates, „European Cities and Capitals of Culture”, Study Prepared for the European Commission, Brussels, 2004.

⁴ Palmer/Rae Associates, „European Cities and Capitals of Culture”, Study Prepared for the European Commission, Brussels, 2004.

⁵ Sibiu European Capital of Culture 2007 website, accessed January 29, 2010, <http://www.sibiu2007.ro/en3/strategia.htm>

- Broadening audiences for culture;
- Improving the availability and dissemination of information about the programme is a major task, now under the process of construction.

The key objectives for 2007 CCE Programme in terms of communications and promotion are:

- Raising the international profile of the city;
- Changing the image of the city;
- Increasing foreign and domestic tourism;
- Broadening audiences for culture;
- Improving the availability and dissemination of information about the programme is a major task, now under the process of construction.

Sibiu 2007 CCE Programme has several communications priorities:

- Promoting the profile of the city;
- Promoting the brand/image of the Capital of Culture;
- Promoting the cultural programme of the Capital of Culture.

Table no. 2 – The target audiences of the communication strategies

Audience 1 – potential visitors	<ul style="list-style-type: none"> • Citizens from Sibiu and Romania, a national audience estimated at 5-5.5 million persons, focusing on the mobile categories, interested in cultural events and cultural tourism; • Citizens from EU and other European countries, from USA, Canada, Israel, accentuating the traditional areas generating tourist flows for Romania. The European targeted audience was estimated around 40-45 million people, focusing on the mobile categories, interested in cultural events and cultural tourism; • Organizations of Romanians from abroad.
Audience 2 – information multipliers	<ul style="list-style-type: none"> • Journalists and opinion-formers from Romania and abroad; • Tourism operators; • Business communities and lobby groups; • European and international organizations (UE, Unesco, EC).

In order to better implement the programme the representatives of the local stakeholders from Sibiu decided to create an NGO which would be entrusted with the organization of Sibiu – European Capital of Culture Programme: The Association Sibiu/Hermannstadt European Capital of Culture 2007.

The Coordination Office Sibiu European Capital of Culture 2007 represented the Association's executive board and had the following responsibilities:

- General coordination for Sibiu 2007 Programme;
- Thorough look into the objectives and artistic concepts of the Cultural Programme;
- Selection of the projects in the preliminary stages;
- Coordination and consultation with the Luxembourgian partners;
- Implementation of the Cultural Programme;
- Implementation of the communication and marketing strategy;
- Administrative and financial management for the Programme.

The Association has been the main stakeholder during the Sibiu 2007 Programme managing the marketing strategy alongside with the advertising company and the partners involved in the programme. When implementing a large scale project like this it is essential to have a clear and unique message communicated and so, the Association created the Visual Identity Guidelines which described the elements to be used by the different cultural partners in order to promote the visual

identity of Sibiu 2007 Programme within the context of its own event and the rules and limitations for using these elements.

The logo was divided in **(a)** text; **(b)** logos of financing institutions and of institutional partners, **(c)** logos of official partners, **(d)** logos of media partners.

Table no. 3 – The elements of the logo

The textual specification of	Presentation of logos of financing institutions and institutional partners	Presentation of logos of official partners	Presentation of media partners
<ul style="list-style-type: none"> the high patronage of the President of Romania the organizer of Sibiu 2007 Program, namely Sibiu European Capital of Culture -Sibiu 2007 Association the cooperation with Sibiu City Hall the cooperation with the Ministry of Culture and Religious Affairs the cooperation with Sibiu County Council the support of the Prime Minister of Romania the support of the European Commission 	<ul style="list-style-type: none"> the European Commission the Ministry of Culture and Religious Affairs Sibiu City Hall Sibiu County Council 	<ul style="list-style-type: none"> Banca Comerciala Romana Automobile Bavaria Ambient Scandia Sibiu Atlssib Zentiva 	<ul style="list-style-type: none"> TVR (Romanian Television) SRR (Romanian Radio-broadcasting Company) Realitatea Catavencu Group represented by: Realitatea TV, Cotidianul, Academia Catavencu, Money Channel, 24-Fun and Radio Guerilla) Emi Deutschland Group (Monitorul de Sibiu, Monitorul de Iasi, Monitorul de Cluj, Monitorul de Alba, Ziarul de Iasi, Viata libera Galati, Obiectiv Vaslui, Arbo Media) Tribuna Zile si Nopti

The whole text was:

“Sibiu European Capital of Culture 2007 program is under the high patronage of the President of Romania. The program is developed by Sibiu European Capital of Culture 2007 Association in cooperation with Sibiu City Hall, the Ministry of Culture and Religious Affairs and Sibiu County Council, with the support of the Prime-Minister of Romania and of the European Commission.”

The promotion campaign for Sibiu – European Capital of Culture 2007 was carried out with the support of GAV Scholtz & Friends, the company which won the auction. The program was promoted both at national and international level using different instruments of promotional mix: TV and Internet campaign, PR campaign, outdoor campaign, radio spots, and presentation films.

The Sibiu 2007 Programme logo was the following⁶:



⁶ Visual Identity Guidelines, Coordination Office for Sibiu European Capital of Culture 2007 Program

The slogan, “City of Culture City of Cultures” was meant to underline the main characteristic of the city which is multiculturalism. The motto: “Sibiu - Young since 1191” emphasized the long cultural heritage of the city and also the modern context of its citizen’s evolution, aiming at the same time to a different target for cultural tourism: young people.

The main communication vehicle used during 2007 event was the Programme website: www.sibiu2007.ro which was in Romanian, English and German so both national and international tourists could find useful information.

The outcomes of the campaign were⁷:

- Integrated communication campaign: TV (three spots, outdoor, PR campaign, radio campaign);
- International TV campaign: three international TV channels (EuroNews, Travel Channel, National Geographic), 1460 spots aired over a period of three months: 50 % to National Geographic, 30 % to EuroNews and 20 % to Travel Channel;
- more than 55 million people targeted in Great Britain, Austria, Belgium , Denmark, Finland, France, Germany, Ireland, Italy, Holland, Norway, Portugal, Spain, Switzerland, Bulgaria, Croatia;
- National TV campaign: four national TV stations (TVR 1, TVR 2, TVR Cultural, TVR Internațional), over 1600 spots aired, out of which 457 on TVR 1 and TVR 2, with an estimated target audience of 7 million people;
- Two outdoor campaigns (spring and summer-autumn) with over 3900 square meters of outdoor advertising displayed for 150 days in 48 central locations in Bucharest, Brasov, Targu Mures, Arad and Sibiu;
- Internet campaign with banners and pop-ups on three European websites for a period of 8 to 12 weeks: www.euronews.net, www.travelchannel.com, www.nationalgeographic.com.
- 2808 articles about Sibiu 2007 in the national press (October 2006 – December 2007), an average of 8 articles per day;
- 2386 minutes in the news on national TV stations (January – December 2007), an average of 7 minutes aired daily on national news programmes.
- 457 minutes of news on national radio stations (October 2006- December 2007);
- The general attitude of the articles toward the programme: negative – 5%, neutral – 25%, positive – 70%.

Besides the contracts financed by The Ministry of Culture and implemented through GAV Scholz & Friends, Realitatea TV station signed a partnership with Sibiu CCE 2007 Association to promote the event.

The partnership consisted in:

- Daily airing an one minute reports, in the evening news about Sibiu – European Capital of Culture, named “The number of the day in Sibiu”;
- The show “EU, Romania” was dedicated, twice a month to Sibiu – European Capital of Culture;
- Another series of materials on Sibiu – European Capital of Culture were broadcasted once a week on Sunday in the afternoon news under the name “Eurocapitala” with an average duration of 8 minutes;
- Another series of materials labeled “Sibiu week at the Money Channel” were broadcasted during the daily show “Today’s agenda” on The Money Channel TV Station.

The urban marketing strategy is strengthening by the touristic infrastructure developed in 2007: Sibiu has currently 15 active tourist information centers and the fact that the municipality continues to participate every year at the international tourism fairs and exhibitions around Europe.

⁷ Sergiu Nistor, “Sibiu, Capitală Culturală Europeană – Raport sinteză, București, Martie 2008

Another important aspect is that Sibiu continues to host every year cultural events with international impact: The International Theatre Festival, The International Jazz Festival.

The Development strategy of Sibiu County for 2010-2013 mentions as a priority of the tourism sector the development and communication of Sibiu Brand. The strategy aims to capitalize the positive image acquired throughout the European Capital of Culture Programme⁸.

4. Tourism Development Effects

The Sibiu European Capital of Culture aimed to develop a „new tourism concept” in 2007, with the following aims:

- Promoting high-quality, ecologically sound, tourist experiences in Sibiu and the surrounding region.
- Providing satisfaction. Tourists must enjoy their stay here; they must be so satisfied with their experience that they will be willing to tell others about the city. The programme aims to integrate the tourism industry into an all-embracing concept, and connect it to a regional services network which operates at high standards.
- Intensifying the tourism marketing. In this regard, the activities will include:
 - the promotion of the historical city centre;
 - easy access to the sights and monuments in the region;
 - the promotion and reintegration of the tourism market of the mountain resort at Paltinis (situated in the close proximity to the city);
 - planning and organizing local, regional, inter-regional, national and international events;
 - developing a gastronomic and hotel industry of high quality, enhanced by an attractive calendar of cultural and artistic events;
 - developing new forms of tourism: religious, scientific and cultural, which can make better use of the local and regional conditions.

The results of visitor research conducted by ATLAS in 2007 indicated that the new tourism concept was largely successful, both in terms of the visitor profile and in terms of high levels of satisfaction⁹.

It is rather difficult to separate the impacts of the European Capital of Culture Programme itself from the general growth in tourism supply in Sibiu, which would probably have shown some growth without the European Capital of Culture as well. However, looking at the pace of growth, it is clear that the period after 2007 has seen a substantial increase in the supply of hotels and other accommodation facilities.

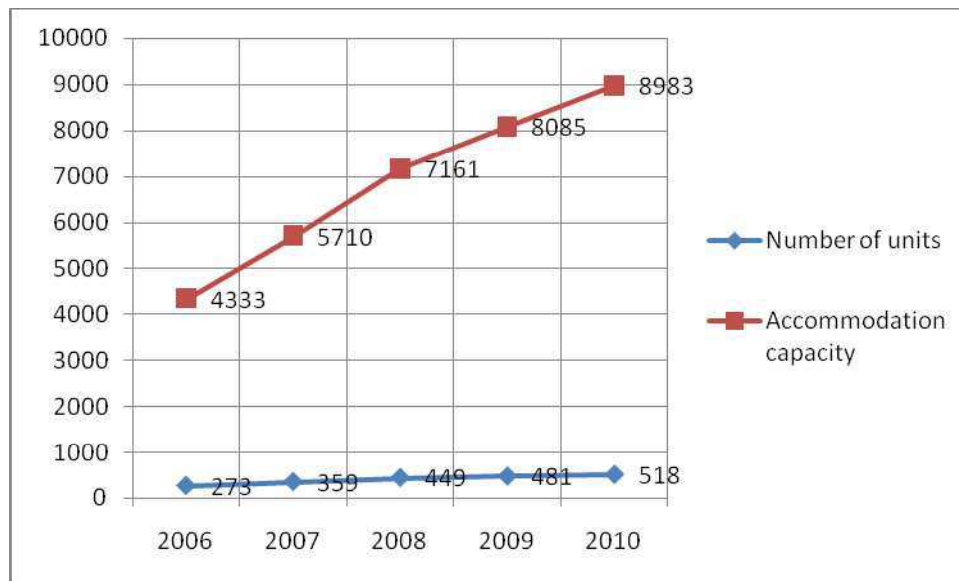
Table no. 4 - The evolution of the accommodation capacity in Sibiu County 2005– 2010

Year	Number of units	Accommodation capacity	Accommodation capacity Newly classified structures
2006	273	4333	-421
2007	359	5710	1377
2008	449	7161	1451
2009	481	8085	924
2010	518	8983	898

Source: compilation between INSSE statistical data, Masterplan for Tourism in Sibiu County, Sibiu County Tourism Association – Annual Report 2009

⁸ Strategia de dezvoltare a județului Sibiu pentru perioada 2010 – 2013 și direcțiile de dezvoltare ale județului pentru perioada 2014 – 2020, Sibiu, 2010

⁹ Richards, Greg nad Rotariu, Ilie, *The Impact of the 2007 European Cultural Capital in Sibiu: A long term perspective*, Sibiu, Editura Universității „ Lucian Blaga” din Sibiu, 2010.



As we can see from the table above 2007 has been an important year in the touristic development of Sibiu, from the number of touristic units and accommodation capacity, point of view. The overall result has been a doubling of total accommodation supply since 2006 and a continuous positive trend. It is also relevant that several large commercial hotels development accommodation facilities mainly in Sibiu, but also in the surrounding area.

The predicted increasing of tourists attracted many investments in hotel industry. The total amount spent for refreshing accommodation establishments was 60 million Euros¹⁰. Many existing hotels were renovated and some of them were reclassified to an upper category.

Ramada Hotel which is an international brand also opened a location in Sibiu. This expansion put Sibiu in top 5 Romanian destinations considering the number of hotels. An interesting aspect is the development of medium and large hotels with more than 70 rooms.

Due to the fact that many of the hotel projects related to the European Capital of Culture were not actually operational until 2007 or even in 2008, the biggest effects of hotel development were actually felt the year after the European Capital of Culture Programme. By 2009 Sibiu had an additional six four or five star hotels compared with 2006. This way, not only did tourism increase, but visitors also stayed in higher grade accommodation and therefore paid higher average room rates.

Table no. 5 - Tourist arrivals and overnights in Sibiu County 2006-2010¹¹

Year	Arrivals (thousands)	Overnights (thousands)
2006	252.7	434.5
2007	327.9	530.1
2008	287.1	459.3
2009	240.1	375.9
2010*	196.1	345.6

*statistics available until November 2010

¹⁰ Smaranda Cosma, Adina Negrusa and Cristina Popovici, "Impact of Sibiu European Capital of Culture 2007 event on country tourism", *Proceedings of the 2nd WSEAS International Conference on CULTURAL HERITAGE and TOURISM*.

¹¹ www.sibiu.insse.ro, National Institute of Statistics, Sibiu County Department, accessed January 29, 2010..

The tourism statistics show a clear boost both in terms of arrivals and bednights during the European Capital of Culture Programme in 2007. The fact that, starting with the following year, the number of tourists decreases is rather normal considering the global economic crisis, which had an important impact over the touristic activity. However, we need to take into consideration the fact that the decline was framed in the general national trends and that almost a third of overnight visitors stated that they stayed with friends and relatives when visiting Sibiu in 2007, so the decrease showed by the official statistics may not be entirely accurate.

Table no. 6 - Tourist arrivals and overnights in Sibiu City 2006-2009¹²

Year	Arrivals (thousands)	Overnights (thousands)
2006	150	235
2007	178.5	280.9
2008	147	204
2009	120.3	164.2

The data for 2008 and 2009 show a decline in tourist arrivals and overnights, which is also probably related in 2008 to post-ECOC decline and in 2009 to the economic crisis. It is also clear that the decline in arrivals and overnights follows national and regional trends. Compared to other cities in Transylvania, for example, the decline in arrivals in 2009 has been lower in Sibiu than in any other city except those of Mures County.

An important aspect in interpreting the statistics is the fact that almost a third of the people visiting Sibiu stated that they stay with friends and relatives, so, these are also tourists not included in the official statistics. Another issue is represented by the different accommodation units which are not registered, but still practice tourism.

Trends in the economic impact of tourism are also evident from the data on tourism tax revenues. These show clearly that 2007 marked a giant leap forward in terms of the development of the tourism economy of the city and the contribution of tourism to civic finances.

Tourism tax revenues grew by over 70% between 2006 and 2007, and have remained at these high levels in 2008 and 2009. In spite of the general downturn in tourism in Romania, tax revenues were still 70% higher in the first half of 2009 than they were in 2006. This shows that the European Capital of Culture Programme was successful in stimulating a qualitative change in the development of the tourism industry in the city¹³.

5. Conclusions

In conclusion, the statistics show that Sibiu - European Capital of Culture Programme has had a strong impact on accommodation development both in terms of quantity and quality, not only in the city itself but also in the surrounding area. The marketing investments from 2007 proved to have an important impact on the overall touristic activity, but the fact that the municipality decided to capitalize the brand attributes acquired during the programme by including it as a major priority in the Development Strategy, demonstrated that Sibiu can stay on the European cultural tourism map for a long time from now on.

The fact that Sibiu continues to participate at the international tourism fairs and exhibitions around Europe, that, it hosts every year cultural events with international impact such as the

¹² Richards, Greg and Rotariu, Ilie, *The Impact of the 2007 European Cultural Capital in Sibiu: A long term perspective*, Sibiu, Editura Universităţii „Lucian Blaga” din Sibiu, 2010.

¹³ Richards, Greg and Rotariu, Ilie, *The Impact of the 2007 European Cultural Capital in Sibiu: A long term perspective*, Sibiu, Editura Universităţii „Lucian Blaga” din Sibiu, 2010.

International Theatre Festival or the International Jazz Festival are all the more reasons for tourists to continue to be attracted to the city - Young since 1191.

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